

Edmonds Strategic Plan

Actions, responsibilities, and performance measures

The preliminary strategic plan actions illustrated in this open house were identified from the results of the young adult, customer, employee, business, and adult resident surveys; 18 focus group sessions; and 2 public charrettes.

Economic development - employment

Actions	Participating parties	Performance measures
<p>1: Database</p> <p>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.</p>	<p>Economic Development Department Development Services Department Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds property owners Edmonds brokers</p>	<p>% 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</p>
<p>2: Business outreach</p> <p>Integrate City, Port, Chamber, Edmonds Community College, Edmonds School District, and private business efforts and communications for the benefit of economic recruitment.</p>	<p>Economic Development Department Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers</p>	<p># 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</p>
<p>3: Economic incentives</p> <p>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.</p>	<p>City Council Public Works Department Parks & Recreation Department Economic Development Department Development Services Department Finance Department Chamber of Commerce</p>	<p># 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</p>

4: Economic sustainability

Recruit businesses that employ technical, professional, and managerial skills offered by Edmonds residents to facilitate live/work sustainability in Edmonds.	Economic Development Department Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers	% Edmonds residents employed within Edmonds % Edmonds residents who seek employment in Edmonds who find jobs % Edmonds businesses who seek employees hire residents of Edmonds % of new employees seek and find housing in Edmonds
---	--	---

5: High tech industries

Retain and recruit businesses that depend on, and can take advantage of, Edmonds superior fiber optics capability.	Economic Development Department Port of Edmonds Chamber of Commerce Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers	% 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
--	---	---

6: 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.	Economic Development Department Swedish Hospital Chamber of Commerce Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers	# 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
---	--	--

7: Car dealerships

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.	Economic Development Department Highway 99 car dealers Chamber of Commerce	\$ 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 (left) and Veterans Ford in Tampa, Florida (below).



Economic development - business districts

8: Marketing

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.

Economic Development Department
Port of Edmonds
Chamber of Commerce
Downtown Edmonds Merchants Assn
International District
Edmonds property owners
Edmonds brokers

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

9: Design

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
Downtown Edmonds Merchants Assn
Edmonds Downtown Business Improvement District (BID)
Chamber of Commerce
International District
Edmonds banks and savings

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

10: Promotion

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.

Downtown Edmonds Merchants Assn
Edmonds Downtown BID
International District
Chamber of Commerce

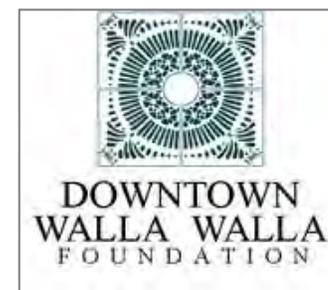
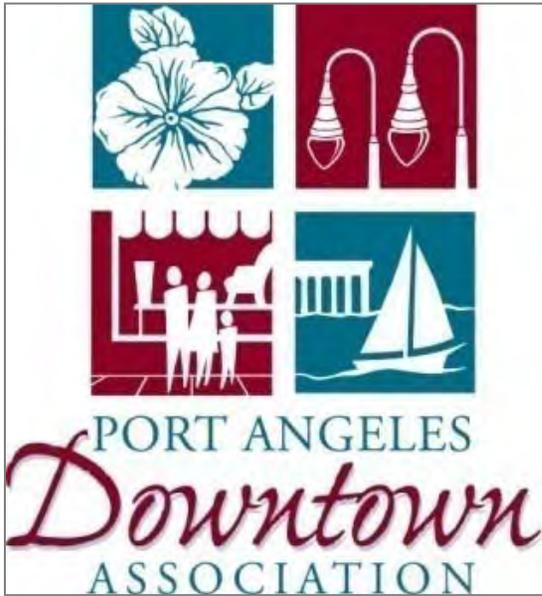
retail oriented events per year in each business district
customers participating in events
of merchants participating in events
\$ sales and sales tax revenue generated by events

11: Organization

Institute the "Main Street" Program 4-Point approach which includes economic restructuring, promotion, design and organization for the downtown and Highway 99 business districts.

Economic Development Department
Downtown Edmonds Merchants Assn
Edmonds Downtown BID
International District
Chamber of Commerce

@ 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



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
www.downtown.wa.gov

12: Financing

<p>Create an Edmonds 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.</p>	<p>Edmonds Downtown BID City Council Economic Development Department Finance Department Downtown Edmonds Merchants Assn International District Chamber of Commerce</p>	<p>@ 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</p>
--	--	---

13: Interim storefronts

<p>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.</p>	<p>Economic Development Department Cultural Service Division Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Downtown BID International District</p>	<p># 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</p>
---	--	--

Community development - young adult

14: Employment

<p>Create a young adult job placement service to help find part and full-time employment opportunities with Edmonds businesses, schools and organizations.</p>	<p>Economic Development Department 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</p>	<p>% 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</p>
--	--	--



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/>

space|works
tacoma

15: Participation

<p>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.</p>	<p>Parks & Recreation Department 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</p>	<p>% 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</p>
---	--	--

16: Activities

<p>Create young adult social and recreation oriented activities and facilities that offer evening and after school peer group interactions and events.</p>	<p>Parks & Recreation Department Edmonds School District Edmonds Community College Edmonds Boys & Girls Club SnoKing Youth Association Young Life Edmonds Jeremiah Center</p>	<p>% of all young adults that participate in activities # of young adults that participate # of activities or events for young adults per year % of young adults that indicate they are satisfied with social activities</p>
--	---	---

Community development - housing

17: Diversify housing options

<p>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.</p>	<p>Development Services Department Port of Edmonds Community Transit Edmonds property owners Developers</p>	<p># 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</p>
--	---	---

18: Affordable housing

<p>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.</p>	<p>City Council Development Services Department Snohomish County Housing Authority Edmonds property owners Developers</p>	<p># 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</p>
---	---	---



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
www.skagityoungprofessionals.com

