

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; the focus group sessions; and charrettes.

Economic development - employment

Actions	Participating parties	Performance measures
1: Database Inventory available properties, buildings, and resources in Edmonds business districts and zones to create a local database with which to identify opportunities during business and developer recruitment efforts.	Economic Development Department Planning Division Chamber of Commerce DEMA Edmonds property owners Edmonds brokers	% 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
2: Business outreach Integrate city, Port, Chamber, Edmonds Community College, Edmonds School District, and private business efforts and communications into the economic recruitment process to maximize impacts and allocate resources.	Economic Development Department Port of Edmonds Chamber of Commerce DEMA Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers	# 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
3: Economic incentives Adopt reduced or deferred business license fee, permit fee, utility connection charge, latecomer fee, park or traffic impact fee, property tax reduction or deferral, and/or expedited building permit review for key business or development recruitment targets.	City Council Public Works Department Parks & Recreation Department Planning Division Finance Department	# 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

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 DEMA 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
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5: High tech industries

Retain and recruit businesses that depend on and can take advantage of Edmonds superior fiber optics capability on SR-104.	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
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6: Health industries

Retain and recruit businesses that support and can expand the health related services and products offered by Swedish Hospital’s location in 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
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7: Car dealerships

Encourage development of urban auto sales facilities involving decked display and storage lots, multistory sales and service facilities to retain this important source of revenue in the city.	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
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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 women's clothing downtown, professional and dental on the waterfront, Uwajimaya and Ikea on Highway 99, etc.	Economic Development Department Port of Edmonds Chamber of Commerce DEMA 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
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9: Design

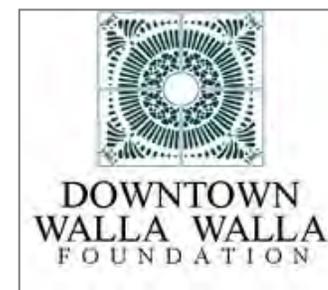
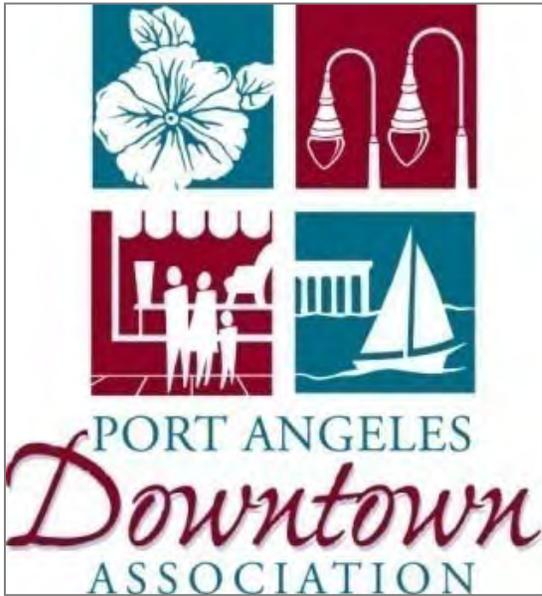
Sponsor a competitive grant and low cost loan program to enhance retail storefronts in the downtown, in other business districts, and in the International District on Highway 99.	Economic Development Department DEMA BID Chamber of Commerce International District Edmonds banks and savings	# new/rehabilitated storefronts and building projects # new façade, sign, display window projects % customers rate high quality appearances % businesses rate appearances as good and high quality
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10: Promotion

Initiate and expand retail sales and other events and activities including sidewalk cafes and vendors on the waterfront, downtown, in the other business districts, and in the International District on Highway 99.	DEMA 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
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11: Organization

Institute the National Trust for Historic Preservation's Main Street 4-Point programs in the downtown and business districts, and in the International District on Highway 99.	Economic Development Department DEMA Edmonds 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
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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>Adopt a downtown Business Improvement District (BID) with which to assess benefiting properties and businesses for the cost of instituting marketing, design, and promotional activities in the downtown district.</p>	<p>Edmonds BID City Council Economic Development Department Finance Department DEMA 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>
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13: Interim storefronts

<p>Institute temporary artist galleries or similar uses in vacant storefronts or buildings in order to provide visual interest and activity while the building is being marketed for a permanent tenant or owner.</p>	<p>Economic Development Department Cultural Service Division Chamber of Commerce DEMA Edmonds 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>
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Community development - young adult

14: Employment

<p>Create a young adult job placement service offering part and full-time employment opportunities with Edmonds businesses and organizations for young adults that want them.</p>	<p>Economic Development Department Parks & Recreation Department Cultural Service Division Public Works Department Edmonds School District Edmonds Community College Chamber of Commerce DEMA 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>
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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: Civic participation

