Strategic Action Plan

Edmonds, Washington

8 February 2013

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Overview of the Edmonds Strategic Action Plan

What is Edmonds Strategic Action Plan?

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

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

The Edmonds Strategic Action Plan is intended to integrate with other city plans including the Comprehensive Plan, Capital Facility Program (CFP), and annual city budgets to make sure they are consistent with and implement Edmonds' strategic short and mid-term objectives.

Why did/does Edmonds need a strategic action plan?

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

Who developed the Edmonds Strategic Action Plan?

Participants include elected officials, community organizations and interest groups, property and business owners, employees, business district customers, young adults, the public-at-large, and finally a random sample of registered voter households.

The City Council with the assistance of the Economic Development Commission (EDC), Planning Board (PB), city staff, and Beckwith Consulting Group (GCG) oversaw the strategic planning process and its ultimate contents.

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

A Strategic Planning Joint Committee composed of 31 representatives of the City Council, Economic Development Commission (EDC), and Planning Board (PB) hosted six public retreats or workshops during evening hours in the City Council Chambers to hear presentations by Beckwith Consulting Group. Information gathered and generated by BCG was provided prior to each retreat/workshop to review and evaluate progress on the plan's development.

Retreat #1 – was conducted on the 14th of September, 2011 and served to define objectives for the strategic planning process, review the scope of work and schedule, and define issues of interest to the members of the Joint Committee.

Retreat #2 – was conducted on the 24th of January, 2012. BCG presented and the Joint Committee reviewed/discussed Edmonds demographic and socioeconomic profile based on the results of the 2010 US Census, American Community Survey (ACS) 2005-2009, Environmental Systems Research Institute (ESRI) 2005-2015 projections, and Puget Sound Regional Council (PSRC) economic projections through 2040 and their implications to the city.

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

Retreat #4 – was conducted on the 24th of April, 2012. BCG presented and the Joint Committee reviewed/discussed the results of stakeholder focus group sessions, surveys of young adults, customers, employees, business owners, and adult residents, a public charrette, and what would be presented during an open house conducted on the 3rd of May. This was followed by BCG presenting draft potential action tasks.

Retreat #5 – was conducted on the 22nd of May, 2012. BCG presented and the Joint Committee reviewed/discussed implementation of evolving strategic plan's actions, survey results from the May 3, 2012 open house, process for the upcoming survey of registered voter households, and draft registered voter survey contents..

Retreat #6 – was conducted on the 31st of July, 2012. BCG presented and the Joint Committee

reviewed/discussed the characteristics of registered voter households and their representativeness, rank order priorities established by the results of earlier surveys, and implementation process for the strategic plan.

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

How was the public informed throughout the Edmonds strategic action planning process?

Strategic planning webpages were established on the city's website which included a calendar schedule of events, minutes, memorandums and presentation materials used for Council retreats, and results, summaries and findings from interviews, surveys, an open house, and charrettes. Additionally, throughout the process, press releases and e-mail blasts were issued to information the public about surveys and public events related to the strategic action plan process.

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

The public was offered opportunitities to participate in an extensive series of outreach events during the strategic action planning process beginning with:

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

Stakeholder opinions and suggestions helped to frame specific strategic action plan task contents and responsibilities. Focus group results are summarized in Appendix A, beginning on page A-201, and fully documented in Appendix B.

Adult residents opinions – were obtained from 681 residents using a mail-back and internet survey process. Participants were asked to rate existing conditions of City governance, employment, safety and security, education, transportation, housing market options, parks and recreation facilities, arts and cultural programs, special events, design conditions and appearances, level of development, and sustainability. Adult residents rated priorities for the types of businesses to recruit, types of households to attract, and maintenance of City buildings, infrastructure (roads, sidewalks, stormwater) and parks/recreation facilities.

Adult resident assessments helped define proposed strategic action plan tasks. Adult resident survey results are summarized in Appendix A, beginning on page A-169, and fully documented in Appendix C.

Business owner opinions – were obtained from 219 business owners using a mail-back survey process. Participants were asked how long their business has existed, about business profiles, labor force characteristics, market conditions, existing and projected trade area and customer profiles, in addition to rating the existing image of, and conditions in, Edmonds, types of businesses to recruit, marketing and promotion programs, City/Port/Chamber development efforts, planning priorities for possible economic development actions, and interest in participating in the implementation of the strategic action plan.

Business owner opinions helped define strategic action plan tasks, particularly those dealing with business district development and development regulations. Business owner survey results are summarized in Appendix A, beginning on page A-148, and fully documented in Appendix D.

Employee opinions – were obtained from 86 employees using a mail-back and internet survey process. Participants were asked to rate their concerns about employment opportunities, transportation, and housing market conditions, use of city and business facilities, and reasons by nonresidents for not living in Edmonds.

Employee opinions helped define strategic action plan tasks, particularly those dealing with housing and transportation. The employee survey results are summarized in Appendix A, beginning on page A-127, and fully documented in Appendix E.

Customer opinions – were obtained from 484 customers using a mail-back and internet survey process. Participants were asked to rate their concerns about shopping behaviors in Edmonds versus competitive city business districts and regional malls, where they are most likely to shop for specific goods and services, what factors affect a decision to not purchase in Edmonds, ratings of Edmonds conditions, and

use of Edmonds facilities, e.g., parks, trails, Senior Center, Edmonds Center for the Arts, etc.

Customer opinions helped define strategic action plan tasks, particularly those dealing with business district development, transportation, and arts and culture. The customer survey results are summarized in Appendix A, beginning on page A-111, and fully documented in Appendix F.

Young adult opinions – were obtained from 119 young adults using a mail-back and internet survey process. Participants were asked to rate their concerns about activities they currently participate in, activities they would like to participate in, the kind of public service or community activity of interest, employment interests, the best way of communicating with peers, how conditions in Edmonds rate, whether they would recommend Edmonds to others, and plans or not for living in Edmonds in the future.

Young adult opinions helped define strategic action plan tasks, particularly those dealing with young adult outreach, employment, and community service opportunities. The young adult survey results are summarized in Appendix A, beginning on page A-100, and fully documented in Appendix G.

Public charrettes – were conducted with 140 people participating on the 14th and 19th of March, 2012 at the Edmonds Conference Center. 10 young adults attend a third charrette held on the 30th of April, 2012 at the Edmonds-Woodway High School. Charrette participants expressed their likes and dislikes about Edmonds in general, identified priorities, results, and measurements related to the highest priority topics identified from the results of the stakeholder focus groups sessions, and surveys of adult residents, business owners, employees, customers, and young adults.

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

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

The results of the open house refined the proposed action tasks included in a draft strategic plan. The open house results are summarized in Appendix A, beginning on page A-212, and fully documented in Appendix I.

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

Registered voter household priorities refined the final priorities assigned to the strategic action plan tasks and task scheduling. The registered voter household survey results are summarized in Appendix A, beginning on page A-296, and fully documented in Appendix J.

Public hearings – As part of finalizing the draft Strategic Action Plan, a joint meeting between the Planning Board and Economic Development Commission took place on January 23, 2013. During the meeting, BCG presented information on the contents of a nearly final draft Strategic Action Plan including all task proposals, priorities, lead and participant responsibilities, schedules, and performance measures. Based on feedback from Planning Board, Economic Development Commission members, City staff, Council members and others, the plan was revised and the contents of a final draft Strategic Action Plan was presented by BCG to the City Council on April 2, 2013.

Summary of public outreach events

Event	Documentation	Nmbr
Stakeholder Focus group sessions	20 focus group sessions – Appendix B	96
Adult resident survey	mail-back and internet – Appendix C	681
Business owner survey	mail-back survey – Appendix D	219
Employee survey	mail-back and internet – Appendix E	86
Customer survey	mail-back and internet – Appendix F	484
Young adult survey	mail-back and internet – Appendix G	119
Charrettes	2 adult and 1 youth – Appendix H	150
Open house	hand-back and internet – Appendix I	213
Voter household survey	random sample controlled mail-back and internet – Appendix J	466
Total	**Nmbr of Participants**	**2,514**

Note – participation includes some multiple events per person

Who defined the Strategic Action Plan tasks?

Public input from the focus group sessions, surveys, and charrettes were used to help define actions that are desired to be accomplished within the city regardless of who would be the implementing agent.

What action task priorities and how was the Edmonds Strategic Action Plan process used to identify them?

Public input, the results of the registered voter household survey in particular, identified and determined the priority of all 66 specific tasks included in this Strategic Action Plan.

Priorities were defined for each specific task from the results of the statistically representative phone/internet survey where the survey participants ranked proposals on a scale of 1 to 5 where 1 was the lowest and 5 the highest priority.

During presentations at public retreats/workshops, the rating scores were grouped into, and presented as, 1-2 (very low and low), 3 (neutral), 4-5 (high and very high) The groupings below were created using the percentage results from the random sampling registered voter survey. Example: Plan actions where the combined percentages of 4 (high) and 5 (very high) range from 50-60% are categorized as Very High below. Plan actions where the combined percentages of 4 and 5 range from 40-49% are categorized as Moderate-High below, etc.

Very High (VH)	68%-50%
Moderate-High (MH)	49%-40%
Moderate-Low (ML)	39%-32%
Low (L)	32%-21%
Very Low (VL)	21%-13%

What are Edmonds Strategic Action Plan's objectives and related action tasks?

The Edmonds strategic action planning process identified 66 specific tasks. Using the categories above, the plan actions have been ranked in order of priority from very highest (VH), to moderately high (MH), moderately low (ML), low (L), to very lowest (VL) within 5 overall Strategic Objectives.

In September of 2012, BCG presented a draft proposal to place the 66 proposed plan actions under 10 Strategic Objectives categories, e.g., "We want full, local, sustainable employment for all Edmonds residents! (Employment)", "We want functional, viable, energetic business districts! (Economic Development)". Upon Review by the Strategic Action Plan Sub-committee, a recommendation was sent to BCG to create instead five broader overall strategic objectives (no changes were made to the plan actions themselves). BCG reviewed the recommendation and expressed support and included five strategic objective categories... each of which are following by the plan actions relating to each.

Strategic Objective 1: Create economic health, vitality & sustainability – diversify and stabilize the Edmonds economy to achieve sustainability for businesses, employment, and commercial services; create quality mixed use development within Edmonds business districts in ways that preserve and conserve the city's unique heritage and natural context.

1a	Foster dynamic/diverse economy
1a.1	Economic sustainability (VH)
1a.2	Marketing business districts (VH)
1a.3	Interim storefronts (VH)
1a.4	Promotion for business development (VH)
1a.5	Business outreach (VH)
1a.6	Design of storefronts (MH)
1a.7	Mixed use standards for the International District (MH)
1a.8	Mixed use standards for ground floor

	retail requirements (ML)
1a.9	Mixed use standards for Westgate (ML)
1a.10	Mixed use standards for the downtown/waterfront (ML)
1a.11	Mixed use standards for Perrinville (L)
1a.12	Mixed use standards for Firdale Village (L)
1a.13	Mixed use standards for 5 Corners (L)
1a.14	Mixed use standards for other commercial districts (L)
1b	**1b: Take advantage of special/unique characteristics of areas**
1b.1	Health and medical industries (VH)
1b.2	High tech industries (VH)
1b.3	Harbor Square (VH)
1b.4	Shoreline/waterfront (VH)
1b.5	Antique Mall (VH)
1b.6	Swedish Hospital (VH)
1b.7	Organization Main Street (H)
1b.8	International District (ML)
1b.9	Financing (BID) (ML)
1b.9	Car dealerships (VL)
1c	**Enhance economic and employment opportunities**
1c.1	Employment for youth (VH)
1c.2	Participation for youth (VH)
1c.3	Database for business recruitment (ML)
1d	**Build on the community's heritage, natural resources, and livability to promote Edmonds as a tourism destination**
1d.1	Design for arts and culture (L)
1d.2	Marketing for arts and culture (L)
1e	**Effectively develop, market, and promote the City's arts and cultural heritage and brand (Arts & Culture)**
1e.1	Organization for arts and culture (MH)
1e.2	Promotion for arts and culture (MH)
1e.3	Edmonds Center for the Arts - ECA (MH)
1e.4	4th Ave Cultural Corridor (MH)
1e.5	Artists live/work (L)
1e.6	Art and history walking tours (L)
1e.7	Fine arts museum (L)
1f	**Promote a permit and licensing process to promote business recruitment, expansion, and retention**
1f.1	Economic incentives (MH)

Strategic Objective 2: Maintain, enhance, and create a sustainable environment – focusing on the sustainability of natural systems and processes in Edmonds.

2a	**Build a community that balances environmental protection, economic health, and social needs**
2a.1	Recycling (VH)
2a.2	Farmers/Public Market (VH)
2a.3	Stormwater at SR-104 and Dayton (VH)
2a.4	Native habitat (MH)
2a.4	Stormwater for the flooding of Lake Ballinger (MH)
2a.5	Energy (MH)
2a.5	Food production (MH)
2a.6	Stormwater and habitat along Willow Creek (ML)
2a.7	Stormwater and habitat in a green features code (ML)
2a.8	Coordination of environmental outreach (L)

Strategic Objective 3: Maintain and enhance Edmonds' community character and quality of life – conserving and enhancing community activities/facilities and recreational amenities that service and define the city, and that support residents needs, e.g., housing, and interests.