Community development - catalytic projects

19: Shoreline/waterfront

<p>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.</p>	<p>Economic Development Department Development Services Department 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</p>	<p>@ 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</p>
---	---	--

20: Harbor Square

<p>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.</p>	<p>Port of Edmonds 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</p>	<p>@ 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</p>
--	---	---

21: Antique Mall

<p>Encourage packaging the Safeway/Antique Mall and nearby properties for the purpose of enhancing redevelopment opportunities of this significant gateway site.</p>	<p>City Council Economic Development Department Cultural Service Division Development Services Department Public Works Department Parks & Recreation Department Port of Edmonds Antique Mall property owners Edmonds Senior Center Community Transit Sound Transit BNSF Railroad WA State Ferries Developers</p>	<p>@ 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</p>
--	---	--

Edmonds Senior Center

Ferry terminal



Harbor Square

Amtrak/Sounder Train

Safeway/Antique Mall



Top right – frontage of Antique Mall

Bottom right – south end of Antique Mall

Left – aerial view of waterfront, ferry landing, Antique Mall, and Harbor Square

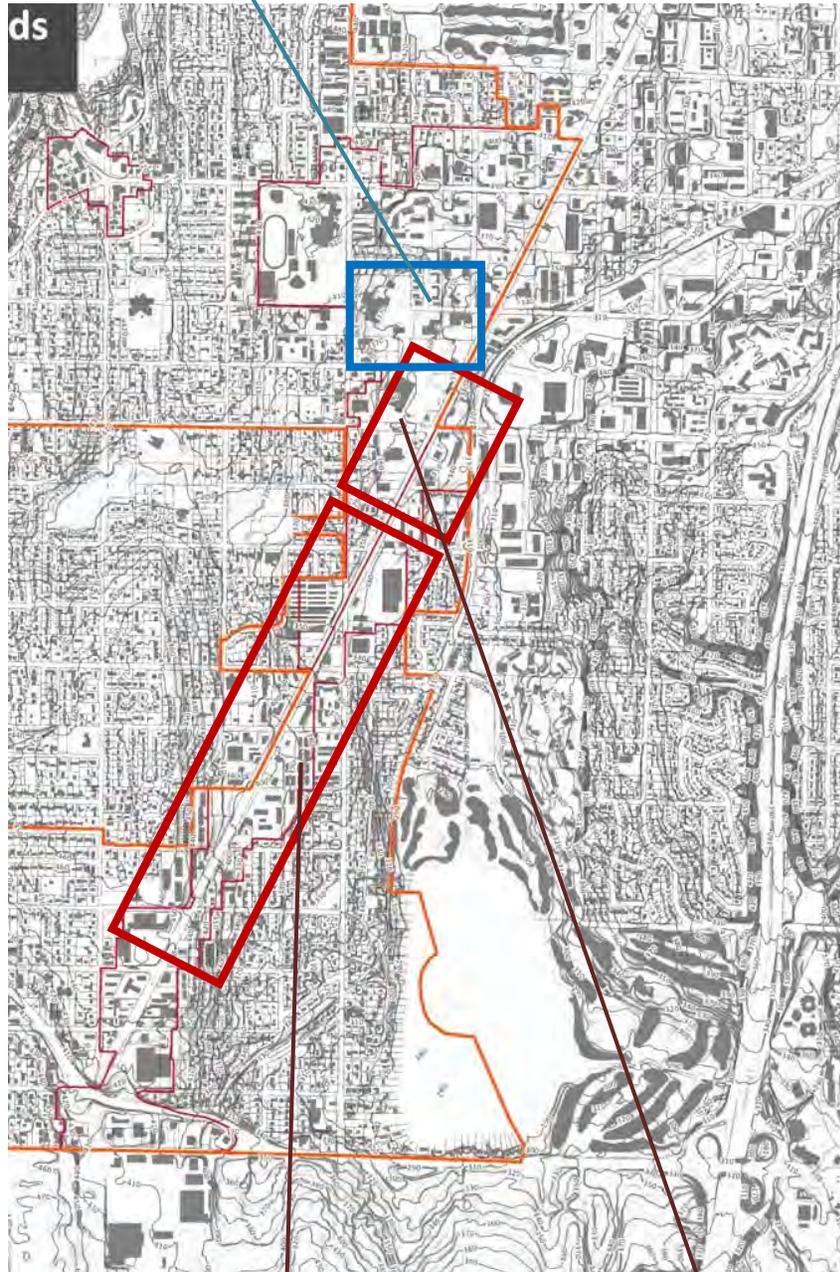
22: Highway 99 International District

<p>Create a plan and design theme for this unique area, initiate promotional events and activities, and recruit additional anchors or destination stores.</p>	<p>International District Swedish Hospital Car dealers City Council Economic Development Department Cultural Service Division Development Services Department Public Works Department Parks & Recreation Department Community Transit WA Department of Transportation Developers</p>	<p>@ 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</p>
---	--	--

23: Swedish Hospital

<p>Update the Hospital District master plan to meet hospital needs while mitigating impacts to adjacent nonmedical land uses.</p>	<p>Swedish Hospital Health & Wellness Center Aldercrest Health & Rehab Center City Council Economic Development Department Development Services Department Public Works Department Community Transit WA Department of Transportation Adjacent property owners and residents</p>	<p>@ master planning process initiated # adjacent property owners and residents involved in process @ Council adopts plan # plan projects completed within 1-5 years of adoption % adjacent property owners and residents satisfied with results % Swedish and affiliates satisfied with results</p>
---	---	--

Swedish Hospital



International District

Auto Row



Top – current conditions on Auto Row
 Top left – approach to Swedish Hospital from Highway 99
 Top right – business signage at Ranch Market 99 in International District on Highway 99
 Left – current development pattern on Highway 99 in

