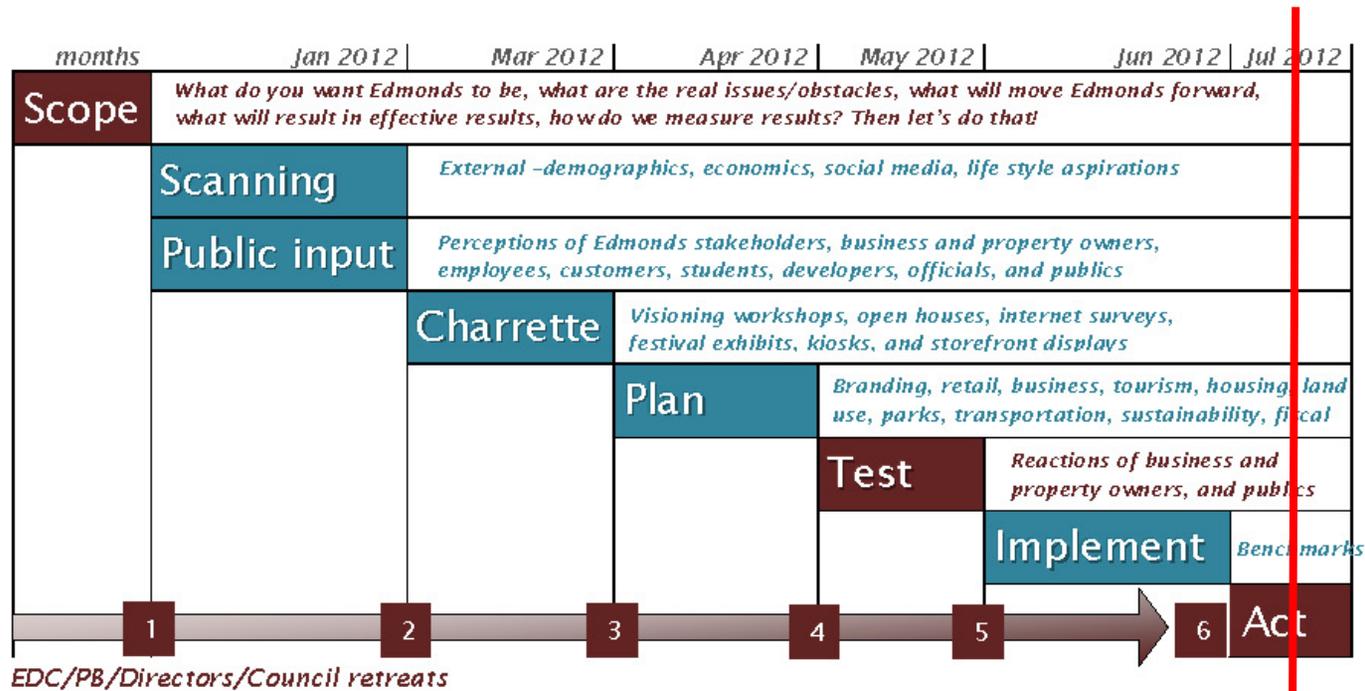


# Agenda - Council Review/Adoption of Strategic Action Plan 7:00 pm Tuesday 2 April - Council Chambers

1. Overview of the Strategic Action Planning Process
2. Results of the Strategic Action Planning Process
3. Strategic Action Plan Implementation Particulars
4. Initiating the Strategic Action Plan – what to do next
5. Examples from the Chehalis Renaissance Project



# 1: Overview of the Strategic Action Planning Process

## Purpose

### Why?

Economic trends impacted Edmond's fiscal sustainability requiring the city to make strategic decisions about services and projects that reflect citizens desires and aspirations.

### What?

Short (3-5 year) and midterm (5-10 year) actions by the city and all other possible participant parties with which to integrate Comprehensive Plan, Capital Facility Program (CFP), and annual city budgets.

### Who?

Community organizations and interest groups, business owners, employees, customers, young adults, the public at large, and finally a random survey of registered voter households.

### How?

Overview by 31 member Joint Committee composed of City Council, Economic Development Commission (EDC), and Planning Board (PB).

