



## FOURTH QUARTER 2016 PROGRESS UPDATE ON STRATEGIC ACTION PLAN

After initial approval in April of 2013, the City Council approved an updated version of the City's Strategic Action Plan (SAP) this past April 7, 2015. The update was the product of an approximately one-year effort focused on clarifying and/or providing greater specificity to the original verbiage associated with the 88 initial Action Items, identifying Primary Leads for each item, summarizing up-to-date progress or status, and providing an implementation "road map" for several key Action Items. As a result of this work, a few Action Items were consolidated, resulting in a final total of 85.

This report is the second in a series of quarterly updates meant to highlight those Action Items that have seen substantial progress or even completion since approval of the original SAP. New updates since last quarter's report will be **highlighted below in yellow**. New Action Items appearing since last quarter's report will be **highlighted below in blue**. While only 26 Action Items are highlighted below, it should be noted that all but 9 of the 85 total Action Items are in some state of planning, progress or even substantial completion to date. We will continue to post quarterly updates to assist the public in gaining insight into the progress being made on the 85 Action Items of the City's SAP.

### **Strategic Objective 1: Create economic health, vitality & sustainability**

#### **1a: Foster dynamic/diverse economy**

**Action Item 1a.1:** Economic sustainability. Recruit businesses that employ technical, professional, and managerial skills offering a live/work sustainability environment in Edmonds. *CONTINUING EFFORT. NO NEW SUBSTANTIVE UPDATE.*

**Action Item 1a.2:** Marketing – business districts. Identify and recruit retailers to fill critical gaps in retail sales and services such as basic needs (clothing, 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.

*UPDATE: A substantial step towards marketing the City's business districts is a new webpage available on the City's website that showcases the City's main business districts, providing an individual summary page and map, highlighting major commercial establishments, principal characteristics and attributes of each district, photographs, etc. This is intended to help inquiring parties interested in Edmonds take a "virtual tour" of the City's business districts via the City website and learn more about the merits and values of the City and its districts – all in hopes of attracting new and expanding businesses to Edmonds.*

**Action Item 1a.7: Development regulations.** Amend mixed-use development standards to allow higher, mixed-use density in the Highway 99 area.

*UPDATE: The Development Services Department has completed interviews for a consultant team to work on a Subarea Plan and Planned Action EIS for the Highway 99 Corridor, anticipated to begin by the first of 2016. This effort will include a comprehensive, market-based analysis of potential development standard amendments to encourage appropriate redevelopment along the Corridor.*

**Action Item 1a.9: Development regulations.** Amend mixed-use development standards to allow higher, mixed-use density in the Westgate area. *NO NEW SUBSTANTIVE UPDATE.*

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

**Action Item 1b.1: Health and medical industries.** Retain and recruit businesses that support and can expand health-related services and products within the general area of Swedish Hospital Edmonds.

*UPDATE: The new 77,000-square-foot Urgent Care Wing at Swedish-Edmonds opened on November 10, 2015, further cementing the City's medical/health care sector, bringing with it substantial new employment opportunities and demand for spin-off and/or support businesses.*

**Action Item 1b.5: Antique Mall, aka Salish Crossing.** Encourage coordination among the Safeway/Antique Mall, aka Salish Crossing, and nearby properties for the purpose of enhancing redevelopment opportunities of this significant gateway site.

*UPDATE: The transformation of the former Antique Mall property into Salish Crossing is substantially complete after the opening of the Cascadia Art Museum in September together with new, supporting retail tenants Scratch Distillery, Brigid's Bottle Shop and Spud Fish n Chip. Other establishments, including a pilates studio and Top Pot Doughnuts will join the mix.*

**Action Item 1b.7: Organization – Main Street.** Institute the “Main Street” Program 4-Point approach which includes economic restructuring, promotion, design and organization for downtown. *NO NEW SUBSTANTIVE UPDATE.*

**Action Item 1b.9: Downtown (BID).** 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. *NO NEW SUBSTANTIVE UPDATE.*

**1e: Effectively develop, market, and promote the City's arts and cultural heritage and brands (Arts & Culture)**

**Action Item 1e.1: Organization and promotion – arts and culture.** Create a central clearinghouse to coordinate scheduling and promotion of events in Edmonds. 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. *NO NEW SUBSTANTIVE UPDATE.*

**1e.3: Fourth Avenue Cultural Corridor.** Complete design, fund and complete construction of a linear park streetscape between Downtown and Edmonds Center for the Arts in order to create a pedestrian-

friendly walkable corridor that preserves the historical character of the area, and promotes retail/art opportunities.

*UPDATE: Installation is scheduled prior to the end of the year of the Council-approved, interim, artistic treatment of 4<sup>th</sup> Avenue, consisting of diagonal stripes of inset LED lights that will run the length of the corridor, providing needed ambient lighting, a sense of special character, and a recognizable, welcoming pathway for drivers and pedestrians between Main Street and the Edmonds Center for the Arts. This interim treatment is intended to last for 3 to 5 years while a final arts-inspired streetscape is designed, funded and completed.*

**Action Item 1e.6: Fine Arts Museum.** Explore ways to develop a museum to exhibit local, emerging, and traveling fine arts possibly in combination with the Edmonds Center for the Arts and/or the proposed artist live/work project.

*UPDATE: With the opening of the new Cascadia Art Museum at Salish Crossing, this Action Item is substantially addressed. This new fine arts museum will become a regional attraction, drawing visitors from throughout the region.*

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

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

**Action Item 2a.2: Farmers/Public Market.** Expand into a year-round activity with available all-weather structures, available parking, and increased visibility to attract out-of-area customers and tourists.