<p>Create young adult civic opportunities to mentor children or adults, promote events or social outreach, construct projects or enhance the environment, network careers or occupations, and create fine and performance art with Edmonds public and private organizations.</p>	<p>Parks & Recreation Department Cultural Service Division Edmonds School District Edmonds Community College Chamber of Commerce DEMA 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>
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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>
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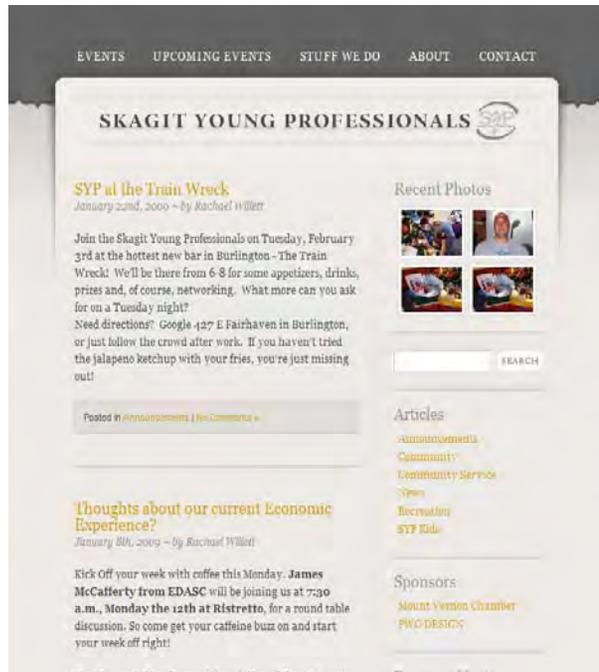
Community development - housing

17: Diversify housing

<p>Increase housing choice by type, price, tenure, and location to house current and potential employees in or near employment centers, transit corridors, and recreational sites to provide live/work/play sustenance in Edmonds.</p>	<p>Planning Division , 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>
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18: Affordable housing

<p>Permit additional density, reduce parking requirements, reduce permit fees, and/or other measures to promote rental and sale workforce housing for moderate income working households employed within Edmonds.</p>	<p>City Council Edmonds Planning Division 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>
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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

Develop a subarea plan and strategy for the combined shoreline from the Port to the Underwater Park, and from the OLAE, Marina Beach to the Sunset Avenue Overlook to the downtown that increases public access and recreational opportunities.

Economic Development Department
 Planning Division
 Public Works Department
 Parks & Recreation Department
 Port of Edmonds
 WSF
 DOE
 BNSF
 Edmonds Senior Center
 Edmonds Yacht Club
 Waterfront property and business owners

@ 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

20: Harbor Square

Review and approve a final site development plan and agreement for the property that enhances views of and the waterfront environment and realizes economic feasibilities and potentials for mixed use developments on the Port property.

Port of Edmonds
 City Council
 Economic Development Department
 Planning Division
 Public Works Department
 Parks & Recreation Department
 Community Transit
 Sound Transit
 Friends of Edmonds Marsh
 Waterfront property and business owners

@ 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

21: Antique Mall

Package the Safeway/Antique Mall properties, determine reuse opportunities and desires, conduct a competitive development Request-for-Proposal (RFP) process, and initiate redevelopment of this significant gateway site.

City Council
 Economic Development Department
 Cultural Service Division
 Planning Division
 Public Works Department
 Parks & Recreation Department
 Port of Edmonds
 Mall property owners
 Edmonds Senior Center
 Community Transit
 Sound Transit
 SF and BNSF
 Developers

