



# CITY OF CAMAS STRATEGIC PLAN:

2025-2030



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# INTRODUCTION

## To Our Community,

We are proud to present the City of Camas’s Strategic Plan 2025-2030 – a forward-looking, five-year framework designed to shape the future of our City.

This strategic plan is not just a guide for our City, it is a call for alignment and collaboration. It aligns the goals and aspirations of our City Council, City Staff and Leadership, and our broader community. This plan establishes a foundation upon which we can make informed decisions, drive innovation, and measure our progress. It empowers the City to move forward **together**.

This plan was developed through a robust and collaborative process including interviews, community and staff listening sessions, an online survey, an Advisory Committee, a workshop and planning conference with City Council, and many workshops with City department leaders. We also built upon the City’s most recent public engagement efforts, particularly the outreach conducted for the development of the 20-year Comprehensive Plan, to ensure the final result reflects the diverse voices and visions of those who live and work in Camas.

We are grateful to everyone who contributed their time, insights and ideas to this strategic planning process. Your involvement has helped shape a plan that is both aspirational and achievable. As we move forward, we invite you to remain engaged and active partners in making this vision a reality.

Together, we look forward to building a welcoming and thriving City that values its environment, sense of community and quality of life.

With gratitude and commitment,



**Mayor**  
**Steve Hogan**

**City Administrator**  
**Doug Quinn**

## Mission Statement

The City of Camas commits to preserving its heritage, sustaining and enhancing a high quality of life for all its citizens and developing the community to meet the challenges of the future. We take pride in preserving a healthful environment while promoting economic growth. We encourage citizens to participate in government and community, assisting the City in its efforts to provide quality services consistent with their desires and needs.

## Values

At the City of Camas, our values guide every decision, action and relationship. Rooted in **livability**, **community**, and **service**, our values define who we are and how we build trust, together.



### Livability

Enhancing quality of life, promoting sustainability and ensuring a safe, vibrant, resilient city