Arts and culture

24: Marketing

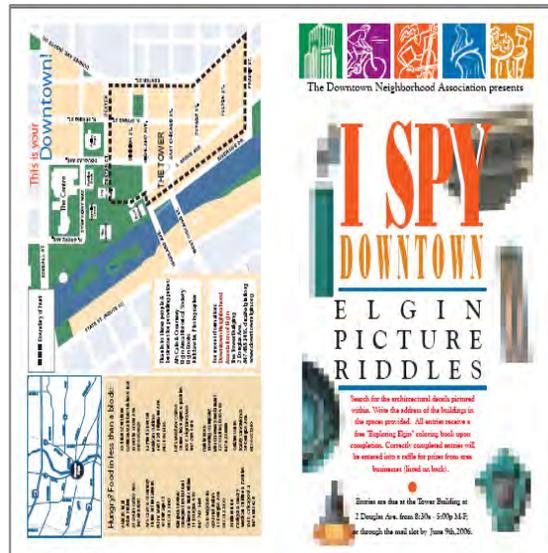
<p>Conduct surveys of visitors to determine their characteristics, expenditure patterns, sources of information, and other behavior to better understand the economic benefits and what attracts visitors to Edmonds.</p>	<p>Economic Development Department Cultural Service Division Edmonds Center for the 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</p>	<p># events involved in outreach events # survey responses received from outreach events % determination of most successful form of outreach % determination of 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</p>
---	--	---

25: Design

<p>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.</p>	<p>Economic Development Department Cultural Service Division Arts Commission Historic Preservation Commission Chamber of Commerce Downtown Edmonds Merchants Assn International District</p>	<p>@ new comprehensive branding ideas revealed % organizations, public validate new brand approach @ gateways and wayfinding signs installed throughout city % cost funded by business and art related organizations % customers rate brand unique and successful</p>
--	--	---

26: Promotion

<p>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.</p>	<p>Chamber of Commerce Economic Development Department Cultural Service Division Edmonds Center for the Arts Summer Market Edmonds Art Festival Edmonds Historical Museum</p>	<p># art and culture events conducted per year # new or additional events introduced # new event participants who did not participate before # new vendors or exhibitions included in new events # hits to central arts website % outreach survey participants indicating website to be source of info</p>
--	---	---

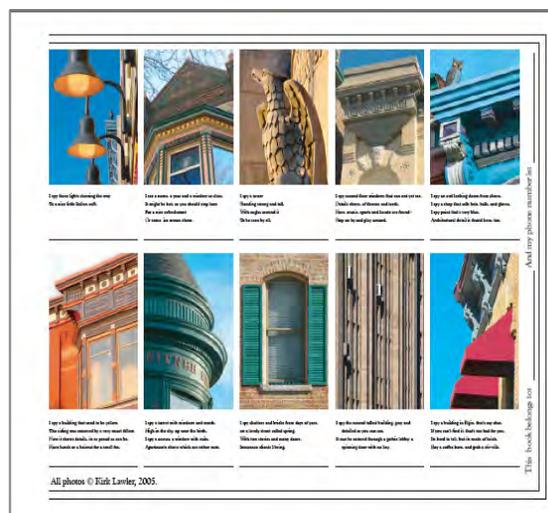


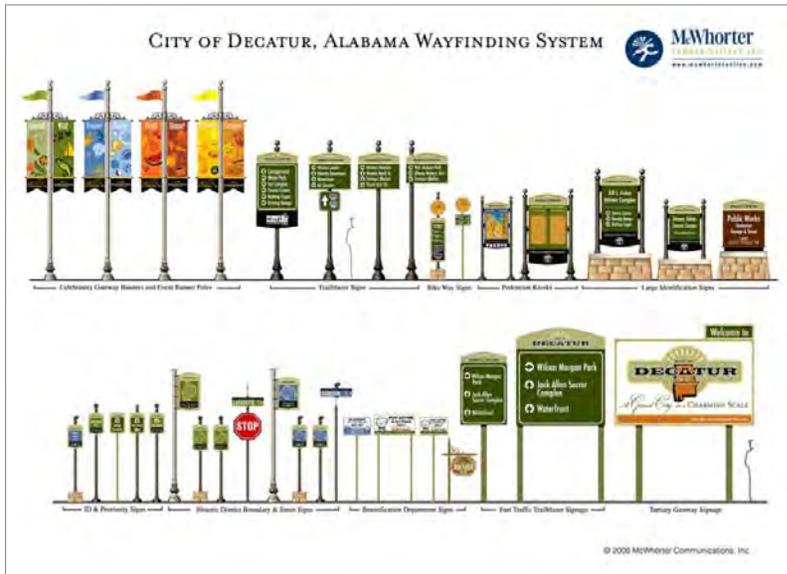
Downtown Elgin Association (DNA)
 DNA of Elgin, Illinois has developed an interactive website that employs low-cost and no-cost tools to provide online services to provide promotional information, directories, schedules, and other materials to interested downtown residents, customers, and tourists.

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 the DNA on downtown development and promotional issues.

www.downtownelgin.org



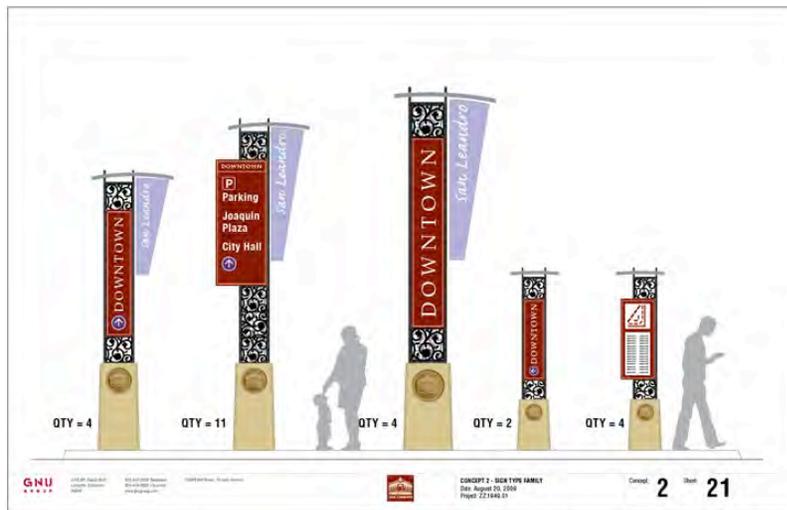


Gateways and wayfinding

Gateways - establish the entrances into a special area or district using graphic and artwork representations that represent the area's image or brand.