@ 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

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

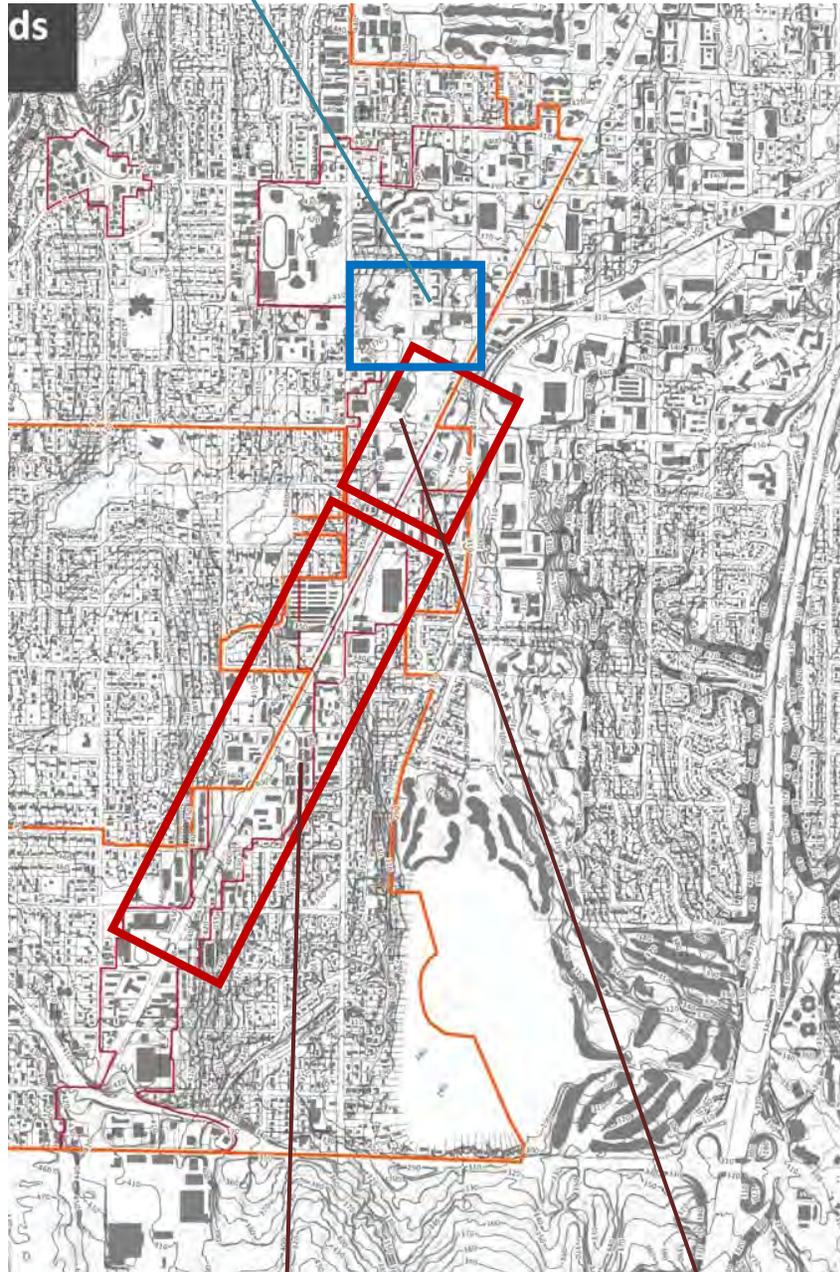
22: International District

<p>Create a subarea plan and design theme for this unique area, initiate promotional events and activities, and recruit an anchor or destination store such as Uwajimaya.</p>	<p>International District Swedish Hospital Car dealers City Council Economic Development Department Cultural Service Division Planning Division Public Works Department Parks & Recreation Department Community Transit WSDOT 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>
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23: Swedish Hospital

<p>Update the Stevens Hospital District master plan to meet hospital functional requirements and to mitigate impacts to adjacent nonmedical land uses, parking and stormwater requirements, and access and a presence on Highway 99.</p>	<p>Swedish Hospital Health & Wellness Center Aldercrest Health & Rehab Center City Council Economic Development Department Planning Division Public Works Department Community Transit WSDOT 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>
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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

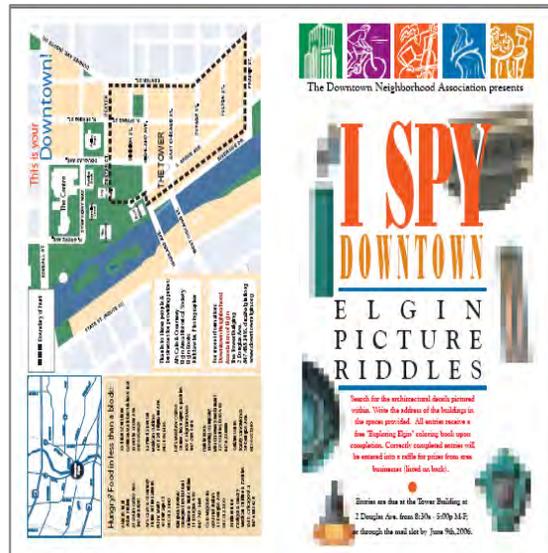
<p>Conduct market surveys of out-of-area and tourist attendees to the Arts Festival, Car Show, Taste of Edmonds, ECA, and other venues to determine their characteristics, expenditure patterns, sources of information, and other behavior with which to maximize their attraction to Edmonds and their beneficial economic impact on city businesses.</p>	<p>Economic Development Department Cultural Service Division ECA 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>
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25: Design

<p>Continue to further include arts and historical based themes in the Edmonds brand and install artworks, gateways, wayfinding signage, and streetscape at the entrances into Edmonds at the waterfront, downtown, Highway 99 and SR-104, and other business districts.</p>	<p>Economic Development Department Cultural Service Division Arts Commission Historic Preservation Commission Chamber of Commerce DEMA 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>
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26: Promotion

<p>Create an Edmonds arts website and utilize social media including Google maps, Face book, and Twitter to announce, promote, and attract out-of-area residents and tourists to an expanded year-round calendar of events and festivals for performing, literary, culinary, fine, and other arts interests.</p>	<p>Economic Development Department Cultural Service Division ECA 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>
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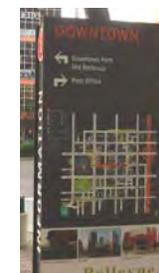
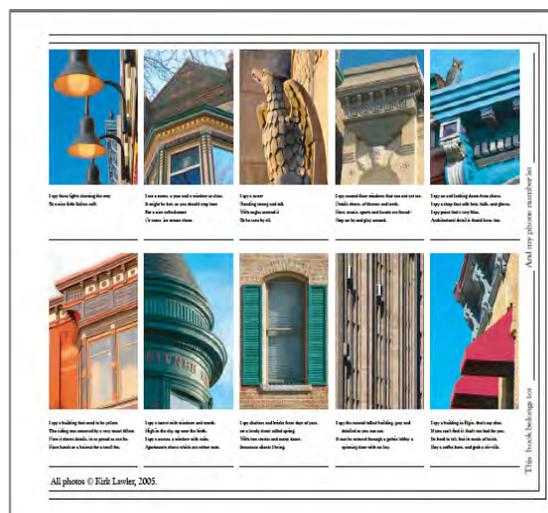


