

# CITY OF MONROE VISION 2050

**Council Workshop  
January 28, 2019**



# MONROE 2050



1910



1999



2050?

In 2050, Monroe is a community of 35,000 people.

What do we want the city to look like in 30 years?

What big, hairy, audacious goals do we need to accomplish our vision?

What core values will guide our decisions?

# REQUESTED ACTION

- Review the city's mission and vision statements.
- Discuss the city's core values.
- Discuss the alternatives to adopt a vision for 2050.
- Provide direction to Mayor Thomas and city staff.

# STRATEGIC LEADERSHIP



- Shared (Core) Values
- Vision
- Mission
- Goals
- Performance Measures
- Work Plans

Strategic leadership brings people together to think about the future, create a vision, and identify ways to make that future happen through determination, teamwork, and discipline.

# Strategic Issues (Goals)

| Safe and Secure   | Environment and Resources   | Regional Destination  | Manage Growth  | Housing  | Utilities and Transportation   | Parks and Recreation  | Support Downtown   |
|---|---|---|--|--|--|---|--|
| <ul style="list-style-type: none"><li>• SERS funding</li><li>• Adopt emergency mngt plan</li><li>• Court strategic plan</li><li>• Homelessness study</li><li>• Addiction strategic plan</li></ul> | <ul style="list-style-type: none"><li>• Update development regulations</li><li>• Cadman Reclamation</li><li>• Cadman Park</li><li>• Al Borlin/ Lewis Street Master Plan</li><li>• Trails Plan</li><li>• Update Parks Plan</li></ul> | <ul style="list-style-type: none"><li>• Implement Economic development priorities</li><li>• Council chambers remodel</li><li>• City campus facilities rpt</li><li>• City campus remodel</li><li>• Document management</li><li>• ERP selection</li></ul> | <ul style="list-style-type: none"><li>• Update development regulations</li><li>• N. Kelsey debt plan</li><li>• Parks and Street funding</li><li>• Implement Economic development priorities</li><li>• Utility rate studies</li></ul> | <ul style="list-style-type: none"><li>• Update development regulations</li><li>• Affordable housing strategic plan</li></ul> | <ul style="list-style-type: none"><li>• SR522 funding</li><li>• US 2 Bypass</li><li>• Blueberry Ln</li><li>• Tjerne Place</li><li>• 191<sup>st</sup> Street</li><li>• Quite train designation</li><li>• Water/Sewer Plan updates</li></ul> | <ul style="list-style-type: none"><li>• Sky River playground</li><li>• Lake Tye Park</li><li>• Cadman Reclamation</li><li>• Cadman Park</li><li>• North Hill Park</li><li>• Centennial Trail</li><li>• Downtown Art</li><li>• Update Parks Plan</li><li>• Al Borlin/ Lewis Street Master Plan</li><li>• Trails Plan</li></ul> | <ul style="list-style-type: none"><li>• Wayfinding signs</li><li>• Economic development priorities</li><li>• Hotel Study</li></ul> |

# Strategic Plan

## 2018

- SR522 Funding Strategy
- Blueberry Lane Construct
- Tjerne Pl. Phase III
- 191<sup>st</sup> Street ROW Acq./Design
- Replace Sky River Playground
- PW Shop Construct
- Lake Tye/ Cadman MP
- Lake Tye field Design
- Downtown art Install
- Council chambers remodel
- Document Records Mngt software
- ERP select vendor
- N Kelsey Debt Plan
- Park/Street Funding Alternatives
- Development Regs. Adopted
- Emergency Mngt Plan Adopted

## 2019

- SR522 Funding Request
- Tjerne Pl. Phase III Grant
- 19<sup>st</sup> Street Grant
- City Hall Facilities Report
- Design Wayfinding Signs/Select Locations
- Lake Tye field Design
- Cadman Pk Reclamation
- Cadman property transfer
- Quiet Train Designation Approved
- Adopt and Fund Marketing Plan
- Water/Sewer Plan Update
- Utility Rate Studies
- Monroe Court Strategic Plan
- Implement ERP
- Parks/Street Funding Strategy
- Document Records Management software Implement

## 2020

- **N. Kelsey Debt Payment**
- SR522 Design
- Construct Tjerne Place Phase III
- Construct 191<sup>st</sup> Street
- City Hall/Court Design
- RCO Grant Lake Tye
- RCO Grant Cadman
- Acquire N. Hill Park
- RR Crossings Evaluation
- Install Wayfinding Signs
- Marketing Plan Implemented
- Voter Approved Park Bond/Levy
- SERS funding
- Housing, homelessness and addiction study
- Authorize two-year budget

## 2021

- US 2 Bypass Funding Strategy
- City Hall/Court bond
- Lake Tye All Weather Fields Construct
- Cadman Construct
- Centennial Trailhead Acquisition
- N. Hill Park Design
- Update Park Plan
- Al Borlin/Lewis St Parks Master Plan
- Hotel Study
- Adopt two-year budget

## 2022

- US 2 Bypass Funding Request
- Court/Council Chambers Construction
- N. Hill RCO Grant
- Centennial Trailhead Design
- Al Borlin/Lewis St Parks RCO Grant

## 2023

- N. Hill Park Construct
- Centennial Trailhead Construct
- Al Borlin/Lewis St Parks Construct
- Update Comp Plan
- Citywide paved multi-use & on-street bicycle accommodations

# CORE VALUES VS. ASPIRATIONAL VALUES

## Core Values

- *Core values* are the deeply ingrained principles that guide all of a city's actions;
- They serve as its cultural cornerstones.
- Describe what we stand for.