### Community

Fostering a sense of belonging and collaboration

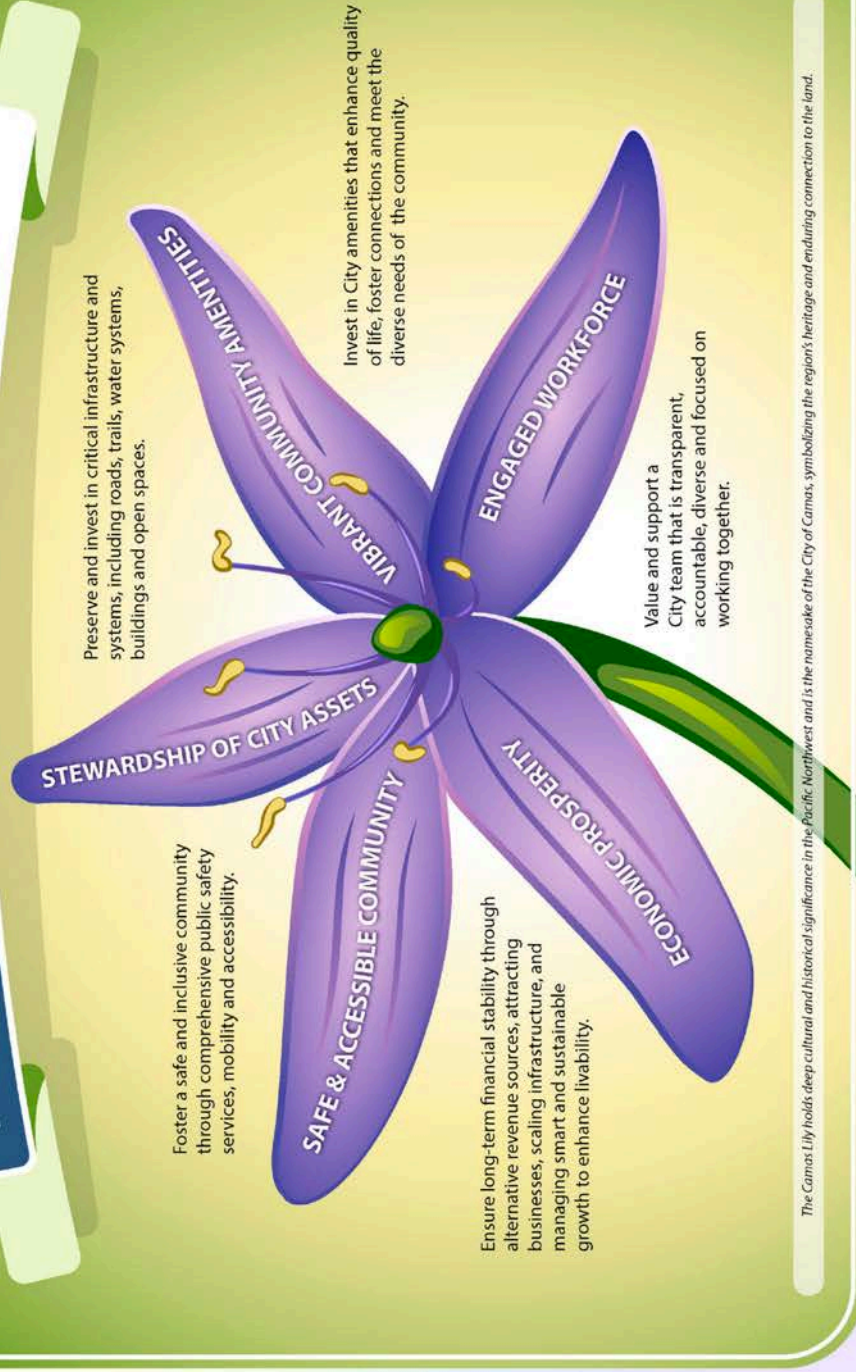


### Service

Prioritizing excellence, empowerment, and innovation

## 5-Year Vision

Camas is a welcoming and thriving city that values its environment, sense of community, and quality of life while promoting innovation, sustainability, and prosperity.



The Camas Lily holds deep cultural and historical significance in the Pacific Northwest and is the namesake of the City of Camas, symbolizing the region's heritage and enduring connection to the land.

