

# Strategic Action Plan



Edmonds, Washington  
21 December 2012

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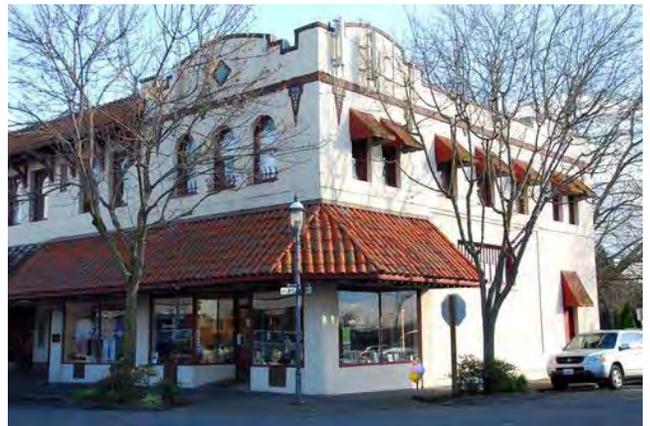
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# Overview of the Edmonds Strategic Action Plan

## What is Edmonds Strategic Action Plan?

Edmonds Strategic Action Plan identifies short (3-5 years) and mid-term (5-10 years) community strategic objectives and defines specific action tasks and responsible and lead participants, schedules, schedules, and performance measures to achieve them.

## How is the Strategic Action Plan different than other plans Edmonds develops?

Edmonds Strategic Action Plan coordinates the immediate accomplishment of all other city plans including the Comprehensive Plan, Capital Facility Program (CFP), and Annual City Budgets to make sure they are consistent with and implement Edmonds' strategic short and mid-term objectives.

## Why did Edmonds need a strategic action plan?

Economic conditions and trends impacted Edmonds ability to project the city's short and long range fiscal sustainability. Edmonds, like most other cities in Washington State, needed to analyze financial prospects and make strategic decisions about city services and capital projects that reflect Edmonds citizens' desires and aspirations.

## Who developed Edmonds Strategic Action Plan?

Everyone developed Edmonds Strategic Action Plan - including community organizations and interest groups, property and business owners, employees, business district customers, young adults, the public-at-large, and finally a random sample of registered voter households.

City Council with the assistance of the Economic Development Commission (EDC), Planning Board (PB), city staff, and a consulting team oversaw the strategic planning process and its ultimate contents.

## How did City Council, the Economic Development Commission (EDC), and Planning Board (PB) oversee the Edmonds Strategic Action Plan process?

City Council created a Strategic Planning Joint Committee composed of 18 representatives of the City Council, Economic Development Commission (EDC), and Planning Board (PB).

The Strategic Planning Joint Committee conducted 6 retreats or workshops in evening hours in the Council Chambers to review and evaluate progress on the plan's development.

**Retreat #1** - conducted on the 14th of September 2011 defined the objectives for the strategic planning process, reviewed the scope of work and schedule, and defined issues of interest to the members of the Joint Committee.

**Retreat #2** - conducted on the 24th of January 2012 reviewed and discussed Edmonds demographic and socioeconomic profile based on the results of the 2010 US Census, American Community Survey (ACS) 2005-2009, ESRI 2005-2015 projections, and Puget Sound Regional Council (PSRC) economic projections to 2040 and the implications to the city.

**Retreat #3** - conducted on the 28th of February 2012 reviewed fiscal conditions of Washington cities in general and Edmonds in particular based on the results of the State of Washington Cities 2005-2010 by the Association of Washington Cities (AWC), the State of Edmonds 2001-2021 based on Edmonds Finance Director's projections, and the Budgeting for Objectives (BFO) approach to fiscal sustainability.

**Retreat #4** - conducted on the 24th of April 2012 reviewed and discussed the results of the stakeholder focus group sessions, the surveys of young adults, customers, employees, business owners, and adult residents, the public charrette, and the open house on the 3rd of May on a draft of potential action tasks.

**Retreat #5** - conducted on the 22nd of May 2012 reviewed and discussed implementation of the evolving strategic plan's actions, the survey results from the 3rd of May's open house, the process for the survey of registered voter households, and the draft registered voter survey contents to be refined by the Joint Committee.

**Retreat #6** - conducted on the 31st of July 2012 reviewed and discussed the characteristics of the registered voter households and their representativeness, the rank order priorities established by the results of the surveys, and the implementation process for the strategic plan.

The contents of all 6 retreats are provided in full in Appendix A.

**How was the public informed of the Edmonds strategic action planning process?**

A strategic planning webpage and linkage established on the city’s website included the original Economic Development Commission’s recommendations concerning the development of the strategic action plan along with the request for proposals (RFP) for consulting assistance and the scope of work submitted by the selected consulting team.

The webpage linkage also posted the strategic action planning calendar schedule, minutes and memorandums from the Council retreats, interviews, surveys, and other findings.

**How was the public involved in Edmonds strategic action planning process?**

The public participated in an extensive series of outreach events during the strategic action planning process beginning with:

**Stakeholder opinions and suggestions** - obtained from 96 representatives of public and nonprofit organizations during 20 sessions covering government, economic development, transportation, historical and special events, environmental, parks and recreation, visual arts, literary arts, performing arts, young adults and education, seniors, service clubs, hospital district, waterfront district, downtown and the 5-Corners, Firdale, Westgate, Perrinville, and Highway 99 business districts topics.

Stakeholder opinions and suggestions framed specific strategic action plan task contents and responsibilities. The focus group results are summarized in Retreat #4 in Appendix A and fully documented in Appendix B.

**Adult residents opinions** - obtained from 681 residents by mail-back and internet survey concerning their rating of existing conditions in Edmonds for governance, employment, safety and security, education, transportation, housing market options, parks and recreation facilities, arts and cultural programs, special events, design conditions and appearances, existing developments, and sustainability. Adult residents rated priorities for possible action for business development, household recruitment, and maintenance as well as the location of future preferred development.

Adult resident assessments defined proposed strategic action plan tasks. The adult resident survey results are summarized in Retreat #4 in

Appendix A and fully documented in Appendix C.

**Business owner opinions** - obtained from 219 owners by mail-back survey concerning business profiles, labor force characteristics, market conditions, existing and projected trade area and customer profiles, rating of existing conditions in Edmonds, planning priorities for possible economic development actions, and interest in participating in the implementation of the strategic action plan.

Business owner opinions defined strategic action plan tasks particularly those dealing with business district development and development regulations. The business owner survey results are summarized in Retreat #4 in Appendix A and fully documented in Appendix D.

**Employee opinions** - obtained from 86 employees by mail-back and internet survey concerning employment, transportation, and housing market conditions, use of city and business facilities, and the reasons by nonresidents for a decision not to live in Edmonds.

Employee opinions defined strategic action plan tasks particularly those dealing with housing and transportation. The employee survey results are summarized in Retreat #4 in Appendix A and fully documented in Appendix E.

**Customer opinions** - obtained from 484 customer mail-back and internet surveys concerning shopping behaviors in Edmonds versus competitive city business districts and regional malls, most likely shop locations for specific goods and services, what factors affect a decision to not purchase in Edmonds, ratings of Edmonds conditions, and use of Edmonds facilities.

Customer opinions defined strategic action plan tasks particularly those dealing with business district development, transportation, and arts and culture. The customer survey results are summarized in Retreat #4 in Appendix A and fully documented in Appendix F.

**Young adult opinions** - obtained from 119 mail-back and internet surveys concerning activities they currently participate in, activities they would like to participate in, the kind of public service or community activity of interest, employment interests, the best way of communicating with peers, how conditions in Edmonds rate whether they would recommend Edmonds to others, and plans or not for living in Edmonds in the future.

Young adult opinions defined strategic action plan tasks particularly those dealing with your adult outreach, employment, and community service opportunities. The young adult survey results are summarized in Retreat #4 in Appendix A and fully documented in Appendix G.

**Public charrettes** - conducted with 140 people who volunteered and participated on the 14th and 19th of March at the Edmonds Conference Center and with 10 young adults on the 30th of April 2012 at Edmonds High School. The charrette participants identified likes and dislikes about Edmonds in general, identified priorities, results, and measurements related to the highest priority topics identified from the results of the stakeholder focus groups sessions, and surveys of adult residents, business owners, employees, customers, and young adults.

The results of the charrettes defined the specific action tasks included in a draft strategic plan. The charrette results are summarized in Retreat #4 in Appendix A and fully documented in Appendix H.

**Public open house** - conducted on the 3rd of May 2012 at the Plaza Room at the Library during which 89 participants completed a survey during the event and 114 completed the survey on-line following the open house for a total of 213. The survey asked the open house participants to comment on and rank possible priorities for the draft action tasks emerging for the strategic action plan from the public charrettes and the preceding stakeholder focus group sessions and adult resident, business owner, employee, customer, and young adult surveys,

The results of the open house refined the proposed action tasks included in a draft strategic plan. The open house results are summarized in Retreat #5 in Appendix A and fully documented in Appendix I.

**Registered voter household priorities** - obtained from a telephone recruited random sample of 466 completed mail-back and internet surveys concerning their priorities for the 60 proposed strategic planning action tasks concerning employment, business district development, young adults, housing, catalytic projects, arts and culture, parks and recreation, sustainability, transportation, fiscal sustainability, development regulations, and communications.

Registered voter household priorities refined the final priorities assigned to the strategic action plan tasks and task scheduling. The registered voter household survey results are summarized in Retreat #6 in Appendix A and fully documented in Appendix J.

**Public hearings** - will be conducted by the Planning Board and City Council on the final contents of this strategic action plan including all task proposals, priorities, participant responsibilities, schedules, and performance measures prior to adoption.

### **What are Edmonds Strategic Action Plan's objectives?**

The Edmonds strategic action planning process identified 60 specific tasks that are organized within 5 overall Strategic Objectives:

#### **1. Economic health, vitality, and sustainability**

- 1a. Foster a dynamic and diverse economy
- 1b. Take advantage of special and unique characteristics of the Edmonds area
- 1c. Enhance economic and employment opportunities
- 1d. Build on the community's history, heritage, natural resources, and livability to promote Edmonds as a tourism destination
- 1e. Effectively develop, market, and promote Edmonds arts and cultural heritage and brand (Arts & Culture)
- 1f. Promote a permit and licensing process to promote business recruitment, expansion, and retention

#### **2. Maintain, enhance, and create a sustainable environment**

- 2a. Build a community that balances protection, economic health, and social needs

#### **3. Maintain and enhance Edmonds community character and quality of life**

#### **4. Develop and maintain a transportation and infrastructure system to meet current and future needs**

- 4a. Create efficient, effective, and balanced transportation system to meet current and future needs
- 4b. Provide quality services, facilities, and infrastructure

#### **5. Responsible, accountable, and responsive government**

- 5a. Provide efficient and effective delivery of service
- 5b. Promote and encourage an active and involved community

5c. Ensure a safe and secure environment for residents, businesses, and visitors

These strategic objectives and the 60 specific action tasks involved in realizing the strategic objectives are described in following sections of this document.

**What were the priorities and how did the Edmonds Strategic Action Plan determine them?**

Public input, the results of the registered voter household survey in particular, identified and determined the priority of all 60 specific tasks included in this Strategic Action Plan.

Priorities were defined for each specific task from the results of the statistically representative phone/internet survey where the survey participants ranked proposals on a scale of 1 to 5 where 1 was the lowest and 5 the highest priority. The results were grouped to combine scores 1-3 and 3-5 to determine the rank order of each action task.

Some priorities are functional meaning the action is required in order to facilitate a desired project or result even though the facilitating action task itself, such as an environmental impact statement or a study or design effort, is not considered particularly valuable in and of itself.

In actuality, most action task priorities are opportunistic rather than rank ordered. The overall goal is to achieve all proposed action tasks as soon as each action is feasible and accomplishable. Therefore, if a low priority action has a sponsor and funds, it will be accomplished by the sponsor with the support of the community so long as the task action does not interfere with the accomplishment of a higher priority task action.

Each proposed action has a different sponsor and funding source and schedule. The goal of this Strategic Action Plan is to organize and coordinate all actions and participants - not select winners and losers or determine which goes first and which goes last.

**Who will be involved and primarily responsible for implementing the Edmonds Strategic Action Plan?**

Numerous public, nonprofit, and private parties are involved in implementing each of the 60 action tasks identified. A lead agent or agents, however, are primarily responsible for

overseeing or coordinating the actions of all of the parties who are identified for each task.

As shown, though Edmonds elected officials and staff are involved in a large number of action tasks, they are not the lead or primarily responsible party in a large number of them such as those involving business district development, arts and culture, hospital district, and the like.

There are a large number of nongovernmental organizations (NGOs) involved in seeing the successful implementation of strategic plan action tasks. In a large number of tasks NGOs are lead agents or at least share lead agent responsibilities.

In some instances, these NGOs are existing organizations, such as the Chamber of Commerce, Downtown Edmonds Merchants Association, and the like. In some instances, however, new coalitions of these existing organizations are required to coordinate and share skills and resources.

**When will the action tasks be accomplished?**

Each strategic action plan task was assessed by the Joint Committee members and assigned a level of complexity from low to high where low complexity does not require extensive coordination or resources and high requires long lead times and extensive coordination with other parties including, in some cases, parties outside of Edmonds, such as the Washington State Department of Transportation (WSDOT) or Amtrak or Burlington Northern Santa Fe Railroad (BNSF) or others.

Each strategic action plan task was allocated an estimated number of months to complete based partly on complexity and partly on the type of action involved. Action 1a.7 (task 66a3 in early survey drafts) to revise development regulations, for example, requires 1-12 months to complete from drafting measures through workshops, hearings, and adoption proceedings.

Action 1d.2 (task 24 in early survey drafts) to conduct surveys of visitors and tourists with which to fine tune event and promotional outreach, however, is a continuous process resulting in an ongoing schedule without end.

Initially, all strategic action plan tasks start immediately assuming lead responsible parties are organized, interested, and able to act. Actual schedules depend on the lead responsible parties where some action tasks take longer to get participants organized and started and/or

the lead responsible parties are involved in more action tasks than the party can effectively facilitate at a time.

**How will the Edmonds Strategic Action Plan measure implementation progress?**

Each action task has benchmarks or specific performance measurements to determine if a proposed action is being accomplished in accordance with the Strategic Action Plan's objectives.

