

CITY OF MARYSVILLE

EXECUTIVE SUMMARY FOR ACTION

CITY COUNCIL MEETING DATE: May 13, 2013

AGENDA ITEM: Waterfront Panel final report and recommendations	AGENDA SECTION: New Business	
PREPARED BY: Gloria Hirashima, Chief Administrative Officer	DIRECTOR APPROVAL:	
ATTACHMENTS: 1. Recommendation dated 2/25/13. 2. Final presentation		
	MAYOR	CAO
BUDGET CODE:	AMOUNT: \$	

DESCRIPTION:

Leland Consulting led a team of consultants to formulate recommendations on the downtown waterfront. The final report dated 2/25/13 outlined a series of actions for the city to pursue in the immediate future. The recommendations were segmented into specific areas or steps including: East side, West side, Marysville Waterfront, Working with Agencies, Marina, and Strengthening Downtown Retail.

The City held a Marysville University in April to share the recommendations with the general public and to obtain public feedback on the importance of taking steps to develop the Marysville waterfront.

RECOMMENDED ACTION:

Approve the recommendations identified in Leland Consulting Group's 2/25/13 memo, in full or part, and authorize staff to advance work including advancing RFQ's on the east and/or west sides as well as other actions identified.

COUNCIL ACTION:

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Memorandum

Date 25 February 2013

To Mayor Jon Nehring, City of Marysville
Gloria Hirashima, City of Marysville

From Dave Leland, Leland Consulting Group
John Owen, Makers
Carol Mayer-Reed, Mayer/Reed
Paul Sorenson, BST

Subject Recommendations and Next Steps

Project 5234 Marysville Downtown Strategy

This memorandum describes in more detail some of the recommendations and potential next steps to be taken regarding the City's development strategy for the Marina and Public Works properties.

OUTREACH TO DEVELOPERS

EAST SIDE

The East Side, Public Works site is essentially ready to be put forth to developers for redevelopment. The City should consider issuing a Request for Qualifications (RFQ), and upon finding a qualified developer, work toward realizing a development project within the next one to two years.

Before issuing an RFQ however, there is some work that needs to be done. This work should include a very clear definition of what it is the City expects to see in terms of the type of development, the scale and intensity of development, and other desired characteristics. A brief market reconnaissance handout including some basic demographic information and an existing conditions report outlining soil conditions, regulatory constraints, etc., would help to educate the applicants early in the process so that they understand basic site conditions and have fewer surprises down the line. The purpose of the RFQ is to stimulate interest in the project and get several qualified developers and owner/operators (for apartments) to provide the City with their specific qualifications.

From the field of respondents, one to three logical candidates could be interviewed and a determination made to move into a specific Request for Proposal (RFP). By screening down the number of applicants, those qualified developers who are part of a small group (one to three organizations) know that they have a strong chance of winning and therefore are more inclined to put forth the effort to work out some of the details, run the numbers in terms of development economics, perhaps spend more time researching the market, and other related tasks.

People Places Prosperity

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If the City chooses to continue forward with the RFQ/RFP process, this team can assist the City with the advanced preparation of the RFQ/RFP, including the kinds of questions and information and other considerations that are necessary.

WEST SIDE

The West Side Marina site will take longer to realize a successful development project. The City should find a development partner who will further refine the design concept, using the same process described for the East Side site. Prior to issuing an RFQ for the West Side, the City may want to approach the regulatory agencies that will be involved on this site in order to get an initial reaction on the possibilities envisioned for the site. It might be easier to get a developer interested if some of the unknowns are removed or at least discussed as part of the package of background information issued with the RFQ.

Once the City has chosen the preferred developer, the two partners (City and developer) will then work together to continue conversations with the multiple state agencies that will be involved in site redevelopment. The City will have to take the lead in these negotiations, but it will be important to keep the developer informed and engaged in the process in order to arrive at a viable agreement. Hold off on any removal of over-water structures during this time, and use the existing space to negotiate reconfiguration for future needs. Once they are removed, it is extremely difficult to get any new over-water structure permitted under current shoreline management rules.

