

## RESOLUTION 1317

### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GIG HARBOR, WASHINGTON, ADOPTING THE CITY OF GIG HARBOR THREE-YEAR STRATEGIC PLAN 2024-2026

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**WHEREAS**, the city council has identified the need for an overall strategic plan to address major mandatory projects as well as other long and short-term desired objectives; and

**WHEREAS**, the city council recognizes this is not a complete list and acknowledges that the strategic plan is a priority list constrained by staff and council time; and

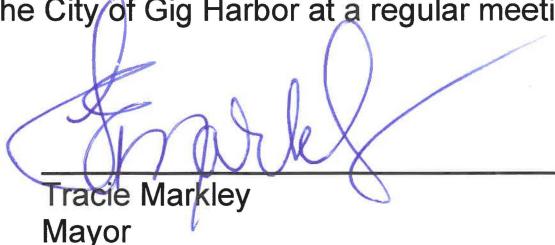
**WHEREAS**, an overall strategic plan will allow council to regularly review and benchmark priorities and timelines against the established vision and mission of the city; and

**WHEREAS**, a strategic planning discussion was held at the May 23, 2024, city council study session, during which the city council discussed its priority goals; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Gig Harbor:

**Section 1.** The city council hereby adopts the City of Gig Harbor Three-Year Strategic Plan 2024-2026 (attached as Exhibit A).

**ADOPTED** by the City Council of the City of Gig Harbor at a regular meeting thereof, held this 8th day of July, 2024.



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Tracie Markley  
Mayor

Attest:



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Joshua Stecker, CMC  
City Clerk

# City of Gig Harbor Three-Year Strategic Plan 2024-2026

Adopted by Resolution 1317 on July 8, 2024

**Vision Statement:** *The City of Gig Harbor leads the way in livability, environmental stewardship, economic vitality, and municipal services.*