For example, Action Task 1a.1: Economic sustainability (task 4 is early survey drafts) is to recruit businesses that employ technical, professional, and managerial skills offered by Edmonds residents to facilitate live/work sustainability in Edmonds. One performance measure to determine progress is an annual measure of the percentage of Edmonds residents who are employed within Edmonds.

A number of performance measures are defined to determine implementation progress for each of the 60 action tasks identified from the process. City Council, the Economic Development Commission (EDC), Planning Board (PB), and staff, and other participating parties will determine if the Strategic Action Plan is working and/or whether the proposed actions

need to be adjusted to achieve the desired outcome.

**When will the Strategic Action Plan be updated?**

Ideally, this Strategic Action Plan defines key Edmonds objectives, actions tasks, responsibilities, schedules, performance measures, and other particulars with which to govern the Comprehensive Plan, Capital Facilities Program (CFP), City Budget, and other city services, plans, and projects for the next 6 years.

However, this presumes City Council, Economic Development Commission, Planning Board, and city staffs continuously assess performance measures and make adjustments necessary to ensure the Strategic Action Plan remains pertinent and implemented.

Should an unforeseen event, such as another or continued recession or a state or federal legislative action require, the Strategic Action Plan will be updated thereupon.

## Strategic Objective 1: Economic Health, Vitality & Sustainability

### 1a: Foster dynamic/diverse economy

#### Action 1a.1 (4): Economic sustainability

Lead	Rank	Complexity	Months				
Economic Development Department Port of Edmonds Chamber of Commerce	Very high	Low	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Recruit businesses that employ technical, professional, and managerial skills offered by Edmonds residents to facilitate live/work sustainability in Edmonds.		Downtown Edmonds Merchants Assn Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Economic sustainability							
<b>Potential performance measures</b>							
% of overall technical (high tech, nursing, etc) jobs within Edmonds							
% of overall professional (lawyers, accountants, doctors) jobs within Edmonds							
% Edmonds residents employed within Edmonds							
% of new employees seek and find housing in Edmonds							

#### Action 1a.2 (8): Marketing - business districts

Lead	Rank	Complexity	Months				
Economic Development Department Port of Edmonds Chamber of Commerce	Very high	Low	1-36				
<b>Strategic objective</b>		<b>Participants</b>					
Identify and recruit retailers to fill critical gaps in retail sales and services such as basic needs (clothing downtown, professional services) within the business districts of downtown, Westgate, Firdale Village, 5-Corners, and Perrinville, as well as larger department stores and specialty retailers on Highway 99.		Downtown Edmonds Merchants Assn International District Edmonds property owners Edmonds brokers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Marketing - business districts							
<b>Potential performance measures</b>							
# new retail businesses established							
% increase in retail sales overall							
% increase in target retail sales - clothing, hardware, housewares							
% increase in sales to out-of-area residents							



### **Spaceworks Tacoma**

Spaceworks Tacoma is a creative, maybe even utopian response to economic hard times. The goal of Spaceworks is to transform empty storefronts and vacant space into dynamic points of interest through artistic energy and enterprise, making Tacoma a stronger, more active city.

Spaceworks is a joint initiative of the City of Tacoma, Shunpike, and the Tacoma-Pierce County Chamber of Commerce. In exchange for creatively activating unused spaces, artists are temporarily provided no- and low-cost rent, exposure and business consultation.

<http://spaceworkstacoma.wordpress.com/>

spaceworks  
tacoma

### Action 1a.3 (13): Interim storefronts

Lead	Rank	Complexity	Months				
Economic Development Department Downtown Edmonds Merchants Assn	Very high	Low	1-36				
<b>Strategic objective</b>		<b>Participants</b>					
Encourage temporary artist exhibits or similar uses in vacant storefronts or buildings in order to provide visual interest and activity while the building is being marketed for a future tenant or owner.		Cultural Service Division Chamber of Commerce Edmonds Downtown BID International District					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Interim storefronts							
<b>Potential performance measures</b>							
# empty storefronts filled with temporary exhibits per year							
% temporary tenants become permanent tenants							
\$ retail sales raised by temporary tenants or exhibits							
% other businesses rate program to be successful							

### Action 1a.4 (10): Promotion - business development

Lead	Rank	Complexity	Months				
Downtown Edmonds Merchants Assn International Dist	Very high	Medium	1-36				
<b>Strategic objective</b>		<b>Participants</b>					
Initiate and expand retail sales and other events and activities including sidewalk cafes and vendors within the business districts of downtown, Westgate, Firdale Village, 5-Corners, Perrinville and Highway 99.		Edmonds Downtown BID Chamber of Commerce					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Promotion - business development							
<b>Potential performance measures</b>							
# retail oriented events per year in each business district							
# customers participating in events							
# of merchants participating in events							
\$ sales and sales tax revenue generated by events							

### Action 1a.5 (2): Business outreach

Lead	Rank	Complexity	Months				
Economic Development Department Port of Edmonds Chamber of Commerce	Very high	Low	12				
<b>Strategic objective</b>		<b>Participants</b>					
Integrate City, Port, Chamber, Edmonds Community College, Edmonds School District, and private business efforts and communications for the benefit of economic recruitment.		Downtown Edmonds Merchants Assn Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Business outreach							
<b>Potential performance measures</b>							
# public, property owners, businesses involved in city strategic planning process							
% to which the above involved in implementing plans and projects							
% programs or projects that receive funding from outside sources							
# public, property owners, businesses involved in city strategic planning process							

### Action 1a.6 (9): Design - storefronts

Lead	Rank	Complexity	Months				
Downtown Edmonds Merchants Assn	High-mod	Low-medium	1-36				
<b>Strategic objective</b>		<b>Participants</b>					
Develop a process to identify ways to enhance retail storefronts within the business districts of downtown, Westgate, Firdale Village, 5-Corners, Perrinville and Highway 99. For example, this could include identifying competitive grants and low cost loan programs.		Economic Development Department Edmonds Downtown Business Improvement District (BID) Chamber of Commerce International District Edmonds banks and savings					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Design - storefronts							
<b>Potential performance measures</b>							
# new/rehabilitated storefronts and building projects							
# new façade, sign, display window projects							
% customers rate high quality appearances							
% businesses rate appearances as good and high quality							

### Action 1a.7 (66a3): Development regulations

Lead	Rank	Complexity	Months			
Development Services Department International Dist	High-mod	Medium-high	12-36			
<b>Strategic objective</b>	<b>Participants</b>					
Amend mixed use development standards to allow higher, mixed use density in the Highway 99 area.	Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Swedish Hospital Car dealers Property owners Developers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Development regulations						
<b>Potential performance measures</b>						
# days required to process a building permit						
% participants rating the process to be understandable and fair						
% participants rating requirements, standards to be relevant						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

### Action 1a.8 (66b): Development regulations

Lead	Rank	Complexity	Months			
Development Services Department	Mod-low	Medium	1-24			
<b>Strategic objective</b>	<b>Participants</b>					
Address ground floor retail requirements to reflect demand in different retail corridors and locations.	Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn International District Swedish Hospital Car dealers Property owners Developers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Development regulations						
<b>Potential performance measures</b>						
# days required to process a building permit						
% participants rating the process to be understandable and fair						
% participants rating requirements, standards to be relevant						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

### Action 1a.9 (66a2): Development regulations

Lead	Rank	Complexity	Months				
Development Services Department	Mod-low	Medium-high	1-12				
<b>Strategic objective</b>	<b>Participants</b>						
Amend mixed use development standards to allow higher, mixed use density in the Westgate area.	Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn International District Swedish Hospital Car dealers Property owners Developers						
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Development regulations							
<b>Potential performance measures</b>							
# days required to process a building permit							
% participants rating the process to be understandable and fair							
% participants rating requirements, standards to be relevant							
# variances sought since code update							
# issues taken to Hearing Examiner, Council, courts since code update							

### Action 1a.10 (66a1): Development regulations

Lead	Rank	Complexity	Months				
Development Services Department	Mod-low	Medium-high	12-24				
<b>Strategic objective</b>	<b>Participants</b>						
Amend mixed use development standards to allow higher, mixed use density in the Downtown/Waterfront area.	Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn International District Swedish Hospital Car dealers Property owners Developers						
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Development regulations							
<b>Potential performance measures</b>							
# days required to process a building permit							
% participants rating the process to be understandable and fair							
% participants rating requirements, standards to be relevant							
# variances sought since code update							
# issues taken to Hearing Examiner, Council, courts since code update							

### Action 1a.11 (66a5): Development regulations

Lead	Rank	Complexity	Months			
Development Services Department	Low	Low	1-12			
<b>Strategic objective</b>	<b>Participants</b>					
Amend mixed use development standards to allow higher, mixed use density in the Perrinville area.	Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn International District Swedish Hospital Car dealers Property owners Developers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Development regulations						
<b>Potential performance measures</b>						
# days required to process a building permit						
% participants rating the process to be understandable and fair						
% participants rating requirements, standards to be relevant						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

### Action 1a.12 (66a6): Development regulations

Lead	Rank	Complexity	Months			
Development Services Department	Low	Low	Complete			
<b>Strategic objective</b>	<b>Participants</b>					
Amend mixed use development standards to allow higher, mixed use density in the Firdale Village area.	Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn International District Swedish Hospital Car dealers Property owners Developers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Development regulations						
<b>Potential performance measures</b>						
# days required to process a building permit						
% participants rating the process to be understandable and fair						
% participants rating requirements, standards to be relevant						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

### Action 1a.13 (66a4): Development regulations

Lead	Rank	Complexity	Months			
Development Services Department	Low	Medium-high	1-24			
<b>Strategic objective</b>	<b>Participants</b>					
Amend mixed use development standards to allow higher, mixed use density in the Five Corners area.	Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn International District Swedish Hospital Car dealers Property owners Developers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Development regulations						
<b>Potential performance measures</b>						
# days required to process a building permit						
% participants rating the process to be understandable and fair						
% participants rating requirements, standards to be relevant						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

### Action 1a.14 (66a): Development regulations

Lead	Rank	Complexity	Months			
Development Services Department	Low	Low	36-72			
<b>Strategic objective</b>	<b>Participants</b>					
Amend mixed use development standards to allow higher, mixed use density in the commercial districts.	Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn International District Swedish Hospital Car dealers Property owners Developers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Development regulations						
<b>Potential performance measures</b>						
# days required to process a building permit						
% participants rating the process to be understandable and fair						
% participants rating requirements, standards to be relevant						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

## Strategic Objective 1: Economic Health, Vitality & Sustainability

### 1b: Take advantage of special/unique characteristics of areas

#### Action 1b.1 (6): Health and medical industries

Lead	Rank	Complexity	Months				
Economic Development Department Swedish Hospital	Very high	Low	36-72				
<b>Strategic objective</b>		<b>Participants</b>					
Retain and recruit businesses that support and can expand health related services and products within the general area of Swedish Hospital Edmonds.		Chamber of Commerce Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Health and medical industries							
<b>Potential performance measures</b>							
# Swedish Hospital and related employees							
# businesses who locate in Edmonds citing Swedish Hospital							
# new health related employees involved in new businesses							
% new health employees who reside in Edmonds							
% new health employees seek and find housing in Edmonds							

#### Action 1b.2 (5): High tech industries

Lead	Rank	Complexity	Months				
Economic Development Department Port of Edmonds	Very high	Medium	36-72				
<b>Strategic objective</b>		<b>Participants</b>					
Retain and recruit businesses that depend on, and can take advantage of, Edmonds superior fiber optics capability.		Chamber of Commerce Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
High tech industries							
<b>Potential performance measures</b>							
% existing businesses defined as "high tech"							
% new businesses defined as "high tech"							
# new businesses attracted to locate in Edmonds as result of fiber optic service							

### Action 1b.3 (20): Harbor Square

Lead	Rank	Complexity	Months				
Port of Edmonds	Very high	Medium-high	1-24				
<b>Strategic objective</b>		<b>Participants</b>					
Review and approve a long term master plan and agreement for the Port of Edmonds Harbor Square property that enhances the waterfront environment, public access and promotes mixed use development.		City Council Economic Development Department Development Services Department Public Works Department Parks & Recreation Department Community Transit Sound Transit Friends of Edmonds Marsh Waterfront property and business owners					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Harbor Square							
<b>Potential performance measures</b>							
@ date Port submits proposed development plan to Council							
@ date Council approves a site development agreement							
# developers recruited from Port's RFP							
# residents participating in RFP submittal reviews							
@ date Port selects/initiates first phase development							
% public indicating Port plan is successful							

### Action 1b.4 (19): Shoreline/waterfront

Lead	Rank	Complexity	Months				
Economic Development Department Development Services Department	Very high	Medium	24-26				
<b>Strategic objective</b>		<b>Participants</b>					
Develop a strategy for the combined shoreline (east/west of rail lines) from the Port to the Underwater Dive Park and from the waterfront to the downtown that increases public access and recreational opportunities.		Public Works Department Parks & Recreation Department Port of Edmonds WA State Ferries (WSF) WA Department of Ecology BNSF Railroad Edmonds Senior Center Edmonds Yacht Club Waterfront property and business owners					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Shoreline/waterfront							
<b>Potential performance measures</b>							
@ date shoreline/waterfront planning process initiated							
% property and business owners participating in plan							
# residents participating in plan development							
# catalytic projects identified - that are accomplished							
% property, business, residents indicating plan priorities have been accomplished annually and within 5 years							