3a.1	3a.1 Senior Center rehabilitation (VH)
3a.2	3a.2 Downtown restrooms (VH)
3a.3	3a.3 Anderson Center (VH)
3a.4	3a.4 Greenways and Parks (VH)
3a.5	3a.5 Activities for youth (VH)
3a.6	3a.6 Yost Pool financing (VH)
3a.7	3a.7 Public view preservation (MH)
3a.8	3a.8 Yost Pool improvement (ML)
3a.9	3a.9 Civic Field (ML)
3a.10	3a.10 Design standards (ML)
3a.11	3a.11 Diversify housing options (ML)
3a.12	3a.12 Affordable housing (L)
3a.13	3a.13 Woodway athletic fields (L)
3a.14	3a.14 Dog Park relocation (L)
3a.15	3a.15 Senior Center relocation (VL)

Strategic Objective 4: Develop and maintain a transportation and infrastructure system to meet current and future demand – providing multimodal balance and integration of pedestrians, bicycles, vehicles, transit, railroads, and the ferry system.

4a	**Build a community that balances environmental protection, economic health, and social needs**
4a.1	BNSF Railroad coal trains (VH)
4a.2	Street maintenance (VH)
4a.3	Walkways (VH)
4a.4	Sounder Train (MH)
4a.5	Sound Transit Link (MH)
4a.6	Trails (MH)
4a.7	Highway 99 enhancement (MH)
4a.8	Intermodal Station development (MH)
4a.9	Waterfront connection (MH)

4a.10	Ferry Terminal loading strategy (MH)
4a.11	Crosswalks (ML)
4a.12	SR-104 transit service (ML)
4a.13	Bikeway network (L)
4a.14	Shuttle service between downtown and Highway 99 (L)
4a.15	Swift Bus Rapid Transit – SBRT (L)
4a.16	Shuttle service between the waterfront and downtown (L)
4b	**Provide quality services, facilities, and infrastructure**
4b.1	Provide quality services, facilities, and infrastructure

Strategic Objective 5: Provide responsible, accountable, and responsive government – expanding outreach and communication, creating sustainable fiscal strategies, and joint venturing with other local public and nonprofit partners.

5a	**Provide efficient and effective delivery of services**
5a.1	Fiscal sustainability (VH)
5a.2	Permitting process (VH)
5a.3	Assess performance results (VH)
5a.4	Strategy development for public/private investments (VH)
5as.5	Non-governmental organization (NGO) participation (MH)
5a.6	Fiscal sustainability for funding Parks and Recreation (MH)
5b	**Promotion and encouragement of an active and involved community**
5b.1	Public access (MH)
5b.2	Public communication (MH)
5c	**Ensure a safe and secure environment for residents, businesses, and visitors**
5c.1	Safe and secure environment (VH)

The five strategic objectives listed above and the 66 related specific action tasks involved in realizing the strategic objectives are described in more detail within the following sections of this document.

What are the financial implications of the action task priorities?

The plan action tasks, including some where the City serves as the lead, may not compete for the same source of funds. Many of the action tasks will be accomplished by parties with funds other than Edmonds including the Port of Edmonds, Washington State Department of Transportation, Sound Transit, and Chamber of Commerce, among others.

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

What do the priorities signify?

Voters that partipated in the random sampling survey, expressed their opinions on the overall priority of each and all actions on a citywide basis to be accomplished within the next 10 years regardless of who will be the implementing agent or the source of financing.

How will the City of Edmonds use the priorities for city actions?

Where the city is identified as the lead agent, the priorities could be used in a Budget for Objectives (BFO) process to help in determining how Edmond's limited financial and staff resources could be budgeted or allocated.

Will the action tasks be accomplished in rank order?

Not likely, nor should that be an objective. Some of action tasks will require lead times necessary to form participant groups, secure outside funding, conduct environmental reviews, etc. Consequently, even if a task is a high priority, it may take a number of months or years to fully initiate and achieve results.

In actuality, most action task priorities will be opportunistic rather than rank ordered. The overall goal is to achieve all proposed action tasks as soon as each action is feasible and accomplishable.

Should a low priority task be ignored or deferred?

Not if the lead agent is able to implement or the task is primed for implementation. The Strategic Action Plan is intended to be implemented on an opportunistic and multifaceted basis, i.e., lead agents and participants should/can look for ways to implement as many community desired actions and involve as many participant interests in the community as possible....as events and circumstances allow.

Therefore, if a low priority action has a sponsor and funds, it could be accomplished by the sponsor with the support of the community so long as the task action does not interfere with accomplishing higher priority task actions.

Should the list of action tasks be reduced or tasks eliminated?

It is not necessary to eliminate an action if it scores a moderate-low to very low priority if there is an interest group willing to take the lead and implement the action without unduly using city funds or resources.

The Strategic Action Plan is holistic defining all actions city residents wish to see, at this particular point in time, accomplished within the next 6-10 years without limitations on who or which entity would serve as lead agent or participant to implement or fund them.

Who are the participants and how were they determined?

Participant lists include all parties who may be affected by an individual action task. The lists were created using information provided during focus group sessions, survey comments, open house, charrettes, and by the consultants and Strategic Action Plan sub-committee.

Who are the lead agents?

Lead agents are assumed to be the primary implementing party or parties; .. In some instances the lead agent may be the authorizing or approving agent – as in City Council.

How were lead agents identified?

In some instances, lead agents were self-selected based on the actions they proposed during the focus group sessions, survey comments, or charrettes. In other instances, lead agents are presumed to be the most likely party that has the predominant interest and benefit in the action, and the resources with which to accomplish or facilitate the action.

How are lead agents distributed between the City and other entities/agents?

Though Edmonds elected officials and staff are involved in a large number of action tasks, they are not the lead or primary implementing party in a large number of them, e.g., business district development, arts and culture, hospital, etc.

What non-City lead agents have been identified?

There are a large number of non-City lead agents including the Port of Edmonds, WSDOT, Sound Transit, nongovernmental organizations (NGOs) such as Downtown Edmonds Merchants Association, and the Chamber of Commerce who have authority, responsibility, or benefit from an action task for which they are listed as lead.

Will additional organizations be required to implement the Strategic Action Plan?

It could, depending on who the participants and the lead agents determine will be most effective and representative of the costs and benefits.**What will result if a lead agent is not interested or able to facilitate an action task accomplishment?**

Then the lead agent designation and responsibilities could pass to another interested party or parties or the action will not be accomplished.

What does complexity mean?

Complexity refers to the degree of ease or difficulty that may be involved in implementing each action task. Low complexity tasks may involve a single implementing agent following a simple process. High complexity tasks may involve multiple agents, including where Edmonds is not the lead or the authorizing agent, and a complex process that involves public participation, Environmental Impact Statements, permits, hearings, and other procedures.

Who determined complexity?

A Strategic Action Plan subgroup made up of members from the City Council, Planning Board and Economic Development Commission in addition to City staff determined the complexity assessments ranging from low, moderate, high, and very high.

What do months mean?

Months refer to the probable production time involved in implementing an action task accounting for the specific steps involved in implementing an action task and its degree of complexity. An ongoing entry indicates the action task is a continuous activity.

Who determined months?

A Strategic Action Plan subgroup made up of members from the City Council, Planning Board and Economic Development Commission in addition to City staff determined the probable number of months that would be involved in each task.

How do months relate to an implementation schedule?

The Strategic Action Plan defines the action tasks desired to be implemented within the next 6-10 years. The schedules shown assume each task would be initiated as soon as possible and extend through the number of months assigned to the task.

In reality, actual schedules will depend on the lead agent, how many other tasks they are responsible for, complexities involved in the implementation of each task, when funding is available, and other opportunistic variables.

What are performance measures and what function do they serve?

Performance measures are indicators or benchmarks by which to measure the progress and effectiveness of implementating each action task. A low score on a performance measure indicates the action task is not achieving the desired result and may need to be reassessed or revised to achieve the results listed in the performance measure.

How were performance measures determined?

Performance measures were defined by existing city benchmarks, comparison with benchmarks from other cities, and from objective parameters defined by the nature of the action task function.

How will performance measures be gauged?

Some performance measures are objective measurements, i.e., the number of tons recycled per year, miles to the nearest park, etc.

Others depend on community surveys where the public indicates the degree to which they are satisfied with various conditions – such as perception of safety, access to jobs, satisfaction with appearances, etc.

Will the Strategic Action Plan be updated?

This Strategic Action Plan defines key objections, tasks, responsibilities, schedules, performance measures, and other particulars for the next 6-10 years and could be updated concurrent with updates to the Comprehensive Plan, Capital Facilities Program (CFP), and annual budgets.

However, should an unforeseen event arise that might necessitate an update, the Strategic Action Plan can be updated if and when City Council deems necessary.

What needs to be done to initiate the Strategic Action Plan?

Finalize the draft document and complete Council hearings - review and confirm action task lead agents, participating parties, complexity, months, schedules, performance measures, and other particulars with which to initiate action

Confirm lead agents and participants - assign the action tasks to the lead agents and work with them, city included, in formulating detailed contents, schedules, funds, and other particulars. Where necessary, create new ad hoc groups to take the lead on tasks involving multiple lead agents and interests.

Coordinate with other city, public agencies, and NGO programs - update city documents including the Comprehensive Plan, CFP, Annual Budgets, and other agency and NGO plans, projects, and programs to reflect the strategic objectives, action tasks, and performances defined in the Strategic Action Plan,

Monitor performance and adjust particulars as necessary - score and evaluate performance of each lead agent and participants on the accomplishment of the action tasks using the performance evaluation measures or benchmarks to make adjustments, revise approaches, and other particulars.

Strategic Objective 1: Create economic health, vitality & sustainability
1a: Foster dynamic/diverse economy

Action 1a.1 (4): Economic sustainability

Lead	Rank	Complexity	Months
Economic Development Department **Port of Edmonds** **Chamber of Commerce**	**Very high**	Low	On-going

Strategic objective	Participants
Recruit businesses that employ technical, professional, and managerial skills offered by Edmonds residents to facilitate live/work sustainability in Edmonds.	Downtown Edmonds Merchants Assn Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers

Implementation schedule	2013	2014	2015	2016	2017	2018+
Economic sustainability						
Potential performance measures						
% of overall technical (high tech, nursing, etc) jobs within Edmonds						
% of overall professional (lawyers, accountants, doctors) jobs within Edmonds						

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

Lead	Rank	Complexity	Months
Economic Development Department **Port of Edmonds** **Chamber of Commerce**	**Very high**	Low	Ongoing

Strategic objective	Participants
Identify and recruit retailers to fill critical gaps in retail sales and services such as basic needs (clothing downtown, professional services) within the business districts of downtown, Westgate, Firdale Village, 5-Corners, and Perrinville, as well as larger department stores and specialty retailers on Highway 99.	Downtown Edmonds Merchants Assn International District Edmonds property owners Edmonds brokers Edmonds Downtown BID

Implementation schedule	2013	2014	2015	2016	2017	2018+
Marketing – business districts						
Potential performance measures						
# new retail businesses established						
% increase in retail sales overall						

Spaceworks Tacoma

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

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

http://spaceworkstacoma.wordpress.com/

spaceworks tacoma

Action 1a.3 (13): Interim storefronts

Lead	Rank	Complexity	Months
Economic Development Department **Downtown Edmonds Merchants Assn**	**Very high**	Low	Ongoing

Strategic objective	Participants
Encourage temporary artist exhibits or similar uses in vacant storefronts or buildings in order to provide visual interest and activity while the building is being marketed for a future tenant or owner.	Cultural Service Division Chamber of Commerce Edmonds Downtown BID Edmonds Business Owners Edmonds Property Owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Interim storefronts						
Potential performance measures						
# empty storefronts filled with temporary exhibits per year						
% temporary tenants become permanent tenants						

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

Lead	Rank	Complexity	Months
Downtown Edmonds Merchants Assn **Chamber of Commerce**	**Very high**	Medium	Ongoing

Strategic objective	Participants
Initiate and expand retail sales and other events and activities including sidewalk cafes and vendors within the business districts of downtown, Westgate, Firdale Village, 5-Corners, Perrinville and Highway 99.	Edmonds Downtown BID

Implementation schedule	2013	2014	2015	2016	2017	2018+
Promotion – business development						
Potential performance measures						
# retail oriented events per year in each business district						
# customers participating in events						
# of merchants participating in events						
$ sales and sales tax revenue generated by events						

Action 1a.5 (2): Business outreach

Lead	Rank	Complexity	Months
Economic Development Department **Port of Edmonds** **Chamber of Commerce**	**Very high**	Low	Ongoing

Strategic objective	Participants
Integrate City, Port, Chamber, Edmonds Community College, Edmonds School District, and private business efforts and communications for the benefit of economic recruitment.	Downtown Edmonds Merchants Assn Edmonds Community College Edmonds School District Edmonds property owners Edmonds commercial brokers Downtown Edmonds BID

Implementation schedule	2013	2014	2015	2016	2017	2018+
Business outreach						
Potential performance measures						
# of business recruited as a result of collective efforts						
# programs initiated related to business recruitment						

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

Lead	Rank	Complexity	Months
Edmonds Chamber of Commerce **Downtown Edmonds Merchants Assn**	**Mod-high**	Low-medium	1-36

Strategic objective	Participants
Develop a process to identify ways to enhance retail storefronts within the business districts of downtown, Westgate, Firdale Village, 5-Corners, Perrinville and Highway 99. For example, this could include identifying competitive grants and low cost loan programs.	Economic Development Department Edmonds Downtown BID Business owners Edmonds banks and savings

Implementation schedule	2013	2014	2015	2016	2017	2018+
Design - storefronts						
Potential performance measures						
# rehabilitated/enhanced storefronts and building projects						
# new façade, sign, window display projects						
% customers rate appearances as good and high quality						
% businesses rate appearances as good and high quality						

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

Lead	Rank	Complexity	Months
Development Services Department **Highway 99 Task Force**	**Mod-high**	Medium-high	12-36

Strategic objective	Participants
Amend mixed use development standards to allow higher, mixed use density in the Highway 99 area.	City Council Planning Board Architectural Design Board Chamber of Commerce Swedish Hospital Property owners Developers Business owners Economic Development Commission

