

IMAGINE SNOHOMISH: PROMOTING VITALITY AND PRESERVING CHARACTER



COMMUNITY ADVISORY COMMITTEE REPORT AND PLAN • January 2007



Community Advisory Committee

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RE: CITY OF SNOHOMISH STRATEGIC PLAN

November 16, 2006

To the Snohomish City Council:

We are very pleased to transmit this Strategic Action Plan, **IMAGINE SNOHOMISH: PROMOTING VITALITY AND PRESERVING CHARACTER**. This Plan is the result of nearly a year of focused work by the Community Advisory Committee in cooperation with City staff. The Committee spent hundreds of hours reviewing technical analysis and discussing key issues in the Plan. We also solicited community perspectives at two public meetings, which were well attended by a diverse and engaged mix of residents, business owners, community leaders and City youth. These public meetings and the entire planning process were publicized in the City Manager's newsletter, on its web site and through local media.

This Action Plan is the result of hard work, collaboration and community input on the strategies and actions needed to help Snohomish realize its economic opportunities and advance its quality of life, while preserving its unique character.

In our work together, we brainstormed a vision that would retain and enhance what we love about the City while realistically addressing its deficiencies and needs. We developed a strength, weakness, opportunities and threats (SWOT) analysis; reviewed and discussed the City's demographic, economic and market profile and a baseline fiscal analysis; and toured City facilities. We also reviewed and discussed comments obtained from the two public meetings and your August 22, 2006 workshop.

We have concluded that the City has a number of significant strengths, some important community needs, and many opportunities to grow and become an even better place in which to live, work and play. Key strengths include a strong sense of community pride and commitment to the City, the historic downtown, the small town feel, a good geographic location, the natural environment, and a unique community character. These are the assets and building blocks upon which the City can address its needs and future potential. The City's community needs relate to economic sustainability, responding to the challenges of growth and inadequate public facilities, and the continuing ability to provide quality services and amenities. In particular, we find that there is a need to grow and diversify the City's revenue base, both for fiscal sustainability and to increase employment opportunities for City residents.

The outcome of our work is a results-oriented Action Plan with a timeline and measurable performance outcomes; a series of recommended actions to address immediate needs, as well as longer-term strategies. We are convinced that the goals, strategies and timelines in the Action Plan will go a significant way towards advancing the City's best future.

We are proud of this recommended Plan, and are committed to its success and implementation. We very much look forward to discussing it with you further in the coming months.

Sincerely,

IMAGINE SNOHOMISH Community Advisory Committee



Alex de Soto, Co-chair



Laura R. K. Scott, Co-chair



Lea Anne Burke



Karen Charnell



Mary Pat Connors



Richard Dunbar



Karen Guzak



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Bob Hart



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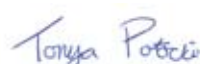
Robert Klem



Denise McGuire



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Michael Rohrscheib



Joshua Scott



Erin Ver Hoeven

ACKNOWLEDGEMENTS

We express sincere gratitude to the members of the Community Advisory Committee, who volunteered many hours of their time and provided thoughtful perspectives, insights, and creative energy for the betterment of the City of Snohomish. The group came from very different backgrounds, yet worked together cohesively and collaboratively to help define the City's best possible future.

A special thank you to City Manager Larry Bauman, who wisely and generously guided the strategic planning project, and to his wonderful staff, who were fully engaged in the process, attending all of the many meetings and participating to the highest degree.

Many thanks to the Mayor and City Council members who energetically participated in the project and provided leadership, support and encouragement throughout the process.

Thank you also to all the community members who attended the Forums and voiced their questions and ideas, contributing significantly to the quality of the final Strategic Plan.

Photo and Timeline Credits

Unless otherwise noted, photographs have been contributed by the City of Snohomish, Berk & Associates, Arts of Snohomish, the Snohomish Historical Society, and Tom Hamilton.

Many thanks to Warner Blake and the Snohomish Historical Society for contributions to the City Timeline.



Photograph by Jon Tally



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Snohomish Historic District Streetscape Plan (2005) http://www.ci.snohomish.wa.us/PDFs/HDS_StreetscapePlan.pdf	
Design Standards and Guidelines for the City's Historic District (Adopted May 16, 2000) http://www.ci.snohomish.wa.us/PDFs/DesignStandardsHistoricDistrict.PDF	
Design Standards and Guidelines for Areas Outside of the Historic District (Adopted May 16, 2000) http://www.ci.snohomish.wa.us/PDFs/DesignStandards.pdf	
Bickford Avenue Subarea Plan Transportation Element (Adopted February 21, 2006) http://www.ci.snohomish.wa.us	

"Despite varying views and opinions, the CAC has been able to put together a deserving and workable plan for the City Council. This diverse group has taken its task seriously in designing a road map for the City Council to follow. Its final working document reflects the voice and character of this proud community."

Bob Klem, CAC Member



"This Committee has created a thorough and remarkable vision for the future of Snohomish and I am truly proud to have been a part of it. As we move forward, it will be challenging to ensure that we revisit this Plan frequently and adjust to the opportunities and challenges that face us. I am confident that Snohomish will be a vital community in the future!"

Erin Verhoeven, CAC Member

INTRODUCTION AND PROJECT PURPOSE

Project Background: the City Council Takes Action to Initiate A Strategic Plan

In the fall of 2005, as part of adopting the 2006 budget, the Snohomish City Council endorsed a proposal to undertake a Citywide strategic planning process in 2006. The purpose of this process was to better identify strategic opportunities for sustaining and improving City services into the future. The planning process called for developing a long-term (10-20 year) strategy, as well as an implementable 5-year plan and action strategies. The desired outcome was to provide the City Council, community and City staff a specific plan with defined service and performance measures, and to create alignment between the City's capital facilities planning, operational plans and annual budgets.

"IMAGINE SNOHOMISH realizes the foundational values set by the City Council, as well as the themes and values identified by the community as a whole."

Larry Bauman, City Manager

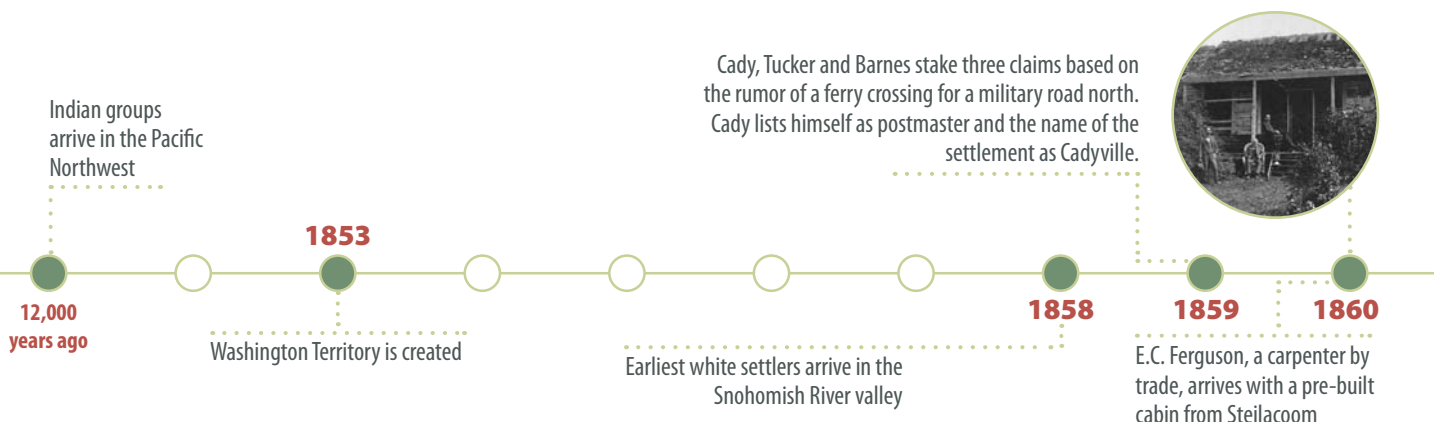
From the beginning, the goal of the strategic planning process was not simply to establish how the City could sustain its current levels of service, but rather to create a sustainable plan for improvement of those services. As part of creating that sustainable plan, the City understood that it needed to ask and answer several key questions:

- What are the City's greatest needs and best opportunities for enhancement?
- What are the community's priorities for service and facility improvements?
- What is affordable today, and what is the future financial and economic outlook for the City?
- Where can the City make investments for change, to best meet the current and future needs of the community?



Aligning Short Term Decision-making and Long-Term Planning

The City determined that the Strategic Plan should look out to five-year, ten-year and twenty-year horizons, in declining levels of detail. The five-year plan would be the primary working document, with the greatest degree of specificity. One-year action plans, based on the five-year plan, would then be incorporated into each year of the City's adopted budgets for 2007-2011. Ten-year and 20-year horizons would be developed to ensure that long-term goals are thoughtfully determined and kept in view.



INTRODUCTION AND PROJECT PURPOSE



"Our Strategic Plan extends beyond today's problems and focuses on the long term needs of our community that are often overlooked until they become a crisis."

Randy Hamlin, Mayor

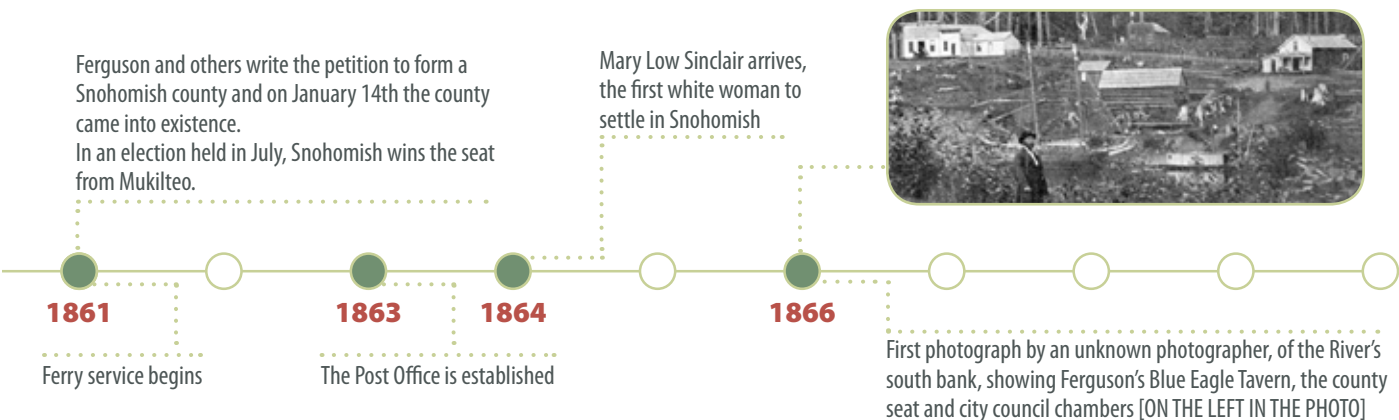
The City's objective was to create a planning process that, once completed, can be updated every five years to keep it current and functional. City leaders sought to change the fundamental nature of how Snohomish plans to operate programs and deliver services to its citizens—to move from a reactive to a strategic approach. By integrating and aligning strategic planning and the budgetary process, action strategies can be incorporated into the practical and fiscal structure of City operations and programs. The budget process thus becomes the tool by which the City Council can measure the success of the previous year's strategic objectives and establish action strategies for the next year.

Council Retreat Kicks Off the Project

The choices made by the Council at the early stage of the project set the stage for involvement and direction. On April 29, 2006, the City Council met in a retreat to discuss the strategic planning process, and to establish the core values and objectives to be used as the foundation for the plan. At the retreat, Council members reaffirmed their commitment to the project, identified desirable outcomes, updated the City's Vision statement, and conducted an assessment of the City's current strengths, challenges and opportunities.

From the beginning of the project, Council and staff were in agreement that 2006 was an ideal time to launch this strategic planning process. Key reasons underlying the project's initiation were:

- The City has entered an era of higher levels of both residential and commercial growth, with subsequent dual impacts of higher service demands and higher anticipated revenues.
- With projections of at least modest operating budget surpluses in the future, there is an opportunity to focus on how revenue surpluses should be invested into City programs and projects to meet current and future community needs.



- With the basic understanding that residential growth typically does not provide sufficient revenue to pay for the basic costs of City services associated with such growth, the City needs to evaluate strategies to supplement those revenues over time.
- Key City facilities (Police, Public Works and City Hall) are buildings that were converted from other uses (bank and post office), and are strained beyond their initial remodel and design limits, suggesting that decisions about the adequacy and future of these facilities should be made along with decisions on new staffing and service levels for the community.

"IMAGINE SNOHOMISH has brought a diverse group of citizens together to address the future of Snohomish."

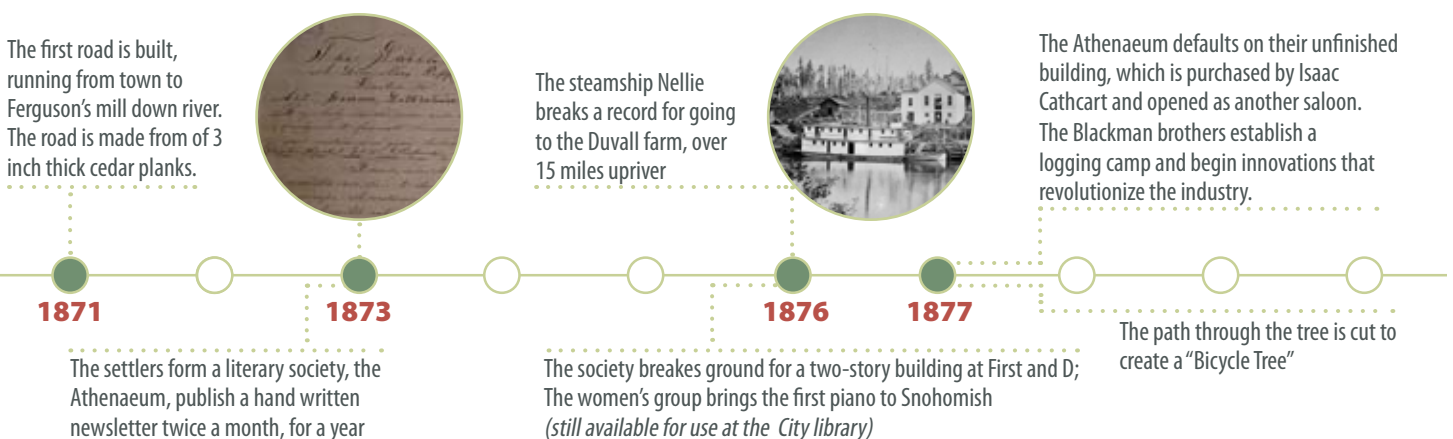
Larry Countryman, Councilmember

Continued Council Involvement

Council members continued to participate actively in the project: the Mayor attended the initial Community Advisory Council (CAC) meeting to inspire and charge the group, and the Mayor and several Council members attended both community forums.

"The work done this year clearly sets in motion the opportunity to reach our most important goal: an economically viable City whose unique character is preserved for all the years to come. Embarking on this project is the best investment our City could have made."