# ACKNOWLEDGMENTS

## Elected Officials

**Steve Hogan**, Mayor

**John Nohr**, Councilmember, Ward 1

**Marilyn Boerke**, Councilmember, Ward 1

**Tim Hein**, Councilmember, Ward 2

**Martin Elzingre**, Councilmember Ward 2

**Leslie Lewallen**, Councilmember, Ward 3

**Jennifer Senescu**, Councilmember, Ward 3

**John Svilarich**, Councilmember, At Large

**Bonnie Carter**, Former Councilmember, Ward 2

## City Leadership

**Doug Quinn**, City Administrator

**Bryan Rachal**, Communications Director

**Connie Urquhart**, Library Director

**Jennifer Gorsuch**, Administrative Services Director

**Tina Jones**, Police Chief

**Cliff Free**, Fire Chief

**Michelle Jackson**, Information Technology Director

**Cathy Huber Nickerson**, Finance Director

**Alan Peters**, Community Development Director

**Rob Charles**, Interim Public Works Director

**Chris Witkowski**, Parks and Recreation Director

**Carrie Davis**, Executive Assistant

**Steve Wall**, Former Public Works Director

## Community Advisory Committee Members

### City Council

- John Nohr
- Marilyn Boerke

### City Leadership

- Doug Quinn
- Tina Jones
- Michelle Jackson

### City Staff

- Lauren Hollenbeck
- Brian Monnin
- Vanessa Perger

### Business Owner

- Maureen Garrett
- Guillermo Huerta

### Community Based Organization

- Dave Pinkernell, Camas-Washougal Community Chest

### Camas School District

- Bamini Pathmanathan, Board Member

### Port of Camas-Washougal

- Trang Lam, CEO

### City of Camas Appointed Official

- Ellen Burton, Parks & Recreation Commission

### Community Member At-Large

- Chelsea Zibolsky
- Dena Strong
- Terry Wiener

### Strategic Planning Consultant



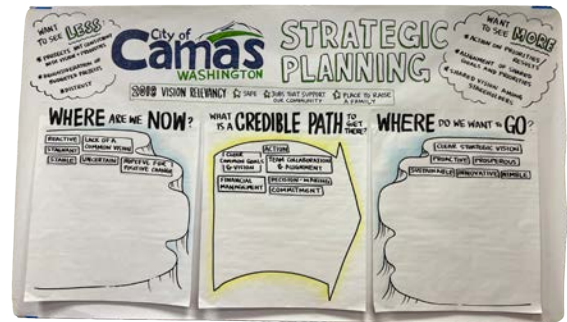
- Kim Sogge
- Cadie Dye
- Lisa Keohokalole Schauer



# STRATEGIC PLAN PROCESS

## Planning + Exploratory Phase

The City of Camas (City) started its strategic planning efforts with a facilitated discussion at the January 2024 planning retreat. Council members and City staff discussed their visions for the future of Camas and the path that Council and staff would be interested in taking to accomplish an updated vision, values and strategic plan. comprehensive plan.



Following a formal request for proposal process to select a strategic planning consultant, the City began its work with PointNorth in June 2024. During an initial exploratory phase, PointNorth conducted a kick-off meeting with City Leadership and an introductory meeting with City Department Heads. Interviews were conducted with all City Department Heads, as well as all City Council members, to discuss hopes for the strategic planning process, vision for the future of Camas and priorities for the City for the next five years.

Coordination with the City's 20-year comprehensive planning efforts occurred during this process, ensuring the strategic plan for the next five years is in alignment with the 20-year vision outlined within the comprehensive plan.

Mayor, City Council and Department Heads Planning Conference



Planning Council  
January 2024



Planning Council  
January 2025

# STRATEGIC PLAN PROCESS

## Community Engagement Phase

Next, the City and PointNorth collaboratively developed an engagement plan that was presented to City Council in September 2024. Engagement methods included a series of internal and external listening sessions, Community Advisory Committee (CAC) meetings, an engagement toolkit for City staff and volunteers to conduct their own listening sessions, and a community-wide survey. The illustration on the following page summarizes the findings which can also be found in the Community Engagement Summary.

## Plan Development Phase

Following the community engagement phase, PointNorth reviewed the engagement themes and findings with the Community Advisory Committee in January 2025. The CAC provided recommendations on proposed values, vision statement, and priorities. At the January 2025 planning retreat, City Council and City Department Heads achieved consensus on City values, vision statement and priority areas and priority area definitions. Between January and April 2025, City Department Heads, City Leadership and the Community Advisory Committee supported the refinement of goals, potential actions and key performance indicators for the final strategic plan. A final meeting with Community Advisory Committee members took place in March 2025, providing the community the opportunity to give input on the final plan before adoption.



Community Advisory Committee and  
City of Camas Department Heads Meeting  
February 2025

### Values

COMMUNITY

SERVICE

SUSTAINABILITY

ACCOUNTABILITY

INCLUSION

COLLABORATION

LIVABILITY

TRANSPARENCY

TRUST

STEWARDSHIP

### Vision

Camas is a welcoming and thriving city that values its environment, sense of community, and quality of life while promoting innovation, sustainability, and prosperity.

- ✓ A Thriving, Safe and Livable City
- ✓ Balancing Growth and Small-Town Charm
- ✓ The Best Place to Live, Work and Play
- ✓ Leading in Sustainable Development and Innovation
- ✓ Building a Vibrant and Engaged Community
- ✓ A Safe, Family-Oriented Community
- ✓ Financial Stability and Sustainable Growth
- ✓ Proactive Planning and Execution
- ✓ Community Engagement and Communications
- ✓ Leadership and Governance
- ✓ Investment in Public Space and Infrastructure

