RESOLUTION NO. 19-01

A RESOLUTION OF THE CITY OF BATTLE GROUND, WASHINGTON, ADOPTING A COMMUNITY VISION AND STRATEGIC ACTION PLAN TO SERVE AS A POLICY GUIDE FOR CURRENT AND FUTURE COUNCILS AND TO ACT AS A GUIDE FOR FUTURE PLAN UPDATES IN ACCORDANCE WITH THE GROWTH MANAGEMENT ACT.

WHEREAS, In November, 2017 the City issued an Request for Proposal for a Community Vision and Strategic Action Plan project; and

WHEREAS, The City entered into a professional service agreement with Barney & Worth Inc. to assist with the completion of the project, named the Battle Ground Roadmap in March 2018; and

WHEREAS, an advisory committee "The Navigators" was formed to assist with the Community Vision. The committee was comprised of a broad cross section of community members, business owners, and stakeholders; and

WHEREAS, "The Navigators", city staff, and Barney & Worth, based upon information and feedback from stakeholder interviews, community surveys, community open houses and five Navigator meetings, developed a draft Community Vision and Strategic Action plan; and

WHEREAS, The draft Community Vision was completed and presented to City Council for feedback and additional public comment on December 3, 2018; and

WHEREAS, The City Council reviewed the final Community Vision, Strategic Action plan, and supporting documentation at their January 7, 2019 regular meeting; and

WHEREAS, It was decided to create an advisory group to remain named "The Navigators" to continue meeting and supporting the community vision and action plan process; and

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BATTLE GROUND, AS FOLLOWS:

SECTION 1. The City Council does hereby adopt Exhibit A as the Community Vision.

SECTION 2. The City Council does hereby adopt Exhibit B as the Strategic Action Plan, including supporting documentation.

SECTION 3. The City shall reply upon the principles, concepts and general vision and strategic plan as a guide for current and future plan updates pursuant to the Growth Management Act.

SECTION 4. SEVERABILITY: In the event that any section, sentence or clause of this resolution shall be held unconstitutional or invalid, such action shall not be deemed to affect any other section, sentence or clause of this resolution.

Section 5. EFFECTIVE DATE: This resolution shall be effective immediately.

ADOPTED AT THE REGULAR SESSION OF THE CITY COUNCIL OF THE CITY OF BATTLE GROUND, WASHINGTON, THIS 7TH DAY OF JANUARY, 2019.

CITY OF BATTLE GROUND, WASHINGTON

By: _____

Mike Dalesandro, Mayor

Attest:

By: _____

Kay Kammer, City Clerk

Approved as to form:

By: _____

Christine Hayes, City Attorney

Navigators

12 community members serve as the project's steering committee – the *Navigators*. These dedicated volunteers, representing a broad cross-section of the community, led the vision and planning process. The Navigators have been asked to continue to oversee and advise implementation.

Max Ault	Ryan Kurtz
Mike Brown	Stacy Kysar
Josie Calderon	Ryan Moor
Elizabeth Cerveny	Rick Sawczuk
Tim Gaughan	Tim Schauer
Denise Hays	Kevin Tapani

BATTLE GROUND ROADMAP
NAVIGATORS



Navigators and others who worked on the Battle Ground Roadmap

Next Steps



The Battle Ground Roadmap vision and action plan provides a foundation for the City of Battle Ground's next steps.

Learn More

To learn more or to get involved visit:
www.cityofbg.org/BG-Roadmap
– or –
Contact: Erin Erdman, Acting City Manager, erin.erdman@cityofbg.org / 360-342-5044

THE CITY OF BATTLE GROUND

BATTLE GROUND ROADMAP

December 2018



Overview

The City of Battle Ground has developed a community vision and action plan designed to chart a direction for the City's future. A group of citizen volunteers—the *Navigators*—guided the work to create this shared vision for Battle Ground's future. It is based on core community values and the results will guide City policy and align resources accordingly.

Steps in Battle Ground's vision process

- ✓ The project began with a comprehensive analysis of the area's demographic and economic trends.
- ✓ Interviews with community leaders identified shared values and opportunities.
- ✓ More than 2,000 area residents responded to a direction-setting survey.
- ✓ 60+ community members participated in an interactive open house to review the initial set of "Big Ideas."

What's next?

- ✓ Many priority projects (described inside) will become City of Battle Ground initiatives; some will begin right away in 2019.
- ✓ Other community driven priorities will be implemented over time, requiring ongoing support of the City and other key partners.

BATTLE GROUND ROADMAP Action Plan Priorities

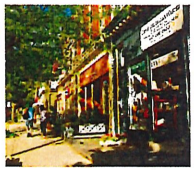
City Initiatives

Led by the City of Battle Ground

Old Town Revitalization

PROSPERITY

Promote ongoing revitalization of Old Town Battle Ground as the traditional heart of the community.



Interconnected Trail Network

WELL-BEING

Build a network of trails, bikeways, sidewalks and paths that connect residents and visitors to the greater outdoors and in-town destinations.



City Planning Districts

GROWTH

Establish a new system of planning districts covering the entire city, and update Battle Ground's Comprehensive Plan to reflect the future vision.



BG GreenPlan

WELL-BEING

Create a master plan for Battle Ground's parks and recreation resources of the future.



Future Jobs & Industry

PROSPERITY

Create a comprehensive economic strategy that includes new jobs, targeted sectors and their locations.



Branding Battle Ground

IDENTITY

Update the City's logo and create a marketing campaign that targets business recruitment and tourism, and establishes the long-term community identity.



Focus Areas



Community members identified five focus areas for the Battle Ground Roadmap vision.

Community Vision Statement

OUR VISION for Battle Ground is a vibrant, growing city that offers an unsurpassed quality of life for all residents, embracing its history, traditions and diversity. We celebrate our location at the foot of the Cascade Mountains, exploring and recreating in our natural surroundings. We value our exemplary education system that inspires excellence and innovation. Our economy is dynamic and diversified, with time-honored trades thriving alongside new, leading edge companies. Our downtown district cultivates a flourishing artisan community of distinctive restaurants, entertainment, arts and crafts. Our community centers and open spaces provide unique places for people to gather and connect year-round. Our neighborhood districts create a sense of identity, belonging and well being, while our entire city is enhanced and connected by a network of pedestrian walkways, bike trails, and public transit. **This is Battle Ground – and why we choose to call it home.**

Community Driven

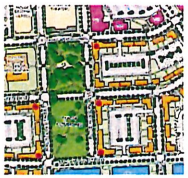
Community members champion actions with support from the City and other partners



Successful School System

COMMUNITY

Support the broad-based community leadership essential to a successful public school system.