Melody Clemans, Councilmember



INTRODUCTION AND PROJECT PURPOSE

Enlisting the Community’s Help: Formation of the CAC

“I am extremely satisfied with the hard work and energy of the strategic planning committee.”

R.C. “Swede” Johnson, Councilmember

A core value underpinning the project’s design was deep engagement with the community. The Council and staff understood that while local governments face many complex challenges—financial, organizational, legal, political and technical—perhaps their greatest challenge is to clearly understand what citizens expect from their government.

The City Council especially emphasized the need to involve the community as broadly as possible in the project, forming a Community Advisory Committee to guide the planning process and develop a draft plan for Council review and approval. The Council reached out to the City’s five permanent advisory boards and commissions, as well as business and community leaders and the citizenry at-large, all of whom were urged to apply for membership on the CAC. A panel of three City Councilmembers then reviewed 30 applications from citizens interested in participating in the project. From these 30 applicants, 18 Committee members were selected and a 19th member from Snohomish High School was added by the City Council to represent the City’s youth.

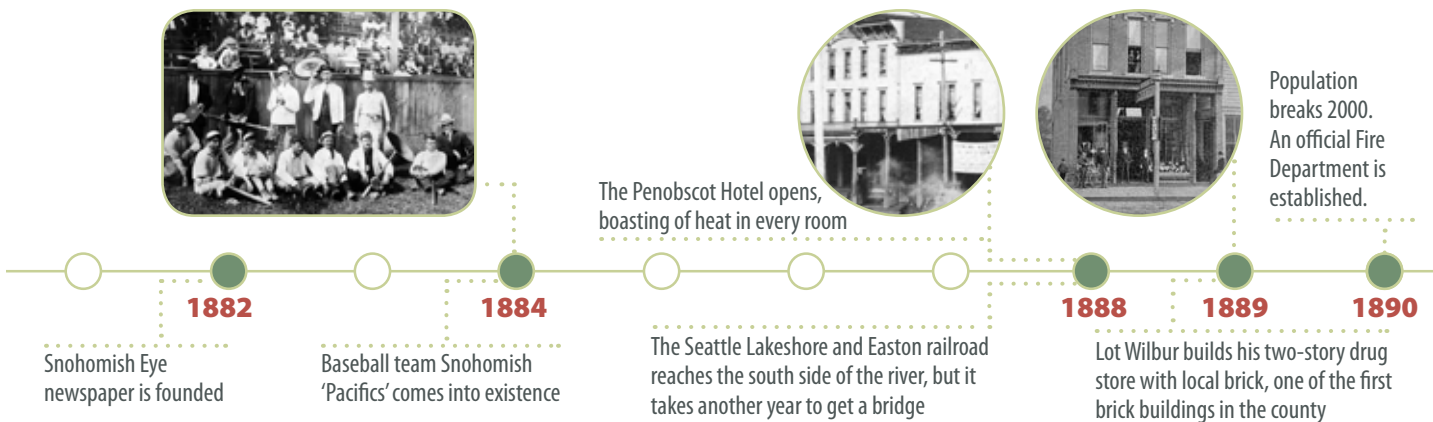


The CAC was passionate, dedicated and hard-working. In all, the group met eight times, took a half-day guided tour of City facilities, and engaged with the broader community – at the forums, at other events and in day-to-day conversations. In its meetings, the Committee grappled constructively with many core questions and priorities – about City services and facilities, improvements to the downtown, and how to balance downtown vitality and economic growth elsewhere in the City, among other topics.



“I am very proud of our proactive work to protect the unique characteristics of our town as well as develop a creative plan to meet and manage the inevitable growth coming our way.”

Lya Badgley, Councilmember



OUTREACH TO THE COMMUNITY

Overview of the Outreach

The City was keenly interested in reaching beyond the CAC to engage the broader Snohomish community in answering the project’s key strategic questions. The City Council and staff discussed how they could best understand the values and priorities of citizens throughout the community. One input to determining community priorities was a survey sent out to all City utility customers, asking them to rank the importance of current services and to describe their levels of satisfaction with those services. Survey results were tallied and presented to the CAC early in the process.

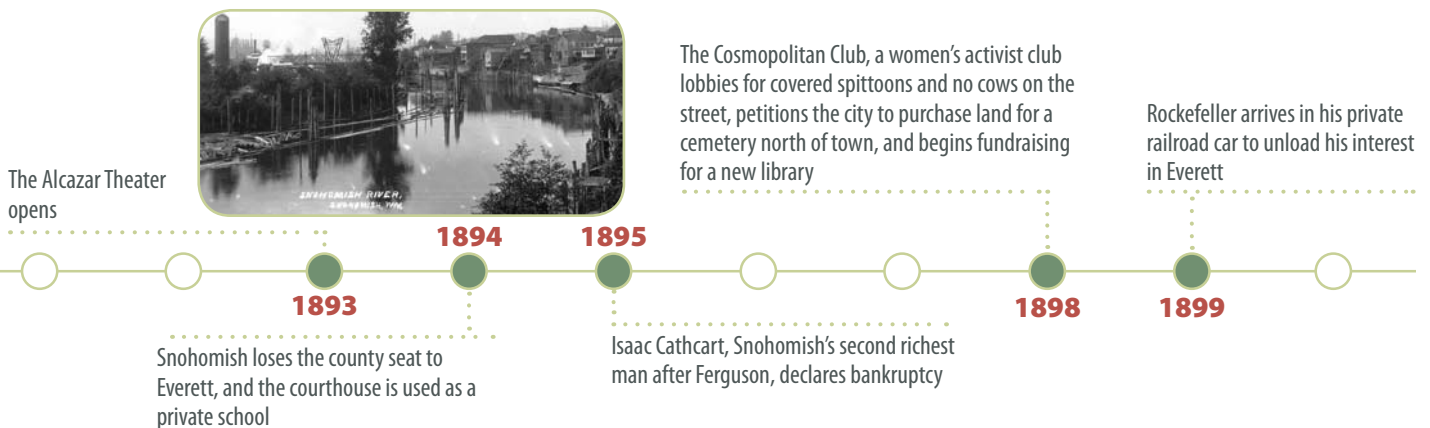
The CAC also convened two community forums to engage the wider community in the planning effort. The Community Forums were held at the Snohomish Fire District #4 Training Center, and were well attended: approximately 80 people participated in the first Forum, held on June 13, and 60 people attended the second Forum on September 12.

The City advertised the Forums widely, including e-mails sent to the City Council and Boards and Commission members asking them to spread the word. The City’s Friday Newsletter advertised the meetings, notices were posted on one of the commercial electronic message signs in town, and meeting announcements were posted on the City’s web site. Both the Everett Herald and the Snohomish Tribune also ran stories publicizing the meetings.

Both Forums were designed and facilitated to gain perspectives from the community at key project milestones. The first meeting solicited opinions about the community’s vision for the City’s future, and asked attendees to identify current needs. The second Forum solicited community opinion on the Plan’s draft goals and action strategies. Summaries of comments received from the Forums were reviewed and discussed by the CAC following each meeting and were posted to the project web site.

“IMAGINE SNOHOMISH has been a significant community outreach to engage citizens in strategic planning issues. These public comments, together with due diligence and fiscal responsibility, can assist policy makers in mapping our future.”

Doug Thorndike, Councilmember





Community Forum #1: Brainstorming a Vision and Community Needs

After a brief introduction to the purpose, scope and timeline to the project, CAC members and consultant staff led six small groups in a discussion of several questions and open-ended statements:

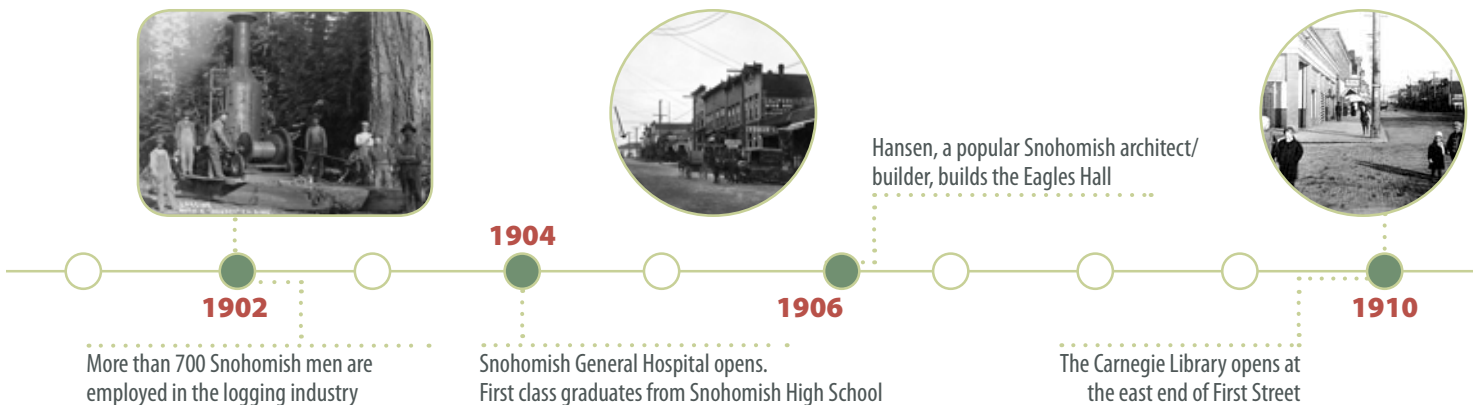
- What are the key strengths of Snohomish?
- What challenges does Snohomish face?
- What opportunities are available to the City?
- In 20 years, Snohomish will...
- A livable Snohomish is...

Summary of Responses. Feedback from the Forum showed that, in general, City residents have a strong sense of community and a commitment to their neighbors and their City; enjoy the small town feel, good geographic location and the natural environment around the City; and enjoy the community’s character and quality of life amenities. Forum participants were concerned about the challenges of traffic congestion, aging city infrastructure, parking, public transportation and pedestrian safety; the appropriateness of the business mix and attraction of new businesses to the City; and have some concerns about preserving the existing community feeling and keeping the City affordable. They are also concerned about managing the growth of the City, maintaining an appropriate housing mix and the lack of ethnic diversity in the community.

“Thanks to everyone on the Committee for their time and effort in planning for the future of our wonderful City of Snohomish. With respectful communication and solid knowledge we can ‘reach for the stars.’”

Community Member

Since participants were content with the small town feel of Snohomish, they envisioned that in 20 years the City would retain those characteristics, but be more walkable and dense. Participants hoped that the City would enforce cohesive design standards and assist with strategic mixed-use developments so that the City can retain a close sense of community, while providing local services to residents and continuing to raise Snohomish’s profile as a tourist destination. Participants saw opportunities for park and trail development; opportunities to better activate downtown and make it a more attractive destination for visitors and residents; and opportunities to take better advantage of the River by reorienting properties along the riverbank.



Community Forum #2: Draft Goals and Action Strategies

The second Forum was an open house, with CAC members and the project team positioned at five stations corresponding to the five draft goals. Community members were encouraged to move about the room, think about the goals and action strategies, engage in dialogue with staff and CAC members, and provide comments. Attendees were given 15 dot stickers and asked to place them next to the goals and action strategies of highest priority. Comments could also be provided at each station using post-it notes and flip charts, and by filling out a comment form.

Feedback from the Open House. Comments from Forum participants were largely positive, showing support for the draft action goals and strategies. The prioritization exercise revealed that the community was focused on: effectively maintaining City streets; spurring economic growth and development; providing a livable and pedestrian-friendly environment, including constructing and maintaining sidewalks and ensuring road safety; continuing to support the senior center project; improving parking options downtown; supporting and enhancing the City's parks; developing cultural events in the City; creating a community center; and upgrading the City's wastewater treatment facility.

Participants also expressed interest in encouraging and promoting community pride; ensuring that the entire City is subject to the strategic plan improvements, not only the historic downtown district; strengthening the orientation to the river for access, views, and boating; and attracting new lodging to downtown.



"This is a great process for the community to do – Thank you!!!"

Community Member

"I'm pleased with this administration and their vision for our town. Thank you for working with the people and giving their feelings value."

Community Member



First airplane flight in the county ends in a crash a half mile away (the plane is later restored and is currently on display at the Smithsonian)



1911

EC Ferguson dies

The big fire -- jumps First Street to consume the Penobscot Hotel, 35 businesses are destroyed. The city's gravity water system is established with an intake 16 miles up the Pilchuck River.



1916

The big snow -- more than 30 inches is recorded in a three day storm



1918

WWI Armistice. The Alcazar theatre begins a new life as the first service station for the horseless carriage.



"This project proves that open dialogue and open minds of a diverse group will always culminate in the very best ideas. Our City will benefit for years to come because of the work done by our Community Advisory Committee in concert with City staff, local citizens and our consultant, Berk & Associates."

Melody Clemans, Councilmember

"This project provides our community tangible evidence of a diverse, creative collaboration for the common good. As Snohomish continues to evolve, this work will help us meet challenges proactively and provide an ongoing framework to address the long-term needs that can get lost in the flurry of the day-to-day. Seeing the number of thoughtful people who have cared enough to donate their time and energy to be involved in this project, Snohomish can only continue to flourish."

Lea Anne Burke, CAC Member

STRATEGIC PLAN

Introduction to the Plan and Its Use

IMAGINE SNOHOMISH creates a map for the future, to achieve the community's identified and commonly held goals. It is a Plan for the community's future, based on present conditions and with understandings rooted solidly in our collective past. The Plan embraces the best of what we as a community are, and reaches out to imagine and implement a strong vision of what we can become.

IMAGINE SNOHOMISH is a Plan intended for the City Council to use to effectively and proactively manage its fiscal investments and policy objectives, to help promote both community vitality and character. The five-year planning horizon allows the Council and the community to annually assess--as an early step in the budget process-- the City's strategic achievements and challenges. The City Council can then iteratively adjust the Plan, based on those achievements and new conditions as they arise. This will keep the City's strategic outlook refreshed and flexible as it responds to changes in our community.

Looking Ahead to the Next Five-year Cycle. The CAC recommends that a new advisory committee be appointed by the City Council before the end of 2011--when the Plan's first five-years concludes. The new CAC should review the Plan's performance, and update it with a new five-year set of action strategies. The CAC recommends that this process be repeated every five years.

How to Read this Plan

The Strategic Plan has five goals, and although the goals are numbered, the CAC considers all five to have equal priority, since the success of one goal is dependent upon the success of the other four. Promoting vitality and preserving the City's character will require the City Council and staff to make strategic and tactical decisions in alignment. Therefore the five goals should be read together, as one integrated Plan.



"People live in Snohomish because of it's character -- our Strategic Plan will be a critical tool to assist City leaders in ensuring our future quality of life."

Randy Hamlin, Mayor

"I'm very proud to be part of this group of people and to have been involved with this process. I can't wait to see our collective vision realized in the coming years."

Tom Pendergast, CAC Member



Lon Brown opens his theater at 1003 First Street with a home-made movie of him welcoming his audience



1924

City finally builds new fire station. City Hall is built with a Spanish flair.