MARYSVILLE WATERFRONT

The City Parks and Recreation department must take a leadership role in overseeing the programming and design of the Marysville waterfront as a community amenity. If done well and in coordination private development, Marysville will optimize its natural, recreational and cultural resources along the Slough. The programming process might consist of a series of public meetings where stakeholders and residents give input regarding the desired uses and facilities, features and recreation amenities. Out of this process, a more detailed, yet flexible plan for trails, access, features, lighting, and bank treatments would provide a framework plan for the upland development and public access. Standards for waterfront site improvements will establish the quality of this public amenity. This framework plan for the waterfront will influence both West and East side upland development sites as well as the marina. The developers chosen through the RFQ/RFP process should be made aware of the City's willingness to invest in this area, as this would be a considerable amenity for residential development on both sites. Team members have experience in waterfronts, trails, parks and open spaces and could assist further with this process if the City so desires.

FIRST STREET

At the same time that the City begins work on a conceptual design for the Marina property, a similar effort should be undertaken for the redesign of First Street. The developer chosen for the Marina property should be asked to participate in the design of the street and should be made aware of the City's willingness to invest in this infrastructure. That design process should, in our view; build upon the sketches made during the workshop, but should refine them based on concurrent design decisions being made for redevelopment of the Marina. Changes to First Street will be part of the City's investment when a private developer is ready to make an investment in the Marina property, not before. A major objective to the

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changes to First Street is to provide a visual break between the back of the mall and the Marina site, which will have an aesthetic benefit for the Marina property and therefore the developer.

WORKING WITH AGENCIES

A number of agencies will become involved in the redevelopment of the Marina site. Expected agencies include, but are not limited to Washington State Department of Ecology, Washington State Department of Fish and Wildlife, the US Corps of Engineers and the Tulalip Tribe. The City received funds from Washington State Recreation and Conservation Office for development of the parking lot serving the Marina. The alternative plans as shown do involve modifications to those parking areas and therein requires negotiation in order to continue to serve the Marina with necessary parking, but also to enable the revitalization of the rest of the site.

Some of the team members, and specifically Makers, have experience working with the various agencies that are necessary. We would encourage a separate contractual relationship between Makers and the City to help forward the planning for and the carrying out of negotiations with the agencies that have authority or contractual influence over what occurs on the Marina site.

MARINA

The City may desire some assistance on certain issues related to the Marina. These could include, but are not necessarily limited to:

- Moorage rates for permanent and transient use, for the larger boats, not the hand-powered craft discussed at the workshop.
- Insurance requirements from boaters, as is required by most marinas.
- Revised rules and regulations associated with use of the waterfront moorage.

The team recommends the removal of boats and boathouses from the mill pond, however that removal should take place after a final determination is made on which of the alternative plans for open space and development will be pursued and after there is a reasonable period of time to permit transition of the Marina operations at the site.

The City should also reach out to the hand-powered boating groups to make them aware of the City's intent to improve the facilities at the park for hand-powered boats. This should include an assessment of the level of satisfaction of launching at the boat ramp, launching priorities (time of year, water levels, avoidance of boat traffic etc), type of and location of new floats, storage facilities for gear/boats, utilities (possibly floating restrooms) and trail access from the water at particular points along the trail, among other items.

STRENGTHENING DOWNTOWN RETAIL

During the workshop, a number of interviews were carried out with various people in the community including members of the city council, planning commission, downtown retailers, and others. While not an extensive interview process, enough issues and concerns were raised regarding the mall such that the City should engage in a serious and significant planning process to determine how the mall can play a more positive role in Downtown Marysville. Exclusive parking on two sides and the backs of buildings on the remaining two sides does not make for a strong contributing participant in the downtown retail experience.

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Reportedly, efforts to enter into a meaningful dialogue with the owners of the mall have not resulted in any course of action that can strengthen the relationship between the mall owners and the City and therefore, the retailing experience in Downtown Marysville continues to suffer. It is for this reason that the recommendation to redesign and re-landscape First Street becomes so important to the success of the Marina site.