Wayfinding signs - which can be derivations of gateway images, are designed to complement the area's brand and provide out-of-area customers and tourists directions to facilities and destinations of interest. To be effective, wayfinding signage must be designed in scales appropriate for pedestrians, bicyclists, and vehicles.

Designed and used appropriate, gateways and wayfinding can establish an effective brand at a relatively low cost.



27: Organization

<p>Create a central clearinghouse to coordinate scheduling and promotion of events in Edmonds.</p>	<p>Chamber of Commerce Cultural Service Division 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</p>	<p>% art related organizations participating in clearinghouse % all local artists participating in clearinghouse # coordinated promotions conducted by clearinghouse % outreach participants indicating clearinghouse successful and useful</p>
--	---	--

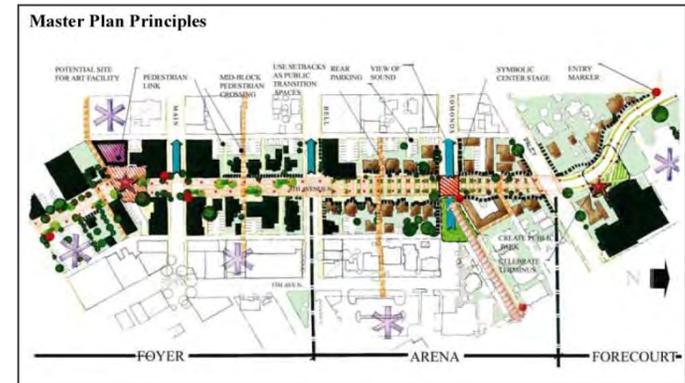
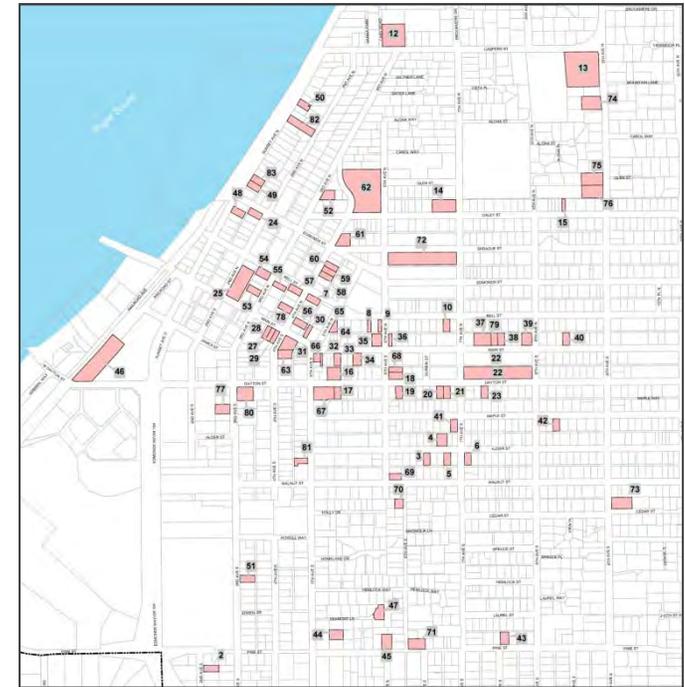
Arts and culture - catalytic projects

28: Edmonds Center for the Arts (ECA)

<p>Complete a strategic plan identifying financial strategies for debt payment, redevelopment and reuse of the remaining un-renovated property, including a potential parking garage.</p>	<p>Edmonds Center for the Arts City Council Economic Development Department Cultural Service Division Parks & Recreation Department Development Services Department Public Works Department Adjacent property owners and residents</p>	<p>@ 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</p>
---	---	---

29: 4th Avenue Cultural Corridor

<p>Fund and complete construction of a linear park streetscape between the downtown and ECA in order to create a walkable corridor that preserves the historical character of the area, and promotes retail/art opportunities.</p>	<p>City Council Economic Development Department Cultural Service Division Public Works Department Chamber of Commerce Downtown Edmonds Merchants Assn Adjacent property owners and residents</p>	<p>@ 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</p>
--	--	--



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

30: Art and history walking tours

<p>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.</p>	<p>Cultural Service Division Parks & Recreation Department Art Commission Historic Preservation Commission Edmonds Historical Museum Chamber of Commerce Edmonds Arts Festival Foundation Edmonds Community College</p>	<p># historical buildings located on tour # historical buildings open to public during annual event # tourists requesting maps or apps for tour % historical property owners indicating tours successful</p>
---	---	--

31: Artist live/work

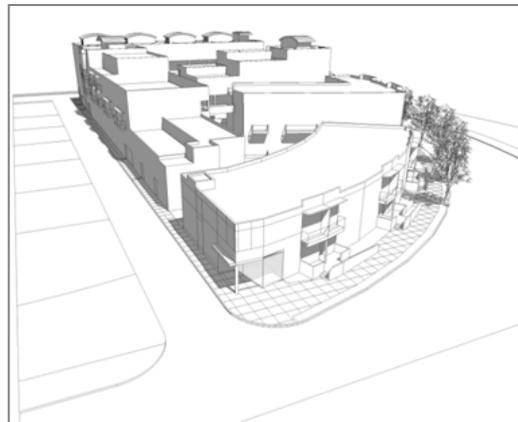
<p>Explore ways to develop affordable artist live-work-teach-display-sell spaces to attract young and emerging talent to Edmonds similar to the Schack Center in Everett.</p>	<p>City Council Economic Development Department Cultural Service Division Arts Commission Snohomish County Housing Authority Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Artspace - developers</p>	<p># artists desiring to be on waiting list for live/work in Edmonds @ site selected and project initiated # live/work units created # persons attend art exhibitions at site # persons attend art classes at site % of funding achieved by nonprofit or private sources</p>
---	--	--