Mayor Bakeman attempts to settle the issue of what Snohomish means, stating that the word signifies "a gathering of the people;" however, most citizens stick with the conventional interpretation, "white waters"

1927

1928

October 22, Black Tuesday -- stock market collapse slows investment dollars from the east, shingle production is down 50%

Snohomish son Howard Earl Averill begins his major league career, leading to a spot in the Baseball Hall of Fame in Cooperstown

1929

GOAL #1: Grow and Diversify the City's Economy and Employment Base

Action strategies with implementation dates beyond the 5-year Plan are marked by ▼



"It's everybody's plan."

Larry Bauman, City Manager

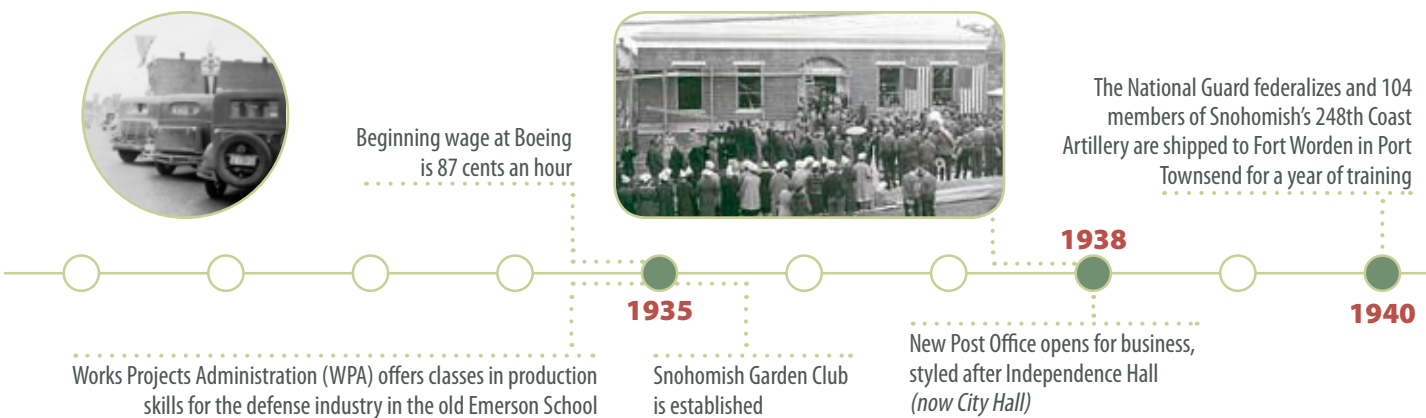
The City of Snohomish has a long list of needs to serve the basic requirements of its citizens. The CAC believes very strongly that the City must obtain money from all available resources, not just from its existing base of citizens. To increase the amount and diversify City revenues will require expanding and broadening our local economy. Encouraging and facilitating development that increases retail sales tax revenues is a key strategy to support this objective.

A. Facilitate Citywide Economic Growth and Development

- Hire an economic development coordinator to implement business retention and attraction strategies
 - Work with the City's Economic Development Committee (EDC) to develop a work plan for the ED coordinator that will address the Strategic Plan's short and medium term objectives
- Prepare an updated economic development strategy to focus and target economic development efforts
 - Develop key messages about the City's assets, strategic vision and sense of place
 - Develop key themes and messages about the City's economic development program and approach
- Recruit new, targeted businesses to strategically grow the economic base, and to support a vibrant live/work community
- Define and assess a potential Riverfront project as a major initiative for the City
- Participate in regional efforts to attract a new State higher education institution to Snohomish County

B. Evaluate Annexation Strategies to Support Economic Growth

- Assess the City's land capacity needs, given demographic and economic forecasts and actively look to expand the City's economic opportunities through annexations
- Analyze the economic feasibility of annexing the airport, including its costs, advantages, and disadvantages



C. Support Downtown Revitalization and Redevelopment

- Work with Historic Downtown Snohomish (HDS) to enhance downtown vitality
 - Develop a downtown activities plan, including programs and events to encourage residents and tourists to spend time downtown
- Inventory downtown businesses to develop a profile and assessment of current trends, vacancies, needs and opportunities
- Encourage a vibrant mix of restaurants, specialty retail and antique shops
- Strengthen the orientation to the River for access, views, boating, scenery, shopping (Riverfront study project)
 - Develop a plan for businesses on First Street to recognize the River
- Support implementation of the HDS Streetscape Plan, including capital improvements to enhance pedestrian safety, wayfinding, and attract more visitors downtown
 - Implement street tree improvements
 - Address sidewalk repair and safety needs
 - Implement signage and lighting improvements
- Explore downtown redevelopment potential and options, including redevelopment potential for Second Street
- Work with property owners to promote historic revitalization and preservation of older buildings
- Improve downtown parking options in the Historic District
- Support the development of a Heritage Interpretive Trail system in the Historic District



"The main statement of this Committee is one of balance: we must balance the promotion of economic vitality with the preservation of our character. The Committee's work proves that to solve the issues facing our City we must work together, expansionists and preservationists. We cannot preserve without expansion, and expansion without preservation dooms our future."

Alex de Soto, CAC Co-Chair



STRATEGIC PLAN: GOAL #1

"The concept of a community taking the bull by the horns – analyzing potential growth and what to do with or about that growth – is very intriguing to me and was something I immediately wanted to be involved in. My involvement in this group has strengthened my sense of ownership in this community and makes me want to continue to be involved in some capacity."

Laura R. K. Scott, CAC Co-Chair



D. Promote the City as a Tourist Destination

- Continue and expand partnerships with tourism organizations, to promote the City as part of a regional effort
- Attract more lodging options in town, including a hotel with meeting space, and motels to support expanded tourism
- Revisit the City's "brand" and develop clear themes and messages to attract tourism to the City
- Inventory and actively promote the City's natural, agricultural, cultural and artistic assets
- Encourage arts-oriented businesses to locate in the City, as part of a tourism attraction effort
- Consider the City's two rivers and Blackman's Lake as strategic tourism assets, and promote them as such
- Develop and promote bike trails in and around the City as part of a tourism attraction strategy

E. Implement Planning and Regulatory Review Improvements

- Review existing City ordinances to ensure that they adequately support the Strategic Plan's goals for a livable, pedestrian-friendly environment
- Review City ordinances regarding sidewalk use, in the context of encouraging business vitality and tourism downtown
- Encourage higher density downtown through review of current City zoning

"I've loved being a part of the planning process. It's great to be surrounded by so many talented individuals whose life experiences enrich our community. My hope now is that we work diligently to meet the numerous goals we've set."

Bridget Johns, CAC Member



1950's: the logging industry fades, the expanding use of automobiles encourages new stores to relocate to the center of parking lots, and the antique industry takes advantage of low rents in an empty downtown



GOAL #2: Maintain and Enhance the City’s Special Character and Identity

Since the City’s incorporation in 1859, citizens have maintained a strong sense of community pride, a reverence for the natural blessings of Snohomish, and a desire for high quality residential and commercial development. A town that values quality development, combined with an appreciation for our natural setting, its historic built environment and the arts is a town that can expect to thrive for many more years.

A. Encourage Quality Development in the City

- Support and maintain the City’s design guidelines
 - Review the guidelines in five years, to evaluate their effectiveness in promoting and maintaining the community’s character, environmental stewardship and vitality
- To help understand and communicate the design of new projects, require sketches and graphic depiction of larger projects
- Encourage development of activity centers for teens and families: movie theatre, bowling alley, diners, etc



B. Promote Community Pride by Facilitating Citywide Clean-up Activities

- Maintain City-owned properties to set a good example
- Work with the Chamber of Commerce, Adopt-a-Park, and Snohomish Parks Foundation to support and expand the community’s annual Clean Day
 - Lend City equipment (such as dumpsters) and services as needed
 - Encourage greater opportunities for volunteering; reach out and involve the schools, civic clubs and residents in the effort
 - Broadly publicize events and activities each year

C. Develop a Vision and Plan for the City’s Parks and Trail System

- Continue to work with Adopt-a-Park and the Snohomish Parks Foundation to enhance and improve City parks
- Develop a long-term vision for connectivity among the City’s parks, the Centennial Trail and City trails
- Develop a Comprehensive Parks Plan, including level of service and maintenance standards for existing and new parks
 - Consider the City’s parks, open spaces and trails as a system that enhances the City’s quality of life and attractiveness

“The strategic planning process illustrates what an involved group of citizens and an enlightened City staff can do with growth. The discussions have never focused on how to foster further growth for growth’s sake, but on how the benefits of growth can be distributed in a balanced fashion to promote quality of life in Snohomish.”

Joshua Scott, CAC Member

During the 1960s, an addition to the Carnegie Library is constructed and the Everett Boeing plant is built at Paine Field, providing jobs for the local population and increased demand for local housing



1965

Snohomish begins its growth north by annexing the southern section of the Bickford corridor

Boeing starts construction of the 747 at its new plant near Paine Field

1968

Snohomish Historic Society is established, inspired by the demolition of the Northern Pacific Depot

STRATEGIC PLAN: GOAL #2

“Conscious and caring planning can insure that we keep our commitment to a thoughtful and attractive community. I especially want to see the arts flourish in our City; where culture enhances our quality of life and contributes to economic development.”

Karen Guzak, CAC Member



- Assess the need for neighborhood and pocket parks, especially in the north and west side of the City
- Design and plan development of Harryman Park
- Develop communication tools and approaches to inform citizens about the City's existing parks
- Develop wayfinding and signage to help citizens locate and use the City's parks
- Work with Snohomish County to encourage dialogue and increased public information about the County's parks
- Advocate with Snohomish County to fund and develop regional parks in the vicinity of the City ▼

D. Create a Parks & Recreation Department to Support the City's Parks

- Determine appropriate staffing levels and develop a phased plan for the Department's creation
- In partnership with the community, develop recreation programs to meet the City's needs

E. Support and Encourage Arts and Culture in the City

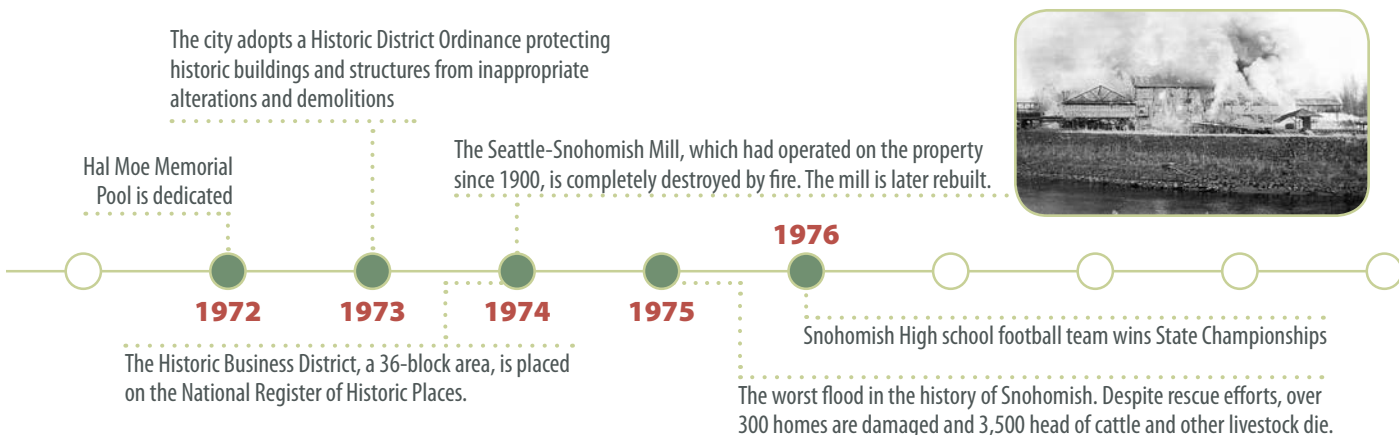
- Develop an Arts & Culture Plan for the City ▼
- Incorporate public art in new municipal and redevelopment projects ▼
- Work in partnership with arts groups to develop cultural events in the City, including concerts in the park, summer theatre, music events and others ▼
- Partner with Snohomish County on arts and cultural programs, events and funding opportunities ▼

F. Develop Gateways, Signage and Improved Wayfinding to Strengthen the City's Identity

G. Develop a Community Center for Events, Activities and Gatherings ▼

- Develop a funding plan, including partnerships, to implement this strategy ▼

H. Continue to Support Development of the Senior Center Project



GOAL #3: Increase Walkability, Connectivity and Bike/Pedestrian Access To and Within the City

Another value reflected in the Plan is maintaining a small town character. Some common characteristics of a small town are a sense of belonging and knowing your neighbors and fellow citizens, which can come from being able to physically see people on a regular basis and to enjoy the community's amenities at a slower pace. The CAC believes that by encouraging citizens to walk to the store or restaurant, and bike and walk for recreation, the City will be providing more opportunity for people to "see each other" and thus maintain our small town character and close sense of community.

A. Improve and Construct New Sidewalks to Provide Enhanced Walkability and Pedestrian Safety

- Especially consider sidewalks around schools, transit, senior housing, parks and other key community facilities

B. Install Additional Traffic Lights and Signals for Improved Traffic and Pedestrian Safety

- Review existing strategies to ensure traffic and pedestrian safety
- Improve pedestrian safety through intersection improvements
- Implement corridor improvements on Second Street

C. Work with the Snohomish Public Utility District to Upgrade Street Lighting

D. Develop a City Trail System, with Regional Connections

- Develop regional partnerships to connect bike and walking trails from Monroe, Snohomish, and other parts of the region
- Promote the City's trail network
- Finish the missing Centennial Trail link

E. Work with WSDOT and a Coalition of Cities to Develop Action Steps to Improve Safety and Connectivity for SR9 and US2

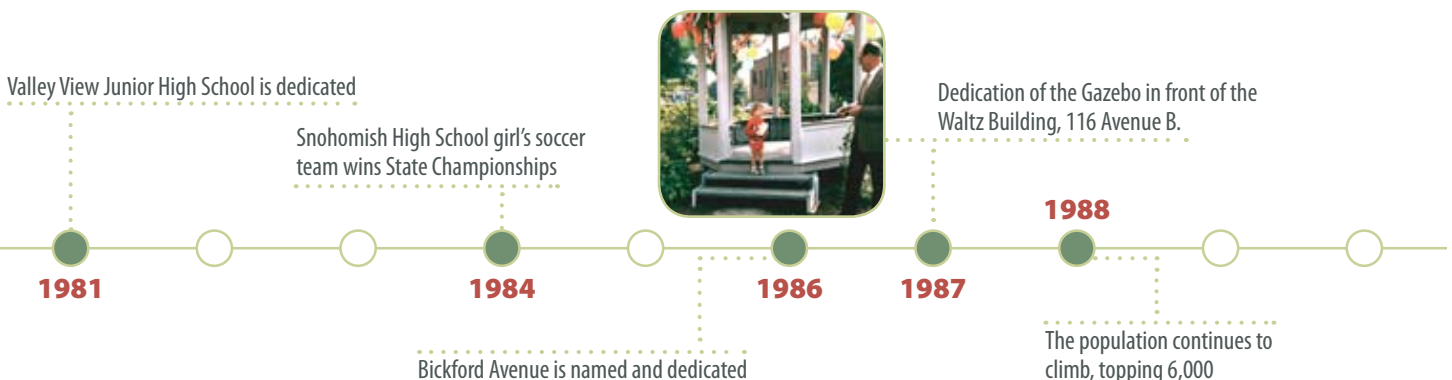
F. Work with Community Transit to Improve Transit Options and Service

- Advocate and work with Community Transit to establish enhanced transit service for the community, as it grows
- Work with Community Transit to promote stronger bus, rail, and bicycle connections within the region



"I was impressed by the collegial quality of our meetings, by the thoughtful approach of the group, and by their commitment of time. I value the conversations I had with people who live and work in the City and their desire to preserve the City's character. The character of Snohomish is embodied in those folks—some of whom told me that I was new to town even though I've lived here 15 years. They are right."

