



AGENDA

January 28, 2026

4:00 PM

Sedro-Woolley Municipal Building

Council Chambers

325 Metcalf Street

- a. Call to Order**
- b. Roll Call**
- c. Unfinished Business**
- d. New Business**
 - 1. City Council Goal Setting
- e. Adjournment**

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.



Agenda Item

Agenda Item No.: d.1.

Date: January 28, 2026

From: Charlie Bush, City Administrator

Subject: City Council Goal Setting

RECOMMENDED ACTION:

Move through the process in this meeting that is outlined below to clarify the City Council's 2027-2028 draft goals for future final City Council adoption.

BACKGROUND/SUMMARY INFORMATION:

The City Council approved a goal submittal template and goal-setting process late in 2025, followed by the distribution of the goal submittal template in late December. Staff received four goal template sheets from City Council members by the January 14th deadline. All are attached. Staff analysis is included at the bottom of each. Some of the templates include multiple goals. Considering these individually, in total, there were 7 goals submitted. Here is a listing of those goals (somewhat organized by topics that overlap or are close to overlapping):

- Continuing with parks and recreation focus
- Enhance the local economy, public, safety, and overall well being of the city of Sedro-Woolley
- Smart, stable growth that benefits all who call Sedro-Woolley home
- Fiscal responsibility
- Traffic improvements
- Improve pedestrian transportation infrastructure within the city.
- Provide accountable leadership that is fair, accessible, and transparent, both in reality and perception.

Process to Move Efficiently Through This Meeting

- 1) The writer of each goal will receive about 3 minutes to describe their goal. We will go in order from top to bottom using the list above.
- 2) We will discuss the possible combination of some goals.
- 3) Council members will go through a voting process to narrow the list to 3-5 goals.

Next Step

Once the list of potential goals is reduced and clarified, staff will reformat the goals into more of a

strategic plan, suggesting additional action items and strategies, as needed. A draft plan will be brought back for Council consideration during the spring.

FISCAL IMPACT, IF APPROPRIATE:

N/A

ATTACHMENTS:

1. Council Goals Submittal - Cocke 2026
2. Council Goals Submittal - Lavacca 2026
3. Council Goals Submittal - Pederson 2026
4. Council Goals Submittal Kesti 2026

City of Sedro-Woolley

City Council Goal Submittal Template

January 2026

Return to Charlie Bush at cbush@sedro-woolley.gov by the close of business on Wednesday, January 14th. Contact Charlie with questions by phone at 360-855-9921 or 360-391-4906, or via email.

Time Horizon for Goals: While the goals will align to the 2027-2028 budget, some of the most impactful goals by communities build on each other year by year for many years and even decades. Think big, this is an important opportunity for the Council to set impactful strategic direction for the community and organization.

SMART Goals: SMART goals are a framework for setting objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound. While goal statements in our plan (ex. Improve the City's economy) may not be specifically SMART in all cases, the City's strategies and activities in combination with that goal should be SMART. SMART goals are a leading practice in strategic planning.

Submitted by Council member:	Cocke
Goal – one sentence, 60,000-foot level (example: Improve the City's economy), this is the most important level of your submittal	Enhance the local economy, public safety, and overall well being of the city of Sedro-Woolley.
Strategies – one to three sentences each, 30,000-foot level, you could have several strategies under your goal (example of a strategy: Secure funding and complete the	Strategy 1: Develop approaches to encourage affordable housing in Sedro-Woolley. Strategy 2: Complete Olmsted Park.