### Result?

86 specific actions with citywide priorities, lead agents and participants, schedules, and performance measures (plus 2 added but not ranked).

## Process – 6 Joint Committee retreats (Appendix A)

### Retreat #1

Validated the process and scope of work

### Retreat #2

Reviewed demographic/socioeconomic scans

### Retreat #3

Reviewed fiscal trends in Edmonds and Washington cities and Budgeting for Objectives (BFO) approach

### Retreat #4

Reviewed results of the focus group sessions, surveys of businesses, employees, customers, young adults, and residents; the 3 public charrettes, and the open house

### Retreat #5

Reviewed results of the open house survey and refined the contents of the random sample survey of registered voter households

### Retreat #6

Reviewed results of the random sample survey of registered voter households and the implementation process

## Process – Public outreach

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	mail-back and internet (Appendix G)	119
Charrettes	2 adult and 1 young adult (Appendix H)	150
Open house	hand-back and internet (Appendix I)	213
Voter survey	random sample controlled mail-back and internet (Appendix J)	466
<b>Total</b>	<b>Participations (including some multiple events per person)</b>	<b>2,514</b>

## 2: Results of the Strategic Action Planning Process

### Strategic objectives (organization of 86 action tasks)

#### **1. Economic health, vitality, and sustainability**

- a. Foster a dynamic and diverse economy
- b. Take advantage of special and unique characteristics
- c. Enhance economic and employment opportunities
- d. Build on the community's history, heritage, natural resources, and livability to promote Edmonds as a tourist destination
- e. Effectively develop, market, and promote Edmonds arts and cultural heritage and brand (Arts & Culture)
- f. Promote a permit and licensing process to promote business recruitment, expansion, and retention

#### **2. Maintain, enhance, and create a sustainable environment**

- a. Build a community that balances protection, economic health, and social needs

#### **3. Maintain and enhance Edmonds community character and quality of life**

#### **4. Develop and maintain a transportation and infrastructure system to meet current and future needs**

- a. Create efficient, effective, and balanced transportation system to meet current and future needs
- b. Provide quality services, facilities, and infrastructure

#### **5. Responsible, accountable, and responsive government**

- a. Provide efficient and effective delivery of service
- b. Promote and encourage an active and involved community
- c. Ensure a safe and secure environment for residents, businesses, and visitors

## Action 1a.1 (4): Economic sustainability

Lead	Rank	Complexity	Months			
Economic Development Dept Port of Edmonds Chamber of Commerce	Very high	Low	On-going			
<b>Strategic objective</b>	<b>Participants</b>					
Recruit businesses that employ technical, professional, and managerial skills offered by Edmonds residents to facilitate live/work sustainability in Edmonds.	Downtown Merchants Assn Edmonds Community College Edmonds School District Edmonds property owners Edmonds brokers					
<b>Implementation schedule</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018+</b>
Economic sustainability						
<b>Potential performance measures</b>						
% of overall technical (high tech, nursing, etc) jobs within Edmonds						
% of overall professional (lawyers, accountants, doctors) jobs within Edmonds						

## 3: The Strategic Action Plan Implementation Particulars

### Strategic actions and priority or rank

#### Who defined the strategic action tasks?

Public input from focus group sessions, surveys, and charrettes helped define the actions that were desired to be accomplished within the next 10 years in the city regardless of who would be the implementing agent.

#### Who defined the priorities and what were they?

Voter household survey ranked each and every action on a scale of 1-5 where 1 was the lowest and 5 the highest priority. The scores were grouped into 1-2, 3, and 4-5 scores then ranked where 4-5 scores were:

68%-50% = very high	<b>29 = 34%</b>
49%-40% = moderate-high	<b>24 = 28%</b>
39%-32% = moderate-low	<b>15 = 17%</b>
32%-21% = low	<b>15 = 17%</b>
21%-13% = very low	<b>3 = 3%</b>

#### What are the financial implications of the task priorities?

The action tasks, including some of the city tasks, do not compete for the same source of funds. Many of the action tasks will be accomplished by parties with funds other than the city – Port, WSDOT, Chamber, etc.