Mary Pat Connors, CAC Member



GOAL #4: Invest in City Facilities to Support Basic Infrastructure and Quality Services

The City currently has a tremendous challenge in delivering services and supporting its citizenry while working from outdated and inadequate facilities. The community is concerned about the high cost of utility bills, some citizens and agencies have expressed concern about the City's wastewater treatment facility, and City administrators and police are working in functionally poor facilities that challenge adequate service delivery. If Snohomish is truly a town with community pride, we can no longer ignore the embarrassing condition of our City facilities. The CAC believes strongly that the City should not defer making difficult decisions on how to improve our City's basic infrastructure.



"The tour we took of city facilities was very revealing. Our city staff is great, they deliver services in a very positive manner, and one is not aware of the crowded and outdated facilities they are working within. There is a crying need to make certain facility improvements are addressed in our visioning process."

Karen Charnell, CAC Member

A. Plan and Develop a New City Campus, with Co-located Administrative, Public Safety and Public Works Facilities

- Document facility needs and prepare a facilities assessment plan, including space standards for each function
- Identify potential relocation sites and establish criteria for evaluating site options
- Develop a financial plan to fund and sustain the new facility
- Develop a Community Education Program for the City's infrastructure and facility needs
- Develop an approach and tools to broadly and effectively communicate the City's needs across the city and identify people and resources to implement the program

B. Obtain Funding to Upgrade the City's Wastewater Treatment System

- Develop and implement a plan to reduce the City's combined sewer overflows and provide adequate sewer service as the community grows

C. Significantly Increase City Funding for Street Maintenance

- Identify and evaluate funding alternatives for roadway improvements

D. Develop and Implement a Pavement Management Program to Effectively Maintain City Streets

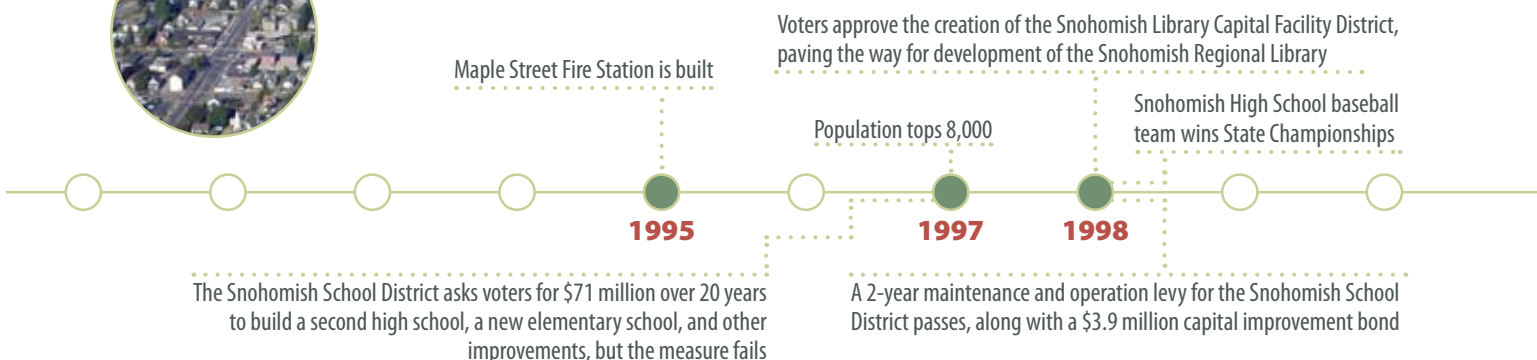
- Explore mixed methods for pavement management

E. Relocate the City's Public Works Yard to a More Appropriate Location

F. Develop a Strategy for a City Water Utility

G. Effectively Manage and Deliver the City's Capital Projects

- Identify and fund staff resources to provide adequate project support and oversight



GOAL #5: Invest in City Services to Realize the City’s Vision and Maintain Adequate Service Levels

Safe and clean streets and sidewalks. A strong, respected and efficient police force. A high level of customer service from City Hall. These are qualities that should be present in every city in America. Unfortunately, as other issues and crises come to a city, these mandatory qualities sometimes get squeezed in the budget decision-making process. The CAC believes that adequate service levels must be maintained, and that investments in staff also be made concurrent with annexations and population growth, to ensure the long term success of Snohomish.

A. Maintain the City’s Streets to Ensure Public Safety and Physical Appearance

- Increase streets crew capacity for maintenance

B. Provide Police Staffing and Services to Ensure Public Safety

- Maintain adequate number of police officers and civilian support staffing

C. Provide Adequate Staff Support to Maintain Service Levels in the Community

- Hire an Accounting Supervisor within Support Services to support capital project management and finance services

D. Partner with the Fire District to Ensure Delivery of Fire Suppression and Emergency Medical Services to the Community



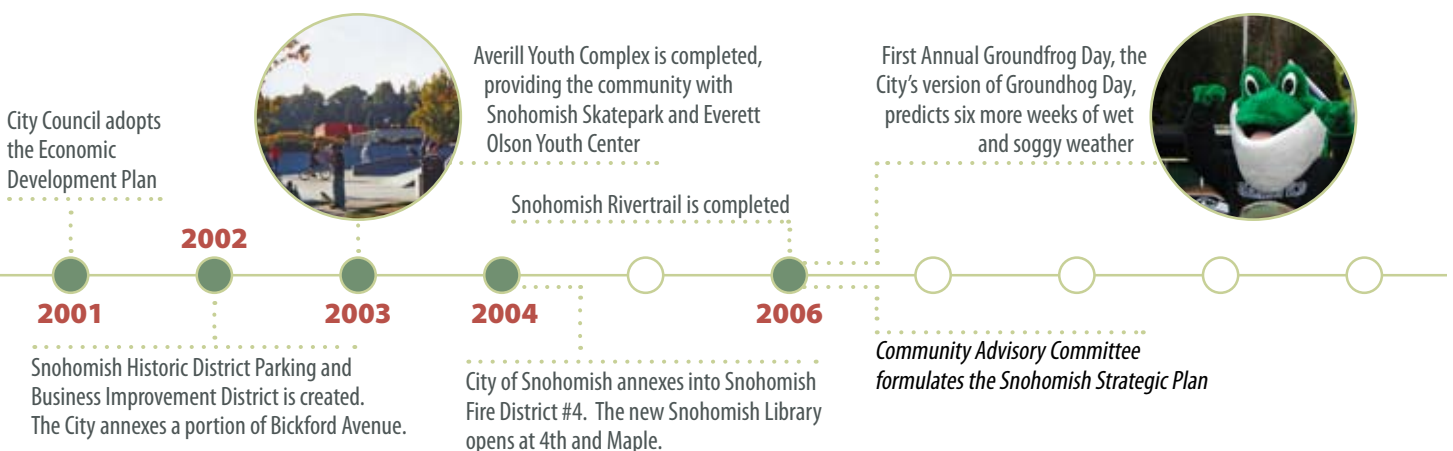
“Achieving our community goals depends fully on investments to be made in the human and physical resources to support our action strategies. The CAC envisions these investments of City staff as the working foundation of the Strategic Plan.”

Larry Bauman, City Manager

Committee Statement: Need for a New City Hall and Public Safety Facility

CAC members have toured City Hall and the Police Department building, and have learned first hand about facility deficiencies. These facilities have outlived their useful lives, are too small for their current uses, and are functionally obsolete. Their condition affects the City’s ability to deliver the quality services its elected officials, staff and citizens value.

We encourage all citizens to take a tour to view conditions for themselves, and we encourage the City to take action to address this urgent need.



"As the oldest member of the Committee – 86 years old on October 13th – I feel that together we have developed an excellent document, providing guidelines for the future of this City. Excellent guidance from our consultants, Berk & Associates, and special credit to our City Manager, Larry Bauman, for his vision and chairmanship of this highly representative 2006 Community Advisory Committee."

Stanley Innes, CAC Member



"I'm pleased and excited to see the City Council and staff adopting goals and incorporating key aspects of the IMAGINE SNOHOMISH visioning sessions into current policy and activities. It leads me to believe that this Plan will not be put on the shelf and forgotten; but that it will become the working document it should be."

Joshua Scott, CAC Member

"I have learned a lot about the City of Snohomish. Our town has a diligent, hard working staff that truly cares about people's welfare. Thank you for giving a high schooler the opportunity – my eyes have been opened to the City of Snohomish and its great potential."

Tonya Potocki, CAC Member

IT TAKES A WHOLE COMMUNITY...

These organizations are part of what makes Snohomish special, and will play an important role in realizing the plan's goals:



Historic Downtown Snohomish

Historic Downtown Snohomish (HDS) is the downtown business organization authorized by the City Council to implement projects and funding provided under the City's Parking and Business Improvement Agency (PBIA) for the Historic Business District. HDS has been involved in downtown beautification projects, business marketing and promotion and other projects. One project now under design is the creation of a wayfinder sign system to serve downtown businesses. HDS has also worked to determine whether downtown businesses and property owners would support building a downtown parking garage.

<http://www.historicdowntownsnohomish.com/>

Snohomish Chamber of Commerce

The Snohomish Chamber of Commerce is a member-based organization representing the entire business community of Snohomish. It offers a variety of services and benefits, from discount programs to special networking and other opportunities. The Chamber web site features the City's history, outdoor recreation opportunities, and a shopping directory, highlighting some of the most exciting things in the City.

<http://www.cityofsnohomish.com/>



Snohomish Visitor Information Center

As a project generated by the interest and ideas of community business and property owners, the Snohomish Visitor Information Center was built from the ground up with community involvement. The Chamber of Commerce and downtown business owners created the concept for the VIC in 1998, and with the assistance of federal grant monies and business license assessments the project opened its doors in July 2005.

Designed in honor of the old Snohomish Train Depot, the Visitor Center is located at First Street and Avenue D. The Center's interior is furnished with antiques donated from Chamber members and from downtown Snohomish shops; there is an interpretive historical display and a 10-minute video clip about the City's past and present. VIC's website features a community calendar, a list of downtown businesses, a summary of Snohomish history, and tourism information. The VIC is currently operated for the City by local volunteers managed by the Snohomish County Tourism Bureau. <http://snohomishvic.com>





Farmers Market

Located at 1st and Cedar in Historic Downtown Snohomish

Thursday evenings, 3pm until 8pm | May through September

In 2006, this lively evening market opened its 16th season in the City. The Market is only a short walk from Historic Downtown Snohomish and is known for its wonderful selection of bedding plants, flowers, herbs and other nursery stock. Vendors feature fresh local produce, certified organics, cut flowers, honey, baked goods, and arts and crafts. A WSU Master Gardener is on hand to answer questions from June-August.

Boys & Girls Club

The Snohomish Boys and Girls Club, also known as the Everett Olsen Youth Center, opened its doors in the fall of 2003. A partnership project initiated by the community-based Snohomish Valley Youth Activities Center, the building housing the Boys & Girls Club was built on a City park. The Club is a non-profit organization that prides itself on being "The Positive Place for Kids" and serves more than 700 Snohomish children and teenagers. The center offers programs for youth from 5 to 17 years old in developing self-esteem, values and skills by focusing on areas of character & leadership development, education & career development, health and life skills, the arts, fitness & recreation, and sports. The Snohomish Club partners with the City, Snohomish school district, local businesses and other non-profits to provide a wide range of programs and services, such as snacks, homework help, technology labs, libraries, arts and crafts, and athletics, among others. <http://www.bgcsnoco.org/snohomishclub.htm>



Snohomish Senior Center

Created 1989 by a group of committed Snohomish residents, Snohomish Seniors is a private non-profit organization dedicated to improving the quality of life for Snohomish senior citizens. The Snohomish Senior Center provides active and passive recreation, meal programs, health services education, support, and a variety of other social activities. The Center also has a number of drop-in visitors that receive services and participate in recreational activities. Snohomish Seniors can be reached at 360.568.0934 or at <http://www.snohomishseniorcenter.com>

Adopt-a-Park

The Adopt-a-Park Program is available to community groups, neighborhood groups, businesses, families, or individuals who wish to play a role in maintaining the wonderful parks and trails in Snohomish. Groups can help with litter pickup, painting picnic tables or playground equipment, planting and tending to flowers, raking, or other activities to enhance our parks. Initiated a few years ago and now under the guidance of the Park Foundation and a volunteer coordinator, the program’s purpose is to use community-based help to supplement our Parks Department, and to encourage individual and family-based stewardship of one of Snohomish’s primary quality of life assets – our parks. Since its inception the program has averaged more than 1,500 hours of volunteer effort annually. The program’s website is: <http://snoedc.com/adoptapark/index.htm>.



Snohomish Parks Foundation



Founded in 2005, the Snohomish Parks Foundation is dedicated to the advancement of Snohomish parks, trails, and open space for the perpetual benefit of the community. The Foundation is a private, non-profit, tax-exempt organization supporting the enhancement and conservation of Snohomish area parks, their educational and recreational use, and the acquisition of new park land through philanthropy. The Foundation advocates for parks, trails, and open spaces and is a primary quality of life resource for our community. The volunteer group works closely with the City to identify projects that will meet our park-related needs. In 2006 the group chose to emphasize tree replacement as the primary goal. Successful 2006 events include the Blackman Lake Restoration project, for which volunteers spent the day planting over 2,000 native species plants and trees to enhance water quality in the Lake, and an Arbor Day tree-planting event for 5th and 6th grade classes.

Arts of Snohomish

Arts of Snohomish (AoS) is a non-profit artist association located in Historic Downtown Snohomish at the corner of First Street and Cedar, site of the old Carnegie Library. The art gallery features works of many local and regional community-minded artists, skilled in different mediums such as paintings, sculpture, 2D and 3D mixed medias, wood, fiber, digital, ceramics, photography, jewelry, glass, prints, and more. The gallery provides regular monthly art shows featuring the works of local artists. The gallery also offers classes in various art mediums, hosts school tours and holds monthly meetings, discussion groups, workshops, and demonstrations. AoS creates a wonderful economic and cultural art presence for the area. <http://www.artsofsnohomish.org/>



Snohomish Historical Society

The Snohomish Historical Society is a group of dedicated volunteers interested in saving and maintaining the history of the people and events in the City of Snohomish. The Society's primary emphases are on operations of the Blackman House Museum, research and preservation of artifacts and the history of Snohomish, operations and maintenance of the Waltz Building as a community meeting place, and hosting of the annual historic home tour and Christmas parlor tour.