The consulting team understands the long-term and captive nature of some of the leases held by the major stores within the mall. Those leases tend to provide the mall owners with a source of revenue because of the length of the leases and the credit worthiness of the tenants, and at the same time make it difficult to make improvements that could benefit the City as a whole. Parking issues, lack of landscaping, what is described as a deteriorated relationship between downtown merchants and the mall, all contribute to a situation in which downtown retailing in Marysville is not likely to strengthen until some of these issues are better addressed.

Rather than go into detailed suggestions at this point, it would be more appropriate, if the City is interested, to convene an additional discussion about how the City and the mall could work together to resolve some of the issues facing the City. Third Street retail should be a part of the discussion as well.

During discussions with local merchants, parking availability emerged as a primary issue. To assist downtown retail businesses in the short term, the City could facilitate discussions between merchants to collectively address parking concerns through a parking management scheme.



MARYSVILLE WATERFRONT WORKSHOP DEVELOPMENT PROGRAM AND RECOMMENDATIONS

PREPARED FOR



25 January 2013

PREPARED BY

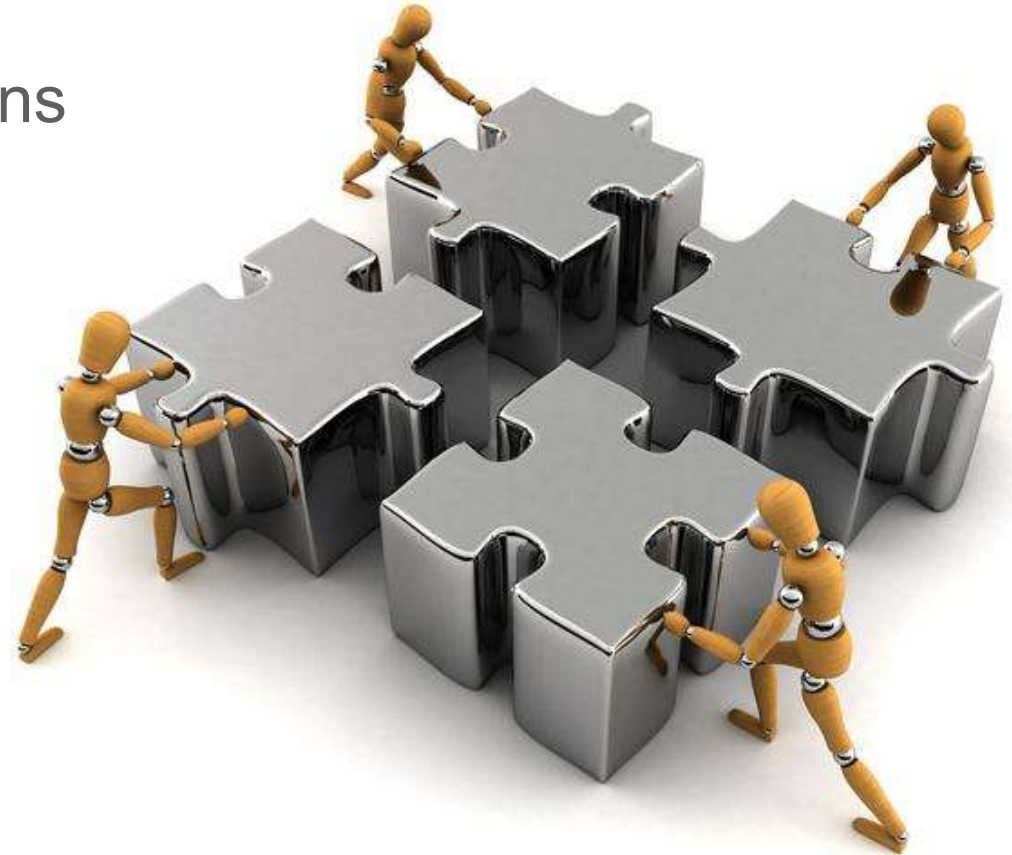


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Presentation Outline

- Workshop Process
- Conditions & Considerations
- Demographics
- Recommendations



Team and City Staff

City Staff

- Mayor Jon Nehring
- Gloria Hirashima
- Jim Ballew
- Kevin Nielsen

Consultant Team

- Leland Consulting Group
- Makers
- Mayer/Reed
- BST Associates



Workshop Purpose

The purpose of this workshop is to define a development strategy for Marysville's waterfront, such that the City Council can have the confidence to move forward with next steps.