32: Fine Arts Museum

<p>Explore ways to develop a museum to exhibit local, emerging, and traveling fine arts possibly in combination with ECA and/or the proposed artist live/work project.</p>	<p>Edmonds Historical Museum Gallery North - Artist Cooperative Economic Development Department Cultural Service Division Arts Commission Edmonds Arts Festival/Foundation Chamber of Commerce Downtown Edmonds Merchants Assn</p>	<p>@ 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</p>
--	--	--

33: Farmers'/Public Market

<p>Expand into a year-round activity with available all-weather structures, available parking, and increased visibility to attract out-of-area customers and tourists.</p>	<p>Edmonds Summer Market Economic Development Department Cultural Service Division Parks & Recreation Department Public Works Department Edmonds Historical Museum</p>	<p>@ 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</p>
--	--	--



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://welcometoplace.com/projects/wav>



Parks and recreation

34: Fiscal sustainability

Create an alternative mechanism other than the City of Edmonds General Fund with which to finance parks and recreation programs and services.

City Council
Parks & Recreation Department
Finance Department
Port of Edmonds

@ 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

35: Greenways

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.

Parks & Recreation Department
Development Services Department
Friends of Edmonds Marsh
Sustainable Edmonds
Edmonds in Bloom
Pilchuck Audubon Society
Floretum Garden Club

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

36: 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.

OLAE Stewardship
Parks & Recreation Department

@ 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

37: Downtown restrooms

Develop a public restroom facility to serve pedestrians, customers, and tourists in the downtown district.

City Council
Economic Development Department
Downtown Edmonds Merchants Assn
Chamber of Commerce
Edmonds Downtown BID
Downtown businesses and property owners

@ site selected and restrooms constructed
persons who use facility
annual complaints about restroom conditions or misuse
% downtown businesses indicate restrooms successful
% downtown customers indicate restrooms successful

Parks and recreation - catalytic projects

38: Yost Pool

<p>a. Create and implement a long term financial and operational strategy for the updating/upgrading, refurbishment and retrofitting of the current Yost Pool facility.</p> <p>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.</p>	<p>Parks & Recreation Department Edmonds School District Edmonds Boys & Girls Club Edmonds Senior Center Swedish Hospital Health & Wellness Center Aldercrest Health & Rehab Center</p>	<p>@ 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</p>
--	---	---

39: Civic/Woodway Fields

<p>a. <u>Civic Field</u> - address long term property ownership and upgrade field, stadium, lighting, and other features to support competitive play including tournaments.</p> <p>b. <u>Woodway Fields</u> - address long term property ownership and upgrade field, lighting, and other features to support competitive play including tournaments.</p>	<p>Parks & Recreation Department Edmonds School District Edmonds Boys & Girls Club Snohomish County Sports Tourism</p>	<p>@ 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</p>
---	--	---

40: Anderson Center

<p>Refine long range strategy to enhance, maintain and update life cycle maintenance, repair requirements and functional program needs.</p>	<p>Parks & Recreation Department</p>	<p>@ 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</p>
---	--	---

41: Senior Center

<p>a. Develop long term solution for maintaining and updating the Senior Center.</p> <p>b. Relocate the Senior Center to another location.</p>	<p>Edmonds Senior Center Parks & Recreation Department Development Services Department</p>	<p>@ 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</p>
--	--	--

Environment

42: Coordination

Establish a central clearinghouse to coordinate environmental education and sustainability funding, programs, and volunteers.	Parks & Recreation Department Sustainable Edmonds Friends of Edmonds Marsh Pilchuck Audubon Society Edmonds in Bloom Floretum Garden Club Tree Board	% 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
---	--	--

43: Native habitat

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.	Parks & Recreation Department Public Works Department Tree Board Backyard Wildlife Habitat Frog Watch Sustainable Edmonds Friends of Edmonds Marsh Pilchuck Audubon Society Edmonds in Bloom Floretum Garden Club	% acreage impacted by invasive species # acres cleared of invasive species per year # volunteers involved # new planting projects completed # new trees planted per year
--	--	--

44: Food production

Encourage community gardens and pea patches, plant fruit tree orchards, harvest and deliver food products to food banks to promote natural systems in Edmonds.	Parks & Recreation Department Sustainable Edmonds Foretum Garden Club	# acreage committed to community gardens # persons involved in gardens # food grown and donated per year # persons served by food donations per year
--	---	---

45: Stormwater

<ul style="list-style-type: none"> a. Daylight Willow Creek to help with restoring saltwater access to Edmonds Marsh. b. Resolve on-going flooding and water quality issues in Lake Ballinger. c. Resolve flooding on SR-104 and Dayton. d. Encourage the development of rain gardens, green roofs and walls, bio-filtration swales, and other green development features in Edmonds projects and development codes. 	Public Works Department 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	@ 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.

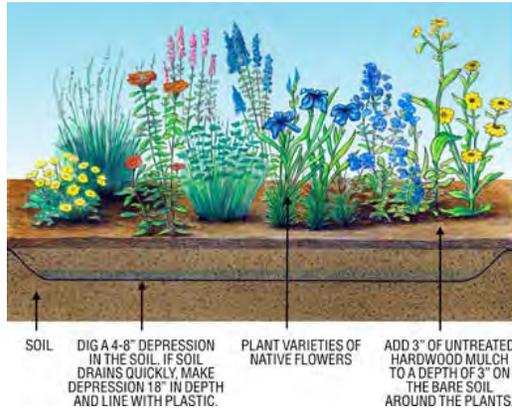
Any piece of land gardened by a group of people is a community garden. A community garden can be urban, suburban, or rural. It can grow flowers, vegetables or community. It can be one community plot, or can be many individual plots. It can be at a school, hospital, or in a neighborhood. It can also be 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