<p>Jones/John Liner/Trail Road Corridor projects by 2029 to support City and SWIFT Center growth). Number each of your strategies (ex. Strategy 1, Strategy 2, etc.)</p>	<p>Strategy 3: Encourage economic development, including fostering new businesses and job creation.</p> <p>Strategy 4: Promote and enhance small businesses in Sedro-Woolley.</p> <p>Strategy 5: Enhance public safety and health</p>
<p>Activities – activities are one paragraph maximum, 15,000-foot level. They fall under each strategy. There can be multiple activities under each strategy. Please label your Activities (example for activities listed under Activity 1: Activity 1.1, Activity 1.2, etc.). Staff will generally be more familiar with activities, and it is OK to leave this area blank for now (example of an activity: Intersection improvements include a new roundabout, bicycle/pedestrian facilities, activated pedestrian crossing signals, and storm drainage improvements, and illumination. Construction began in June 2025.)</p>	<p>Activity 1:1: Review permitting and zoning and consider changes to foster more affordable housing in the city.</p> <p>Activity 2.1: Secure funding to complete development of new park, including a playground for children.</p> <p>Activity 2.2: Promote opening of new park, including a grand opening.</p> <p>Activity 3.1: Support restoration of the Hub building at Northern State.</p> <p>Activity 3:2: Work with Port of Skagit, Innovation Center, Sedro-Woolley Chamber of Commerce, and EDASC to recruit new businesses to locate at the SWIFT Center.</p> <p>Activity 3:3: Continued city support for Job Corps as an important training facility for disadvantaged young people.</p> <p>Activity 3:4: Continue completion of the Jones,/Jones Liner/Trail Corridor projects to support city growth and alleviate congestion on Highway 20.</p> <p>Activity 3:5: Provide funding, as available, for maintenance of local streets, sidewalks and bike paths.</p> <p>Activity 4:1: Collaborate with Sedro-Woolley Chamber of Commerce, Port of Skagit and EDASC to showcase the city as a great place to open a small business.</p> <p>Activity 4:2: Support downtown businesses, and the historic welcoming nature of the downtown.</p> <p>Activity 5:1: Place Police resource officer in high school/middle school.</p>

	<p>Activity 5:2: Study the pros and cons of a regional fire district.</p> <p>Activity 5:3: Harden wastewater treatment plant against Skagit River flooding.</p> <p>Activity 5:4: Increase collaboration with county regarding river flooding and other disaster/emergency response.</p>
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Staff Analysis – For later staff review prior to the retreat, some proposed activities, and possibly strategies, are likely to be added in this phase.

From the Executive Department (City Administration)

- Many of the action items under Strategies 3 and 4 will be well served through completing the action items included in the City’s Economic Development Action Strategy. Some others, like work on the HUB Building, are being supported by Mayor Johnson’s involvement with efforts regarding the HUB Building and staff’s ongoing collaboration with the Port and other agencies regarding development at the SWIFT Center.

Director of Information Technology –

- Public Safety - My team has been working with the Police Department to identify key areas within the city where cameras would be beneficial. Focusing on areas of high traffic/events like for the Logging Rodeo, Christmas parade, Blast from the Past, current and future parks. These solutions would be hosted completely in house.
- Support for Job Corps – My team has worked with Job Corps in the past, and we can certainly reestablish that relationship. We have hosted IT interns showing them how a typical organization functions technology wise, common technology found in corporate networks and their purpose, along with providing guidance on continued education.

Police Chief-Public Safety-

- Identify need for additional PD staffing in line with city growth. (Officers, Records, Code Enforcement, Animal Control)
- School Resource Officer is within reach of being placed. Future need of another SRO to have an officer at high school and middle school.

- Identify technology that would enhance public safety or increase employee efficiency such as 3rd party redaction options, AI, dictation programs, cameras, solar radar speed signs that collect traffic data, drone, drug identifier, evidence management tool (File On Q).
- Public Safety Building will be a longer process. Identify any City owned property that could be an ideal site, site assessments, funding options, consultants, studies, land acquisition and potential capital award funding will continue to be sought.

Public Works Comments -

Responses to Councilman Cocke highlighted.

Goal: Continue enhancing parks, recreational opportunities and programs throughout the City and engage partners.

Strategies (Bold)/ Activities (Bulleted) - Staff addition in red

Strategy 1 – Enhance outreach and program/event coordination.

- Update website
- Modernize/update parks page content
- Make more visible on Main page
- Provide interactive content specific to parks
- Utilize QR codes to link to content
- Additional outreach
- Hire website professional to implement above

Strategy 2 – Strategize traditional and non-traditional funding opportunities that support parks facility improvements.

