

City of Everett

Vision 2025

Everett, Washington

April, 2005

Introduction

It is the year 2025. Everett has dramatically transformed itself from its early industrial roots to an attractive, safe, and progressive city. It has done so by building partnerships to pursue the vision set for itself in 2004. Emulating King County's successful "Forward Thrust" program of the 1960's, the City presented vision-inspired bond propositions to the voters, encompassing publicly-financed capital improvements in the areas of education; economic development; urban design; parks, activities and culture; harborfront/riverfront; and transportation. The overall outcomes demonstrate that Everett is a diverse, active, caring, healthy, and well-educated community where residents enjoy living, businesses thrive, cultural arts flourish, and to which visitors return often.

The Vision Team: In 2004, Mayor Ray Stephanson appointed 32 citizens, representing a wide cross-section of interests, to a Vision Team whose responsibility it was to develop a shared, comprehensive vision of what Everett should become in 2025.

Topics: Though many subjects were discussed during the early meetings, the Vision Team identified six areas critical to the future of the community. The following, listed in no particular order, were selected to be the priority topics of the shared Vision for Everett.

- **Education**
- **Economic Development**
- **Urban Design**
- **Parks, Activities and Culture**
- **Harborfront/Riverfront**
- **Transportation**

Public Comments: The Vision Team also considered public comments submitted in March, 2005. Several of the comments suggested that other topics should be addressed, including social services, youth activities, public safety, emergency preparedness, homelessness, housing affordability, health and wellness; and that more attention should be paid to improvements in south Everett. Others felt the Vision Statement should focus more directly on detailed improvement projects needed within the city. The Vision Team discussed public comments and incorporated some of them into the final Vision Statement. Other suggestions will likely be evaluated in subsequent city planning efforts and work programs.

Sections

This document is divided into the following sections.

Summaries: Each vision statement, outcomes, and action steps for 2025 have been summarized to show a high-level view.

Subcommittee Reports: With each topic presented in its entirety, these reports represent a closer view, with more detailed vision statements, outcomes, and action steps.

Appendices:

- **Team Member Names and Subcommittee Assignments**
- **Meeting Agendas**
- **Meeting Summaries**
- **Survey Results:** Identifying subjects of interest to team members
- **Background Information:** Materials and articles the Vision Team discussed or were given as information for use in developing the vision,
- **Miscellaneous**

Organization

Individual vision statements, outcomes, and the Action Taken to achieve these outcomes contribute to the 2004 shared vision for Everett’s future from a 2025 perspective. Therefore, to understand the information presented in the following pages, *the reader should assume that each vision statement and accompanying outcomes have already been achieved and that the writer is reflecting on the actions taken prior to 2025 in pursuance of the outcomes.*

In this document, to eliminate redundancy, *outcomes are assumed to be of benefit to the City of Everett (the City government), its citizens, and visitors, and all actions are assumed to have been taken by the government of the City of Everett.* The term "Everett" may refer either to the geographic entity (the "city") or to the City government ("City" or "City of Everett"). The word "County" refers to the Snohomish County government, while "Port" and "Marina" refer to the geographic areas "Port of Everett" and "Everett Marina", respectively.

Within a topic, an acronym is defined at first use, but only the acronym is used in subsequent references. Some of these are:

- **BAT - Business Access and Transit (lanes)**
- **BNSF - Burlington Northern Santa Fe Railway**
- **CBD - Central Business District**
- **EDC - Economic Development Council**
- **EPS/MSD - Everett Public Schools/Mukilteo School District**
- **HCT - High Capacity Transit**
- **MMTS - Multi-Modal Transportation System**
- **NOAA - National Oceanic and Atmospheric Administration**
- **PTAC - Procurement Technical Assistance Center**

- **PUD - (Snohomish County) Public Utility District**
- **SMP - Shoreline Master Program**
- **WSDOT - Washington State Department of Transportation**

Vision 2025 Summaries

The following are summaries of vision statements with selected outcomes and steps taken to achieve those outcomes. For details of a particular topic, see its own subcommittee report.

Education

Access to higher education and the fostering of lifelong learning is of paramount importance to the new Everett, a city of knowledge-based industry that leads the way in making personal and professional enrichment opportunities accessible to all. This goal has been achieved through (1) three community campaigns -- "A Four-Year University: 2004 - 2024", "Private College Cluster: 2006-2010", and "Senior Campus: 2015-2018"; (2) collaborative growth and expansion of public schools that foster academic achievement, (3) planned expansion and diversification of Everett's higher education options to the region, and (4) support of a vibrant public library system.

What Does Everett Have in 2025?

- A four year college offering baccalaureate degrees
- Ample access to educational opportunities to pursue college degrees, job and career training, and personal enrichment in Everett
- An achievement-based culture of learning for people of all ages, with a continuum of educational resources from early childhood through post-graduate level, including vocational, technical, and senior programs
- Public schools as centers of education for childhood and adult learning
- Self-directed life long learning through public library programs and collections
- Universities, colleges, and community colleges with healthy scientific research facilities, supported by local, state and federal funding, industries that benefit from research (e.g., medical), foundations and private partnerships.

What Did Everett Do to Achieve It?

1. Convened a community-based higher education task force to articulate the region's higher education needs and opportunities, advocate for resources to meet education demand, measure results, and plan for opportunity.
2. The City collaborated with the task force to develop convenient and affordable public higher education options that reflected the social, economic and cultural needs of the region.