Implementation schedule	2013	2014	2015	2016	2017	2018+
Development regulations						
Potential performance measures						
#permits applied for following adoption of new development standards						
#projects constructed incorportating a mix of uses following adoption of new development standards						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

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

Lead	Rank	Complexity	Months
Development Services Department	**Mod-low**	Medium	1-24

Strategic objective	Participants
Address ground floor retail requirements to reflect demand in different retail corridors and locations.	City Council Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Economic Development Commission I Property owners Developers

Implementation schedule	2013	2014	2015	2016	2017	2018+
Development regulations						
Potential performance measures						
#projects that include ground floor retail						
%increase/decrease of retail square footage						
% participants rating requirements, standards to be relevant						

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

Lead	Rank	Complexity	Months
Development Services Department	**Mod-low**	Medium-high	1-12

Strategic objective	Participants
Amend mixed use development standards to allow higher, mixed use density in the Westgate area.	City Council Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Property owners Developers Business owners Economic Development Commission

Implementation schedule	2013	2014	2015	2016	2017	2018+
Development regulations						
Potential performance measures						
# permits applied for following adoption of new development standards						
% projects constructed incorporating a mix of uses following adoption of new development standards						
%						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

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

Lead	Rank	Complexity	Months
Development Services Department	**Mod-low**	Medium-high	24-36

Strategic objective	Participants
Amend mixed use development standards to allow higher, mixed use density in the Downtown/Waterfront area.	City Council Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Property owners Developers Business owners Economic Development Commission Senior Center

Implementation schedule	2013	2014	2015	2016	2017	2018+
Development regulations						
Potential performance measures						
# permits applied for following adoption of new development standards						
# projects constructed incorporating a mix of uses following adoption of new development standards						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

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

Lead	Rank	Complexity	Months
Development Services Department	**Low**	Low	12-24

Strategic objective	Participants
Amend mixed use development standards to allow higher, mixed use density in the Perrinville area.	City Council Planning Board Architectural Design Board Chamber of Commerce Property owners Developers Economic Development Commission

Implementation schedule	2013	2014	2015	2016	2017	2018+
Development regulations						
Potential performance measures						
# permits applied for following adoption of new development standards						
# projects constructed incorporating a mix of uses following adoption of new development standards						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

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

Lead	Rank	Complexity	Months
Development Services Department	**Low**	Low	Complete

Strategic objective	Participants
Amend mixed use development standards to allow higher, mixed use density in the Firdale Village area.	City Council Planning Board Architectural Design Board Chamber of Commerce Property owners Developers Business Owners Economic Development Commission

Implementation schedule	2013	2014	2015	2016	2017	2018+
Development regulations						
Potential performance measures						
# permits applied for following adoption of new development standards						
# projects constructed incorporating a mix of uses following adoption of new development standards						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

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

Lead	Rank	Complexity	Months
Development Services Department	**Low**	Medium-high	1-12

Strategic objective	Participants
Amend mixed use development standards to allow higher, mixed use density in the Five Corners area.	City Council Planning Board Architectural Design Board Chamber of Commerce Property owners Developers Business owners Economic Development Commission

Implementation schedule	2013	2014	2015	2016	2017	2018+
Development regulations						
Potential performance measures						
# permits applied for following adoption of new development standards						
# projects constructed incorporating a mix of uses following adoption of new development standards						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

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

Lead	Rank	Complexity	Months
Development Services Department	**Low**	Low	12-36

Strategic objective	Participants
Amend mixed use development standards to allow higher, mixed use density in the commercial districts.	City C ouncil Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn Swedish Hospital Property owners Developers Business owners Economic Development Commission

Implementation schedule	2013	2014	2015	2016	2017	2018+
Development regulations						
Potential performance measures						
# permits applied for following adoption of new development standards						
# projects constructed incorporating a mix of uses following adoption of new development standards						
# variances sought since code update						
# issues taken to Hearing Examiner, Council, courts since code update						

Strategic Objective 1: Economic Health, Vitality & Sustainability
1b: Take advantage of special/unique characteristics of areas

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

Lead	Rank	Complexity	Months
Economic Development Department **Swedish Hospital**	**Very high**	Low	Ongoing

Strategic objective	Participants
Retain and recruit businesses that support and can expand health related services and products within the general area of Swedish Hospital Edmonds.	Chamber of Commerce Edmonds Community College Edmonds School District Edmonds property owners Edmonds commercial brokers Business owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Health and medical industries						
Potential performance measures						
# Swedish Hospital and related employees						
# businesses who locate in Edmonds citing Swedish Hospital						
# new employees involved in new health related businesses						

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

Lead	Rank	Complexity	Months
Economic Development Department **Chamber of Commerce** **Port of Edmonds**	**Very high**	Medium	Ongoing

Strategic objective	Participants
Retain and recruit businesses that depend on, and can take advantage of, Edmonds superior fiber optics capability.	Edmonds Community College Edmonds School District Edmonds property owners Edmonds commercial brokers Edmonds Community Technolgy Committee Economic Development Commission

Implementation schedule	2013	2014	2015	2016	2017	2018+
Tech/Design/Medical industries						
Potential performance measures						
# new businesses defined as tech/design/medical, etc. attracted to locate in Edmonds as result of fiber optic service						

Action 1b.3 (20): Harbor Square

Lead	Rank	Complexity	Months
City of Edmonds **Port of Edmonds**	**Very high**	High	1-120

Strategic objective	Participants
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.	Economic Development Department Development Services Department Public Works Department Parks & Recreation Department Citizens Community Transit Sound Transit Friends of Edmonds Marsh Waterfront property and business owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Harbor Square						
Potential performance measures						
@ date Council approves a Harbor Square Master Plan						
@ date Council approves a site development agreement						
# of public benefits and amenities resulting from implementation of a new Harbor Square Master Plan						
# developers recruited submitting RFPs post adoption of a Harbor Square Master Plan						
# projects constructed incorporating following adoption of a Harbor Square Master Plan						
% public indicating Port's implementation of plan is successful						

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

Lead	Rank	Complexity	Months
Economic Development Department **Development Services Department** **City Council** **Port of Edmonds**	**Very high**	Medium	12-60

Strategic objective	Participants
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.	Citizens Public Works Department Parks & Recreation Department WA State Ferries (WSF) WA Department of Ecology BNSF Railroad Edmonds Senior Center Edmonds Yacht Club Waterfront property and business owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Shoreline/waterfront						
Potential performance measures						
@ date shoreline/waterfront planning process completed						
% property and business owners participating in plan						
# residents participating in plan development						
# catalytic projects identified – that are accomplished post adoption of a plan						
% property, business, residents indicating plan priorities have been accomplished annually and within 5 years						

Action 1b.5 (21): Antique Mall aka Salish Crossing

Lead	Rank	Complexity	Months
Property Owners **Economic Development Department** **Port of Edmonds**	**Very high**	Medium-high	1-36

Strategic objective	Participants
Encourage packaging the Safeway/Antique Mall aka Salish Crossing and nearby properties for the purpose of enhancing redevelopment opportunities of this significant gateway site.	City Council Cultural Service Division Development Services Department Public Works Department Parks & Recreation Department Antique Mall aka Salish Crossing owners Edmonds Senior Center Community Transit Sound Transit BNSF Railroad WSDOT and Washington State Ferries Developers

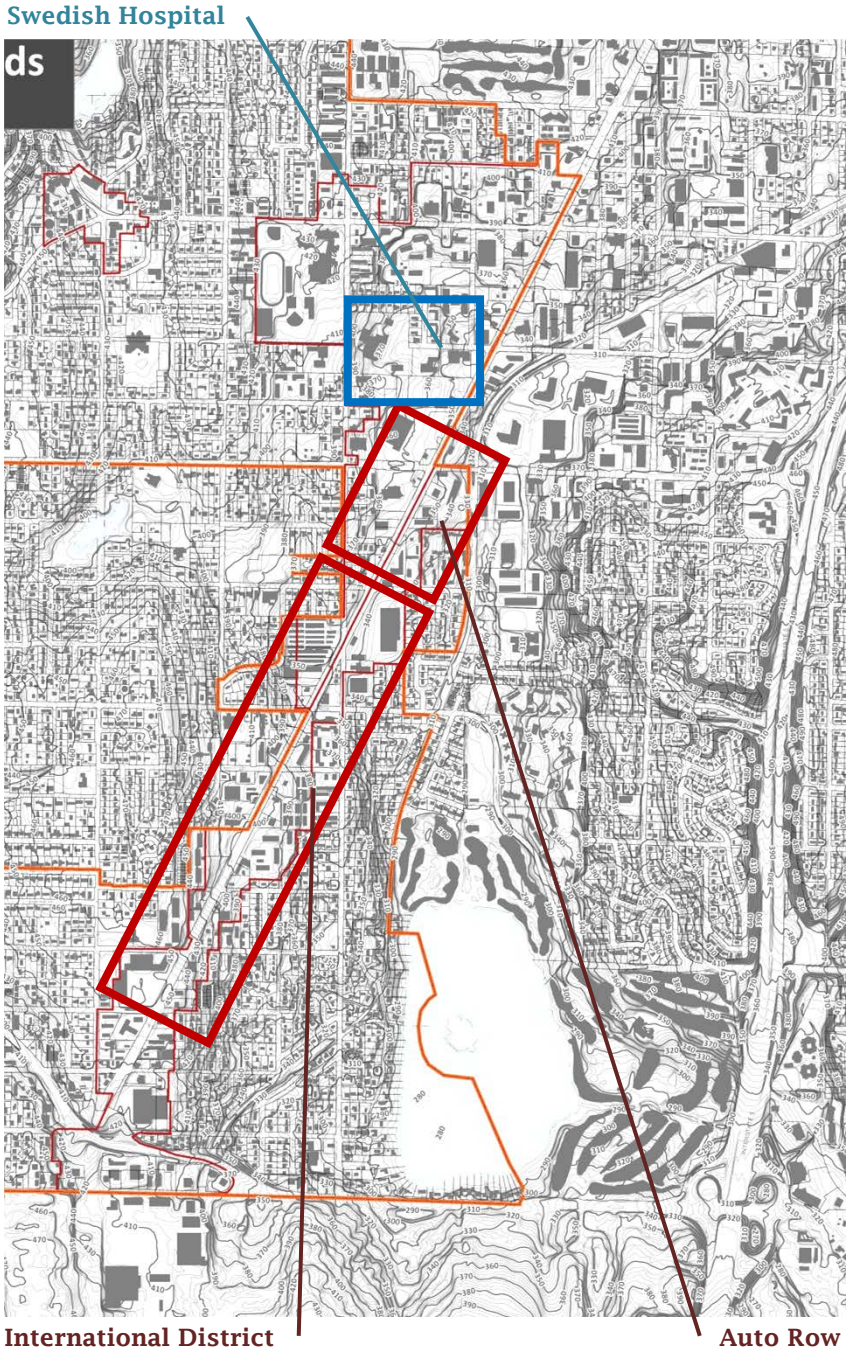
Implementation schedule	2013	2014	2015	2016	2017	2018+
Antique Mall						
Potential performance measures						
@ date properties are successfully packaged						
% public indicating process is successful as a result of post packaging development						

Action 1b.6 (23): Swedish Hospital

Lead	Rank	Complexity	Months
Swedish Hospital **Development Services Department**	**Very high**	High	12-36

Strategic objective	Participants
Update the Hospital District master plan to meet hospital needs while mitigating impacts to adjacent nonmedical land uses.	City Council Planning Board Highway 99 Task Force Health & Wellness Center Aldercrest Health & Rehab Center Economic Development Department Econcomic Development Commission Public Works Department Community Transit WSDOT Property owners and residents

Implementation schedule	2013	2014	2015	2016	2017	2018+
Swedish Hospital						
Potential performance measures						
@ date city initiates master planning process						
# residents and organizations involved in process						
@ Council adopts development criteria						
# quality developers recruited						
% public indicating process is successful						



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

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

Lead	Rank	Complexity	Months
Economic Development Department **Chamber of Commerce** **Downtown Edmonds Merchants Assn**	**Mod-high**	Low	1-24

Strategic objective	Participants
Institute the "Main Street" Program 4-Point approach which includes economic restructuring, promotion, design and organization for the downtown and Highway 99 business districts.	Edmonds Downtown BID Business owners Institutions

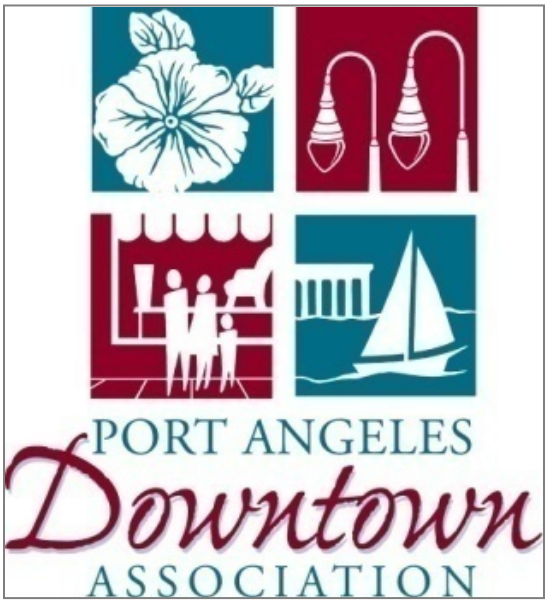
Implementation schedule	2013	2014	2015	2016	2017	2018+
Organization – Main Street						
Potential performance measures						
@ Main Street approach adopted in each business district						
# of merchants and businesses participating in Main Street						
% of all eligible merchants and businesses participating in Main Street program						
% participating members rating program and events to be productive						