### **What do the priorities signify?**

The priorities indicate voter household opinions of the overall priority of each and all actions on a citywide basis (e.g., the survey sample) for accomplishment within the next 10 years regardless of who would be the implementing agent or the source of financing.

### **How will the city use the priorities for city actions?**

Where the city is the lead agent, the priorities will be used in the Budget for Objectives (BFO) process to determine how the city's limited financial and staff resources will be budgeted or allocated amongst the city's lead actions.

### **How will the priorities be used where the city is not the lead?**

Depending on who the lead agent(s) is, the organization will likely follow the same process as the city in determining how to allocate resources to accomplish the action tasks.

### **Will the action tasks be accomplished in rank order?**

Not likely nor should that be an objective. Some of the 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.

**Should a low priority task be ignored or deferred?**

Not if the lead agent is successful in getting it accomplished or primed for accomplishment. The Strategic Action Plan is **opportunistic and multifaceted** looking to implement as many community desired actions as possible involving as many participant interests in the community as possible as events and circumstances allow.

**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 who is 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 wished to see accomplished within the next 6-10 years without limitations on who would be the party to implement or fund them.**

# Complexity

## 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 the city is not the lead or the authorizing agent, and a complex process that involves public participation, environmental assessments, permits, hearings, and other procedures.

## Who determined complexity?

A subgroup of the Joint Committee and Department Directors determined the complexity assessments ranging from low, moderate, high, and very high.

## Months and implementation schedule

### What do months mean?

Months refer to the probable production time involved in implementing an action task accounting for the specific steps that would be 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 subgroup of the Joint Committee and Department Directors 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 who the lead agent is, how many other tasks they are responsible for, what complexities are involved in the implementation, when funding is available, and other opportunistic variables.

## Participants and lead participants

### Who are the participants and how were they determined?

The participant lists include all parties who will be affected by or on an individual action task. The lists were determined from the focus group sessions, survey comments, charrettes, and by the consultants and staff.

### Who are the lead agents?

The lead agents are assumed to be the primary implementing party, where there is a single agent, or the facilitating and implementing parties where there are multiple leads. In some instances the lead agent may be the authorizing or approving agent – as in City Council.

### How were the lead agents selected?

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, the lead agents are presumed to be the most likely party who has the predominant interest and benefit in the action, and the resources with which to accomplish or facilitate the action with other affecting or affected participants.

## How did the action task priorities distribute where the city is the lead agent versus others?

Lead agent	VH	MH	ML	L	VL	Total
Edmonds only	10	8	9	8	0	35
Edmonds w/other leads	13	8	3	3	1	28
Other leads w/Edmonds	4	2	2	2	1	11
Other leads only	2	6	1	2	1	12
<b>Total</b>	<b>29</b>	<b>24</b>	<b>15</b>	<b>15</b>	<b>3</b>	<b>86</b>

Lead agent	VH	MH	ML	L	VL	Total
Edmonds only	12%	9%	10%	9%	0%	41%
Edmonds w/other leads	15%	9%	3%	3%	1%	33%
Other leads w/Edmonds	5%	2%	2%	2%	1%	13%
Other leads only	2%	7%	1%	2%	1%	14%
<b>Total</b>	<b>34%</b>	<b>28%</b>	<b>17%</b>	<b>17%</b>	<b>3%</b>	<b>100%</b>

### **How are the lead agents distributed between the city and others?**

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

### **Who are the other lead agents?**

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

### **Will this require additional organizations?**

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 the lead is not interested or able?**

Then the lead will pass to another interested party or parties or the action will not be accomplished.

## Performance measures

### **What are the suggested performance measures?**

The performance measures are indicators or benchmarks by which to measure the progress and effectiveness of the implementation of 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 the performance measures determined?**

The performance measures were defined by existing city benchmarks, by comparison with benchmarks from other cities, and from objective parameters defined by the nature of the action task function. Additional performance measures may be added as action tasks are further defined and implemented

### **How will the performance measures be gauged?**

Some of the 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.