3. Served as a catalyst to bridge the interests of the state-funded universities and community colleges, private college clusters, the community, businesses, and student populations.
4. Fostered an environment of higher learning by rewarding academic achievement to honor the gifted, the creative, the diligent, the tenacious, and the dedicated.
5. Supported and further enhanced library services to meet the growing expectations of a more highly educated and diverse community.

Economic Development

Through a dynamic economic growth strategy, Everett has evolved into a progressive, unified center for living wage jobs in the following sectors.

- Aerospace
- Construction
- Cultural arts
- Education
- Finance and trade
- Medicine
- Scientific research
- Professional services
- Recreation and leisure
- Retail
- Technology
- Transportation

Working in partnership with other Puget Sound communities to improve infrastructure, recruit preferred businesses, and deliver effective workforce training, Everett has become favored by people from all walks of life who seek a good place to live, work, and recreate.

What Does Everett Have in 2025?

- A strong, diverse economic base with a high proportion of well-paying jobs
- Commercial and industrial areas redeveloped with high-quality businesses
- A positive image as a center of business and culture in the North Puget Sound area
- A point of initiation for new business enterprises
- Commercial air passenger service at Paine Field

What Did Everett Do to Achieve It?

1. Identified, attracted and retained preferred growth industries, understood their needs, and recruited them to Everett.
2. Formed partnerships among business, government, economic development councils, chambers of commerce, educational institutions, and other community groups to promote Everett as a fertile business environment with a high quality of life.
3. Improved City government infrastructure and secured funding to prepare Everett's commercial and industrial areas for redevelopment.
4. Amended development standards to support strong business development.
5. Rallied community support to establish commercial air passenger service at Paine Field

Urban Design

Uncompromising design standards and an aggressive capital improvement program have given Everett's exciting physical setting an appealing image reflective of its rich history. The character of its distinctive districts and neighborhoods enhances the livability of the community, and the "Central Business District" (CBD) is rich in cultural, civic, commercial, and residential uses. Development around Everett Station is mixed-use, featuring commercial businesses, education/training facilities. A cultural arts district has been established in downtown. Acquisition of park land, development of public gathering places and open spaces, park improvements, and landscaping along streets in all parts of the City have made all of Everett's residential, commercial, and industrial areas desirable places to live, work, and recreate.

What Does Everett Have in 2025?

- An attractive, well-maintained appearance with distinctive neighborhoods and business districts and a beautiful Harborfront and Riverfront that give Everett a friendly, vibrant atmosphere
- An exciting and active CBD with an optimal mix of housing and commercial uses in a pedestrian-friendly streetscape, with open spaces and attractive buildings
- A respected community image with neighborhood pride, making Everett a favored location for businesses, residents, and visitors
- Beautiful neighborhoods, commercial areas, parks, and public gathering spaces throughout the City
- Attractive, well-designed gateways creating a welcoming sense of community and continuity

What Did Everett Do to Achieve It?

1. Expanded historic overlay zones and established high-quality design guidelines and standards for commercial, industrial and residential development throughout the City.
2. Implemented a main street type of program for the CBD.
3. Established and maintained a successful neighborhood clean-up and maintenance programs, actively enforced nuisance abatement regulations, and partnered with youth and community service organizations to establish beautification, tree-planting, and maintenance programs.
4. Implemented a trails and sidewalks master plan on a neighborhood-by-neighborhood basis.
5. Worked with the Port and other Harborfront and Riverfront property owners to create exciting, pedestrian-oriented waterfront areas where people want to work, shop, live and recreate.
6. Urged Snohomish County to establish development standards for unincorporated South Everett areas to be annexed to the City that created well planned neighborhoods with parks, sidewalks, landscaping and connections to surrounding neighborhoods.
7. Adopted an aggressive renewal program for City streets, sidewalks, and infrastructure that also encouraged undergrounding of overhead utility lines to enhance and upgrade our neighborhoods and business districts.

Parks/Activities/Culture

Everett provides a superior recreational and cultural environment where sports, recreation, cultural arts, and heritage thrive. Intelligent planning and development around the area's natural beauty, an appreciation for the cultural arts, and a dedicated parks capital improvements program makes Everett an environment where cultural and outdoor activities are accessible to every citizen, regardless of age, income, or ability.

What Does Everett Have in 2025?

- A flourishing cultural arts community that coordinates activities, programs, and events to maximize opportunities for persons of all ages and interests
- A diverse and geographically-balanced park system that serves the needs of a growing population for open space and recreation
- Public recreational resources that provide abundant opportunities for all citizens to enjoy sport, social, and cultural activities

What Did Everett Do to Achieve It?

1. Formed partnerships in the community and region to promote and fund a diverse array of cultural arts and social activities.
2. Established an arts district in the downtown area where a variety of activities created a synergy and stimulated redevelopment with housing, stores, restaurants, theaters, libraries, museums, galleries and a vital mix of uses.
3. Established a dedicated parks capital improvements program that funded aggressive expansion of park facilities in the community.