**CITY OF CAMAS**

### Priorities

FOSTER ECONOMIC SUSTAINABILITY

PRIORITIZE PUBLIC SAFETY AND WELL-BEING

STRATEGIC GROWTH AND DEVELOPMENT

CULTIVATE A SUSTAINABLE WORKFORCE

EXPAND MOBILITY AND ACCESSIBILITY

BUILD COLLABORATIVE PARTNERSHIPS

MAINTAIN AND ENHANCE CITY ASSETS

STRENGTHEN COMMUNITY ENGAGEMENT

ADVANCE TECHNOLOGY AND SMART CITY INITIATIVES

# STRATEGIC PLAN GLOSSARY

## Alternative Revenue Sources

- Property taxes, sales and use taxes, business and utility taxes & fees, lodging taxes (hotel/motel tax), real estate excise taxes (REET), other excise taxes, “State-shared” revenues, other revenue sources (franchise fees, impact fees - growth management act, impact fees - local transportation act, investments, surplus transfers from utilities and lids, tourism promotion area fees, traffic and parking fines, transportation benefit district vehicle license fees, utility rates and charges, other fees and charges), Special taxing districts. ([MRSC Revenue Guide for Washington Cities and Towns](#))

## Asset Management System

- A framework to inventory, monitor, and maintain the City’s physical assets—such as buildings, roads, utilities, parks, and other infrastructure.

## Capacity Analysis and Growth Trends

- The overall evaluation of the City’s current resources and infrastructure, such as public services, facilities, and policies, to determine its ability to meet community needs.

## City Amenities

- Features or facilities that enhance quality of life.

## City Assets

- Capital or fixed assets such as major government facilities, infrastructure, and equipment or non-capital items such as computers and tools that are considered small and attractive assets. ([MRSC Asset Management Policies](#))

## City Systems

- This term refers to infrastructure systems such as water, sewer, stormwater and garbage. It also includes the transportation system and technology systems.

## City Team

- Includes employees, volunteers, elected and appointed officials.

## Comprehensive Plan

- A long-term policy document that guides land use, development, infrastructure and community priorities to shape the City’s growth over the next 20 years. ([MRSC Growth Management Act Basics](#))

## Employment Lands

- Designated areas within the City planned for commercial, industrial, and mixed-use development to support local jobs and economic growth.

# STRATEGIC PLAN GLOSSARY

## Goal

- The objective of the priority.

## Indicator

- Measure of success.

## Potential Action

- Strategies and actions the City may operationalize to achieve the goal.

## Priority

- Area of focus to achieve the mission.

## Public Safety Services

- Police, Fire Protection and Emergency Medical are grouped with safe transportation and essential technology services.

## Smart City

- An urban area that leverages technology and data to improve the quality of life, enhance the efficiency of city operations, and promote sustainability.

## Strategic Plan

- A focused, action-oriented roadmap for the City to use to prioritize initiatives and resources over the next five years; outlines priorities, goals, key performance indicators and potential actions. ([MRSC Strategic Planning](#))

## Sustainability

- The use of resources in a way that ensures they will be available for future generations, balancing environmental, economic and social needs.

# PRIORITY: ECONOMIC PROSPERITY

## Definition

Ensure long-term financial stability through alternative revenue sources, attracting businesses, scaling infrastructure, and managing smart and sustainable growth to enhance livability.

## Goals

- Review and update financial policies annually to Government Finance Officers Association (GFOA) best practices.
- Perform a fee analysis study on all fees and identify adequate cost recovery thresholds.
- Ensure a supply of developable employment land, balance job and housing growth, and streamline review processes.
- Create and implement a comprehensive Economic Development Strategic Plan.



# PRIORITY: ECONOMIC PROSPERITY

## Definition

Ensure long-term financial stability through alternative revenue sources, attracting businesses, scaling infrastructure, and managing smart and sustainable growth to enhance livability.

## GOALS

### **1. Review and update financial policies annually to Government Finance Officers Association (GFOA) best practices.**

#### o Potential Actions:

- Maintain City of Camas Biennial Budget (includes Financial Policies).
- Draft City of Camas Financial Policy Document.
- Approve City of Camas Procurement Manual.

### **2. Perform a fee analysis study on all fees and identify adequate cost recovery thresholds.**

#### o Potential Actions:

- Prepare 2025 Facilities Fee Analysis Study.
- Prepare 2026 Community Development Fee Analysis Study.
- Prepare 2027 Parks and Recreation Fee Analysis Study.