School District Site Redevelopment

WELL-BEING

Plan for the eventual redevelopment of the Battle Ground High School campus to accommodate a new city center.



Activity Centers & Gathering Places

COMMUNITY

Develop new—and expand existing—spaces that contribute to quality of life: an expanded Community Center, new YMCA/aquatics center, library and more parks and gathering places.

Community driven priorities—schools, YMCA/aquatics center, more parks and gathering places—will rely on local leadership and support.

BATTLE GROUND ROADMAP

We're Pulling Over and Asking for Direction



Community Vision and Action Plan

Summary Report

December 2018

Acknowledgements

The City of Battle Ground gratefully acknowledges the important contributions of more than 2,000 Battle Ground area residents and others who participated in shaping the Battle Ground Roadmap vision and action plan for our community's future.

Other key contributors are listed below:

Battle Ground City Council

Mike Dalesandro (Mayor)
Shane Bowman (Deputy Mayor)
Adrian Cortes
Cherish DesRochers
Philip Johnson
Brian Munson
Steven Phelps

Battle Ground Planning Commission

Candy Bonneville
Greg Cheney
John Idsinga
Stacy Kysar
Mark Pelletier
Aaron Plummer
Kevin Tapani

Battle Ground Roadmap – Navigators

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Mike Brown
Josie Calderon
Elizabeth Cerveny
Tim Gaughan
Denise Hays
Ryan Kurtz
Stacy Kysar
Ryan Moor
Rick Sawczuk
Tim Schauer
Kevin Tapani

Project Team

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Sam Crummett, Planning Supervisor
Bonnie Gilberti, Communications Manager/Public Information Officer
Emily Lutz, Assistant Planner
Bob Richardson, Police Chief
Scott Sawyer, Public Works Director
Maggie Smith, Finance and Information Services Director

Consultant Team

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Eric Hovee, E.D. Hovee & Co.
Vic Parker, Six Foot Eight Graphic Design
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Melissa Porter, Barney & Worth, Inc.
Julie Hunter, Barney & Worth, Inc.
Toni Slightam

Battle Ground Roadmap

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Introduction/Overview

The community of Battle Ground, Washington, with a population exceeding 20,000, has emerged as a fast-growing, outer-ring suburb in the Vancouver/Portland region.

The big question is: "What is Battle Ground's future direction and corresponding identity?"

To address this question, the City of Battle Ground and partner organizations embarked on a nine-month community-wide visioning and planning process for the Battle Ground area – *called Battle Ground Roadmap* – designed to chart a direction for the City's future based on core community values.

The intent of this effort is to move forward a singular vision that not only charts a future direction for Battle Ground, but also enables the community to set priorities, enlist partners to achieve them, and align resources accordingly.

Goals for the Battle Ground Roadmap:

- Implement an effective public involvement program that informs, educates, and involves citizens in the Battle Ground Community Vision & Action Plan:
  - Provide a variety of opportunities for input during the visioning process, in recognition that not all stakeholders will participate in the same ways, at the same time, or at the same level.
  - Craft outreach methods for key stakeholder groups to effectively engage them, including those who have not traditionally participated in public processes.
- Discern core community values to guide development of the Vision.
- Adopt a Vision Statement that reflects the community's hopes and dreams.
- Create an Action Plan that can be implemented by the people who live, work, play, learn, shop – and invest – in Battle Ground.
- Generate outcomes that attract broad public support and a sense of ownership in the community's future.

The project began with a comprehensive analysis of the area's demographic and economic trends, and thirty-six community stakeholder interviews. Later, more than 2,000 area residents responded to a direction-setting survey. A Community Vision Statement and a set of "Big Ideas" were developed from this community feedback, and shared with the public for additional input. The final vision and action plan will be considered for adoption by Battle Ground City Council in January 2019.

The project's steering committee consisted of twelve dedicated community members – also known as the *Navigators*. These dedicated volunteers, representing a broad cross-section of the community, have led the vision and planning process at every step. The Navigators have been invited to continue in an advisory role after the initial stages of implementation.

Research

The multifaceted research elements for Battle Ground Roadmap are detailed in the next sections.

Stakeholder Interviews

In the early stages of the visioning process, the consultant team conducted a series of interviews in April 2018 with a cross-section of community leaders and other persons who are deeply involved in community affairs and the local economy: educators, business owners, developers, Chamber of Commerce members, non-profit and government agency representatives, economic development specialists, and others. Interviews were conducted in-person and by telephone with 36 persons.

Participants were asked to share their perceptions about Battle Ground's current identity and strengths – weaknesses – and opportunities, along with their vision and suggestions for the future. Their advice also was sought on ways to attract broad participation in the vision process. The observations, insights, and suggestions provided by the individuals who participated contributed to subsequent phases of the vision process.

Highlights of community leaders' views:

1. The number one goal for Battle Ground's vision is to establish the community's future identity.
2. Battle Ground is coming to grips with steady growth pressure.
3. Traffic congestion has become a high-profile concern.
4. Battle Ground needs more local employment.
5. The Battle Ground High School campus represents a prime redevelopment site that could reshape the city's future.
6. Community leaders are becoming increasingly aware of the potential to attract visitors.
7. Battle Ground can build on important economic assets and strengths – but must also confront a few challenges.

Strengths/Challenges for Battle Ground Economy

Strengths	Challenges
Growth	Growth/growing pains
Central location	Lack of distinct identity
Affordability of homes	Traffic congestion
Retail/restaurant hub	Infrastructure needs
Setting; proximity to natural attractions and big cities	Wetlands
Small town feel	Job base lacking
Locally owned businesses; old-town	Residents commute to work
Wineries/breweries/distilleries	Development review process
Community spirit	

8. Transform the community's abundant wetlands into an amenity and asset.
9. Community leaders nominate a list of projects to enhance livability and the future economy:
    - YMCA
    - Swimming pool
    - Indoor/outdoor gathering places
    - Sports complex
    - Showcase park
    - Paths, walking/biking trails, sidewalks
    - Farmers market
10. Neighborhoods can become the framework to connect longtime residents and newcomers while also preserving the sense of belonging Battle Grounders want.
11. Multiple communication channels are critical to engage Battle Ground residents in creating the new community vision:
    - *Reflector*
    - Surveys: online, door-to-door
    - Citizen Advisory Committee
    - Social media: Facebook; Instagram
    - Through schools
    - Through community organizations
    - Through faith-based groups
    - Through local businesses
    - Harvest Days and other community events
    - Signage promoting website: billboards, posters

Economic/Demographic Analysis

From modest beginnings dating to its 1951 incorporation, the City of Battle Ground has grown rapidly – emerging as a dynamic engine for residential and community vitality in Clark County. With strong employment as well as population growth, Battle Ground is becoming an ever more important contributor to county-wide growth and prosperity.