Harborfront/Riverfront

Everett's Harborfront and Riverfront areas feature a vibrant mix of uses, such as:

- Shoreline enhancements and ecological restoration areas
- Trails, beaches, and parks
- Educational institutions
- Marinas
- Naval facilities
- Marine terminals and transportation
- Quality housing
- Public gathering places
- Restaurants, hotels, and conference facilities
- Workplaces, commercial establishments, and industrial facilities

Harborfront and Riverfront are connected through Everett Station and downtown by a distinctive fixed-guideway transit system and to shoreline communities and adjoining neighborhoods by a first-class bicycle and pedestrian network.

What Does Everett Have in 2025?

- A lively Harborfront and Riverfront serving as active places for work, recreation, dining, shopping, and entertainment for residents and visitors
- A distinctive fixed-guideway transit system and a first-class bicycle and pedestrian network linking the Harborfront and Riverfront to each other and to other points of activity in the downtown area and surrounding communities
- Quality facilities for outdoor aquatic sports such as rowing, kayaking, windsurfing, and windboarding.

What Did Everett Do to Achieve It?

1. Worked in partnership with the Port, the Naval Station, businesses, and transportation interests to fund and build a fixed-guideway transit system linking Everett's Riverfront, Harborfront, downtown and Everett Station, supporting downtown and shoreline redevelopment opportunities.
2. Continued to fund and construct park and trail improvements along and near shoreline areas.
3. Established capital improvement programs and development standards to stimulate quality redevelopment of public and private Harborfront and Riverfront areas for a variety of activities and uses.

Transportation

Everett's cultural and economic renaissance is supported by its well-designed transportation routes; High Capacity Transit (HCT); a modular (ability to add or remove units), bi-directional fixed-guideway transit system; innovative bus service; and a supporting structure for non-motorized modes of transportation. The City collaborates with federal, state, regional and local partners to ensure reliable access to state and regional (arterial) systems; efficient ways for workers, shoppers, tourists, and families to travel; and successful integration with regional carriers, such as Community Transit and Sound Transit. Everett has built a reputation for excellence in service that continues to draw attention from public and private funding sources.

What Does Everett Have in 2025?

- Well-maintained streets and attractive streetscapes, transit, sidewalks, and bicycle trails to allow for uncomplicated travel within and between all parts of the city
- Many choices for getting to work without overburdening the local transportation network
- Improved I-5 interchanges that provide attractive and efficient access between Everett and the regional transportation system
- Freight moving seamlessly through Everett between ship, rail and truck modes, and from the regional to the local transportation network

What Did Everett Do to Achieve It?

1. Worked closely with Sound Transit to fund and build a light rail system that starts in Everett and extends south to connect with the Sound Transit system.
2. Collaborated with the Washington State Department of Transportation (WSDOT) and other transportation agencies to improve the regional transportation system and the movement of people and freight between Everett and other communities.

3. Developed new or improved funding mechanisms to enhance the transportation network within the city.
4. Worked with the Port, Burlington Northern Santa Fe Railway (BNSF), and regional freight mobility partners to improve the freight system, minimizing the impacts of train, truck and shipping activities on the community.

Vision 2025

Subcommittee Reports

Education Vision 2025

Access to higher education and the fostering of lifelong learning is of paramount importance to the New Everett, a city of knowledge-based industry and workers. The goal of providing such educational opportunities for all citizens has been achieved through (1) three community campaigns -- "Four-Year University: 2004 - 2024", "Private College Cluster: 2006-2010", and "Senior Campus: 2015-2018"; (2) collaborative growth and expansion of public schools that foster academic achievement, (3) planned expansion and diversification of Everett's higher education options to the region, and (4) support of a vibrant public library system.

Outcomes

Community Campaign One:

The University of Everett: 2004 - 2024

The University of Everett, a four-year institution offering baccalaureate and advanced degrees in a broad variety of disciplines, is an evolution of Everett Community College and Everett College over the past twenty years. The University serves students from throughout Washington State, the Pacific Northwest, nationally and internationally with a full range of housing, student life, and study abroad opportunities. It maintains reputable and thriving scientific research programs used by education and business leaders throughout the region. The state-of-the-art University Communication Center also hosts other state and private universities, corporations, and organizations that use the campus facilities to provide specialized classes, conferences, seminars and workshops via the internet, interactive television and satellite.

Everett Community College continues to serve the region with ever-expanding, convenient, and affordable access to academic transfer, vocational, and technical programs.

Community Campaign Two:

Private College Cluster: 2006-2010

The community's private college cluster that began in the late 1990s will grow to include new colleges attracted to the location, market, accommodating local governments, and the enthusiastic reception of community. The cluster attracts a knowledge-based business growth that takes advantage of the intellectual resources offered by these region campuses, institutes, and learning centers.

Community Campaign Three:

Senior Campus: 2015-2018

The private college cluster expands to incorporate senior campuses. The senior campus provides quality senior housing coupled with education opportunities from a nation-wide array of education sources provided by local institutions.

From 2004 forward, emphasis has been on growth and expansion of public schools. To facilitate these needs, a joint City-County-School Districts Planning Council expedites expansion, upgrade and replacement of the Everett Public Schools/Mukilteo School District (EPS/MSD) facilities and improved transportation services. The inter-agency working group is designed to provide communication, cooperation, and coordination among the EPS/MSD-served communities, streamline the building processes - zoning, building codes, land use, and permitting - and address school transportation concerns among different jurisdictions.

Everett promotes and fosters the expectation of academic achievement with civic recognition, material reward, and access to greater opportunity. The City has adopted the mantra from Everett Community College to be the academic, technical, and cultural center of learning for the North Puget Sound region.

