

Executive Summary

EXECUTIVE SUMMARY

Following is an executive summary of the document titled *Edmonds Downtown Economic Enhancement Strategy 1999*, which was prepared by HyettPalma, Inc.

Downtown Market Analysis

- **Downtown Vision 2007**

A series of meetings were held to engage the community in defining their shared, preferred vision of what Downtown Edmonds should be like in the year 2007. In summary, session participants said that, by the year 2007, the desired Downtown Edmonds would be attractive, alive, and busy. The waterfront would be "turned from asphalt to nature." The Downtown core would be full of "credible businesses." And the core would be connected to the waterfront and it would be "easy to get to the core from the waterfront."

Downtown Edmonds would be a friendly, family-place that offers a "sense of local community." In spending time Downtown, "you would run into people you know."

In further enhancing Downtown, an emphasis would be placed on preserving Downtown's history, maintaining its charm, and creating a sense of place.

Downtown would be known as "a place of beauty." The flowers and baskets would be continued and "spread out so they're not just located at the fountain but go to the ferry, the library, and City offices."

Downtown would be enhanced to have "attractive buildings." New buildings would not be "all high rises." There would be "more variety and character in new buildings," new buildings would be designed to have "architectural continuity with old buildings," and new building design would "represent the older, charming town that we are." Old buildings would be well-maintained and attractive. And, ideally, "we would keep the single family homes."

Downtown Edmonds of 2007 would offer many attractions, including:

- A variety of stores with a variety of prices;

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- A variety of restaurants with a variety of prices;
- Cultural activities;
- A renovated auditorium – "with lighting, seating, etc., that the symphony and ballet need;"
- Meeting facilities;
- The Fine Arts Center of Edmonds – a place for artists to create, display and sell their work;
- Destinations that attract "young professionals from Seattle – we need things for them to do in the evenings;"
- Attractions that "involve young people;" and
- Lodging facilities – "more places for people to spend the night."

The ideal Downtown Edmonds of 2007 would appeal to a variety of users. These would include:

- Local citizens – "residents of greater Edmonds;"
- Ferry commuters;
- Customers who "intentionally come into Downtown from outside of the bowl;"
- Tourists;
- "Niche markets" – those who enjoy the waterfront, cultural activities, etc.; and
- Families.

Vision session participants said that Downtown Edmonds would have the following image by the year 2007.

*A beautiful, quaint, and charming
seaside Downtown
that is a friendly family-place.*

*The center of a small-town home-town
that is the community's gathering place
and hub.*

*A clean and safe Downtown
brimming with specialty shops, restaurants,
cultural amenities,
and waterfront activities.*

*A fun place to shop and eat
where
every vista includes something beautiful to see.*

- ***Downtown's Retail Growth Potential***

Downtown Edmonds may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 11% to between 12.5% and 13% by the year 2007. If Downtown Edmonds is able to increase its market share to between 12.5% and 13% by the year 2007, it is possible that the project area may be able to increase its total capture of retail sales to between \$61,000,000 and \$63,000,000 by the year 2007 – considered in constant 1999 dollars.

This increase in total retail sales could potentially support the development of between approximately 52,000 and 65,000 net square feet of additional retail space within Downtown Edmonds by the year 2007. This retail space could include expansions or sales increases by existing Downtown Edmonds retail businesses, the filling of existing vacant space in the project area by new retail

businesses, and/or the construction of new retail space.

- ***Downtown's Office Market Opportunities***

A conservative goal for additional office space demand in Downtown Edmonds, based on the further enhancement of the area between now and the year 2007, is estimated to be between approximately 50,000 and 75,000 square feet. This represents an increase in demand of between approximately 10% and 12% during the next 7 to 8 years, based on an anticipated demand for office space resulting from the further enhancement of the area – and a significant anticipated increase in area households during the same time period.

- ***Downtown's Housing Market Opportunities***

Downtown Edmonds currently has a significant number of housing units within its boundaries. The commercial district has approximately 473 single family units and 503 condominium units – containing approximately 1,900 occupants.