The Workshop Process

A “collaboration of principals” can, in a short burst of time and with concentrated focus, produce what might otherwise take months of intermittent effort.

Day 1

Day 2

Day 3

Document Review

Site Tour

Kickoff Meeting

City Council Workshop

Team Workshop

Discuss Observations

Define Alternative Strategies

Determine Preferred Strategy

Refine Strategy

Present Recommendations



Adopted City Vision & Mission

“Experience Marysville ~ Live, Work, Play”

“The City of Marysville partners with the community to provide quality innovative and efficient municipal services which promote economic growth, thriving neighborhoods, healthful living, and financial sustainability for our residents and businesses.”



Source: Wikipedia



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DEVELOPMENT PROGRAM AND RECOMMENDATIONS

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Adopted Goals from Downtown Vision Plan

Land Use, Development, and Community Design

- Upgrade the character and identity of downtown as the focal point of Marysville
- Foster the creation of sub-districts

Transportation and Streetscape

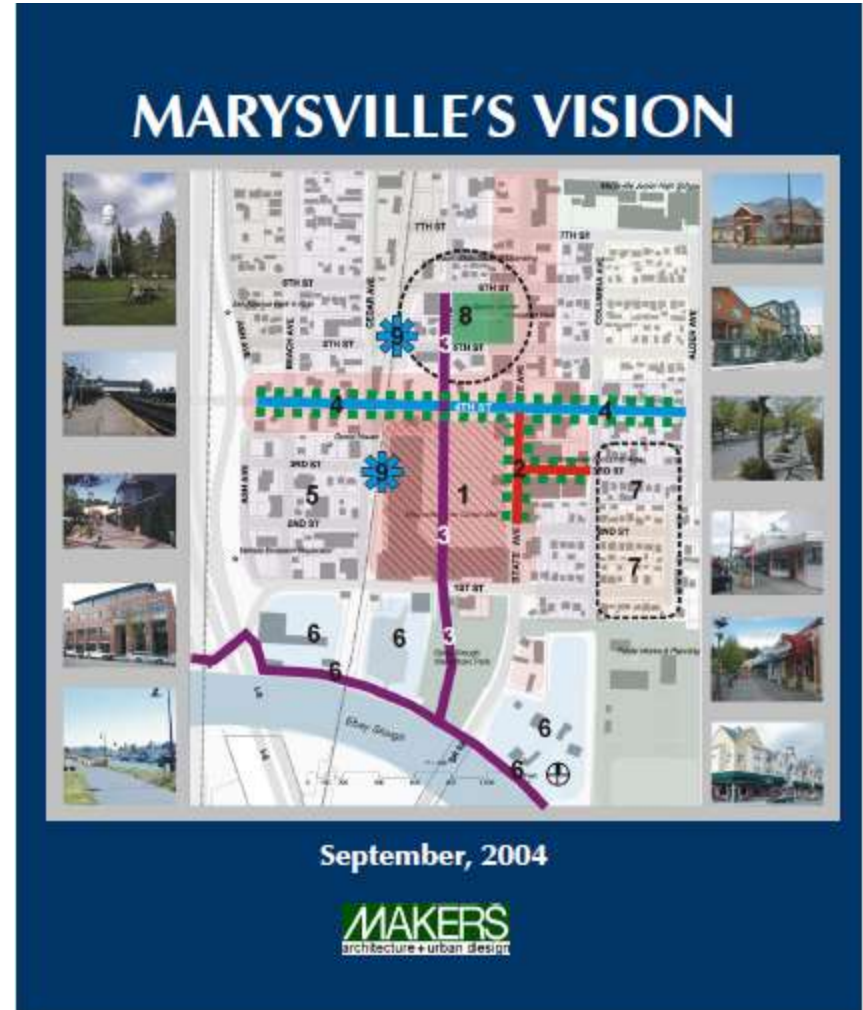
- Enhance pedestrian and vehicular connectivity
- Use unified streetscape elements to enhance the sense of identity