Downtown Elgin Association (DNA)
 DNA of Elgin, Illinois has developed an interactive website that employs low-cost and no-cost tools to provide online services to provide promotional information, directories, schedules, and other materials to interested downtown residents, customers, and tourists.

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



27: Organization

<p>Create a central clearinghouse with which to coordinate schedules, advertisements, events, productions, and other theatrical, literary, culinary, fine, and other promotions in order to maximize arts potential.</p>	<p>Chamber of Commerce Cultural Service Division Edmonds Arts Commission ECA 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>
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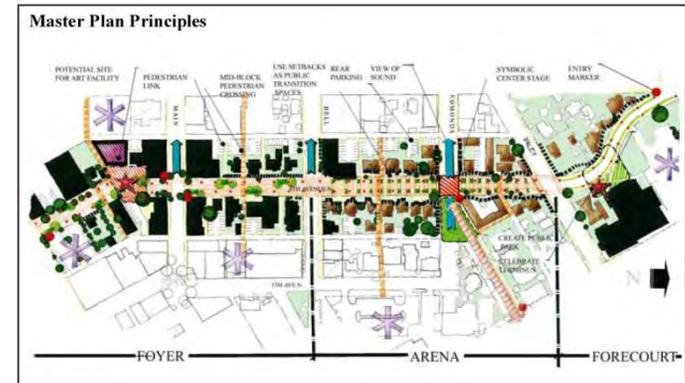
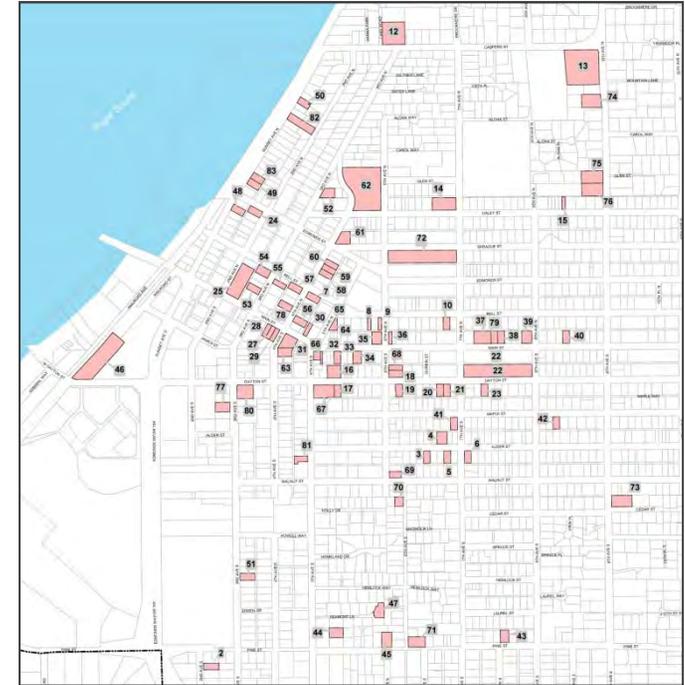
Arts and culture - catalytic projects

28: ECA

<p>Complete an update to the Edmonds Center for the Arts (ECA) master and strategic plan identifying necessary financial strategies to complete redevelopment and reuse of the remaining school facility and parking lot or garage.</p>	<p>ECA City Council Economic Development Department Cultural Service Division Parks & Recreation Department Planning Division 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>
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29: 4th Avenue Corridor

<p>Fund and complete construction of the streetscape from the downtown to ECA in order to preserve the historical character of the street, promote retail/art potentials, and create a pedestrian friendly and walkable corridor.</p>	<p>City Council Economic Development Department Cultural Service Division Public Works Department Chamber of Commerce DEMA 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>
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Top right - historical landmarks map
 Bottom right - 4th Avenue Cultural Corridor

30: Walking tours

Identify, sign, and create audio and phone apps and web based information to build on existing art and history for walking tours of waterfront and downtown historical sites and buildings, artworks, and other visually interesting and significant landmarks.	Cultural Service Division Parks & Recreation Department Art Commission Historic Preservation Commission Edmonds Historical Museum Chamber of Commerce Edmonds Arts Festival Foundation Edmonds Community College	# 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
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31: Artist live/work