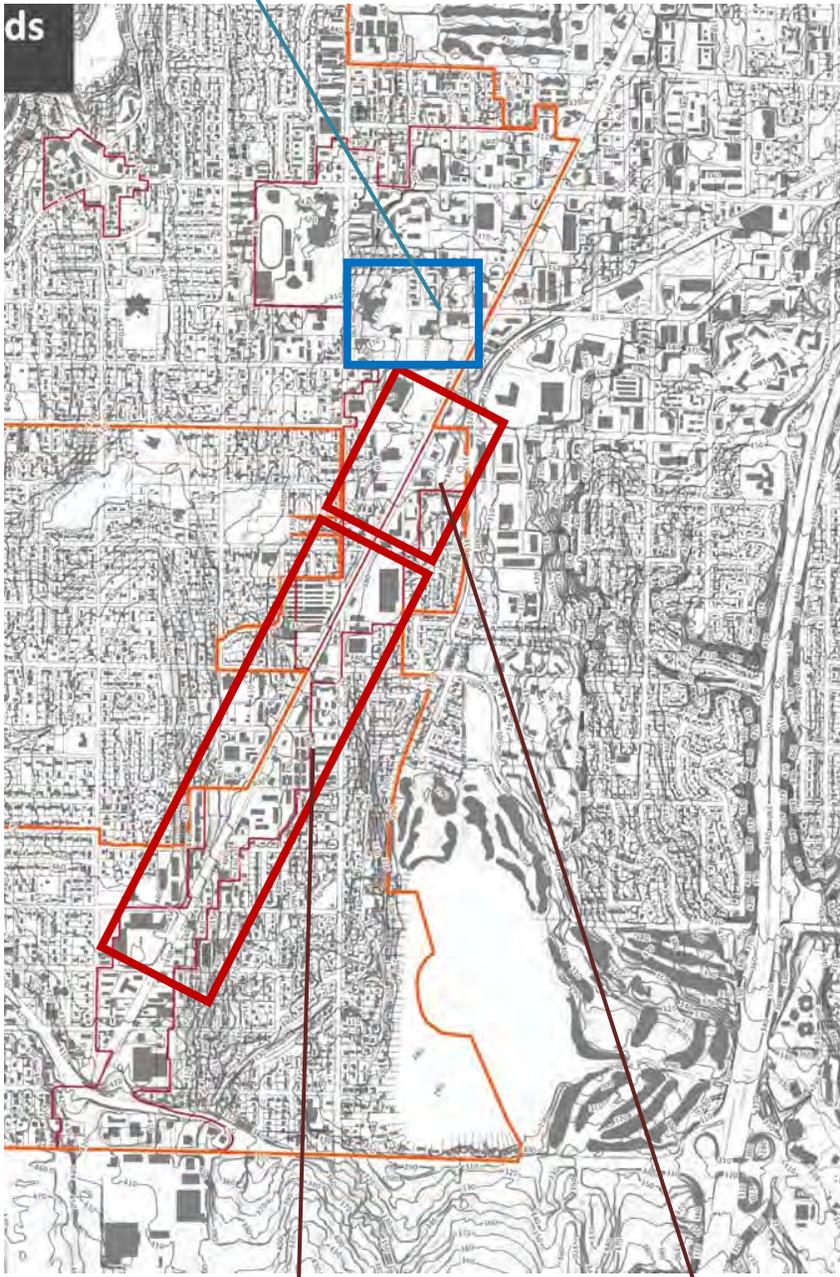
### Action 1b.5 (21): Antique Mall

Lead	Rank	Complexity	Months				
Economic Development Department Port of Edmonds	Very high	Medium-high	1-36				
<b>Strategic objective</b>		<b>Participants</b>					
Encourage packaging the Safeway/Antique Mall and nearby properties for the purpose of enhancing redevelopment opportunities of this significant gateway site.		City Council Cultural Service Division Development Services Department Public Works Department Parks & Recreation Department Antique Mall property owners Edmonds Senior Center Community Transit Sound Transit BNSF Railroad WA State Ferries Developers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Antique Mall							
<b>Potential performance measures</b>							
@ date city successfully packages properties							
@ date city initiates master planning process							
# residents and organizations involved in planning process							
@ Council adopts development criteria							
@ city initiates competitive RFP							
# quality developers recruited							
@ date Council selects proposal and developer team							
% public indicating process is successful							

### Action 1b.6 (23): Swedish Hospital

Lead	Rank	Complexity	Months				
Swedish Hospital Development Services Department	Very high	High	12-36				
<b>Strategic objective</b>		<b>Participants</b>					
Update the Hospital District master plan to meet hospital needs while mitigating impacts to adjacent nonmedical land uses.		Health & Wellness Center Aldercrest Health & Rehab Center City Council Economic Development Department Public Works Department Community Transit WA Department of Transportation Adjacent property owners and residents					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Swedish Hospital							
<b>Potential performance measures</b>							
@ date city successfully packages properties							
@ date city initiates master planning process							
# residents and organizations involved in process							
@ Council adopts development criteria							
@ city initiates competitive RFP							
# quality developers recruited							
@ date Council selects proposal and developer team							
% public indicating process is successful							

Swedish Hospital



International District

Auto Row



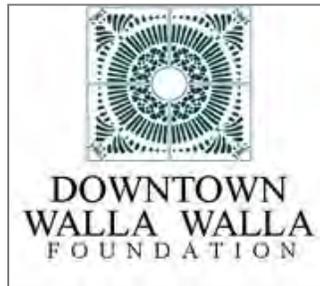
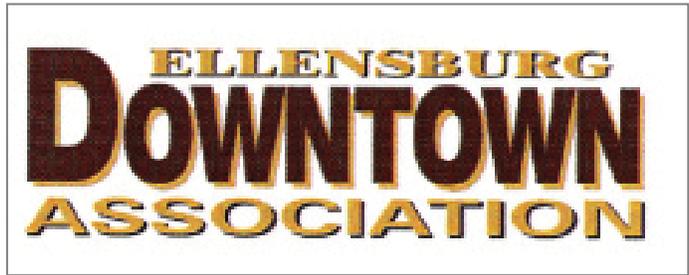
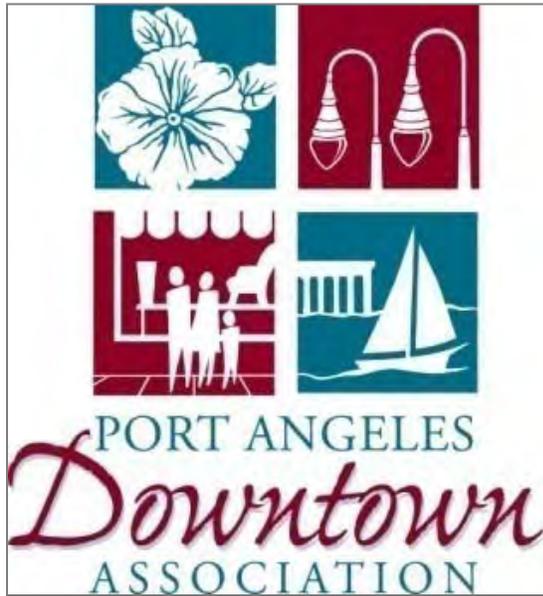
Top - current development pattern on Highway 99 in Edmonds  
Right top- current conditions on Auto Row  
Right middle - approach to Swedish Hospital from Highway 99  
Right bottom - business signage at Ranch Market 99 in International District on Highway 99

### Action 1b.7 (11): Organization - Main Street

Lead	Rank	Complexity	Months				
Economic Development Department Downtown Edmonds Merchants Assn	High	Low	1-24				
<b>Strategic objective</b>		<b>Participants</b>					
Institute the "Main Street" Program 4-Point approach which includes economic restructuring, promotion, design and organization for the downtown and Highway 99 business districts.		Edmonds Downtown BID International District Chamber of Commerce					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Organization - Main Street							
<b>Potential performance measures</b>							
@ Main Street approach adopted in each business district							
# of merchants and businesses participating in Main Street							
% of all eligible merchants and businesses participating in Main Street							
% participating members rating program and events to be productive							

### Action 1b.8 (22): Highway 99 International District

Lead	Rank	Complexity	Months				
International District Development Services Department	Mod-low	Medium-high	21-26				
<b>Strategic objective</b>		<b>Participants</b>					
Create a plan and design theme for this unique area, initiate promotional events and activities, and recruit additional anchors or destination stores.		Swedish Hospital Car dealers City Council Economic Development Department Cultural Service Division Public Works Department Parks & Recreation Department Community Transit WA Department of Transportation Developers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Highway 99 International District							
<b>Potential performance measures</b>							
@ International District property and business owner organization established							
@ planning process initiated							
# residents and organizations involved in process							
@ Council adopts plan							
# plans projects completed within 1-5 years of adoption							
% property and business owners satisfied with results							
\$ increase in retail sales and retail sales tax revenues							
% increase in property values and property tax revenue							



**National Trust for Historic Preservation's Main Street Program**

Main Street's 4-Point Approach - encompasses work in 4 distinct areas - Design, Economic Restructuring, Promotion, and Organization - that are combined to address all of a commercial district's needs. The philosophy behind this methodology makes it an effective tool for community-based, grassroots revitalization efforts.

The Main Street approach is also incremental; it is not designed to produce immediate change. Because they often fail to address the underlying causes of commercial district decline, expensive improvements, such as pedestrian malls do not always generate the desired economic results. In order to succeed, a long-term revitalization effort requires careful attention to every aspect of a business district - a process that takes time and requires leadership and local capacity building.

**The Washington State Downtown Revitalization/Main Street Program (WSMP)**

- has been helping communities revitalize the economy, appearance, and image of downtown commercial districts using the Main Street Approach since 1984.

[www.mainstreet.org](http://www.mainstreet.org)  
[www.downtown.wa.gov](http://www.downtown.wa.gov)



### Action 1b.9 (12): Financing

Lead	Rank	Complexity	Months				
Edmonds Downtown BID City Council	Mod-low	Medium	1-12				
<b>Strategic objective</b>		<b>Participants</b>					
Create a downtown Business Improvement District (BID) to benefit properties and businesses for the purpose of instituting marketing, design, and promotional activities within the downtown business district.		Economic Development Department Finance Department Downtown Edmonds Merchants Assn International District Chamber of Commerce					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Financing							
<b>Potential performance measures</b>							
@ date 60% of businesses sign petition to adopt BID							
@ date Council adopts BID							
\$ raised by BID adoption first year							
# programs or projects funded by BID revenue							
% BID revenue leverages of other funding sources							
% businesses in BID pay on time							
% businesses in BID rate effort to be effective							

### Action 1b.10 (7): Car dealerships

Lead	Rank	Complexity	Months				
Economic Development Department Highway 99 Car Dealerships	Very low	Low	1-12				
<b>Strategic objective</b>		<b>Participants</b>					
Encourage development of auto sales facilities that include decked display and storage lots, multistory sales and service facilities in order to retain this important source of retail sales revenue in the city and maximize land use.		Chamber of Commerce					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Car dealerships							
<b>Potential performance measures</b>							
\$ volume of retail sales and retail sales tax returned to Edmonds							
% increase in annual car sales and tax retail sales revenue in the city.							
# building permits issued per year for auto related facility developments							



**Auto Row**

“Auto row” - is a concentration of new and used auto dealerships traditionally located on adjacent properties along major arterial roadways with easy access and high visibility from the surrounding community. When development patterns were relatively low density and land relatively inexpensive, the dealerships built low rise buildings with large surface parking and display lots.

As urban development intensified and land value increased, some dealers moved into auto parks or malls - multi-dealer facilities organized around central access roads located along freeway or major highway corridors.

Others, however, developed more intensive sales facilities with multiple floors and even indoor auto display and storage facilities - as well as diversifying their products.

Shown are some of “auto row’s” urban dealer strategies including the Lexus Dealer in downtown Bellevue (top left) and Veterans Ford in Tampa, Florida (bottom left).

## Strategic Objective 1: Economic Health, Vitality & Sustainability

### 1c: Enhance economic and employment opportunities

#### Action 1c.1 (14): Employment - youth

Lead	Rank	Complexity	Months				
Economic Development Department	High	Medium	12-18				
<b>Strategic objective</b>		<b>Participants</b>					
Create a young adult job placement service to help find part and full-time employment opportunities with Edmonds businesses, schools and organizations.		Parks & Recreation Department Cultural Service Division Public Works Department Edmonds School District Edmonds Community College Chamber of Commerce Downtown Edmonds Merchants Assn Port of Edmonds Swedish Hospital International District					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Employment - youth							
<b>Potential performance measures</b>							
% of all young adult employed in part or full-time positions							
% of young adult that can find work that want work							
% of employers that can find young adult to hire than want young adult employees							
% of all employers who have hired young adults							
# of young adults participating in workforce							
# of employers who have hired young adults							

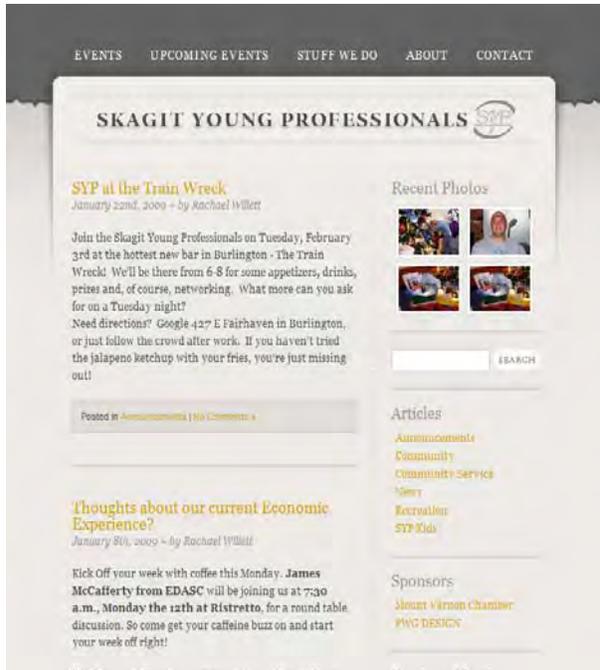
#### Action 1c.2 (15): Participation - youth

Lead	Rank	Complexity	Months				
Parks & Recreation Department	Very high	Low-medium	12				
<b>Strategic objective</b>		<b>Participants</b>					
Work with public and private organizations to provide mentoring opportunities for young adults through events or social outreach, projects, environmental stewardship, arts and culture and job/career networking.		Cultural Service Division Edmonds School District Edmonds Community College Chamber of Commerce Downtown Edmonds Merchants Assn Port of Edmonds Swedish Hospital Kiwanis Club Rotary Club Exchange Club Edmonds Senior Center Edmonds Library Edmonds Arts Festival Summer Market					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Participation - youth							
<b>Potential performance measures</b>							
% of all young adults that participate in community events and organizations							
% of all young adults that participate that indicate they want to participate							
% of community organizations that can find young adults to participate that want young adults to participate							
# of young adults participating							

# of service programs young adults are involved in						
# of community projects young adults have completed						

**Action 1c.3 (1): Database - business recruitment**

Lead	Rank	Complexity	Months			
Economic Development Department Chamber of Commerce	Mod-low	Low-medium	6-18			
<b>Strategic objective</b>	<b>Participants</b>					
Create and maintain a database to identify opportunities for business and developer recruitment efforts. The database may include an inventory of available properties, buildings, and resources in Edmonds business districts and zones.	Development Services Department Downtown Edmonds Merchants Assn Edmonds property owners Edmonds brokers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Database - business recruitment						
<b>Potential performance measures</b>						
% of local property owners and brokers participating						
% all available properties on local listing						
# hits database receives from property owners and brokers						
# hits database receives from interested businesses						



## **Skagit Young Professionals**

Young professionals are vital to every city by giving time, money, and energy that supports local charitable and civic activities. They are the local community's entrepreneurs innovating and bringing new ideas into the marketplace. They are, however, the most likely age group able and willing to move away.