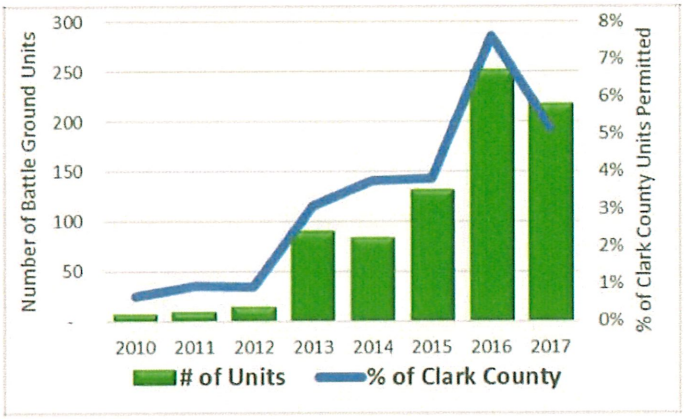
This analysis compares the City of Battle Ground and Greater Battle Ground trade area to the wider geographic areas of Clark County and the state of Washington.

Economic Analysis – Highlights

- ✓ Battle Ground (population 21,000) has a much larger trade area of 82,600
- ✓ Population is increasing faster than Clark County and statewide rates – and that will continue
- ✓ Profile of BG residents: young, large families, high percent home ownership, commute to work
- ✓ Employment increasing faster than other cities – but wages are lower
- ✓ Median home value is well below county and statewide averages – i.e., affordable

Demographics. Since Battle Ground's incorporation as a city, the in-town population has consistently increased faster than the rest of Clark County and state of Washington. Growth stalled in the aftermath of the Great Recession but has now rebounded – with population again well exceeding county- and statewide growth rates since 2014. Battle Ground's Comprehensive Plan indicates that urban growth area (UGA) population could increase by more than 3% per year to 2035.

Battle Ground Residential Development (2010-17)



*Source: U.S. Census Bureau. Building Permits Survey.

Battle Ground and trade area residents tend to be relatively well educated, with large families and high rates of homeownership. Compared to the greater trade area, in-town residents are younger, with lower incomes and housing values than regionally or state-wide. Residential development is again on the upswing, though not yet reaching peak pre-recession levels and now with more apartments as part of the overall housing mix.

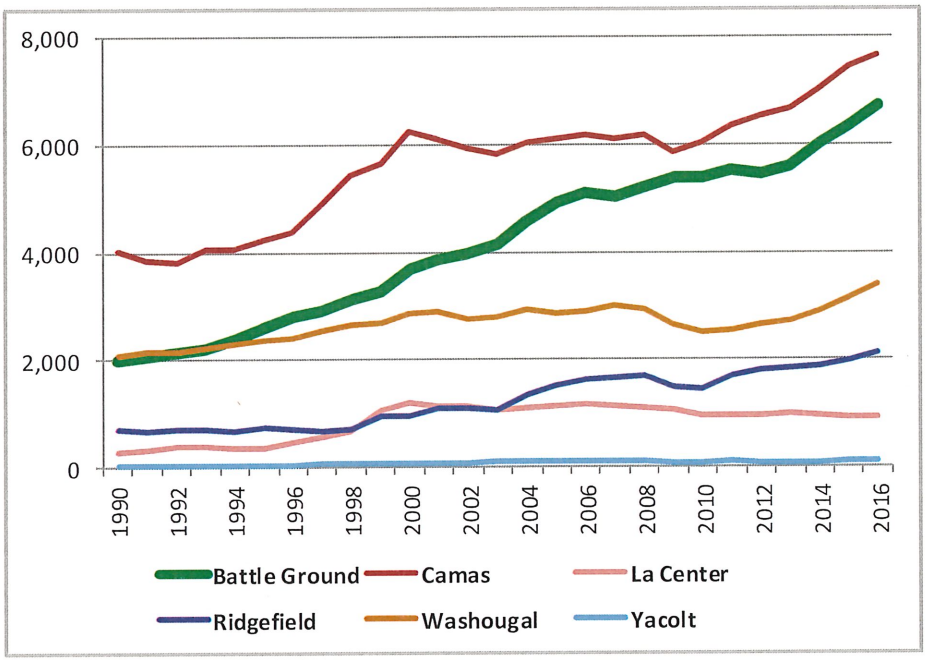
Comparative Demographic Indicators (2018)

Demographic Indicator	Battle Ground	BG Trade Area	Clark County	Washington
Population Growth Rate (Average Annual 2010-18)	2.2%	1.7%	1.5%	1.3%
% Bachelor's Degree or Higher (Adults Age 25+)	22%	26%	27%	34%
% 3+ Person Households	56%	50%	43%	38%
Owner % of All Households	72%	82%	66%	64%
Median Age of Population (Range of BG School Areas)*	32.1	33.0 - 42.0	38.5	38.3
Median Household Income (Range of BG School Areas)*	$68,900	$71,100 - $96,900	$70,300	$69,200
Median Home Value (Range of BG School Areas)*	$272,000	$304,000 - $395,500	$292,500	$313,500
Average Travel Time to Work (In Minutes)*	30	26 - 42	28	29

* Note: For the Battle Ground (BG) trade area, a range of values is shown from lowest to highest of 8 school areas. Source: U.S. Census & Environics.

Employment & Wage Trends. Since 1990 and even in the aftermath of the recession, employment in Battle Ground has increased more rapidly than in other cities of Clark County. Battle Ground has more jobs per capita than any other Clark County city except Vancouver and Camas. However, wages are relatively low, due to a high proportion of lower paid retail and service sector workers.

Comparative Clark County Small City Job Trends (1990-2016)



Source: Washington State Employment Security Department.

Over the last decade, Battle Ground's retail businesses have experienced the fastest job growth – followed by construction, manufacturing, and hospitality (accommodations and dining). Local growth sectors do not align with county-wide job priorities. CREDC (Columbia River Economic Development Council) has identified computers/electronics, clean tech, software, metals/machinery, and life sciences as targeted opportunities for the years ahead. A specific challenge for Battle Ground is noted with the absence of Tier 1 industrial sites – properties that could be development-ready within a 6-month time frame.

SWOC Assessment

A successful community vision depends – in large part – on identifying and shaping the economic foundation on which the vision will rest. A good vision might well reach beyond what's achievable today – yet within the capacity of individuals and organizations to implement step-by-step.