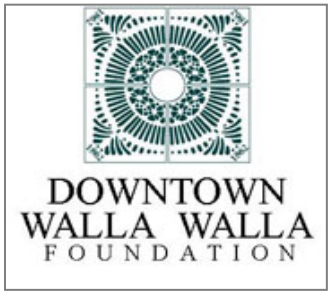
Action 1b.8 (22): Highway 99 International District

Lead	Rank	Complexity	Months
Business Owners **Development Services Department** **Economic Development Department** **Cultural Services Department** **Property Owners**	**Mod-low**	Medium-high	21-26

Strategic objective	Participants
Create a plan and design theme for this unique area, initiate promotional events and activities, and recruit additional anchors or destination stores.	City Council Highway 99 Task Force Economic Development Commission Public Works Department Parks & Recreation Department Community Transit WSDOT Developers Property Owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Highway 99 International District						
Potential performance measures						
@ International District property and business owner organization established						
@ planning process initiated						
# residents and organizations involved in process						
@ Council adopts plan						
# plans projects completed within 1-5 years of adoption						
% property and business owners satisfied with results						
$ increase in retail sales and retail sales tax revenues						
% increase in property values and property tax revenue						





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

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

The Washington State Downtown Revitalization/Main Street Program (WSMP) - has been helping communities revitalize the economy, appearance, and image of downtown commercial districts using the Main Street Approach since 1984.
www.mainstreet.org
www.downtown.wa.gov

Action 1b.9 (12): Financing

Lead	Rank	Complexity	Months
Edmonds Downtown BID **City Council**	**Mod-low**	Medium	Ongoing

Strategic objective	Participants
Create a downtown Business Improvement District (BID) to benefit properties and businesses for the purpose of instituting marketing, design, and promotional activities within the downtown business district.	Economic Development Department Finance Department Downtown Edmonds Merchants Assn Chamber of Commerce

Implementation schedule	2013	2014	2015	2016	2017	2018+
Financing						
Potential performance measures						
@ date Council adopts BID						
$ raised by BID						
# programs or projects funded by BID revenue						
% BID revenue obtained by leveraging against other funding sources						
% businesses attending annual BID members meetings						

Action 1b.10 (7): Car dealerships

Lead	Rank	Complexity	Months
Economic Development Department **Highway 99 Car Dealerships**	**Very low**	Low	Ongoing

Strategic objective	Participants
Encourage development of auto sales facilities that include decked display and storage lots, multistory sales and service facilities in order to retain this important source of retail sales revenue in the city and maximize land use.	Chamber of Commerce Highway 99 Task Force

Implementation schedule	2013	2014	2015	2016	2017	2018+
Car dealerships						
Potential performance measures						
$ volume of retail sales taxes generated for the City of Edmonds						
# building permits issued per year for auto related developments						

Auto Row

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

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

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

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

Strategic Objective 1: Economic Health, Vitality & Sustainability
1c: Enhance economic and employment opportunities

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

Lead	Rank	Complexity	Months
Chamber of Commerce **Edmonds School District** **Edmonds Community College**	**Very high**	Medium	12-18

Strategic objective	Participants
Create a young adult job placement service to help find part and full-time employment opportunities with Edmonds businesses, schools and organizations.	Economic Development Department Business owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Employment - youth						
Potential performance measures						
% of all young adults living in Edmonds employed in part or full-time positions						
% of young adult that can find work that want work						
% of employers who have hired young adults						
# of employers who have hired young adults						

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

Lead	Rank	Complexity	Months
Parks & Recreation Department **Edmonds School District** **Edmonds Community College**	**Very high**	Low-medium	Ongoing

Strategic objective	Participants
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.	City of Edmonds Cultural Service Division Chamber of Commerce Downtown Edmonds Merchants Assn Port of Edmonds Swedish Hospital Kiwanis Club Key Club Rotary Club Exchange Club Edmonds Senior Center Edmonds Library Edmonds Arts Festival Summer Market

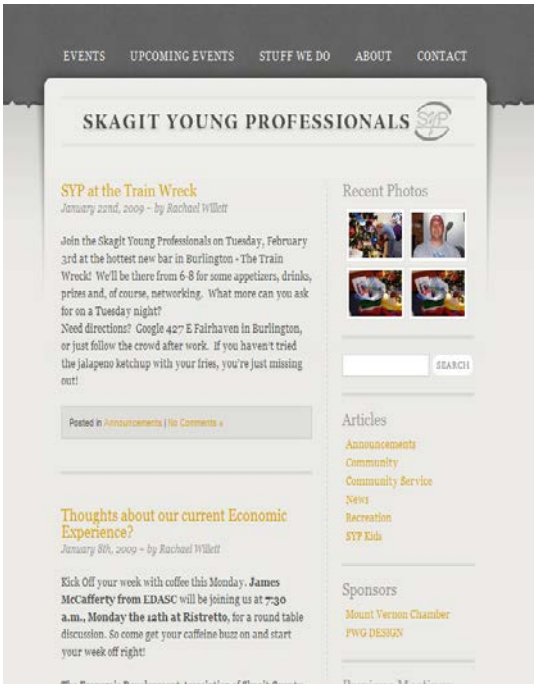
Implementation schedule	2013	2014	2015	2016	2017	2018+
Participation - youth						
Potential performance measures						
# of all young adults that participate in community events and organizations						
% of all young adults that participate that indicate they want to participate						
% of community organizations that can find young adults to participate that want young adults to participate						
# of service programs young adults are involved in						

Action 1c.3 (1): Database – business recruitment

Lead	Rank	Complexity	Months
Economic Development Department **Chamber of Commerce** **Port of Edmonds** **Edmonds Commercial Brokers**	**Mod-low**	Low-medium	6-18

Strategic objective	Participants
Create and maintain a database to identify opportunities for business and developer recruitment efforts. The database may include an inventory of available properties, buildings, and resources in Edmonds business districts and zones.	Development Services Department Downtown Edmonds Merchants Assn Edmonds property owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Database – business recruitment						
Potential performance measures						
# of local property owners and brokers participating						
% all available properties on local listing						
# hits by property owners/brokers						
# hits database receives from interested businesses						



Skagit Young Professionals

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

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

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

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

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

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

www.mountvernonchamber.com
www.skagityoungprofessionals.com

Strategic Objective 1: Economic Health, Vitality & Sustainability
1d: Build on the community's heritage, natural resources, and livability to promote Edmonds as a tourism destination

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

Lead	Rank	Complexity	Months
Cultural Services Division **Economic Development Department** **Chamber of Commerce**	**Mod-high**	Low-medium	On-going

Strategic objective	Participants
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.	Arts Commission Historic Preservation Commission Economic Development Commission Downtown Edmonds Merchants Assn Business owners

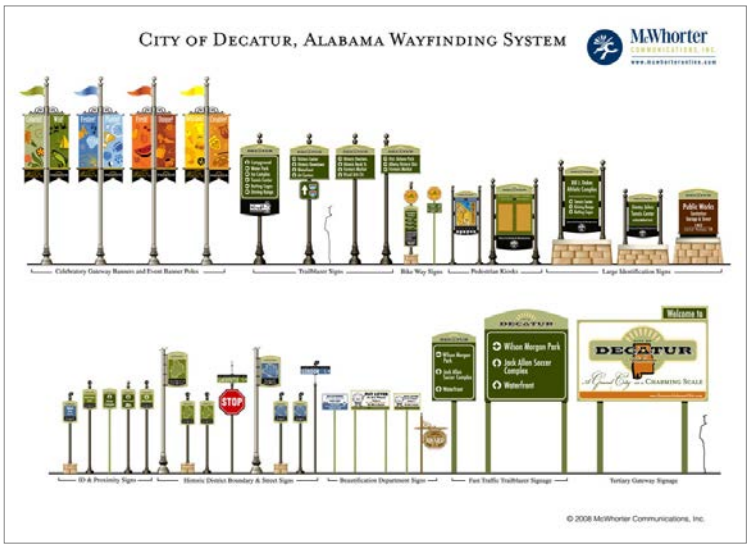
Implementation schedule	2013	2014	2015	2016	2017	2018+
Design – arts and culture						
Potential performance measures						
@ new comprehensive branding ideas revealed						
% organizations and public that validate new brand approach						
@ gateways and wayfinding signs installed in city						
% cost funded by business and art related groups						
% customers rate brand unique and successful						

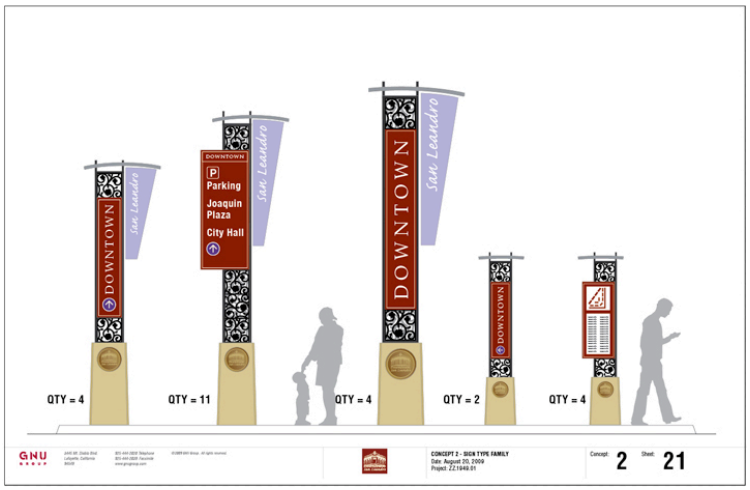
Action 1d.2 (24): Marketing – arts and culture

Lead	Rank	Complexity	Months
Economic Development Department **Cultural Services Division** **Chamber of Commerce**	**Low**	Low-medium	On-going

Strategic objective	Participants
Conduct surveys of visitors to determine their characteristics, expenditure patterns, sources of information, and other behavior to better understand the economic benefits and what attracts visitors to Edmonds.	Edmonds Center for the Arts Summer Market Edmonds Art Festival Edmonds Historical Museum Artworks Art GalleriesArt 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 Port of Edmonds

Implementation schedule	2013	2014	2015	2016	2017	2018+
Marketing						
Potential performance measures						
# survey responses received from outreach events						
% of expenditures tracked to local Edmonds businesses						
# new email addresses added to outreach list						
% survey respondents indicating they will increase visits/spending as result of outreach proposals						
# organizations indicating market results are useful						





Gateways and wayfinding

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

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

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

Lead	Rank	Complexity	Months
Chamber of Commerce **Cultural Service Division**	**Mod-high**	Low-medium	On-going

Strategic objective	Participants
Create a central clearinghouse to coordinate scheduling and promotion of events in Edmonds.	Edmonds Arts Commission Edmonds Center for the Arts Summer Market Edmonds Art Festival Edmonds Historical Museum Art Galleries Seaview Weavers Cascade Symphony Orchestra Olympic Ballet Theatre Cascade Youth Symphony Driftwood Players Phoenix Theatre Seattle Jazz Singers Ballet Academy of Performing Arts

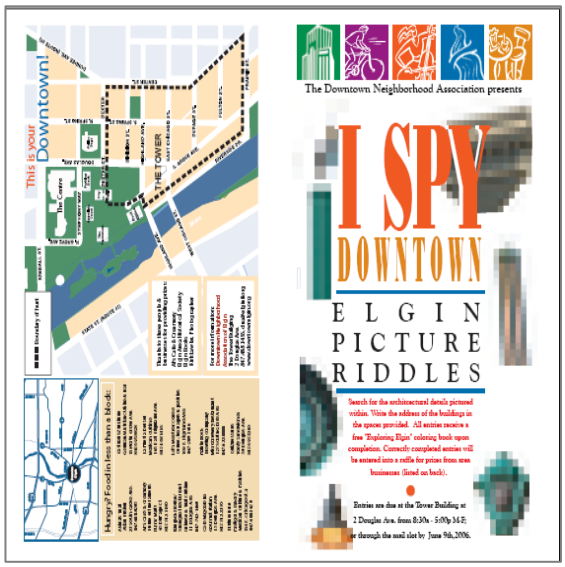
Implementation schedule	2013	2014	2015	2016	2017	2018+
Organization						
Potential performance measures						
% art related organizations participating in clearinghouse						
% all local artists participating in clearinghouse						
# coordinated promotions conducted by clearinghouse						
% outreach participants indicating clearinghouse successful and useful						

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

Lead	Rank	Complexity	Months
Chamber of Commerce **Cultural Services Division**	**Mod-high**	Medium	12

Strategic objective	Participants
Create an Edmonds arts website and utilize social media including Google maps, Facebook, and Twitter to promote and attract visitors to an expanded year-round calendar of events and festivals for performing, literary, culinary, fine, and other arts interests.	Economic Development Department Edmonds Center for the Arts Summer Market Edmonds Art Festival Edmonds Historical Museum

Implementation schedule	2013	2014	2015	2016	2017	2018+
Promotion						
Potential performance measures						
# art and culture events conducted per year						
# new or additional events introduced						
# new event participants who did not engage before						
# hits to central arts website						
% outreach survey participants indicating website to be source of info						



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

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

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

www.downtownelgin.org

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

Lead	Rank	Complexity	Months
Edmonds Center for the Arts	**Mod-high**	Medium-high	1-12

Strategic objective	Participants
Complete a strategic plan identifying financial strategies for debt payment, redevelopment and reuse of the remaining un-renovated property, including a potential parking garage.	City Council Economic Development Department Cultural Service Division Parks & Recreation Department Adjacent property owners and residents Business community Arts community