- Advance concept to sell non-strategic properties to help fund parks capital facilities.
- Continue to pursue traditional grant opportunities (federal and state).

Strategy 3 – Continue to develop and refine the Parks Capital Facilities Plan (PROS) to advance strategic improvement needs.

- Implement the draft PROS Plan
- Develop planning/design for Reed St Park improvement.
- Implement plan to swap fields at Winnie Houser and Riverfront parks (flood resiliency).
- **Finalize Olmsted Park Phase III (playground equipment).**
- Develop additional field space whenever possible.
- Hire Parks Manager (staff) to actively manage events and programs (separate from parks maintenance).

Goal: Continue to implement small and large scale multi-modal transportation improvements throughout the City; including outreach.

Strategy 1 – Enhance transportation related outreach.

- Update website
- Modernize/update PW page content
- Enhance notification content
- Provide interactive content specific to projects
- Utilize QR codes to link to content

Strategy 2 – Coordinate with partner jurisdictions (i.e. Skagit Count and WSDOT) to support and advance projects impactful to the City.

- Pursue working with the county and WSDOT on SR20/Minkler intersection improvement.
- Develop project planning for the Railroad Jameson St Corridor (southern connection).
- Endorse regional improvements to the Colins/Cook Rd Intersection.

Strategy 3 – Develop a small projects program (updated annually) to prioritize and resolve deficiencies that fall between maintenance and the TIP.

- Develop Small Works Priorities Plan: Identifies small scale impactful projects not eligible for grant funding.
 - Capital project categories include: Transportation, Parks, Facilities, Stormwater, and others.
- Utilize eligible funding program remnants, excess general fund reserves, or other sources to implement prioritized improvements that do not fall under maintenance repairs.
- Emphasize completing gaps in pedestrian facilities.
 - Examples: Metcalf from Warner to Nelson and Bennet St from Township to 100 feet west.
- Consider utilizing Local Improvement Districts to fund projects that fall special purpose district category.

Strategy 4 – Continue the progress in implementing major transportation projects identified on the TIP (updated annually); maximizing available federal, state, and local sources.

- Continue to design projects with a Complete Streets focus.
- Continue to develop the Jones/John Liner Transportation Corridor.
- Develop a plan for the Jameson/Railroad/Minkler Transportation Corridor.
- Adjust/update Federal Functional Classifications to identify current transportation connectivity.

Goal: Provide robust and reliable wastewater treatment and collections infrastructure to ensure the City protects public and environmental health over the next 50 years.

Strategy 1 – Improve WWTP capacity and lifecycle to modernize and continue to discharge clean water to the Skagit River.

- Complete WWTP Upgrade design. Target – shovel ready be 2028.
- Begin WWTP Upgrade construction in 2028 with. Target – construction complete in 2030.
- Develop a plan to address short and long term flood resiliency.

Strategy 2 – Continue to modernize and repair collection system infrastructure to increase reliability and reduce infiltration and inflow risk.

- Develop a plan for the next series of collection system replacement/lining upgrades for the next five years.

City of Sedro-Woolley

City Council Goal Submittal Template

January 2026

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SMART Goals: SMART goals are a framework for setting objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound. While goal statements in our plan (ex. Improve the City's economy) may not be specifically SMART in all cases, the City's strategies and activities in combination with that goal should be SMART. SMART goals are a leading practice in strategic planning.

Submitted by Council member:	Nick Lavacca
Goal – one sentence, 60,000-foot level (example: Improve the City's economy), this is the most important level of your submittal	Continuing with Parks and Rec focus
Strategies – one to three sentences each, 30,000-foot level, you could have several strategies under your goal (example of a strategy: Secure funding and complete the Jones/John Liner/Trail Road Corridor projects by 2029 to support City and SWIFT Center growth). Number each of your strategies (ex. Strategy 1, Strategy 2, etc.)	<ol style="list-style-type: none">1, Update the website with better photos, interactive maps, easier reservations.2, Sell the extra field space at Riverfront to help fund the Parks and Rec programs.3, Bring all the parks into one park circuit, make improvements to Reed Street, and swap Winnie Houser fields with River Front fields to maximize space.

