

STRATEGIC PLANNING COMMITTEE AGENDA

April 24, 2024

5:00 PM

Sedro-Woolley Municipal Building

Council Chambers

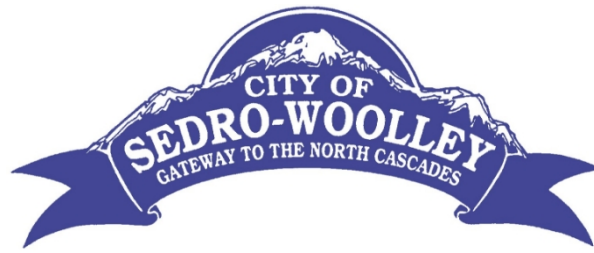
325 Metcalf Street

- a. Call to Order**
- b. Roll Call**
- c. Unfinished Business**
- d. New Business**
 - 1. Draft 2025-2026 City Council Goals and Work Plan
- e. Adjournment**

Next Meeting(s) Strategic Planning Committee - August 14, 2024

The City of Sedro-Woolley complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, limited English proficiency, age, disability, or sex. The City of Sedro-Woolley doesn't exclude people or treat them differently because of race, color, national origin, limited English proficiency, age, disability, or sex.

The City of Sedro-Woolley also complies with applicable state laws and doesn't discriminate on the basis of creed, gender, gender expression or identity, sexual orientation, marital status, religion, honorably discharged veteran or military status, or the use of a trained dog guide or service animal by a person with a disability.



Strategic Planning Committee Agenda Item

Agenda Item No.: d.1.

Date: April 24, 2024

From: Charlie Bush, City Administrator

Subject: Draft 2025-2026 City Council Goals and Work Plan

RECOMMENDED ACTION:

N/A

ISSUE:

Staff are seeking Committee review and feedback.

BACKGROUND/SUMMARY INFORMATION:

Attached is a revised set of draft City Council goals resulting from the City Council's March 15th retreat. Staff are seeking review and feedback from the Committee before bringing these draft goals forward to the full Council. Also attached is the draft Economic Development Action Plan under review by the City Council's Planning and Business Development Committee as some of the items mentioned at the retreat exist in this plan and there is interplay with the draft goals. Once adopted, the City Council's 2025-2026 Goals and Work Plan will be planned for in the 2025-2026 City budget.

FISCAL IMPACT, IF APPROPRIATE:

N/A

ATTACHMENTS:

1. 2025-2026 City Council Goals and Department Operational Plans
2. Draft Sedro-Woolley Economic Development Action Plan Version 6.0

City of Sedro-Woolley 2025-26

AND DEPARTMENT OPERATIONAL PLANS

Increase parks and recreation usage by residents and tourists

- Update City website and overall marketing of City parks by ~~April 1, 2023~~ July 1, 2025 (Administration, Public Works, Information Technology).
 - Include 3D interactive mapping
 - Include better integration of events and rental opportunities
 - Include drone footage of the City's special events.
- Develop new partnerships, possibly including a consultant(s) after exploration with the City Council, ~~using American Rescue Plan Act Funds~~, by ~~April 1, 2023~~ December 31, 2025. The goal is to recruit, plan, create, market, and support sports tournaments and other special events in Sedro-Woolley and the surrounding area. The City would use these events to build up demand for additional hotel space, leading to increased hotel/motel revenues that can sustain this program, and tourism in Sedro-Woolley, into the future (Administration, Public Works).
- Work strategically to expand outdoor recreation options in the areas around Sedro-Woolley and to better connect Sedro-Woolley to those areas. Provide an initial report to the City Council by ~~October 1, 2023~~ December 31, 2025 (Administration, Public Works).
 - Olmsted Park Phase 1 Infrastructure; construction 2024+
 - Olmsted Park Phase 2 Structures; construction 2024/2025 (updated 8/9/2023)
 - Olmsted Park Phase 3 Playground; RCO Application 2024; construction 2025 (updated 8/9/2023)
 - Reed Street Park; design 2025; RCO application 2026; construction 2026/2027 (updated 8/9/2023)
 - SR20/Cascade Trail Phase 2A Holtcamp to Hodgkin; construction 2024.
 - SR20/Cascade Trail Phase 2B Collins Rd to Holtkamp Rd; partially funded by SCOG TAP; TIB appl 2024; Design 2024/2025; CN 2026 (updated 8/9/2023).
 - Evaluate the opportunity to expand ballfield capacity (Little League, soccer, etc.) with the update of the City's Comprehensive Plan Update. Evaluate developing parks that pay for themselves. Evaluate more use of the floodplain for sports tournaments.
 - Better activate the skate park by reviving and sustain the annual skate park competition.