### **3. Ensure a supply of developable employment land, balance job and housing growth, and streamline review processes.**

#### o Potential Actions:

- Conduct an opportunity site inventory and prioritize infrastructure investment to serve opportunity sites.
- Expand the Camas urban growth area for employment land.
- Audit and revise development codes.
- Encourage housing options for all income levels and demographics.

### **4. Create and implement a comprehensive Economic Development Strategic Plan.**

#### o Potential Actions:

- Actively work with regional agencies to recruit, retain and grow corporate residents.
- Identify emerging markets present in the Pacific Northwest with growing employment and make targeted contact.
- Establish an Economic Development Committee.

# PRIORITY: ECONOMIC PROSPERITY

## INDICATORS OF SUCCESS

- AAA S&P rating and AAA with Moody's Rating Service
- General Fund reserve balance at 22%
- Percentage of the General Fund revenues coming from taxes reduced from 50% to 45%
- 1:1 or greater ratio of jobs to housing units
- Number of total business licenses year over year

## LINKS TO RELEVANT CITY PLANS

- [Budget](#)
- [Annual Comprehensive Financial Report](#)
- [Comprehensive Plan](#)



PRIORITY:

# SAFE & ACCESSIBLE COMMUNITY



## Definition

Foster a safe and inclusive community through comprehensive public safety services, mobility, and accessibility.

## Goals

- Provide robust public safety services and equipment that keep pace with service demand.
- Improve transportation and recreation safety and accessibility for all ages and abilities.
- Expand accessibility to City services and facilities.

PRIORITY:

# SAFE & ACCESSIBLE COMMUNITY

## Definition

Foster a safe and inclusive community through comprehensive public safety services, mobility, and accessibility.

## GOALS

### 1. Provide robust public safety services and equipment that keep pace with service demand.

#### o Potential Actions:

- Retain and hire to appropriate staffing levels to achieve benchmarks for call response and community safety.
- Improve and maintain equipment and support services.

### 2. Improve transportation and recreation safety and accessibility for all ages and abilities.

#### o Potential Actions:

- Establish alignment and planning level for two bike / pedestrian safe complete routes North to South & East to West, crossing urban Camas.
- Strive for continuously linked sidewalks throughout the City.
- Continue to expand the Complete Street Program throughout the City.
- Promote water safety through educational programs in partnership with Clark County and the Camas School District.
- Provide proactive street maintenance to improve safety and accessibility for all users.

### 3. Expand accessibility to City services and facilities.

#### o Potential Actions:

- Complete a system-wide ADA assessment and make improvements to existing parks and trails as needed to improve accessibility.
- Launch or expand online tools to interact with City services (i.e., event or room registration, trail maps, online payments, utility billing, permit applications, business licenses).
- Increase digital library services, including streaming content and programming.
- Add self-service options like checkout kiosks, event check-ins, or bill pay at public facilities.
- Expand the new Camas Connect app.

# PRIORITY: SAFE & ACCESSIBLE COMMUNITY

## INDICATORS OF SUCCESS

- Public Safety Response times
- Community satisfaction with emergency services
- Crime rates
- Resident satisfaction with digital payment options
- Miles of improved or enhanced travel lanes and lineal feet of sidewalks or trails
- Percentage of residents registered for online City accounts to access services
- Number of Washington Cities Insurance Authority claims against the City

## LINKS TO RELEVANT CITY PLANS

- [Transportation System Plan](#)
- [ADA Transition Plan](#)
- [Fire Annual Report](#)
- [Police Annual Report](#)
- [Complete Streets Ordinance](#)



# PRIORITY: STEWARDSHIP OF CITY ASSETS

## Definition

Preserve and invest in critical infrastructure and systems, including roads, trails, water systems, buildings and open spaces.

## Goals

- Develop a comprehensive ten-year financial model for the consolidated Capital Improvement Plan.
- Strengthen cybersecurity and digital resilience for City infrastructure.
- Modernize and enhance asset management for infrastructure, public facilities, and utilities.