Consultant team member Eric Hovee analyzed the strengths, weaknesses, opportunities and challenges (SWOC) affecting the potential for achieving a community vision and

strategic action plan for the greater community of Battle Ground. The SWOC assessment represents a compilation of inputs from other foundational work:

- Interviews with 36 community leaders and other stakeholders (as a first step in the community engagement process)
- Demographic and economic trends analysis

The SWOC assessment compares the region's economic advantages and disadvantages, tracks the potential negative factors, and identifies the most promising improvements. Summary findings of the SWOC assessment for the Greater Battle Ground community are outlined in the 4-quadrant matrix below.

Battle Ground SWOC Assessment – Summary

Strength	Weaknesses
• Rapid & continued population growth • Strong retail & service-driven job growth • Economic hub of North Clark County • Town & country lifestyle • Good place to grow up • Recreational gateway • Traditional values	• Infrastructure lagging behind growth • Lower wage retail-service economy • Limited control over community livability • Lack of cohesive town-country vision • School funding & facility concerns • Recreational value not captured • Too few North County regional partnerships
Opportunities	**Challenges**
• Battle Ground HS site redevelopment • Entrepreneurial/artisanal culture • Family wage/tech-forward jobs • Recreational economy • Greenbelt amenities • North County port/regional partnership	• Transportation/utility infrastructure funding • Path for educational re-investment • Employment lands in-town & near I-5 • Destination packaging • Wetlands & urban sprawl • Go-it-alone culture

Infrastructure Forecast

Fast growing communities – including Battle Ground – are faced with the constant challenge of keeping up with growth. Infrastructure – transportation, water, sewer and stormwater systems – are frequently stretched to capacity. Major infrastructure expansion or upgrades often require long lead times – typically, a decade or longer.

How is Battle Ground doing? Is the City keeping abreast of growth? Looking ahead, what's the future forecast?

Working with Public Works Director Scott Sawyer, Nicki Pozos, P.E., PhD of Barney & Worth, Inc. conducted a systematic assessment of Battle Ground's infrastructure systems: transportation, drinking water, power/gas/telecommunications, wastewater collection and treatment, stormwater, and resilience. The results are highlighted in the next pages.

A few leading issues:

- Fixes for transportation capacity problems will rely largely on state funding for SR502 and 503 improvements.
- The City is facing a near-term water supply shortage, but has a plan in place to meet both short- and long-term needs.
- Battle Ground faces significant sewer costs to fund a new pipeline. The local collection system may be maxed out at some locations in the next 20 years.
- There is potential to integrate future stormwater facilities into parks, trails, and other community amenities.

TRANSPORTATION



Today's Weather



Forecast

Strengths and Weaknesses:

The City's transportation system is made up of two overlaid systems with different goals. SR 502 and 503 are controlled by the State with a focus on passthrough traffic. Local roads are intended to convey traffic within the City, but lack a strong local grid. Federal and state funding of roads has declined and the City has limited options to increase funding beyond the existing Transportation Benefit District. As a result, funds for local road improvements and maintenance are lacking.

Recent upgrades to SR 502 extending west to the I-5 have improved traffic along that corridor. Washington's Department of Transportation (WSDOT) is contributing funds toward the development of a new Transportation System Plan (TSP) for Battle Ground, with the potential for greater coordination between local and state transportation improvements. Moving the High School from its current location at the SR 502/503 intersection would be beneficial.

What does this mean for the future?

Battle Ground does not anticipate securing sufficient funding to overcome limitations in the local grid. Future development will have to work with the state highway grid, or else exacerbate existing traffic concerns. Recent upgrades along SR 502 create an opportunity for Battle Ground to extend west along that corridor within the City limits.

DRINKING WATER



Today's Weather



Forecast

Strengths and Weaknesses:

The City is facing a near-term water supply shortage. City wells are maxed out and some wells are operating below their capacity because they are clogging with natural iron and manganese. The City has a solid long-term plan in place to invest in developing the Paradise Point Wellfield with Clark Public Utilities at an estimated cost to the City of $10M. However, timing of that project is uncertain.

Clark Public Utilities already provides some water to augment the City's supply and services areas of the City outside the core. Transferring all water service to Clark Public Utilities is an option if development outpaces new wellfield development.

What does this mean for the future?

Battle Ground has a strong plan in place to meet the community's long-term water needs.

Short-term growth in areas served by Clark Public Utilities (west and southwest of the City) is easier to accommodate than growth in the City's core, if the City wants to continue to operate its own water system.

POWER, GAS AND TELECOMMUNICATIONS



Today's Weather



Forecast

Strengths and Weaknesses:

Power, gas, and telecommunications are provided by independent third parties (Clark Public Utilities, NW Natural, Comcast, CenturyLink). Service levels are acceptable and are not a barrier to new development. Some would like increased competition in broadband internet, but existing services provide a good level of coverage and speed.

What does this mean for the future?

Power, gas, and telecommunications are not a significant factor in considering the future of Battle Ground.

STORMWATER



Today's Weather



Forecast

Strengths and Weaknesses:

The City has been proactive in meeting the ambitious stormwater regulations of the Washington Department of Environmental Quality. Though the system is in good condition today, staffing levels are insufficient to maintain the City's stormwater infrastructure over time.

Current stormwater facilities are fenced off for safety reasons. Multi-benefit facilities that also serve as a community/park amenity are a future opportunity, if conflicting requirements and safety needs can be met.

What does this mean for the future?

If maintenance staffing is addressed, stormwater system considerations need not factor into the community's vision. There is a potential opportunity to integrate future stormwater facilities into parks and other community amenities.

SEWER AND WASTEWATER



Today's Weather



Forecast

Strengths and Weaknesses:

The City has ample access to wastewater treatment capacity through its membership in the Discovery Clean Water Alliance. As growth occurs, a second force main pipeline connecting the City to the wastewater treatment system will be needed at an estimated cost of $31M. The pipeline will eventually be paid for by growth (through SDCs), but may require some initial funding through sewer rates.

The local sewer collection system may be maxed out in many locations in the next 20 years and new areas of potential development will need new infrastructure. Developers are required to fund local sewer system improvements needed to accommodate flows from their projects.

What does this mean for the future?

Battle Ground faces significant future sewer costs to fund the new pipeline. It's easiest for the City to accommodate larger developments so that they can fully fund local sewer improvements. Smaller, dispersed development may still require significant local sewer improvements with a relatively high price tag.

RESILIENCY



Today's Weather



Forecast

Strengths and Weaknesses:

The City is implementing several improvements to increase City resiliency. All the City's data servers are at City Hall, where a new back-up generator will improve emergency response. Most sewer pump stations have back-up generators and there are some portable power generators for the wells. The City is working on assuring a reliable fuel supply during an emergency, such as partnering with local gas stations.

Efforts to date have focused on more frequent, less severe emergencies such as power outages. Risks associated with major earthquakes are mitigated by the City's lack of bridges and the lack of liquefiable soils. Seismic planning has not been a focus.