<p>Activities – activities are one paragraph maximum, 15,000-foot level. They fall under each strategy. There can be multiple activities under each strategy. Please label your Activities (example for activities listed under Activity 1: Activity 1.1, Activity 1.2, etc.). Staff will generally be more familiar with activities, and it is OK to leave this area blank for now (example of an activity: Intersection improvements include a new roundabout, bicycle/pedestrian facilities, activated pedestrian crossing signals, and storm drainage improvements, and illumination. Construction began in June 2025.)</p>	<p>For updating the website, it’s just about bringing the Parks and Rec page to the front, so it’s not buried so deep. If people want to see what’s in their backyard or visitors want to look for outdoor activities, we should make it more available. Also, we have a lot of beautiful green space, and it would be great to advertise it to our community and beyond. It would be great to have a Downtown Kiosk for restaurants and green spaces as well as others.</p> <p>Selling the excess field space that we don’t use at Riverfront as Nate suggested would help provide funds for the website, to switch fields to increase space, and to possibly do something at Reed St. until we are ready to make a permanent park.</p> <p>Maximizing field space has been a request from multiple residents. Nate proposed an idea to switch Winnie Houser and Riverfront to be able to get a few more fields in. Also, if there are some other spaces like at Reed or other that we could use would, it would allow for more kid sports. That creates a healthy and united community. Parking may be an issue to look at.</p>
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Submitted by Council member:	Nick Lavacca
Goal – one sentence, 60,000-foot level (example: Improve the City’s economy), this is the most important level of your submittal	Traffic Improvements.
Strategies – one to three sentences each, 30,000-foot level, you could have several strategies under your goal (example of a strategy: Secure funding and complete the Jones/John Liner/Trail Road Corridor projects by 2029 to support City and SWIFT Center growth). Number each of your strategies (ex. Strategy 1, Strategy 2, etc.)	<ol style="list-style-type: none"> 1, Update the website with interactive road maps and an easier way to report road concerns and needed repairs. 2, Pursue working with the county and DOT on adding a turn lane to Minkler as well as fix up Railroad St. 3, See if we can build up a fund to repair the concrete road ways near the high school and make it more walking biking friendly.
Activities – activities are one paragraph maximum, 15,000-foot level. They fall under	For updating the website, it could be done as a joint activity with the Parks and Rec improvements. Then QR codes can be placed around the community as well

<p>each strategy. There can be multiple activities under each strategy. Please label your Activities (example for activities listed under Activity 1: Activity 1.1, Activity 1.2, etc.). Staff will generally be more familiar with activities, and it is OK to leave this area blank for now (example of an activity: Intersection improvements include a new roundabout, bicycle/pedestrian facilities, activated pedestrian crossing signals, and storm drainage improvements, and illumination. Construction began in June 2025.)</p>	<p>sent out with City utility bills can help bring some more attention to areas that residents feel might need attention.</p> <p>For the Minkler improvement it would be about repeatedly notifying the county and DOT of the need to do a road improvement there until we can get a conversation going. It's not within our jurisdiction but if the State is looking at overall community traffic improvements, we could develop a long term plan that would improve Rail Rd and add in bike lanes from the round-a-bout at Hwy 9 to Hwy 20 for more cyclist and encourage biking.</p> <p>To fund local road improvements, it can be hard to achieve. If there can be some funding to write up a report on repair/replacement procedures and estimated cost to develop a plan. If we could capture some money from the budget or find ways to set amounts aside to see if the neighborhood would be willing to do a neighborhood tax matched by the funds. Hopefully we could aim for a 30/70 or 40/60 match.</p>
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Public Works Comments -

Responses to Councilman Lavaca highlighted.

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- Consider utilizing Local Improvement Districts to fund projects that fall special purpose district category.