Sponsor an affordable artist live-work-teach-display-sell center to attract young and emerging talent similar to the Schack Center in Everett possibly on the Safeway/Antique Mall site or the 4th Avenue Corridor.	City Council Economic Development Department Cultural Service Division Arts Commission Snohomish County Housing Authority Port of Edmonds Chamber of Commerce DEMA Artspace - developers	# 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
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32: Fine Arts Museum

Sponsor development of a museum to exhibit local, emerging, and traveling fine arts possibly in combination with ECA and/or the proposed artist live/work project.	Edmonds Historical Museum Gallery North - Artist Cooperative Economic Development Department Cultural Service Division Arts Commission Edmonds Arts Festival/Foundation Chamber of Commerce DEMA	@ 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
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33: Farmers'/Public Market

Expand the market into a year-round activity with all-weather structures, available parking, and increased visibility to out-of-area customers and tourists possibly redeveloping the Antique Mall for this purpose.	Edmonds Summer Market Economic Development Department Cultural Service Division Parks & Recreation Department Public Works Department Edmonds Historical Museum	@ 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
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Artspace

Finding and retaining affordable live/work space is an age-old problem for artists, painters, sculptors, dancers, and others who require an abundance of well-lit space in which to work. Many artists gravitate to old warehouses and other industrial buildings, but their very presence in an industrial neighborhood often acts as a catalyst, setting in motion a process of gentrification that drives rents up and forces the artists out.

Artspace is America's leading nonprofit real estate developer for the arts. In the last few years, Artspace has further expanded its mission to incorporate the planning and development of performing arts center, other arts facilities, and entire arts districts throughout the country.

Artspace's mission is to create, foster, and preserve affordable space for artists and arts organizations. Artspace pursues this mission through development projects, asset management activities, consulting services, and community-building activities that serve artists and arts organizations of all disciplines, cultures, and economic circumstances. By creating this space, Artspace supports the continued professional growth of artists and enhances the cultural and economic vitality of the surrounding community.

Tashiro Kaplan Artist Lofts

115 Prefontaine Place South, Seattle
Status: Opened 2004

www.artspace.org



Parks and recreation

34: Fiscal sustainability

Create an alternative funding source other than the General Fund with which to finance programs, development, and maintenance of the parks system such as a Metro Park District.

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
Planning Division
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 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 possibly in conjunction with retail or other activity including City Hall to serve pedestrians, customers, and tourists in the downtown district.

City Council
Economic Development Department
DEMA
Chamber of Commerce
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

Implement a long term financial and operational strategy for the refurbishment, retrofit, and expansion of the facility to include outdoor and indoor leisure pool elements, therapy pool, party rooms and concessions, and possibly other recreational physical conditioning, courts, and gymnasium uses.

Parks & Recreation Department
Edmonds School District
Edmonds Boys & Girls Club
Edmonds Senior Center
Swedish Hospital
Health & Wellness Center
Aldercrest Health & Rehab Center

@ 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

39: Civic/Woodway Fields

Resolve long term property ownership and upgrade field, stadium, lighting, and other features to support competitive play including tournaments for out-of-area teams.

Parks & Recreation Department
Edmonds School District
Edmonds Boys & Girls Club
Snohomish County Sports Tourism

@ 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

40: Anderson Center

Establish a long range plan to retrofit and continue to refurbish the facility to resolve life cycle maintenance and repair requirements and functional program needs.

Parks & Recreation Department

@ 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

41: Senior Center

Resolve a long term solution to fixing the buildings settlement and life cycle problems, and/or relocating the center to another location possibly including the Antique Mall site.

Edmonds Senior Center
Parks & Recreation Department
Planning Division

@ 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

Environment

42: Coordination

Establish a central clearinghouse function to coordinate environmental education and sustainability funding, programs, and volunteer efforts.

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, reforest open spaces, remove invasive species, update the landscape ordinance to promote use of native and drought resistant plants to restore plant and 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

Increase community gardens and pea patches, plant fruit tree orchards, harvest and deliver food products to food banks and other sources to promote natural systems in Edmonds.

Parks & Recreation Department
Sustainable Edmonds
Foretum Garden Club

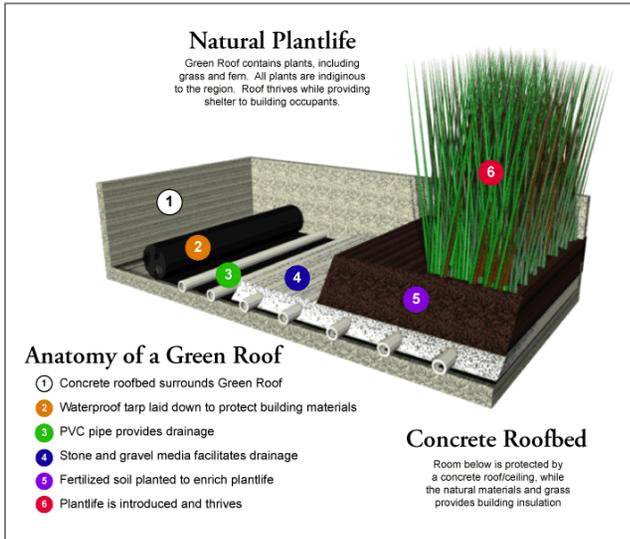
acreage committed to community gardens
persons involved in gardens
food grown and donated per year
persons served by food donations per year