The Mount Vernon Chamber of Commerce recognized that young professionals are valuable for their social, civic, and tax contributions to the local community but are easily lost to other areas that provide more jobs, more pay, or more fun. To encourage young professionals to stay, the Chamber realized it needed get young professionals involved with Mount Vernon.

The Chamber provided financial and administrative support to start the Skagit Young Professionals (SYP). The purpose of SYP is to build the business relationships and friendships that will help this age group become the leaders of Skagit County. The SYP realized this age group responds more easily to like-minded peers using internet and other tools to initiate contacts and network relationships.

SYP's goal is to develop and guide events and projects that young professionals find engaging and worthwhile. SYP programs events to include civic programs, professional networking, career development, social mixers, and public service.

SYP also encourages its members to take advantage of the great programs the Mount Vernon Chamber of Commerce has to offer - though SYP members can participate in any of the other Skagit County chambers as well.

In addition, the Chamber works with corporate sponsors to recruit young professionals for job openings and start-up business opportunities.

[www.mountvernonchamber.com](http://www.mountvernonchamber.com)  
[www.skagityoungprofessionals.com](http://www.skagityoungprofessionals.com)

## Strategic Objective 1: Economic Health, Vitality & Sustainability

### 1d: Build on the community's heritage, natural resources, and livability to promote Edmonds as a tourism destination

#### Action 1d.1 (25): Design - arts and culture

Lead	Rank	Complexity	Months			
Cultural Services Division	High-mod	Low-medium	On-going			
<b>Strategic objective</b>	<b>Participants</b>					
Continue to include arts and historical themes in the Edmonds brand and install artworks, gateways, wayfinding signage, and streetscape improvements at key entrances to Edmonds, e.g., the waterfront, downtown, Highway 99, State Route-104 and other business districts.	Economic Development Department Arts Commission Historic Preservation Commission Chamber of Commerce Downtown Edmonds Merchants Assn International District					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Design - arts and culture						
<b>Potential performance measures</b>						
@ new comprehensive branding ideas revealed						
% organizations, public validate new brand approach						
@ gateways and wayfinding signs installed in city						
% cost funded by business and art related groups						
% customers rate brand unique and successful						

#### Action 1d.2 (24): Marketing - arts and culture

Lead	Rank	Complexity	Months			
Economic Development Department Cultural Services Division	Low	Low	On-going			
<b>Strategic objective</b>	<b>Participants</b>					
Conduct surveys of visitors to determine their characteristics, expenditure patterns, sources of information, and other behavior to better understand the economic benefits and what attracts visitors to Edmonds.	Edmonds Center for the Arts Summer Market Edmonds Art Festival Edmonds Historical Museum Artworks Gallery North - Artist Cooperative Seaview Weavers Cascade Symphony Orchestra Olympic Ballet Theatre Cascade Youth Symphony Driftwood Players Phoenix Theatre Seattle Jazz Singers Ballet Academy of Performing Arts Write on the Sound					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Marketing						
<b>Potential performance measures</b>						
# events involved in outreach events						
# survey responses received from outreach events						
% determination of most successful form of outreach						
% determine average expenditures by participants						
% of expenditures tracked to local Edmonds businesses						
# new email addresses added to outreach list						
% survey respondents indicating will increase participation as result of outreach proposals						
% art organizations indicate market results useful						



**Strategic Objective 1: Economic Health, Vitality & Sustainability  
1e: Effectively develop, market, and promote the City's arts and cultural heritage and brand (Arts & Culture)**

**Action 1e.1 (27): Organization - arts and culture**

Lead	Rank	Complexity	Months			
Chamber of Commerce Cultural Service Division	High-mod	Low-medium	On-going			
<b>Strategic objective</b>	<b>Participants</b>					
Create a central clearinghouse to coordinate scheduling and promotion of events in Edmonds.	Edmonds Arts Commission Edmonds Center for the Arts Summer Market Edmonds Art Festival Edmonds Historical Museum Gallery North - Artist Cooperative Seaview Weavers Cascade Symphony Orchestra Olympic Ballet Theatre Cascade Youth Symphony Driftwood Players Phoenix Theatre Seattle Jazz Singers Ballet Academy of Performing Arts					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Organization						
<b>Potential performance measures</b>						
% art related organizations participating in clearinghouse						
% all local artists participating in clearinghouse						
# coordinated promotions conducted by clearinghouse						
%% outreach participants indicating clearinghouse successful and useful						
% art related organizations participating in clearinghouse						

**Action 1e.2 (26): Promotion - arts and culture**

Lead	Rank	Complexity	Months			
Chamber of Commerce Cultural Services Division	High-mod	Medium	12			
<b>Strategic objective</b>	<b>Participants</b>					
Create an Edmonds arts website and utilize social media including Google maps, Facebook, and Twitter to promote and attract visitors to an expanded year-round calendar of events and festivals for performing, literary, culinary, fine, and other arts interests.	Economic Development Department Edmonds Center for the Arts Summer Market Edmonds Art Festival Edmonds Historical Museum					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Promotion						
<b>Potential performance measures</b>						
# art and culture events conducted per year						
# new or additional events introduced						
# new event participants who did not engage before						
# new vendors or exhibitions included in new events						
# hits to central arts website						
% outreach survey participants indicating website to be source of info						

HOME | CONTACT US | SITE MAP | JOIN OUR MAILING LIST

# downtown ELGIN

everyone's neighborhood

HOME LIVE WORK ENJOY GETTING HERE EVENTS RESOURCES ABOUT DNA

Object reference not set to an instance of an object.

events

Jan 24, 2009  
CHOICES: Using Credit Wisely at Gail Borden Public Library

Jan 26, 2009  
Patriotic Movie: "National Treasure: Book of Secrets" (2007) (PG) at Gail Borden Public Library

Jan 27, 2009  
Downtown Tech Blender at Downtown Neighborhood Association

Feb 14, 2009  
The Spinnars at Hemmens Cultural Center

Mar 14, 2009  
Springs at Hemmens Cultural Center

More >>

visitors

- Dining
- Arts & Entertainment
- Shopping
- Attractions

residents

- Downtown Directory
- Community
- Houses of Worship
- Residential Properties

businesses

- Downtown Directory
- Construction
- Parking
- Commercial Properties

Blog

contact us! 847-498-1456 or email us >>

join us! Together we'll continue to build and promote an

Map Satellite Hybrid

Map Overview Legend

Category A-Z Help

Restaurants

- Al's Cafe & Creamery
- Home of the famous Burns' Matt! (847)742-1180
- Arteca De Oro Restaurant
- (847) 742-0859
- Bangkok House
- (847) 742-1460
- Burger King
- Camaroncito Loco
- Best seafood and
- Centre Cafe
- Snacks & Drinks
- Domino's Pizza
- Dunkin Donuts

### Downtown Elgin Association (DNA)

DNA of Elgin, Illinois has developed an interactive website that employs low-cost and no-cost tools to provide online services to provide promotional information, directories, schedules, and other materials to interested downtown residents, customers, and tourists.

DNA redesigned their website to rely on free and inexpensive online communications to connect with as many people as possible. Blogs, online calendars, Facebook, Flickr, and others are tools that young adults use to communicate every day.

By incorporating these tools into the DNA website, the downtown reached a generation of customers that it would not effectively reach otherwise. And, DNA found that as young adults became knowledgeable of what the downtown had to offer, they also became interested in working with the DNA on downtown development and promotional issues.

[www.downtownelgin.org](http://www.downtownelgin.org)

This is your Downtown!

The Downtown Neighborhood Association presents

# I SPY DOWNTOWN

## ELGIN PICTURE RIDDLES

Search for the emblematic family portrait within. Write the address of the buildings in the space provided. All names receive a free "Downtown Elgin" coloring book upon completion. Correctly recognized names will be entered into a raffle for prizes from area businesses (based on funds).

Prizes are due at the Tower Building at 2 Douglas Ave. from 8:30a- 5:00p 14E through the next day by June 9th, 2009.

Map of Downtown Elgin

Map of Downtown Elgin

1 Spot a building that used to be a prison. The only one remaining is very near where Hemmens is located. It's a good example of Romanesque Revival architecture.

2 Spot a building that is a mix of styles. It's a mix of styles and is a mix of styles. It's a mix of styles and is a mix of styles.

3 Spot a building that is a mix of styles. It's a mix of styles and is a mix of styles. It's a mix of styles and is a mix of styles.

4 Spot a building that is a mix of styles. It's a mix of styles and is a mix of styles. It's a mix of styles and is a mix of styles.

5 Spot a building that is a mix of styles. It's a mix of styles and is a mix of styles. It's a mix of styles and is a mix of styles.

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11 Spot a building that is a mix of styles. It's a mix of styles and is a mix of styles. It's a mix of styles and is a mix of styles.

12 Spot a building that is a mix of styles. It's a mix of styles and is a mix of styles. It's a mix of styles and is a mix of styles.

All photos © Erik Lavelle, 2005.

### Action 1e.3 (28): Edmonds Center for the Arts (ECA)

Lead	Rank	Complexity	Months			
Edmonds Center for the Arts	High-mod	Medium-high	12			
<b>Strategic objective</b>	<b>Participants</b>					
Complete a strategic plan identifying financial strategies for debt payment, redevelopment and reuse of the remaining un-renovated property, including a potential parking garage.	City Council Economic Development Department Cultural Service Division Parks & Recreation Department Development Services Department Public Works Department Adjacent property owners and residents					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Edmonds Center for the Arts (ECA)						
<b>Potential performance measures</b>						
@ ECA strategic and master planning effort initiated						
@ Council adopts plan						
% of required funding obtained to implement plan						
# programs or projects completed within 1-5 years of adoption						
% ECA Board indicates plan and improvements successful						
% ECA attendees rate improvements successful						

### Action 1e.4 (29): 4th Avenue Cultural Corridor

Lead	Rank	Complexity	Months			
City Council	Mod-low	Medium-high	24-60			
<b>Strategic objective</b>	<b>Participants</b>					
Fund and complete construction of a linear park streetscape between the downtown and Edmonds Center Arts in order to create a walkable corridor that preserves the historical character of the area, and promotes retail/art opportunities.	Economic Development Department Cultural Service Division Public Works Department Chamber of Commerce Downtown Edmonds Merchants Assn Adjacent property owners and residents					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
4th Avenue Cultural Corridor						
<b>Potential performance measures</b>						
@ project funded in phases or full						
@ construction initiated in phases or full						
% adjacent property owners indicate result successful						
% public indicates result successful						
# new galleries or businesses locate onto corridor						

# Master Plan Principles



Top - 4th Avenue Cultural Corridor  
 Above right - historical landmarks map

### Action 1e.5 (31): Artist live/work

Lead	Rank	Complexity	Months			
Economic Development Department Cultural Services Division	Low	Low-medium	12			
<b>Strategic objective</b>	<b>Participants</b>					
Explore ways to develop affordable artist live-work-teach-display-sell spaces to attract young and emerging talent to Edmonds similar to the Schack Center in Everett.	City Council Arts Commission Snohomish County Housing Authority Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Artspace - developers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Artist live/work						
<b>Potential performance measures</b>						
# artists desiring to be on waiting list for live/work @ site selected and project initiated						
# live/work units created						
# persons attend art exhibitions at site						
# persons attend art classes at site						
% funding achieved by nonprofit or private sources						

### Action 1e.6 (30): Art and history walking tours

Lead	Rank	Complexity	Months			
Cultural Service Division	Low	Low	6-12			
<b>Strategic objective</b>	<b>Participants</b>					
Create signage, audio and phone apps, and web based information to expand art and history walking tours of waterfront and downtown historical sites and buildings, artworks, and other visually interesting and significant landmarks.	Parks & Recreation Department Art Commission Historic Preservation Commission Edmonds Historical Museum Chamber of Commerce Edmonds Arts Festival Foundation Edmonds Community College					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Art and history walking tours						
<b>Potential performance measures</b>						
# historical buildings located on tour						
# historical buildings open to public during event						
# tourists requesting maps or apps for tour						
% historical property owners indicating successful						



**Working Artists Ventura (WAV)**

The Working Artists Ventura (WAV) project is a state-of-the-art, sustainable village designed for artists and creative businesses. Located in the cultural district of downtown Ventura, California, WAV provides affordable living and working space for over 100 artists of every kind; painters, sculptors, dancers, poets, musicians, filmmakers and more.

The WAV Theater Gallery offers performances, art openings and public gatherings. Arts-friendly small businesses include coffee houses, galleries, cafes, wine bars and jazz clubs that will draw foot traffic and contribute to the vitality of the neighborhood.



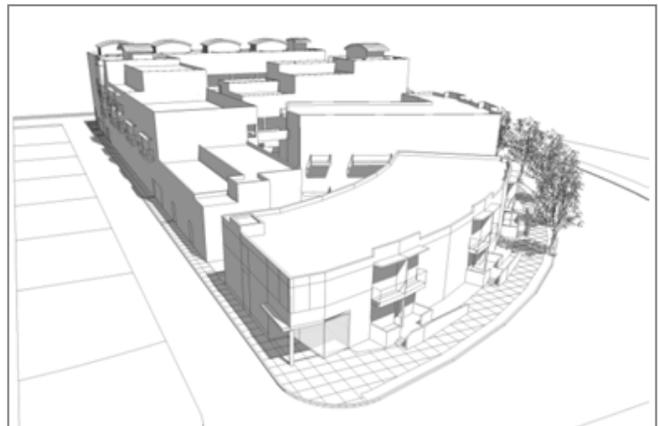
With the community involved in every phase of development, the WAV project is filled with diverse, mixed-income families and individuals. Supportive Housing provides homes and services to those at the lowest end of the income scale. Solar-powered, ocean-view condominiums that come with a hybrid car bring higher income households to the community and help to cross-capitalize the affordable components.

The entire community is designed and built to the highest standards of green building technology (seeking LEED Gold Award), including recycled building materials, car sharing, water and energy conservation, and renewable power from the sun.



The City of Ventura worked with PLACE (Projects Linking Art, Community & Environment) a nonprofit organization based in Minnesota.