Strategy 4 – Continue the progress in implementing major transportation projects identified on the TIP (updated annually); maximizing available federal, state, and local sources.

- Continue to design projects with a Complete Streets focus.
- Continue to develop the Jones/John Liner Transportation Corridor.

- **Develop a plan for the Jameson/Railroad/Minkler Transportation Corridor.**
- Adjust/update Federal Functional Classifications to identify current transportation connectivity.

Goal: Provide robust and reliable wastewater treatment and collections infrastructure to ensure the City protects public and environmental health over the next 50 years.

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Submitted by Council member:	Pederson
Goal – one sentence, 60,000-foot level (example: Improve the City's economy), this is the most important level of your submittal	<ul style="list-style-type: none">A. Smart, stable growth that benefits all who call Sedro-Woolley homeB. Fiscal responsibilityC. Provide accountable leadership that is fair, accessible, and transparent, both in reality and perception
Strategies – one to three sentences each, 30,000-foot level, you could have	<ul style="list-style-type: none">1. Promote economic development that puts people first, supporting local jobs and small businesses

<p>several strategies under your goal (example of a strategy: Secure funding and complete the Jones/John Liner/Trail Road Corridor projects by 2029 to support City and SWIFT Center growth). Number each of your strategies (ex. Strategy 1, Strategy 2, etc.)</p>	<ol style="list-style-type: none"> 2. Invest in future-ready, accessible infrastructure to keep pace with growth. 3. Recapture our fair share of state and federal funds 4. Tackle the housing crisis from all angles until Sedro-Woolley has viable options for every budget. 5. Prioritize public safety, emergency management/response, and code enforcement 6. Work with the City’s partners to ensure community needs are met – including services to youth and seniors. 7. Fair allocation of resources 8. Celebrate the livability of our city - Tidy, community-centered, walkable/rollable city, with vibrant historical center, fun community events, thriving arts, access to our beautiful, peaceful regional environment.
<p>Activities – activities are one paragraph maximum, 15,000-foot level. They fall under each strategy. There can be multiple activities under each strategy. Please label your Activities (example for activities listed under Activity 1: Activity 1.1, Activity 1.2, etc.). Staff will generally be more familiar with activities, and it is OK to leave this area blank for now (example of an activity: Intersection improvements include a new roundabout, bicycle/pedestrian facilities, activated pedestrian crossing signals, and storm drainage improvements, and illumination. Construction began in June 2025.)</p>	<ol style="list-style-type: none"> (a) Strengthen the ER&R approach to ensure stability, avoid tax increases, and maximize use of state and federal funding. Consider adding staffing, since we’re already doing this in practice with the funds from the FD levy. (2, 3 goal b) (b) Update the capital facilities plan annually (2, 3, 8) (c) Update development regulations (1, 2, 4, 8) (d) Work with Sedro-Woolley Housing Authority, North Star, and community partners to improve housing options for our most vulnerable populations. (3, 4, 5, 6, 8) (e) Implement LRTP/TIP, including Cascade Trail improvements/extension and Jones/John Liner collector project. (2, 3, 8) (f) Address deferred maintenance to our sidewalks/local roads utilizing an updated Pavement Condition Program and our Complete Streets model (1, 2, 3, 5, 6, 7, 8) (g) Approve and implement Stormwater Plan, including hiring stormwater staff (2) (h) Update IT policies to bolster cybersecurity (2, 3, 5)