<http://www.snohomishhistoricalsociety.org/index.htm>



Snohomish Garden Club

The Snohomish Garden Club has been active in the Snohomish community since its founding in 1935. The club has about 200 members and its monthly programs feature speakers on many practical and aesthetic gardening subjects. In its mission to "stimulate knowledge and love of gardening ... and to encourage civic planting", the club sponsors an annual plant sale to fund scholarships for Snohomish High School students studying horticulture.

It also sponsors the annual Snohomish Garden Tour, which raises money to fund the hanging baskets in downtown Snohomish and provides grants to area teachers for doing gardening-related projects with their students. Snohomish Garden Club members routinely provide garden maintenance for the Waltz Building on Avenue B and the Gazebo at the end of Avenue A. The club has also donated funds for such projects as tree trimming on First Street and the Gateway Project at Highway 9 and Second Street.

And Many Other Community Organizations...

Many other community service organizations and non-profit groups are active in Snohomish, and their service work contributes greatly to the strength and fabric of the community. These groups include: **Tillicum Kiwanis, Snohomish Kiwanis, Snohomish Lions Club, Friends of the Snohomish Library, Snohomish Rotary, Carnegie Library Foundation, Snohomish Education Foundation, Sportsmen's Club, Snohomish Senior Center, American Legion**, numerous youth and church groups, fraternal organizations, and others.

SUMMARY OF ECONOMIC PROFILE AND FISCAL ANALYSIS

Overview and Context for the Strategic Plan

The City’s planning process was designed to be visionary and aspirational, yet grounded in reality, to be actionable and operationally feasible. Therefore, following the CAC’s visioning brainstorming at their initial meeting, the group devoted time to understanding the City’s current economic and fiscal situation, trend lines, and various implications for the future. A summary of the City’s economic profile—including its demographic, housing, employment and retail characteristics—was presented and discussed with the CAC. A companion baseline fiscal analysis of the City’s revenue and cost outlook provided understanding and insight into the City’s financial health and future challenges. Both of these analyses are summarized below.

The CAC’s knowledge of the City’s underlying demographics and fiscal outlook stimulated a thoughtful and rich discussion about the City’s current situation and how it could be improved. CAC members agreed that the City’s challenges today should not continue to be its shortcomings in the future. They spoke passionately about crafting and supporting a strategy for enhanced economic growth and community improvement. These discussions and the vision and engagement behind them provided a new context for the group’s strategic goal-setting and action strategy development.

CITY OF SNOHOMISH ECONOMIC PROFILE

Moderate Population Growth, Flat in Recent Years

The City of Snohomish population in 2006 is estimated at approximately 8,880 people, while the 2025 target build-out is 12,205, excluding potential annexation areas. Exhibit 1 shows historical and projected annual population. The projected steeper increase in years 2007 through 2012 is due to planned construction of new housing units (Snohomish Station and other planned residential). If the population continues to grow at its 35-year average rate, the City will reach its 12,205 build-out target in 2022.

Between 1970 and 2005, the annual average growth rate was approximately 1.5%; however, the City’s population has remained essentially the same since 2000 (0.05% average annual growth), while its nearest neighbors have grown much faster (Exhibit 2). The City’s recent growth is also lower than the average for Snohomish County (1.59%) and for the Puget Sound region as a whole (1.1%).

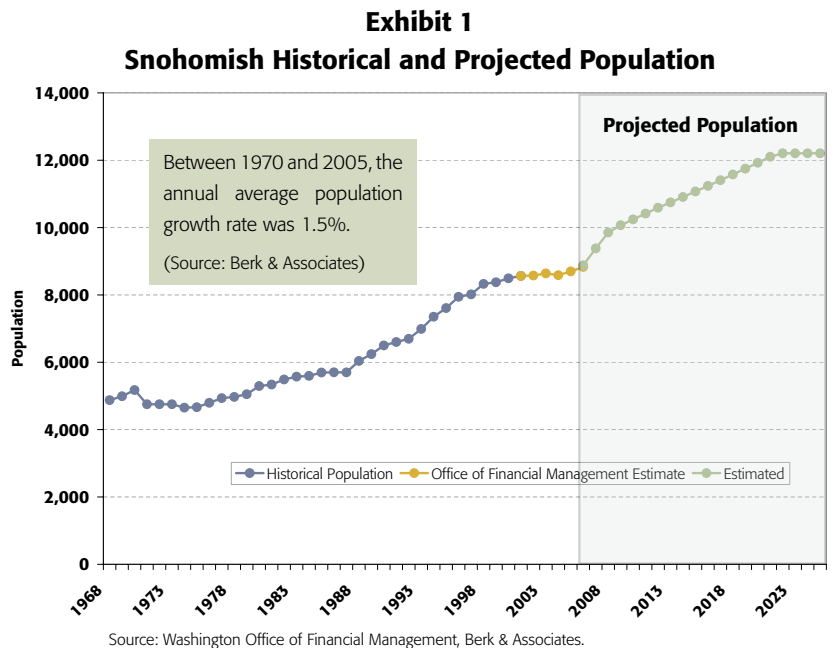
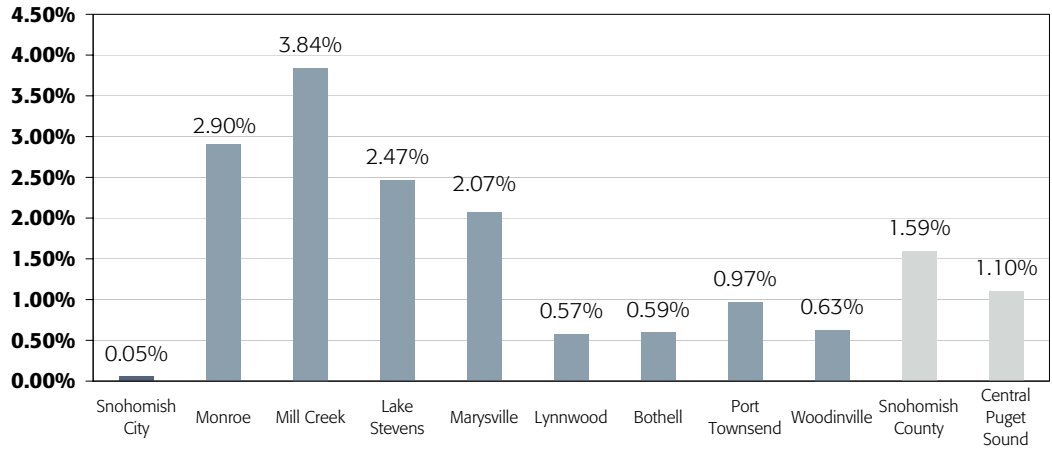


Exhibit 2
Average Annual Population Growth Rate (Excluding Annexations), 2000-2005



Annual Avg. Growth Rate	0.05%	2.90%	3.84%	2.47%	2.07%	0.57%	0.59%	0.97%	0.63%	1.59%	1.10%
Population 2000	8,494	13,795	11,525	6,361	25,315	33,847	30,084	8,334	9,809	606,024	3,275,857
Population 2005	8,517	15,914	13,916	7,185	28,048	34,828	30,988	8,745	10,121	655,800	3,460,400

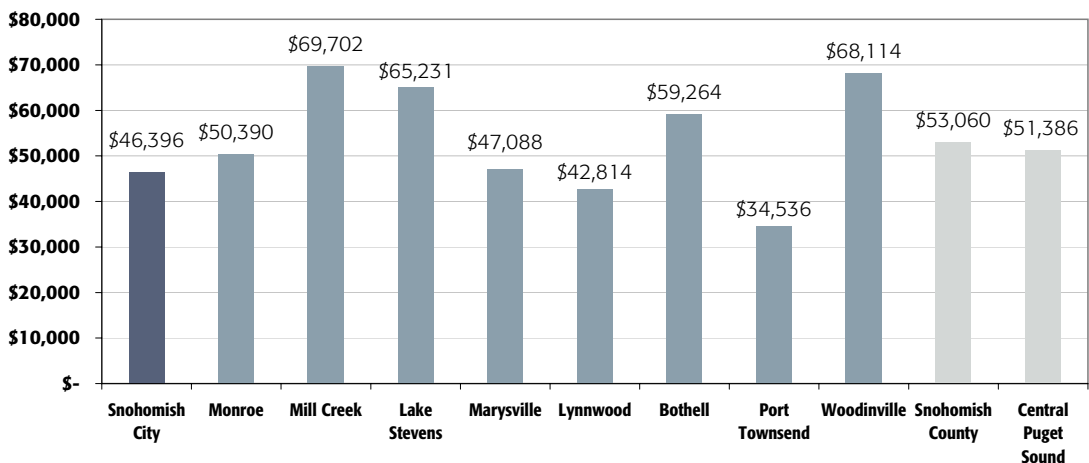
Source: Washington Office of Financial Management, 2005

Notes: The "Central Puget Sound Region" consists of King, Kitsap, Pierce, and Snohomish Counties combined. Population gained through annexation since 2000 has been excluded from calculations.

Income is Lower Than the Snohomish County-wide Median

According to the 2000 Census, Snohomish has a median household income of \$46,396 – lower than Snohomish County (\$53,060) and the regional median (\$51,386). Compared to its neighbors, the City has a median household income similar to Marysville (\$47,088) but much lower than Mill Creek (\$69,702), Lake Stevens (\$65,231) and Bothell (\$59,264).

Exhibit 3
Median Household Income, 1999

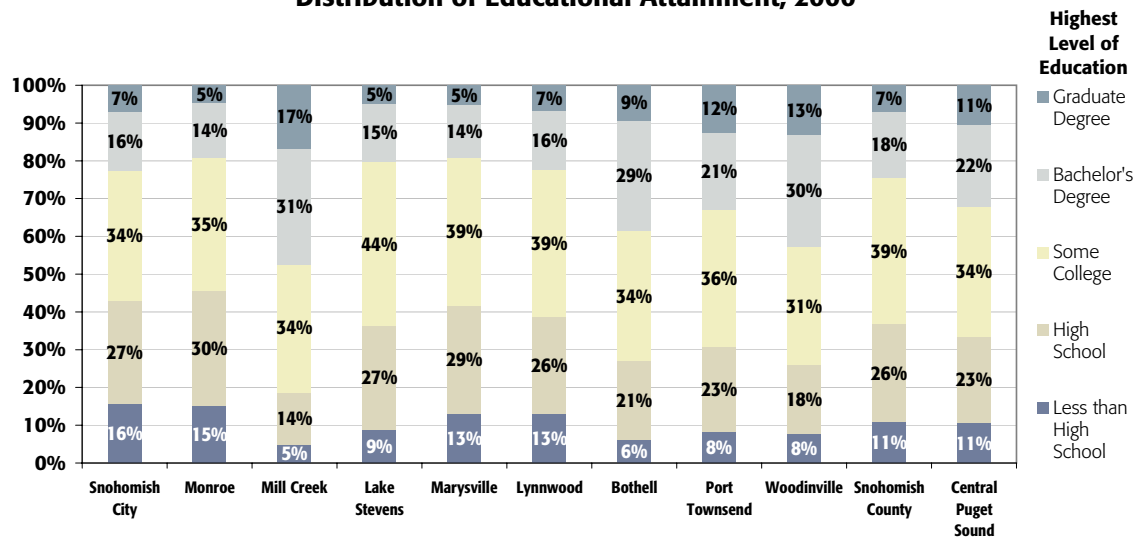


Source: U.S. Census Bureau, 2000

Education Levels are Slightly Lower than Snohomish County Average

The City's population has education levels slightly lower than the County average but similar to some of its neighbors like Monroe, Marysville and Lynnwood. Twenty-three percent of Snohomish residents have completed a four-year degree or higher.

Exhibit 4
Distribution of Educational Attainment, 2000

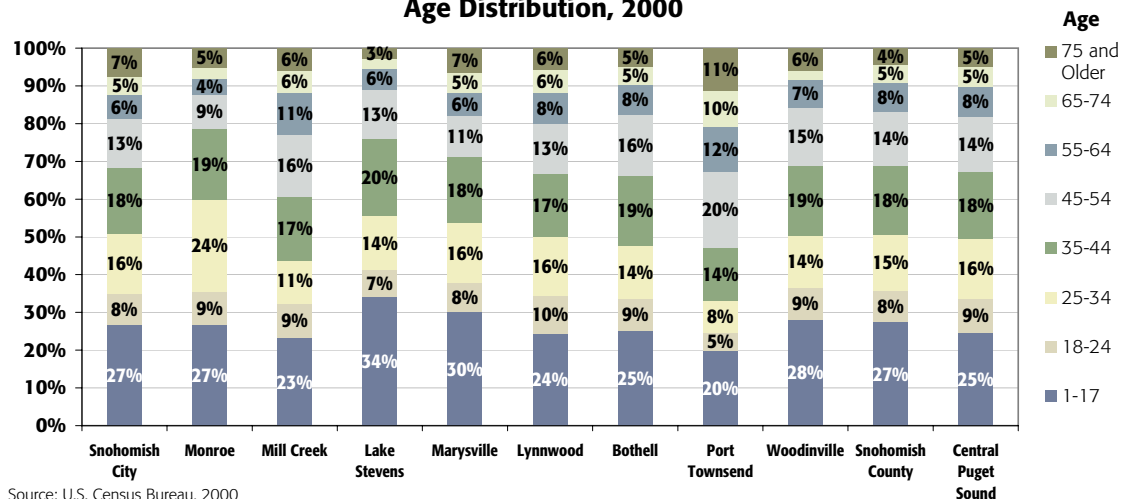


Source: U.S. Census Bureau, 2000
Note: Percentages based on population aged 25 and over.

Age Distribution is Comparable to Snohomish County

Age distribution in Snohomish is similar to that of Snohomish County and the region, except that the City has a slightly higher concentration of people over the age of 65 (12%). Other neighboring cities with high concentrations of age 65+ residents include Mill Creek, Marysville, and Lynnwood.

Exhibit 5
Age Distribution, 2000

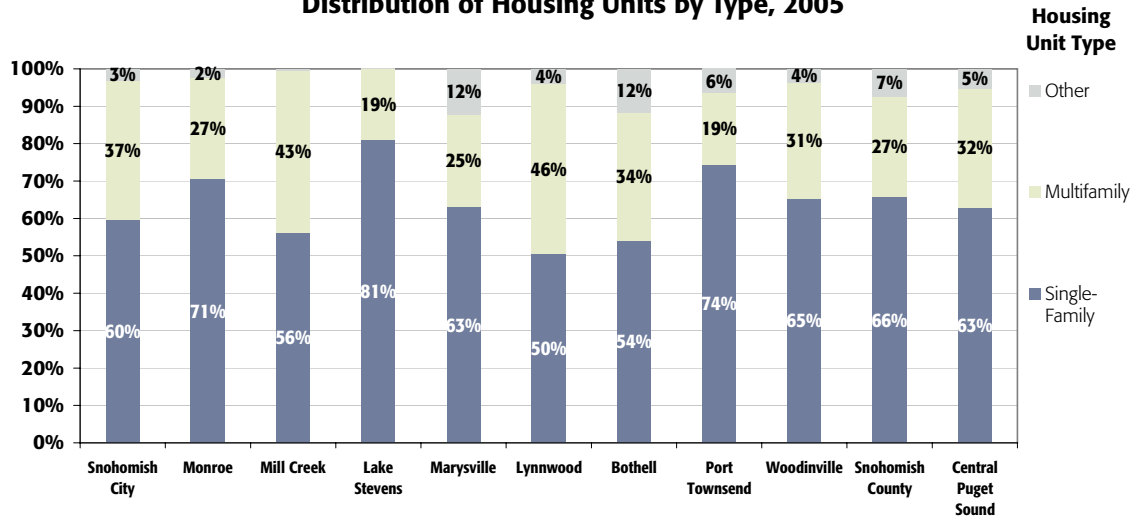


Source: U.S. Census Bureau, 2000

Relatively High Proportion of Multi-family Housing

Snohomish has a relatively large proportion of multifamily housing units (37%) compared to the County (27%), the region (32%), and most of its neighbors. Mill Creek (43%) and Lynnwood (46%) are the only cities with higher percentages of multifamily housing.