What does this mean for the future?

Working towards a more resilient community will continue to be important, regardless of Battle Ground's future.

Continued improvements to improve response to short-term emergencies are warranted, moving toward eventual preparedness for less frequent emergencies.

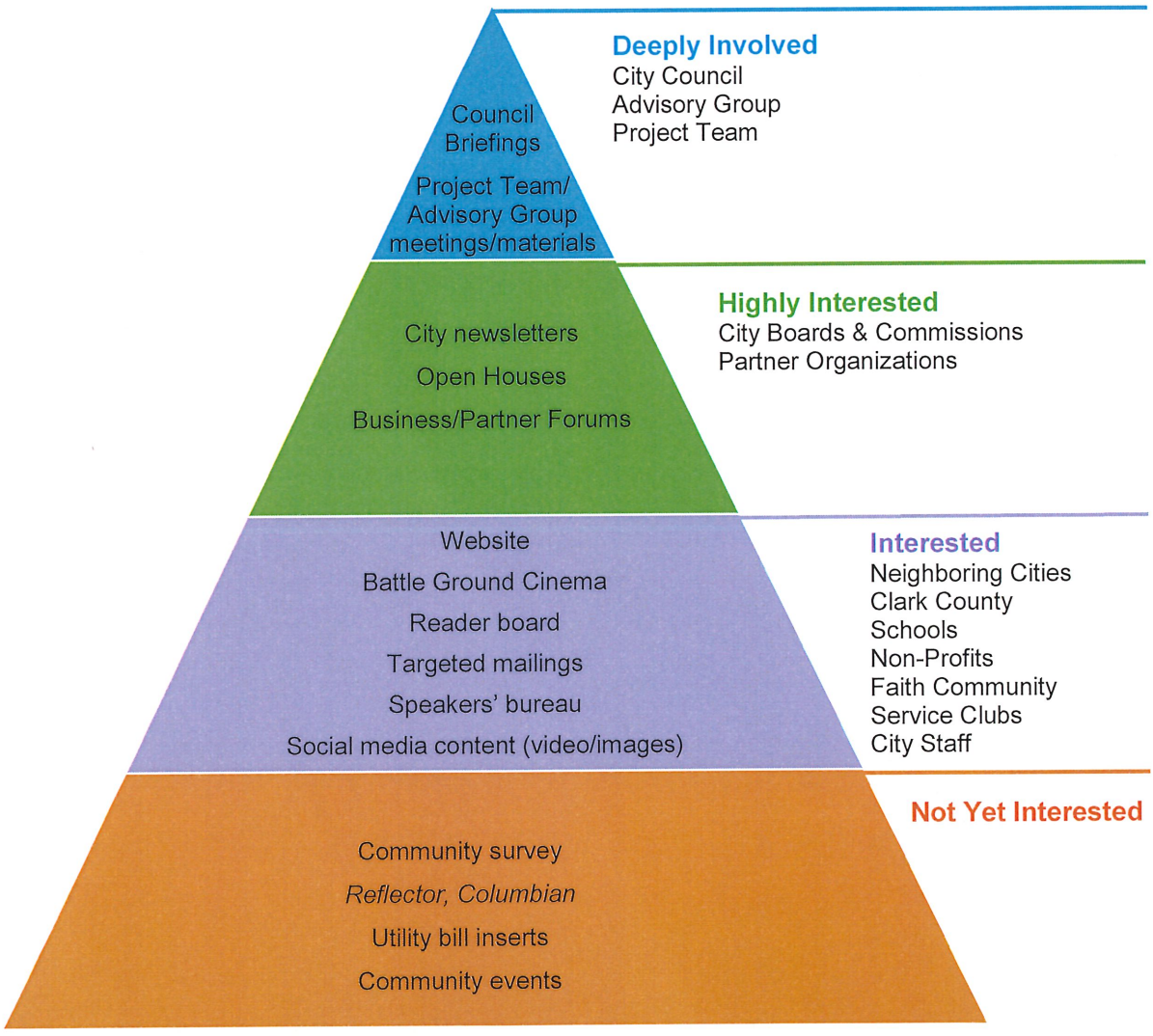


Community Engagement

Public Involvement Plan

A goal for the Battle Ground Roadmap was to maximize participation in every corner of the community. To achieve that goal, a Public Involvement Plan was developed to prescribe a robust and effective outreach program.

This plan outlined the process, specific methods and tools to be used, and schedule for involving community members and interested stakeholders in community visioning. Under the Public Involvement Plan, information was systematically distributed to the community through multiple channels. Activities to inform and engage community members and various key audiences were identified in the plan.



Public Involvement Pyramid

The next sections describe various elements of the community engagement that contributed meaningfully to the Battle Ground Roadmap vision and action plan.

Vision Brand

The City of Battle Ground decided that a unique identity and "brand" would be useful in promoting the vision process, grabbing the attention of busy residents. The City's Project Team selected *Battle Ground Roadmap* as the name for the vision/action plan and approved the tagline: *"We're pulling over and asking for direction."*

Consistent with the Roadmap theme, *Navigators* was coined as the name for the citizen steering committee. Logos were created for both the Roadmap and Navigators.

BATTLE GROUND ROADMAP
We're Pulling Over and Asking for Direction

BATTLE GROUND ROADMAP
NAVIGATORS

Navigators

The project's steering committee consisted of twelve dedicated community members – also known as the *Navigators*. These dedicated volunteers, representing a broad cross-section of the community, led the vision and planning process. The Navigators contributed at every stage of the vision process, in workshops and through surveys, public meetings and events. Their work was strongly supported by the City's project manager and other members of the Project Team (department heads and key staff). With City Council adoption of the Roadmap, the Navigators have been asked to continue to oversee and advise implementation.