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

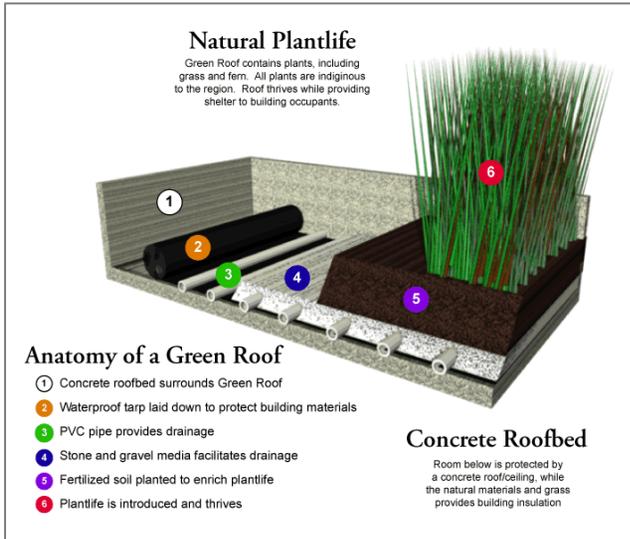
A rain garden can mimic the natural absorption and pollutant removal activities of a forest, or a meadow or a prairie and can absorb runoff more efficiently, sometimes as much as 30% - 40% more than a standard lawn. Capturing rainwater in a rain garden, holding the water for a short time and then slowly 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/>





Green/Smart Development

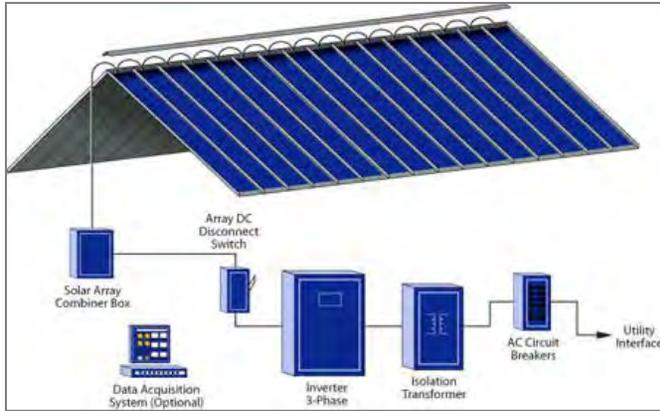
Stormwater management - green roofing systems have been shown to retain 60-100% of the rainfall they receive. Stormwater retention relieves excess volume from overburdened sewer systems and filters stormwater pollutants. By replacing the footprint of vegetation that was removed by buildings and associated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

Reduced 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.

Improved 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 can be 25% cooler than regular buildings walls in summer, remove air pollutants, and look great.



Solar applications

Solar panels work by harnessing the energy of the sun, converting it into energy that can be stored and used by humans. 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 will 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 will be 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.

For home applications, solar roof panels may be used to provide hot water for showers, laundry, and sinks, or may be used as part of a forced-water heating system to heat the entire building.



46: Energy

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 Public Works Department Puget Power & Light Community Transit Sound Transit WA Department of Transportation Sustainable Edmonds	% 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
---	---	---

47: Recycling

Expand reuse and recycling programs in current city operations and in waste management outreach activities by Edmonds households and businesses.	Public Works Department Waste Management Sound Disposal Sustainable Edmonds	# 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
--	--	---

Transportation - pedestrian

48: Trails

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.	Park & Recreation Department Development Services Department Public Works Department Community Transit Edmonds Bike Group	# 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
--	---	---

49: Walkways

Institute sidewalk maintenance and construction program to complete key connections to the waterfront, downtown, business districts, schools, parks, and other major walking destinations.	Public Works Department Community Transit WA Department of Transportation Edmonds School District	% 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
--	--	--



Bicycles - Portland's Yellow Bike Project

Bicycles are being used more frequently for commuting as well as recreational pursuits by residents of urban areas. Portland, for example, has the highest rate of bicycle commuting to work of any major American city with 4.2% of workers commuting to work by bicycle in 2006.

Portland's reputation as a bike-friendly city was enhanced by *The Yellow Bike Project*, a 1994 civic engagement action that donated bikes - repaired by at-risk-youth served by the Portland based Community Cycling Center - bright yellow, and deploying them for free use around Portland.

The project was one of the first community bicycle programs in the United States. The Community Cycling Center, which helped to operate the Yellow Bike Project, has since developed its Create-a-Commuter program, which provides 375 free bicycles per year to individuals.

Portland is developing a network of bicycle boulevards to make cycling easier and safer. The east side of Portland is particularly well-suited for this technique due to its consistent grid of north/south and east/west streets. The boulevards are defined with a combination of street markings, signs, and better signals for crossing busy intersections.

In addition, the city has painted sections of hazardous bike lanes blue, in order to try to prevent car-bike crashes. More recently, the city has installed experimental bike boxes that allow bicyclists to wait ahead of motorized traffic at red lights.

Overall, bicycle use in Portland has been growing rapidly, having nearly tripled since 2001. Bicycle traffic on four of the Willamette River bridges has increased from 2,855 before 1992 to over 16,000 in 2008, partly due to improved facilities.

Pedicabs - Portland Pedicab, and PDX Pedicab, operate pedicabs in the downtown area. Portland Pedicabs operated 35 pedicabs, and PDX operated 8 pedicabs in 2008. Pedicabs offer safe, fun, and environmental transportation. Pedicabs are also used for special events and weddings. Weddingpedicab.com offers bridal wedding pedicab service in Portland. 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.