By all accounts, the local housing market is strong – with the highest levels of demand found for housing which affords a view of Puget Sound and units in proximity to the Sound. And, from observations in Downtown Edmonds, it appears that demand for housing in the commercial district is very strong.

Based on HyettPalma's experience with housing development in other commercial districts throughout the nation, it is felt that Downtown Edmonds currently offers an ideal marketplace for the continued development of quality housing units – particularly market-rate, owner occupied housing. And, it is felt that the further enhancement of the retail and office base in Downtown will further strengthen the market for Downtown housing.

Recommended Strategies

The document titled *Edmonds Downtown Economic Enhancement Strategy 1999* includes two sets of recommended enhancement strategies. The first set outlines a *Development Framework* for managing the future growth and enhancement of Downtown Edmonds. The second set of recommended strategies outlines a pro-active *Course of Action* to enhance Downtown. Both sets of recommended enhancement strategies are summarized in the following pages.

Downtown Edmonds Today

Today, the City's Downtown is currently very strong. Locally, this fact might not be fully recognized due to the large number of healthy Downtowns and new town centers within the region. This adds up to a strong foundation upon which Downtown can build an even stronger economy.

Downtown is experiencing what could be viewed as "the consequences and pains of success." These include the following.

- Rising demand for, and therefore, rising prices of Downtown real estate.
- Fear on the part of residents that the small town ambience and quality-of-life, which they greatly value, will be lost.
- Lack of community consensus regarding Downtown's future. Concerns regarding Downtown's future revolve around the issues of growth vs. no growth; allowing greater building heights vs. obstructing views of Puget Sound; and developing Downtown as an area that serves locals vs. tourists.
- Due to the above factors, a continuing and escalating debate is occurring. This debate boils down to the choice of "keep Downtown the same" vs. pursuing "economic development."

The question of how to address Downtown's future cannot be boiled down to an either or decision – i.e., "staying the same" vs. "pursuing economic development." Instead, the challenge facing the community is to:

Keep Downtown "the same"
– by maintaining its charm, quaintness, and small town ambience –
while at the same time managing change
in a way that allows Edmonds to take advantage
of economic opportunities that will benefit the community.

Successfully facing this challenge will require a great deal of persistence, vigilance, and determination. In fact, ensuring that Downtown Edmonds stays the same while enjoying a vibrant future will require strategic change and hard work. Conversely, taking a "head in the sand" approach – one that ignores the fact that some kind of change is inevitable – will result in the worst of all possible scenarios:

a Downtown that will not stay the same or flourish or be the kind of Downtown the community wants.

Instead, the community must face the challenge of creating a future Downtown Edmonds that enables residents to enjoy the best of all possible worlds –

*A Downtown that maintains its ambience,
flourishes economically, and
best serves the needs and desires of local residents.*

Development Framework

The following ***Development Framework*** should be used to manage the future enhancement of Downtown Edmonds and to guide the overall Downtown enhancement effort.

Districts and Clusters

Downtown Edmonds has two distinct development districts: Downtown Core District and Waterfront District. Both districts are shown on the map presented on the next page.

These two distinct sections of Downtown should be further developed consistent with the following recommended economic orientations and the districts should contain an assortment of clustered uses.

• Downtown Core District

The Downtown Core District is the heart of Downtown Edmonds. Continued efforts should be made to further strengthen and reinforce the three clusters of uses already forming in the district, and shown on the map presented on the next page. These are:

- Downtown Core District Specialty Cluster;
- Downtown Core District Office & Residential Cluster; and
- Downtown Core District Neighborhood Convenience Cluster.

- ***Downtown Core District Specialty Cluster***

The Specialty Cluster is an appropriate location in the Downtown Core District for specialty retail uses, food establishments, entertainment, and art. These uses should be located, primarily, on the first floor of building space within the cluster. And, first floor building space within the cluster should be reserved – and regulated through the City’s zoning ordinance – for specialty retail, food, entertainment, and art uses. As Downtown’s overall retail market becomes stronger over time – i.e., as market demand supports upper floor placement – specialty retail, food, entertainment, and art uses should be placed in appropriate and accessible upper floor space within this cluster of the Downtown Core District.