# PRIORITY: STEWARDSHIP OF CITY ASSETS

## Definition

Preserve and invest in critical infrastructure and systems, including roads, trails, water systems, buildings and open spaces.

## GOALS

### **1. Develop a comprehensive ten-year financial model for the consolidated Capital Improvement Plan.**

#### ◦ **Potential Actions:**

- Consolidate all City planning documents to determine capital needs.
- Assess revenue capacity available for ten years.
- Prepare capacity analysis and growth trends.
- Use a public process to develop options for Council approval.

### **2. Strengthen cybersecurity and digital resilience for City infrastructure.**

#### ◦ **Potential Actions:**

- Measure how many critical systems have active cybersecurity monitoring.
- Monitor and report percentage of employees completing security awareness training.
- Track how many city-owned assets are actively protected.
- Ensure critical infrastructure data and digital maintenance records are recoverable.
- Identify, invest and implement security measurements.

### **3. Modernize and enhance asset management for infrastructure, public facilities, and utilities.**

#### ◦ **Potential Actions:**

- Utilize Enterprise Asset Management system to improve planning and maintenance.
- Utilize Asset Management system for all City assets. Develop baseline data, assess best practices comparable to other cities and determine appropriate staffing ratios for the City.
- Ensure scheduled maintenance tasks are completed in a timely manner using enterprise asset management system.

# PRIORITY: STEWARDSHIP OF CITY ASSETS

## INDICATORS OF SUCCESS

- Full time equivalent (FTE) count by asset for approved service level agreement (SLA) requirement
- Funding 10% of program maintenance and replacement annually
- Percentage of critical infrastructure systems covered by cybersecurity monitoring
- Percentage of City Assets digitally mapped and cataloged
- Completion rate of preventative maintenance work orders
- Response time to public infrastructure repair requests
- Number of thwarted cyber intrusion attempts

## LINKS TO RELEVANT CITY PLANS

- [Parks, Recreation & Open Space Plan](#)
- [Parks and Open Space Management Plan](#)
- [Transportation System Plan](#)
- [Budget](#)
- [Annual Comprehensive Financial Report](#)
- [Water System Plan](#)
- [General Sewer Plan](#)



# PRIORITY: VIBRANT COMMUNITY AMENITIES

## Definition

Invest in City amenities that enhance quality of life, foster connections and meet the diverse needs of the community.

## Goals

- Enhance parks and trail systems.
- Remove barriers to encourage lifelong learning and enrichment.
- Create new or enhanced public spaces for all ages and abilities.
- Create broad and inclusive opportunities for residents and community members to engage with the City.



## PRIORITY:

# VIBRANT COMMUNITY AMENITIES

## Definition

Invest in City amenities that enhance quality of life, foster connections and meet the diverse needs of the community.

## GOALS

### 1. Enhance parks and trail systems.

#### o Potential Actions:

- Upgrade park shelters and existing playgrounds with modern, inclusive equipment.
- Improve trail connectivity and signage to improve safety while supporting a broader range of users.
- Develop and implement a plan for new walking and multi-use trails.
- Complete and implement Parks & Recreation planning documents such as the Legacy Lands Master Plan and the Parks and Open Space Management Plan.

### 2. Remove barriers to encourage lifelong learning and enrichment.

#### o Potential Actions:

- Expand the Library's early literacy outreach program at preschools and daycares.
- Develop collaborative relationships to increase off-site Library programming.
- Partner with individuals or groups to provide intergenerational programs through Parks & Recreation and the Library.
- Focus on underserved areas through outreach and marketing.

### 3. Create new or enhanced public spaces for all ages and abilities.

#### o Potential Actions:

- Complete key projects like the Crown Park splash pad and Library Children's Learning Hive.
- Create and implement a formal percent for public art policy and process in Camas.
- Through community partnerships, enhance or create activity-focused public areas such as play fields, dog parks, pump tracks, and bike trails.
- Add amenities to public spaces such as shade structures, seating, and sensory-friendly areas.
- Expand the use of existing neighborhood parks and other public spaces to accommodate community events, while preserving downtown Camas as the City's central gathering space.