	<ul style="list-style-type: none"> (i) Partner with the Chamber of Commerce to promote our small and local businesses – We need to secure funding for additional economic development support for our downtown. The City applied for a RERC grant and we need to continue to apply for grants like this. (1, 3, 6, 8) (j) Update and implement SWIFT Center Subarea Plan – This plan is more than a decade old and is actively impeding development within our city limits. (1, 3, 6, 7, 8) (k) Implement CEDS and Sedro-Woolley Economic Development Action Plan, update timely (1, 8, 6, 3, 8) (l) Finish updating and implement our Parks, Recreation, Trails and Open Space Plan (PROS)- to include recreation coordinator, swapping baseball fields at Riverfront Park with soccer fields at Winnie Houser Park, pump track, 2nd readerboard, and working with WDFW to improve facilities at Riverfront Park Boat Launch (8, 6, 7, 2, 3, 1) (m) Ensure a smooth transition of our Senior Center programming, including Meals on Wheels/congregate meals and Senior Center Coordinator role. (8, 6, 3) (n) Hire a communications staff person (to include parks & recreation, general public outreach for the city) (1, 6, 3, 7, 8, goal C) (o) Build a new Police Department (5, 3) (p) Strengthen North Star partnership to address opioid crisis (1, 5, 6, 3) (q) Ensure police and fire staffing is included in budget projections to meet adopted level of service standards (5, 3) (r) Develop and maintain local capacity for emergency management/climate resilience. Review contract with Skagit DEM to ensure bench strength for SWEOC. Explore possibility of CERT training in the city. (5, 6, 3) (s) Finalize and implement HMP, including Dam break response and recovery plan. (5, 3, 6, 7)
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Staff Analysis – For later staff review prior to the retreat, some proposed activities, and possibly strategies, are likely to be added in this phase.

Executive Department (City Administration)

- Strategy 1 will be well-served by further implementing the City's Economic Development Action Strategy.
- Emergency Management under Strategy 5 would benefit from investing in some of the investments highlighted during the flood presentation.

Director of Information Technology -

Police Chief-Public Safety-

- Identify need for additional PD staffing in line with city growth. (Officers, Records, Code Enforcement, Animal Control)
- School Resource Officer is within reach of being placed. Future need of another SRO to have an officer at high school and middle school.
- Identify technology that would enhance public safety or increase employee efficiency such as 3rd party redaction options, AI, dictation programs, cameras, solar radar speed signs that collect traffic data, drone, drug identifier, evidence management tool (File On Q).
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Public Works Comments -

Responses to Councilwoman Peterson highlighted.

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- **Emphasize completing gaps in pedestrian facilities.**
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- Consider utilizing Local Improvement Districts to fund projects that fall special purpose district category.

Strategy 4 – Continue the progress in implementing major transportation projects identified on the TIP (updated annually); maximizing available federal, state, and local sources.

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City Council Goal Submittal Template

January 2026

Return to Charlie Bush at cbush@sedro-woolley.gov by the close of business on Wednesday, January 14th. Contact Charlie with questions by phone at 360-855-9921 or 360-391-4906, or via email.

Time Horizon for Goals: While the goals will align to the 2027-2028 budget, some of the most impactful goals by communities build on each other year by year for many years and even decades. Think big, this is an important opportunity for the Council to set impactful strategic direction for the community and organization.

SMART Goals: SMART goals are a framework for setting objectives that are Specific, Measurable, Achievable, Relevant, and Time-bound. While goal statements in our plan (ex. Improve the City's economy) may not be specifically SMART in all cases, the City's strategies and activities in combination with that goal should be SMART. SMART goals are a leading practice in strategic planning.

Submitted by Council member:	Kesti
Goal – one sentence, 60,000-foot level (example: Improve the City's economy), this is the most important level of your submittal	Improving pedestrian transportation infrastructure within the city.
Strategies – one to three sentences each, 30,000-foot level, you could have several strategies under your goal (example of a strategy: Secure funding and complete the	1. Closing sidewalk gaps

<p>Jones/John Liner/Trail Road Corridor projects by 2029 to support City and SWIFT Center growth). Number each of your strategies (ex. Strategy 1, Strategy 2, etc.)</p>	
<p>Activities – activities are one paragraph maximum, 15,000-foot level. They fall under each strategy. There can be multiple activities under each strategy. Please label your Activities (example for activities listed under Activity 1: Activity 1.1, Activity 1.2, etc.). Staff will generally be more familiar with activities, and it is OK to leave this area blank for now (example of an activity: Intersection improvements include a new roundabout, bicycle/pedestrian facilities, activated pedestrian crossing signals, and storm drainage improvements, and illumination. Construction began in June 2025.)</p>	<p>1.1 Improve the sidewalk from behind Lemley Funeral Chapel to the High School so that it is safe and ADA accessible for everyone attending High School events.</p> <p>1.2 Finish the sidewalk on the south side of Bennett Street from Township to the west by 100 feet.</p>

Staff Analysis – For later staff review prior to the retreat, some proposed activities, and possibly strategies, are likely to be added in this phase.

