

# City of Lakewood

***2023 -2024 Strategic Plan***

*Taking action in the **present**  
to pursue a dynamic **future.***









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# EXECUTIVE SUMMARY

It is with great excitement that we present the City of Lakewood Strategic Plan 2023-2024. The Strategic Plan establishes Lakewood's goals and objectives for the next two years based on the priorities and values identified by the City's most important component: Our people.

This Plan will prove to be an invaluable tool to align and connect the City Council's 2021-2024 Goals to existing plans and policies while also providing a roadmap for the future. Using a flight analogy, this Plan hovers around 40,000 feet, whereas planning and oversight of specific projects would be around 20,000 feet and day-to-day operations are on the tarmac. Importantly, to get from Point A to Point B successfully a plane needs the ability to take-off, reach cruising altitude, and land.

This document would not have been possible without the insight and civic engagement of the City of Lakewood's residents, business owners, community stakeholders, and City employees. For that, we offer our sincerest gratitude. We understand that on this journey some turbulence is inevitable—but, it is also healthy. By collaboratively working through these moments we will strengthen our resiliency and resolve as a City. We look forward to our continued partnership, and meaningful dialogues around the City's future.

As a result of our collective work, Lakewood will not only continue to be a great place to live, work, and play **but, importantly, will also continue to be a great place where individuals can be engaged and dynamically shape the City's future.**

Implementation of the Strategic Plan begins now. Using this as a springboard, City Leadership will engage City employees and various stakeholders to successfully implement and complete the vision laid out on following pages.

Sincerely,

Mayor Jason Whalen  
Deputy Mayor Mary Moss  
Councilmember Don Anderson  
Councilmember Michael Brandstetter  
Councilmember Patti Belle  
Councilmember Paul Bocchi  
Councilmember Trestin Lauricella 1





# INDIGENOUS PEOPLES LAND ACKNOWLEDGMENT

Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history which led to this moment. The City would like to recognize that we are on the lands of the Nisqually People, and acknowledge the history of dispossession that allowed for the growth of our community. We offer respect to the Nisqually People and their Elders, past, present, and emerging. We recognize our responsibility to value all people, and are committed to equitably serving all people in our diverse community.





# STATEMENT ON EQUITY BY THE LAKEWOOD CITY COUNCIL

The Lakewood City Council acknowledges that equity is essential to a healthy community.

We are committed to identifying and eliminating systemic racism. We intend to lead by example in the advancement of equity and the deliberate practice of inclusion.

The City Council commits to the following practices:

- Instilling equity as a priority of policy and the delivery of services.
- Enacting initiatives that support and celebrate the diversity of the community.
- Ensuring equity in municipal planning.
- Identifying and dismantling preconceived prejudices.
- Increasing sensitivity to social norms and cultural expectations.
- Pursuing justice and equity for all residents.

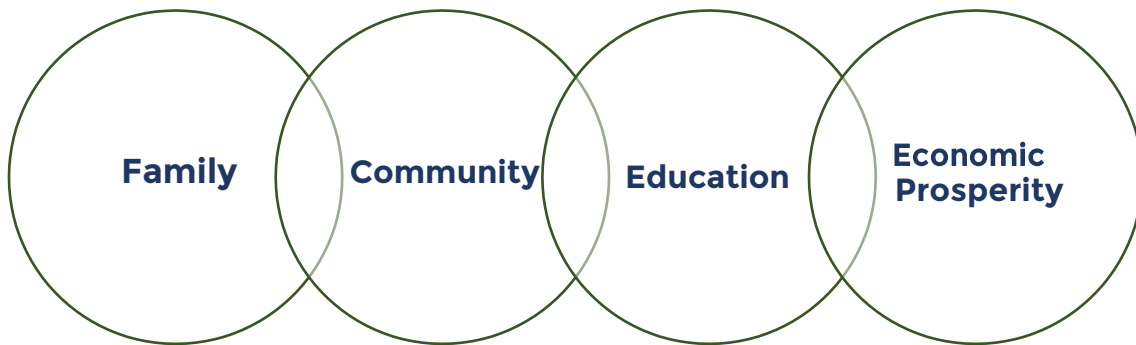
We recognize the critical role that city leaders have in removing barriers to opportunity. We recognize that systemic inequality has endured, but commit that it shall not persist. The City Council will not tolerate *intolerance*. It is unconscionable that some members of our community fall victim to acts of hate. Acts of hate based upon race, creed, ancestry, disability, sex, sexual orientation, gender identity and/or socioeconomic status are unwelcome in Lakewood, Washington. The Lakewood Police Department shall be vigilant in its investigation and prosecution of crimes of hate. These intentional practices will inform our decision-making on policing, zoning, capital investment and all other matters of the City Council. Our objective is to create a more diverse, equitable and inclusive Lakewood community for all residents and we invite all Lakewood organizations and residents to join us in this effort.

(Adopted April 19<sup>th</sup>, 2021)



# CITY COUNCIL VISION 2026

Our **VISION** for **Lakewood** is a thriving, urban, South Puget Sound City, possessing the core values of:



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<sup>TH</sup> YEAR ANNIVERSARY IS A COMMUNITY:



Inspired by its own sense of **HISTORY** and progress



Characterized by the beauty of its lakes, parks and natural **ENVIRONMENT**



Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural **COMMUNITIES**

Acknowledged for excellence in the delivery of **MUNICIPAL SERVICES**



Sustained by robust **ECONOMIC GROWTH** and job creation

Leveraging and embracing of our **DIVERSITY**



Recognized for the excellence of its public and private **SCHOOLS** and its community and technical colleges



Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, **SERVICE MEMBERS** and their families

(Adopted October 19, 2015)







# HISTORY & GEOGRAPHY

1833

Fort Nisqually  
built by the  
Hudson's Bay  
Company

1871

Western  
Washington  
Hospital  
established

1917

Camp Lewis  
built, continuing  
the strong  
military presence  
near Lakewood

1938

McChord Field  
opens



1849

Fort Steilacoom  
in Lakewood  
established to  
provide services  
to settlers in  
Western  
Washington

1908 Lakewood  
Gardens  
established

1937 Lakewood  
Colonial Center  
built, the first  
suburban  
shopping center  
in the western US

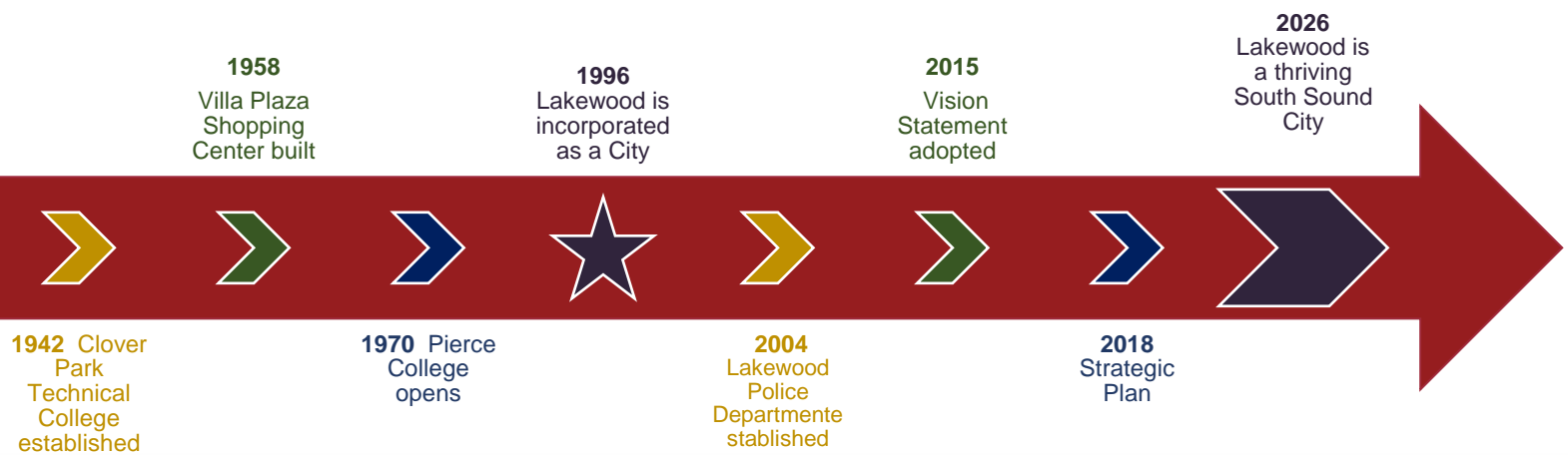
Lakewood has a rich and distinguished history. Prior to the advent of white hunters and settlers, the Steilacoom and Nisqually Indians used the area around Lakewood for hunting and for important tribal gatherings. Since the nineteenth century, commerce and industry have been longstanding hallmarks of the area. Previously known as the Lakes District, the area served as an important hub for the Hudson's Bay Company, a vital military post during the Great Migration, and as an important cog along the Northern Pacific Railroad. The City remains a viable business region conveniently located alongside two major freeways that provide a total of seven Interstate 5 off-ramps and the western terminus of state Route 512. The proximity to these major roadways makes Lakewood a central gateway to the greater Seattle metro area, other suburban South Sound communities, Joint Base Lewis-McChord, and provides quick access to Mount Rainier—the most popular tourist destination in Washington.