Everett's Higher Education Action Plan has resulted in expansion and diversification of its higher education options to the region.

Action Taken

1. Convened a community-based higher education task force to clearly articulate the region's higher education needs and opportunities, advocate for resources to meet education demand, measure results, and plan for opportunity.
2. Worked with the task force to focus community initiative and resources on the development of public higher education options - from community college, through university consortia, university centers, and branch campuses to university campus. These measures ensured convenient and affordable access to a wide variety of education programs that reflect the social, economic and cultural needs of the region.
3. Worked with the state of Washington, the state's universities and community colleges, and the community to identify and provide facilities, services, and technology that supported upper division programs; ensuring a secure, convenient learning environment and attracting students.
4. Planned for and encouraged private higher education growth and expansion with an accommodating, hospitable, attractive, service-oriented community environment. The City worked with local private colleges to address expansion, common issues of transportation, housing, and City services, and opportunities unique to their missions, student populations, and growth plans.

5. Served as a catalyst to bridge the interests of the state-funded public institutions, private college clusters, the community, business and the economy, and student populations.
6. Worked with various technology stakeholders to develop and support scientific research facilities and programs within colleges. Obtained long term funding sources from local, state and federal programs as well as private business partnerships.
7. Provided EPS/MSD with a multi-jurisdictional council to expedite the expansion, upgrading, and improvement of both Districts; to coordinate planning and permitting processes; to improve transportation services; and to reduce costs.
8. Recognized academic achievement spanning early childhood development to post graduate levels. Emphasis for early childhood education has been on school readiness, as efforts to impact the preparation gap dramatically influence the achievement gap we see in the K-12 system.
9. Rewarded academic achievement in a broad-based manner, equally distributed across the widest spectrum of effort to honor the gifted, the creative, the diligent, the tenacious and the dedicated. Personal development will be a lifelong pursuit that enhances quality of life and quality of community.

Economic Development Vision 2025

Through a dynamic economic growth strategy, Everett has evolved into a progressive, diversified center for citizens, small business, high-tech industries, healthcare, education, and major manufacturing. Everett is the northern anchor of sports, entertainment, athletics, and cultural arts in the Puget Sound region. It is the center of aviation in Washington, and its medical and educational institutions are unsurpassed. Everett's Central Business District (CBD) is one of the region's strongest residential, business, cultural and entertainment centers, and its Harborfront and Riverfront are vital blends of commerce, recreation, and culture.

Working in partnership with other Puget Sound communities, Everett maintains an infrastructure and workforce training system attractive to 21st century industry and is a point of initiation for new businesses. Thousands of new jobs have been created by the corporate, retail, and restaurant businesses that have moved to Everett. Everett actively markets its positive attributes to attract and recruit desirable businesses and keep them in the community. It trains its workers for living wage jobs at home, and ensures a high quality of life for all citizens. Everett exceeds the national average for living wage jobs; Everett has been voted one of the top three most livable cities in Washington, favored by people from all walks of life who seek a good place to live, work, and recreate.

Outcome

The City of Everett has an infrastructure favorable to business development.

Action Taken

1. Defined specific areas of City infrastructure that needed improvement and secured the funding to prepare such areas for growth.
2. Established a Public Development Authority mechanism to help with infrastructure, transportation, and other capital projects.
3. Conducted an infrastructure assessment and zoning review to prepare and plan for growth in appropriate areas.
4. Worked with Snohomish County to coordinate infrastructure development and development standards in areas to be annexed to the city.
5. Rallied community support to establish commercial air passenger service at Paine Field.

Outcome

The City of Everett maintains an effective marketing campaign.

Action Taken

1. Determined what businesses were preferred for the community.
2. Developed desired employment figures for each target market (biotech, electronics, service sector, etc.) and labor force component (skilled, professional, etc.).
3. Developed benchmarks for economic development and workforce training efforts.
4. Defined the components of a livable wage.
5. Developed a list of prospective Puget Sound economic development partner communities.
6. Initiated a sustaining program that included advertising and public relations campaigns, networking at business functions, interactions with local community service organizations, outreach to businesses and community service organizations in other states, and Internet marketing.

Outcome

The City of Everett is a member of well-established and varied partnerships to ensure long-term economic success.

Action Taken

1. Implemented a community economic growth strategy specific to the vision of Everett, coordinated with the Snohomish County Economic Development Council's (EDC) economic investment strategy, Regional Economic Partnership, Snohomish County Tomorrow and neighboring communities.
2. Collaborated with Work Source Everett to pursue opportunities to help new businesses defray training/re-training costs.
3. Worked with the Procurement Technical Assistance Center (PTAC) to secure new federal contracts for targeted Everett-based small business.
4. Defined and designated specific locations in the city for high-quality mixed-use residential/business centers and partnered with the development community to provide necessary capital improvements to encourage development of those centers.

5. Worked with the County to determine the types of taxes and services that attract preferred businesses and to implement a countywide tax strategy to favor these businesses.
6. Supported tax reform efforts to improve business climate in the state and community while maintaining adequate revenues to provide city services.

Outcome

Everett enjoys a dynamic and thriving Central Business District.