While offices and some limited number of residential units – when feasible – should be positioned in the cluster, these uses should be located on the upper story building space in the cluster in order to ensure an uninterrupted flow of pedestrian movement among the first floor clustered uses.

- ***Downtown Core District Office & Residential Cluster***

The Office and Residential Cluster is an appropriate location for offices, residential uses, and convenience retail businesses to serve residents and employees. Every effort should be made to encourage the highest level of development, and clustering of the appropriate range of uses, in mixed-use buildings.

- ***Downtown Core District Neighborhood Convenience Cluster***

The Neighborhood Convenience Cluster is an appropriate location for convenience retail and service uses which serve the needs of residents living in, adjacent and in proximity to Downtown Edmonds. This cluster is the southern gateway to Downtown Edmonds.

- ***Waterfront District***

Downtown's Waterfront District should continue to be reclaimed from a center of, primarily, industry to a center of community and visitor use. A continued effort should also be made to create more destinations in the Waterfront District, including facilities such as the marina facilities, quality restaurants, parks, and community facilities.

The general range of uses appropriate for the district include:

- Maritime uses;
- Open space;
- Recreation;
- Cultural offerings;
- Food establishments; and
- Offices, housing and lodging facilities east of the rail lines, particularly in Harbor Square and within the Sunset Avenue/2nd Avenue corridor.

General retail uses should not be placed in the district, unless the retail uses are marine-related. The intent of this limitation is to ensure that uses located in the Waterfront District complement and feed those in the Downtown Core District, not syphon customers from Downtown's retail core.

Residential Density

Without question, if more people live in and near Downtown Edmonds, the marketplace will be enhanced through the introduction of more customers. And, with more customers, the likelihood of getting more "basic" businesses in Downtown and more nightlife in Downtown – both of which are highly sought by many local residents – will be greatly improved.

Therefore, every effort should be made to continue developing a larger number of quality housing units in and near Downtown Edmonds – meaning the continuation of higher density housing and mixed-use projects containing housing units. This is consistent with past city plans and is consistent with the purposes of the current zoning ordinance of the City of Edmonds.

Single-Family Houses

As noted in the zoning ordinance of the City of Edmonds, while single-family dwellings are permitted in Downtown Edmonds, such uses are not recognized as a desired use – or "specific purpose" – in Downtown Edmonds. This section of the City of Edmonds – Downtown Edmonds – is recognized as an appropriate

area for the development of commercial uses which are appropriate for a Downtown commercial environment. And, consistent with sound planning practices, in a commercial district like Downtown Edmonds, multi-family, not single-family, housing is most appropriate and compatible with commercial development.

Infill Construction

From an economic development perspective, it is in the best interest of Downtown and the entire city of Edmonds to increase the amount of Downtown housing and office development because more density equals more customers for Downtown's retail, food, and cultural venues. And, more customers means improved retail, food, and cultural venues.

Many in the real estate development community would like to see an increase in the height limit and the amount of square footage that can be constructed on each Downtown parcel of property in order to make creative real estate development projects feasible. Many Edmonds residents, however, are concerned with view protection, feeling that increased height and density will limit their view of Puget Sound and the Olympic Mountains, and that more customers could potentially diminish the overall quality-of-life currently enjoyed in Edmonds.

The City of Edmonds is preparing a flexible review system which will allow Downtown to take advantage of development opportunities while addressing the concerns of the city's citizens.

To further address this issue, it is suggested that:

- The 25' height and floor area ratio limitations should be re-evaluated to determine if the limits are serving the interests of Downtown and the community;
- An analysis should be undertaken to determine what would occur if the height limit was raised to 35' – which is only 5' higher than many buildings currently being constructed Downtown – and if the floor area ratio limitation were increased or removed from those portions of the zoning ordinance which govern development in Downtown Edmonds;

- Great care should be taken to protect Downtown view corridors, since this is a large part of what the community values and of what drives Downtown property values and demand;
- Any increase in the height limit or density should be accompanied by City design guidelines that **require** – and not simply encourage – infill construction to be designed with visual interest, modulation, broken rooflines, architectural details, and other features that will ensure that "plain, ugly boxes" are no longer constructed in Downtown;
- Prototype drawings should be prepared that illustrate the types of infill construction that are appropriate; and
- Computer imaging should be used to illustrate what would result from first, any changes to the height and density limits and second, from use of the design prototypes.