Lakewood is home to two premier South Sound educational institutions, Pierce College and Clover Park Technical College.

Lakewood has always enjoyed and made the most of its numerous natural amenities. As its namesakes suggests, there are numerous lakes as well as streams and wetlands within the City. These shorelines provide residents and visitors with picturesque landscapes and a range of recreational activities. In total, the City has over 600 acres of parkland and open space.



**FACT:** The City of Lakewood manages and maintains 14 parks and open space sites, ranging in size and use. These parks hosted a variety of races throughout the years, including Cyclocross, pictured below.





# DEMOGRAPHICS

Total Population	63,331
Male	49.3%
Female	50.7%
Veterans	12.8%
Median Household Income	\$60,534

Number of Households	25,323
Per Capita Income	\$26,004

## Race and Ethnicity

American Indian, and Alaska Native	2.1%
Asian	7.9%
Black	13.6%
Hawaiian/Pacific Islander	2.6%
White	46.9%
Hispanic	17.5%
Multiracial	13.6%

Total households	25,323
Percentage of Renter Occupied housing units	56.1%
Median gross rent	\$1,183
Median value of owner-occupied housing units	\$331,500

Total number of jobs	30,974
Average Wage	\$61,101
Number of firms	1,361
Top industry jobs	
Health Care	11,057
Retail Trade	3,309
Education Services	2,469
Transportation	3,770
Accommodation & Food Services	2,363

Educational Attainment	
No High School	11.0%
High School Grad	29.5%
Associates Degree	12.9%
Bachelor's Degree	13.4%
Post-Grad Degree	6.7%
Some College	26.6%

Sources: American Community Survey(2017-2021); Jobs EQ; Workforce Central

## AFFORDABILITY

Lakewood is the second most affordable municipality in Pierce County.

## BARBELL EFFECT

Lakewood has a disproportionate number of low and high household income earners compared to other cities in Washington, indicating the absence of a robust middle class.

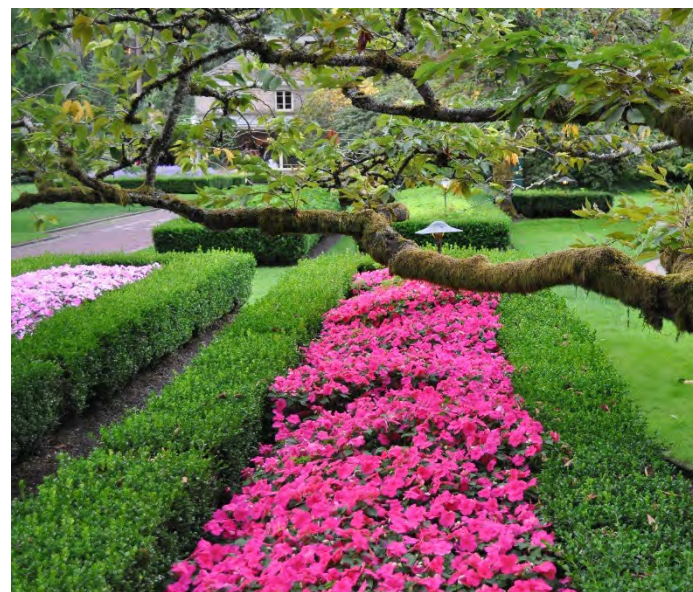
**16.6%** of the population is at or below poverty level; This is 5.8% higher than Washington State average.

**53.1%** of residents identify as a Black, Indigenous, People of Color (BIPOC). Lakewood is one of fifteen majority-minority communities in Washington.

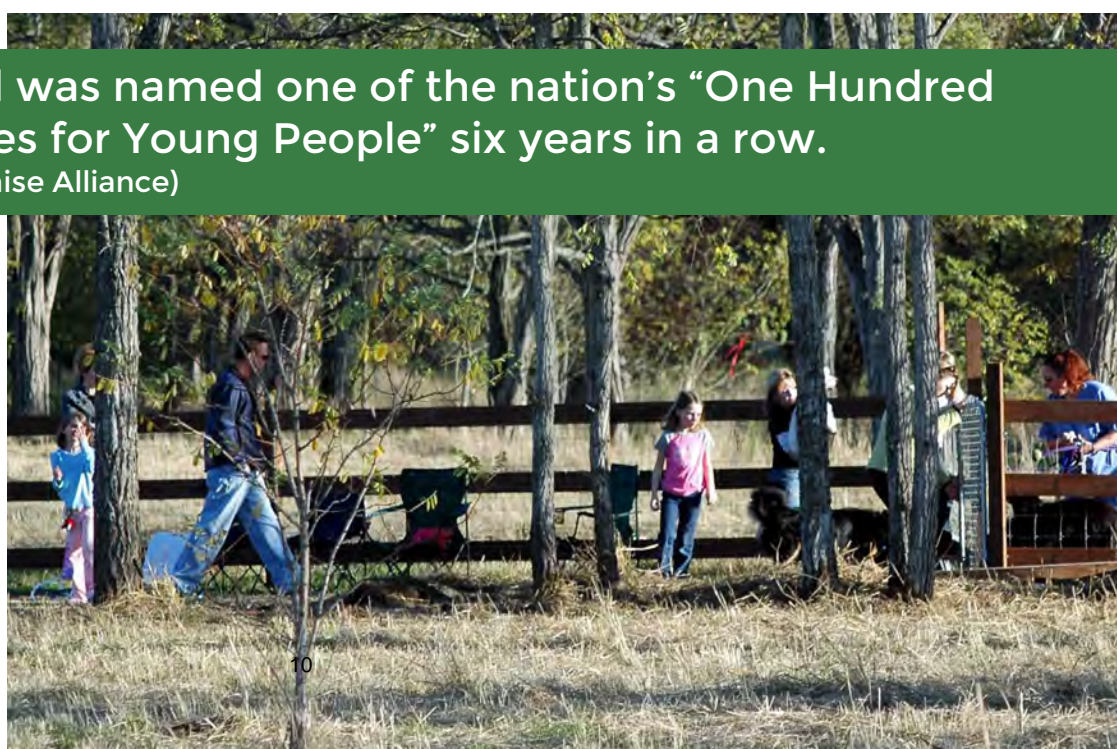








**FACT:** Lakewood was named one of the nation's "One Hundred Best Communities for Young People" six years in a row.  
(Source: America's Promise Alliance)





# ECONOMICS

## CITY

Lakewood is an optional code city that incorporated in 1996. The current population is approximately 63,331, making it the second largest city in Pierce County and the 21<sup>st</sup> largest in Washington State. The City covers over 19 square miles.

## JOBS

Lakewood has 30,974 total jobs, with an average wage of \$61,101, and three major retail trade areas. Lakewood is also home to the Lakewood Industrial Park, which is the fourth largest private, for-profit employer in Pierce County and the third largest industrial business park in Washington State.

Other major employers include: Western State Hospital, Clover Park School District, Pierce College, Pierce Transit, St. Clare Hospital, Acres WA LLC, Clover Park Technical College, and McClane Northwest.

**25%** of the City's firms are BIPOC-owned

**7%** of the City's firms are veteran-owned.

(Source: Census Bureau American Community Survey (2012-2016))

## PARTNERSHIP WITH JOINT BASE LEWIS - MCCORD (JBLM)

Over **59,000** service members and civilian employees work at JBLM making it the second largest employer in Washington. JBLM serves as a pivotal base for US operations in Asia. Lakewood plays a pivotal role in leading the South Sound Military & Communities Partnership (SSMCP) which provides a framework for collaboration in the South Sound region between local governments, military installations, state agencies, and federal agencies to better coordinate efforts in areas such as: military relations; transportation and land use planning; environmental protection; emergency preparedness; loans applications; health care; population forecasting; workforce development; education; housing; and economic development.