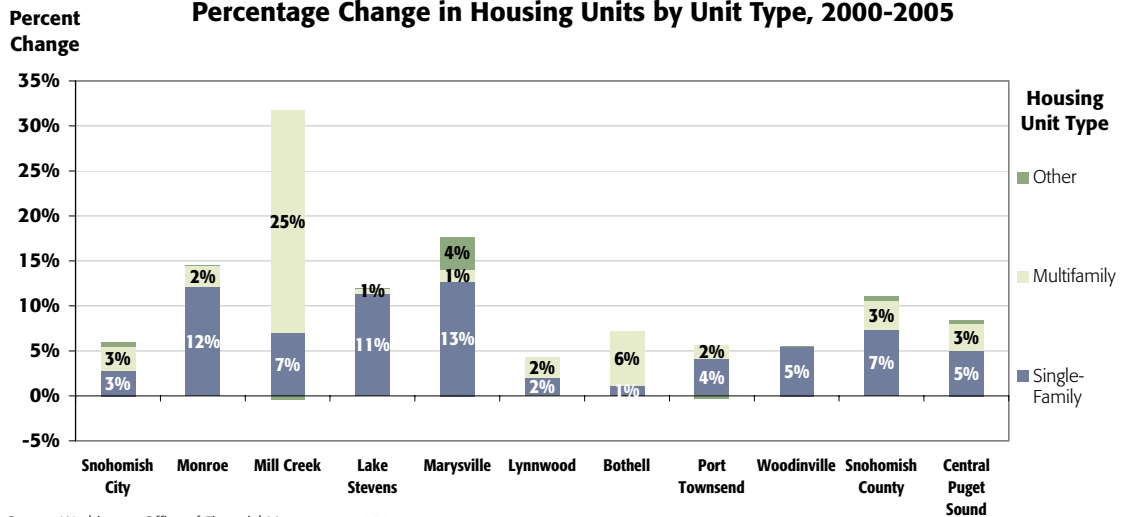
Exhibit 6
Distribution of Housing Units by Type, 2005



Source: Washington Office of Financial Management, 2005
Note: The "Other" category includes mobile homes, RVs, boats, and other unique housing units.

The City gained 206 new housing units between 2000 and 2005, evenly split between single-family and multifamily units. This rate of growth (6%) is slower than the County average (11%) and much slower than several neighboring cities, including Monroe, Mill Creek, Lake Stevens, and Marysville.

Exhibit 7
Percentage Change in Housing Units by Unit Type, 2000-2005



Source: Washington Office of Financial Management, 2005

Employment Profile

Snohomish has about 4,000 “covered” jobs, i.e. jobs that are covered by state unemployment insurance and for which data is available (total job numbers are likely to be about 10 to 15% higher than covered jobs). The City has strong Services (1,435 jobs) and Education (713 jobs) sectors. Percentages of total employment for these two sectors are both higher than the Snohomish County average.

Exhibit 8
Total Employment by Sector, 2004

	Construction and Resources	Finance, Insurance, Real Estate	Manufacturing	Retail	Services	Wholesale Trade, Transport, Utilities	Education	Government	Total Jobs
City of Snohomish	274	166	166	739	1,435	151	713	374	4,018
Monroe	458	247	1,287	1,208	1,926	237	587	2,122	8,072
Mill Creek	215	142	41	506	1,318	63	279	263	2,826
Lake Stevens	139	11	72	37	239	47	576	64	1,185
Marysville	842	360	1,621	1,510	3,300	230	815	643	9,320
Lynnwood	1,070	2,547	695	6,158	8,036	822	2,560	1,211	23,099
Bothell	1,294	1,212	3,277	1,301	9,701	1,039	1,881	649	20,355
Woodinville	2,575	492	2,429	1,992	3,644	1,563	332	140	13,166
Snohomish County	16,353	12,447	40,803	25,879	67,503	8,805	16,678	18,885	207,353
Central Puget Sound	96,134	104,809	162,079	172,961	669,467	132,596	114,703	155,252	1,608,001

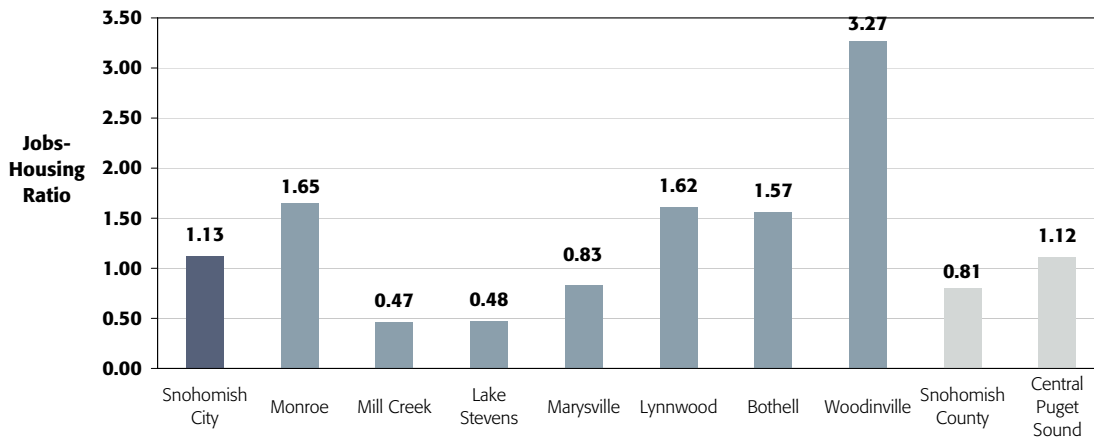
Source: Puget Sound Regional Council and Employment Security Department, 2005

Weaker employment sectors in Snohomish City include Manufacturing, Wholesale Trade, Transport, and Utilities (WTU), and Finance, Insurance, Real Estate (FIRE) – each with about four percent of the City’s total employment base.

Jobs-Housing Balance

The ratio of jobs to housing units in the City (1.13) is higher than the Snohomish County average (0.81) and about the same as the regional average (1.12). The City’s jobs-to-housing ratio shows a healthy balance between job opportunities and housing stock.

Exhibit 9
Ratio of Jobs to Housing Units, 2004



	Snohomish City	Monroe	Mill Creek	Lake Stevens	Marysville	Lynnwood	Bothell	Woodinville	Snohomish County	Central Puget Sound
Jobs-Housing Ratio	1.13	1.65	0.47	0.48	0.83	1.62	1.57	3.27	0.81	1.12
Jobs 2004	4,018	8,072	2,826	1,185	9,320	23,099	20,355	13,166	207,353	1,608,001
Housing Units 2004	3,566	4,903	6,038	2,483	11,220	14,301	13,003	4,023	257,430	1,440,227

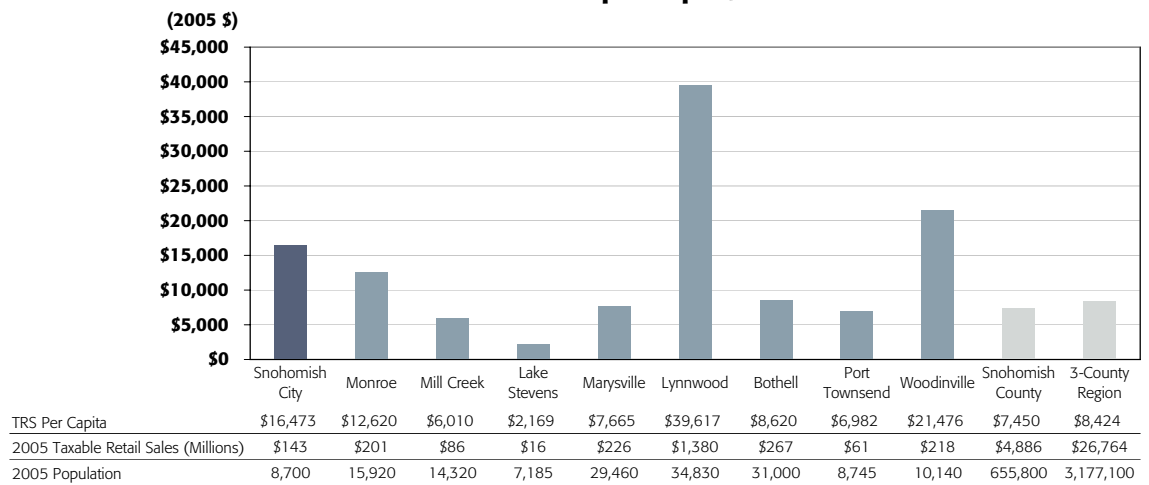
Source: Puget Sound Regional Council, Employment Security Department, and Office of Financial Management, 2005

Retail Sales Profile

Snohomish has a relatively high level of taxable retail sales (TRS) per capita (\$16,473), which is more than twice the Snohomish County average (\$7,450). Overall, the City has a healthy retail sector serving the City residents and surrounding communities.

More than 80% of the City's taxable retail sales come from four categories: Autos and Parts, Restaurants/Catering, Building Materials/Garden Supply, and Groceries/Liquor. Since 2000, the City's retail sales have increased by 88%, or 13.5% annually. This is much faster than the State, which saw retail sales increase annually by about 4.0% over the same time period. The bulk of the increased sales have come from the Autos and Parts category, as the City annexed the Bickford Avenue Corridor in 2002.

Exhibit 10
Taxable Retail Sales per Capita, 2005



Source: Washington Department of Revenue and Office of Financial Management, 2005

BASELINE FISCAL ANALYSIS

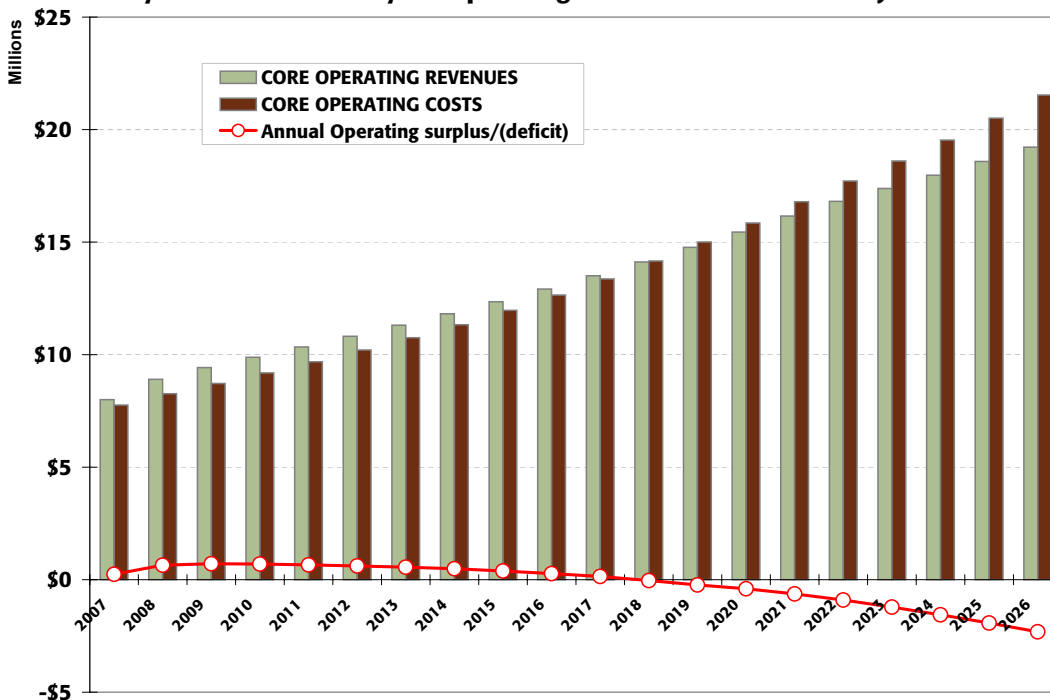
The long-term fiscal outlook forecasts core operating revenues and costs that the City may face if it pursues the fiscal path it is on today, that is, if no changes are made to financial and service policies in place.

The base fiscal analysis projects that core operating expenses will outpace revenues in the future, resulting in a fiscal gap. This is because the annual average growth rate for the period 2005-26 is expected to be higher for expenses (5.7%) than for revenues (5.1%). Key factors that affect the projected fiscal gap include population growth estimates and the impacts of fiscal challenges that the City has already begun to encounter, such as Initiative 747 effects and the impacts of rising costs of doing City business.

Exhibit 11 presents a conceptual picture of the City's fiscal situation with no revenue, policy or service changes. This is only a conceptual scenario—to illustrate baseline conditions—since cities must actually cover all costs of their annual operations. If expenses did outpace revenues, deficits would have to be addressed through some combination of (1) stretching City resources through increased efficiencies or decreased levels of service and/or (2) increasing City revenues.

A key analytic finding is that the City would likely see fiscal deficits much sooner than shown in Exhibit 11 without the level of proposed and planned development currently underway in the community. This new commercial and residential development will provide the City with one-time and ongoing new revenues, which will mitigate the City's need to reduce service, allowing it to instead focus on strategic planning for future improvements. The analysis does not account for the potential expense of traffic mitigation fee rebate that may reduce core operating revenues.