## Strategic Action Plan Updates

### **When will the Strategic Action Plan be updated?**

Ideally, this Strategic Action Plan defines key objectives, tasks, responsibilities, schedules, performance measures, and other particulars for the next 6-10 years concurrent with updates to the Comprehensive Plan, Capital Facilities Program (CFP), and annual city budgets. However, should an unforeseen event require, the Strategic Action Plan can be updated if and when City Council deems necessary.

## 4: Initiating the Strategic Action Plan – what to do next

### **Finalize the draft document and complete Council hearings.**

Review and confirm action task complexity, months, lead agents, participating parties, schedules, performance measures, and other particulars with which to initiate action.

### **Confirm suggested 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 agency, and NGO programs.**

Update city documents including the Comprehensive Plan, CFP, annual city 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.

## What can be initiated in the next 12 months

### Pending update to the Park, Recreation & Open Space (PROS) Plan.

Could initiate work on up to 17 action tasks including Anderson Center, Yost Pool, Senior Center, Civic and Woodway Fields, youth activities and participations, off-road trails, on-road bike networks, and a parks fiscal sustainability strategy among others where Parks is the lead, shares the lead, or may facilitate others.

### Pending update to the Cultural Arts Plan (CAP).

Could initiate work on up to 10 action tasks including branding and themes, market surveys and promotions, central clearinghouse, cultural arts website, and funding 4th Avenue cultural corridor, among others where Cultural Services Division is the lead, shares the lead, or may facilitate others.

### Pending update to the Cultural Arts Plan (CAP).

The PROS and CAP planning process could initiate work on 27 of the 86 identified actions tasks or 31% of the total tasks over the next year!

## 5: Examples from the Chehalis Renaissance Project

### What is the Chehalis Renaissance Plan?

A citywide plan with projects in community building, economic development, quality design, traffic and parking, and downtown development.

### What is the overall goal – the bottom line?

Make the Chehalis area a more attractive place in which to live, enhance job opportunities and involvement of youth, increase tourism traffic, and grow the retail base to enhance local shopping.

### What is the mission of the Chehalis Community Renaissance Team (CCRT)?

Driven by voluntary leadership, broad community participation, and using disciplined project management - implement the Council-approved plan.

<http://ci.chehalis.wa.us/renaissance>

## What is different about the Chehalis Renaissance Project and the Chehalis Community Renaissance Team (CCRT)?

Driven by volunteers – the city is a partner.

Counts on and encourages citizens to provide leadership and work in partnership with CCRT.

Relies primarily upon private investments and donations.

Success is a combination of many small, some medium, and a few large projects.

A chance for citizen volunteers to put a permanent stamp on the Chehalis area.

## Who are the CCRT members?

21 active members including:

- Security State Bank
- Timberland Regional Library
- Bicoastal Media
- DeVaul Publishing
- Chehalis City Council member
- Book 'n Brush
- Tires, Inc
- Lewis County EDC
- Arch-Eco Design LLC
- Centralia College
- Cheh-Cent Airport
- Port of Chehalis
- Board of County Commissioners
- The Industrial Commission
- Cent-Cheh Chamber of Commerce

## What has the CCRT achieved to date?

21 completed action tasks including:

- New logo and tagline
- Young Professionals of Lewis County formed
- SCORE (Senior Core of Retired Executives) chapter formed
- Historic walking tour – 5th printing
- Friends of the Chehalis Community Renaissance 501(c)(3) formed
- 50+ wayfinding signs installed
- Historic signage on I-5 installed by WSDOT
- CCRT and Friends installed offices in historic St Helens Hotel
- Chehalis Avenue streetscape completed
- New Auto Festival event initiated at airport
- New website developed and launched
- Incubator feasibility study completed
- Children’s Museum pilot project initiated
- Gateways installed
- Louisiana Avenue roundabout enhanced

## What is the CCRT working on?

15 projects in progress including:

- Downtown parking strategy under development
- Restoration of historic St Helens Theatre
- Chehalis Storefront Art Project initiated for empty storefronts
- Vacant and for sale property database under development
- Tourism marketing program under development
- Urban design guidelines under review
- Chehalis-Centralia Railroad expansion north to Great Wolf Lodge
- Market Boulevard streetscape enhancements underway
- Dillenbaugh Creek gateway conservancy park under study