**FACT:** SSMCP was instrumental in getting the South Sound recognized as a Great American Defense Community in 2016.



# PROMISES KEPT



In 1996, the residents of Lakewood voted to incorporate as a city in an effort to establish greater local control over:

- Public safety
- Land use
- Fiscal responsibility
- Parks and Recreation

In the past two decades, empirical evidence supports that Lakewood has delivered on these promises of incorporation. **The City remains committed to continuing to deliver on these promises.** The Strategic Plan solidifies this commitment by directing energy and resources to continue to foster a safe, viable, functioning, and attractive City.

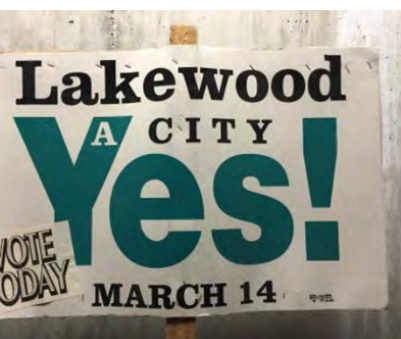


## PUBLIC SAFETY

Public Safety continues to be a top priority for the City Council. City leadership remains steadfastly focused on enhancing resident, business owner, and visitor confidence in the safety of the City. Major public safety advancements include:

- A decrease in property and violent crimes by 75% and 25%, respectively, since incorporation.
- The establishment of the Lakewood Police Department, now one of the largest police departments in Washington.
- The implementation of the Community Safety Resource Team (CSRT). CSRT is a progressive, community-oriented policing program that works in tandem with community leaders, property owners, and businesses to solve problems with neighborhoods.
- Creation and deployment of a number of cutting edge technologies to expand the efficiency of the police department.
- The abatement of approximately 15-20 dangerous or nuisance structures annually.
- The launch of the Rental Housing Safety Program to help ensure that all rental housing meets basic life and safety standards.

(Source: Safehome.org; Neighborhood Scout, 2014)





# AND PROMISES RENEWED

## LAND USE

Land use in Lakewood has been predominately characterized by sprawl—that all too common pattern of low intensity land use, where housing, businesses, and other activities are widely scattered with little or no focus. The City has focused on enhancing the built and natural environment, promoting the growth of smart economic development and increasing the quality of life for its residents. Major land management advancements include:

- The implementation of three major urban design projects: The Lakewood Motor Ave Plaza (also known as Colonial Plaza), Lakewood Downtown Plan, and Lakewood Station District Subarea Plan. All three aim to provide strategies and action items for creating a thriving, diverse, livable, sustainable, and engaging downtown.
- The award winning Motor Ave Plaza finished construction in 2019, and has been a popular venue for City events ever since.
- Fostering a positive business climate to help Lakewood businesses compete in the marketplace. The City offers “wrap around services” to help businesses navigate the permitting process, apply for financing, and recruit a trained workforce.
- Achievement of numerous public infrastructure improvement projects, such as the Lakewood Station, the construction of the boat launch at American Lake Park, the improvement to several arterial streets and sewer extensions to the Tillicum neighborhood, to name a few.

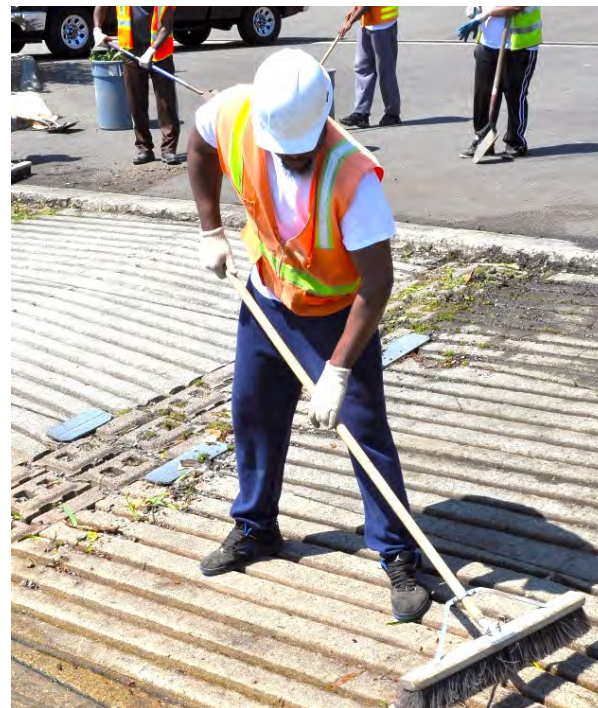
## FISCAL RESPONSIBILITY

In 2014, the City adopted a set of rigorous financial policies and have adhered to them. As a result, the City has improved its financial condition and is now meeting key deliverables in service provisions and infrastructure projects. Major fiscal resource advancements include:

- The City achieved the Triple Crown Award in 2022, in the top 1% of municipalities across the country, after years of consistently receiving financial awards for fiscal responsibility.
- Budget stability. With each budget, the City updates its spending and revenue projections for the next six years. This allows the Council to facilitate budget decisions based on a multi-year perspective.









## Parks and Recreation

Today, Lakewood is a beautiful community marked by an abundance of parks, open spaces, and attractive, landscaped corridors. Lakewood, with its natural beauty, is also the gateway to Mount Rainier National Park and Puget Sound waterways and islands, and is strategically located between Sea-Tac International Airport and Olympia, the state capitol, and is a host community to both Joint Base Lewis-McChord (JBLM) and Camp Murray, two major military installations.

Significant investments in City parks over the years include ADA access and waterfront upgrades to American Lake Park; Springbrook park playground upgrades; and Harry Todd Park playground and waterfront upgrades. Many more upgrades are underway at the more than 600 acres across 14 parks in Lakewood.

## Human Services

The Lakewood government has a long history of investing in human services in the community, above and beyond what county, state, and federal governments have done. Over the last seven biennium's (2009 through 2022), the Lakewood City Council has dedicated 1% of the General Fund exclusively to human services. Since 2009, this funding has totaled \$5,096,000 to 45 different non-profit organizations. The City's human services funding currently supports 20 non-profit organizations and provides 21 unique programs in support of five strategy areas:

- Emotional supports and youth programs such as after-school programs, leadership and mentoring support for youth and Lakewood's Promise;
- Access to food to include bulk food purchases, distribution of food at local food banks and mobile services in low income and geographically challenged areas;
- Access to health and behavioral health to include services for adults with disabilities, medical case management and donated care, dental care and therapy for survivors of sexual assault;
- Housing assistance to include emergency shelter, home repair, daily basic needs and homeless prevention services; and
- Other crisis stabilization services such as behavioral health intervention, legal and advocacy services for survivors of assault, domestic violence, and other crimes. The result of this collaborated investment and partnership with 21 non-profit agencies is that services and assistance is provided to over 30,000 individuals each year.





# STRATEGIC PLAN

## **The future of the City of Lakewood depends on planning choices made now.**

The City initially embarked on the strategic planning process in 2014. The City collected information during a series of community outreach exercises involving residents, business owners, visitors, and other community stakeholders. In total, the City received over 450 responses with 1,250 unique comments about the current challenges and the future possibilities within the City. Leading up to the 30<sup>th</sup> Anniversary as a City in 2026, the City Council used this data to craft its Vision Statement. Following the adoption of the Vision Statement, in 2015, the City Council crafted a series of Council Goals. With the success of the Vision Statement and goals, the City Council requested a Strategic Plan for 2018-2020. After the City Council adopted its 2021-2024 Goals, the Strategic Plan was updated for the 2023-2024 biennium. Goals emphasize economic development and dependable infrastructure. In particular, the City Council earmarked transportation projects, catalyst site development, and housing as high priorities.

Experience and research shows that cities, much like businesses and other organizations, cannot effectively accomplish large-scale projects and collective goals working in departmental silos. The Strategic Plan will help ensure greater connection and collaboration between City departments. **The primary function of the Plan is to align priorities across departments, reducing redundancy, and harnessing the talents of City Staff to move Lakewood forward. The Plan provides a broad framework for critical decisions about how the City will invest its limited and vital resources. Simply, the Strategic Plan's objective is to help your City government deliver better services, increase transparency, and increase accountability.**





Importantly, this Plan does not detail every twist, turn, speed bump, or pothole that the City may face over the next few years. Rather, the Plan specifies key destinations and gives general directions on how to get there. More detailed plans, like those highlighted below, will be crafted using the Strategic Plan as a foundation and will provide more details.