## Aspirational Values

- *Aspirational values* are those that an organization needs to succeed in the future but currently lacks.
- A community may need to develop a new value (such as cultural inclusiveness) to support changing community demographics.

Sense of Community; Excellence; Responsiveness; Vision and Efficiency (SERVE)

Monroe, WA



# VISION

- Defines the optimal desired future state, the mental picture, of what an organization wants to achieve over time
- Provides guidance and inspiration as to what an organization is focused on achieving in five, ten, or more years
- Functions as the "north star"—it is what all elected and appointed officials, employees, and partners understand their work every day ultimately contributes towards accomplishing over the long term
- Is written succinctly in an inspirational manner that makes it easy for all employees to repeat it at any given time. Fits on a t-shirt.

Monroe's vision circa 2009:

*To be a vibrant community that maintains a sense of place and identity.*

Buda, Texas Vision:

*We envision a little big town that is clean, family friendly, metropolitan enough to stay up with the times, and exciting enough to keep kids here and keep them coming back here when they grow up!*

# Where are we now and where do we want to be?



## Vision Statement



## Goals



## Goals (Chapter 2)

1. Establish and maintain a safe, secure environment.
2. Manage Monroe's environment and natural resource, for current and future generations.
3. Grow as a regional destination, providing employment opportunities while sustaining a balanced, diverse, and resilient economy.
4. Provide for and appropriately locate development.
5. Provide for a wide range of housing types for all Monroe residents
6. Provide utilities, roads, sidewalks and trails to meet future growth
7. Promote parks, civic facilities, art, and cultural activities.
8. Establish downtown as a thriving commercial, civic and residential area.

- **Welcome people of all demographics**
- **Improve downtown**
- **Improve highway commercial districts**
- **Leverage connection to Skykomish River**
- **Keep neighborhoods vital, safe, attractive**
- **Improve traffic circulation**
- **Keep Monroe compact**

### ■ 20-Year Plan

• Vision

• Goals

• Policies

# MISSION

- Defines the present state or purpose of an organization
- Answers three questions about why an organization exists
  - WHAT it does
  - WHO it does it for
  - HOW it does what it does
- Is written succinctly in the form of a sentence or two, but for a shorter timeframe (one to three years) than a Vision statement
- Is something that all employees should be able to articulate upon request.

Monroe's previously adopted mission statements (Attachment 3):

- *Promote and protect the public interest by providing the finest possible municipal services.*

and

- *The City of Monroe is committed to providing the finest possible municipal service while preserving the City's unique sense of community and quality of life.*



## THE ADVENTURE STARTS HERE

How do residents and business owners experience Monroe?

How do the tag-line, mission and vision statements work together?

Does the tag line express the essence of the mission statement?

*The City of Monroe is committed to providing the finest possible municipal service while preserving the City's unique sense of community and quality of life.*

- The city's tag-line was adopted in 2008 as part of the Sport Brand Analysis recommendations.
- The Branding Plan was envisioned to help Monroe promote tourism and economic development.
- The Plan provided a recreation "asset" investment strategy to
  - Make Monroe a regional sports destination;
  - Enhance downtown as a gathering place; and
  - Tell the world about Monroe and what makes the city a great place to visit.

| Alternative                | Description  | Stakeholder Involvement  | Outreach   | Cost  | Timeline   |
|----------------------------|--|--|--|---|------------|
| Do Nothing                 | Wait until Comp Plan update to revisit core values, vision and mission   | N/A  | N/A  | \$0   | 2020-2022  |
| Mayor/Council Lead         | Adopt a set of core values. Review previous mission, vision and values statements with core values. Update as needed | Council can update at study session or assign legislative committee.<br>Council adopts with input from stakeholders                              | Share with boards and commissions, city staff, and community for input and comment.                          | Staff and council time<br><u>Low Effort</u><br>3 council meetings<br>1 joint meeting<br>1 community meeting                       | Feb-June   |
| Assign Planning Commission | Mayor/Council adopts a set of core values.   | Assign the Planning Commission with evaluating the mission and vision statements to ensure consistency with the mayor and council's core values. | Invite input from city staff, boards and commissions.  | Staff and council time<br><u>Medium Effort</u><br>3 PC meetings<br>1 joint meeting<br>1 community meeting<br>2 council meetings   | Feb-July   |
| Community Driven           | Work with city staff, boards, commissions and the Monroe community to develop a shared set of core values.           | Stakeholder driven process   | Invite community input on core values, mission and vision through public meetings or other outreach efforts. | Staff and facilitator<br>\$10,000-\$35,000<br><u>High Effort</u><br>2 community meetings<br>1 joint meeting<br>3 council meetings | Feb-August |

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