[www.placeonline.us](http://www.placeonline.us)  
<http://welcometoplace.com/projects/wav>



**Action 1e.7 (32): Fine Arts Museum**

<b>Lead</b>	<b>Rank</b>	<b>Complexity</b>	<b>Months</b>			
<b>Cultural Services Division</b>	Low	Medium-high	36-72			
<b>Strategic objective</b>	<b>Participants</b>					
Explore ways to develop a museum to exhibit local, emerging, and traveling fine arts possibly in combination with Edmonds Center Arts and/or the proposed artist live/work project.	Edmonds Historical Museum Gallery North - Artist Cooperative Economic Development Department Arts Commission Edmonds Arts Festival/Foundation Chamber of Commerce Downtown Edmonds Merchants Assn					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Fine Art Museum						
<b>Potential performance measures</b>						
@ sponsor group established to develop/operate museum						
@ site/project selected and museum constructed						
# exhibitions conducted per year						
# persons visiting museum						
\$ sales attributed to museum store and exhibited art						

**Strategic Objective 1: Economic Health, Vitality & Sustainability  
1f: Promote a permit and licensing process to promote business recruitment, expansion, and retention**

**Action 1f.1 (3): Economic incentives**

<b>Lead</b>	<b>Rank</b>	<b>Complexity</b>	<b>Months</b>				
City Council Economic Development Department	High-mod	Medium	12-24				
<b>Strategic objective</b>		<b>Participants</b>					
Adopt economic incentives for key business or development recruitment targets. These may include reduced or deferred business license fees, permit fees, utility connection charges, latecomer fees, park or traffic impact fees, property tax reduction or deferral, and/or expedited building permit review.		Public Works Department Parks & Recreation Department Development Services Department Finance Department Chamber of Commerce					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Economic incentives							
<b>Potential performance measures</b>							
# new businesses locating in Edmonds who attribute reason to incentives							
# businesses on strategic recruitment list who attribute reason to incentives							
% of new businesses remaining in Edmonds after 5 years							
# new jobs created as result of incentive programs							

**Strategic Objective 2: Maintain, enhance, and create a sustainable environment**

**2a: Build a community that balances environmental protection, economic health, and social needs**

**Action 2a.1 (47): Recycling**

Lead	Rank	Complexity	Months				
Public Works Department Sustainable Edmonds	Very high	Low-medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Expand reuse and recycling programs in current city operations and in waste management outreach activities by Edmonds households and businesses.		Waste Management Sound Disposal					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Recycling							
<b>Potential performance measures</b>							
# garbage and waste picked up per household per year							
% reduced per household per year							
# recycled materials picked up per year in city							
% recycled pickup increased per year per household							

**Action 2a.2 (33): Farmers'/Public Market**

Lead	Rank	Complexity	Months				
Edmonds Summer Market	Very high	Medium-high	12-36				
<b>Strategic objective</b>		<b>Participants</b>					
Expand into a year-round activity with available all-weather structures, available parking, and increased visibility to attract out-of-area customers and tourists.		Economic Development Department Cultural Service Division Parks & Recreation Department Public Works Department Edmonds Historical Museum					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Farmers'/Public Market							
<b>Potential performance measures</b>							
@ permanent site selected and all-weather shelter built							
# new vendors added to market							
# market days conducted year-round							
# market customers per year							
\$sales achieved per year							
% public indicating results successful							

### Action 2a.3 (45c): Stormwater

Lead	Rank	Complexity	Months				
Public Works Department	Very high	Medium-high	24-48				
<b>Strategic objective</b>		<b>Participants</b>					
Resolve flooding on SR-104 and Dayton.		Olympic Water District Salmon Recovery Board WA Department of Ecology WA Department of Fish & Wildlife People for Puget Sound Friends of Edmonds Marsh Sustainable Edmonds					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Stormwater							
<b>Potential performance measures</b>							
@ Willow Creek daylighted							
% Edmonds Marsh natural flow restored							
# demonstration rain gardens, bio-swales installed							
% stormwater volume treatable by green methods							
% realized by green methods							
@ green incorporated into Edmonds development code							

### Action 2a.4 (43): Native habitat

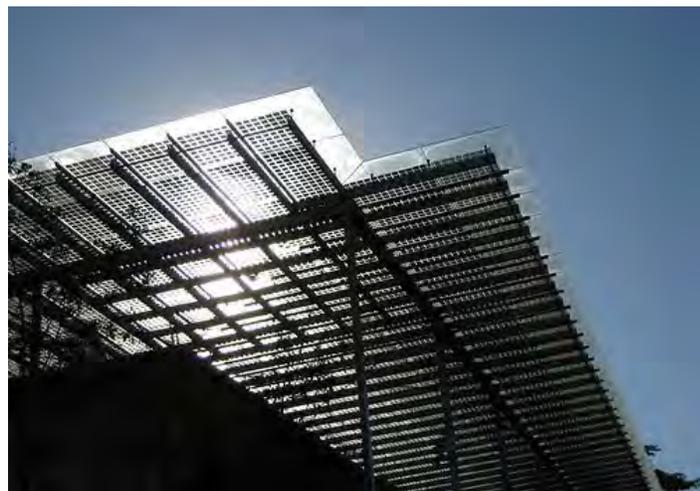
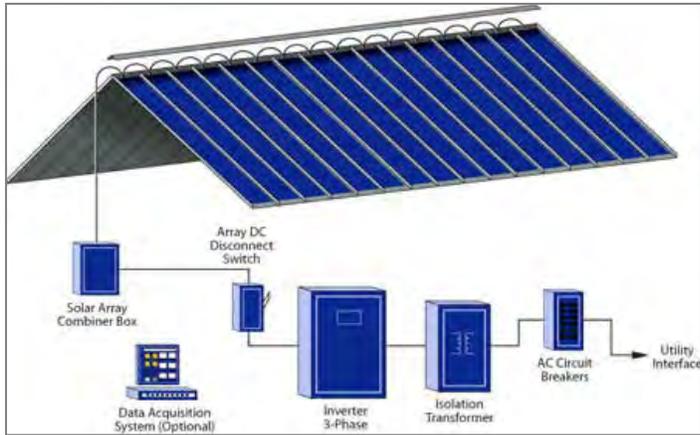
Lead	Rank	Complexity	Months				
Parks & Recreation Department Backyard Wildlife Habitat	High-mod	Medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Plant street trees, restore native habitat in disturbed areas, remove invasive species and update the landscape ordinance to promote use of native and drought resistant plants and restoration of wildlife habitat.		Public Works Department Tree Board Frog Watch Sustainable Edmonds Friends of Edmonds Marsh Pilchuck Audubon Society Edmonds in Bloom Floretum Garden Club					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Native habitat							
<b>Potential performance measures</b>							
% acreage impacted by invasive species							
# acres cleared of invasive species per year							
# volunteers involved							

### Action 2a.4 (45b): Stormwater

Lead	Rank	Complexity	Months				
Public Works Department	High-mod	Medium-high	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Resolve on-going flooding and water quality issues in Lake Ballinger.		Olympic Water District Salmon Recovery Board WA Department of Ecology WA Department of Fish & Wildlife People for Puget Sound Friends of Edmonds Marsh Sustainable Edmonds					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Stormwater							
<b>Potential performance measures</b>							
@ Willow Creek daylighted							
% Edmonds Marsh natural flow restored							
# demonstration rain gardens, bio-swales installed							
% stormwater volume treatable by green methods							
% realized by green methods							
@ green incorporated into Edmonds development code							

### Action 2a.5 (46): Energy

Lead	Rank	Complexity	Months				
Public Works Department Sustainable Edmonds	High-mod	Medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Reduce Edmond's carbon footprint through solar installations and other energy conservation practices in current city operations, updating development codes, and utilizing Sustainable Works energy audits and retrofits.		Development Services Department Puget Power & Light Community Transit Sound Transit WA Department of Transportation					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Energy							
<b>Potential performance measures</b>							
% city energy reduced at WWTP, city buildings, and city fleet							
# energy audits/retrofits completed per year							
# solar projects completed in Edmonds							
% power consumption provided by alternative methods							
% power consumption reduced per household in Edmonds							
# miles driven per household							
% miles reduced per year							



### **Solar applications**

Solar panels harness the energy of the sun, converting it into energy that can be stored and used. The type of solar panel known as a solar thermal collector works by absorbing the energy into a liquid medium, such as water, to later use as heat energy. The type of solar panel known as a photovoltaic module converts this energy into electricity, which can then be stored in battery bays to be used at a later date.

Most commonly, solar roof panels are of the solar thermal collector variety. Many buildings line their roofs with hot water panels to collect heat energy. These panels contain a liquid which runs through pipes that are attached to an absorber panel. This absorber panel is coated with a deep black coloring, to help it absorb as much sunlight as is possible. The sunlight strikes this panel, and heats it up, in turn heating up the liquid, which can then be pumped elsewhere for use.

### **Bullitt Center**

Bullitt Center is shown on the left - Seattle's first completely self-sufficient application of solar and other energy saving building applications - "the greenest commercial building in the world".

The goal of the Bullitt Center is to change the way buildings are designed, built and operated to improve long-term environmental performance and promote broader implementation of energy efficiency, renewable energy and other green building technologies in the Northwest.

The building is seeking to meet the ambitious goals of the Living Building Challenge, the world's most strenuous benchmark for sustainability.

For example, a solar array will generate as much electricity as the building uses and rain will supply as much water, with all wastewater treated onsite.

By creating a place where every worker has access to fresh air and daylight, the Bullitt Center will create a healthy, human environment that is more pleasant and more productive than most commercial buildings.

<http://bullittcenter.org/building>

### Action 2a.5 (44): Food production

Lead	Rank	Complexity	Months			
Parks & Recreation Department Sustainable Edmonds	High-mod	Low	On-going			
<b>Strategic objective</b>	<b>Participants</b>					
Encourage community gardens and pea patches, plant fruit tree orchards, harvest and deliver food products to food banks and other sources to promote natural systems in Edmonds.	Foretum Garden Club					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Food production						
<b>Potential performance measures</b>						
# acreage committed to community gardens						
# persons involved in gardens						
# food grown and donated per year						
# persons served by food donations per year						

### Action 2a.6 (45a): Stormwater and habitat

Lead	Rank	Complexity	Months			
Public Works Department	Mod-low	High	24-60			
<b>Strategic objective</b>	<b>Participants</b>					
Daylight Willow Creek to help with restoring saltwater access to Edmonds Marsh.	Olympic Water District Salmon Recovery Board WA Department of Ecology WA Department of Fish & Wildlife People for Puget Sound Friends of Edmonds Marsh Sustainable Edmonds					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Stormwater and habitat						
<b>Potential performance measures</b>						
@ Willow Creek daylighted						
% Edmonds Marsh natural flow restored						
# demonstration rain gardens, bio-swales installed						
% stormwater volume treatable by green methods						
% realized by green methods						
@ green incorporated into Edmonds development code						



### **Community Gardens**

Community gardening improves people's quality of life by providing a catalyst for neighborhood and community development, stimulating social interaction, encouraging self-reliance, beautifying neighborhoods, producing nutritious food, reducing family food budgets, conserving resources and creating opportunities for recreation, exercise, therapy and education.

Any piece of land gardened by a group of people is a community garden. A community garden can be urban, suburban, or rural. It can grow flowers, vegetables or community. It can be one community plot, or can be many individual plots. It can be at a school, hospital, or in a neighborhood. It can also be a series of plots dedicated to "urban agriculture" where the produce is grown for a market.

### **Benefits of Community Gardens:**

- Improves the quality of life for people in the garden
- Provides a catalyst for neighborhood and community development
- Stimulates social interaction
- Encourages self-reliance
- Beautifies neighborhoods
- Produces nutritious food
- Reduces family food budgets
- Conserves resources
- Creates opportunity for recreation, exercise, therapy, and education
- Reduces crime
- Preserves green space
- Creates income opportunities and economic development
- Reduces city heat from streets and parking lots
- Provides opportunities for intergenerational and cross-cultural connections

The American Community Gardening Association (ACGA) is a bi-national nonprofit membership organization of professionals, volunteers and supporters of community greening in urban and rural communities. ACGA and its member organizations work to promote and support all aspects of community food and ornamental gardening, urban forestry, preservation and management of open space, and integrated planning and management of developing urban and rural lands.

[www.communitygarden.org](http://www.communitygarden.org)

### Action 2a.7 (45a): Stormwater and habitat

Lead	Rank	Complexity	Months				
Public Works Department	Mod-low	Low-medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Encourage the development of rain gardens, green roofs and walls, bio-filtration swales, and other green development features in Edmonds projects and development codes.		Olympic Water District Salmon Recovery Board WA Department of Ecology WA Department of Fish & Wildlife People for Puget Sound Friends of Edmonds Marsh Sustainable Edmonds					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Stormwater and habitat							
<b>Potential performance measures</b>							
@ Willow Creek daylighted							
% Edmonds Marsh natural flow restored							
# demonstration rain gardens, bio-swales installed							
% stormwater volume treatable by green methods							
% realized by green methods							
@ green incorporated into Edmonds development code							

### Action 2a.8 (42): Coordination - environment

Lead	Rank	Complexity	Months				
Parks & Recreation Department Sustainable Edmonds	Low	Low-medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Establish a central clearinghouse to coordinate environmental education and sustainability funding, programs, and volunteers.		Friends of Edmonds Marsh Pilchuck Audubon Society Edmonds in Bloom Floretum Garden Club Tree Board					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Coordination - environment							
<b>Potential performance measures</b>							
% environmental organizations participating in clearinghouse							
% clearinghouse funded by non-city sources or volunteers							
# programs conducted per year							
# persons participating in clearinghouse activities							
% users indicate success							
% public indicates success							



SOIL      DIG A 4-8" DEPRESSION IN THE SOIL. IF SOIL DRAINS QUICKLY, MAKE DEPRESSION 18" IN DEPTH AND LINE WITH PLASTIC.

PLANT VARIETIES OF NATIVE FLOWERS

ADD 3" OF UNTREATED HARDWOOD MULCH TO A DEPTH OF 3" ON THE BARE SOIL AROUND THE PLANTS.



### **Rain gardens**

Nearly 70% of the pollution in surface waters gets there through stormwater runoff, according to studies by the Environmental Protection Agency. And 50% of that pollution is chemical pollution from products used for yard care and household activities and from yard waste.

A rain garden is a shallow depression that is planted with deep-rooted native plants and grasses and positioned near a runoff source like a downspout, driveway or sump pump to capture rainwater runoff and stop the water from reaching the sewer system.

