



STRATEGIC PLANNING COMMITTEE AGENDA

January 22, 2025

5:00 PM

Sedro-Woolley Municipal Building

Council Chambers

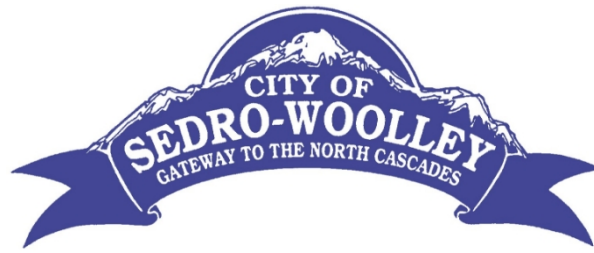
325 Metcalf Street

- a. Call to Order**
- b. Roll Call**
- c. Unfinished Business**
 - 1. 2025-2026 City Council Goals Refresher
- d. New Business**
 - 1. Introduction to Envisio, or new software to aid strategic planning, performance dashboards, and project tracking
 - 2. Goal Setting Schedule for the Future
- e. Adjournment**

Next Meeting Strategic Planning Committee - April 23, 2025

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.: c.1.

Date: January 22, 2025

From: Charlie Bush, City Administrator

Subject: 2025-2026 City Council Goals Refresher

RECOMMENDED ACTION:

No Action Needed

ISSUE:

This is a quick refresher regarding our current goals that we'll be pursuing during 2025 and 2026, aligned with the budget.

BACKGROUND/SUMMARY INFORMATION:

These goals were set and adopted during 2024. They are largely goals that have been in place since 2022. A copy of the main goals and the affiliated Economic Development Action Strategy is attached.

FISCAL IMPACT, IF APPROPRIATE:

Various goals have various impacts.

ATTACHMENTS:

1. 2025-2026 City Council Goals and Department Operational Plans - Clean
2. Sedro-Woolley Economic Development Action Plan Final

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 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 by 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 December 31, 2025 (Administration, Public Works).
 - Olmsted Park Phase 1 Infrastructure, Restroom and Caretaker Residence; construction 2024+
 - Olmsted Park Phase 2 Picnic Structures; construction 2024/2025 (updated 8/9/2023)
 - Olmsted Park Phase 3 Playground and Sports Courts; 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 Hodgin; construction 2025. (updated 5/1/2024).

- SR20/Cascade Trail Phase 2B Collins Rd to Holtkamp Rd; partially funded by SCOG TAP; TIB appl 2024; Design 2026/2027; CN 2028 (updated 5/1/2024).
- 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 sustaining the annual skate park competition.
- Evaluate financial sustainability models for the City's parks system.

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 2027/2028 (updated 5/1/2024)
 - Project C1B Jones/John Liner BNSF Undercrossing Project Phase 2; design/ROW in 2025/2026, construction 2027 (updated 5/1/2024)
 - Cook Road/South Trail Road Intersection (Roundabout) Project; design/ROW 2025/2026; construction 2027 (updated 5/1/2024)

- Complete short-term Wastewater Treatment Plant Capacity Projects by 2025 (Engineering/WWTP Division)
 - Former Laboratory/Operations Building Demolition – construction 2025 (updated 5/1/2024).
- 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

*Items are underway

+Items are completed

City Actions

Priority #1: Provide business-friendly permitting

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

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

- Parklets – consider code changes by the end of 2024+
- Community Development Grant Program – completed by the end of 2024*
 - Painting
 - Support updates to key buildings (ex. Woolley Market)
- Potential New/Refurbished Public Infrastructure – complete by the end of 2028
 - Sidewalks*
 - AED signs
 - Murals*
 - Planters
 - More trash cans downtown (on Metcalf) with better designs
 - Alleys
 - Lighting
 - Street lights recently painted+
 - Extend the system on Metcalf
 - Address Parking – consider parking regulations, supply

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

- Improve the appearance of roundabouts – by the end of 2026*

- Improve directional signage – by the end of 2026*
- Develop an archway to cover the railroad trestle and point tourists to Downtown – 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*
- Evaluate streetscapes and landscaping – by the end of 2027
- Invest in trails and parks and connect them – by the end of 2028
- Create a more dog-friendly city - evaluate dog park expansion and the development of additional dog parks – by the end of 2028
- Possible food truck pads at our parks (especially Olmsted and Memorial) – by the end of 2028

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

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

- 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

- Develop Olmsted Park – by the end of 2026 with first phases in 2024*

Priority #2: Support Enhanced Tourism

- Develop a parks and trails map – by the end of 2024*
- Develop marketing videos – by the end of 2024*
- Leverage lodging tax funding to fuel more tourism – ongoing*