Exhibit 11
City of Snohomish 20-year Operating Revenues and Costs Projection

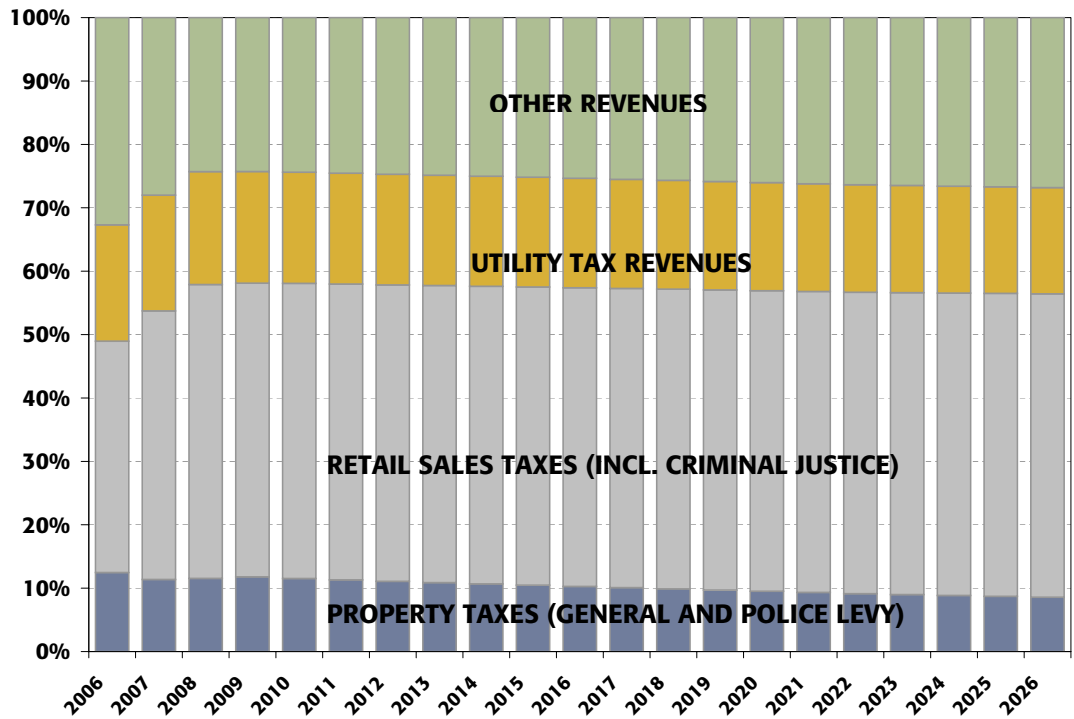


Source: Berk & Associates Analysis

Exhibit 12 illustrates the relative share of City’s operating revenues over the next twenty years. With the completion of planned developments, including Snohomish Station, the share of retail sales tax revenue will steadily increase as a percent of total revenues. One-time revenues will also increase as a result of the new development, including property tax revenue from the assessed value of new construction, taxable retail sales on construction, and permit and plan check fees.

In addition, recurring revenues will increase, including property taxes from higher assessed value properties, revenues from taxable retail sales (from commercial properties) and utility tax revenues from new households and businesses. Property tax revenue as percent of total revenues is estimated to remain relatively stable through 2010, but once the projected new development has been completed, this revenue stream will begin declining, due to the 1% limit on property tax revenue growth imposed by Initiative 747.

Exhibit 12
Relative Share of City Core Revenues Over Time

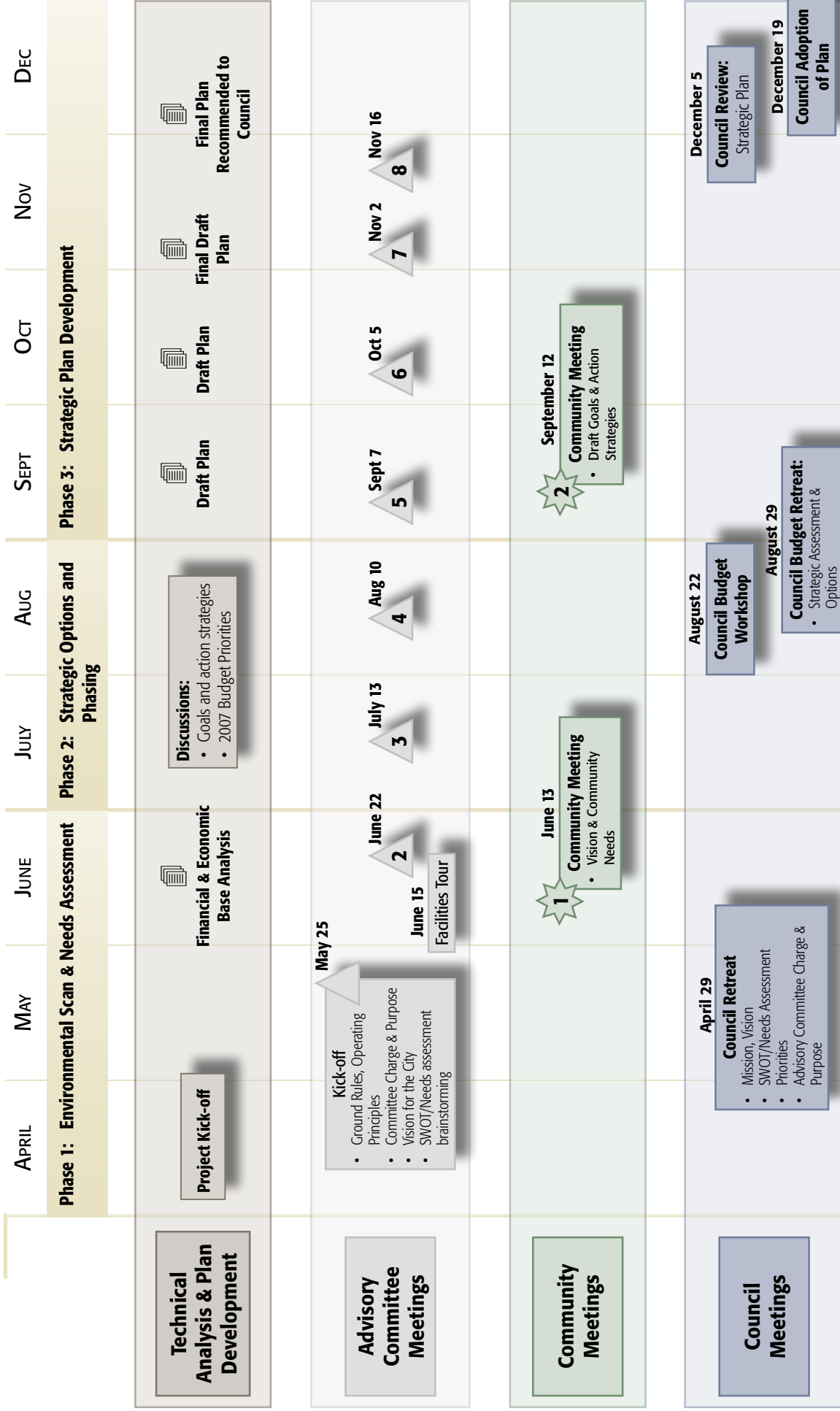


Source: Berk & Associates Analysis

ATTACHMENTS

City of Snohomish Strategic Planning Process: Meetings & Products

2006





IMAGINE SNOHOMISH: PROMOTING VITALITY AND PRESERVING CHARACTER

STRATEGIC PLAN IMPLEMENTATION TIMELINE

	ONE TO FIVE YEARS					SIX TO TEN YEARS	ELEVEN TO TWENTY YRS	
	2007	2008	2009	2010	2011	2012 - 2016	2017 - 2026	
GOAL #1: Grow and Diversify the City's Economy and Employment Base								
	A. Facilitate Citywide Economic Growth and Development							
	<ul style="list-style-type: none"> Hire an economic development coordinator to implement business retention and attraction strategies Work with the City's Economic Development Committee (EDC) to develop a work plan for the ED coordinator that will address the Plan's short and medium term objectives Prepare an updated economic development strategy to focus and target economic development efforts Develop key messages about the City's assets, strategic vision and sense of place Develop key themes and messages about the City's economic development program and approach Recruit new, targeted businesses to strategically grow the economic base, and to support a vibrant live/work community Define and assess a potential Riverfront project as a major initiative for the City Participate in regional efforts to attract a new State higher education institution to Snohomish County 							
	B. Evaluate Annexation Strategies to Support Economic Growth							
	<ul style="list-style-type: none"> Assess the City's land capacity needs, given demographic and economic forecasts and actively look to expand the City's economic opportunities through annexations Analyze the economic feasibility of annexing the airport, including its including its costs, advantages, and disadvantages 							
	C. Support Downtown Revitalization and Redevelopment							
	<ul style="list-style-type: none"> Work with Historic Downtown Snohomish (HDS) to enhance downtown vitality Develop a downtown activities plan, including programs and events to encourage residents and tourists to spend time downtown Inventory downtown businesses to develop a profile and assessment of current trends, vacancies, needs and opportunities Encourage a vibrant mix of restaurants, specialty retail and antique shops Strengthen the orientation to the River for access, views, boating, scenery, shopping (Riverfront study project) Develop a plan for businesses on First Street to recognize the River Support implementation of the HDS Streetscape Plan, including capital improvements to enhance pedestrian safety, wayfinding, and attract more visitors downtown Implement street tree improvements Address sidewalk repair and safety needs Implement signage and lighting improvements Explore downtown redevelopment potential and options, including redevelopment potential for Second Street Work with property owners to promote historic revitalization and preservation of older buildings Improve downtown parking options in the Historic District Support the development of a Heritage Interpretive Trail system in the Historic District 							
	D. Promote the City as a Tourist Destination							
	<ul style="list-style-type: none"> Continue and expand partnerships with tourism organizations, to promote the City as part of a regional effort Attract more lodging options in town, including a hotel with meeting space, and motels to support expanded tourism Revisit the City's "brand" and develop clear themes and messages to attract tourism to the City Inventory and actively promote the City's natural, agricultural, cultural and artistic assets Encourage arts-oriented businesses to locate in the City, as part of a tourism attraction effort Consider the City's two rivers and Blackman's Lake as strategic tourism assets, and promote them as such Develop and promote bike trails in and around the City as part of a tourism attraction strategy 							
	E. Implement Planning and Regulatory Review Improvements							
	<ul style="list-style-type: none"> Review existing City ordinances to ensure that they adequately support the Strategic Plan's goals for a livable, pedestrian-friendly environment Review City ordinances regarding sidewalk use, in the context of encouraging business vitality and tourism downtown Encourage higher density downtown through review of current City zoning 							
	GOAL #2: Maintain and Enhance the City's Special Character and Identity							
		A. Encourage Quality Development in the City						
		<ul style="list-style-type: none"> Support and maintain the City's design guidelines Review the guidelines in five years, to evaluate their effectiveness in promoting and maintaining the community's character, environmental stewardship and vitality To help understand and communicate the design of new projects, require sketches and graphic depiction of larger projects Encourage development of activity centers for teens and families: movie theatre, bowling alley, diners, etc 						
		B. Promote Community Pride by Facilitating Citywide Clean-up Activities						
		<ul style="list-style-type: none"> Maintain City-owned properties to set a good example Work with the Chamber, Adopt-a-Park, and Snohomish Parks Foundation to support and expand the community's annual Clean Day Lend City equipment (such as dumpsters) and services as needed Encourage greater opportunities for volunteering; reach out and involve the schools, civic clubs and residents in the effort Broadly publicize events and activities each year 						
		C. Develop a Vision and Plan for the City's Parks and Trail System						
		<ul style="list-style-type: none"> Continue to work with Adopt-a-Park and the Snohomish Parks Foundation to enhance and improve City parks Develop a long-term vision for connectivity among the City's parks, the Centennial Trail and City trails Develop a Comprehensive Parks Plan, including level of service and maintenance standards for existing and new parks Consider the City's parks, open spaces and trails as a system that enhances the City's quality of life and attractiveness Assess the need for neighborhood and pocket parks, especially in the north and west side of the City Design and plan development of Harryman Park Develop communication tools and approaches to inform citizens about the City's existing parks Develop wayfinding and signage to help citizens locate and use the City's parks 						



IMAGINE SNOHOMISH: PROMOTING VITALITY AND PRESERVING CHARACTER

STRATEGIC PLAN IMPLEMENTATION TIMELINE

	ONE TO FIVE YEARS					SIX TO TEN YEARS	ELEVEN TO TWENTY YRS
	2007	2008	2009	2010	2011	2012 - 2016	2017 - 2026
GOAL #2: Maintain and Enhance the City's Special Character and Identity (continued)							
	<ul style="list-style-type: none"> Work with Snohomish County to encourage dialogue and increased public information about the County's parks Advocate with Snohomish County to fund and develop regional parks in the vicinity of the City 						
	<p>D. Create a Parks & Recreation Department to Support the City's Parks</p> <ul style="list-style-type: none"> Determine appropriate staffing levels and develop a phased plan for the Department's creation In partnership with the community, develop recreation programs to meet the City's needs 						
	<p>E. Support and Encourage Arts and Culture in the City</p> <ul style="list-style-type: none"> Develop an Arts & Culture Plan for the City Incorporate public art in new municipal and redevelopment projects 						
	<ul style="list-style-type: none"> Work in partnership with arts groups to develop cultural events in the City, including concerts in the park, summer theatre, music events and others Partner with Snohomish County on arts and cultural programs, events and funding opportunities 						
	<p>F. Develop Gateways, Signage and Improved Wayfinding to Strengthen the City's Identity</p>						
	<p>G. Develop a Community Center for Events, Activities and Gatherings</p> <ul style="list-style-type: none"> Develop a funding plan, including partnerships, to implement this strategy 						
	<p>H. Continue to Support Development of the Senior Center Project</p>						
GOAL #3: Increase Walkability, Connectivity and Bike/Pedestrian Access To and Within the City							
	<p>A. Improve and Construct New Sidewalks to Provide Enhanced Walkability and Pedestrian Safety</p> <ul style="list-style-type: none"> Especially consider sidewalks around schools, transit, senior housing, parks and other key community facilities 						
	<p>B. Install Additional Traffic Lights and Signals for Improved Traffic and Pedestrian Safety</p> <ul style="list-style-type: none"> Review existing strategies to ensure traffic and pedestrian safety 						
	<ul style="list-style-type: none"> Improve pedestrian safety through intersection improvements Implement corridor improvements on Second Street 						
	<p>C. Work with the Snohomish Public Utility District to Upgrade Street Lighting</p>						
	<p>D. Develop a City Trail System, with Regional Connections</p> <ul style="list-style-type: none"> Develop regional partnerships to connect bike and walking trails from Monroe, Snohomish, and other parts of the region Promote the City's trail network Finish the missing Centennial Trail link 						
	<p>E. Work with WSDOT and a Coalition of Cities to Develop Action Steps to Improve Safety and Connectivity for SR9 and US2</p>						
	<p>F. Work with Community Transit to Improve Transit Options and Service</p> <ul style="list-style-type: none"> Advocate and work with Community Transit to establish enhanced transit service for the community, as it grows Work with Community Transit to promote stronger bus, rail, and bicycle connections within the region 						
GOAL #4: Invest in City Facilities to Support Basic Infrastructure and Quality Services							
	<p>A. Plan and Develop a New City Campus, with Co-located Administrative, Public Safety and Public Works Facilities</p> <ul style="list-style-type: none"> Document facility needs and prepare a facilities assessment plan, including space standards for each function Identify potential relocation sites and establish criteria for evaluating site options Develop a financial plan to fund and sustain the new facility Develop a Community Education Program for the City's Infrastructure and Facility Needs Develop an approach and tools to broadly and effectively communicate the City's needs across the city and identify people and resources to implement the program 						
	<p>B. Obtain Funding to Upgrade the City's Wastewater Treatment System to Help Mitigate the Rate Impacts</p> <ul style="list-style-type: none"> Develop and implement a plan to reduce the City's combined sewer overflows and provide adequate sewer service as the community grows 						
	<p>C. Significantly Increase City Funding for Street Maintenance</p> <ul style="list-style-type: none"> Identify and evaluate funding alternatives for roadway improvements 						
	<p>D. Develop and Implement a Pavement Management Program to Effectively Maintain City Streets</p> <ul style="list-style-type: none"> Explore mixed methods for pavement management 						
	<p>E. Relocate the City's Public Works Yard to a More Appropriate Location</p>						
	<p>F. Develop a Strategy for a City Water Utility</p>						
	<p>G. Effectively Manage and Deliver the City's Capital Projects</p> <ul style="list-style-type: none"> Identify and fund staff resources to provide adequate project support and oversight 						
GOAL #5: Invest in City Services to Realize the City's Vision and Maintain Adequate Service Levels							
	<p>A. Maintain the City's Streets to Ensure Public Safety and Physical Appearance</p> <ul style="list-style-type: none"> Increase streets crew capacity for maintenance 						
	<p>B. Provide Police Staffing and Services to Ensure Public Safety</p> <ul style="list-style-type: none"> Maintain adequate number of police officers and civilian support staffing 						
	<p>C. Provide Adequate Staff Support to Maintain Service Levels in the Community</p> <ul style="list-style-type: none"> Hire an Accounting Supervisor within Support Services to support capital project management and finance services 						
	<p>D. Partner with the Fire District to Ensure Delivery of Fire Suppression and Emergency Medical Services to the Community</p>						