Once changes have been made to the height and density limits and design requirements, the City should:

- Review all applications for infill construction on a case-by-case basis to determine if they meet regulations, fulfill the intent of the design standards, and allow view corridors to be maintained; and
- Use computer imaging to determine and illustrate the impact each proposed new building will have on view corridors, light/shade sheds, and Downtown's architectural character.

Staging of Implementation

The following implementation guidance is suggested:

- Start with actions to strengthen the Downtown Core District, including actions to strengthen the three clusters located in the district;
- Realize that the Waterfront District improvements are longer-term;
- Start with actions that are within local control and, therefore, can be implemented locally;

- Put the planning process into place to deal with and prepare for longer-term actions that are not totally within the community's control; and
- Understand that the job in the Downtown Core District is one of reinforcement and that the job in the Waterfront District is one of reinvention.

Course of Action

The following ***Course of Action*** should be aggressively and diligently implemented in order to create a unique personality in and for Downtown Edmonds.

Downtown Core District

The Downtown Core District should be further enhanced through the following actions.

Aesthetics

The issue of aesthetics is an extremely important one for the future of Downtown Edmonds. This is a key factor in safeguarding Downtown's appeal as a quaint, charming, old-fashioned "picture perfect" Downtown – which is so very important to local residents and in attracting visitors.

- ***Buildings***

Small improvements and beautifications would make a large difference in Downtown's visual appeal. Therefore:

- Building improvement and beautification efforts should focus on facades, signs, and awnings;
- Building owners should be offered free, preliminary design assistance to encourage them to make appropriate improvements;
- The City's design guidelines should be followed in making all exterior building improvements;
- For an example of attractive and appropriate business signs – that add to Downtown's visual appeal – the hanging business signs in Downtown Poulsbo should be viewed;

- Retractable canvas canopies should be considered to add pedestrian-oriented visual appeal to Downtown buildings; and
- For an example of attractive stationary canopies, the lighted flat canopies in the Madison Park neighborhood of Seattle should be viewed, especially those on the building where the "Yankee Peddler" is located.

- ***Murals and Public Art***

All murals painted on Downtown buildings must be kept in good repair. Any Downtown murals currently in place should be upgraded and repainted or removed. And, owners proposing new Downtown murals should be required to establish a maintenance fund for their future maintenance.

- ***Streetscape Amenities***

The City of Edmonds should take the following steps to further enhance the appeal of the Downtown Core District's streetscape:

- Benches, trash receptacles, and bike racks – that are both uniform and decorative in design – should be added to Downtown's high pedestrian areas;
- The adequacy of Downtown's evening light levels should be examined – and street lights should be added where deemed necessary;
- The City's hugely popular flower program should be continued and expanded into all areas possible; and
- Consideration should be given to adding year-round foliage and color to Downtown via the City's flower program.

There is some question locally as to whether Downtown sidewalks should be widened. If sidewalks are widened, on-street parking and two-way traffic should be maintained.

It is suggested that:

- If wider sidewalks are strongly desired by the community, a cost/benefit analysis should be conducted to determine the value of such a project; and

- The analysis should consider widening of walks on Main Street and on Fifth from Maple to City Hall.

- **Signs**

To draw motorists into Downtown, a highly visible sign reading "Welcome to Downtown Edmonds" should be placed on Fifth Avenue at State Route 104. The sign's ground area should be extensively landscaped and the sign should have appropriate external illumination for night viewing.

Business Appeal

The driving force behind economic development efforts in Downtown Edmonds should be to better serve area residents as well as attract visitors who share the community's values. In order to do so, the following actions are needed to enhance the consumer appeal of businesses in the Downtown Core District.

- **Business Hours**

To become more convenient for their current and potential customers, it is suggested that Downtown's retail business owners consider shifting to later hours.

