

City of Covington City Council
ANNUAL STRATEGIC PLANNING SUMMIT

Saturday, 29 January 2011
8:30 a.m. – 3:30 p.m.
Tacoma Nature Center, 1919 S Tyler St., Tacoma

AGENDA

THE CONTEXT FOR THIS YEAR'S SUMMIT:

During the past five years, the Covington City Council has articulated and implemented a bold, ambitious agenda. Council members have crafted and advocated a long-term vision for the City's future. They've also agreed on visionary policies and programs to improve Covington's quality of life. These policies and programs are intended to diversify the economy, protect the environment, strengthen public safety, expand transportation networks, improve parks and recreation, secure public finances, and build stronger partnerships between citizens, businesses, and government.

Tough choices, calculated risks, prioritized decisions, and prudent spending have enabled the Council to make progress in bringing its vision to life. But with today's difficult economic climate, the Council may be at a crossroads. Does it continue to advance an ambitious vision or does it "ease up" until the economy improves?

In preparing for this summit, interviews of the Council members, City Manager, and Management Team revealed that *they share a common interest in continuing to advance an ambitious vision and agenda*. They appear to be in agreement that maintaining the status quo is not good enough. Why? Because it really means stepping backward. If the City were to hold to the status quo until the economy improves, services would deteriorate because of the rising population, increasing public needs, and escalating program and service costs.

What is a bold, courageous, and inspiring vision for the City's future when economic recovery may not be just around the corner? What are the immediate choices and decisions that could lay the groundwork for future prosperity? How might the City fund initiatives and programs to achieve its vision if the "new norm" is very gradual growth and a financial standard lower than what we were used to prior to autumn 2008?

These are the key questions of this summit, and where the Council will focus most of its time.

THE SUMMIT'S GOALS:

1. Review our 2010 accomplishments and key factors that contributed to them.
2. Discuss how we continue to advocate and implement a bold, courageous, and inspiring vision for the City's future in light of the weak economy and the possibility that a "new norm" will mean very gradual growth and economic indicators that are not as robust as in the past.
3. Identify and discuss the partnerships, infrastructure, and marketing needed to implement the Council's vision for Town Center.
4. Discuss how we continue to provide levels of service for police, parks and recreation, and capital projects that the citizens of Covington have come to expect.
5. Identify what we need to do to ensure citizens better understand the City's role and services, the tough choices facing the community, and the implications of various options, strategies or actions.

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NOTE: Refreshments will be served beginning at 8:15 so come early to enjoy them and be prepared to begin the meeting precisely at 8:30.

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| I. | 8:30 | WELCOME! REVIEW TODAY'S PURPOSE | Mayor Harto |
| II. | 8:35 | REVIEW AGENDA AND GROUND RULES | Jim Reid, Facilitator |
| III. | 8:40 | IDENTIFY 2010 ACCOMPLISHMENTS | Mayor/Council |
| | | <ul style="list-style-type: none">▪ <i>What accomplishments of 2010 are we most proud of?</i>▪ <i>What were the key factors that contributed to them?</i> | |
| IV. | 9:00 | ASSESS THE RECENT PAST AND THE PRESENT | Everyone |
| | | <ul style="list-style-type: none">▪ <i>What has excited us during the last five years?</i>▪ <i>What has most frustrated us?</i>▪ <i>What are the strengths and weaknesses of the City's current policy development, external environment, and operations and resources?</i>▪ <i>What are the opportunities for and threats to these three areas?</i> | |

10:00 BREAK

V. 10:10 DISCUSS OUR VISION FOR THE FUTURE Mayor/Council

- *If a bold and ambitious vision is achieved or greatly advanced in ten years, what will the City look like?*
- *What do we want the community to say was the legacy of this Council?*
- *How will our vision be reflected in policy development, the external environment, and operations and resources?*
- *What options might we consider for funding the programs and projects needed to achieve our vision, particularly in light of the weak economy and what could be the "new normal" when the economy recovers?*
- *What are some of the strengths, weaknesses, and challenges of these potential funding sources?*

VI. 11:15 IMPLEMENTING OUR VISION FOR DOWNTOWN Mayor/Council

In the past few years we have reached consensus on a vision for the future of Town Center. We've also adopted policies and zoning to guide its development. Now we face the challenge of implementing the policies and zoning to ensure our vision becomes reality.

- *What partnerships are needed to implement our vision for Town Center? What should be our role and responsibility for achieving our vision, and what should be the role and responsibility of our partners?*
- *What infrastructure is needed to support downtown development? What sources of funding might be needed or available to improve or provide the infrastructure?*
- *What marketing is needed to attract new development to Town Center? Who are the target audiences? What messages need to be communicated?*

As this discussion concludes:

- *What does this discussion indicate about the levels of service the City can or will provide in Town Center?*
- *What does the discussion indicate about the challenges of advancing a bold, courageous, inspiring vision for downtown?*

12:15 LUNCH

Lunch will be provided.

VII. 1:00 IMPLEMENTING OUR VISION IN OTHER AREAS Mayor/Council

- *Beyond Town Center, what levels of service do we strive for in providing police and parks and recreation services throughout the community? How is the level of service we want to offer reflected in the City's capital projects?*
- *What challenges will we face in achieving these goals?*
- *What funding sources might we need to consider, and what other strategies or tactics might we need to employ to provide the levels of service that citizens expect of the City and we seek to provide?*

VIII. 2:00 BUILDING PUBLIC AWARENESS AND UNDERSTANDING Mayor/Council

- *What do we need to do to help the public better understand the Council's vision and the City's accomplishments?*
- *What must we do to enable citizens to understand the implications to them of maintaining the status quo versus continuing to embark on a bold and ambitious path?*

IX. 2:45 NEXT STEPS Mayor/Council

- *Is there agreement among us on today's discussions and the steps we need to take to implement that vision?*

IX. 3:10 OTHER ISSUES ON THE HORIZON Mayor/Council

- *Are there other issues of interest to us that should be considered possible topics for future Council discussions?*

X. 3:25 WRAP-UP: FINAL THOUGHTS Mayor/Council

- *What are we taking away from today's meeting?*

3:30 adjourn