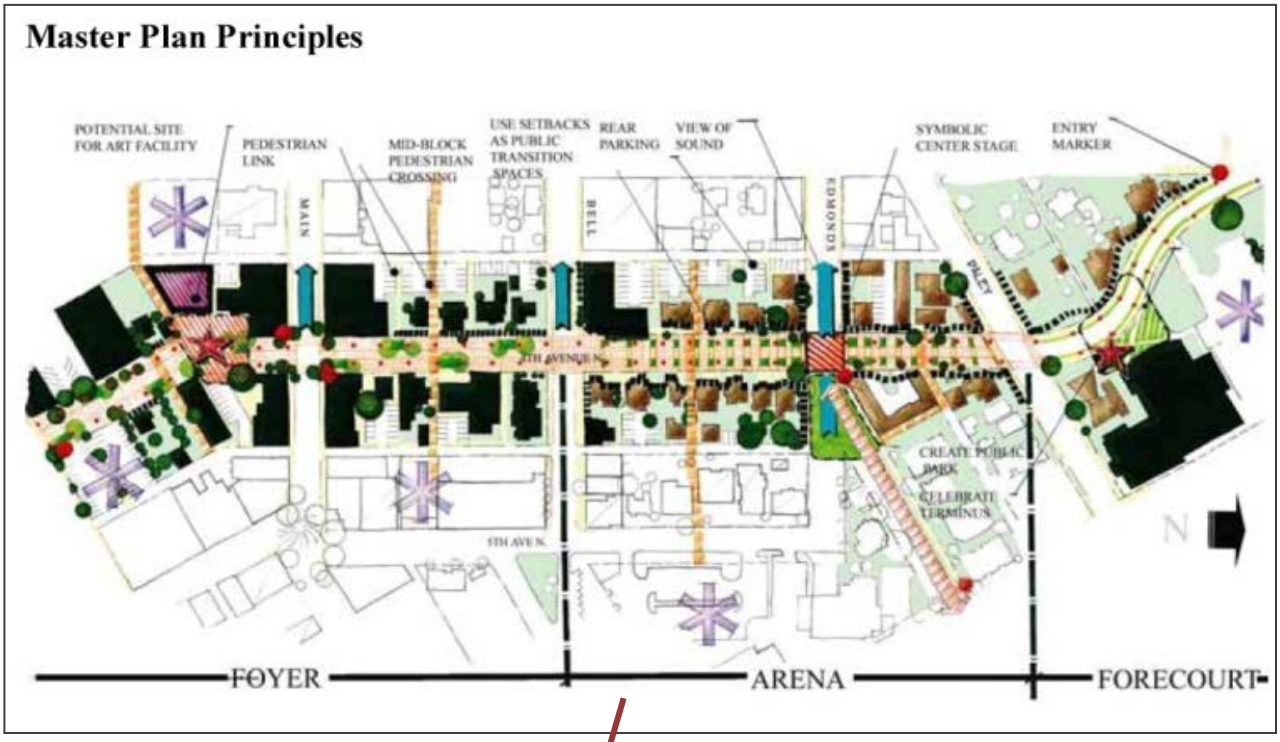
Implementation schedule	2013	2014	2015	2016	2017	2018+
Edmonds Center for the Arts (ECA)						
Potential performance measures						
@ ECA strategic planning effort initiated						
# programs or projects completed within 1-5 years post adoption of strategic plan						
% PFD and ECA Boards indicating plan and improvements successful						
% ECA attendees rate improvements successful						

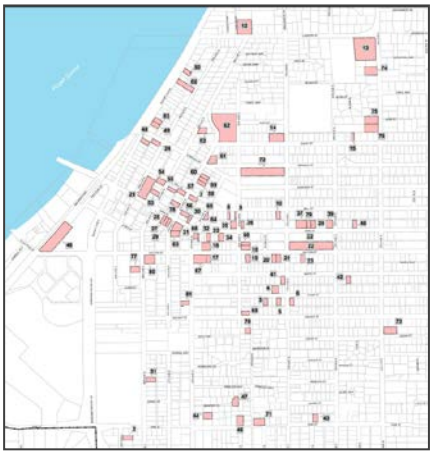
Action 1e.4 (29): 4th Avenue Cultural Corridor

Lead	Rank	Complexity	Months
Cultural Service Division **City Council** **Public Works Department**	**Mod-low**	Medium-high	24-60

Strategic objective	Participants
Fund and complete construction of a linear park streetscape between the downtown and Edmonds Center Arts in order to create a walkable corridor that preserves the historical character of the area, and promotes retail/art opportunities.	Economic Development Department Chamber of Commerce Downtown Edmonds Merchants Assn Adjacent property owners and residents

Implementation schedule	2013	2014	2015	2016	2017	2018+
4th Avenue Cultural Corridor						
Potential performance measures						
@ 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 along corridor						





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

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

Lead	Rank	Complexity	Months
Chamber of Commerce **Economic Development Department** **Cultural Services Division**	**Low**	Medium	12-36

Strategic objective	Participants
Explore ways to develop affordable artist live-work-teach-display-sell spaces to attract young and emerging talent to Edmonds similar to the Schack Center in Everett.	City Council Arts Commission Snohomish County Housing Authority Port of Edmonds Downtown Edmonds Merchants Assn Artspace – developers Property Owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Artist live/work						
Potential performance measures						
# artists desiring expressing interest in live/work units/spaces						
@ site selected and project initiated						
# live/work units created						
# persons attend art exhibitions at site						
# persons attend art classes at site						
@ Level of funding generatec by nonprofit or private sources						

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

Lead	Rank	Complexity	Months
Cultural Service Division	**Low**	Low-medium	6-12

Strategic objective	Participants
Create signage, audio and phone apps, and web based information to expand art and history walking tours of waterfront and downtown historical sites and buildings, artworks, and other visually interesting and significant landmarks.	Parks & Recreation Department Art Commission Historic Preservation Commission Edmonds Historical Museum Chamber of Commerce Edmonds Arts Festival Foundation Edmonds Community College

Implementation schedule	2013	2014	2015	2016	2017	2018+
Art and history walking tours						
Potential performance measures						
# historical buildings located on tour						
# tourists requesting maps or apps for tour						
% historical property owners indicating successful						

Working Artists Ventura (WAV)

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

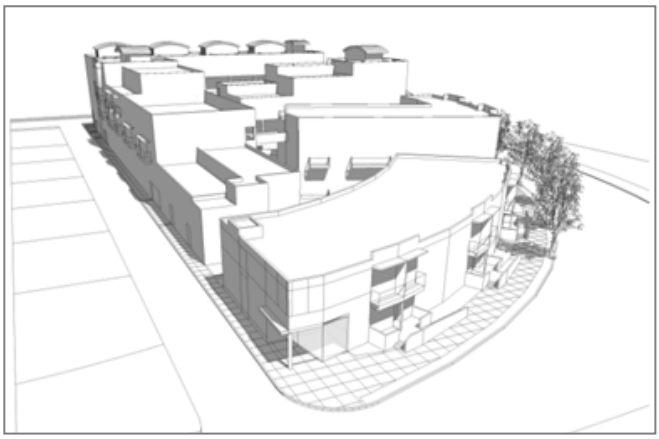
The WAV Theater Gallery offers performances, art openings and public gatherings. Arts-friendly small businesses include coffee houses, galleries, cafes, wine bars and jazz clubs that will draw foot traffic and contribute to the vitality of the neighborhood.

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



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

Lead	Rank	Complexity	Months
Cultural Services Division	**Low**	Medium-high	36-72

Strategic objective	Participants
Explore ways to develop a museum to exhibit local, emerging, and traveling fine arts possibly in combination with Edmonds Center Arts and/or the proposed artist live/work project.	Edmonds Historical Museum Art Galleries Economic Development Department Arts Commission Edmonds Arts Festival/Foundation Chamber of Commerce Downtown Edmonds Merchants Assn

Implementation schedule	2013	2014	2015	2016	2017	2018+
Fine Art Museum						
Potential performance measures						
@ sponsor group established to develop/operate museum						
@ site/project selected and museum constructed						
# exhibitions conducted per year						
# persons visiting museum						
$ sales attributed to museum store and exhibited art						

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

Action 1f.1 (3): Economic incentives

Lead	Rank	Complexity	Months
City Council **Development Services Department** **Economic Development Department** **Economic Development Commission**	**Mod-high**	Medium-high	12-24

Strategic objective	Participants
Adopt economic incentives for key business or development recruitment targets. These may include reduced or deferred business license fees, permit fees, utility connection charges, latecomer fees, park or traffic impact fees, property tax reduction or deferral, and/or expedited building permit review.	Public Works Department Parks & Recreation Department Finance Department Chamber of Commerce City Clerk's Office

Implementation schedule	2013	2014	2015	2016	2017	2018+
Economic incentives						
Potential performance measures						
# new businesses locating in Edmonds who attribute reason to incentives						
# businesses on strategic recruitment list who attribute reason to incentives						
% of new businesses remaining in Edmonds after 5 years						
# new jobs created as result of incentive programs						

Strategic Objective 2: Maintain, enhance, and create a sustainable environment
2a: Build a community that balances environmental protection, economic health, and social needs

Action 2a.1 (47): Recycling

Lead	Rank	Complexity	Months
Public Works Department **Sustainable Edmonds**	**Very high**	Low-medium	On-going

Strategic objective	Participants
Expand reuse and recycling programs in current city operations and in waste management outreach activities by Edmonds households and businesses.	Waste Management Sound Disposal Edmonds Climate Protection Committee

Implementation schedule	2013	2014	2015	2016	2017	2018+
Recycling						
Potential performance measures						
# tons of garbage and waste picked up per household per year						
% tons of waste reduced per household per year						
# tons of recycled materials picked up per year in city						

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

Lead	Rank	Complexity	Months
Edmonds Summer Market	**Very high**	Medium-high	12-36

Strategic objective	Participants
Expand into a year-round activity with available all-weather structures, available parking, and increased visibility to attract out-of-area customers and tourists.	Economic Development Department Cultural Service Division Parks & Recreation Department Public Works Department Edmonds Historical Museum Chamber of Commerce Property owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Farmers'/Public Market						
Potential performance measures						
@ permanent site selected and all-weather shelter built						
# new vendors added to market						
# market days conducted year-round						
# market customers per year						
% public indicating results successful						

Action 2a.3 (45c): Stormwater

Lead	Rank	Complexity	Months
Public Works Department	**Very high**	Medium-high	24-48

Strategic objective	Participants
Resolve flooding on SR-104 and Dayton.	Olympic Water District Salmon Recovery Board WA Department of Ecology WA Department of Fish & Wildlife WA Department of Natural Resources People for Puget Sound Friends of Edmonds Marsh Sustainable Edmonds Property owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Stormwater						
Potential performance measures						
@ Willow Creek daylighted						
@ Edmonds Marsh natural flow restored						
# demonstration rain gardens, bio-swales installed						
#complaints related to flooding						

Action 2a.4 (43): Native habitat

Lead	Rank	Complexity	Months
Parks & Recreation Department Backyard Wildlife Habitat	**Mod-high**	Medium	On-going

Strategic objective	Participants
Plant street trees, restore native habitat in disturbed areas, remove invasive species and update the landscape ordinance to promote use of native and drought resistant plants and restoration of wildlife habitat.	Public Works Department Tree Board Frog Watch Sustainable Edmonds Friends of Edmonds Marsh Pilchuck Audubon Society Edmonds in Bloom Floretum Garden Club

Implementation schedule	2013	2014	2015	2016	2017	2018+
Native habitat						
Potential performance measures						
% acreage impacted by invasive species						
# acres cleared of invasive species per year						
# volunteers involved						

Action 2a.4 (45b): Stormwater

Lead	Rank	Complexity	Months
Public Works Department	**Mod-high**	Medium-high	On-going

Strategic objective	Participants
Resolve on-going flooding and water quality issues in Lake Ballinger.	Olympic Water District Salmon Recovery Board WA Department of Ecology WA Department of Fish & Wildlife WA Department of Natural Resources People for Puget Sound Sustainable Edmonds

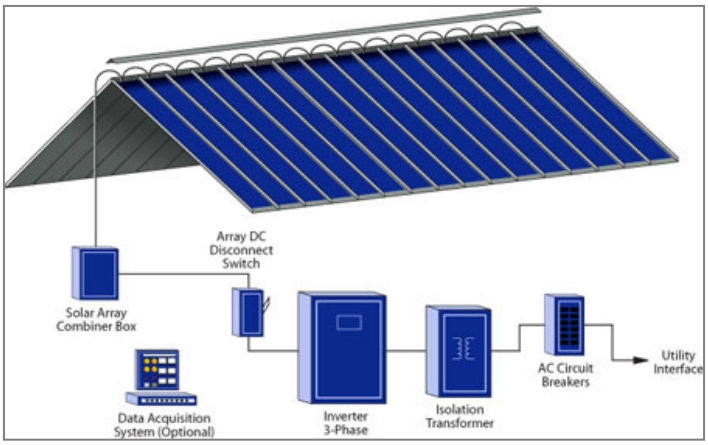
Implementation schedule	2013	2014	2015	2016	2017	2018+
Stormwater						
Potential performance measures						
# demonstration rain gardens, bio-swales installed						
% stormwater volume treatable by green methods						
% realized by green methods						
@# complaints received						

Action 2a.5 (46): Energy

Lead	Rank	Complexity	Months
Public Works Department **Sustainable Edmonds**	**Mod-high**	Medium	On-going

Strategic objective	Participants
Reduce Edmond's carbon footprint through solar installations and other energy conservation practices in current city operations, updating development codes, and utilizing Sustainable Works energy audits and retrofits.	Development Services Department Puget Sound Energy Snohomish County PUD Community Transit Sound Transit WA Department of Transportation Edmonds Climate Protection Committee