A rain garden will:

- help reduce pollution in lakes, rivers and streams
- help recharge groundwater
- keep rainwater on property where it naturally belongs
- create native habitat for wildlife and butterflies
- beautify the landscape

A rain garden can mimic the natural absorption and pollutant removal activities of a forest, or a meadow or a prairie and can absorb runoff more efficiently, sometimes as much as 30% - 40% more than a standard lawn. Capturing rainwater in a rain garden, holding the water for a short time and then slowly releasing it into the soil can reduce the rush of a large storm - quickly, neatly and naturally.

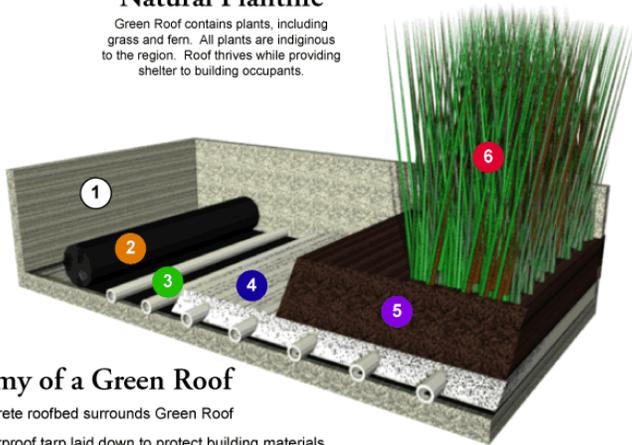
Because rain gardens are dug 4" to 8" deep, and in some cases 1' - 2' deep, they hold larger quantities of rainwater making their overall construction more cost efficient than other green alternatives. Rain gardens also need less technical experience to install and can be installed without permits or heavy equipment.

Rain gardens are one very good option that helps to lower the impact of impervious surfaces and polluted runoff because they are low-tech, inexpensive, sustainable and esthetically beautiful.

<http://www.raingardennetwork.com/>

### Natural Plantlife

Green Roof contains plants, including grass and fern. All plants are indigenous to the region. Roof thrives while providing shelter to building occupants.



### Anatomy of a Green Roof

- ① Concrete roofbed surrounds Green Roof
- ② Waterproof tarp laid down to protect building materials
- ③ PVC pipe provides drainage
- ④ Stone and gravel media facilitates drainage
- ⑤ Fertilized soil planted to enrich plantlife
- ⑥ Plantlife is introduced and thrives

### Concrete Roofbed

Room below is protected by a concrete roof/ceiling, while the natural materials and grass provides building insulation



### Green/Smart Development

**Stormwater management** - green roofing systems retain 60-100% of the rainfall they receive. Stormwater retention relieves excess volume from overburdened sewer systems and filters stormwater pollutants. By replacing the footprint of vegetation that was removed by buildings and associated impermeable pavement surfaces, green roofs mitigate impacts of stormwater runoff from urban development.

**Reduce energy costs** - green roofs provide the ecologically and economically important benefit of rooftop insulation to reduce the amount of energy used for building air conditioning. Green roofing acts as a barrier to thermal transfer of the sun's energy through the roof. Plants re-circulate water from the root zone, cooling the air above the roof and absorb or deflect incoming solar radiation.

**Reduce urban heat island effect** - cities can be up to 5-7° C hotter than their surrounding rural areas. Living green roofs help mitigate this effect by cooling the air over congested urban environments.

**Improve air quality** - tests show that increased urban vegetation habitats helps reduce atmospheric pollutants and the levels of CO, NO2, O3, PM10, SO2.

**Green walls** - the benefits of green walls are similar to green roofs in that green walls covered in vegetation are 25% cooler than regular buildings walls in summer, remove air pollutants, and look great.

[www.xeroflor.ca/types-and-systems/green-roof-types.html](http://www.xeroflor.ca/types-and-systems/green-roof-types.html)

## Strategic Objective 3: Maintain and enhance Edmonds' community character and quality of life

### Action 3a.1 (41a): Senior Center

Lead	Rank	Complexity	Months			
Edmonds Senior Center Parks & Recreation Department	Very high	High	12-72			
<b>Strategic objective</b>			<b>Participants</b>			
Develop long term solution for maintaining and updating the Senior Center.			City Council			
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Senior Center						
<b>Potential performance measures</b>						
@ long range plan/project completed for center						
% funding provided by non-city sources						
# new programs realized as result of plan/project						
# new users added by project						
% users indicate project success						
% public indicate project success						

### Action 3a.2 (37): Downtown restrooms

Lead	Rank	Complexity	Months			
Downtown Edmonds Merchants Assn	Very high	Medium-high	12-48			
<b>Strategic objective</b>			<b>Participants</b>			
Develop a public restroom facility to serve pedestrians, customers, and tourists in the downtown district.			City Council Economic Development Department Chamber of Commerce Edmonds Downtown BID Downtown businesses and property owners			
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Downtown restrooms						
<b>Potential performance measures</b>						
@ site selected and restrooms constructed						
# persons who use facility						
# annual complaints about restroom conditions						
% downtown businesses indicate successful						
% downtown customers indicate restrooms successful						

### Action 3a.3 (40): Anderson Center

Lead	Rank	Complexity	Months			
Park & Recreation Department	Very high	Medium	12-60			
<b>Strategic objective</b>			<b>Participants</b>			
Refine long range strategy to enhance, maintain and update life cycle maintenance, repair requirements and functional program needs.			City Council			
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Anderson Center						
<b>Potential performance measures</b>						
@ facility renovation and retrofit accomplished						
% funding provided by non-city sources						
# life cycle years added to facility as result of project						
# increased programs and events possible						
# increased center users						
% public use facility						
% users indicate upgrade successful						
% public indicates upgrade successful						

**Edmonds Senior Center**

**Ferry terminal**



**Harbor Square**

**Amtrak/Sounder Train Station**

**Safeway/Antique Mall**



Top - aerial view of waterfront, ferry landing, Senior Center, Antique Mall, and Harbor Square

Bottom left- frontage of Antique Mall

Bottom right - north end of Antique Mall

### Action 3a.4 (35): Greenways

Lead	Rank	Complexity	Months				
Parks & Recreation Department Sustainable Edmonds	Very high	Medium-high	12-60				
<b>Strategic objective</b>		<b>Participants</b>					
Develop a system of coordinated open spaces, conservation corridors, and greenways with trail access along the shoreline, waterfront, wetlands, hillsides, and parks to preserve the natural setting and increase public awareness and access.		Development Services Department Friends of Edmonds Marsh Edmonds in Bloom Pilchuck Audubon Society Floretum Garden Club					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Greenways							
<b>Potential performance measures</b>							
acres in protected critical area or conservation status							
% protected acres represent of critical areas and habitat total in Edmonds							
# miles of extended greenway or corridors in city							
% accessible by trail or walkway							
% public indicates greenways are sufficient							

### Action 3a.5 (16): Activities - youth

Lead	Rank	Complexity	Months				
Parks & Recreation Department Edmonds School District	Very high	Low	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Create young adult social and recreation oriented activities and facilities that offer evening and after school peer group interactions and events.		Edmonds Community College Edmonds Boys & Girls Club SnoKing Youth Association Young Life Edmonds Jeremiah Center					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Activities - youth							
<b>Potential performance measures</b>							
@ facility renovation and retrofit accomplished							
% funding provided by non-city sources							
# life cycle years added to facility as result of project							
# increased programs and events possible							
# increased center users							
% public use facility							
% users indicate upgrade successful							
% public indicates upgrade successful							

**Action 3a.6 (38a): Yost Pool - financing**

Lead	Rank	Complexity	Months				
Parks & Recreation Department	Very high	Medium-high	12-36				
<b>Strategic objective</b>		<b>Participants</b>					
Create and implement a long term financial and operational strategy for the updating/upgrading, refurbishment and retrofitting of the current Yost Pool facility.		Edmonds School District Edmonds Boys & Girls Club Edmonds Senior Center Swedish Hospital Health & Wellness Center Aldercrest Health & Rehab Center					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Yost Pool - financing							
<b>Potential performance measures</b>							
@ funding strategy resolved for Pool upgrade and expansion							
% funding provided by non-city sources							
% operating costs recovered by user fees and schedules							
# annual pool users							
% increase in pool utilization							
# school and swim team related events at pool							
# persons receiving swimming instruction							
% of public using Yost facilities							

**Action 3a.7 (65): Public view preservation**

Lead	Rank	Complexity	Months				
Development Services Department	High-mod	Medium-high	12-24				
<b>Strategic objective</b>		<b>Participants</b>					
Identify public view corridors and view sheds in the Bowl and create appropriate public view protection overlay districts, ordinances, and other measures to preserve and protect them.		Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Bowl property owners and residents					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Public view preservation							
<b>Potential performance measures</b>							
% of Bowl field surveyed and mapped for viewsapes							
@ viewscape maps developed as part of city GIS system							
@ view overlay zones and ordinances adopted by Council							
% residents indicate success of view preservation efforts							
% developers indicate success of view preservation efforts							

### Action 3a.8 (38b): Yost Pool - improvement

Lead	Rank	Complexity	Months				
Parks & Recreation Department	Mod-low	High	60-120				
<b>Strategic objective</b>		<b>Participants</b>					
Develop and/or expand Yost Pool to include outdoor and indoor leisure pool elements, therapy pool, party rooms and concessions, and possibly other recreation physical conditioning, courts, and gymnasium uses.		Edmonds School District Edmonds Boys & Girls Club Edmonds Senior Center Swedish Hospital Health & Wellness Center Aldercrest Health & Rehab Center					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Yost Pool - improvement							
<b>Potential performance measures</b>							
@ funding strategy resolved for Pool upgrade and expansion							
% funding provided by non-city sources							
% operating costs recovered by user fees and schedules							
# annual pool users							
% increase in pool utilization							
# school and swim team related events at pool							
# persons receiving swimming instruction							
% of public using Yost facilities							

### Action 3a.9 (39a): Civic Field

Lead	Rank	Complexity	Months				
Parks & Recreation Department Edmonds School District	Mod-low	High	48				
<b>Strategic objective</b>		<b>Participants</b>					
Address long term property ownership and upgrade field, stadium, lighting, and other features to support competitive play including tournaments.		Edmonds Boys & Girls Club Snohomish County Sports Tourism					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Civic Field							
<b>Potential performance measures</b>							
@ ownership status resolved for properties							
@ improvement projects completed for sites							
% funding provided by non-city sources							
# annual events conducted at fields							
% use by out-of-area visitors or tourists							
\$ expenditure at local businesses by users							

### Action 3a.10 (67): Design standards

Lead	Rank	Complexity	Months				
Development Services Department	Mod-low	Medium	12-24				
<b>Strategic objective</b>		<b>Participants</b>					
Illustrate site, building, landscape, and signage design objectives using examples to achieve public quality design objectives.		Planning Board Architectural Design Board Property owners Architects Developers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Design standards							
<b>Potential performance measures</b>							
@ design standards updated to include illustrations and form-based examples							
% developers rating standards to be understandable and fair							
% Architectural Design Board rating standards effective							
# variances sought since standards update							

### Action 3a.11 (17): Diversify housing options

Lead	Rank	Complexity	Months				
Development Services Department	Mod-low	Medium	12-24				
<b>Strategic objective</b>		<b>Participants</b>					
Increase housing choice by type, price, and proximity to employment centers, transit corridors, and recreational sites in order to provide live/work/play opportunities in Edmonds.		Port of Edmonds Community Transit Edmonds property owners Developers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Diversify housing options							
<b>Potential performance measures</b>							
# new urban housing starts by type, price, location							
# days new products are on the market compared to conventional products							
% vacancy and occupancy rate of new urban housing products							

### Action 3a.12 (18): Affordable housing

Lead	Rank	Complexity	Months				
City Council Development Services Department	Low	Medium	12-24				
<b>Strategic objective</b>		<b>Participants</b>					
Promote the creation of rental and sale workforce housing for moderate income working households through incentives that may include additional density, reduced parking requirements, reduced permit fees, and/or other measures.		Snohomish County Housing Authority Edmonds property owners Developers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Affordable housing							
<b>Potential performance measures</b>							
# new housing starts affordable to Edmonds households at 80% of Family Median Income (FMI)							
% of all new housing projects participating in affordable housing							
% of occupants that work in Edmonds							



### **Form-Based Codes**

Form-Based Codes (FBCs) are clear and precise standards that offer predictability. FBCs are developed to create a specific place that residents can desire. Both the vision and FBCs are developed with citizen input. Citizens have a higher comfort level with the end result the standards is likely to produce.

City staff gets a streamlined and easy to administer review process. FBCs also create more choices, more opportunities and options for the property owner. Typically, developers borrow money to pursue pre-construction work. For developers, time is money. The biggest incentive that cities can offer is not money, but clear and predictable development standards. Most developers are willing to build to higher standards if the rules are clear and the process is predictable. By offering a predictable environment FBCs reduce risks where banks in a credit-starved economy may be more willing to loan construction money.

### **Flex Blocks - mixed use**

Flex Block is a vertical mixed-use building typically of a single massing element, designed for occupancy by retail, service, or office uses on the ground floor, with upper floors configured for retail, service, office, and/or residential uses. Second floor units may be directly accessed from the street through a stair. Upper floors are accessed through a street level lobby.

This building type is typically found in town centers and neighborhood main streets. The building can be owned by one entity, or divided into several individually owned commercial and residential condos.

Shown are examples of mixed use developments around Puget Sound.