Civic, Social, and Cultural

- Foster a sense of community

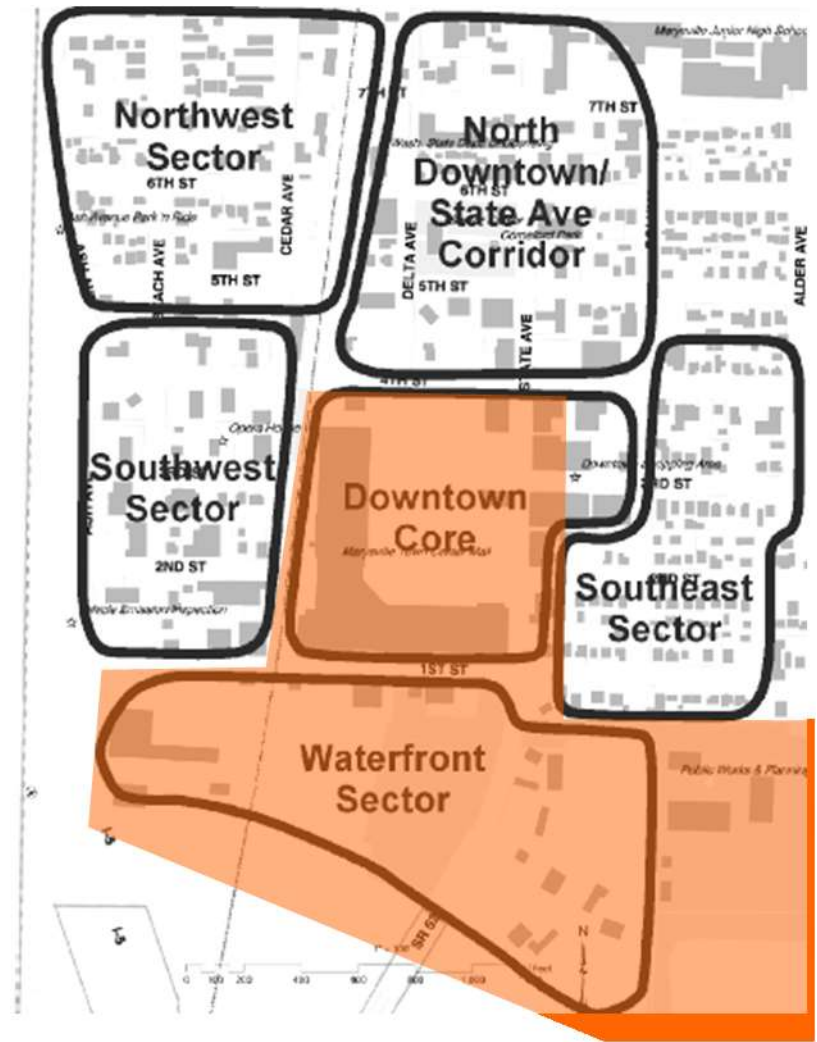
Economic Development

- Enhance Marysville's economic vitality



Adopted Vision for the Waterfront District

- Promote multi-story mixed-use development.
- Upgrade State Avenue to enhance Downtown's entry.
- Upgrade 1st Street to promote access to the Ebey Slough Waterfront Park/Boat Launch.
- Promote private investment in waterfront properties.
- Continuous pathway along the waterfront.