50: Crosswalks

<p>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.</p>	<p>Public Works Department Police Department Community Transit WA Department of Transportation</p>	<p># 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</p>
---	--	--

51: Waterfront connection

<p>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.</p>	<p>Public Works Department Sound Transit Amtrak BNSF Railroad Community Transit WA Department of Transportation WA State Ferries Port of Edmonds</p>	<p>@ 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</p>
--	--	---

Transportation - bicycle

52: Bikeway network

<p>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.</p>	<p>Public Works Department Development Services Department work Edmonds Bike Group Edmonds School District WA Department of Transportation WA State Ferries Community Transit Sound Transit</p>	<p>% 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</p>
---	---	---

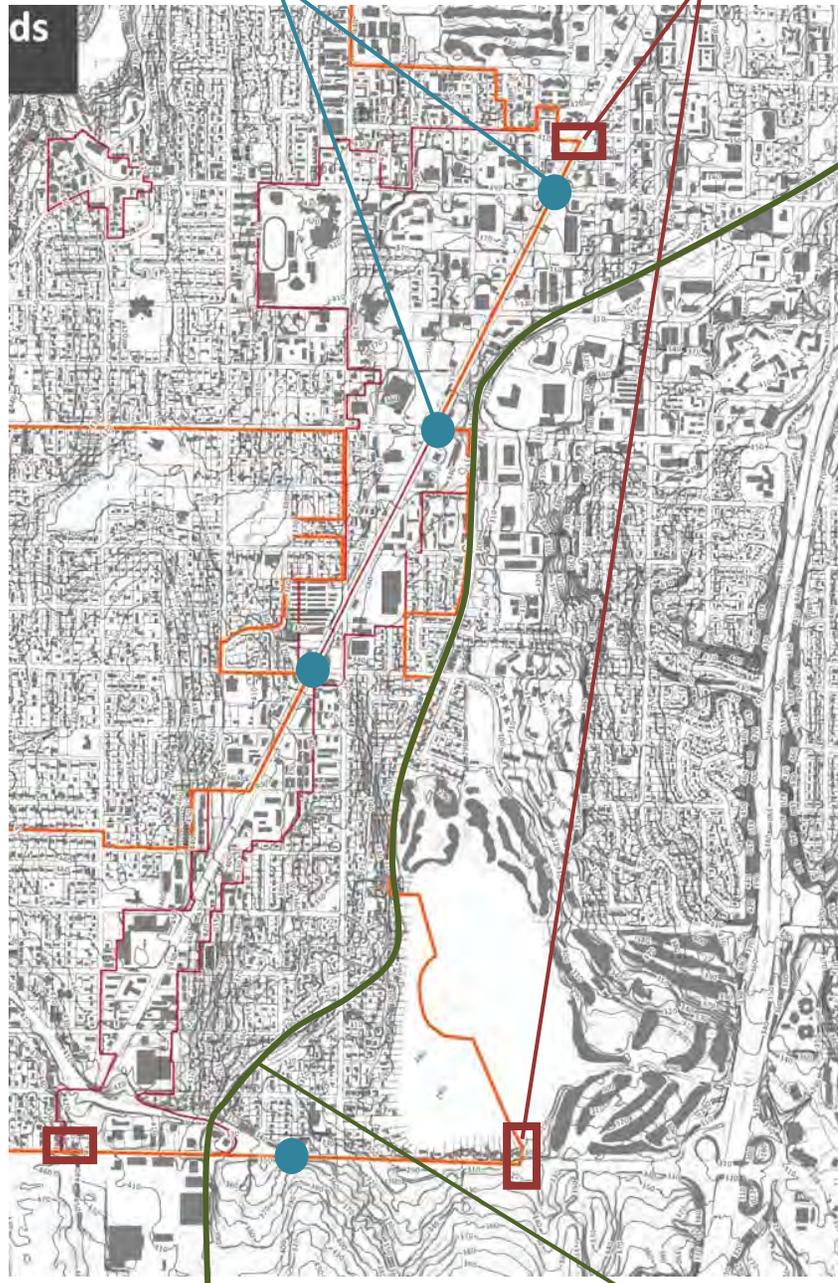
Transportation - vehicle

53: Street maintenance

<p>Create a financing mechanism to generate approximately \$1,400,000 per year which is needed annually to maintain city streets.</p>	<p>City Council Public Works Department WA Department of Transportation Snohomish County Infrastructure Coordination Committee (ICC) Community Transit Chamber of Commerce</p>	<p>@ 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</p>
---	--	---

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

54: Highway 99

<p>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.</p>	<p>Economic Development Department Public Works Department Police Department Cultural Service Division WA Department of Transportation Community Transit International District Swedish Hospital Car dealers Highway 99 property and business owners</p>	<p>@ 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</p>
---	--	---

Transportation - transit

55: Shuttle service

<p>a. Initiate seasonal or possibly year-round shuttle service between the waterfront area and downtown. b. Initiate seasonal or possibly year-round shuttle service between downtown and Community Transit's Swift BRT transit stations along Highway 99.</p>	<p>Downtown Edmonds Merchants Assn Chamber of Commerce Community Transit International District</p>	<p>@ 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</p>
--	---	---

56: Swift Bus Rapid Transit (BRT)

<p>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.</p>	<p>Community Transit Downtown Edmonds Merchants Assn Chamber of Commerce International District</p>	<p># 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</p>
---	---	---



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>



57: SR-104 Transit

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.	Community Transit Downtown Edmonds Merchants Assn Chamber of Commerce International District Port of Edmonds	# 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
--	--	--

58: Sounder Train

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.	Sound Transit Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Community Transit WA Department of Transportation WA State Ferries	# 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
--	--	--

59: Sound Transit LINK

Develop Community Transit links with the proposed Sound Transit LINK light rail corridor alignment along Interstate 5.	Sound Transit Community Transit Chamber of Commerce	# 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
--	---	--

60: 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.	WA Department of Transportation WA State Ferries Sound Transit Amtrak BNSF Railroad Port of Edmonds Community Transit Public Works Department	# new customers in waterfront and downtown businesses due to staging improvement \$ spent in retail businesses as result of staging improvement % ferry riders indicating success of staging improvement % local businesses indicating staging success
---	--	---

61: Intermodal Station

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.	Sound Transit Community Transit WA Department of Transportation WA State Ferries Amtrak Port of Edmonds Public Works Department BNSF Railroad	@ 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
---	--	---