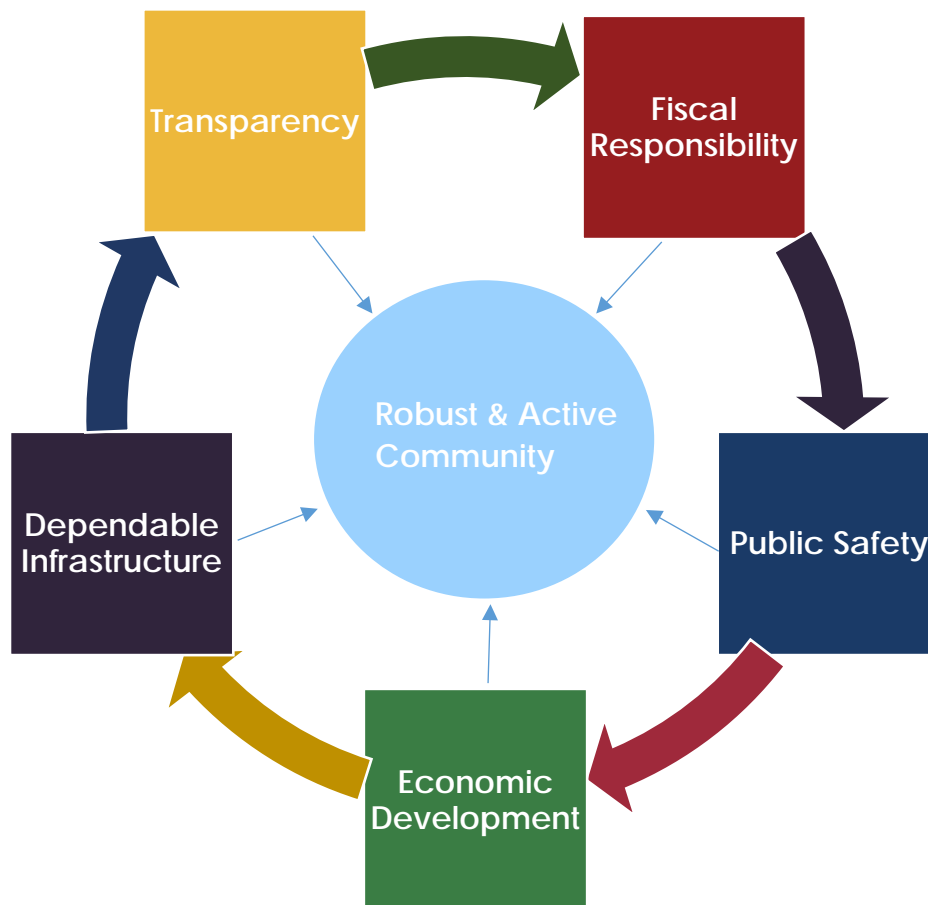
**FACT:** Lakewood's tremendous sense of civic pride and engagement is evident by the level of community involvement and volunteerism. Lakewood is strong because of the many residents, businesses and community and neighborhood groups that partner with the City to make improvements and address issues.



# GOALS

The Strategic Plan incorporates the six goals adopted by the City Council. The overall health and well-being of the City depends on our collective ability to successfully accomplish each of the City Council Goals concurrently.

The City Council Goals are:



Under each goal, a number of general **objectives** are identified. The objectives refine the goals into broad action areas. The Plan also features **strategies**, items that identify concrete City actions for the next two years. These are subject to change based on resources, conditions, and evolving priorities. Allocations of resources through the current and subsequent budget and capital improvement cycles will be guided by the Goal areas. Specific allocations will be determined by the Council and subsequently integrated into each biennial budget.







FACT: Lakewood has a thriving "International District" influenced by Korean, Vietnamese, Pacific Islander, Hispanic, and other cultures.



# DIVERSITY, EQUITY, AND INCLUSION

The updated City Council Goals 2021-2024 includes a new goal, Robust & Active Community, which has objectives explicitly stating the City of Lakewood's commitment to addressing diversity, equity, and inclusion in our communities and municipal government.

The City's **past actions** for enhancing diversity, equity, and inclusion (DEI) involved the creation of the municipal government Equity Team in 2018. The Equity Team, an all-volunteer group comprised of City leadership and personnel, began foundational work for addressing and improving DEI in our city government, such as implicit bias training. The Equity Team also created the Indigenous Peoples Land Acknowledgement. The City Council in 2021 passed a resolution committing the City to addressing systemic racism in our communities and city government.

The City's **present actions** include embarking on and implementing a Diversity, Equity, and Inclusion Strategic Plan in the city government.

The City's **future actions** are oriented on implementing the new DEI Strategic Plan in City processes, policies, and programs, to include hiring processes and leadership development programs.





# OPERATIONAL VALUES

Operational values improve and optimize the functional performance of the City to achieve the goals, objectives, and key work plan Items listed in this plan.

## EFFICIENCY

The City is committed to providing public services in the most efficient manner possible to maximize the public's return on its investments. The City will concentrate efforts on data-driven decisions that optimize available resources.

## ACCOUNTABILITY

The City is accountable to the community for the achievement of the Strategic Plan. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over time, making adjustments when necessary to optimize services.

## PROACTIVE FOCUS

The City is proactively focused on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

## REGIONAL PARTNERSHIPS

The City is committed to participating and encouraging regional approaches to service delivery whenever the regional model produces efficiencies and improves services to our residents.

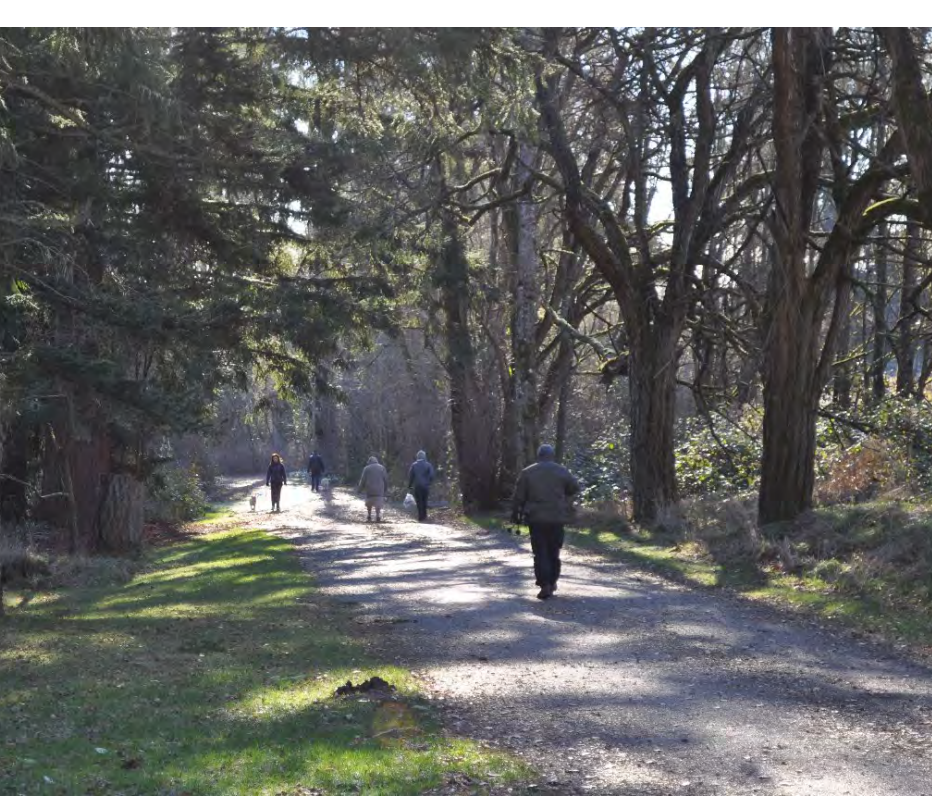
## DATA INFORMED DECISIONS

The City is committed to collecting and analyzing data on existing and future City actions in order to make well-informed decisions that result in the optimal provision of services for our residents.

The City will collect measurable data on the City's progress and performance over time. This information will be available online in the form of an accessible dashboard. Aspirational, but achievable benchmarks will be set for the City. The City regularly reviews performance measures to determine if adequate progress is occurring and will direct personnel to adjust resources where necessary to meet benchmark goals.