<http://www.formbasedcodes.org/>  
<http://www.smartcodecentral.org/>

### Action 3a.13 (39b): Woodway Fields

Lead	Rank	Complexity	Months				
Parks & Recreation Department	Low	Medium-high	36-48				
<b>Strategic objective</b>		<b>Participants</b>					
Address long term property ownership and upgrade field, lighting, and other features to support competitive play including tournaments.		Edmonds School District Edmonds Boys & Girls Club Snohomish County Sports Tourism					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Woodway Fields							
<b>Potential performance measures</b>							
@ ownership status resolved for properties							
@ improvement projects completed for sites							
% funding provided by non-city sources							
# annual events conducted at fields							
% use by out-of-area visitors or tourists							
\$ expenditure at local businesses by users							

### Action 3a.14 (36): Dog Park

Lead	Rank	Complexity	Months				
OLAE Stewardship Parks & Recreation Department	Low	Medium	36-60				
<b>Strategic objective</b>		<b>Participants</b>					
Identify a suitable relocation site and develop a dedicated dog park consisting of fenced social yards with spectator seating and amenities, and off-leash exercise areas and trails.		City Council					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Dog Park							
<b>Potential performance measures</b>							
@ site selected and park constructed							
# persons with dogs who use park							
% using persons are Edmonds versus out-of-area residents							
% dog park users indicate park is successful							

### Action 3a.15 (41b): Senior Center

Lead	Rank	Complexity	Months				
Edmonds Senior Center Parks & Recreation Department	Very low	High	60-96				
<b>Strategic objective</b>		<b>Participants</b>					
Relocate the Senior Center to another location.		Development Services Department					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Senior Center							
<b>Potential performance measures</b>							
@ long range plan/project completed for center							
% funding provided by non-city sources							
# new programs realized as result of plan/project							
# new users added by project							
% users indicate project success							
% public indicate project success							

**Strategic Objective 4: Develop and maintain a transportation and infrastructure system to meet current and future demand**  
**4a: Build a community that balances environmental protection, economic health, and social needs**

**Action 4a.1 (62): BNSF Railroad**

Lead	Rank	Complexity	Months				
City Council	Very high	Medium	12-18				
<b>Strategic objective</b>		<b>Participants</b>					
Participate in the environmental impact assessment process related to a proposal to build a coal export terminal at Cherry Point in Bellingham. Identify required improvements in Edmonds to mitigate extra tracks, train volumes, dust, noise, and potential conflicts with ferry terminal and waterfront pedestrian, bike, and vehicular traffic.		Economic Development Department Development Services Department Public Works Department WA Department of Transportation WA State Ferries Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
BNSF Railroad							
<b>Potential performance measures</b>							
# increased trains through Edmonds as result of increased Sounder, Amtrak, and coal trains							
% coal trains routed during evening hours to avoid rail congestion							
# ferry loading/unloading delayed due to train traffic							
# complaints filed due to dust, noise, horns							
\$ mitigation provided to construct railroad overpass, install quiet rail, etc							

**Action 4a.2 (53): Street maintenance**

Lead	Rank	Complexity	Months				
City Council	Very high	Medium-high	12-18				
Public Works Department							
<b>Strategic objective</b>		<b>Participants</b>					
Create a financing mechanism to generate approximately \$1,400,000 per year which is needed annually to maintain city streets.		WA Department of Transportation Snohomish County Infrastructure Coordination Committee (ICC) Community Transit Chamber of Commerce					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Street maintenance							
<b>Potential performance measures</b>							
@ funding strategy resolved and approved by Council and/or voters							
# complaints pavement or pot holes per year							
# street miles pavement overlaid per year							
% street pavement life cycle met							
% all street pavement rated as good or better							
% public indicating success							

### Action 4a.3 (49): Walkways

Lead	Rank	Complexity	Months				
Public Works Department	Very high	Medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Institute sidewalk maintenance and construction program to complete key connections to the waterfront, downtown, business districts, schools, parks, and other major walking destinations.		Community Transit WA Department of Transportation Edmonds School District					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Walkways							
<b>Potential performance measures</b>							
% of Edmonds streets with at least 1 sidewalk							
% of Edmonds street lane miles with at least 1 sidewalk							
% of all Edmonds residents that walk to work							
% of all Edmonds residents that walk to transit							
# of pedestrians on major walkways during peak commuting times							
# of pedestrians on major walkways during peak retail hours							

### Action 4a.4 (58): Sounder Train

Lead	Rank	Complexity	Months				
South Transit	High-mod	Medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Increase the schedule and number of Sound Transit commuter rail trains between downtown Seattle and Edmonds to promote development of transit oriented development at Harbor Square, the waterfront, and downtown.		Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Community Transit WA Department of Transportation WA State Ferries					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Sounder Train							
<b>Potential performance measures</b>							
# riders on Sounder Edmonds-Seattle							
% increase in Edmonds ridership due to Sounder service increase							
% new residents indicating sought to live in Edmonds due to Sounder service							
% public indicating use of Sounder over vehicles due to schedule improvements							

### Action 4a.5 (59): Sound Transit LINK

Lead	Rank	Complexity	Months				
South Transit	High-mod	Medium-high	1-132				
<b>Strategic objective</b>		<b>Participants</b>					
Develop Community Transit links with the proposed Sound Transit LINK light rail corridor alignment along Interstate 5.		Community Transit Chamber of Commerce					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Sound Transit LINK							
<b>Potential performance measures</b>							
# riders forecast to use transit as result of LINK corridor development							
# new mixed use and transit-oriented development (TOD) likely in Highway 99 corridor due to LINK connection							

### Action 4a.6 (48): Trails

Lead	Rank	Complexity	Months				
Parks & Recreation Department	High-mod	Medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Complete an off-road multipurpose trail network linking the shoreline and waterfront, Edmonds Marsh, downtown, business districts, parks and open spaces, bus and rail transit connections, and the Interurban Trail in Edmonds.		Development Services Department Public Works Department Community Transit Edmonds Bike Group					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Trails							
<b>Potential performance measures</b>							
# miles of off-road trail in Edmonds							
# sites and facilities connected to or by off-road trails							
% of population within 0.25 miles of an off-road trail							
# persons on trails during peak summer weekend							
% public indicating trails success							

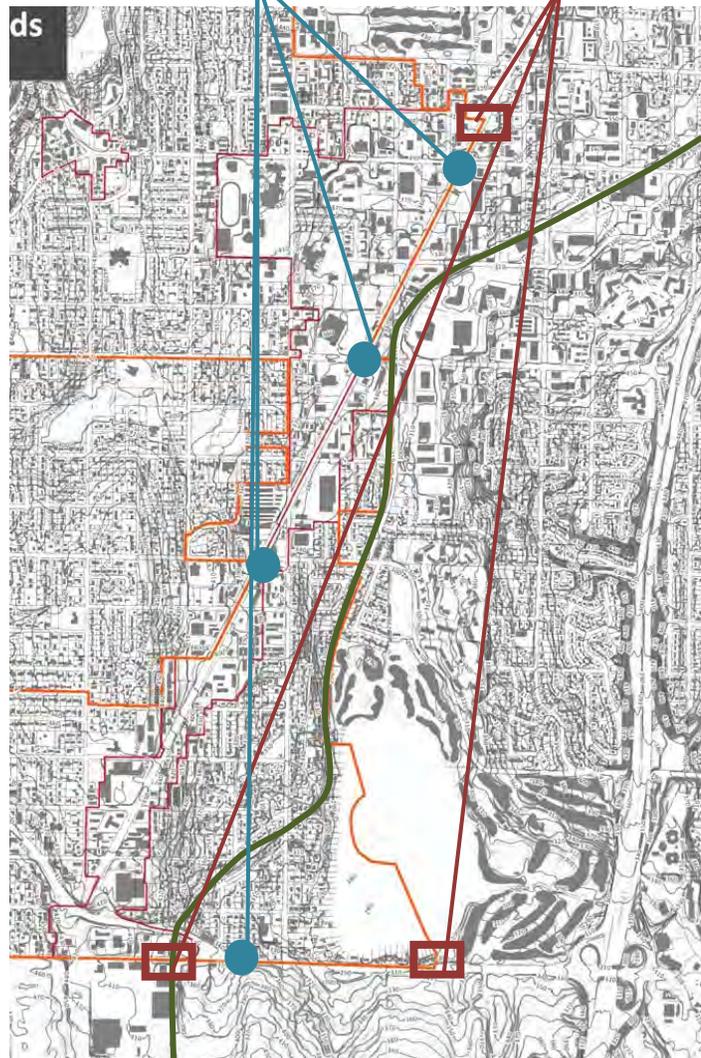
### Action 4a.7 (54): Highway 99

Lead	Rank	Complexity	Months				
Economic Development Department Public Works Department	High-mod	Medium-high	12-60				
<b>Strategic objective</b>		<b>Participants</b>					
Create transportation improvement program and project for Highway 99 to improve traffic flow, transit connections, pedestrian streetscape and to encourage mixed use project developments similar to what has been recently completed in Shoreline and is planned in Everett and Lynnwood.		Police Department Cultural Service Division WA Department of Transportation Community Transit International District Swedish Hospital Car dealers Highway 99 property and business owners					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Highway 99							
<b>Potential performance measures</b>							
@ planning process initiated							
% affected property, business owners and residents participate in planning							
% traffic flow LOS improved							
% transit ridership increased							
# new pedestrians counted on sidewalks and walkways							
# new projects attributed to corridor improvement							
% increase in property value and property tax revenue							
% increase in retail sales and retail sales tax revenue							
% public indicates success							



Wayfinding signage

Gateways



Interurban Trail

Top - existing conditions on Highway 99 in Edmonds  
 Center - completed Highway 99 improvements in Tukwila  
 Bottom - completed Highway 99 improvements in Des Moines

### Action 4a.8 (61): Intermodal Station

Lead	Rank	Complexity	Months				
Sound Transit Community Transit WSDOT, WA State Ferries Amtrak	High-mod	High	60+				
<b>Strategic objective</b>		<b>Participants</b>					
Develop an integrated Amtrak, Sounder, Community Transit, shuttle, ferry, bike, and pedestrian transfer facility on the waterfront to promote accessibility and connectivity to and within Edmonds.		Port of Edmonds Public Works Department BNSF Railroad					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Intermodal Station							
<b>Potential performance measures</b>							
@ intermodal station funded and developed on waterfront							
# new riders identified on train, transit, ferry as result of intermodal transfer							
% new riders indicating use of transit over vehicles as result of station							
% new residents indicating sought to live in Edmonds due to station development							
% residents walk to ride bikes to station as result							

### Action 4a.9 (51): Waterfront connection

Lead	Rank	Complexity	Months				
Public Works Department BNSF Railroad WA State ferries	High-mod	High	60+				
<b>Strategic objective</b>		<b>Participants</b>					
Work to establish an emergency and everyday access over the railroad tracks and ferry terminal lanes for pedestrians bound for shoreline and waterfront attractions from Harbor Square, Antique Mall, and the downtown.		Sound Transit Amtrak Community Transit WA Department of Transportation Port of Edmonds					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
waterfront connection							
<b>Potential performance measures</b>							
@ agreement reached with BNSF and WA Department of Transportation							
@ crossing constructed over railroad tracks and ferry lanes							
# persons counted on overcrossing during peak summer periods							
% waterfront users indicating success							

### Action 4a.10 (60): Ferry Terminal

Lead	Rank	Complexity	Months			
WSDOT WA State Ferries	High-mod	High	60+			
<b>Strategic objective</b>	<b>Participants</b>					
Create an interim ferry waiting and loading strategy that reduces conflicts between trains, automobiles and pedestrians while improving ferry rider access to the waterfront and downtown services and amenities.	Sound Transit Amtrak BNSF Railroad Port of Edmonds Community Transit Public Works Department					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Ferry Terminal						
<b>Potential performance measures</b>						
# new customers in waterfront and downtown businesses due to staging improvement						
\$ spent in businesses as result of improvement						
% ferry riders indicating success of improvement						
% local businesses indicating staging success						

### Action 4a.11 (50): Crosswalks

Lead	Rank	Complexity	Months			
Public Works Department	Mod-low	Medium-high	24-60			
<b>Strategic objective</b>	<b>Participants</b>					
Install special paving materials, flashing light crossing strips, pedestrian activated signals, median and curb extensions as appropriate to improve pedestrian safety, increase visibility, and calm traffic at major intersections on SR-104 and Highway 99.	Police Department Community Transit WA Department of Transportation					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Crosswalks						
<b>Potential performance measures</b>						
# crosswalks improved on SR-104 and Highway 99						
% major crosswalks provided improvements						
# persons in crosswalks during peak periods						
# pedestrian/vehicle accidents in crossing of highways						
% reduction in accident rate						
% users, customers indicating improvement						

### Action 4a.12 (57): SR-104 Transit

Lead	Rank	Complexity	Months			
Community Transit	Mod-low	Low	On-going			
<b>Strategic objective</b>	<b>Participants</b>					
Expand Community Transit's schedule and hours to support Edmonds employees and residents, particularly at the waterfront, downtown, Westgate, and Highway 99 including connections to the Highway 99 International District.	Downtown Edmonds Merchants Assn Chamber of Commerce International District Port of Edmonds					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
SR-104 Transit						
<b>Potential performance measures</b>						
# riders on SR-104 from ferry terminal to Highway 99						
% rider increase due to mixed use development on waterfront, Westgate, Highway 99						
% public indicating use of transit over vehicles due to schedule improvements						

### Action 4a.13 (52): Bikeway network

Lead	Rank	Complexity	Months			
Public Works Department Edmonds Bike Group	Low	Medium	12-60			
<b>Strategic objective</b>	<b>Participants</b>					
Institute an on-street network of bike lanes, shoulders, and sharrows (shared lanes) to complete key connections to the waterfront, downtown, business districts, schools, parks, and other major commuter and recreational destinations including the interurban trail.	Development Services Department work Edmonds School District WA Department of Transportation WA State Ferries Community Transit Sound Transit					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Bikeway network						
<b>Potential performance measures</b>						
% of all Edmonds residents that ride bikes to work						
% of all Edmonds school students that ride bikes to school						
# of bike riders on major roads and trails						

### Action 4a.14 (55b): Shuttle service

Lead	Rank	Complexity	Months			
Downtown Edmonds Merchants Assn	Low	Low	12			
<b>Strategic objective</b>	<b>Participants</b>					
Initiate seasonal or possibly year-round shuttle service between downtown and Community Transit's Swift BRT transit stations along Highway 99.	Chamber of Commerce Community Transit International District					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Shuttle service						
<b>Potential performance measures</b>						
@ trolley service initiated						
% trolley operating funds provided by non-city sources						
% trolley cost recovered from fares						
# trolley riders per year						
# trolley riders during peak events						
% businesses indicate trolley success						



## **Capital Bikeshare**

Capital Bikeshare puts over 1,670 bicycles at any of the 175 stations across Washington, DC, Arlington and Alexandria, Virginia and allows riders to return it to any station near the destination. Bikes can be checked out for a trip to work, Metro, run errands, go shopping, or visit friends and family.

Capital Bikeshare can be joined for 24 hours, 3 days, 30 days, or a year, and provide access to the fleet of bikes 24 hours a day, 365 days a year. The first 30 minutes of each trip are free. Each additional 30 minutes incurs an additional fee.

Annual or 30-day memberships are available online. Members must be at least 16 years of age. Infrequent users may choose to purchase a 24-hour membership for \$5 or 3-day membership for \$15 by using the kiosk located at each Capital Bikeshare station.