45: Stormwater

Daylight Willow Creek, resolve on-going flooding and water quality issues in Lake Ballinger, restore saltwater access to Edmonds Marsh, resolve flooding on SR-104 and Dayton, develop 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
DOE and DFW
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



Green/Smart Development

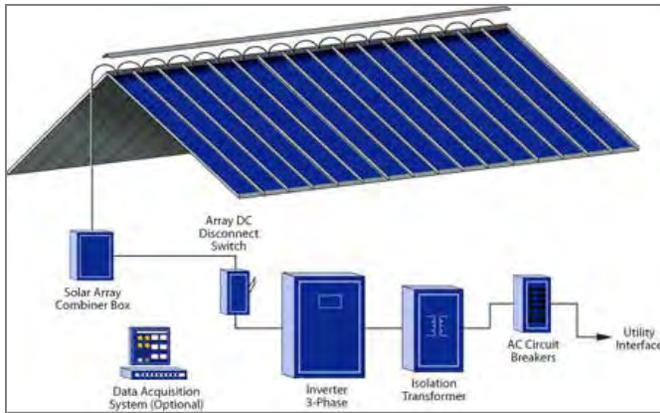
Stormwater management - green roofing systems have been shown to retain 60-100% of the rainfall they receive. Stormwater retention relieves excess volume from overburdened sewer systems and filters stormwater pollutants. By replacing the footprint of vegetation that was removed by buildings and associated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

<p>Reduce the human footprint in Edmonds incorporating carbon reductions, solar installations, and other energy conservation practices in current city operations and development codes and projects utilizing Sustainable Works energy audits and retrofits.</p>	<p>Planning Division Public Works Department Puget Power & Light Community Transit Sound Transit WSDOT Sustainable Edmonds</p>	<p>% 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</p>
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47: Recycling

<p>Continue and expand reuse and recycling programs in current city operations and in waste management outreach activities by Edmonds households and business practices.</p>	<p>Public Works Department Waste Management Sound Disposal Sustainable Edmonds</p>	<p># 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</p>
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Transportation - pedestrian

48: Trails

<p>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.</p>	<p>Park & Recreation Department Planning Division Public Works Department Community Transit Edmonds Bike Group</p>	<p># 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</p>
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49: Walkways

<p>Institute on-street sidewalk maintenance and construction program to complete key connections to the waterfront, downtown, business districts, schools, parks, and other major walking destinations including the Safe Routes to School program.</p>	<p>Public Works Department Community Transit WSDOT Edmonds School District</p>	<p>% 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</p>
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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 WSDOT</p>	<p># crosswalks improved on SR-104 and Highway 99 % major crosswalks provided improvements # persons counted in crosswalks during peak periods # pedestrian/vehicle accidents in crossing of highways % reduction in accident rate % users, customers indicating improvement</p>
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51: Waterfront connection

<p>Resolve 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 Community Transit WSDOT and WSF Port of Edmonds</p>	<p>@ agreement reached with BNSF and WSDOT @ crossing constructed over railroad tracks and ferry lanes # persons counted on overcrossing during peak summer periods % waterfront users indicating improvement success</p>
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Transportation - bicycle