- Evaluate financial sustainability models for the City's parks system.
- Further develop strategic partnerships with governments, non-profit organizations, and private businesses that can accelerate parks and recreation tourism and usage in Sedro-Woolley. Provide a report to the City Council by January 1, 2024 (Administration).

Commented [CB1]: Duplicative with action above

Improve the City's economy

- Continue to improve public infrastructure that supports economic development and quality of life and provide regular updates to the City Council (Public Works, Planning & Building).
 - Begin implementation of economic development action plan. Provide annual progress reports to the City Council's Planning and Business Development Committee and to the full Council.
 - The Economic Development Action Plan includes improving signage within the community (item discussed at the City Council Retreat).
 - Secure funding and complete the Jones/John Liner/Trail Road Corridor projects by 2029 to support City and SWIFT Center growth (Engineering/Public Works Divisions).
 - SR9/Township & John Liner/McGarigle Intersection Project; construction 2025
 - John Liner Rd, Reed to Township Bicycle/Pedestrian Improvements project; construction 2026/2027 (updated 8/8//2023)
 - Project C1B Jones/John Liner BNSF Undercrossing Project Phase 2; design/ROW in 2024/2025, construction (updated 8/9/2023)
 - Cook Road/South Trail Road Intersection (Roundabout) Project; design/ROW 2024/2025; construction 2026
 - Complete short-term Wastewater Treatment Plant Capacity Projects by 2025 (Engineering/WWTP Division)
 - Digester Aeration Upgrades – construction 2025 (updated 8/9/2023)
 - Long-term WWTP Capacity Improvements to support growth by 2029
 - Facilities Plan (when plant reaches 85% Capacity est. 2024/2025); begin 2024; complete 2025.
 - Plant upgrade design 2026/2027; construction 2027/2028.
- Protect commercially zoned land (Planning & Building)
- Evaluate the City's revenue trends and provide a report to Council by July 1, 2025.

- Develop strategies to grow the City's sales tax revenues
- Increase hotel/motel revenues

Complete the Comprehensive Plan on time, by December 31, 2025, and under budget. Continue the City's growth model where lots on the edge of town are primarily zoned single family, with missing middle housing interspersed in the primarily single-family residential zones. Future growth will be accommodated through a combination of urban growth area expansion to the north as necessary per a land capacity analysis, infill in existing residential neighborhoods and accommodating higher densities in commercial zones (where commercial is the primary use on the main floor).

- Assure that the city's zoning and development standards provide for a variety of housing types in the city and maintain development standards that assure adequate on-site parking is provided for new housing (Planning & Building).
- The county will be determining the amount of projected population growth in the county and in each jurisdiction between 2025-2045 as a part of the State GMA Comprehensive Plan updates due June 30, 2025. With the above goal in mind, coordinate with the other Skagit County jurisdictions to determine the amount of growth in Sedro-Woolley between 2025-2045 (Planning & Building).
- Perform a Land Capacity Analysis to determine the amount of available land within City Limits to accommodate the projected population growth between 2025-2045 (Planning & Building).
- Based on the amount of land available, use the above council goal to determine how much future population can be accommodated in the existing city limits and how much land needs to be added to the urban growth area to accommodate the projected population growth between 2025-2045 (Planning & Building).
- Demonstrate how much land is necessary to accommodate 20 years of growth based on the councils above growth goal and recommend that the county adjust the city UGA to meet the city's 20-year growth projections (Planning & Building).
- Update the city's zoning regulations as well as the Housing and Land Use Elements of the Comprehensive Plan as part of the 2025 updates to reflect the council's housing and land use goals and reflect the adjusted UGA boundaries (Planning & Building).
- Review connection and impact fees upon completion of the comprehensive plan (Public Works, Planning & Building).