# PRIORITY: VIBRANT COMMUNITY AMENITIES

## 4. Create broad and inclusive opportunities for residents and community members to engage with the City.

### o Potential Actions:

- Continue to promote and utilize the Engage Camas platform for resident education and engagement.
- Develop a comprehensive digital communication strategy and goals for all City-owned communications channels.
- Publish report summarizing public engagement.
- Continue to leverage partnerships to enhance community engagement and communication with the public.

## INDICATORS OF SUCCESS

- Community participation rates in programs and events
- Enrollment on Engage Camas
- Impressions on City Social Media posts
- Number of new or upgraded public amenities completed
- Satisfaction rates with Parks & Recreation, Library services, and community amenities
- Utilization rate of amenities and facilities

## LINKS TO RELEVANT CITY PLANS

- [Library Strategic Plan](#)
- [Parks, Recreation and Open Space Plan](#)
- [Comprehensive Plan](#)
- [Downtown Subarea Plan](#)
- [North Shore Subarea Plan](#)



# PRIORITY: ENGAGED WORKFORCE

## Definition

Value and support a City team that is transparent, accountable, diverse and focused on working together.

## Goals

- Promote employee well-being, satisfaction, retention and workplace safety.
- Foster an inclusive workplace culture that encourages staff engagement.
- Support career growth, succession planning and leadership development.
- Improve internal City communication and transparency.



# PRIORITY: ENGAGED WORKFORCE

## Definition

Value and support a City team that is transparent, accountable, diverse and focused on working together.

## GOALS

### **1. Promote employee well-being, satisfaction, retention and workplace safety.**

#### o **Potential Actions:**

- Position the City as an employer of choice through competitive compensation and right-sized staffing levels.
- Provide at least three wellness initiatives per year.
- Develop City safety plans and implement regular safety trainings.
- Act upon City's ongoing Facilities Assessment.

### **2. Foster an inclusive workplace culture that encourages staff engagement.**

#### o **Potential Actions:**

- Establish at least two employee advisory groups to provide input on key initiatives.
- Conduct surveys to assess workplace culture and team relationships.
- Require at least one training per year on workplace discrimination and bias.
- Recognize and celebrate employee achievements quarterly with committed funds for departmental recognition.
- Include performance evaluation objective for workplace culture, inclusivity, and support.

### **3. Support career growth, succession planning and leadership development.**

#### o **Potential Actions:**

- Implement a city-wide learning management system (LMS).
- Establish a formal leadership training program.
- Support opportunities for at least one training per year for every employee.
- Include career development planning in performance evaluations.
- Enhance onboarding process for City staff.

# PRIORITY: ENGAGED WORKFORCE

## 4. Improve internal City communication, collaboration and transparency to empower the City team.

### o Potential Actions:

- Implement regular employee town halls or Q&A sessions with leadership.
- Publish quarterly internal reports summarizing key City decisions and workforce updates.
- Launch an idea submission program with suggestions reviewed by leadership quarterly.
- Utilize planning conference to discuss work that aligns with the Strategic Plan and provides City Team role clarity.
- Improve shared governance by regularly clarifying and reinforcing roles, responsibilities and expectations for the City team.
- Provide informal opportunities for team building across the City team.

## INDICATORS OF SUCCESS

- Overall response rate and positive responses on surveys related to job satisfaction over five year period
- Number of workplace injuries
- Participation rate in city wellness activities
- Maintain staff turnover rate of less than 6% over five years
- Percentage of employees completing training modules and digital tools
- Percentage of internal applicants promoted
- Percentage of employee participation in advisory groups / question and answer sessions with leadership

## LINKS TO RELEVANT CITY PLANS

- [Employee Recognition Program](#)
- [City Wellness Program](#)
- [Workers' Compensation Program](#)
- [City Organizational Chart](#)
- [Form of Government](#)



# IMPLEMENTATION

The City Team will use the strategic plan to guide planning and decision-making. The City will provide regular strategic plan updates internally to the City Team and externally to the community. Progress towards indicators of success will be published on the City's website. For more information, please visit our [strategic planning page](#).