52: Bikeway network

<p>Institute on-street network of bike lanes, shoulders, and sharrows to complete key connections to the waterfront, downtown, business districts, schools, parks, and other major commuter and recreational destinations.</p>	<p>Public Works Department Planning Division work Edmonds Bike Group Edmonds School District WSDOT and WSF 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>
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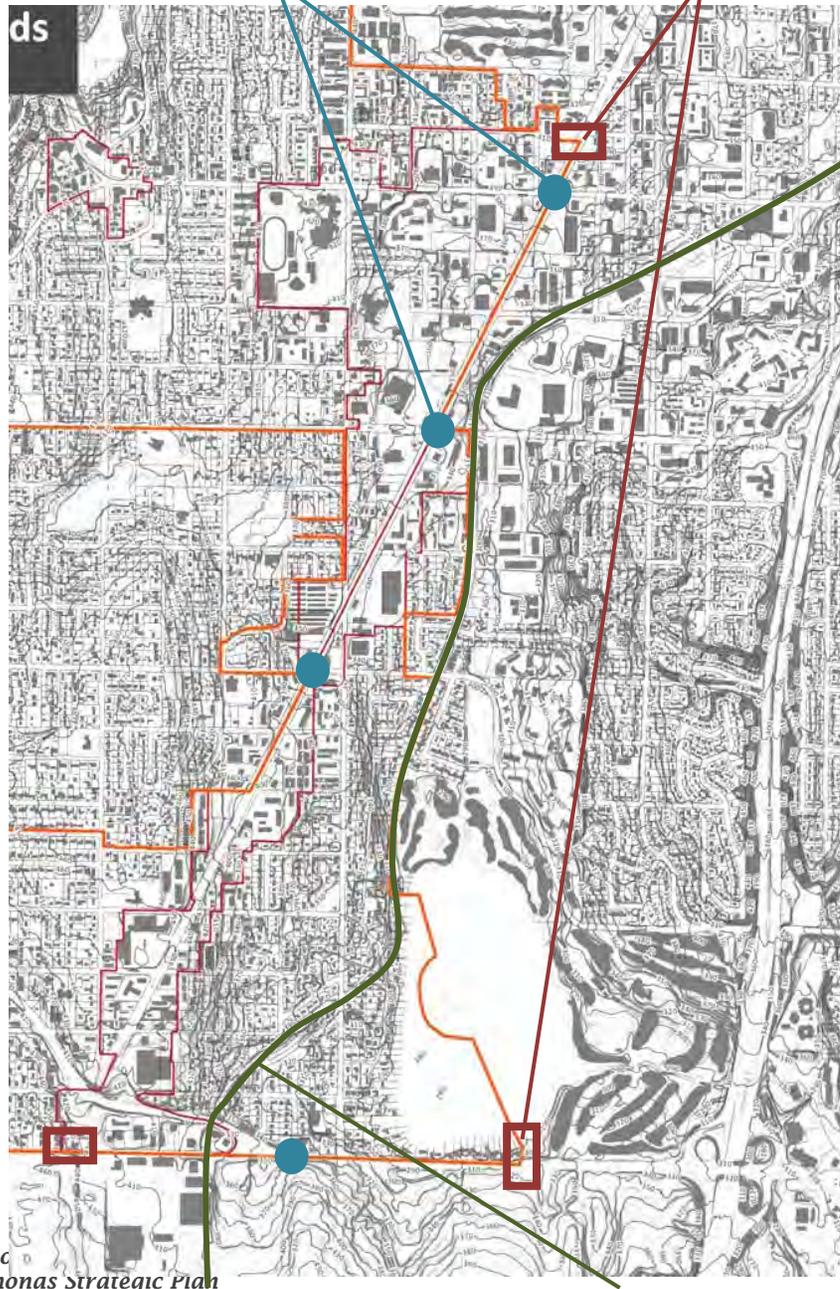
Transportation - vehicle

53: Street maintenance

<p>Create a financing strategy with which to maintain life cycle pavement conditions on city streets that is capable of generating approximately \$1,400,000 per year.</p>	<p>City Council Public Works Department WDOT Snohomish County 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>
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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>Institute a subarea plan and transportation improvement program and project to improve traffic flow, transit connections, pedestrian streetscape, and 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 WSDOT 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>
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Transportation - transit

55: Trolley

<p>Instigate a seasonal or possibly year-round rubber-tired trolley service between the waterfront and downtown, and possibly from the downtown to Community Transit’s Swift BRT transit connections in the International District on Highway 99.</p>	<p>DEMA 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>
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56: Swift BRT

<p>Enhance Community Transit’s Bus Rapid Transit (BRT) route on 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 DEMA 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>
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57: SR-104 Transit

Expand Community Transit's schedule to include hours that support Edmonds employees and residents, particularly at the waterfront, downtown, Westgate, and Highway 99 connections in the International District.	Community Transit DEMA 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
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58: Sounder Train

Increase the schedule and number of Sound Transit heavy rail trains between downtown Seattle and Edmonds to promote development of transit oriented development (TOD) at Harbor Square, the waterfront, and downtown.	Sound Transit Port of Edmonds Chamber of Commerce DEMA Community Transit WSDOT and WSF	# 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
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59: Sound Transit LINK

Develop rubber-tired 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
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60: Ferry Terminal

Pending funding and development of the long range terminal at Point Edwards, create an interim ferry waiting and loading strategy that reduces conflicts with local traffic and encourages ferry rider access to the waterfront and downtown services and amenities.	WSDOT and WSF Sound Transit Amtrak BNSF 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
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61: Intermodal Station

Develop an integrated Amtrak, Sounder, Community Transit, trolley, ferry, bike, and pedestrian transfer facility on the waterfront to promote access to Edmonds.	Sound Transit Community Transit WSDOT and WSF Amtrak Port of Edmonds Public Works Department BNSF	@ 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
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Transportation - railroad

62: BNSF

<p>Join the environmental impact assessment process in Whatcom County concerning the additional trains to the proposed coal terminal at Blaine and identify improvements in Edmonds 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 Planning Division Public Works Department WSDOT and WSF Port of Edmonds Chamber of Commerce DEMA</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>
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Governance - fiscal sustainability

64: Fiscal sustainability

<p>Implement Budgeting for Objectives (BFO) process that incorporates public input to establishing 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>
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64: NGO participation