- To better accommodate area residents, Downtown retail business owners should consider opening their doors from 10:00 AM to 7:00 PM or 11:00 AM to 8:00 PM, on a regular basis.
- To better accommodate area residents and tourists, retail business owners should consider opening on Sunday afternoons, on a regular basis.
- Those involved in Downtown's enhancement should note that, nationwide, attempts to have Downtown businesses stay open *uniform* hours – as in a shopping mall – have been universally unsuccessful.

- **Restrooms**

It is suggested that:

- Downtown retail, personal service, and food establishments should open their restrooms to the public when at all possible;
- The location and availability of Downtown public restrooms, that are now open to the public, should be widely marketed; and

- Those involved in Downtown's enhancement must recognize that public restrooms tend to become maintenance and safety problems -- in many if not most cases repelling the very people for whom they were intended.

- ***Entrepreneurial Business Owners***

The retail, personal service, and food establishments of Downtown Edmonds will be able to realize increased revenues from current and additional customers by:

- Operating as focused, dedicated, full-time entrepreneurs -- and not hobbyists who open a business "for fun" and do not give that business the full attention it needs to flourish;
- Specializing -- offering goods and services that are unique in the marketplace;
- Diversifying -- not duplicating the goods and services found at other Downtown businesses;
- Keeping window lights on until 11:00 PM to encourage evening strolling, browsing and the return of evening window shoppers; and
- Continuing to have the creative -- and frequently changed -- window displays that are now found in Downtown.

Parking

The parking needs of Downtown should be met in the following manner.

- ***Structured Parking***

Future parking spaces should be created in sub-surface structures, whenever soil conditions allow. When soil conditions do not allow the development of underground parking, above-ground parking decks should be considered.

- ***Professional Approach***

Downtown's parking situation must be addressed in a professional manner. To do so, a parking plan should be completed by professionals having experience in a Downtown setting.

- ***Alternate Modes of FUN Transportation***

To make Downtown parking more convenient and user-friendly, creating alternate modes of transportation should be considered. These should include:

- The rental of one-person and two-person bicycles;
- Pedi-cabs; and
- Horse drawn carriages.

- ***Market It***

Once improvements have been made to Downtown's parking system and supply, efforts must be made – in ads, brochures, etc. – to let the public know where parking is located and the parking restrictions that apply.

Pro-Business/Pro-Quality Government

To foster private sector improvements and investment in Downtown, the City of Edmonds must be both pro-business and pro-quality. It is important to note that the City should never be pro-business at the expense of Downtown quality. Instead, the City should ensure that all its processes and regulations are streamlined in order to attract and ease the way for quality projects to become a reality in Downtown.

Outdoor Dining

If necessary, local ordinances should be changed to allow outdoor dining on public space if pedestrian access is not denied and if the public right-of-way is kept clean by those businesses serving food to customers dining on the public right-of-way.

Business Recruitment

Due to the low vacancy rate in Downtown Edmonds and the associated high demand for quality building space in the commercial district, traditional business recruitment strategies normally employed in older commercial district enhancement efforts are not appropriate for Downtown Edmonds. Instead, a more contemporary approach should be taken to the growth and attraction of appropriate additional businesses for Downtown Edmonds, as follows.

- ***Internal Recruitment***

With internal business recruitment, an aggressive effort is made to satisfy market demand for new businesses at home, working with business owners who are locally known, capitalized, bankable, and have a proven business track record. Working one-on-one with existing business owners in Downtown Edmonds, the needs and desires of customers – the market demand – for additional goods and services, as documented by the market analysis, should be shared with all existing businesses throughout Downtown Edmonds. When interest is shown by an existing business owner to expand or open an additional business, which is identified as appropriate for Downtown Edmonds, every possible level of assistance should be extended to the owner/entrepreneur in their efforts to expand or open new doors.

- ***Targets***

Initially, the following types of businesses should be targeted for additional openings or expansion in Downtown Edmonds:

- Art galleries, displaying all types of art;
- Apparel and shoes at a variety of price-points;
- Outdoor dining; and
- Nightlife – entertainment, dining, shopping, coffee house, etc.

