

SMART Goals

Vision:

Those citizens have now spoken, and their vision for the future is to proudly look out their window, walk down their street, or return for a visit in 2030 and honestly say:

“Stevenson is a friendly, welcoming community that values excellent schools and a small-town atmosphere. The natural beauty is enjoyed by residents and visitors through a network of recreational opportunities. The strength of Stevenson’s economy is built upon high quality infrastructure and a vibrant downtown that provides for residents’ daily needs. Stevenson takes advantage of our unique location on the Columbia River by balancing jobs, commerce, housing, and recreation along the waterfront.”

Mission:

Stevenson is committed to investing in improved infrastructure, stewardship, community & *human* [social/individual/human being] development. We will adapt, evolve, and progress to maintain our resilient and inviting small-town feel in an agile/nimble and fiscally responsible way.

Goals:

1. **Wastewater Upgrades:** The city will continue working toward lifting the commercial sewer connection moratorium, building efficient, sustainable and affordable wastewater system upgrades with added BOD capacity by the end of 2021.
 - a. **Complete CERB Feasibility Study** on the Alternatives Analysis by the end of Feb, 2019 and implementation of proposed alternatives by August, 2019.
 - b. Contract with DOE for design funding by Jan 31, 2019.
 - c. Advertise for Design Engineer immediately upon contract with DOE. Phase Design Engineering contract as necessary to address collection system (including pump stations and geotechnical study) prior to performance on WWTP design.
 - d. **Complete Design** of the project to apply to DOE for construction funding by Oct, 2019.
 - e. **Update Facilities Plan** with the CERB Study and design work by Oct, 2019.
 - f. Plan for the relocation of Public Works equipment with the expansion of the WWTP to be implemented with construction of the upgrades by the end of 2021.
 - g. Continue with the **Sewer Lining** project to reduce Infiltration and Inflow at the wastewater treatment plant during rain events by inspecting 10% of the wastewater collection system each year and repairing as needed and as budget allows. Contract for Geotech report as identified in GSP before repairs are made in Montell neighborhood.
 - h. Enter into agreements with all Significant Industrial Users for individual discharge limits and rates by the end of the second quarter 2019.
 - i. Update FOG program to improve compliance by 90% by the end of 2019 and 100% by 2020. Updates shall include clear instructions of how the proposed escalating fees/fines will be imposed.
 - j. Continue with minor improvements in both collection system and plant and encouraging BOD reduction to reach a goal of 0 NPDES effluent violations.
2. **Fire Hall:** The city will partner with Skamania County Fire District 2 and the Skamania County Department of Emergency Management to build a new fire hall that meets the needs of the

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agencies, is affordable to the community and is a valued asset of Rock Creek Drive by the end of 2020.

- a. **Design Completion** by first quarter 2019
 - b. Apply for and secure **Construction Funding** by the end of 2019
 - c. Enter into interlocal agreements between various agencies for the funding and/or maintenance of the property.
 - d. Complete construction by Fair 2020.
3. **Downtown Planning:** The downtown corridor will be thoughtfully planned to encourage utilization of the entire downtown, allow for safe and easy flow of traffic, and support mixed-use development by the end of 2024.
- a. A **Traffic Study** will be completed by the end of 2019.
 - b. **Design Standards** will be updated by the end of 2019.
 - c. **Mixed-Use** – The city will reduce barriers to mixed use to encourage increase mixed use development by the end of 2024
 - d. **Aesthetic Improvements** -Vacant/derelict/unkept property ordinances will be in place by the end of 2020, a list of nuisance properties will be created in coordination with the Stevenson Downtown Association by the end of 2019 and nuisance properties will be enforced for a reduction of nuisances by 75% by 2024.
 - e. **East-side Downtown Improvements** will be made to encourage development with an increase of developed or utilized properties of 25% by 2024. This will start with the development of a list of improvements needed by the end of 2019.
4. **Unimproved Street Plan:** The city will develop an unimproved street plan to include funding mechanisms and opportunities by the end of 2019 and begin construction on at least one project by the end of 2021.
- a. **Del Ray** - The city will work property owners to determine development opportunities for public and private uses by the end of 2020.
 - b. **Lotz Road Improvements** will be included in the unimproved street plan.
5. **Housing Affordability:** The city will work with private and public partners to increase the availability of attainable housing by 20 units, reduce the unhoused population by 20% and increase temporary shelter availability by 75% by the end of 2024.
- a. **Homeless/Temporary Housing** funding initiatives will be explored to in 2019 to obtain resources to help fund the goal with funds being collected in 2020 and utilized by 2022.
 - b. The city will partner with the EDC to complete a **Buildable Lands Inventory** by the end of 2019.
 - c. The city will partner with other agencies to complete a **Housing Needs Assessment** by the end of 2020.
 - d. Obtain property and develop infrastructure to support a Cascade Columbia Housing Corporation project. CDBG, WSHFC, and partner agency funds will be pursued as necessary.
 - e. Reconsider zoning standards for configuration of ADUs (attached vs unattached) by March, 2019.
6. **Russell Ave Rebuild:** Russell Avenue will be rebuilt from the Waterfront to Vancouver Ave to underground utility lines, improve pedestrian safety and enhance the experience by installing

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landscaping with **irrigation** to include **trees and planter boxes, benches and wayfinding signs** and have a completed **maintenance plan** by the end of 2024.