Max Ault
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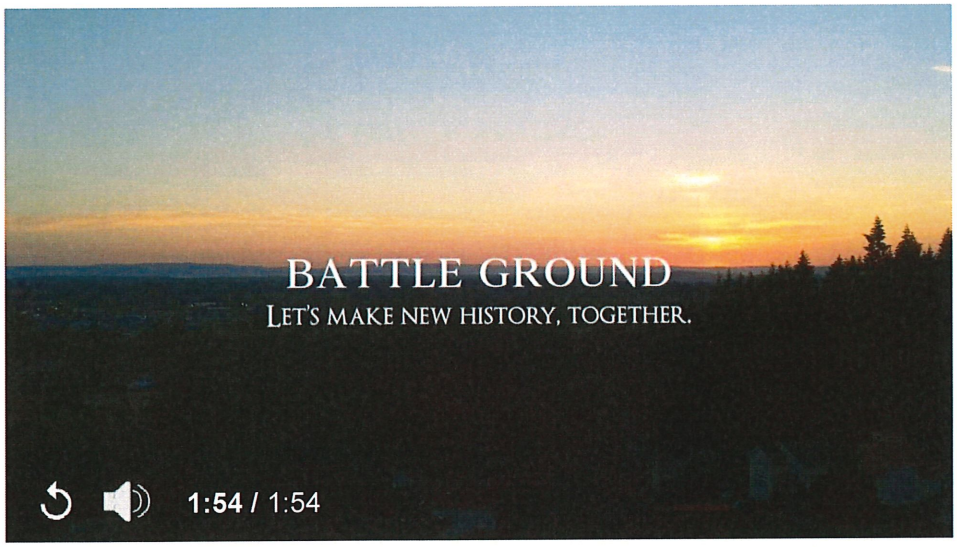
Navigators and others who worked on the Battle Ground Roadmap

Website/Video

A project website was established to provide a central source of up-to-date information on Battle Ground Roadmap. The www.cityofbg.org/BG-Roadmap website provides:

- Project fact sheet and photographs
- Navigators roster and meeting schedule
- Calendar of events
- News articles on the Roadmap process
- Downloadable documents
- Link to community survey
- Two-way feedback opportunities on "Big Ideas" and branding options

Another prominently displayed website feature is a two-minute video: "Let's Make New History, Together." The video was inspired by the Navigators, locally produced by Ryan Moor, who is a member of the Navigators, and narrated by another Navigator – Tim Gaughan. The video proved to be the most popular website feature, attracting 35,000 views. Indeed, the website metrics confirm that most visitors to the Roadmap website viewed the video.



Community Events

The Navigators seized on an opportunity to use Battle Ground's major summertime events to raise awareness of the Roadmap visioning work that was underway. Harvest Days – cruise and parade (July 20-21) and National Night Out (August 7) were timed perfectly to collect surveys from assorted community members: young and old, longtime residents as well as newcomers. City staff erected a display and members of the Navigators volunteered to gather hundreds of surveys from eventgoers.

The Navigators gathered hundreds of surveys at Battle Ground's summer events.

Good weather attracted better than average attendance to both events. A canvass by Navigators and City staff gathered hundreds of surveys from Battle Ground residents and others who may not have otherwise participated.





Online Survey

The centerpiece for community engagement in the Battle Ground Roadmap was an online survey. The City and Navigators offered a well-promoted opportunity for area residents to weigh in on Battle Ground's future.

Survey respondents were asked to rate their preferences among four possible directions for Battle Ground's future.

In the end, more than 2,000 Battle Ground area residents participated (77% listed a zip code of 98604). While all four options were supported, a majority favored one option called *"Town & Country"*.

Future Direction 1—*"Town & Country"*

Battle Ground will be an authentic and unique community supported by a diverse economy that offers a full range of in-town



BATTLE GROUND ROADMAP

We're Pulling Over and Asking for Direction

Battle Ground, Washington has emerged as a fast-growing suburb with a population that has nearly doubled in the past decade and now exceeds 20,000. With rapid population increase and other changes the big question is "What is Battle Ground's future direction and identity?"

The City of Battle Ground and a group of community volunteers—*The Navigators*—are embarking on a community-wide visioning process to chart our future. Several distinct directions are possible. We want to know what you think of each one. Please take a moment to complete the survey. Everyone's input is needed!

Take the survey online:

www.surveymonkey.com/r/BattleGroundRoadmap

Or complete the survey and return to:
City Hall, 109 SW 1st St, Suite 127
Battle Ground, WA 98604
Attention: Battle Ground Roadmap
Your name will be entered to win a $100 Visa gift card.

1. Future Direction 1—"Town & Country"

Battle Ground will be an authentic and unique community supported by a diverse economy that offers a full range of in-town services and amenities serving north county, featuring a traditional downtown district with shops and cafes – all maintaining a commitment to Battle Ground's rural, small town heritage and history.

- ☐ Love this vision! It is going in the right direction.
- ☐ Not my vision, but would support it
- ☐ This is going in the wrong direction.

Comments/specific ideas to support or improve this direction:

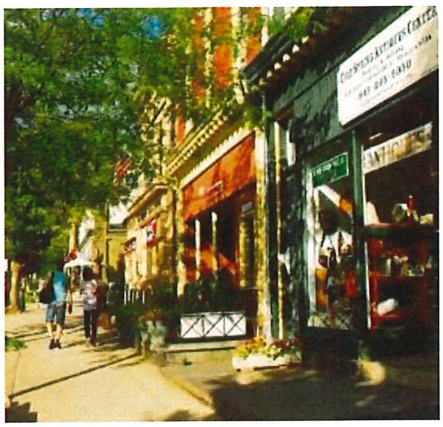
2. Future Direction 2—"Family-Friendly Enclave"

Battle Ground will be the go-to place in the region, attracting young families, offering an assortment of affordable to executive housing, top-notch schools, superior parks and recreational amenities, gathering places, and multi-use trails providing activities for all ages.

- ☐ Love this vision! It is going in the right direction.
- ☐ Not my vision, but would support it
- ☐ This is going in the wrong direction.

Comments/specific ideas to support or improve this direction:

services and amenities serving north county, featuring a traditional downtown district with shops and cafes – all maintaining a commitment to Battle Ground's rural, small town heritage and history.



Survey participants also offered comments, most often on these four topics:

- Battle Ground's small town identity should be reinforced and maintained.
- Growth is a concern.
- Strong schools, parks and recreation, and amenities contribute to quality of life and must be adequately funded.
- New, expanded and refurbished facilities are needed to accommodate Battle Ground's growing population: schools, roads, parks and recreation, YMCA/pool, community centers, and Old Town.

Results of this rich treasure of broad-based community input was carefully sifted by the Navigators to formulate their priorities and recommendations for the Battle Ground Roadmap.

Open House

To solicit full public feedback on the recommended priorities, the Navigators hosted an open house on November 8th. Over 60 citizens attended. They were invited to offer their views and give their preferences on the "Big Ideas". In addition, there was an opportunity for attendees to comment on the draft Community Vision Statement and branding options.





More than 60 people attended the Roadmap open house.

One-on-one and group discussions were facilitated by members of the Navigators and City staff. Workshop activities included drawing and posting comments on maps of Battle Ground, as well as voting on project priorities and branding options and submitting comment forms.

Each of the nine "Big Ideas" enjoyed some support. The top-ranked priorities among open house attendees:

- Successful School System
- Activity Centers & Gathering Places
- Interconnected Trail Network

Other highly rated priorities:

- Old Town Revitalization
- Future Jobs & Industry
- School District Site Redevelopment

Social Media

The City of Battle Ground used social media to help engage and inform citizens about their city government. For Battle Ground Roadmap, the City used Facebook, Twitter, and YouTube to keep the community informed about the visioning process, to share the Navigators' video, announce Navigators meetings, promote the community survey and share results, and invite people to community events such as the November 8th open house.