Priorities	Goals	Actions – Routine/Annual	Actions - Project
<b>1. Foster a healthy city organization</b>	<ul style="list-style-type: none"> <li>▪ Be an exceptional employer</li> <li>▪ Retain existing workforce</li> <li>▪ Attract qualified applicants</li> <li>▪ Ensure safe work environment</li> <li>▪ Prioritize staff training</li> <li>▪ Encourage and obtain employee feedback</li> <li>▪ Fill all vacancies in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Re-qualify for AWC Well City designation</li> <li>• Conduct biennial employee satisfaction survey</li> <li>• Promote and enhance the city's DEI program</li> </ul>	<input type="checkbox"/> Update personnel regulations <input type="checkbox"/> Update safety manual and accident prevention program <input type="checkbox"/> Consider salary & benefits study recommendations <input type="checkbox"/> Research and Implement HR Information Systems Improvements
<b>2. Ensure sustainable future for public services and facilities</b>	<ul style="list-style-type: none"> <li>▪ Provide effective and efficient municipal services</li> <li>▪ Increase city communication effectiveness</li> <li>▪ Listen to community needs and expectations</li> <li>▪ Source funding for parks, streets, and utilities</li> <li>▪ Ensure infrastructure to support community needs</li> <li>▪ Fund only capital projects the city can afford to maintain into the future</li> </ul>	<ul style="list-style-type: none"> <li>• Update utility rates as needed</li> <li>• Continually improve permit and land use processes</li> <li>• Increase resources for capital projects to move through design and construction</li> <li>• Review/amend TIP to improve motorized and non-motorized transportation</li> <li>• Maintain excellent bond rating</li> <li>• Annually evaluate and amend city fee schedules</li> </ul>	<input type="checkbox"/> Create a city-wide communications plan <input type="checkbox"/> Update public works standards <input type="checkbox"/> Parks division organizational assessment <input type="checkbox"/> Explore options for B&O tax and other revenue sources <input type="checkbox"/> Explore options for Transportation Benefit District Fund uses <input type="checkbox"/> Source funding for Sports Complex Phases 2 & 3 <input type="checkbox"/> Develop permit processing timeline goals and metrics
<b>3. Maintain smalltown character and historic preservation while growing responsibly</b>	<ul style="list-style-type: none"> <li>▪ Promote responsible growth in keeping with small town character</li> <li>▪ Address infrastructure to relieve traffic issues</li> <li>▪ Ensure adequate affordable housing</li> <li>▪ Focus on character retention and historic preservation</li> <li>▪ Decrease distance to get to a park or open space</li> </ul>	<ul style="list-style-type: none"> <li>• Annually docket comprehensive plan amendments</li> <li>• Support Harbor History Museum</li> <li>• Monitor state legislative activity</li> <li>• Support the arts commission</li> <li>• Support sister city program</li> <li>• Fund creative endeavor grants</li> <li>• Monitor short-term rentals</li> <li>• Conduct HOA fair annually</li> <li>• Support community events and programs</li> </ul>	<input type="checkbox"/> Complete 2024 Comprehensive Plan periodic update <input type="checkbox"/> Establish park standards <input type="checkbox"/> Conduct Crescent Creek Park Master Plan <input type="checkbox"/> Complete Sports Complex Phase 1 <input type="checkbox"/> Design and construct fishermen's homeport <input type="checkbox"/> Solicit nominations for local historic register
<b>4. Promote environmental sustainability and preserve Gig Harbor's natural beauty</b>	<ul style="list-style-type: none"> <li>▪ Address climate change</li> <li>▪ Preserve tree canopy</li> <li>▪ Preserve and enhance natural character</li> <li>▪ Add undeveloped land to parks inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Annually review climate action plan</li> <li>• Consider possible conservation properties and/or mitigation areas and activities</li> <li>• Assess gaps of electric vehicle charging stations</li> <li>• Promote commute trip reduction goals</li> <li>• Electrify city fleet</li> </ul>	<input type="checkbox"/> Form climate action committee <input type="checkbox"/> Adopt tree retention policies <input type="checkbox"/> Annex parcels in city's parks system <input type="checkbox"/> Transition city diesel fleet to R99 renewable diesel fuel <input type="checkbox"/> Partner with Harbor WildWatch on environmental education
<b>5. Promote and enhance a dynamic and robust economy</b>	<ul style="list-style-type: none"> <li>▪ Increase promotion of local business community</li> <li>▪ Increase vitality of the city's small businesses</li> <li>▪ Attract larger business to industrial zone</li> <li>▪ Maintain and enhance commercial fishing</li> <li>▪ Develop sewer conveyance in unserved/underserved sewer basins</li> </ul>	<ul style="list-style-type: none"> <li>• Support Downtown Waterfront Alliance</li> <li>• Support Chamber of Commerce</li> <li>• Fund tourism with lodging tax grants</li> <li>• Promote downtown businesses/events</li> <li>• Collaborate with Pierce Transit for trolley</li> <li>• Evaluate and amend development regulations</li> </ul>	<input type="checkbox"/> Create a business retention and attraction plan <input type="checkbox"/> Develop and implement a small business fair resources <input type="checkbox"/> Develop Cultural Access Program <input type="checkbox"/> Consider establishment of a Creative District <input type="checkbox"/> Develop feasibility study for Community/Cultural Center <input type="checkbox"/> Review off-street parking requirements for businesses
<b>6. Provide a safe, healthy, and inclusive community</b>	<ul style="list-style-type: none"> <li>▪ Foster safe, livable and attractive community</li> <li>▪ Ensure city services are available to all residents</li> <li>▪ Implement DEI in city personnel practices</li> <li>▪ Enhance walkability and pedestrian/cyclist safety</li> </ul>	<ul style="list-style-type: none"> <li>• Provide funding for senior programming</li> <li>• Develop housing, health, &amp; human services program</li> <li>• Support Community Diversity Engagement Committee</li> <li>• Ensure high standard of ADA compliance</li> <li>• Monitor city water system for possible treatment needs</li> <li>• Evaluate needs for rapid flashing beacon crossings</li> <li>• Continue partnerships for youth opportunities</li> </ul>	<input type="checkbox"/> Provide funding for senior center permanent home <input type="checkbox"/> Establish youth council <input type="checkbox"/> Obtain police department accreditation <input type="checkbox"/> Update emergency management plan <input type="checkbox"/> Install Cushman Trail/Harborview Drive Connector Trail <input type="checkbox"/> Consider installing speed cameras near parks and schools <input type="checkbox"/> Establish an ADA parking program for public right of way <input type="checkbox"/> Develop manganese treatment options for city water