- ***Real Estate Community***

Every effort should be made to engage the local real estate community in the business attraction effort. The intent of this is to encourage the full participation of the real estate community in focusing on and identifying appropriate prospects, placing prospects in properties, and in obtaining the cooperation of property owners.

- ***National Chains***

While some national chain businesses may be appropriate for Downtown Edmonds – and national chains will likely seek space in Downtown during the near future as Downtown is further enhanced – every effort should be made to maintain a balance between small independent businesses and chain businesses.

Waterfront District

Downtown's Waterfront District should be further reinvented via the following actions.

Ferry Relocation

The option of relocating the terminal to Point Edwards appears to be in the best interest of Downtown, as all previous analysts have concluded and concurred. However, it is not known at this time if and when the move will occur since, in large part, this depends on – primarily – the State of Washington government. And, if the relocation does occur, it will entail a long-term and costly effort.

Therefore, while the City of Edmonds and the Port of Edmonds should continue to work with the State of Washington and all appropriate others to resolve this issue, the question of whether or not to move the ferry terminal should not be allowed to paralyze the rest of Downtown or the overall Downtown enhancement effort.

Instead, the following projects, which are within local control, should be moved forward as expeditiously as possible to further enhance, reclaim, and reinvent the Waterfront District to best serve the community.

"Corridor of Interest"

A "Corridor of Interest" should be created in the Waterfront District. This should:

- Be located along the water and west of the railroad tracks;
- Include a series of destinations for use by community members and visitors;
- Afford the community and visitors broad access to, and use of, the waterfront;
- Include maritime uses, open space, recreation, cultural offerings, and food establishments; and
- Be viewed as an inappropriate location for retail uses, unless they are marine-related.

Senior Center

Thought should be given to the possibility of reusing an existing building, located near the current Senior Center building, for the new Senior Center. If this option is pursued, consideration should be given to reusing the current Senior Center site for open space and a farmers market.

FACE

Efforts are underway to create the Fine Arts Center of Edmonds – FACE – within Downtown. This is an excellent idea that should be aggressively pursued since it will add to the community's quality-of-life and attract visitors who share the community's values.

Harbor Square

It appears that Harbor Square will continue to be a location that appeals more to non-retail commercial uses than retail uses, as the operation of the complex in the marketplace has confirmed. Such use is appropriate for Downtown.

In addition, the developer of Harbor Square should be encouraged to continue with plans to expand the current hotel facility. Efforts should be made to assist the developer in working with the State government regarding the staging area at SR 104 and Dayton – so that the hotel expansion becomes a reality at the earliest possible date.

State Staging Area

The State-owned staging area, on SR 104 at Dayton, is a highly visible eyesore. Therefore, efforts should be continued to urge the State of Washington to clean-up and attractively screen this area with landscaping.

UNOCAL Property

It is strongly suggested that planning efforts regarding relocating the ferry terminal to this site should also include considering the use of other portions of the property for other needed community facilities and uses. This is an extremely important parcel of property and it should be developed in a manner which ensures maximum benefit for the entire city of Edmonds.

No portion of the property should be subdivided, marketed or developed until a complete master plan for the entire site has been prepared, locally reviewed, and approved, consistent with the City of Edmonds's comprehensive planning and

development standards and systems.

The master plan should be prepared jointly by the City of Edmonds and UNOCAL.

Linkages

All Waterfront District planning efforts and physical improvements should include creating strong links between this area and the Downtown Core District. Links should include:

- Creating pedestrian walkways;
- Maintaining view corridors; and
- Developing contiguous impulse-oriented uses along pedestrian walkways in order to draw pedestrians along from one district to the other.

Waterfront Plan

The Port of Edmonds should continue with its efforts to revisit, reconfirm – and update, as necessary – the current waterfront plan.

Marketing

A comprehensive campaign to market Downtown Edmonds must be a key element of the overall enhancement strategy. The marketing campaign should include the following.