# LEGEND

ACCENTED ICONS INDICATE SIGNIFICANT OVERLAP WITH THE CORRESPONDING COUNCIL GOAL.

Aligns with VISION 2026



HISTORY



COMMUNITY



EDUCATION



MUNICIPAL  
SERVICES



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



MILITARY  
(SERVICE  
MEMBERS)

The subsequent sections use the following acronyms and symbols:

**ALL**.....All Departments

**AD**.....Administrative Services

**CC**.....City Council

**CED**.....Community and Economic Development

**COMM**.....Communications

**MC**.....Municipal Court

**CM**.....City Manager

**IT**.....Information Technology

**HR**.....Human Resources

**LG**.....Legal

**PWE**.....Public Works Engineering

**PD**.....Police

**PRCS**.....Parks, Recreation and Community Services

**SSMCP**.....South Sound Military and Communities Partnership



..... Start



..... Increase / Expand



..... Continue



..... Finish







# ECONOMIC DEVELOPMENT

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

## OBJECTIVES:

- 1.1 Align economic goals and resources across departments.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.
- 1.5 Promote and facilitate sustainable economic development.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



SERVICE  
MEMBERS





## **LEAD DEPARTMENT:**

**COMMUNITY AND ECONOMIC DEVELOPMENT**

## **SUPPORTING DEPARTMENTS:**

**ALL**

## **SUPPORTING DOCUMENTS**

Comprehensive Plan

Biennial Budget

Lakewood Downtown Subarea Plan

Lakewood Station District Subarea Plan

Tillicum Neighborhood Plan



## **PERFORMANCE MEASURES GOALS**

- ✓ Reduction in commercial vacancies.
- ✓ Increase value of commercial property.
- ✓ Increase local jobs and businesses.
- ✓ Increase permit volume and reduction in permit review time.
- ✓ Increase tourism tax dollars.
- ✓ Increase education and trade school enrollment.







# ECONOMIC DEVELOPMENT

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

Economic development, job creation, and access to quality housing are top priorities for the City. Over the past two decades, the City has provided a business friendly climate where entrepreneurial pursuits can be fostered and harnessed to their full potential. Lakewood is a great business incubator that provides businesses, large and small, the ability compete in the Puget Sound and global marketplace.

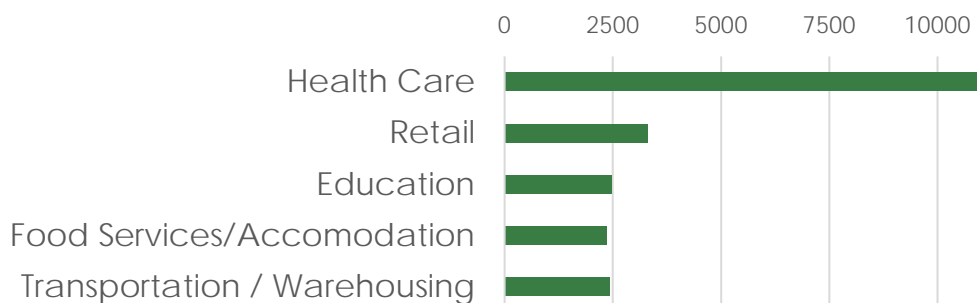
**Employment Growth 2022: 2.3%, back to pre-pandemic levels**  
**Wage growth 2022: 6%**  
**Fastest growing occupations:**  
Community/Social Services, Healthcare Support

**\$569,306,864**

Investments created through economic development efforts in 2022

Top 5 Industries by occupation in Lakewood

(Source: Chmura/JobsEQ)



**4,000+**

Businesses within Lakewood

**760**

Total new businesses in 2022



## 1.1 Align economic goals and resources across departments.

LEAD  
DEPT.

2023

2024

A. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.

CED

+

∞

B. Review and develop prudent business incentives that enhance economic development.

CED

∞

∞

C. Direct growth through sound planning. Update land use codes and continue to improve internal processes, including implementation of new technologies.

CED

+

+

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

LEAD  
DEPT.

2023

2024

A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Lakewood Station District Plan, and the development of the Woodbrook Business Park and Lakewood Landing.

CED

+

+

B. Improve underutilized commercial and mixed-use areas, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.

CED

∞

∞

C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

PWE  
CM

∞

∞





# ECONOMIC DEVELOPMENT



## 1.3 Enhance and diversify housing stock and improve multi-generational community assets.

	LEAD DEPT.	2023	2024
A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs	CED	+	+
B. Continue to support youth and senior programming and expand community events.	PRCS	∞	∞
C. Support and preserve historical, cultural, and ecological places of significance.	CED PRCS	∞	∞



1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.	LEAD DEPT.	2023	2024
A. Be a leader in local economic development, regional development, and planning policies.	CED	∞	∞
B. Continue partnership with JBLM and Camp Murray to improve communication and connectivity, land use development, and transportation.	CM SSMCP CED	+	+
C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.	CED	∞	+
D. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.	CM	∞	∞





# ECONOMIC DEVELOPMENT

1.5 Promote and facilitate sustainable economic development.	LEAD DEPT.	2023	2024
A. Focus resources on business creation, attraction, retention, and expansion.	CED	∞	∞
B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, professional, and retail and service businesses.	CED	∞	∞
C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, cultural amenities, activity hubs, and utilities.	PRCS CM PWE CED	∞	∞









# 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, and utility systems.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
- 2.4 Increase connectivity and accessibility.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES<sup>34</sup>



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



SERVICE  
MEMBERS





**LEAD DEPARTMENT:**  
PUBLIC WORKS ENGINEERING  
PARKS, RECREATION, AND  
COMMUNITY SERVICES

**SUPPORTING DEPARTMENTS:**  
ALL

## **SUPPORTING DOCUMENTS**

Biennial Budget  
Comprehensive Plan  
Parks Legacy Plan  
Parks Capital Improvement Plan  
Transportation Improvement Plan  
Non-motorized Transportation Plan  
(NMTP)

## **PERFORMANCE MEASURES GOALS**

- ✓ Increase transportation and mobility options.
- ✓ Increase miles of improved roadway.
- ✓ Improved traffic flow.
- ✓ Increase use & access to public spaces.
- ✓ All MyLakewood311 requests completed.







# YOUR CITY WORKING FOR YOU

## JOHN DOWER ROAD SIDEWALK IMPROVEMENTS FUNDING SOURCE:

FHWA  
CITY OF LAKEWOOD

\$500,000  
\$368,500

## DEPENDABLE INFRASTRUCTURE

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

Public infrastructure is a critical component of economic development, community safety, livability, and the overall well-being of the City's residents. The City has made significant public improvements over the past two decades to attract new investments and enhance the overall quality of life. Recent improvements include a Police Station, the Lakewood Station, City Hall, as well as, improvements to parks, gateways, streets, and general beautification. Several catalyst project are on the way, including the Motor Ave Plaza and a Downtown Plan. Lakewood proactively pursues infrastructure needs to ensure regional competitiveness, community connectivity, and to leverage local assets.



The overall condition of Lakewood's principal arterials have continued to improve. As of the last manual measurement in 2018, our streets now score an overall 79 out 100 on the Pavement Condition Index, a 3 point increase over the last decade.