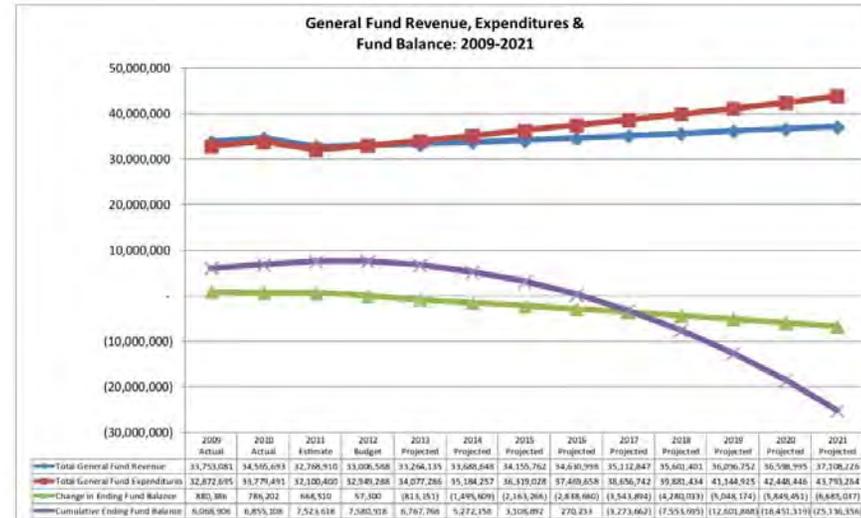
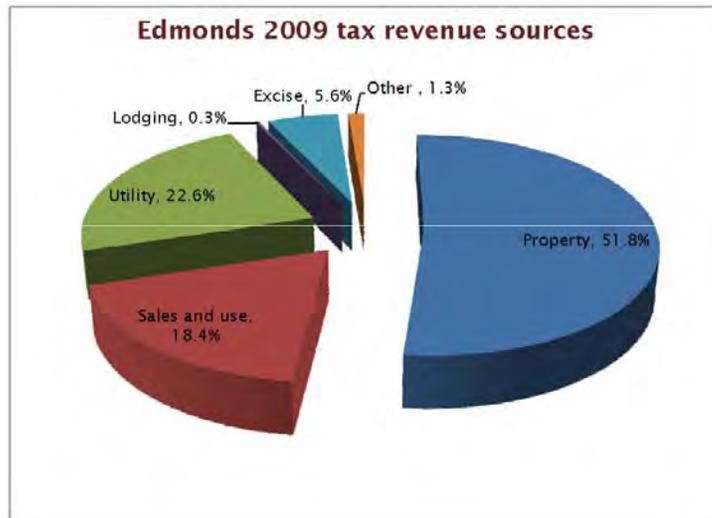
<p>Integrate nongovernmental organizations (NGOs) such as the Chamber of Commerce, DEMA, BID, and others into the operation and implementation of BFO and Strategic Plan actions.</p>	<p>Chamber of Commerce DEMA BID ECA Sustainable Edmonds Edmonds School District</p>	<p>% organizations who feel city government 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>
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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

66: View preservation

<p>Identify public and private view corridors and viewsheds in the Bowl and create appropriate view protection overlay districts, ordinances, and other measures to preserve and protect them.</p>	<p>Planning Division Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce DEMA Bowl property owners and residents</p>	<p>% of Bowl field surveyed and mapped for viewscapes @ 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>
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67: Development code

<p>Amend mixed use development standards to require higher, mixed use density in proposed urban districts, but reduce ground floor retail and people-oriented requirements to reflect market capability and desired retail corridor locations.</p>	<p>Planning Division Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce DEMA 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>
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67: Design standards

<p>Illustrate site, building, landscape, and signage design objectives using examples and form-based products to indicate public quality objectives but within a flexible procedure that recognizes innovation.</p>	<p>Planning Division 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>
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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: Review process

<p>Consolidate and simplify the review process to incorporate electronic application procedures, pre-submittal workshops, and concurrent reviews.</p>	<p>City Council Planning Division 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>
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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 IT Department Finance Department Parks & Recreation Department Planning Division 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>
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70: Access

<p>Conduct frequent town halls, public open houses, and other events at locations throughout the city to encourage public access and facilitate dialogue on policies, programs, projects, and budgets.</p>	<p>City Council Economic Development Department Finance Department Parks & Recreation Department Planning Division 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>
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71: Strategy development

<p>Extend and coordinate the implementation resources of the Edmonds Economic Development Department and Committee with other public and nonprofit organizations in the city to continue strategizing and implementing the strategic plan.</p>	<p>City Council Economic Development Department Port of Edmonds Swedish Hospital Edmonds School District Edmonds Community College International District Sound Transit Community Transit WSDOT and WSF Chamber of Commerce DEMA BID</p>	<p># of organizations involved in strategic plan implementation actions \$ combined to fund marketing, promotion actions</p>
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72: Performance results

<p>Conduct annual State of the City program, project, and budget assessments including public, customer, and business surveys to determine the effectiveness, performance, and priority of Strategic Plan actions.</p>	<p>City Council Economic Development Department Port of Edmonds Swedish Hospital Edmonds School District Edmonds Community College International District Chamber of Commerce DEMA BID Sustainable 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>
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