- ***Professional Approach***

The marketing campaign designed for Downtown Edmonds must be highly professional in nature. The goals of the professionally crafted Downtown marketing campaign should be to:

- Reinforce Downtown's image as being a quaint, accessible small-town Downtown;
- Position Downtown Edmonds as a genuine Downtown that serves the needs and desires of area residents;
- Position Downtown Edmonds as a perfect destination for cultural tourists, environmental tourists, and heritage tourists; and

- Enable Downtown Edmonds to co-exist, compete, and hold its own with the variety of commercial districts found in the region.

- **Target Markets**

Initially and at a minimum, the marketing campaign should target, communicate with, and attract the following markets to Downtown:

- Residents of the area;
- Day-trippers living within the Seattle metroplex;
- Visitors to the region – particularly cultural, environmental, and heritage tourists, since they share the same values that are cherished by residents of Edmonds;
- Ferry users;
- Amtrak users;
- Performing art venue patrons;
- Special event goers;
- Saturday market patrons; and
- Museum visitors.

- **Downtown Brochure**

As part of the marketing campaign, a Downtown "lure brochure" should be published. This must be of high quality graphically and convey Downtown's image as the quaint, charming, friendly heart of a wonderful small town.

Once produced, the brochure should be placed at all Downtown businesses and at all key gathering places. At a minimum, this should include placement:

- On the ferry;
- In the Amtrak station;

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- In the museum;
- In the Chamber of Commerce's log cabin;
- At City Hall;
- At performing art venues throughout the City;
- At area-wide lodging facilities; and
- At the Seattle airport.

- ***Media Relations***

While Downtown Edmonds has been featured in area-wide magazines, this appears to have occurred on an informal basis. Instead, the marketing campaign should include an aggressive, intentional, and pro-active media relations strategy that enables Downtown Edmonds to enjoy media exposure on a regular and continual basis.

- ***Special Events***

All of the major, annual special events held in Downtown should be of the highest quality. And, Downtown special events should be viewed as "advertising" that can create future customers for Downtown businesses. Therefore, the marketing campaign should include efforts to turn event-goers into Downtown customers.

- ***Web Site***

Downtown Edmonds must get "on-line" as quickly as possible. This can be accomplished through a separate Downtown Web site, as a distinct element within the Chamber's or City's Web site, or both.

In any case, it must be recognized that a Web site is becoming a major and integral part of Downtown marketing campaigns nationwide. And, for Downtown Edmonds this is a must since:

- Downtown is located within a tremendously computer-oriented region of the country; and

- Downtown hopes to attract a visitor market and more and more travellers are making travel decisions based on information they find via the Internet.

- ***Advertising***

Downtown business owners have an individual responsibility to aggressively and creatively market their own establishments on a regular basis. And, Downtown business owners would also stand to benefit by participating in joint advertising campaigns.

- ***Internal Communication***

Downtown's marketing campaign should include two forms of internal communication:

- A monthly newsletter, possibly produced in conjunction with the Chamber of Commerce and the merchants association; and
- An annual report that highlights what has been accomplished by the Downtown enhancement effort in the past year and what is planned for the next.

Management

Bringing about Downtown's further enhancement – by implementing the enhancement strategy contained in this document – will require the elements of management, professionalism, and teamwork.

- ***Lead Role***

For a Downtown enhancement effort to succeed, one entity must take the lead and provide clear, competent, on-going management. The most successful Downtown management entities in the nation are those that are partnerships – partnerships that bring together Downtown's various constituents to plan and implement in unison.

In Edmonds, this partnership has been created in the form of the Edmonds Alliance for Economic Development. Since this partnership is in place, it would be preferable to have it assume the lead role in adopting and implementing the Downtown enhancement strategy contained in this document.

- ***Modifications***

To effectively serve as the Downtown partnership – and successfully implement the Downtown enhancement strategy – several modifications would need to be made to the Alliance's structure and focus. These are shown below.

- Board Composition – For the Alliance to effectively serve as the Downtown partnership and implement the Downtown enhancement strategy, several Board modifications are needed.

First, two additional Downtown constituents should be added to the Board of Directors. These are the head of the Downtown Merchants Association and the chair of the Edmonds Arts Commission.

In addition, three representatives currently on the Alliance's Board of Directors should be seated on that Board by virtue of their office. These are the Mayor of Edmonds, the Board President of the Chamber of Commerce, and the President of the Port of Edmonds Commission.