Implementation schedule	2013	2014	2015	2016	2017	2018+
Energy						
Potential performance measures						
% city energy reduced at WWTP, city buildings, and city fleet						
# energy audits/retrofits completed per year						
# alternative energy projects/programs completed in Edmonds						
% power consumption reduced per household in Edmonds						
# miles driven per household						
% miles reduced per year						



Solar applications

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

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

Bullitt Center

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

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

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

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

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

http://bullittcenter.org/building

Action 2a.5 (44): Food production

Lead	Rank	Complexity	Months
Parks & Recreation Department **Edmonds Tree Board** **Sustainable Edmonds**	**Mod-high**	Low-medium	On-going

Strategic objective	Participants
Encourage community gardens and pea patches, plant fruit tree orchards, harvest and deliver food products to food banks and other sources to promote natural systems in Edmonds.	Foretum Garden Club

Implementation schedule	2013	2014	2015	2016	2017	2018+
Food production						
Potential performance measures						
# acreage committed to community gardens						
# persons involved in gardens						
# pounds of food grown and donated per year						
# persons served by food donations per year						

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

Lead	Rank	Complexity	Months
Public Works Department	**Mod-low**	High	24-60

Strategic objective	Participants
Daylight Willow Creek to help with restoring saltwater access to Edmonds Marsh.	Olympic Water District Salmon Recovery Board WA Department of Ecology WA Department of Fish & Wildlife WA Department of Natural Resources People for Puget Sound Friends of Edmonds Marsh Sustainable Edmonds WRIA 8

Implementation schedule	2013	2014	2015	2016	2017	2018+
Stormwater and habitat						
Potential performance measures						
@ Willow Creek daylighted						
% Edmonds Marsh natural flow restored						

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

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

Lead	Rank	Complexity	Months
Public Works Department	**Mod-low**	Low-medium	On-going

Strategic objective	Participants
Encourage the development of rain gardens, green roofs and walls, bio-filtration swales, and other green development features in Edmonds projects and development codes.	Olympic Water District Salmon Recovery Board WA Department of Ecology WA Department of Fish & Wildlife People for Puget Sound Friends of Edmonds Marsh Sustainable Edmonds Edmonds Climate Protection Committee

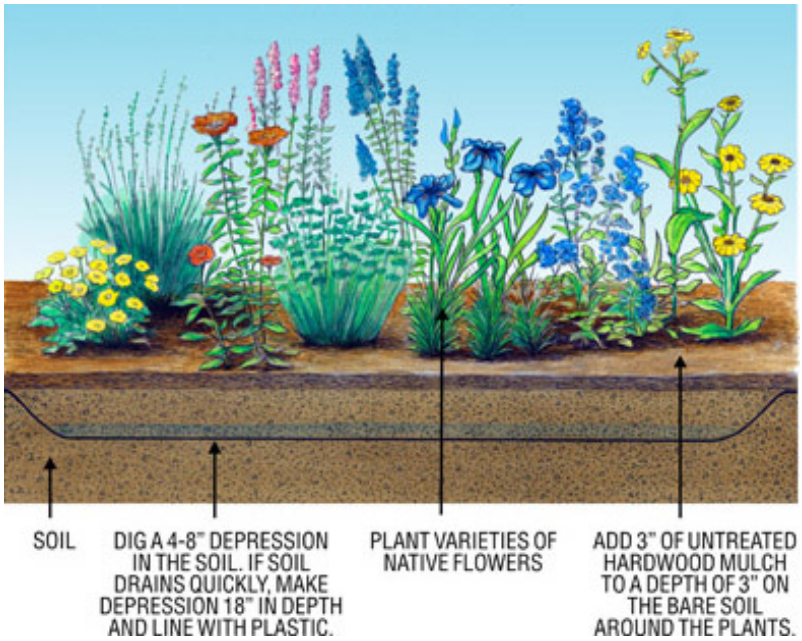
Implementation schedule	2013	2014	2015	2016	2017	2018+
Stormwater and habitat						
Potential performance measures						
@ Willow Creek daylighted						
% Edmonds Marsh natural flow restored						
# demonstration rain gardens, bio-swales installed						
% stormwater volume treatable by green methods						
% realized by green methods						
@ green incorporated into Edmonds development code						

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

Lead	Rank	Complexity	Months
Parks & Recreation Department **Sustainable Edmonds**	**Low**	Low-medium	On-going

Strategic objective	Participants
Establish a central clearinghouse to coordinate environmental education and sustainability funding, programs, and volunteers.	Friends of Edmonds Marsh Pilchuck Audubon Society Edmonds in Bloom Floretum Garden Club Tree Board Edmonds Climate Protection Committee

Implementation schedule	2013	2014	2015	2016	2017	2018+
Coordination - environment						
Potential performance measures						
% environmental organizations participating in clearinghouse						
$ fundssecured by non-city sources or volunteers						
# programs conducted per year						
# persons participating in clearinghouse activities						
% users indicate success						
% public indicates success						



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:

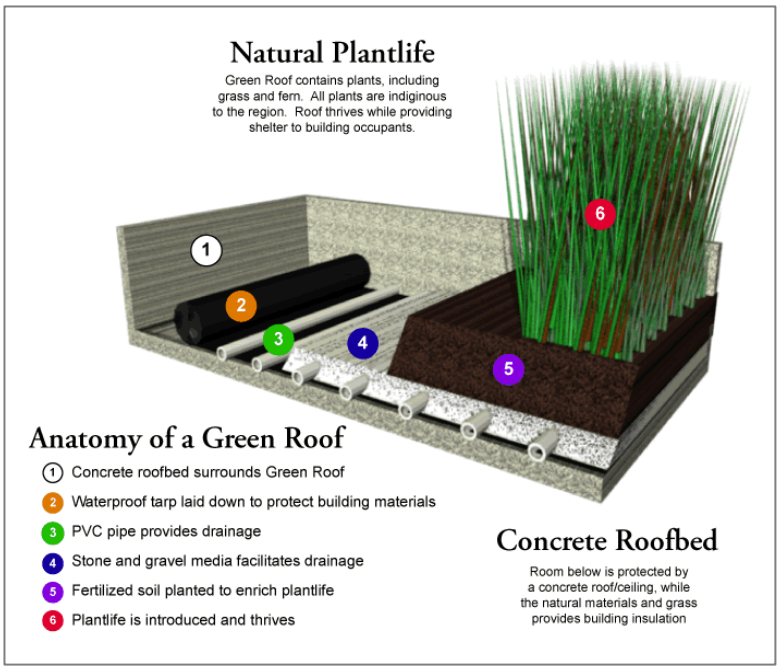
- help reduce pollution in lakes, rivers and streams
- help recharge groundwater
- keep rainwater on property where it naturally belongs
- create native habitat for wildlife and butterflies
- beautify the landscape

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

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

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

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

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

www.xeroflor.ca/types-and-systems/green-roof-types.html

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

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

Lead	Rank	Complexity	Months
Edmonds Senior Center **Parks & Recreation Department**	**Very high**	High	12-72

Strategic objective	Participants
Develop long term solution for maintaining and updating the Senior Center.	City Council Citizens

Implementation schedule	2013	2014	2015	2016	2017	2018+
Senior Center						
Potential performance measures						
@ long range plan/project completed for center						
$ funding secured						
# new programs realized as result of plan/project						
# new users added by implementing plan						
% users indicate project success						
% public indicate project success						

Action 3a.2 (37): Downtown restrooms

Lead	Rank	Complexity	Months
City of Edmonds **Chamber of Commerce**	**Very high**	Medium-high	12-48

Strategic objective	Participants
Develop a public restroom facility to serve pedestrians, customers, and tourists in the downtown district.	City Council Economic Development Department Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Downtown BID Downtown businesses and property owners

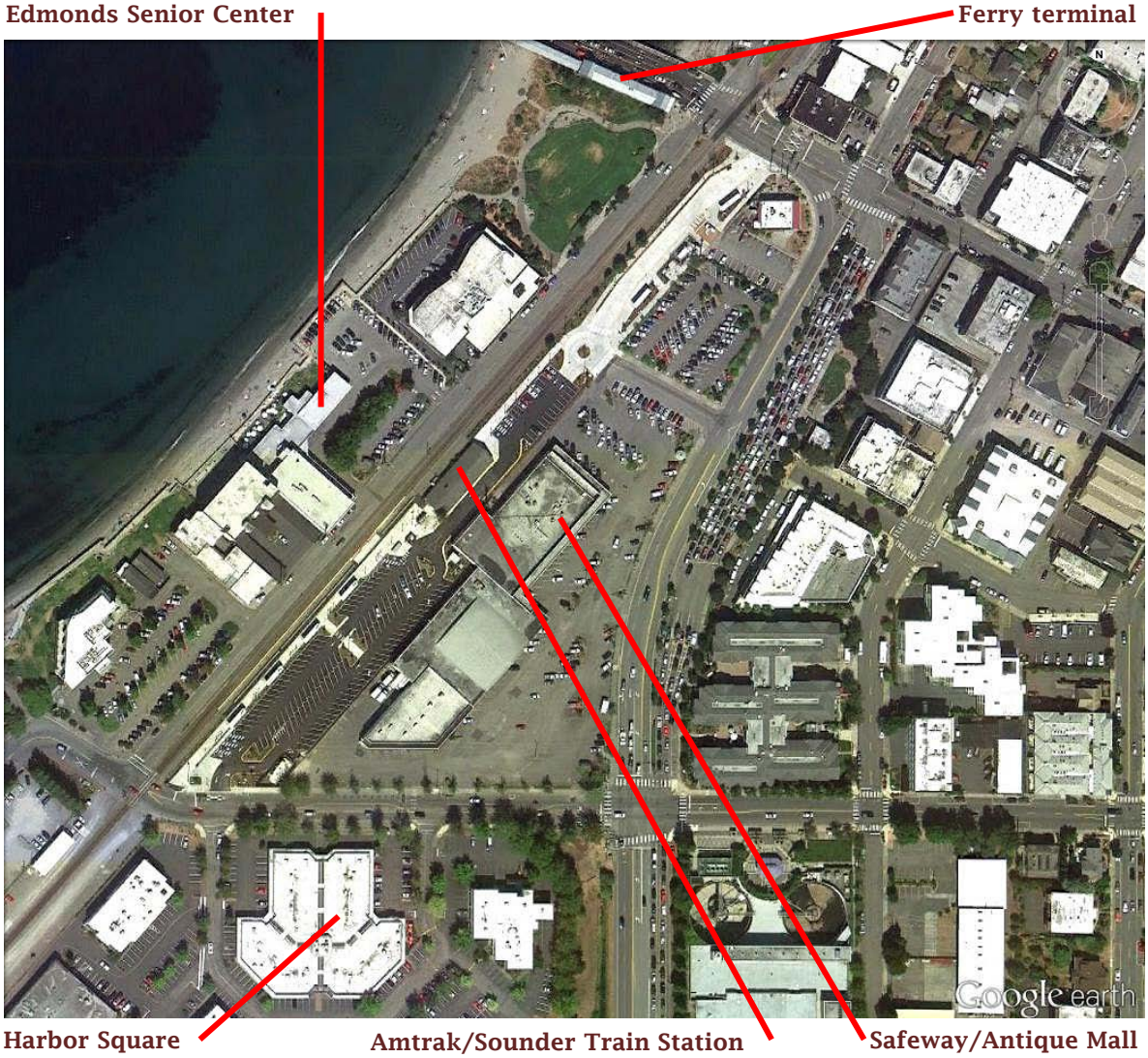
Implementation schedule	2013	2014	2015	2016	2017	2018+
Downtown restrooms						
Potential performance measures						
@ site selected and restrooms constructed						
% downtown businesses indicate successful						
% downtown customers indicate restrooms successful						

Action 3a.3 (40): Anderson Center

Lead	Rank	Complexity	Months
Park & Recreation Department	**Very high**	Medium	12-60

Strategic objective	Participants
Refine long range strategy to enhance, maintain and update life cycle maintenance, repair requirements and functional program needs.	City Council Planning Board

Implementation schedule	2013	2014	2015	2016	2017	2018+
Anderson Center						
Potential performance measures						
@ facility renovation and retrofit accomplished						
% funding secured						
# life cycle years added to facility as result of project						
# increased programs and events possible						
# increased center users						
% users indicate upgrade successful						
% public indicates upgrade successful						



Top – aerial view of waterfront, ferry landing, Senior Center, Antique Mall, and Harbor Square
Bottom left– frontage of Antique Mall
Bottom right – north end of Antique Mall

Action 3a.4 (35): Greenways and Parks

Lead	Rank	Complexity	Months
Parks & Recreation Department **Sustainable Edmonds**	**Very high**	Medium-high	12-60

Strategic objective	Participants
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.	City Council Planning Board Development Services Department Friends of Edmonds Marsh Edmonds in Bloom Pilchuck Audubon Society Floretum Garden Club

Implementation schedule	2013	2014	2015	2016	2017	2018+
Greenways						
Potential performance measures						
# acres of parkland						
# acres representing natural/protected/conservation status land						
# miles of extended greenway or corridors in city						
% accessible by trail or walkway						
% public indicates greenways are sufficient						

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

Lead	Rank	Complexity	Months
Parks & Recreation Department **Edmonds School District**	**Very high**	Low-medium	On-going

Strategic objective	Participants
Create young adult social and recreation oriented activities and facilities that offer evening and after school peer group interactions and events.	Edmonds Community College Edmonds Boys & Girls Club SnoKing Youth Association Young Life Edmonds Jeremiah Center

Implementation schedule	2013	2014	2015	2016	2017	2018+
Activities - youth						
Potential performance measures						
@ facilities available for young adults						
# increased programs and events possible						
# increased center users						
% young adults using facilities						
% users indicate upgrade(s) successful						
% public indicates upgrade(s) successful						