Transportation - railroad

62: BNSF Railroad

<p>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 by Burlington Northern Santa Fe (BNSF) Railroad to mitigate extra tracks, train volumes, dust, noise, and potential conflicts with ferry terminal and waterfront pedestrian, bike, and vehicular traffic.</p>	<p>City Council 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</p>	<p># 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</p>
--	--	---

Governance - fiscal sustainability

63: Fiscal sustainability

<p>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.</p>	<p>City Council Finance Department Economic Development Department Public Works Department Parks & Recreation Department Police Department</p>	<p>% 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</p>
---	---	---

64: NGO participation

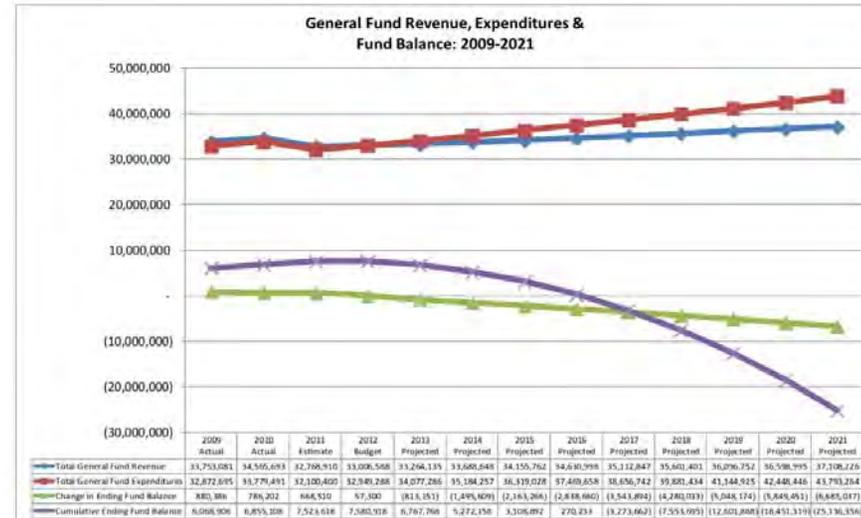
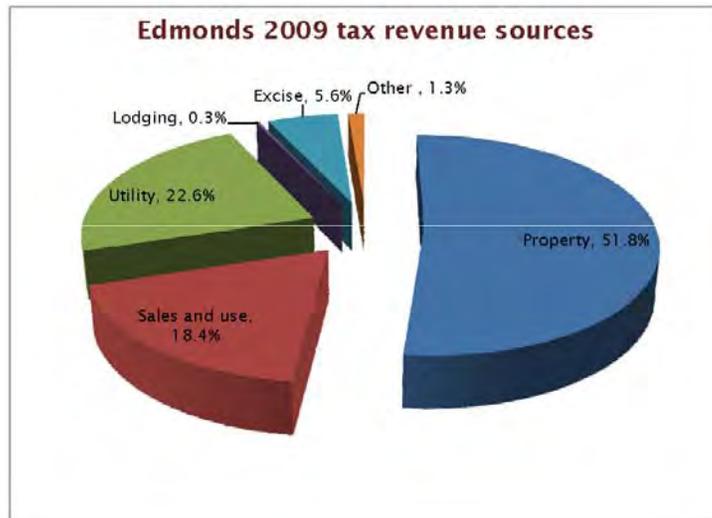
<p>Integrate Nongovernmental Organizations (NGOs) such as the Chamber of Commerce, Downtown Edmonds Merchants Association, Busing Improvement District, and others into the operation and implementation of BFO and Strategic Plan actions.</p>	<p>Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Downtown BID Edmonds Center for the Arts Sustainable Edmonds Edmonds School District</p>	<p>% 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</p>
---	--	--

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)



Governance – development regulations

65: Public view preservation

<p>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.</p>	<p>Development Services Department Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Bowl property owners and residents</p>	<p>% of Bowl field surveyed and mapped for viewscales @ 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</p>
--	---	---

66: Development regulations

<p>a. Amend mixed use development standards to allow higher, mixed use density in the following commercial districts:</p> <ul style="list-style-type: none"> ▪ Downtown/Waterfront ▪ Westgate ▪ Highway 99 ▪ Five Corners ▪ Perrinville ▪ Firdale Village <p>b. Address ground floor retail requirements to reflect Downtown Edmonds Merchants Assnnd in different retail corridors and locations.</p>	<p>Development Services Department Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn International District Swedish Hospital Car dealers Property owners Developers</p>	<p># 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</p>
--	---	---

67: Design standards

<p>Illustrate site, building, landscape, and signage design objectives using examples to achieve public quality design objectives.</p>	<p>Development Services Department Planning Board Architectural Design Board Property owners Architects Developers</p>	<p>@ 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</p>
--	---	---



Form-based code - 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



68: Permitting processes

<p>Consolidate and simplify the business license, land use and building permit review process to incorporate electronic application procedures, pre-submittal workshops, and concurrent reviews.</p>	<p>City Council Development Services Department Planning Board Architectural Design Board Chamber of Commerce Property owners Architects Developers</p>	<p>@ 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</p>
--	--	---

Governance - communications

69: Communication

<p>Establish effective public information and feedback methods including websites, blogs, Facebook, Twitter, and other social media outreach.</p>	<p>City Council Economic Development Department Finance Department Finance Department Parks & Recreation Department Development Services Department Public Works Department Police Department</p>	<p># 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</p>
---	--	---

70: Public access

<p>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.</p>	<p>City Council Economic Development Department Finance Department Parks & Recreation Department Development Services Department Public Works Department Police Department</p>	<p># 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</p>
--	--	--

71: Strategy development

<p>Adopt and implement a Strategic Plan in partnership with public and private organizations.</p>	<p>City Council All Departments 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</p>	<p># of organizations involved in strategic plan implementation actions \$ combined to fund marketing, promotion actions</p>
---	--	---

72: Assess performance results

<p>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.</p>	<p>City Council 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)</p>	<p>% 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</p>
--	---	---