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #1: Grow and Diversify the City's Economy and Employment Base				
A. Facilitate Citywide Economic Growth and Development		Y1-Y5	✓	✓
<ul style="list-style-type: none"> • Hire an economic development coordinator to implement business retention and attraction strategies <ul style="list-style-type: none"> ○ Work with the City's Economic Development Committee (EDC) to develop a work plan for the ED coordinator that will address the Plan's short and medium term objectives 	✓	Y1 Y1		
<ul style="list-style-type: none"> • Prepare an updated economic development strategy to focus and target economic development efforts <ul style="list-style-type: none"> ○ Develop key messages about the City's assets, strategic vision and sense of place ○ Develop key themes and messages about the City's economic development program and approach 	✓	Y2 Y2 Y2		
<ul style="list-style-type: none"> • Recruit new, targeted businesses to strategically grow the economic base, and to support a vibrant live/work community 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> • Define and assess a potential Riverfront project as a major initiative for the City 		Y1-Y3		
<ul style="list-style-type: none"> • Participate in regional efforts to attract a new State higher education institution to Snohomish County 		Y2-Y4		
B. Evaluate Annexation Strategies to Support Economic Growth		Y1-Y5		
<ul style="list-style-type: none"> • Assess the City's land capacity needs, given demographic and economic forecasts and actively look to expand the City's economic opportunities through annexations 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> • Analyze the economic feasibility of annexing the airport, including its costs, advantages, and disadvantages 		Y2-Y5		

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #1: Grow and Diversify the City's Economy and Employment Base (continued)				
C. Support Downtown Revitalization and Redevelopment		Y1-Y5		
<ul style="list-style-type: none"> • Work with Historic Downtown Snohomish (HDS) to enhance downtown vitality <ul style="list-style-type: none"> ○ Develop a downtown activities plan, including programs and events to encourage residents and tourists to spend time downtown 		Y1-Y5 Y3-Y5		
<ul style="list-style-type: none"> • Inventory downtown businesses to develop a profile and assessment of current trends, vacancies, needs and opportunities 		Y3-Y5		
<ul style="list-style-type: none"> • Encourage a vibrant mix of restaurants, specialty retail and antique shops 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> • Strengthen the orientation to the River for access, views, boating, scenery, shopping (Riverfront study project) <ul style="list-style-type: none"> ○ Develop a plan for businesses on First Street to recognize the River 		Y1-Y5 Y3-Y5		
<ul style="list-style-type: none"> • Support implementation of the HDS Streetscape Plan, including capital improvements to enhance pedestrian safety, wayfinding, and attract more visitors downtown <ul style="list-style-type: none"> ○ Implement street tree improvements ○ Address sidewalk repair and safety needs ○ Implement signage and lighting improvements 		Y1-Y5 Y3-Y5 Y3-Y5 Y1-Y3		
<ul style="list-style-type: none"> • Explore downtown redevelopment potential and options, including redevelopment potential for Second Street 		Y2-Y5	✓	✓
<ul style="list-style-type: none"> • Work with property owners to promote historic revitalization and preservation of older buildings 		Y2-Y5	✓	✓
<ul style="list-style-type: none"> • Improve downtown parking options in the Historic District 		Y1-Y3		
<ul style="list-style-type: none"> • Support the development of a Heritage Interpretive Trail system in the Historic District 		Y3-Y4		

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #1: Grow and Diversify the City's Economy and Employment Base (continued)				
D. Promote the City as a Tourist Destination		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Continue and expand partnerships with tourism organizations, to promote the City as part of a regional effort 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Attract more lodging options in town, including a hotel with meeting space, and motels to support expanded tourism 		Y3		
<ul style="list-style-type: none"> Revisit the City's "brand" and develop clear themes and messages to attract tourism to the City 		Y3-Y4		
<ul style="list-style-type: none"> Inventory and actively promote the City's natural, agricultural, cultural and artistic assets 		Y2-Y5	✓	✓
<ul style="list-style-type: none"> Encourage arts-oriented businesses to locate in the City, as part of a tourism attraction effort 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Consider the City's two rivers and Blackman's Lake as strategic tourism assets, and promote them as such 		Y2-Y5	✓	✓
<ul style="list-style-type: none"> Develop and promote bike trails in and around the City as part of a tourism attraction strategy 		Y2-Y5	✓	✓
E. Implement Planning and Regulatory Review Improvements		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Review existing City ordinances to ensure that they adequately support the Strategic Plan's goals for a livable, pedestrian-friendly environment 		Y2		
<ul style="list-style-type: none"> Review City ordinances regarding sidewalk use, in the context of encouraging business vitality and tourism downtown 		Y2		
<ul style="list-style-type: none"> Encourage higher density downtown through review of current City zoning 		Y1-Y5	✓	

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #2: Maintain and Enhance the City's Special Character and Identity				
A. Encourage Quality Development in the City		Y1-Y5		
<ul style="list-style-type: none"> • Support and maintain the City's design guidelines <ul style="list-style-type: none"> ○ Review the guidelines in five years, to evaluate their effectiveness in promoting and maintaining the community's character, environmental stewardship and vitality 	✓	Y1-Y5 Y5	✓	✓
<ul style="list-style-type: none"> • To help understand and communicate the design of new projects, require sketches and graphic depiction of larger projects 		Y1		
<ul style="list-style-type: none"> • Encourage development of activity centers for teens and families: movie theatre, bowling alley, diners, etc 	✓	Y1-Y5	✓	
B. Promote Community Pride by Facilitating Citywide Clean-up Activities		Y1-Y5	✓	✓
<ul style="list-style-type: none"> • Maintain City-owned properties to set a good example 		Y1-Y5		
<ul style="list-style-type: none"> • Work with the Chamber, Adopt-a-Park, and Snohomish Parks Foundation to support and expand the community's annual Clean Day <ul style="list-style-type: none"> ○ Lend City equipment (such as dumpsters) and services as needed ○ Encourage greater opportunities for volunteering; reach out and involve the schools, civic clubs and residents in the effort ○ Broadly publicize events and activities each year 		Y2-Y5 Y2-Y5 Y2-Y5 Y2-Y5	✓	✓

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #2: Maintain and Enhance the City's Special Character and Identity (continued)				
C. Develop a Vision and Plan for the City's Parks and Trail System		Y1		
<ul style="list-style-type: none"> Continue to work with Adopt-a-Park and the Snohomish Parks Foundation to enhance and improve City parks 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Develop a long-term vision for connectivity among the City's parks, the Centennial Trail and City trails 		Y2		
<ul style="list-style-type: none"> Develop a Comprehensive Parks Plan, including level of service and maintenance standards for existing and new parks <ul style="list-style-type: none"> Consider the City's parks, open spaces and trails as a system that enhances the City's quality of life and attractiveness Assess the need for neighborhood and pocket parks, especially in the north and west side of the City 		Y1 Y1 Y1		
<ul style="list-style-type: none"> Design and plan development of Harryman Park 		Y1		
<ul style="list-style-type: none"> Develop communication tools and approaches to inform citizens about the City's existing parks 		Y2-Y3		
<ul style="list-style-type: none"> Develop wayfinding and signage to help citizens locate and use the City's parks 		Y1-Y2		
<ul style="list-style-type: none"> Work with Snohomish County to encourage dialogue and increased public information about the County's parks 		Y1		
<ul style="list-style-type: none"> Advocate with Snohomish County to fund and develop regional parks in the vicinity of the City 			✓	

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #2: Maintain and Enhance the City's Special Character and Identity (continued)				
D. Create a Parks & Recreation Department to Support the City's Parks		Y4-Y5	✓	
<ul style="list-style-type: none"> Determine appropriate staffing levels and develop a phased plan for the Department's creation 			✓	
<ul style="list-style-type: none"> In partnership with the community, develop recreation programs to meet the City's needs 		Y4-Y5	✓	✓
E. Support and Encourage Arts and Culture in the City		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Develop an Arts & Culture Plan for the City 			✓	✓
<ul style="list-style-type: none"> Incorporate public art in new municipal and redevelopment projects 			✓	✓
<ul style="list-style-type: none"> Work in partnership with arts groups to develop cultural events in the City, including concerts in the park, summer theatre, music events and others 		Y2-Y5	✓	✓
<ul style="list-style-type: none"> Partner with Snohomish County on arts and cultural programs, events and funding opportunities 		Y2-Y5	✓	✓
F. Develop Gateways, Signage and Improved Wayfinding to Strengthen the City's Identity		Y1-Y5	✓	
G. Develop a Community Center for Events, Activities and Gatherings				✓
<ul style="list-style-type: none"> Develop a funding plan, including partnerships, to implement this strategy 				✓
H. Continue to Support Development of the Senior Center Project		Y1-Y5	✓	✓

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #3: Increase Walkability, Connectivity and Bike/Pedestrian Access To and Within the City				
A. Improve and Construct New Sidewalks to Provide Enhanced Walkability and Pedestrian Safety		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Especially consider sidewalks around schools, transit, senior housing, parks and other key community facilities 	✓	Y1-Y5	✓	✓
B. Install Additional Traffic Lights and Signals for Improved Traffic and Pedestrian Safety		Y2-Y5	✓	✓
<ul style="list-style-type: none"> Review existing strategies to ensure traffic and pedestrian safety 		Y2-Y5	✓	✓
<ul style="list-style-type: none"> Improve pedestrian safety through intersection improvements 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Implement corridor improvements on Second Street 		Y2-Y5		
C. Work with the Snohomish Public Utility District to Upgrade Street Lighting		Y1-Y5	✓	✓
D. Develop a City Trail System, with Regional Connections		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Develop regional partnerships to connect bike and walking trails from Monroe, Snohomish, and other parts of the region 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Promote the City's trail network 		Y1-Y5	✓	✓
<ul style="list-style-type: none"> Finish the missing Centennial Trail link 		Y2-Y3		
E. Work with WSDOT and a Coalition of Cities to Develop Action Steps to Improve Safety and Connectivity for SR9 and US2		Y1-Y5	✓	✓



GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #3: Increase Walkability, Connectivity and Bike/Pedestrian Access To and Within the City (continued)				
F. Work with Community Transit to Improve Transit Options and Service		Y3-Y5	✓	✓
<ul style="list-style-type: none"> Advocate and work with Community Transit to establish enhanced transit service for the community, as it grows 		Y3-Y5	✓	✓
<ul style="list-style-type: none"> Work with Community Transit to promote stronger bus, rail, and bicycle connections within the region 		Y3-Y5	✓	✓

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #4: Invest in City Facilities to Support Basic Infrastructure and Quality Services				
A. Plan and Develop a New City Campus, with Co-located Administrative, Public Safety and Public Works Facilities		Y1-Y5		
<ul style="list-style-type: none"> Document facility needs and prepare a facilities assessment plan, including space standards for each function 		Y1		
<ul style="list-style-type: none"> Identify potential relocation sites and establish criteria for evaluating site options 		Y1-Y2		
<ul style="list-style-type: none"> Develop a financial plan to fund and sustain the new facility 		Y1-Y2		
<ul style="list-style-type: none"> Develop a Community Education Program for the City's Infrastructure and Facility Needs 		Y1-Y5		
<ul style="list-style-type: none"> Develop an approach and tools to broadly and effectively communicate the City's needs across the city and identify people and resources to implement the program 		Y1-Y5	✓	✓
B. Obtain Funding to Upgrade the City's Wastewater Treatment System to Help Mitigate the Rate Impacts	✓	Y1-Y5	✓	✓
<ul style="list-style-type: none"> Develop and implement a plan to reduce the City's combined sewer overflows and provide adequate sewer service as the community grows 	✓	Y1-Y5	✓	✓
C. Significantly Increase City Funding for Street Maintenance	✓	Y1-Y5		
<ul style="list-style-type: none"> Identify and evaluate funding alternatives for roadway improvements 		Y1-Y5	✓	✓
D. Develop and Implement a Pavement Management Program to Effectively Maintain City Streets		Y1-Y5		
<ul style="list-style-type: none"> Explore mixed methods for pavement management 		Y2		



GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #4: Invest in City Facilities to Support Basic Infrastructure and Quality Services (continued)				
E. Relocate the City's Public Works Yard to a More Appropriate Location		Y3-Y5		
F. Develop a Strategy for a City Water Utility	✓	Y1		
G. Effectively Manage and Deliver the City's Capital Projects		Y1-Y5	✓	✓
• Identify and fund staff resources to provide adequate project support and oversight		Y1-Y5	✓	✓

GOALS AND ACTION STRATEGIES	IMPLEMENTATION TIMELINE			
	Adopted by City Council for 2007 Budget	2007-11 (1-5 Years)	2012-16 (6-10 Years)	2017-26 (11-20 Years)
GOAL #5: Invest in City Services to Realize the City's Vision and Maintain Adequate Service Levels				
A. Maintain the City's Streets to Ensure Public Safety and Physical Appearance	✓	Y1-Y5	✓	✓
• Increase streets crew capacity for maintenance	✓	Y1-Y5	✓	✓
B. Provide Police Staffing and Services to Ensure Public Safety	✓	Y1-Y5	✓	✓
• Maintain adequate number of police officers and civilian support staffing	✓	Y1-Y5	✓	✓
C. Provide Adequate Staff Support to Maintain Service Levels in the Community	✓	Y1-Y5	✓	✓
• Hire an Accounting Supervisor within Support Services to support capital project management and finance services	✓	Y1-Y5	✓	✓
D. Partner with the Fire District to Ensure Delivery of Fire Suppression and Emergency Medical Services to the Community		Y1-Y5	✓	✓



"One never knows what to expect when they set out on a journey of discovery. IMAGINE SNOHOMISH is more than a diverse group of citizens working to develop a vision for the future. It is a learning experience about this City and a greater appreciation of resources we have. Our guidance for City stewardship reflects the pride and hope we all share for our community."

Tom Hamilton, CAC Member