Sedro-Woolley Economic Development Action Plan (Draft)

Version 5, April, 2024

Items in green are potential ARPA investments

Priority #1: Provide business-friendly permitting

- Invest in Planning & Building staffing through the 2025-26 budget process to better support business permitting
- By the end of 2025, establish permitting benchmarks for commercial permits and track progress
- By the end of 2026, invest in Lean/Six Sigma process improvement processes to increase permitting system efficiency
- By the end of 2026, improve the City's Code to allow for more efficient and simplified permit processes, including more up-front design review
- By the end of 2025, evaluate fees

Priority #1: Support housing development to provide a larger local workforce and to further support local retail

- Evaluate the housing types needed to have the largest benefit on the Sedro-Woolley economy through the 2023-25 Comprehensive Plan Update
- By the end of 2026, implement strategies and incentives to support the housing types desired

Priority #2: Focus on public Downtown Improvements

- Potential New/Refurbished Public Infrastructure – complete by the end of 2028
 - Lighting – street lights recently painted
 - More trash cans downtown (on Metcalf) with better designs
 - Alleys
 - Sidewalks
 - Planters
 - Murals
 - AED signs
 - Address Parking – consider parking regulations, supply
- Community Development Grant Program – completed by the end of 2024
 - Painting
 - Support updates to key buildings (ex. Woolley Market)
- Festival/Event Improvements – complete by the end of 2027
 - Wiring for festivals
 - Lights for festivals – consider lights hanging across Metcalf
 - Develop a Downtown concert venue
- Parklets – consider code changes by the end of 2024
- Partner with BNSF on public use of their right of way (ex. mobile art walk) – by the end of 2025

Priority #2: Improve the State Route 20 and State Route 9 Corridors

- Partner with the new owners of Skagit Industrial Park, Sedron Industries, to leverage Sedron’s investment in the park to accent and benefit Downtown Sedro-Woolley and the State Route 20/9 corridor – by the end of 2025
 - Improve the State Route 20/9 appearance of the park
 - Explore improved connectivity of the park to the rest of the City
 - Evaluate Downtown improvements that may compliment the park and elements of the park that may be able to compliment Downtown and the State Route 20/9 corridor
- Develop an archway to cover the railroad trestle and point tourists to Downtown – by the end of 2026
- Work to get Ferry Street properties improved on the entry to Downtown from Highway 9, perhaps some funds could be used for environmental studies, as needed, in this area – by the end of 2028, a corridor plan for the streetscape might be an option
- Improve the appearance of fencing
- Improve directional signage – by the end of 2026
- Improve the appearance of roundabouts – by the end of 2026

Priority #2: Improve the Cleanliness and Visual Appearance of Commercial Areas, including Downtown

- Invest in additional Public Works staff or partnerships to enhance the cleanliness of commercial areas in Sedro-Woolley – by the end of 2026

Priority #2: Engage in creative placemaking – support the creation of experiences and places that are unique for visitors to and residents of Sedro-Woolley