CLASSIFICATION	LANE MILES	2008	2012	2014	2018
Principal Arterial	94.07	77	78	78	<b>87</b>
Minor Arterial	66.39	79	79	76	<b>81</b>
Collector Arterial	44.82	75	75	72	<b>76</b>
Local Access	225.71	77	76	75	<b>75</b>
<b>OVERALL NETWORK PCI</b>		<b>76</b>	<b>76</b>	<b>75</b>	<b>79</b>

### \$43,000,000

Capital Improvements Planned  
based on Six Year CIP, 2023-2028



FSP was voted  
best place to  
walk your dog  
by South Sound  
Magazine  
& King 5  
Evening  
Magazine in  
2017



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

	LEAD DEPT.	2023	2024
A. Identify future transportation projects and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.	PWE PRCS	∞	∞
B. Construct a Downtown Park that serves as a catalyst for the Downtown Area	CED CM PWE	∞	∞
C. Expand neighborhood and non-motorized transportation infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.	PWE PRCS	∞	∞
D. Provide a quality and diverse park and recreation system making strategic additions when prudent.	PRCS	∞	∞
E. Implement technology solutions to enhance accessibility, operations, and City services.	CED COMM	+	∞
F. Partner with stakeholders to identify and implement infrastructure solutions.	CM PWE	∞	∞

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

	LEAD DEPT.	2023	2024
A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.	PW PRCS CM PD	∞	∞









# DEPENDABLE INFRASTRUCTURE

2.3 Advance infrastructure projects that enhance the City's identity and diversity.	LEAD DEPT.	2023	2024
A. Enhance and upgrade street amenities, public right-of-way, and wayfinding and reader board signage.	PWE PRCS COMM	+	∞
B. Showcase art, culture, and history to enhance sense of place.	PRCS	+	∞
2.4 Increase connectivity and accessibility.	LEAD DEPT.	2023	2024
A. Leverage transit, multimodal infrastructure, and new technologies to improve accessibility in the City and with neighboring communities.	CM	∞	∞
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.	PWE PRCS	∞	∞
C. Proactively pursue transportation safety solutions, including rail safety improvements.	PWE	∞	∞





# 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.
- 3.2 Match perception of public safety with reality.
- 3.3 Provide resources to support the health, welfare, and safety of the community.
- 3.4 Expand community outreach and educational programs.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



SERVICE  
MEMBERS





## LEAD DEPARTMENT:

**POLICE**

## SUPPORTING DEPARTMENTS:

**ALL**

## **SUPPORTING DOCUMENTS**

Police Department Annual Report

Police Department Quarterly Reports

Biennial Budget

Comprehensive Plan



## **PERFORMANCE MEASURE GOALS**

- ✓ Decrease crime.
- ✓ Decrease roadway accidents.
- ✓ Decrease number of failed safety inspections.
- ✓ Maintain WASPC accreditation.
- ✓ Increase use of community policing programs and initiatives.







# PUBLIC SAFETY

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

Public Safety remains a significant concern across many communities in the United States. While statistically crime has decreased over the past few decades, the overall perception of safety in cities has not improved—rather, it has declined. The City aims to proactively improve confidence in public safety using innovative crime reduction strategies, community-driven approaches, and support for alternative diversion programs. For the City, public safety goes beyond law enforcement to include protecting public health and welfare of all citizens through a variety of programs and infrastructure improvements.

**Crime in Lakewood is trending down!**

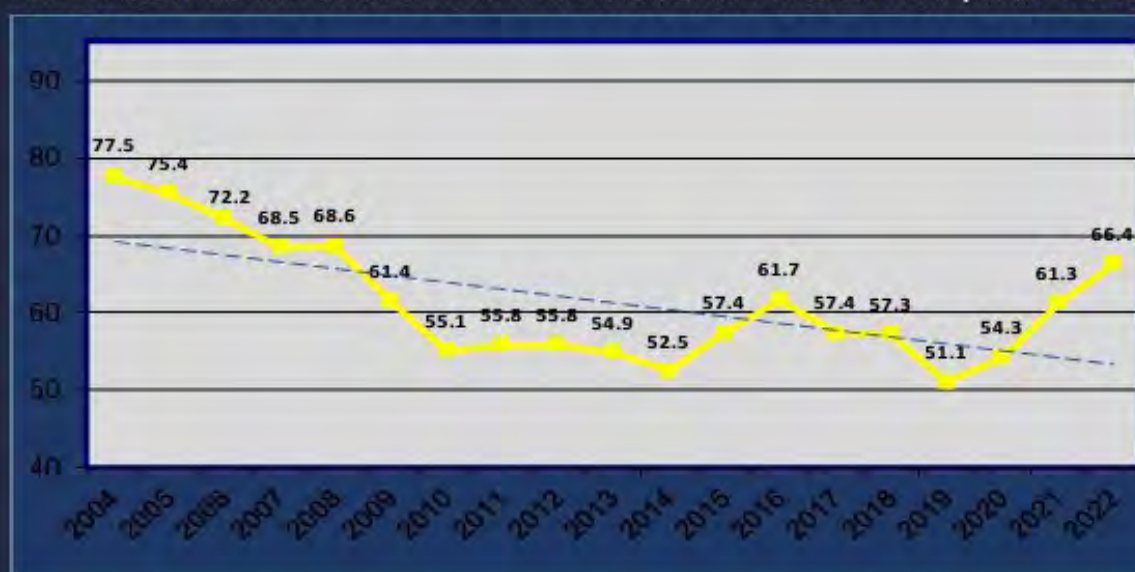


Property Crime  
decreased\*

22%

\*from LPD creation to 2021  
Source: WASPC

**LAKESWOOD TOTAL CRIME RATE PER THOUSAND RESIDENTS (2004–2022)**





3.1 Improve community safety and reduce crime through data driven processes.	LEAD DEPT.	2023	2024
A. Enhance law enforcement services through on-going training and new technologies.	PD CED IT	+	∞
B. Promote crime prevention through environmental design (CPTED) principles.	CED	∞	∞
C. Develop, practice, and implement emergency management plans.	IT PD	∞	∞

3.2 Match perception of public safety with reality.	LEAD DEPT.	2023	2024
A. Promote advancements and achievements in public safety and the overall safety of the community.	PD COMM	∞	∞
B. Provide streamlined and innovative resources for citizens.	PD MC	▶	+





# PUBLIC SAFETY



3.3 Provide resources to support the health, welfare, and safety of the community.	LEAD DEPT.	2023	2024
A. Increase proactive abatement, code enforcement, and housing safety programs to eliminate blight and unsafe conditions.	<b>CED</b> <b>PD CM</b>	∞	∞
B. Encourage neighborhood association safety initiatives.	<b>PWE PD</b>	+	∞
C. Support creative criminal justice and alternative diversion programs.	<b>MC</b>	▶	∞
D. Take a proactive role in legislative advocacy in matters which impact public safety.	<b>CM</b>	∞	∞
E. Identify and implement new technologies and innovative programs that enhance municipal court services for the community and contract jurisdictions.	<b>MC</b> <b>CM</b>	▶	+





### 3.4 Expand community outreach and educational programs.

LEAD  
DEPT.

2023

2024

A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.

PD

∞

∞

B. Continue to improve communication efforts with youth and underserved communities to remove barriers, increase trust, and provide opportunities for meaningful engagement.

PD  
COMM

∞

∞

C. Emphasize crime prevention through public education.

PD  
CED

∞

∞

D. Use innovative approaches and partnerships to provide connections to services to individuals experiencing behavioral health incidents and/or homelessness.

PD  
CED

∞

∞



# FISCAL RESPONSIBILITY

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

## OBJECTIVES:

- 4.1 Provide efficient and effective municipal services.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
- 4.3 Make smart investments in people, places, and resources.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES



<sup>46</sup> ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



SERVICE  
MEMBERS





## **LEAD DEPARTMENT:** **ADMINISTRATIVE SERVICES**

**SUPPORTING DEPARTMENTS:**  
**ALL**

### **SUPPORTING DOCUMENTS**

Biennial Budget

Financial Policies

Six-Year Financial Forecast

Six-Year Capital Improvement Plans

Six-Year Information Technology  
Strategic Plan

Six-Year Property Management Plan  
Comprehensive Plan

Quarterly Financial Reports

Comprehensive Annual Financial  
Report

Popular Annual Financial Report



### **PERFORMANCE MEASURE GOALS**

- ✓ Balanced budgeting ratio.
- ✓ Improved bond rating on future bonds.
- ✓ Increase municipal service satisfaction.
- ✓ Improve efficiencies in social service provision.







# FISCAL RESPONSIBILITY

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

The relationship between the City's fiscal position and the City's overall economic health is symbiotic as each greatly depends on the other. To remain competitive, the City must continue to have a resilient and high performing government that provides transparency and allows for meaningful citizen engagement. The City will continue to attract and develop a top-tier workforce and is dedicated to providing great customer service and innovative solutions. The City achieved the Triple Crown Award in 2022, placing us among 1% of municipalities across the country to achieve this award.

Long running Recipient of the  
Government Finance Officers  
Association's

**Distinguished Budget Presentation  
Award**

**&**

**Certificate of Achievement for  
Excellence in Financial Reporting**

**&**

**Outstanding Achievement Award in  
Popular Annual Financial Report**

**&**

**2022 Triple Crown Award  
(For three above achievements)**

The City achieved the AA  
long-term bond rating in 2019  
and has maintained it since.