News Coverage

News media coverage is a more traditional method to reach community-wide audiences. Suburban cities usually rely on community newspapers. Stakeholders interviewed early in the project pinpointed the *Reflector* as the best channel to reach the broadest range of Battle Ground area residents. The City of Battle Ground partnered with the newspaper to ensure ongoing coverage: meeting with the editor and reporters; inviting the newspaper to Navigators meetings; publishing the community survey; and purchasing paid advertising.

Newspaper coverage on the Roadmap vision process was excellent, generally accurate, and continuous throughout the process concluding with the City Council presentation on December 3, 2018. Other publications covering the project include the *Columbian, Vancouver Business Journal*, and *Clark County Today*.



The Reflector

The Newspaper With Integrity Since 1909

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Battle Ground Roadmap survey attracts over 2,000 responses

The Columbian News Sports Business Life Opinion Blogs Neighbors

Battle Ground asks residents' help with vision for future

Survey seeks input on four directions for city to pursues

Vision & Action Plan

Focus Areas

Results of the community survey pointed to five *"focus areas"* for Battle Ground Roadmap. These are "top of mind" issues for Battle Ground area residents and priority actions have been identified for each focus area:



Community members identified five focus areas for Battle Ground Roadmap visioning.

Identity: image & branding, marketing & promotions, tourism

Prosperity: economy & jobs, business development, downtown

Community: neighborhoods, government, leadership, civic engagement, volunteerism

Well-being: education, parks & amenities, health & safety, social services, inclusion, resilience

Growth: planning, housing, transportation, infrastructure, wetlands, urban services

The shared vision for each focus area is shown below.

IDENTITY
Battle Ground embraces its rural heritage, traditions and diversity, along with its unique setting and natural surroundings, as it also looks forward. There is an enduring sense of place and a compelling community brand that reflects our past, anticipates our future, and tells our story to the world.

PROSPERITY
Battle Ground is a dynamic and diversified economy that combines established, time-honored industries such as construction trades with new, leading edge companies that build on our community's location, lifestyles, amenities, and workforce. We can expect well paying jobs that support our families and help secure our future.

COMMUNITY
Battle Ground connects people and places to create a sense of belonging, including exemplary schools, established neighborhood districts, year-round activity centers, and open spaces where people can gather and connect. Battle Ground is an engaged community where people volunteer, participate, and get involved.

WELL-BEING

Battle Ground has an unsurpassed quality of life that fosters learning, growth, and active lifestyles for residents of all ages, backgrounds, and abilities. This is a healthy community where people take advantage of community events, activities and recreational amenities to lead fit, productive, and meaningful lives.

GROWTH

Battle Ground is a well-planned community managing new growth and development to benefit all of its residents and is consistent with its identity. Battle Ground is becoming a well-connected community with a network of pedestrian walkways, bike trails, and public transit linking people to a flourishing downtown, jobs, services, and the outdoors.

Navigators' Workshops

The Navigators developed the Roadmap through a series of five workshops, from June through November 2018.

Workshop dates and topics:

June 27	Orientation
	Visioning
	Results of Preliminary Research
	Public Involvement Plan
July 17	Future scenarios
	Community Survey/Outreach Events
September 18	Community Survey Results
	Video
	Branding Exercise
October 16	Visioning/Mapping Exercise
	Plan Open House
November 13	Open House Results
	Community Vision Statement
	Action Plan/Priorities
	Implementation

Workshops were open to the public, with time available for public comment.





The Navigators formulated the Roadmap in five workshops.

Community Identity and Branding

One main thrust for the Roadmap vision and action plan was to discern a new identity for Battle Ground's future. Community members who responded to the survey clearly supported the more traditional small town image represented in the "Town and Country" scenario. Navigators also wanted to capture the opportunity presented by Battle Ground's proximity to outdoor recreation activities and destinations.

Why Brand?

- ✓ Distinguish yourself from other communities
- ✓ Establish/reinforce self-identity
- ✓ Boost community pride
- ✓ Gain publicity
- ✓ Get organized and focused
- ✓ Attract investors

Branding options for Battle Ground were organized around three alternative themes: small town, outdoor recreation, and north county/north country. Examples of possible taglines for each theme are shown below.

Tagline Example 1	Tagline Example 2	Tagline Example 3
Battle Ground *Outdoors Included*	*Battle Ground* *Discover Home*	*Battle Ground* *Founded by Tradition.* *Boundless by Nature.*

In a branding workshop, the Navigators developed preliminary taglines. A redesigned City of Battle Ground logo was also considered. Several options for a new logo and tagline (see examples above) were tested at the public Open House in November. While most members of the public seemed open to re-branding Battle Ground, there wasn't consensus support for any of the logo/tagline options shown.

As a result, the Navigators recommended the City revisit community branding in the future, updating the City's logo and creating a marketing campaign that firmly establishes Battle Ground's future identity.

"Big Ideas"

The top-priority projects recommended by community members who responded to the survey were evaluated by the Navigators. From that list, the Navigators initially identified six "Big Ideas" – immediate and long-term priorities that enjoyed broad community support. Three more possible priorities supported by the community were included as "More Good Ideas". Together, this list of nine priorities covered all five of the Roadmap *focus areas*.

1. **Successful School System**
   Support the broad-based community leadership essential to a successful public school system. *Community*
2. **Old Town Revitalization**
   Promote the ongoing revitalization of Old Town Battle Ground as the traditional heart of the community with shops, restaurants and other attractions that preserve the community's enduring small town heritage and charm. *Identity*
3. **Activity Centers & Gathering Places**
   Develop new—and expand existing—spaces that contribute to quality of life for Battle Ground's growing population of all ages. Projects may include expanding the Community Center, developing a new YMCA/aquatics center, and creating more parks and gathering places in neighborhoods. *Community*
4. **Future Jobs & Industry**
   Identify Battle Ground's most competitive economic opportunities and employment niches for the future, creating a comprehensive economic strategy that includes new jobs, targeted sectors, and their locations. *Prosperity*
5. **School District Site Redevelopment**
   Plan for the eventual redevelopment of the Battle Ground High School campus to accommodate a new city center for mixed use housing, employment and recreation—Battle Ground's "living room." *Prosperity*
6. **City Planning Districts**
   Establish a new system of planning districts covering the entire city, reinforcing the unique identities of Battle Ground's various areas and establishing a framework and vision for future development. Using the City Planning Districts, update Battle Ground's Comprehensive Plan to reflect the community's future vision. *Growth*
7. **Interconnected Trail Network**
   Establish a network of trails, bikeways, sidewalks, and paths that connect residents and visitors to the greater outdoors and in-town destinations. *Well-Being*
8. **BG GreenPlan**
   Create and implement a master plan for Battle Ground's parks and recreation resources of the future capitalizing on wetland areas throughout the City as a unique natural amenity. *Well-Being*
9. **Branding Battle Ground**
   Fully develop the Battle Ground brand including updating the City's logo and creating a marketing campaign that targets business recruitment and tourism, and establishes the long-term community identity. *Identity*

Community Vision Statement

A key element of Battle Ground Roadmap is a new *Community Vision Statement*. The Navigators and City staff collaborated in drafting the statement, attempting to capture the voice and sentiment of 2,000+ Battle Ground residents who expressed their views on the community's future.