Action Taken

1. Engaged stakeholders to develop a strategy to build on downtown's positive attributes and revitalize the city center with public and private investments in arts and cultural activities, streetscape improvements, housing, businesses, and high quality mixed use development.
2. Developed and implemented an effective marketing plan in conjunction with major downtown property owners.
3. Solicited investment community participation to redevelop portions of downtown Everett.
4. Attracted a major hotel to the downtown area.

Outcome

Everett has a positive image embraced by citizens, visitors, and tourists.

Action Taken

1. Defined the meaning of "Image" and implemented applicable measures to achieve a good image, such as the following:
 - Defined components of the category "upwardly mobile young professionals" and identified amenities that attract this group to urban communities
 - Identified groups that give "Most Livable City" awards and ascertained criteria and the ranking process
 - Developed criteria for "new urbanism" as applied to Everett
2. Identified high-quality business and industrial parks desirable for future growth.
3. Developed and maintained an attractive community through the following measures:
 - Conducted and maintained City-sponsored neighborhood clean-up campaigns

- Developed criteria and implemented regulations for minimum maintenance of commercial buildings throughout the city
 - Proactively enforced property maintenance standards to improve neighborhood appearance
 - Eliminated drug houses
4. Supported planned growth and sustainable design principles, as outlined in the Urban Design Vision.
 5. Worked with Snohomish County to coordinate development and design in areas to be annexed to the city.

Urban Design Vision 2025

Everett offers an exciting physical setting with a distinct and appealing image reflective of its rich history. Everett has unique districts and neighborhoods whose physical character and qualities enhances the livability of the community. Neighborhoods are lively, desirable places to live, at a scale that is comfortable to walk through, with welcoming entrances and landscaping which makes the neighborhood inviting to citizens and visitors. The gateway corridors are tree-lined boulevards with thriving businesses and residential units above the first floor commercial space.

Downtown Everett, including the Central Business District (CBD), has a rich concentration of cultural, civic, commercial and residential uses integrated with public open spaces and landscaping along the streets. Public artwork and distinctive architectural buildings attract visitors to the community. Everett's commercial and industrial Harborfront and Riverfront areas have been transformed and are connected by trails along the water with landscaping, parks, open space, surrounding a variety of industrial uses, retail businesses, colleges, residential development, and water dependent uses.

The Everett Station Area has transformed into a neighborhood of commercial businesses, education/training, and mixed-use development. North Everett's traditional pattern of neighborhoods contains a variety of housing forms as well as neighborhood services and shops. Landscaping, park improvements, and design standards have changed South Everett residential, commercial, and industrial areas into an exciting and enhanced community.

Outcome

Each area of Everett maintains a unique identity in accordance with City design guidelines and standards.

Action Taken

1. Expanded historic overlay zones into appropriate North Everett neighborhoods to include commercial areas. These new overlay zones built on the successes of the Rucker/Grand and Grand/Norton historic overlay zones.
2. Developed neighborhood and business area design review guidelines and standards in areas where historic overlay zones were not appropriate. A special emphasis was on multiple family and mixed-use buildings. These areas were determined with business and community assistance and input. The goal was to develop distinctive neighborhoods, creating neighborhood-gathering places and including neighborhood-oriented business.

3. Developed design guidelines and standards for gateway corridors to enhance community image and improve pedestrian safety.
4. Created and implemented a citywide facilities design/graphics program to develop an improved image of Everett. This encompassed public buildings, public improvements, streets and related improvements, signs, sidewalks, street trees, transit shelters, and street furnishing standards.
5. Developed pedestrian friendly, convenient, and attractive access to transit, including Everett Station.
6. Created a main street type of program for the CBD to include design standards such as storefront design, signs, awnings, building maintenance, and public improvements.
7. Developed zoning standards in the which achieved:
 - phasing out of surface parking lots in the CBD and de-emphasis of parking lots in commercial areas
 - an active and pedestrian-friendly streetscape, especially in the CBD
 - required awnings or other appropriate weather protection on CBD streets
8. Created and privately funded a program to underwrite costs of bringing in world-class architects and artists to design distinct and exciting buildings and pieces of public art.
9. Reviewed zoning and other City standards to determine the need for standards sensitive to adjacent uses and citizens living and visiting Everett. Such standards would include lighting, noise, signs, billboards, and traffic calming.
10. Developed design standards and carried out projects that maintained traditional street patterns while meeting traffic and maintenance needs.
11. Worked with the Everett Historical Commission to target specific historic structures for public and private investment with a landmarks ordinance and/or public incentives.
12. Concentrated efforts on targeted code compliance areas.
13. Built parking garages with pedestrian-friendly uses along the street frontage (retail, restaurants, etc.), following City design standards and located so as not to discourage walking or bicycling activity.

Outcome

Distinct identities define areas of Everett, and strict adherence to design principles has improved the quality of the built environment.

Action Taken

1. Created a program to enhance gateway corridors and connections between open spaces and parks.
2. Expanded the tree-planting program that included street trees to improve the visual image of the community. This effort was accomplished with volunteer tree planters provided by neighborhood groups, youth organizations, and service clubs. This program followed design plans developed for gateway corridors and neighborhoods.
3. Built upon existing non-motorized trail and waterfront public access plans to prepare a trails and sidewalks master plan on a neighborhood-by-neighborhood basis. Worked with neighborhood associations and business owners to create these plans.
4. Worked with the Port and other Harborfront and Riverfront property owners to create an exciting, pedestrian-oriented waterfront where people want to work, shop, play, and live.
5. Concentrated efforts on targeted code compliance areas.
6. Established a program to remove non-native invasive plant species from critical areas and open spaces.

