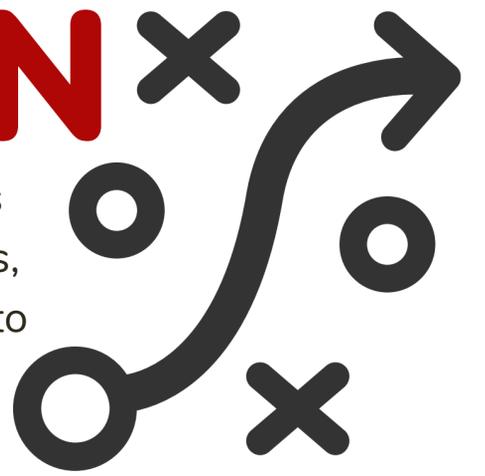


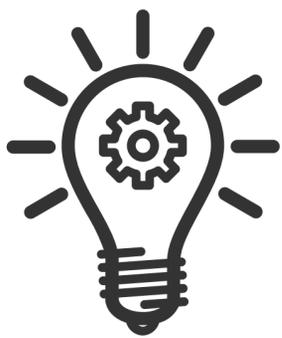
STRATEGIC PLAN

A strategic plan communicates the vision and goals of the City and the actions needed to achieve those goals. It will generally include an analysis of strengths, weaknesses, opportunities, and threats (called a SWOT Analysis), in addition to clarifying core values, mission and vision, long-term goals, and action plans including annual objectives.



DID YOU KNOW?

The City has a Strategic Plan, adopted ten years ago*. It was separate from the Comprehensive Plan. The City Council wants to include a Strategic Element in the 2024-2044 Comprehensive Plan to consolidate the two and make it easier to find important information about planning for the future.



2013 STRATEGIC PLAN

PROMOTING VITALITY AND PRESERVING CHARACTER

In 2013, the City selected 8 strategic initiatives to implement the community vision, which called for outstanding quality of life, protecting the natural environment, a vibrant local economy, a thriving regional destination, and high-quality and sustainable City services.



INITIATIVES (2013)

| Initiative | Quality of Life | Environment | Economy | Destination | City Services |
|--------------------------------------------------------------------------------------------------------|-----------------|-------------|---------|-------------|---------------|
| 1. Establish a sustainable model for strengthening and expanding our parks, trails, and public spaces. | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2. Strengthen our foundations for connecting neighbors and enhancing our neighborhoods. | ✓ | | | | |
| 3. Strengthen the community's connections to our rivers. | ✓ | ✓ | | ✓ | |
| 4. Increase multi-modal mobility within and connections to the community. | ✓ | ✓ | ✓ | ✓ | |
| 5. Become more environmentally sustainable. | ✓ | ✓ | ✓ | ✓ | |
| 6. Cultivate local businesses and promote the City as a great place to do business. | ✓ | | ✓ | ✓ | ✓ |
| 7. Strengthen the City's attractiveness as a regional destination. | | | ✓ | ✓ | ✓ |
| 8. Invest in Snohomish's civic facilities. | | | ✓ | | ✓ |



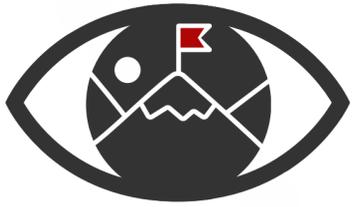
2024-2044 STRATEGIC PLAN

What about today? Is there anything missing from the 2013 list of initiatives that should be prioritized in our new Strategic Element? Have we achieved any of the old initiatives, or are we still working on them? Do we need to focus efforts on anything else instead? What would you like to see in the Snohomish of 2044?



*Imagine Snohomish was adopted in 2013 with a planning horizon of 5 years.

ELEMENTS OF A STRATEGIC PLAN

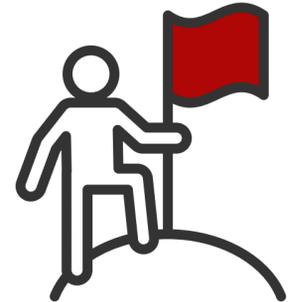


VISION STATEMENT

An aspirational statement of where we want the City to be in the future. In the case of the Comprehensive Plan, this is 20 years and beyond. Because the Comprehensive Plan includes a vision statement anyway, the Strategic Element will not have a separate statement, but it will be consistent with the overall plan.

MISSION STATEMENT

A statement describing what the City does today, including who we serve and how. The mission statement will be less aspirational than the vision statement, but will be consistent with it. Following the mission statement means working toward the vision.

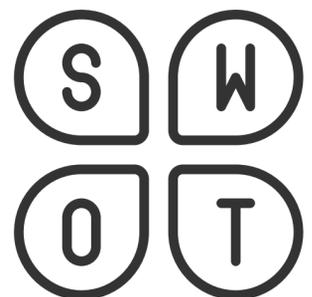


CORE VALUES

A statement or list of beliefs and behaviors. These are the things that are most important to the City, and will enable the community to achieve the vision and the mission.

SWOT ANALYSIS

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT Analysis assesses these things and sums up where we stand now, providing insight into where the City is performing well, and revealing what the City needs to focus on to make improvements.

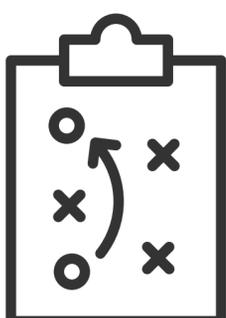
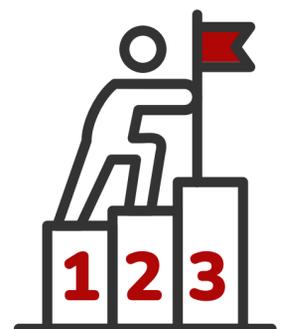


LONG-TERM GOALS

Statements that are more specific than the vision, describing how the vision will be achieved. Long-term goals are aspirational and achievable within a specified time frame.

ANNUAL OBJECTIVES

Each long-term goal will have a list of objectives that advance them. Objectives should be SMART (specific, measurable, achievable, realistic, and time-based).



ACTION PLANS

Each objective will have a plan describing how the objective will be achieved. The plan can be simple or complex, depending on the objective.