Community Vision Statement

OUR VISION for Battle Ground is a vibrant, growing city that offers an unsurpassed quality of life for all residents, embracing its history, traditions and diversity. We celebrate our location at the foot of the Cascade Mountains, exploring and recreating in our natural surroundings. We value our exemplary education system that inspires excellence and innovation. Our economy is dynamic and diversified, with time-honored trades thriving alongside new, leading edge companies. Our downtown district cultivates a flourishing artisan community of distinctive restaurants, entertainment, arts and crafts. Our community centers and open spaces provide unique places for people to gather and connect year-round. Our neighborhood districts create a sense of identity, belonging and well being, while our entire city is enhanced and connected by a network of pedestrian walkways, bike trails, and public transit. **This is Battle Ground – and why we choose to call it home.**

Action Plan Priorities

The "meat" of the Roadmap vision is embedded in the priority projects recommended by the Navigators for City Council adoption. These nine projects include *"City Initiatives"* and *"Community Driven"* priorities.

City Initiatives

- Old Town Revitalization: Promote ongoing revitalization of Old Town Battle Ground as the traditional heart of the community.
- Interconnected Trail Network: Build a network of trails, bikeways, sidewalks, and paths that connect residents and visitors to the greater outdoors and in-town destinations.
- City Planning Districts: Establish a new system of planning districts covering the entire city, and update Battle Ground's Comprehensive Plan to reflect the future vision.
- BG GreenPlan: Create a master plan for Battle Ground's parks and recreation resources of the future.
- Future Jobs & Industry: Create a comprehensive economic strategy that includes new jobs, targeted sectors, and their locations.
- Branding Battle Ground: Update the City's logo and create a marketing campaign that targets business recruitment and tourism, and establishes the long-term community identity.

Community Driven

- Successful School System: Support the broad-based community leadership essential to a successful public school system.
- School District Site Redevelopment: Plan for the eventual redevelopment of the Battle Ground High School campus to accommodate a new city center.
- Activity Centers & Gathering Places: Develop new—and expand existing—spaces that contribute to quality of life: an expanded Community Center and library, new YMCA/aquatics center and more parks and gathering places.

Implementation

City Council Action

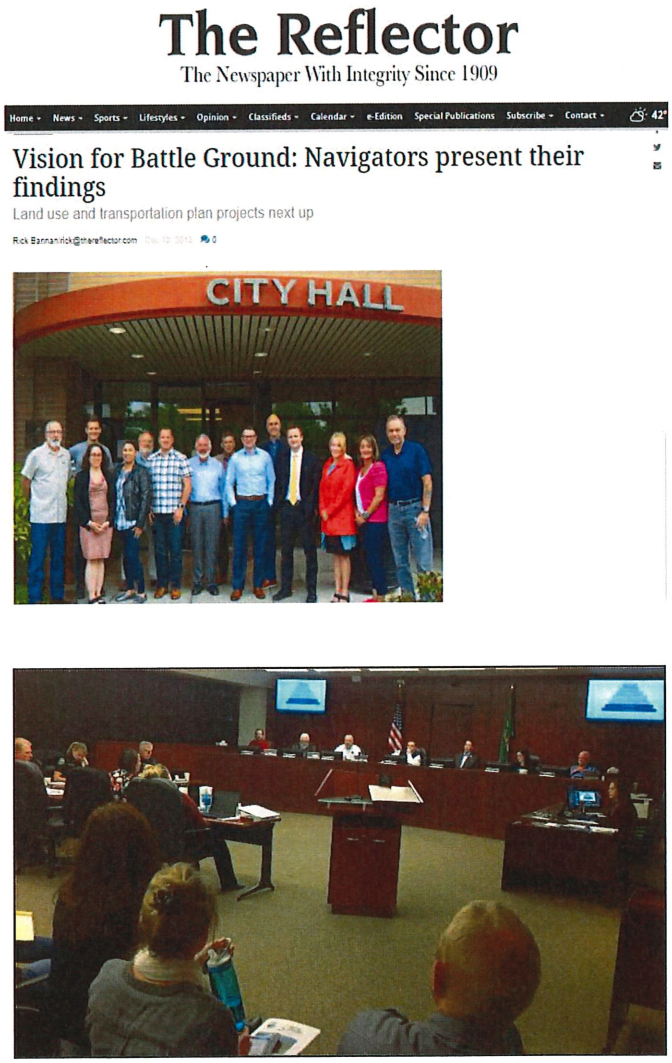
The Battle Ground Roadmap summary report and recommendations was presented to the City Council on December 3, 2018. Three members of the Navigators participated in the presentation, along with the project manager and consultant team.

The City Council is scheduled to consider and formally adopt the Roadmap recommendations on January 7, 2019. Council's official action will set in motion implementation of the action plan under Council's direction.

City Staff Work Plan

A number of the action plan priorities have already been integrated into the City's workplan for the coming years. Once the Roadmap community vision and action plan has been adopted, staff will get to work on the next priorities:

- A land use and zoning study that will help shape Battle Ground's future and contribute to an update of the Comprehensive Plan.
- A master plan for the City's parks and trails.


The Reflector

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Vision for Battle Ground: Navigators present their findings

Land use and transportation plan projects next up

Rick Bannan rick@thereflector.com

The Battle Ground Roadmap was presented to City Council in December 2018.

- An updated Capital Facilities Plan that ensures the community's future infrastructure needs can be met.

These next steps and priorities for subsequent years in the City staff work plan are depicted in the accompanying diagram.



Navigators' Leadership

While some of the Roadmap's major action items will be overseen by City staff, others are community-driven and will rely on partnerships with community organizations, along with grassroots citizen leadership and private resources. Acknowledging the vital importance of community members to help guide implementation, the Navigators have been asked to continue in an advisory role. They will reconvene and continue to meet to contribute their independent oversight and leadership for the Roadmap agenda, monitoring progress on each priority action item.



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