Outcome

City design standards minimize impact on the environment and maximize compatible integration of structures into the existing environment.

Action Taken

1. Updated the critical areas ordinance to preserve native trees and landscaping in estuaries, steep slope areas, and other critical areas.
2. Entered into an agreement with the Snohomish County Public Utility District (PUD) regarding the phasing in of underground electrical lines. Focused initial attention in identified scenic view areas.

Parks/Activities/Culture Vision 2025

Everett provides its citizens a superior recreational and cultural environment where sports, recreation, cultural arts, and heritage thrive. Opportunities in these areas abound as a result of intelligent planning and development around the area's natural beauty, an appreciation for the cultural arts, and a dedicated parks capital improvements program. An environment favorable to cultural and outdoor activities is maintained by support of the downtown arts district, the library system, and the citywide network of parks and trails that join all areas of the city to its many environmental assets. The wide range of opportunities is accessible to every citizen, regardless of age, income, or ability.

Outcome

Everett has an environment where arts, culture and heritage thrive.

Action Taken

1. The City established an Arts, Cultural and Heritage Plan to set community priorities and to identify funding, needs, and resources.
2. Established an arts district in the downtown area where a variety of activities created a synergy and stimulated redevelopment with housing, stores, restaurants, theaters, galleries and a vital mix of uses.
3. Strengthened historic and cultural preservation within distinct neighborhoods and business districts.
4. Supported the public library system and increased public awareness of the roles that public libraries play in historic and cultural preservation and in the education of citizens about the community.
5. Supported the development of gathering places in neighborhood business districts through grants, building and zoning standards, and incentives.
6. Dedicated space for culturally-rich public gathering spaces and encouraged locally-owned businesses to feature products and services unique to our region.

Outcome

Everett has a citywide network of parks, trails and activities that link the city's environmental assets -- such as Harborfront, Riverfront, and natural areas -- with neighborhoods.

Action Taken

Developed a parks acquisition funding and development plan that provided adequate facilities to meet the recreational needs of the people of Everett; using National Recreation and Parks Association standards as a guide:

1. Developed a plan that provided adequate facilities to meet the recreational needs of the community:
 - The plan achieved equitable geographical distribution of recreational facilities to serve citizens of all ages and abilities
 - The plan reflected the needs of the people of Everett, as determined by community surveys, and was adaptable to meet changing trends in recreation
 - Developed a funding strategy for serving South Everett, downtown and other underserved areas with additional park acquisition and development
 - Developed stewardship programs to support maintenance, safety, and beautification to enhance parks and open spaces
 - Developed a comprehensive park and city trail plan linking neighborhoods and natural features to give pedestrians and bicyclists access to neighborhood, municipal, and regional parks:
 - Bicycle lanes were planned for recreational use and as an alternative form of transportation
 - Bicycle-oriented support facilities were encouraged along the trail system as part of the plan
2. Entered into partnerships with school districts and non-profit organizations to explore recreational and facility needs and to seize collaboration opportunities.

Harborfront/Riverfront Vision 2025

Everett's Harborfront and Riverfront in 2025 are home to a thriving deep-water port and a dynamic mix of activities, ranging from water-dependent industries to active and passive recreational pursuits. Port Gardner Bay and the Snohomish River are connected together through the downtown by a unique fixed-guideway transit system that serves as an icon for the city in much the same way as the cable car symbolizes San Francisco. All Everett shoreline areas from the Mukilteo city limits to the Snohomish River valley are connected by a first-class bicycle and pedestrian network that is also connected to activity centers in downtown and adjoining neighborhoods. The city has superior environmentally-sensitive shoreline wetland and habitat areas.

The Harborfront and Riverfront areas are improved with a vibrant mix of uses, including the following.

- Shoreline enhancements and ecological restoration areas
- Trails, beaches, and parks
- Educational institutions
- Marinas
- Marine terminals and transportation
- Quality housing
- Naval facilities
- Public gathering places
- Restaurants, hotels, and conference facilities
- Workplaces, commercial establishments, and industrial facilities
- Quality recreational venues for outdoor water sports such as rowing, kayaking, windsurfing, and windboarding.

Outcome

Everett enjoys a vibrant mix of activities and uses along Harborfront and Riverfront areas.

Action Taken

1. Provide incentives for new market-rate housing to include Harborfront and Riverfront properties, subject to high quality design standards.
2. A fixed-guideway transit system connects the Riverfront to the Harborfront through downtown and the Everett Station area, promoting mixed-use development, and supporting other elements of the local transportation system.

3. Worked closely with the Port, aerospace companies and other industry sectors to achieve expansion of the marine terminals and assure that specialty cargo handling facilities are developed and maintained to ensure the growth and prosperity of Everett's workforce.

Outcome

Everett has places of inspiration and enjoyment along waterfronts in the form of expanded and improved parks, open spaces, and venues for entertainment, arts and culture, and water-oriented recreation.