Priority #2: Citywide Public Infrastructure Development

- Repair sidewalks – ongoing*
- 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*

City Collaboration

Priority #2: Focus on public Downtown Improvements

- 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*
- 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

- Improve the appearance of fencing
- 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 complement Downtown and the State Route 20/9 corridor
- 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

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

- 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 2026*
- 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

- 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: 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

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*
- Destination music in the park in the shorter term could be a benefit to the community – by the end of 2025
- 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
- Develop meeting space – ongoing

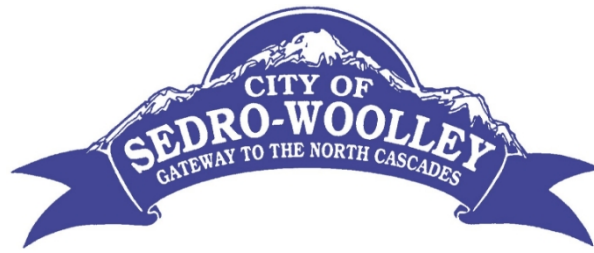
Priority #2: Support Enhanced Tourism

- 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
- Cultivate and sustain a more open and welcoming atmosphere – ongoing*
- 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
- 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
- Evaluate cycling infrastructure and services, recruit a bike shop and other key services – by the end of 2028

Suggestions for Other Agencies

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



Strategic Planning Committee Agenda Item

Agenda Item No.: d.1.

Date: January 22, 2025

From: Charlie Bush, City Administrator

Subject: Introduction to Envisio, or new software to aid strategic planning, performance dashboards, and project tracking

RECOMMENDED ACTION:

No Action Required

ISSUE:

Staff are in the process of implementing Envisio and hope to work jointly with the City Council's Strategic Planning Committee in rolling out aspects of the software.

BACKGROUND/SUMMARY INFORMATION:

The 2025-2026 budget includes funding for a subscription to Envisio (<https://envisio.com/>). We chose Envisio as a partner because the company:

- Works extensively with local governments, including many of the highest performing cities and counties in North America
- Specializes in supporting strategic plan implementation tracking
- Provides a graphical and simple way to communicate progress with you, other staff, and the community.
- Produces performance dashboards with data from plans and other software
- Has a project tracking module that will track capital projects
- Allows staff to enter information in one place and for it to automatically update throughout the system, saving significant amounts of time and providing for more regular updates.
- Utilizes automation and some AI to assist in report creation.
- Has a reputation for outstanding customer service.

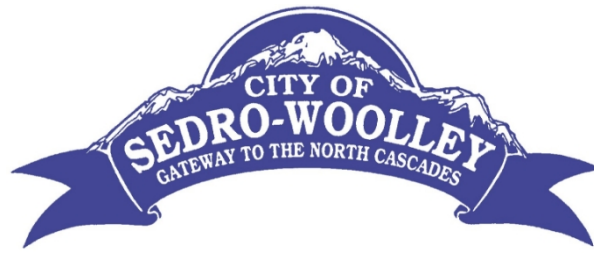
I am in the process of working with IT on implementation. Our initial steps include loading in the City Council goals into the system and creating a performance dashboard for the Police Department, which will solve a current reporting where the Police Department cannot export data from their call tracking system, Spillman. We will add other department dashboards in time. This work is consistent with our organization development efforts that began in 2022. This system has the ability to provide live dashboards and reports on our website, where they may be effective and helpful. Public Works will

begin with tracking projects that are in our initial uploaded plans. Once completed, we will enter the Comprehensive Plan into the system and provide ongoing implementation reports to the City Council and community.

FISCAL IMPACT, IF APPROPRIATE:

ATTACHMENTS:

None



Strategic Planning Committee Agenda Item

Agenda Item No.: d.2.

Date: January 22, 2025

From: Charlie Bush, City Administrator

Subject: Goal Setting Schedule for the Future

RECOMMENDED ACTION:

N/A

ISSUE:

This is a quick briefing regarding our planning cycle.

BACKGROUND/SUMMARY INFORMATION:

If we continue to work in tandem with our biennial budget process, we would continue to follow this schedule:

- 2025 - year of implementation of the 2025-2026 goals
- 2026 - continue implementation of the 2025-2026 goals
- 2026, Spring - have goal setting session for the 2026-2027 goals
- 2026, Summer/Late Spring - adopt the 2026-2027 goals
- 2026, Fall, adopt the 2026-2027 budget
- 2027, begin implementation of the 2026-2027 goals

FISCAL IMPACT, IF APPROPRIATE:

TBD

ATTACHMENTS:

None