- Downtown Focus – For a management entity to be most successful in realizing Downtown's timely and quality enhancement, that entity must have a Downtown focus. Therefore, for the Alliance to serve as the Downtown partnership, its Board must agree to focus the Alliance's energy and resources on Downtown for at least the next 3 to 5 years.
- Aggressive Implementation – Finally, the Alliance's Board of Directors must adopt the Downtown enhancement strategy as its formal work program and commit the organization to its aggressive implementation.

- ***Clear Roles***

The Alliance should take the lead management role in implementing and overseeing the Downtown enhancement effort (providing the above modifications are made). However, it must be realized that many entities and organizations will – and need to – be involved in implementing various portions of the recommended Downtown enhancement strategy.

Therefore, clear roles and responsibilities need to be defined among the various entities that will have a part in implementing the Downtown enhancement strategy. It is suggested that the Alliance convene a meeting of these entities to determine

"who does what" – so that responsibilities are clear and duplication of efforts is avoided.

The key entities that should be involved in determining roles and responsibilities are:

- The Alliance;
- The City of Edmonds;
- The Chamber of Commerce;
- The Downtown Merchants Association;
- The Port of Edmonds; and
- The Edmonds Arts Commission.

The roles of the last three entities on this list will be fairly self-evident:

- The Arts Commission should assume responsibility for those portions of the enhancement strategy that relate to the arts;
- The Port of Edmonds should assume responsibility for enhancement strategy recommendations related to the Waterfront District; and
- The Downtown Merchants Association should assume responsibility for the business-related recommendations shown in the *Marketing* section of this document.

Still, while this seems logical, the specific responsibilities of these three entities should be spelled out based on the recommendations shown in this document and on the desires of each entity.

The roles of the other three entities – the Alliance, the City, and the Chamber – are less obvious. Therefore, the roles and responsibilities of each – in implementing the Downtown enhancement strategy – must be clearly delineated. Doing so will allow the Alliance, and the other entities, to not only implement the enhance-

ment strategy but to clearly communicate their differing roles to the public and to their own constituents.

- ***Staffing***

The Alliance will need to hire a professional director. The enhancement strategy contained in this document should be viewed as the director's job description. And, the director should fill the following functions:

- Be an advocate for quality Downtown businesses, improvements, and development;
- Be an ambassador for Downtown and its further enhancement;
- Serve as a bridge between all entities involved in the Downtown partnership and between the Alliance and the citizens of Edmonds;
- Lobby for – and bring to fruition – projects, improvements, and actions that will benefit Downtown;
- Implement marketing efforts in conjunction with the Chamber of Commerce and the Downtown Merchants Association; and
- Outreach – engage the public in the Downtown enhancement effort and solicit their ownership and involvement in creating Downtown's better future.

- ***Funding***

Currently, the partnership is funded through contributions from its three founding partners – the City, the Chamber, and the Port. The Alliance will need continued funding to implement the Downtown enhancement strategy.

To secure this funding it is suggested that:

- Funds should be solicited from a broader variety of constituents;
- The City should consider allocating general revenue funds to the Alliance – on an annual basis – for implementation of the Downtown enhancement strategy;

- Marketing is a key and critical element of the Downtown enhancement strategy. Therefore, funds generated from the hotel/motel tax should be earmarked for marketing of Downtown; and
- In the future, after the enhancement strategy has been successfully implemented for a period of time and the Alliance has established a track record of Downtown success, consideration should be given to creating a business improvement district in Downtown Edmonds.

Funds for the Alliance to implement the Downtown enhancement strategy should be sought from a wide variety of public and private sector sources. This is important since "as Downtown goes, so goes the town." It must be recognized that a healthier Downtown will definitely benefit the entire city.

At a minimum, additional funding sources that should be considered include:

- Downtown business owners and commercial property owners;
- Developers;
- Area-wide corporations and industry;
- Banks;
- Utilities;
- Service clubs (to sponsor projects recommended in the enhancement strategy);
- Institutions;
- Major employers;
- City government;
- County government;
- State government;
- Federal government; and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Edmonds.