*UPDATE: The inaugural Holiday Market started on Saturday 11/21 from 10am to 2pm, running five Saturdays through 12/19/15. Analysis and discussion will take place after conclusion of this year's Holiday Market both to consider continuing the Market next year and potentially consider this Action Item's intent of creating a year-round public market.*

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

**3a.1: Senior Center.** Develop a long-term solution for maintaining and updating the Senior Center.  
*NO NEW SUBSTANTIVE UPDATE.*

**Action Item 3a.2: Downtown restrooms.** Develop a public restroom facility to serve pedestrians, customers, and tourists in the Downtown district.

*UPDATE: The Draft 2016 Budget includes \$260,000 in capital funding towards this approximately \$300,000 project, as well as \$25,000 for the initial partial year's operations and maintenance costs in the General Fund Budget. Staff have engaged the services of a designer to do initial site design and planning during the remainder of this year in preparation for this impending project, as well as a survey of the site (the parking lot between City Hall and the Rusty Pelican). In addition to City funds, the Edmonds Downtown Alliance has committed \$10,000 and grant applications are pending with Snohomish County. It is anticipated that the \$40,000 gap will be filled by these other funding sources or others.*

**Action Item 3a.3: Anderson Center.** Refine long-range strategy to enhance, maintain and update life-cycle maintenance, repair requirements and functional program needs.

*UPDATE: In partial completion of this Action Item, the City has included a capital funding request in its 2016 Legislative Agenda of \$350,000 to fund repairs to the leaky roof at the Frances Anderson Center.*

**Action Item 3a.6: Yost Pool - Financing.** Create and implement a long-term financial and operational strategy for the updating/upgrading, refurbishment and retrofitting of the current Yost Pool facility. *NO NEW SUBSTANTIVE UPDATE.*

**Action Item 3a.9: Civic Field.** Address long-term property ownership and upgrade field, stadium, lighting, and other features to support competitive play, including tournaments.

*UPDATE: With a State Legislature-approved RCO Recreation Grant in the amount of \$1.87 million, together with City funds, the City purchased Civic Field as of 11/10/15. A master-planning process for the future development and use of Civic Field will be underway in 2016.*

**Action Item 3a.13: Woodway Fields.** Address long-term property ownership and upgrade field, lighting, and other features to support competitive play, including tournaments.

*UPDATE: The Edmonds School District has completed the substantial renovation of the former Woodway High School playfields into an updated athletic facility featuring all-weather fields as well as bleachers, playfield lighting and other amenities. The City and the School District are still in negotiations over an Interlocal Agreement for the City's rights and responsibilities with respect to operations, maintenance, usage and scheduling of the fields and associated facilities.*

**Action Item 3a.14: Dog Park.** 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. *NO NEW SUBSTANTIVE UPDATE.*

**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 Item 4a.7: Highway 99.** Create transportation improvement program and related project for Highway 99 to improve traffic flow, transit connections, and pedestrian streetscape that encourages mixed-use project developments similar to what has been recently completed in Shoreline and is planned in Everett and Lynnwood. *NO NEW SUBSTANTIVE UPDATE.*

**Action Item 4a.9: Waterfront connection.** 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, Salish Crossing, and Downtown.  
*AND*

**Action Item 4a.10: Ferry Terminal.** 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.

*UPDATE: The State Legislature awarded the City \$500,000, which together with City, Port, BNSF, Sound Transit and Community Transit contributions provides \$690,000 to fund an analysis of alternatives to the*

at-grade rail crossings at Main and Dayton Streets. The Mayor has appointed an eleven-member Advisory Task Force, comprised of community and regional subject matter experts and civic leaders to provide advice, insight and guidance during the process, which will include copious public outreach and involvement. The Task Force has met regularly since September. The first public Open House is scheduled for 11/18/15 at 6pm. The analysis is intended to explore all reasonable alternatives that provide vehicular, pedestrian and emergency access, leading ultimately to a preferred alternative for which additional funding may be sought to pursue environmental review, design and construction. Tetra Tech Engineers have been engaged by the City to conduct the analysis. The team includes EnviroIssues who will lead the public outreach and engagement process. The current timeline anticipates substantial completion of the study by Fall 2016.

**Strategic Objective 5: Responsible, accountable, and responsive government.**

**5a. Provide efficient and effective delivery of services.**

**Action Item 5a.2: Permitting processes.** Consolidate and simplify the business license, land use and building permit review process to incorporate electronic application procedures, pre-submittal workshops, and concurrent reviews.

**UPDATE:** The comprehensive development code update is underway and substantial progress towards completion has been made.

**Action Item 5a.3: Assess performance results of SAP.** In addition to on-going annual assessment of State of the City programs, projects, and budget, conduct regular public, customer, and business outreach to determine the effectiveness, performance, and priorities of adopted Strategic Action Plan action items. *NO NEW SUBSTANTIVE UPDATE.*

**Action Item 5a.4: Strategic Plan Implementation.** Adopt and implement the Strategic Action Plan in partnership with public and private organizations. *NO NEW SUBSTANTIVE UPDATE.*

**5b. Promotion and encouragement of an active and involved community.**

**5b.1: Public Access.** 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.

AND

**5b.2: Communication.** Establish effective public information and feedback methods including websites, blogs, Facebook, Twitter, and other social media outreach.

**UPDATE:** The 2016 Draft Budget includes \$19,000 for conducting the National Citizen Survey which will help gauge residents' sentiments on a comprehensive series of standardized questions, plus several local-option questions. This survey allows municipalities to bench-mark against other municipalities nationwide.