- a. Phase I of the project, Waterfront to Second Street will be completed by the end of 2019 with minimal impact to the downtown during the peak summer months, pending the acquisition of required easements.
 - b. Phase 2 of the project, Second Street to Vancouver Ave, will be completed by 2024 and tie in with the Courthouse Plaza project if funding allows.
7. **Aggressive Conduit Plan/Undergrounding:**
- a. The city will revise construction standards and practices by the end of 2021 to require undergrounding of utilities on street projects, develop rationale for variances, discuss reimbursement from utility companies on use of city installed conduit and review the reduction of separation standards for utilities within narrow road corridors.
 - b. The city will proactively install conduit for future use in all open ditches and boring projects.
8. **City Owned Facilities, ROW, Roads and Streets Continued Maintenance/Improvements:** the city will **be a leader in aesthetic improvements** and maintain facilities, property and Rights of Way.
- a. **Landscaping** – The city will create a plan for landscaping and maintenance for city property and rights of way, which may include agreements with adjacent property owners, by the end of 2020.
 - b. Fill hole in front of high school and vegetate with trample-resistant, maroon and/or blue plantings that can survive without water by November 30, 2018.
 - c. Trim/Remove damage to all remaining city trees caused by the 2017 ice storms by March, 2019.
 - d. Replace dead plants from the Lodge Trail, Cascade Avenue and Kanaka Creek Road projects by March, 2020.
9. **Collaborative Meetings:** Set up a meeting for twice a year with elected representatives from the PUD, County, School District, EMS, City Council to begin in 2019.
10. **Exploring Industrial Sites:** Apply for a CERB grant to evaluate the feasibility of additional industrial sites away from the Waterfront by the end of 2019.
11. **Broadband**
- a. The city will work with the Broadband Action Team to complete the Broadband Strategic Plan by the end of 2019.
 - b. The city will work with regional, state and federal agencies for funding and advisory roles to facilitate the completion and implementation of the Strategic Broadband Plan starting in 2020.
12. **Waterfront Development**-The City will work with the Port of Skamania to develop a waterfront development plan by the end of 2021.
13. **City Property Security** - The city will evaluate security needs at all city facilities and begin implementing security enhancements in 2019.
14. **Water System Continued Maintenance**
- a. **SMART Meter Completion** – Select and install smart meters and begin monthly excess water usage charging by the end of 2019.
 - b. **Replace** most of the failing **AC Pipes**, about 30% of the city waterlines, by 2030.

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15. **Parks Plan** Develop a park plan to include maintenance of current parks and standards by the end of 2020.
 - a. **Pebble Beach/Slaughterhouse Point Trail** – Work with the Port of Skamania to develop the trail to link with the trail network throughout town by the end of 2024.
 - b. **Wayfinding Waterfront-Rock Creek** – Install wayfinding signage along the waterfront and Rock Creek by the end of 2021.
 - c. **Parks and Rec District** – Develop committee to research and evaluate interest for a park and recreation district by the end of 2020. Determine a way forward go/no go by 2021.
 - d. **Courthouse Plaza Agreement** – Work with Skamania County and Stevenson Downtown Association to develop an agreement for maintenance and park management by the end of 2019 or before construction begins.
16. **Improve Financial Software System** Research new software options and ways to maximize current software with a recommendation to council on whether or not to change systems by the end of 2019.
17. **Develop Deliberate Growth Strategy** by the end of 2020.
18. **Partner with School District on Workforce Education Development** by the end of 2021.
19. **Road Diet** – Study, review and revised road standards to reduce required rights of way for street development by the end of 2020.
20. **Communication Plan** – Include a communication plan for projects going forward and ensure it includes multiple medias-newspaper, website, Facebook, flyers, etc.
21. **Develop Youth Leadership Process** to include honorary student councilmembers by the end of 2020.
22. **Internship Program** –Annually reach out to universities and the high school regarding internship opportunities to work on projects that further the goals of the city.
23. **Post Office/Home Delivery** – Work with the post office to evaluate the options for expansion of home delivery and possible relocation of the post office by the end of 2024.
24. **Remodel City Hall** – remove surplussed items by the end of 2019, reduce and organize city records by the end of 2022 to optimize the usable space for a remodel of city hall by the end of 2024.
25. **Work with the Stevenson Downtown Association, Stevenson Business Association, and Skamania Economic Development Council to Create a Guide for Businesses/Outside Resource** by the end of 2021.