Action Taken

1. Implemented priority Harborfront and Riverfront public access and infrastructure improvements, redevelopment projects and environmental mitigation.
2. Created expanded support facilities and destination opportunities for a wide range of recreational boaters and sports enthusiasts in appropriate Harborfront and Riverfront areas.
3. Formed partnerships to provide a year-round program of educational, entertainment, cultural and civic events in redeveloped Harborfront and Riverfront community gathering places.
4. The partnership identified potential sites for parks, entertainment venues and recreational destinations, prioritized projects, and identified funding sources to pay for improvements.
5. Worked with the Port and private developers to design and construct identified projects.
6. Worked with the business community, the Port of Everett, and recreational interests to develop high-quality facilities for outdoor water sports.

Outcome

The Simpson and landfill Riverfront sites have been developed with a mix of high-quality uses that have made a special contribution to the economic, cultural, educational, and recreational opportunities available in Everett.

Action Taken

1. Established high-quality urban design standards for these sites to implement the vision identified in the City's Shoreline Master Program (SMP), and worked with the community and development interests to promote the mixed-use vision called for by the SMP.

Outcome

A fixed-guideway transit system connects the Riverfront to the Harborfront through downtown, promoting mixed-use development, supporting other elements of the local transportation system, and magnifying the positive impacts of existing amenities.

Action Taken

1. Improved transportation access for people (transit, non-motorized, and vehicular), connected the Riverfront, Everett Station, downtown, and the Harborfront and ensured that commercial transport corridors (truck, ship and rail), vital to the working waterfront and the regional economy, functioned as effectively as possible.
2. The City and community leaders sought support from the Governor and Legislature to provide stable funding sources for regional and local transportation improvements.
3. Implemented best practices used by other communities to successfully plan, finance, and build a fixed-guideway transit system.
4. Improved service to boost ridership throughout Everett, including connections serving Harborfront and Riverfront areas.

Outcome

All shoreline areas are connected by a first-class bicycle and pedestrian network that is also connected to activity and transportation centers in downtown and adjoining neighborhoods.

Action Taken

1. Implemented the shoreline public access plan by building pedestrian and bike trail connections in public improvements and private development projects.
2. Sought support from the Legislature for new funding tools to help finance pedestrian and bike trails.

3. Worked with the Port, developers, trail user groups, and other organizations to prioritize, fund and build trail improvements.

Outcome

The city has a large array of restored and enhanced, high-quality, environmentally productive shoreline wetland and habitat areas.

Action Taken

1. Worked closely with the Port, private property owners, conservation groups, and resource agencies to identify priority habitat restoration projects and potential funding sources to implement the projects.
2. Allowed shoreline development in appropriate areas and secured habitat improvements in both on-site and off-site locations, in accordance with the City's Shoreline Master Plan. Such development included mitigation banking, grant funding, and property owner land donations.

Transportation Vision 2025

Well-designed transportation routes, High Capacity Transit (HCT), modular (ability to add or remove units) bi-directional fixed-guideway transit system, innovative bus service, and a supporting structure for non-motorized modes are components of Everett's integrated, state-of-the-art, multi-modal transportation system (MMTS). Designed consistent with, and supportive of, the City's land use plan and the environment, the MMTS ensures uncomplicated passage throughout the city, providing reliable access to state and regional (arterial) systems and integrating well with all regional transit carriers.

Everett's MMTS is a model for cities anywhere, with beautiful and well-maintained areas surrounding public transportation facilities, thoroughfares and roadways. Business, recreation, and cultural activities thrive, attracting and retaining talented, productive workers as part of the economic base. Its multi-modal transportation system and a reputation for excellence in service have drawn attention to Everett from public and private funding institutions.

Outcome

Improved streets, arterials, state routes, and interstate systems within the city in support of increased travel demand driven by employment, population and tourism growth.

Action Taken

1. Pursued dedicated funding for improvements to the following interstate highway access, arterial streets and roadways, and non-motorized traffic thoroughfares.
 - a. Interstate 5 and State Routes:
 - Reconstructed downtown interchanges (US-2, Everett Avenue, Pacific Avenue)
 - Reconstructed I-5/41st Street interchange
 - Reconstructed I-5 and East Marine View Drive interchange
 - Constructed Smith Island interchange
 - Constructed improvements to I-5 and SR 526/527 interchange
 - Constructed SR 526 and Hardeson Road interchange
 - Supported improvements to SR 9
 - Supported additional east west connections from Everett to East Snohomish County

- b. Principal Arterials:
 - Reconstructed Broadway south of 41st Street to provide additional North/South capacity
 - Provided additional capacity between southwest Everett and the Central Business District (CBD)
 - Built express access roadways for freight carriers between the regional system and manufacturing and industrial sites, including the Port, bypassing the CBD and residential areas
 - Improved gateway arterial corridors with aesthetic and functional treatments to increase capacity, improve safety, to move traffic more efficiently.
- c. Minor Arterials:
 - Improved East/West arterials to provide additional capacity between interstate system and the CBD, the Marina, and the Port

Outcome

Effective public transportation service, coordinated with Community Transit and Sound Transit, is available to commuters, residents, tourists, shoppers, and to the disadvantaged, elderly, and other public transit-dependent customers.

Action Taken

1. Integrated the public transit system functionally and aesthetically with the environment and the urban landscape, helping to preserve natural resources, instilling pride in the community and encouraging recreation, tourism, and cultural activities.
2. Acquired dedicated funding for public transportation, incorporating the most fuel and cost-efficient, low-polluting technologies available.
3. Developed community outreach programs, in partnership with the public and private sectors and civic groups, to educate citizens about transportation options and travel safety, based on the area served, distance to be traveled between stops, etc.
4. Expanded all-day fixed route services, but offered modified demand service in response to passenger volume.
5. Provided enhanced-comfort buses (more customer amenities) with appropriate capacities for the area served and fitted to accommodate bicycles and on- and off-loading electric scooters and wheelchairs.