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

Lead	Rank	Complexity	Months
Parks & Recreation Department	**Very high**	Medium-high	12-36

Strategic objective	Participants
Create and implement a long term financial and operational strategy for the updating/upgrading, refurbishment and retrofitting of the current Yost Pool facility.	City Council Planning Board Edmonds School District Edmonds Boys & Girls Club Pool users

Implementation schedule	2013	2014	2015	2016	2017	2018+
Yost Pool - financing						
Potential performance measures						
@ funding strategy resolved for Pool upgrades and possible expansion						
% funding provided by non-city sources						
% operating costs recovered by user fees and schedules						
# annual pool users						
% annual increase in pool utilization						
# events at pool						

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

Lead	Rank	Complexity	Months
Development Services Department	**Mod-high**	High	12-24

Strategic objective	Participants
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.	City Council Planning Board Architectural Design Board Port of Edmonds Chamber of Commerce Property owners Citizens

Implementation schedule	2013	2014	2015	2016	2017	2018+
Public view preservation						
Potential performance measures						
% 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						

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

Lead	Rank	Complexity	Months
Parks & Recreation Department	**Mod-low**	High	60-120

Strategic objective	Participants
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.	City Council Planning Board Edmonds School District Edmonds Boys & Girls Club Edmonds Senior Center Nearby residents

Implementation schedule	2013	2014	2015	2016	2017	2018+
Yost Pool - improvement						
Potential performance measures						
@ funding strategy resolved for Pool upgrade andexpansion						
% funding provided by non-city sources						
% operating costs recovered by user fees and schedules						
# annual pool users						
% annual increase in pool utilization						
# events at pool						

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

Lead	Rank	Complexity	Months
Parks & Recreation Department **Edmonds School District**	**Mod-low**	High	24-96

Strategic objective	Participants
Address long term property ownership and upgrade field, stadium, lighting, and other features to support competitive play including tournaments.	City Council Planning Board Economic Development Department Economic Development Commission Edmonds Boys & Girls Club Snohomish County Sports Tourism

Implementation schedule	2013	2014	2015	2016	2017	2018+
Civic Field						
Potential performance measures						
@ ownership status resolved for properties						
% of planned projects completed						
% funding provided by non-city sources						
# annual events conducted at fields						
% use by out-of-area visitors or tourists						

Action 3a.10 (67): Design standards

Lead	Rank	Complexity	Months
Development Services Department	**Mod-low**	Medium	12-24

Strategic objective	Participants
Illustrate site, building, landscape, and signage design objectives using examples to achieve public quality design objectives.	City Council Planning Board Architectural Design Board Property owners Citizens Business owners Architects Developers

Implementation schedule	2013	2014	2015	2016	2017	2018+
Design standards						
Potential performance measures						
@ 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 post adoption of updated standards						

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

Lead	Rank	Complexity	Months
Development Services Department	**Mod-low**	Medium	12-24

Strategic objective	Participants
Increase housing choice by type, price, and proximity to employment centers, transit corridors, and recreational sites in order to provide live/work/play opportunities in Edmonds.	Port of Edmonds Community Transit Chamber of Commerce Sound Transit Edmonds property owners Developers

Implementation schedule	2013	2014	2015	2016	2017	2018+
Diversify housing options						
Potential performance measures						
# new urban housing starts by type, price, location						
% vacancy and occupancy rate of new urban housing products						

Action 3a.12 (18): Affordable housing

Lead	Rank	Complexity	Months
City Council **Development Services Department**	**Low**	Medium	12-24

Strategic objective	Participants
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.	Planning Board Economic Development Department Snohomish County Housing Authority Edmonds property owners Developers

Implementation schedule	2013	2014	2015	2016	2017	2018+
Affordable housing						
Potential performance measures						
# new housing starts affordable to Edmonds households at 80% of Family Median Income (FMI)						
% of all new housing projects participating in affordable housing						
% of occupants that work in Edmonds						

Form-Based Codes

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

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

Flex Blocks – mixed use

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

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

Shown are examples of mixed use developments around Puget Sound.

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

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

Lead	Rank	Complexity	Months
Parks & Recreation Department	**Low**	Medium-high	36-48

Strategic objective	Participants
Address long term property ownership and upgrade field, lighting, and other features to support competitive play including tournaments.	Edmonds School District City Council Planning Board Edmonds Boys & Girls Club Snohomish County Sports Tourism

Implementation schedule	2013	2014	2015	2016	2017	2018+
Woodway Fields						
Potential performance measures						
@ ownership status resolved for property						
@ improvement projects completed for site						
% funding provided by non-city sources						
# annual events conducted at fields						
% of use by out-of-area visitors or tourists						

Action 3a.14 (36): Dog Park

Lead	Rank	Complexity	Months
OLAE Stewardship **Parks & Recreation Department**	**Low**	Medium	36-60

Strategic objective	Participants
Identify a suitable relocation site and develop a dedicated dog park consisting of fenced social yards with spectator seating and amenities, and off-leash exercise areas and trails.	City Council Planning Board

Implementation schedule	2013	2014	2015	2016	2017	2018+
Dog Park						
Potential performance measures						
@ site selected and park constructed						
# dog park users						
% dog park users indicate park is successful						

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

Lead	Rank	Complexity	Months
Edmonds Senior Center **Parks & Recreation Department**	**Very low**	High	60-96

Strategic objective	Participants
Relocate the Senior Center to another location.	City of Edmonds Planning Board Development Services Department

Implementation schedule	2013	2014	2015	2016	2017	2018+
Senior Center						
Potential performance measures						
@ long range plan/project completed for center						
% funding provided by non-city sources						
# new programs realized as result of plan/project						
# new users added by project						
% users indicate project success						
% public indicate project success						

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

Action 4a.1 (62): BNSF Railroad

Lead	Rank	Complexity	Months
City Council	Very high	Medium	12-18

Strategic objective	Participants
Participate in the environmental impact assessment process related to a proposal to build a coal export terminal at Cherry Point in Bellingham. Identify required improvements in Edmonds to mitigate extra tracks, train volumes, dust, noise, and potential conflicts with ferry terminal and waterfront pedestrian, bike, and vehicular traffic.	Economic Development Department Development Services Department Public Works Department WA Department of Transportation WA State Ferries WA Department of Ecology Port of Edmonds Chamber of Commerce Downtown Edmonds Merchants Assn

Implementation schedule	2013	2014	2015	2016	2017	2018+
BNSF Railroad						
Potential performance measures						
# coal trains						
# ferry loading/unloading delayed due to coal train traffic						
# complaints filed due to dust, noise, horns						
$ mitigation provided to minimize/eliminate impacts created by coal trains						

Action 4a.2 (53): Street maintenance

Lead	Rank	Complexity	Months
City Council Public Works Department	Very high	Medium-high	12-18

Strategic objective	Participants
Create a financing mechanism to generate approximately $1,400,000 per year which is needed annually to maintain city streets.	WA Department of Transportation Snohomish County Infrastructure Coordination Committee (ICC) Economic Development Commission Community Transit Chamber of Commerce

Implementation schedule	2013	2014	2015	2016	2017	2018+
Street maintenance						
Potential performance measures						
@ funding strategy resolved and approved by Council and/or voters						
# complaints pavement or pot holes per year						
# street miles pavement overlaid per year						
% street pavement life cycle met						
% all street pavement rated as good or better						
% public indicating success						

Action 4a.3 (49): Walkways

Lead	Rank	Complexity	Months
Public Works Department	**Very high**	Medium-high	On-going

Strategic objective	Participants
Institute sidewalk maintenance and construction program to complete key connections to the waterfront, downtown, business districts, schools, parks, and other major walking destinations.	City Council Community Transit WA Department of Transportation Edmonds School District

Implementation schedule	2013	2014	2015	2016	2017	2018+
Walkways						
Potential performance measures						
% of Edmonds street lane miles with sidewalks on one side						
% of Edmonds residents that walk to work						
% of Edmonds residents that walk to transit						

Action 4a.4 (58): Sounder Train

Lead	Rank	Complexity	Months
South Transit	**Mod-high**	High	On-going

Strategic objective	Participants
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.	City of Edmonds Port of Edmonds Chamber of Commerce Community Transit WA Department of Transportation WA State Ferries

Implementation schedule	2013	2014	2015	2016	2017	2018+
Sounder Train						
Potential performance measures						
# riders using Sounder Edmonds Station due to increase in Sounder service						
% increase boardings at the Sounder Edmonds Stationr due to increase in Sounder service						

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

Lead	Rank	Complexity	Months
Sound Transit	**Mod-high**	Medium-high	1-132

Strategic objective	Participants
Develop Community Transit links with the proposed Sound Transit LINK light rail corridor alignment along Interstate 5.	Public Works Community Transit Chamber of Commerce

Implementation schedule	2013	2014	2015	2016	2017	2018+
Sound Transit LINK						
Potential performance measures						
# Edmonds riders forecast to use transit as result of LINK corridor development						
# new mixed use and transit-oriented development (TOD) likely along Highway 99 corridor due to LINK connection						

Action 4a.6 (48): Trails

Lead	Rank	Complexity	Months
Parks & Recreation Department	**Mod-high**	Medium	On-going

Strategic objective	Participants
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.	Planning Board Development Services Department Public Works Department Community Transit Sound Transit Edmonds Bike Group(s)

Implementation schedule	2013	2014	2015	2016	2017	2018+
Trails						
Potential performance measures						
# miles of off-road trails in Edmonds						
# sites and facilities connected to or by off-road trails						
# of people living within 0.25 miles of an off-road trail						
% people stating they use trails during peak summer weekend						
% public indicating trails success						

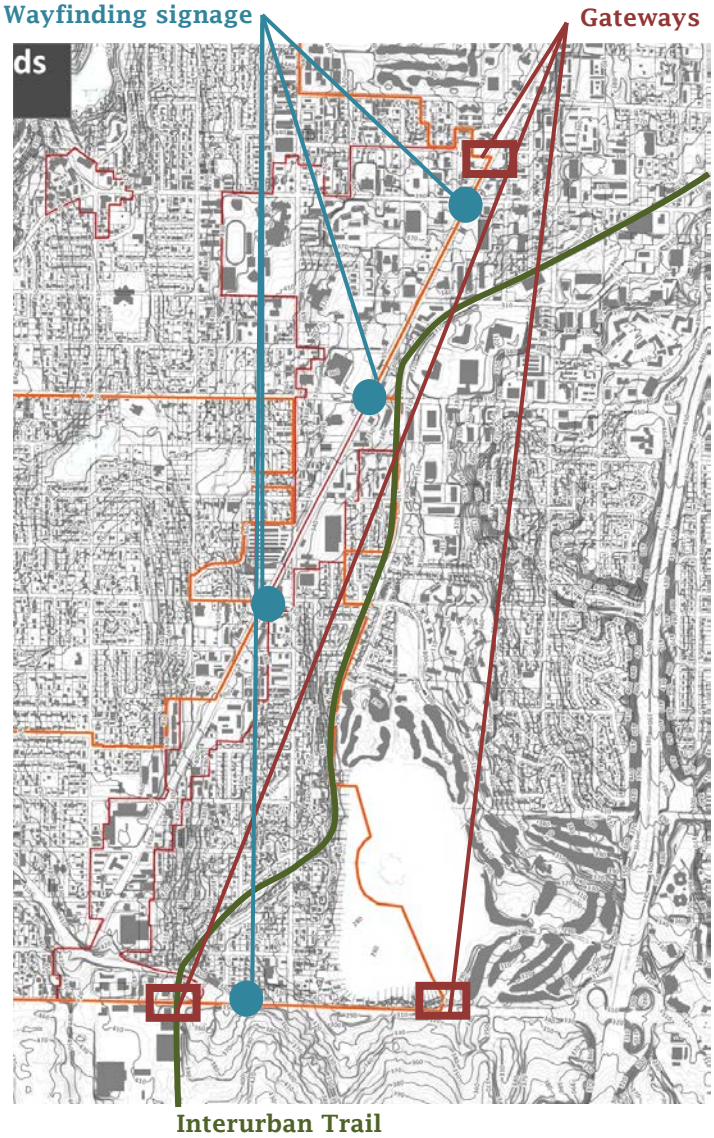
Action 4a.7 (54): Highway 99

Lead	Rank	Complexity	Months
Economic Development Department **Public Works Department**	**Mod-high**	Medium-high	12-60

Strategic objective	Participants
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.	City Council Planning Board Washington State Legislature Police Department Cultural Service Division WA Department of Transportation Community Transit Swedish Hospital Highway 99 property and business owners Citizens

Implementation schedule	2013	2014	2015	2016	2017	2018+
Highway 99						
Potential performance measures						
@ planning process initiated						
% traffic flow LOS improved						
% transit ridership increase						
# 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						

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



Action 4a.8 (61): Intermodal Station

Lead	Rank	Complexity	Months
City of Edmonds **Sound Transit** **Community Transit** **WSDOT** **WA State Ferries** **Amtrak**	**Mod-high**	High	60+

Strategic objective	Participants
Develop an integrated Amtrak, Sounder, Community Transit, shuttle, ferry, bike, and pedestrian transfer facility on the waterfront to promote accessibility and connectivity to and within Edmonds.	Port of Edmonds Economic Development Department Development Services Department Port of Edmonds Public Works Department BNSF Railroad

Implementation schedule	2013	2014	2015	2016	2017	2018+
Intermodal Station						
Potential performance measures						
@ intermodal station funded and developed on waterfront						
# new riders on trains and transit						
% 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						

Action 4a.9 (51): Waterfront connection

Lead	Rank	Complexity	Months
Public Works Department **BNSF Railroad** **WA State Ferries**	**Mod-high**	High	60+