Capital Bikeshare bikes step-thru frames have 3 speeds, front and rear flashing LED lights and a front rack as well as chain guard and fenders.

The stations are solar-powered and modular to allow for easy installation. Each station consists of a variable number of docking ports for the bikes based on demand, plus a kiosk for the purchase of 24-hour and 3-day memberships. There is also a two-sided information panel which displays a local and regional map with usage instructions on the kiosk.

However, Capital Bikeshare bike can only be taken out for a maximum of 24 hours. If the bike has not been returned and correctly docked at a station after 24 hours the bike is considered stolen and a fee of \$1,000 is charged to the credit card.

The Capital Bikeshare system is self-service to empower users to make relatively quick, short distance rides around town - as a similar system could in and between MLK and the South Downtown subareas.

<http://www.capitalbikeshare.com/>

## **Pedicabs**

Portland Pedicab and PDX Pedicab operate 35 pedicabs, and PDX operates 8 pedicabs in the downtown Portland area. Pedicabs offer safe, fun, and environmental transportation. Pedicabs are also used for tours, special events, and weddings.

Pedicabs also collaborate with local public agencies such as the Portland Office of Transportation, the Portland Old Town Arts & Culture Foundation, and the Old Town Chinatown Neighborhood Association to provide pedicab-led audio tours.

### Action 4a.15 (56): Swift Bus Rapid Transit (BRT)

Lead	Rank	Complexity	Months				
Community Transit	Low	Low	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Enhance Community Transit's route along Highway 99 from Everett to the King County Metro transfer station at Aurora Village by designating transit lanes and pull-outs, transit traffic signal activation, all-weather shelters, and other improvements.		Downtown Edmonds Merchants Assn Chamber of Commerce International District					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Swift Bus Rapid Transit (BRT)							
<b>Potential performance measures</b>							
# riders on Swift from Highway 99 corridor							
% rider increase due to improvements project and mixed use developments							
# time reduced on headway thorough Edmonds corridor							
% public indicating use of transit over vehicles due to route improvements							
% new residents indicating sought to live on Highway 99 due to BRT service							

### Action 4a.16 (55a): Shuttle service

Lead	Rank	Complexity	Months				
Downtown Edmonds Merchants Assn	Very low	Low	12				
<b>Strategic objective</b>		<b>Participants</b>					
Initiate seasonal or possibly year-round shuttle service between the waterfront area and downtown.		Chamber of Commerce Community Transit International District					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Shuttle service							
<b>Potential performance measures</b>							
@ trolley service initiated							
% trolley operating funds provided by non-city sources							
% trolley cost recovered from fares							
# trolley riders per year							
# trolley riders during peak events							
% businesses indicate trolley success							



### **Trolley**

A tourist trolley, also called a road trolley, is a rubber-tired bus (usually diesel fueled, sometimes compressed natural gas), which is made to resemble an old-style streetcar or tram. These vehicles are not actually trolleys, and to avoid confusion with trolley buses, the American Public Transportation Association (APTA) refers to them as "trolley-replica buses".

Tourist trolleys are used by both municipal and private operators. Municipal operators may mix tourist trolleys in with the regular service bus fleet to add more visitor interest or attract attention to new routes. In many cities tourist trolleys are used as circulators. A circulator operates a simplified route limited to popular destinations on a fixed schedule with a reduced or free fare. Tourist trolleys are also run by private operators to carry tourists to popular destinations.

### **RIPTA trolley transportation**

Rhode Island Trolleys are an environment-friendly way of going around and seeing the sights. This mode of transportation was introduced by the Rhode Island Public Transit Authority or RIPTA in 1999. RIPTA's trolleys are produced by the Chance Coach & Optima Bus Company. They make use of compressed natural gas or CNG for fuel.

The trolley services Providence's historic sites, universities, restaurants, shopping places and cultural spots without the problems of parking. Its 91 Gold Line services the Providence Marriott throughout the week. One-day, 10-ride and 15-ride passes are available at stop and shop outlets. Seniors and persons with disabilities are given discounts.

<http://www.island-rhode.com/trolley.html>

**Strategic Objective 4: Develop and maintain a transportation and infrastructure system to meet current and future demand**  
**4b: Provide quality services, facilities, and infrastructure**

**Action 4b.1**

Lead	Rank	Complexity	Months				
Public Works Department							
Strategic objective		Participants					
		WA Department of Transportation					
		WA State Ferries					
		Community Transit					
		Sound Transit					
Implementation schedule		2013	2014	2015	2016	2017	2018+
Potential performance measures							

**Strategic Objective 5: Responsible, accountable, and responsive government**  
**5a: Provide efficient and effective delivery of services**

**Action 5a.1 (63): Fiscal sustainability**

Lead	Rank	Complexity	Months				
City Council	Very high	Medium-high	12-24				
<b>Strategic objective</b>		<b>Participants</b>					
Implement Budgeting for Objectives (BFO) process that incorporates public input to establish community priorities, resolves a balance between revenues and expenditures, and encourages innovative and alternative delivery methods.		Finance Department Economic Development Department Public Works Department Parks & Recreation Department Police Department					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Fiscal sustainability							
<b>Potential performance measures</b>							
% of priorities accomplished annually							
% completed within budget parameters							
\$ set aside in rainy day reserve							
% of public rating BFO results to be satisfactory							
# rating by bond agencies of city solvency							
% of programs or projects funded from outside sources							
\$ leveraged ratio of city funds to state and federal grants							

**Action 5a.2 (68): Permitting processes**

Lead	Rank	Complexity	Months				
City Council Development Services Department	Very high	Medium-high	12-18				
<b>Strategic objective</b>		<b>Participants</b>					
Consolidate and simplify the business license, land use and building permit review process to incorporate electronic application procedures, pre-submittal workshops, and concurrent reviews.		Planning Board Architectural Design Board Chamber of Commerce Property owners Architects Developers					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Permitting processes							
<b>Potential performance measures</b>							
@ on-line applications available							
# on-line applications filed annually							
% users indicating on-line applications useful							
% review process developers indicating new process predictable and fair							
% public indicating new process provides adequate input and review							

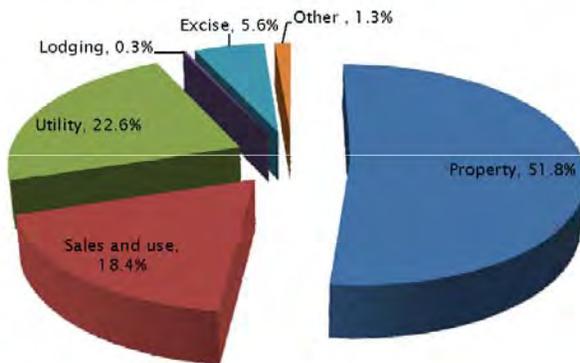
## Budgeting for Outcomes (BFO)

### How is BFO different?

	Traditional budgeting	Budgeting for Outcomes
Budget begins with	Last year's budget	Community priorities
Focuses on	Cost of services	Value of services
Is organized by	Department	Priority
Encourages	Low risk "same as before" approach	New ideas, innovation, cooperation, and improvement
Motivation	Be fair to all, avoid pain	Get the best results that match priorities

**BFO is also called Priority-Driven Budgeting (PDB) or Budgeting by Priority (BP) or Performance Based Budgeting (PBB)**

### Edmonds 2009 tax revenue sources



### Budgeting for Outcomes (BFO)

BFO is one form of priority based budgeting where spending is linked to overall community results. Using BFO, the government identifies its most important priorities for its citizens. Services are then ranked according to how well they align with the priorities, and resources are allocated in accordance with the ranking.

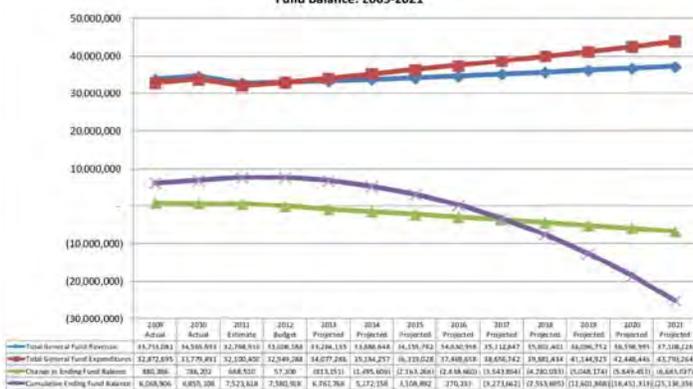
Budgeting for Outcomes is drastically different than a traditional incremental approach to budgeting where decreases in revenue often lead to across the board cuts limiting results that can be achieved for both low and high priority services. Rather than having the starting point be what was funded by department in the previous budget, the starting point with BFO becomes what results the jurisdiction wants to achieve.

Elected officials spend more of their time making decisions on how much revenue citizens can afford to provide and on choosing results and less time on deciding how much money to cut from the budget and where to cut. The incentives for agencies and departments change from making it difficult for the budget office to find places to cut their budgets to figuring out what activities work best to achieve results and how to provide those activities at lower cost.

BFO is an innovative approach to budgeting that acts as a catalyst for additional improvements in efficiency and the ability to deliver results for citizens.

[http://www.gfoaconsulting.org/downloads/GFOAWhitepaper\\_AnatomyofaPriority-Driven%20BudgetProcess\\_March2011.pdf](http://www.gfoaconsulting.org/downloads/GFOAWhitepaper_AnatomyofaPriority-Driven%20BudgetProcess_March2011.pdf)

General Fund Revenue, Expenditures & Fund Balance: 2009-2021



### Action 5a.3 (72): Assess performance results

Lead	Rank	Complexity	Months				
City Council	Very high	Medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Assess, on an annual basis, State of the City programs, projects, and budget. Regularly conduct public, customer, and business surveys to determine the effectiveness, performance, and priorities of adopted Strategic Plan actions.		All Departments Port of Edmonds Swedish Hospital Edmonds School District Edmonds Community College International District Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Downtown BID Sustainable Edmonds Active Citizens for Edmonds (ACE)					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Assess performance results							
<b>Potential performance measures</b>							
% businesses satisfied with strategic plan results							
% public satisfied with strategic plan results							
% young adults satisfied with strategic plan results							
% of Council satisfied with strategic plan results							

### Action 5a.4 (71): Strategy development

Lead	Rank	Complexity	Months				
City Council All Departments	Very high	Medium	12				
<b>Strategic objective</b>		<b>Participants</b>					
Adopt and implement a Strategic Plan in partnership with public and private organizations.		Port of Edmonds Swedish Hospital Edmonds School District Edmonds Community College International District Sound Transit Community Transit WA Department of Transportation WA State Ferries Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Downtown BID					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Strategy development							
<b>Potential performance measures</b>							
# of organizations involved in strategic plan implementation actions							
\$ combined to fund marketing, promotion actions							

**Action 5a.5 (64): NGO participation**

Lead	Rank	Complexity	Months				
Chamber of Commerce	High-mod	Medium	12-18				
<b>Strategic objective</b>		<b>Participants</b>					
Integrate NGOs such as the Chamber of Commerce, Downtown Edmonds Merchants Association, Busing Improvement District, and others into the operation and implementation of BFO and Strategic Plan actions.		Downtown Edmonds Merchants Assn Edmonds Downtown BID Edmonds Center for the Arts Sustainable Edmonds Edmonds School District					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
NGO participation							
<b>Potential performance measures</b>							
% organizations who feel city government is giving good service							
% organizations who feel city government is listening to them and keeping them involved							
% organizations involved in policy development and implementation							

**Action 5a.6 (34): Fiscal sustainability**

Lead	Rank	Complexity	Months				
City Council	High-mod	Medium	12-24				
<b>Strategic objective</b>		<b>Participants</b>					
Create an alternative mechanism other than the City of Edmonds General Fund with which to finance parks and recreation programs and services.		Parks & Recreation Department Finance Department Port of Edmonds					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Fiscal sustainability							
<b>Potential performance measures</b>							
@ levy or bond referendum successful for park project							
@ Metro Park District approved by voters							
\$ raised by above over current funding amounts							
% cost recovery of recreational programs							
% life cycle facility requirements funded per year							
% capital projects funded in 6-20 year planning period							

**Strategic Objective 5: Responsible, accountable, and responsive government**  
**5b: Promotion and encouragement of an active and involved community**

<b>Action 5b.1 (70): Public access</b>							
<b>Lead</b>	<b>Rank</b>	<b>Complexity</b>	<b>Months</b>				
City Council	High-mod	Low-medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Conduct frequent town halls, public open houses, and other events at locations throughout the city to improve public access and facilitate dialogue on policies, programs, projects, and budgets.		Economic Development Department Finance Department Parks & Recreation Department Development Services Department Public Works Department Police Department					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Public access							
<b>Potential performance measures</b>							
# outreach events per year							
% outreach events conducted outside of the bowl							
# persons participating in outreach events							
# persons on outreach contact lists							
% eligible voters who participated in last general election							

<b>Action 5b.2 (69): Communication</b>							
<b>Lead</b>	<b>Rank</b>	<b>Complexity</b>	<b>Months</b>				
City Council	High-mod	Low-medium	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
Establish effective public information and feedback methods including websites, blogs, Facebook, Twitter, and other social media outreach.		Economic Development Department Finance Department Finance Department Parks & Recreation Department Development Services Department Public Works Department Police Department					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Communication							
<b>Potential performance measures</b>							
# webpage hits on city, chamber business sites							
# email addresses in notification lists							
# comments on city blog, Facebook, and Twitter accounts							
% residents connected to city by social media							
% residents who feel that Edmonds listens to them, keeps them informed, and seeks their involvement							

**Strategic Objective 5: Responsible, accountable, and responsive government**  
**5c: Ensure a safe and secure environment for residents, businesses, and visitors**

**Action 5c.1: Safe and secure environment**

Lead	Rank	Complexity	Months				
Police Department	High	Low	On-going				
<b>Strategic objective</b>		<b>Participants</b>					
		City Council					
		Parks & Recreation Department					
		Development Services Department					
		Public Works Department					
<b>Implementation schedule</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Safe and secure environment							
<b>Potential performance measures</b>							
% of residents who feel safe in their neighborhood							
# part 1 crimes per 1,000 population							
# traffic accidents per 1,000 population							
% who rate their neighborhood condition good or excellent							
% of residents who rate their overall quality of life as good or excellent							
# linear feet of pedestrian pathways (not including parks)							
# of emergency preparedness presentations and/or training sessions provided to the community							