6. Procured buses to accommodate baggage and large parcels in the rider compartments of each unit for appropriate services.
7. Upgraded and installed sufficient numbers of safe, barrier-free, attractive, clean, and weather-protected boarding locations; major locations have restroom facilities for commuters.
8. Refined "All-day Pass", "Monthly Pass", and "Yearly Pass" programs to include turnkey payment for transfers to Community Transit and Sound Transit (such as the current "smart card" program).
9. Refined "One Way Pass" programs to include transfers to any mode of travel offered by the MMTS in a single direction.

Outcome

With Everett Station as the hub, public transit options connect major economic, educational, residential, recreational, and cultural areas. They link North and South Everett, provide a way for workers to commute quickly and efficiently to and from work and for shoppers, tourists, and families to access the benefits of the entire city more effectively.

Action Taken

1. Implemented a generally north-south, HCT system to provide fast service among identified urban centers; Paine Field; Boeing; the CBD; industrial and office parks; colleges, malls and other shopping areas; the Marina; the Snohomish Riverfront; the Naval Station, and ferry terminals.
2. Implemented a scenic fixed-guideway transit system to serve the needs of workers, shoppers, tourists, and families in the North Everett/CBD area, while providing an ongoing, visual tour of the city. Stops include residential areas, beaches, Legion Memorial golf course, the baseball stadium, green/open spaces, and parks. Areas served include Marine View Drive to the north, 41st Street to the south, the Riverfront development to the east, and the Harborfront (Port/Marina) development to the west. This system may be extended to Snohomish and Lake Stevens to the east and to Marysville to the north, should the demand exist.
3. Upgraded the appropriate transit centers to accommodate HCT and fixed-guideway transit system services.
4. Upgraded Everett Station facilities to accommodate HCT and fixed-guideway transit system services.

Outcome

Automobile, bus, and truck travel is regulated city-wide by optimizing traffic flow and minimizing congestion through the use of various types of traffic management technologies.

Action Taken

1. Directed automobile and truck travel between cities to state and interstate highway interchanges.
2. Directed travel between neighborhoods to the arterial system of major streets and state highways.
3. Implemented grade changes, Business Access and Transit (BAT) lanes, and lane priorities along Rucker Avenue, Evergreen Way, and SR 99.
4. Implemented signal priority along Rucker Avenue, Evergreen Way, SR 99, Broadway, Everett Mall Way, selected east/west arterials, the Riverfront to Harborfront corridor around Marine View Drive, and 128th Street.
5. Installed traffic signal control technology and monitored video surveillance to minimize congestion.

Outcome

There is uncomplicated passage throughout the city for pedestrians and bicyclists who can cross the city safely in all directions on dedicated non-motorized routes; shoreline and interurban trails; and interconnects within the city's network of parks.

Action Taken

1. Implemented signal timing and traffic calming measures in the CBD and residential neighborhoods to accommodate slower bicycle and pedestrian traffic.
2. Constructed sidewalks, trails and pedestrian safety improvements throughout the City to encourage walking and bicycling.
3. Expanded cooperative safety and commuter information programs with private sector and civic groups to include seminars, brochures, public service announcements, and signage.

Outcome

Regular water taxi service is provided for pedestrians and bicyclists to travel to the islands and south to Seattle from Everett. (This service does not compete with the Mukilteo-based Washington State ferry, as no automobiles, trucks, or motorcycles are accommodated.)

Action Taken

1. Established a regular route to Clinton, Langley, Camano Island, and downtown Seattle.
2. Built a landing at the Marina for pedestrians and bicyclists to board the water taxi ferry.
3. Acquired two small-capacity ferries.

Outcome

Innovative and strategically-placed parking facilities have been built through a phased approach to modify parking facilities as the MMTS was developed.

Action Taken

1. Constructed a parking garage at Everett Station to accommodate commuter vehicles.
2. Engaged public and private carriers to offer service to and from parking areas and provide shuttles for special events, such as concerts at the Event Center.
3. Formed carefully-regulated agreements with private sector to develop innovative parking facilities, phasing out surface parking lots.
4. Allowed phased use of large properties for parking on an interim basis as redevelopment occurs.

Outcome

Noise and air pollution is minimized in the CBD, business centers, and residential areas by minimizing the numbers of automobiles and trucks.

Action Taken

1. Bypassed freight carriers around CBDs and residential areas.
2. Worked with the Port, Burlington Northern Santa Fe Railway (BNSF), and regional freight mobility partners to improve the freight system, minimizing the impacts of train, truck and shipping activities on the community.
3. Relieved automobile traffic by utilizing buses and trolleys to play greater roles in providing access to the CBD.

Outcome

Round-trip ground transportation service exists to the Paine Field area, where a transportation center has been built as part of the MMTS. This facility allows passengers to use automobile, taxi, shuttle, buses, and HCT to reach their final destinations.

Action Taken

1. Partnered with Snohomish County to build the Paine Field Transportation Center.
2. Routed HCT to the Paine Field Transportation Center.
3. Routed buses to hotels, restaurants, and automobile rental facilities close to Paine Field.