AAA

AA

A

BAA

BA

B

CAA

CA

C



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

	LEAD DEPT.	2023	2024
A. Invest resources in core functions based on priorities.	AD CM PD HR	+	+
B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD	+	+
C. Monitor, refine, and respond to performance measures.	CM	+	∞

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

	LEAD DEPT.	2023	2024
A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.	AD	∞	∞
B. Develop balanced biennial budgets consistent with adopted financial policies.	AD	∞	∞
C. Diversify revenue base and explore innovative funding sources.	CM AD	∞	∞



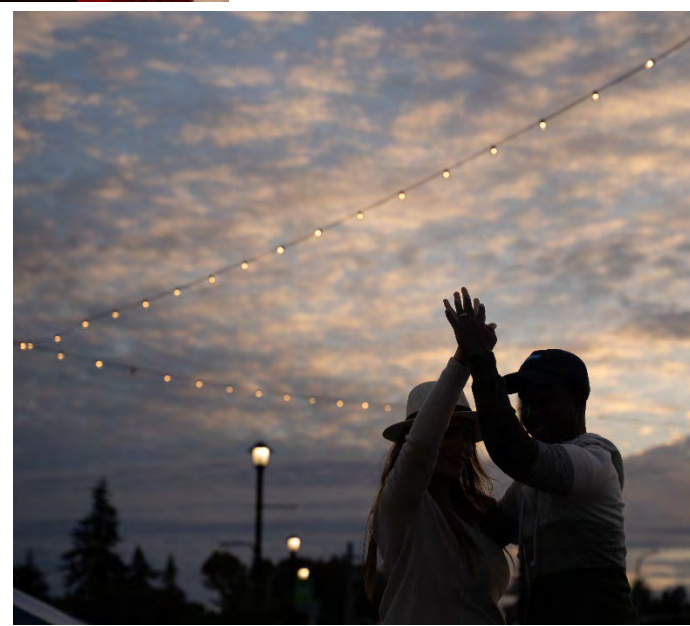


# FISCAL RESPONSIBILITY

4.3 Make smart investments in people, places, and resources.	LEAD DEPT.	2023	2024
A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.	HR	∞	∞
B. Seek and promote diverse advisory groups.	CM HR CED PD	∞	∞
C. Continue to maintain our “Well City” status.	AD	∞	∞
D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when of benefit to the community.	CM AD PD	∞	∞
E. Continue to enhance cyber security measures to protect City systems.	IT	+	+
F. Effectively use American Rescue Plan Act funds to help the community recover from the COVID-19 pandemic.	CM	∞	∞









# TRANSPARENCY

**GOAL: The City of Lakewood communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community.**

## OBJECTIVES:

- 5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.
- 5.2 Advocate for Lakewood at all levels of government.
- 5.3 Strengthen connection with stakeholders, partners, and communities.



ALIGNS WITH VISION 2026:







## **LEAD DEPARTMENT:** **COMMUNICATIONS**

**SUPPORTING DEPARTMENTS:**  
**ALL**

### **SUPPORTING DOCUMENTS**

Biennial Budget  
Comprehensive Plan  
City Manager's Bulletin  
E-government platforms and social media  
Connections Magazine  
State of the City Address  
My Lakewood311 Application  
Brand Guide and Communications & Marketing Operational Plan

### **PERFORMANCE MEASURE GOALS**

- ✓ Increase civic engagement.
- ✓ Increase resident satisfaction with municipal communication.
- ✓ Increase coordination with partner agencies and institutions.
- ✓ Continue efficient provision of public records requests.







# TRANSPARENCY

**GOAL: The City of Lakewood communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community.**

Government was created for the people, by the people. An informed public is essential to the success of our City. Community engagement and involvement in the planning and decision making process makes Lakewood stronger and increases accountability. The City endeavors to provide timely, accurate, and relevant information through the City's e-government platforms, traditional communication outlets, and provision of great customer service. The City will make consistent, accountable, transparent, and responsible decisions. The City will also continue its strong leadership position in local and regional affairs to ensure the sustained success of Lakewood.

**#IamLakewood**

2015 Blue Pencil and Gold  
Screen Award Recipient

**+16,000**

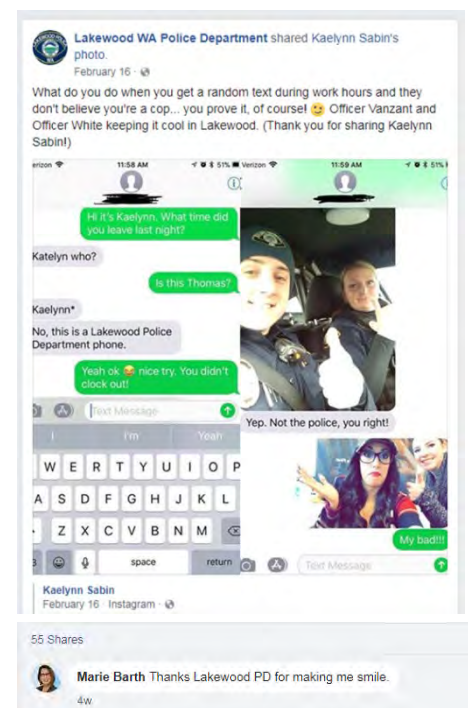
New Facebook followers for  
City Facebook page since

**21,349**

MyLakewood311 online  
citizen requests since  
2016

**97%**

Completion Rate of  
MyLakewood311  
requests since 2016





# TRANSPARENCY

5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.	LEAD DEPT.	2023	2024
A. Create and implement a Communication Strategic Plan that prioritizes inclusivity, community engagement, meaningful civic participation, and enhances branding standards.	COMM CM	🚩	∞
B. Leverage new and existing communication methods and innovative partnerships to effectively build trust, disseminate information, and reduce barriers to access.	COMM CM	∞	∞
C. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM PRCS CM	+	∞
D. Continuously enhance online and digital services.	COMM CM	∞	∞
E. Regularly implement surveys that measure community priorities, satisfaction, and specific projects.	CED CM	∞	∞





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

	LEAD DEPT.	2023	2024
A. Continue to serve in a leadership capacity in national, regional, and local affairs.	CM SSMCP CED	∞	∞
B. Develop annual legislative agenda and proactively engage with the County Council, state legislature, and federal delegation.	CM SSMCP	🚩	🚩
C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	CED SSMCP	∞	∞
D. Advocate for increased transportation and parks infrastructure funding.	CM SSMCP	∞	∞
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.	CM CED	∞	∞





# TRANSPARENCY

## 5.3 Strengthen connection and engagement with stakeholders, partners, and communities.

	LEAD DEPT.	2023	2024
A. Expand meaningful, two-way communication and engagement opportunities with community stakeholders and regional partners.	<b>CED</b> <b>COMM</b> <b>CM</b>	∞	∞
B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.	<b>PD</b> <b>PRCS</b>	∞	∞
C. Support access to information on workforce development, healthcare, and local services.	<b>COMM</b>	∞	∞
D. Strengthen relationship with local school districts, colleges, and other public entities.	<b>CM</b> <b>CED</b>	∞	∞







Lakewood City Council honors veterans  
106 views



# ROBUST & ACTIVE COMMUNITY

**Goal:** The City of Lakewood is a livable, resilient, and inclusive community that embraces and celebrates diversity and delivers equitable municipal services.

## Objectives:

- 6.1 Continue to improve the quality of life for all residents, businesses, and visitors.
- 6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.
- 6.3 Provide a range of amenities and events that attract residents, businesses, and visitors.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



SERVICE  
MEMBERS





## LEAD DEPARTMENT:

ALL

## SUPPORTING DEPARTMENTS:

ALL

## SUPPORTING DOCUMENTS

City Council Statement on Equity

Land Acknowledgement

Climate Change Work Plan

Energy and Climate Change

Chapter of Comprehensive Plan

Urban Forestry Program

Implementation Guide



## PERFORMANCE MEASURE GOALS

- ✓ Increase diversity in City government.
- ✓ Continue partnerships with Community-Based Organizations.
- ✓ Increase number of local areas where City job openings are advertised.
- ✓ Increase in diversity in City job applicants.