Public Works Comments -

Responses to Councilwoman Kesti **highlighted.**

Goal: Continue enhancing parks, recreational opportunities and programs throughout the City and engage partners.

Strategies (Bold)/ Activities (Bulleted) - Staff addition in red

Strategy 1 – Enhance outreach and program/event coordination.

- Update website
- Modernize/update parks page content
- Make more visible on Main page
- Provide interactive content specific to parks
- Utilize QR codes to link to content
- Additional outreach
- Hire website professional to implement above

Strategy 2 – Strategize traditional and non-traditional funding opportunities that support parks facility improvements.

- Advance concept to sell non-strategic properties to help fund parks capital facilities.
- Continue to pursue traditional grant opportunities (federal and state).

Strategy 3 – Continue to develop and refine the Parks Capital Facilities Plan (PROS) to advance strategic improvement needs.

- Implement the draft PROS Plan
- Develop planning/design for Reed St Park improvement.
- Implement plan to swap fields at Winnie Houser and Riverfront parks (flood resiliency).
- Finalize Olmsted Park Phase III (playground equipment).
- Develop additional field space whenever possible.
- Hire Parks Manager (staff) to actively manage events and programs (separate from parks maintenance).

Goal: Continue to implement small and large scale multi-modal transportation improvements throughout the City; including outreach.

Strategy 1 – Enhance transportation related outreach.

- Update website
- Modernize/update PW page content
- Enhance notification content
- Provide interactive content specific to projects
- Utilize QR codes to link to content

Strategy 2 – Coordinate with partner jurisdictions (i.e. Skagit Count and WSDOT) to support and advance projects impactful to the City.

- Pursue working with the county and WSDOT on SR20/Minkler intersection improvement.
- Develop project planning for the Railroad Jameson St Corridor (southern connection).
- Endorse regional improvements to the Colins/Cook Rd Intersection.

Strategy 3 – Develop a small projects program (updated annually) to prioritize and resolve deficiencies that fall between maintenance and the TIP.

- **Develop Small Works Priorities Plan: Identifies small scale impactful projects not eligible for grant funding.**
 - Capital project categories include: Transportation, Parks, Facilities, Stormwater, and others.
- Utilize eligible funding program remnants, excess general fund reserves, or other sources to implement prioritized improvements that do not fall under maintenance repairs.
- **Emphasize completing gaps in pedestrian facilities.**
 - **Examples: Metcalf from Warner to Nelson and Bennet St from Township to 100 feet west.**
- Consider utilizing Local Improvement Districts to fund projects that fall special purpose district category.

Strategy 4 – Continue the progress in implementing major transportation projects identified on the TIP (updated annually); maximizing available federal, state, and local sources.

- Continue to design projects with a Complete Streets focus.
- Continue to develop the Jones/John Liner Transportation Corridor.
- Develop a plan for the Jameson/Railroad/Minkler Transportation Corridor.
- Adjust/update Federal Functional Classifications to identify current transportation connectivity.

Goal: Provide robust and reliable wastewater treatment and collections infrastructure to ensure the City protects public and environmental health over the next 50 years.

Strategy 1 – Improve WWTP capacity and lifecycle to modernize and continue to discharge clean water to the Skagit River.

- Complete WWTP Upgrade design. Target – shovel ready by 2028.
- Begin WWTP Upgrade construction in 2028 with. Target – construction complete in 2030.
- Develop a plan to address short and long term flood resiliency.

Strategy 2 – Continue to modernize and repair collection system infrastructure to increase reliability and reduce infiltration and inflow risk.

- Develop a plan for the next series of collection system replacement/lining upgrades for the next five years.