Strategic objective	Participants
Work to establish an emergency and everyday access over the railroad tracks and ferry terminal lanes for pedestrians bound for shoreline and waterfront attractions from Harbor Square, Antique Mall, and the downtown.	Sound Transit Amtrak Community Transit WA Department of Transportation Port of Edmonds

Implementation schedule	2013	2014	2015	2016	2017	2018+
waterfront connection						
Potential performance measures						
@ agreement reached with BNSF and WA Department of Transportation						
@ crossing constructed to improve access/safety for pedestrians and vehicles						
% waterfront users indicating success						

Action 4a.10 (60): Ferry Terminal

Lead	Rank	Complexity	Months
WSDOT **WA State Ferries**	**Mod-high**	High	60+

Strategic objective	Participants
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.	City of Edmonds Sound Transit Amtrak BNSF Railroad Port of Edmonds Community Transit Public Works Department

Implementation schedule	2013	2014	2015	2016	2017	2018+
Ferry Terminal						
Potential performance measures						
# new customers in waterfront and downtown businesses due to staging improvement						
$ spent in businesses as result of improvement						
% ferry riders indicating success of improvement						
% local businesses indicating staging success						

Action 4a.11 (50): Crosswalks

Lead	Rank	Complexity	Months
Public Works Department	**Mod-low**	Medium-high	24-60

Strategic objective	Participants
Install special paving materials, flashing light crossing strips, pedestrian activated signals, median and curb extensions as appropriate to improve pedestrian safety, increase visibility, and calm traffic at major intersections on SR-104 and Highway 99.	Police Department Community Transit WA Department of Transportation

Implementation schedule	2013	2014	2015	2016	2017	2018+
Crosswalks						
Potential performance measures						
# crosswalks improved along SR-104 and Highway 99						
# pedestrian/vehicle accidents at locations where improvements are made						
% reduction in accident rate						
% users, customers indicating improvement						

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

Lead	Rank	Complexity	Months
Community Transit	**Mod-low**	Low	On-going

Strategic objective	Participants
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.	City of Edmonds Chamber of Commerce Port of Edmonds Property and business owners Community Transit riders

Implementation schedule	2013	2014	2015	2016	2017	2018+
SR-104 Transit						
Potential performance measures						
# riders boarding or departing in Edmonds						
% public indicating use of transit over vehicles due to schedule improvements						

Action 4a.13 (52): Bikeway network

Lead	Rank	Complexity	Months
Public Works Department **Edmonds Bike Group**	**Low**	Medium	12-60

Strategic objective	Participants
Institute an on-street network of bike lanes, shoulders, and sharrows (shared lanes) to complete key connections to the waterfront, downtown, business districts, schools, parks, and other major commuter and recreational destinations including the interurban trail.	Development Services Department work Edmonds School District WA Department of Transportation WA State Ferries Community Transit Sound Transit

Implementation schedule	2013	2014	2015	2016	2017	2018+
Bikeway network						
Potential performance measures						
% of Edmonds residents that ride bikes to work						
% of Edmonds school students that ride bikes to school						
% of Edmonds residents that ride bikes using Edmonds roads and trails for recreational purposes, daily, weekly, monthly, etc.						

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

Lead	Rank	Complexity	Months
Highway 99 Business Owners **Downtown/Waterfront Business Community**	**Low**	Low	12

Strategic objective	Participants
Initiate seasonal or possibly year-round shuttle service between downtown and Community Transit's Swift BRT transit stations along Highway 99.	Chamber of Commerce Community Transit

Implementation schedule	2013	2014	2015	2016	2017	2018+
Shuttle service						
Potential performance measures						
@ trolley service initiated						
% trolley operating funds provided by non-city sources						
% trolley cost recovered from fares						
# trolley riders per year						
% businesses indicate trolley success						

Capital Bikeshare

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

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

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

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

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

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

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

http://www.capitalbikeshare.com/

Pedicabs

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

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

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

Lead	Rank	Complexity	Months
Community Transit	**Low**	Low	On-going

Strategic objective	Participants
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.	Chamber of Commerce Highway 99 Property and Business owners

Implementation schedule	2013	2014	2015	2016	2017	2018+
Swift Bus Rapid Transit (BRT)						
Potential performance measures						
# riders on Swift boarding and departing at Edmonds stations along Highway 99 corridor						
% rider increase due to improvements project and mixed use developments						
% new residents living withing ¼ mile of Highway 99						

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

Lead	Rank	Complexity	Months
Downtown Edmonds and Highway 99 Business Community and Residents	**Very low**	Low	12

Strategic objective	Participants
Initiate seasonal or possibly year-round shuttle service between the waterfront area and downtown.	Chamber of Commerce Community Transit International District

Implementation schedule	2013	2014	2015	2016	2017	2018+
Shuttle service						
Potential performance measures						
@ trolley service initiated						
% trolley operating funds provided by non-city sources						
% trolley cost recovered from fares						
# trolley riders per year						
% businesses indicate trolley success						

Trolley

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

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

RIPTA trolley transportation

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

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

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

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

Action 4b.1

Lead	Rank	Complexity	Months
Public Works Department			

Strategic objective	Participants
	WA Department of Transportation WA State Ferries Community Transit Sound Transit

Implementation schedule	2013	2014	2015	2016	2017	2018+

Potential performance measures						

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

Action 5a.1 (63): Fiscal sustainability

Lead	Rank	Complexity	Months
City Council	Very high	Medium-high	12-24

Strategic objective	Participants
Implement Budgeting for Objectives (BFO) process that incorporates public input to establish community priorities, resolves a balance between revenues and expenditures, and encourages innovative and alternative delivery methods.	Finance Department Economic Development Department Public Works Department Parks & Recreation Department Police Department

Implementation schedule	2013	2014	2015	2016	2017	2018+
Fiscal sustainability						

Potential performance measures						
% 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						
$ leveraged ratio of city funds to state and federal grants						

Action 5a.2 (68): Permitting processes

Lead	Rank	Complexity	Months
City Council **Development Services Department**	**Very high**	Medium-high	12-18

Strategic objective	Participants
Consolidate and simplify the business license, land use and building permit review process to incorporate electronic application procedures, pre-submittal workshops, and concurrent reviews.	Planning Board Architectural Design Board Chamber of Commerce City Clerk's Office Property owners Architects Developers

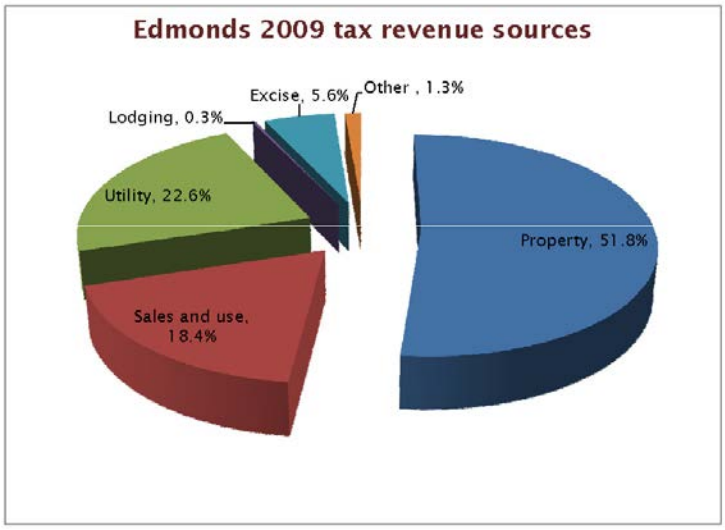
Implementation schedule	2013	2014	2015	2016	2017	2018+
Permitting processes						
Potential performance measures						
@ on-line applications available						
# on-line applications filed annually						
% users indicating on-line applications useful						
% review process developers indicating new process predictable and fair						
% public indicating new process provides adequate input and review						

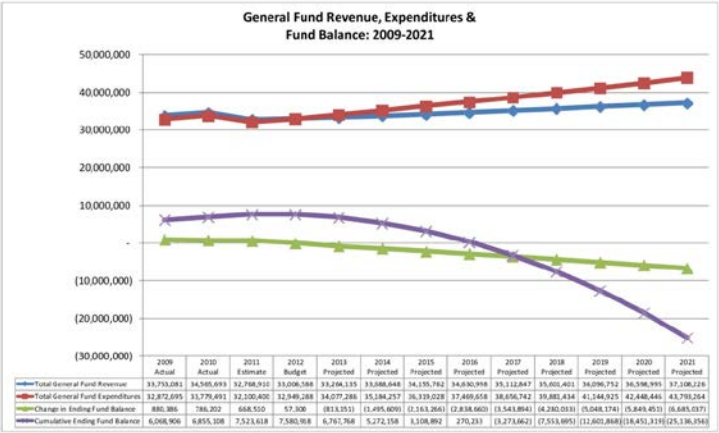
Budgeting for Outcomes (BFO)

How is BFO different?

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

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





Budgeting for Outcomes (BFO)

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

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

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

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

http://www.gfoaconsulting.org/downloads/GFOAWhitepaper_AnatomyofaPriority-Driven%20BudgetProcess_March2011.pdf

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

Lead	Rank	Complexity	Months
City Council	**Very high**	Medium	On-going

Strategic objective	Participants
Assess, on an annual basis, State of the City programs, projects, and budget. Regularly conduct public, customer, and business surveys to determine the effectiveness, performance, and priorities of adopted Strategic Plan actions.	All Departments Port of Edmonds Swedish Hospital Edmonds School District Edmonds Community College Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Downtown BID Sustainable Edmonds Citizens

Implementation schedule	2013	2014	2015	2016	2017	2018+
Assess performance results						
Potential performance measures						
% businesses satisfied with strategic plan results						
% public satisfied with strategic plan results						
% young adults satisfied with strategic plan results						
% of Council satisfied with strategic plan results						

Action 5a.4 (71): Strategy development

Lead	Rank	Complexity	Months
City Council **All Departments**	**Very high**	Medium	12

Strategic objective	Participants
Adopt and implement a Strategic Plan in partnership with public and private organizations.	Port of Edmonds Swedish Hospital Edmonds School District Edmonds Community College Sound Transit Senior Center Community Transit WA Department of Transportation WA State Ferries Chamber of Commerce Downtown Edmonds Merchants Assn Edmonds Downtown BID

Implementation schedule	2013	2014	2015	2016	2017	2018+
Strategy development						
Potential performance measures						
# of organizations involved in strategic plan implementation actions						
$ combined to fund marketing, promotion actions						

Action 5a.5 (64): NGO participation

Lead	Rank	Complexity	Months
Chamber of Commerce	Mod-high	Medium	12-18

Strategic objective	Participants
Integrate NGOs such as the Chamber of Commerce, Downtown Edmonds Merchants Association, Busing Improvement District, and others into the operation and implementation of BFO and Strategic Plan actions.	Downtown Edmonds Merchants Assn Edmonds Downtown BID Edmonds Center for the Arts Sustainable Edmonds Edmonds School District

Implementation schedule	2013	2014	2015	2016	2017	2018+
NGO participation						
Potential performance measures						
% organizations who feel city government is giving good service						
% organizations who feel city government is listening to them and keeping them involved						
% organizations involved in policy development and implementation						

Action 5a.6 (34): Fiscal sustainability

Lead	Rank	Complexity	Months
City Council	Mod-high	Medium	12-24

Strategic objective	Participants
Create an alternative mechanism other than the City of Edmonds General Fund with which to finance parks and recreation programs and services.	Parks & Recreation Department Finance Department Port of Edmonds Economic Development Commission Citizens

Implementation schedule	2013	2014	2015	2016	2017	2018+
Fiscal sustainability						
Potential performance measures						
@ levy or bond referendum successful for park projects						
$ raised by above over current funding amounts						
% cost recovery of recreational programs						
% life cycle facility requirements funded per year						
% capital projects funded in 6-10 year planning period						

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

Action 5b.1 (70): Public access

Lead	Rank	Complexity	Months
City Council	Mod-high	Low-medium	On-going

Strategic objective	Participants
Conduct frequent town halls, public open houses, and other events at locations throughout the city to improve public access and facilitate dialogue on policies, programs, projects, and budgets.	Economic Development Department Finance Department Parks & Recreation Department Development Services Department Public Works Department Police Department

Implementation schedule	2013	2014	2015	2016	2017	2018+
Public access						
Potential performance measures						
# outreach events per year						
% outreach events conducted throughout the City						
# persons participating in outreach events						
# persons on outreach contact lists						
% eligible voters who participated in last general election						

Action 5b.2 (69): Communication

Lead	Rank	Complexity	Months
City Council	Mod-high	Low-medium	On-going

Strategic objective	Participants
Establish effective public information and feedback methods including websites, blogs, Facebook, Twitter, and other social media outreach.	Economic Development Department Finance Department Finance Department Parks & Recreation Department Development Services Department Public Works Department Police Department

Implementation schedule	2013	2014	2015	2016	2017	2018+
Communication						
Potential performance measures						
% residents who feel that Edmonds listens to them, keeps them informed, and seeks their involvement						

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

Action 5c.1: Safe and secure environment

Lead	Rank	Complexity	Months
Police Department		Low	On-going

Strategic objective	Participants
	City Council Parks & Recreation Department Development Services Department Public Works Department

Implementation schedule	2013	2014	2015	2016	2017	2018+
Safe and secure environment						
Potential performance measures						
% of residents who feel safe in their neighborhood						
# reported part 1 crimes per 1,000 population						
% of part 1 crimes cleared by arrest or exceptional means						
# reportable traffic collisions per 1,000 population						
% of residents who rate their neighborhood condition good or excellent						
% of residents who rate their overall quality of life as good or excellent						
# active Community Emergency Response Team (CERT) volunteers						
# of residents trained in CERT						