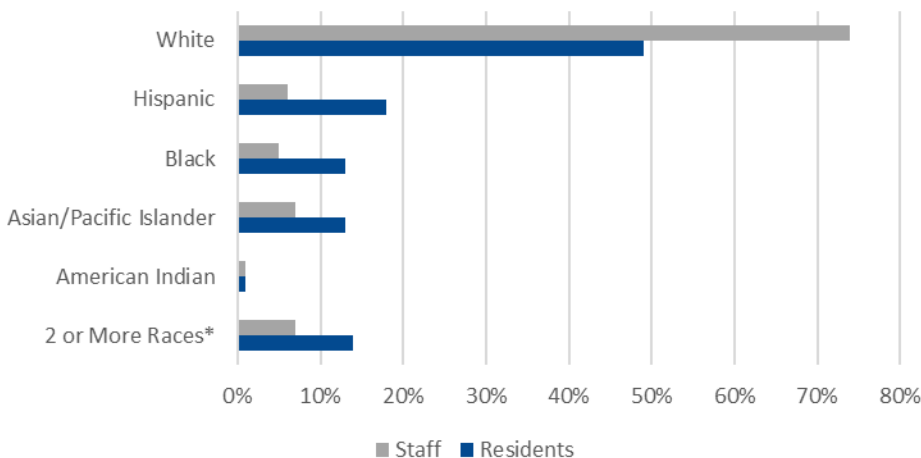


# ROBUST & ACTIVE COMMUNITY

**GOAL: The City of Lakewood is a livable, resilient, and inclusive community that embraces and celebrates diversity and delivers equitable municipal services.**

The City is committed to achieving a robust and active community that is diverse, inclusive, and equitable. This goal can only be achieved through making advancements in the first five goals (economic development, dependable infrastructure, public safety, fiscal responsibility, and transparency) and addressing equity gaps in municipal government. In order to enhance equity at the municipal government, the City recently embarked on developing a Diversity, Equity, and Inclusion (DEI) Strategic Plan to identify and provide tools and solutions to equity gaps in municipal processes, policies, plans, programs, and services. City leadership and personnel is committed to implementing the DEI Strategic Plan in daily operations. The City will continue to address equity within municipal government and Lakewood communities.

2023 City Staff and City Residents Demographics



The City of Lakewood strives to attain a municipal government that represents the diverse communities of Lakewood.

Partial list of partnered Community-Based Organizations:

- Living Access Support Alliance
- The Nisqually Indian Tribe
- Korean Women's Association
- Habitat for Humanity
- Lakewood YMCA
- Centerforce
- Emergency Food Network



6.1 Continue to improve the quality of life for all residents, businesses, and visitors.	LEAD DEPT.	2023	2024
A. Continue to partner with community-based organizations and partner entities to support the community's most vulnerable individuals and families.	PRCS ALL	∞	∞
B. Support and encourage the physical, emotional, and behavioral health of those that live, work, and visit Lakewood.	PRCS	∞	∞
C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and resilient community.	ALL	∞	∞
D. Enhance City-led community programming and events.	PRCS COMM	+	+





## 6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.

LEAD  
DEPT.

2023

2024

A. Develop a Diversity, Equity, and Inclusion Strategic Plan to identify and provide tools and solutions to equity gaps in processes, policies, plans, programs, and services offered by the City using data-driven processes.

CM

∞

∞

B. Enhance and expand communication and outreach efforts to eliminate barriers to full civic engagement and participation, creating a more inclusive, connected, and active community.

COMM  
CED

∞

∞

C. Continue to build diversity, equity, and inclusion competency in City leadership and across the organization.

CM

∞

∞

D. Facilitate relationships with external partners and community stakeholders to increase inclusion and equitable access to services in Lakewood and beyond.

CED  
PRCS

∞

∞

## 6.3 Provide a range of amenities and events that attract residents, businesses, and visitors.

LEAD  
DEPT.

2023

2024

A. Celebrate, value, and support the cultural diversity of the community through partnerships, public art, events and programs.

PRCS

+

+

B. Develop and expand events and activity hubs with a sense of place, dynamic user experiences, and a diversity of opportunities.

CM

∞

∞

C. Increase the connectivity of people and places throughout the community to cultivate a “neighborhood-feel” using infrastructure improvements, design standard enhancements, and recreational amenities and event offerings.

PWE  
PRCS

∞

∞





LAKEWOOD CITY HALL

CITY HALL  
MUNICIPAL  
COURT  
ENTRANCE  
→



# LAKEWOOD CITY COUNCIL GOALS

**Lakewood is a thriving, urban, South Puget Sound City, possessing the core values of family, community, education, economic prosperity, and the equitable delivery of municipal services. 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;*
- *That actively cultivates, embraces, and continually strives to create a more inclusive community with the equitable delivery of City services; 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 next two biennial budgets (2021-2022 and 2023-2024). 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.

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 community members.
- 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 is accountable to the community for the achievement of City goals. The City will identify meaningful metrics and determine a series of benchmarks to convey City efforts within goal areas. The City will track performances over the next four years, adjusting when necessary, to optimize services and efforts.
- 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, Lakewood Station District Plan, and the development of the Woodbrook Business Park.
- B. Improve underutilized commercial and mixed-use areas, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.
- 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 ecological 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 communication and 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, attraction, retention, and expansion.
- B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, professional, and retail and service businesses.
- C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, cultural amenities, activity hubs, and utilities.



# 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 projects and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
- B. Construct a Downtown Park that serves as a catalyst for the Downtown area.
- C. Expand neighborhood and non-motorized transportation infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
- D. Provide a quality and diverse park and recreation system making strategic additions when prudent.
- E. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- F. 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 wayfinding and reader board signage.
- B. Showcase art, culture, and history to enhance sense of place.

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

- A. Leverage transit, multimodal infrastructure, and new 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) principles.
- 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 to eliminate blight and unsafe conditions.
- 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.
- E. Identify and implement new technologies and innovative programs that enhance municipal court services for the community and contract jurisdictions.

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

- A. Cultivate and sustain collaborative partnerships with law enforcement and community stakeholders to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and underserved communities to remove barriers, increase trust, and provide opportunities for meaningful engagement.
- C. Emphasize crime prevention through public education.
- D. Use innovative approaches and partnerships to provide connections to services to individuals experiencing behavioral health incidents and/or 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 “Well City” status.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when of benefit to the community.
- E. Continue to enhance cyber security measures to protect City systems.
- F. Effectively use American Rescue Plan Act funds to help the community recover from the COVID-19 pandemic.



# TRANSPARENCY

**GOAL: *The City of Lakewood communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community.***

## **Objectives:**

### **5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.**

- A. Create and implement a Communication Strategic Plan that prioritizes inclusivity, community engagement, meaningful civic participation, and enhances branding standards.
- B. Leverage new and existing communication methods and innovative partnerships to effectively build trust, disseminate information, and reduce barriers to access.
- C. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- D. Continuously enhance online and digital services.
- E. Regularly implement surveys that measure community priorities, satisfaction, and specific projects.

### **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 and engagement with stakeholders, partners, and communities.**

- A. Expand meaningful, two-way communication and engagement opportunities with community stakeholders and regional partners.
- B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- C. Support access to information on workforce development, healthcare, and local services.
- D. Strengthen relationship with local school districts, colleges, and other public entities.



# ROBUST & ACTIVE COMMUNITY

**GOAL:** *The City of Lakewood is a livable, resilient, and inclusive community that embraces and celebrates diversity and delivers equitable municipal services.*

**NOTE:** All Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency goals and objectives support the continued advancement of a robust and active 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 and partner entities to support the community's most vulnerable individuals and families.
- B. Support and encourage the physical, emotional, and behavioral health of those that live, work, and visit Lakewood.
- C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and resilient community, to include climate change resiliency as encapsulated in the Climate Change and Energy Chapter of the Comprehensive Plan, Climate Change Work Plan, and other City policy documents addressing climate change.
- D. Enhance City-led community programming and events.

### **6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.**

- A. Develop a Diversity, Equity, and Inclusion Strategic Plan to identify and provide tools and solutions to equity gaps in processes, policies, plans, programs, and services offered by the City using data-driven approaches.
- B. Enhance and expand communication and outreach efforts to eliminate barriers to full civic engagement and participation, creating a more inclusive, connected, and active community.
- C. Continue to build diversity, equity, and inclusion competency in City leadership and across the organization.
- D. Facilitate relationships with external partners and community stakeholders to increase inclusion and equitable access to services in Lakewood and beyond.

### **6.3 Provide a range 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 events and activity hubs with a sense of place, dynamic user experiences, and a diversity of opportunities.
- C. Increase the connectivity of people and places throughout the community to cultivate a "neighborhood-feel" using infrastructure improvements, design standard enhancements, and recreational amenities and event offerings.