- Support public art with the support of the Arts Commission – by the end of 2025
- Invest in trails and parks and connect them – by the end of 2028
- Evaluate streetscapes and landscaping – by the end of 2027
- Create a more dog-friendly city - evaluate dog park expansion and the development of additional dog parks – by the end of 2028
- Develop small parks – ex. the lot by Tricky Busiu could be used for a park and parking if received from BNSF – by the end of 2028
- Possible food truck pads at our parks (especially Olmsted and Memorial) – by the end of 2028
- Capitalize on small-town Americana strengths by supporting and promoting experiences and services that people want
- Focus on making Sedro-Woolley more fun and interesting

Priority #2: Do further work with economic development partners to provide additional help and technical assistance for online commerce and other technical business support services

- Offer resources and referrals to partners from within the Planning & Building Department – by the end of 2025
- Partner with the Chamber to promote shopping local and to celebrate local businesses, especially manufacturing and retail – by the end of 2026
- Partner with organizations like RAIN Catalysts, the Small Business Development Center, the Center for Inclusive Entrepreneurship, and the Economic Development Alliance of Skagit County (EDASC) to provide services for Sedro-Woolley businesses. Consider providing space to one or several from which to deliver services more locally here. – by the end of 2026

Priority #2: Support infill commercial and housing development

- Evaluate options/opportunities and identify barriers during the 2023-2025 Comprehensive Plan update
 - Focus on site readiness and removing obstacles

Priority #2: Continue to partner regionally to benefit the regional economy, which will benefit the Sedro-Woolley Economy

- Leverage collective strengths in Skagit Valley – possible focus on food. Leverage valley value-added agriculture as the theme – by the end of 2026
- Use the 2023-25 Comprehensive Plan Update to become clearer on what industry clusters the City wants to recruit and grow to help diversify its economy

Priority #2: Continue to Partner with the Port of Skagit and Skagit County on the Continued Redevelopment of the SWIFT Center

- Support business incubator space at the SWIFT Center, particularly the NWIRC proposal – ongoing
- Support the theme of community wellness, recreation, tourism, and hospitality at the SWIFT Center - ongoing
- Help support the \$45 million needed to renovate SWIFT Center buildings - ongoing
- Destination music in the park in the shorter term could be a benefit to the community – by the end of 2024
- Develop meeting space - ongoing
- Develop Olmsted Park – by the end of 2026 with first phases in 2024

Priority #2: Support Enhanced Tourism

- Become the Basecamp of the North Cascades, leveraging outdoor recreation - ongoing
 - Partner with the North Cascades Institute, North Cascades National Park, the Pacific Northwest Trail Association, local wilderness guides, and other recreation-based organizations and businesses
- Tap into the City's history by working more formally with the Sedro-Woolley Museum and other history-focused organizations – ongoing, develop additional partnerships by the end of 2026
- Promote and develop sports tournaments and events through partnerships – by the end of 2026
- Work with hotel operators to consider developing in Sedro-Woolley – by the end of 2028
 - Evaluate vacation policies related to vacation rentals if hotel development does not materialize
- Leverage lodging tax funding to fuel more tourism – ongoing
- Develop marketing videos – by the end of 2026
- Develop a parks and trails map – by the end of 2024
- Evaluate cycling infrastructure and services, recruit a bike shop and other key services – by the end of 2028
- Cultivate and sustain a more open and welcoming atmosphere - ongoing

Priority #2: Citywide Public Infrastructure Development

- Continue to fund and build projects to support growth. Review impact fees and project funding to make sure there is financial support for the planned projects. - ongoing
- Plant beautiful trees that don't heave sidewalks - ongoing
- Repair sidewalks - ongoing

Priority #3: Workforce Development – all items are ongoing

- Encourage Sedro-Woolley School District and EDASC to develop a Sedro-Woolley Workforce Development Action Team
- Evaluate opportunities for youth to get into apprenticeships, build partnerships with schools
- Work with the Port to evaluate possible education uses of SWIFT Center
- Help Sedro-Woolley School District connect students with businesses
- Work with Job Corps and Skagit Valley College
- Engage CTE programs (career technical education)
- Have more of a trades-focus locally