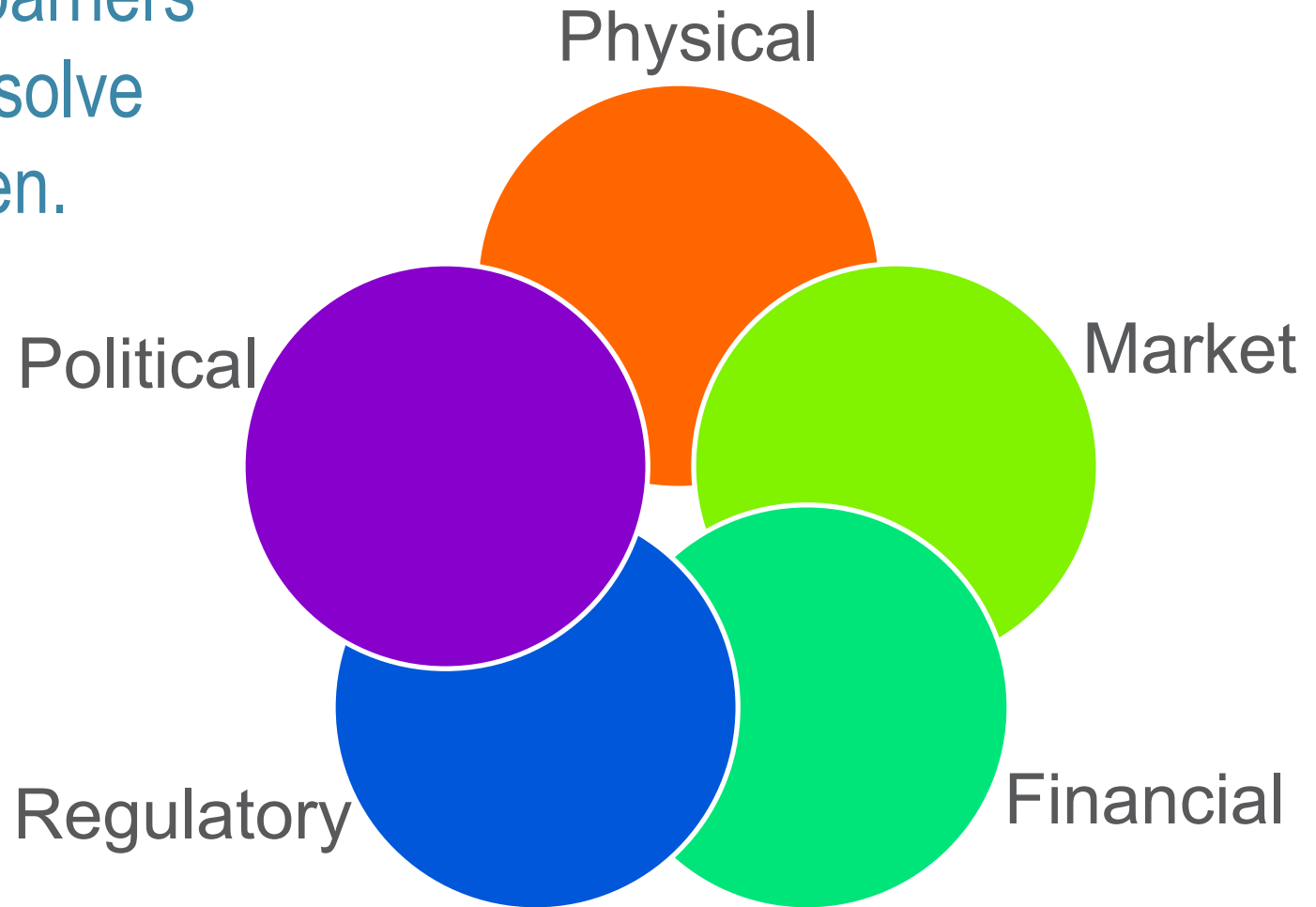
The Premise Being Tested

To evaluate opportunities to establish mixed-use, multi-phase public-private partnerships that will implement public policy, attract investment, and contribute to Marysville and its Downtown.



The Family of Barriers

Understand barriers to success—solve early and often.





CONDITIONS & CONSIDERATIONS











The Team Process and its Considerations

Property size, location, and ownership

Nature and condition of adjacent land uses and activities

Site conditions – soils, utilities, access, floodplain, odor, noise

Regulatory barriers, local, state, federal

Demolition and clean up considerations

Market desirability relative to land uses (rules of real estate)

Cost barriers

Potential positive impact on Downtown

Ability to achieve Strategic Differentiators

Likely potential for developer interest

Probable market acceptance

The former lumber yard is overpriced



The Team Process and its Considerations (cont'd)

The waterfront needs attention

The waterfront is an underutilized asset

Bring people to the waterfront

A small marina is not financially feasible

The boat ramp facility is over parked

Food (dining) offers the best retail option

Retail and office uses will not survive well

Housing offers the best private development option

The Downtown needs more customer support

The Tulalip Tribe is a good neighbor

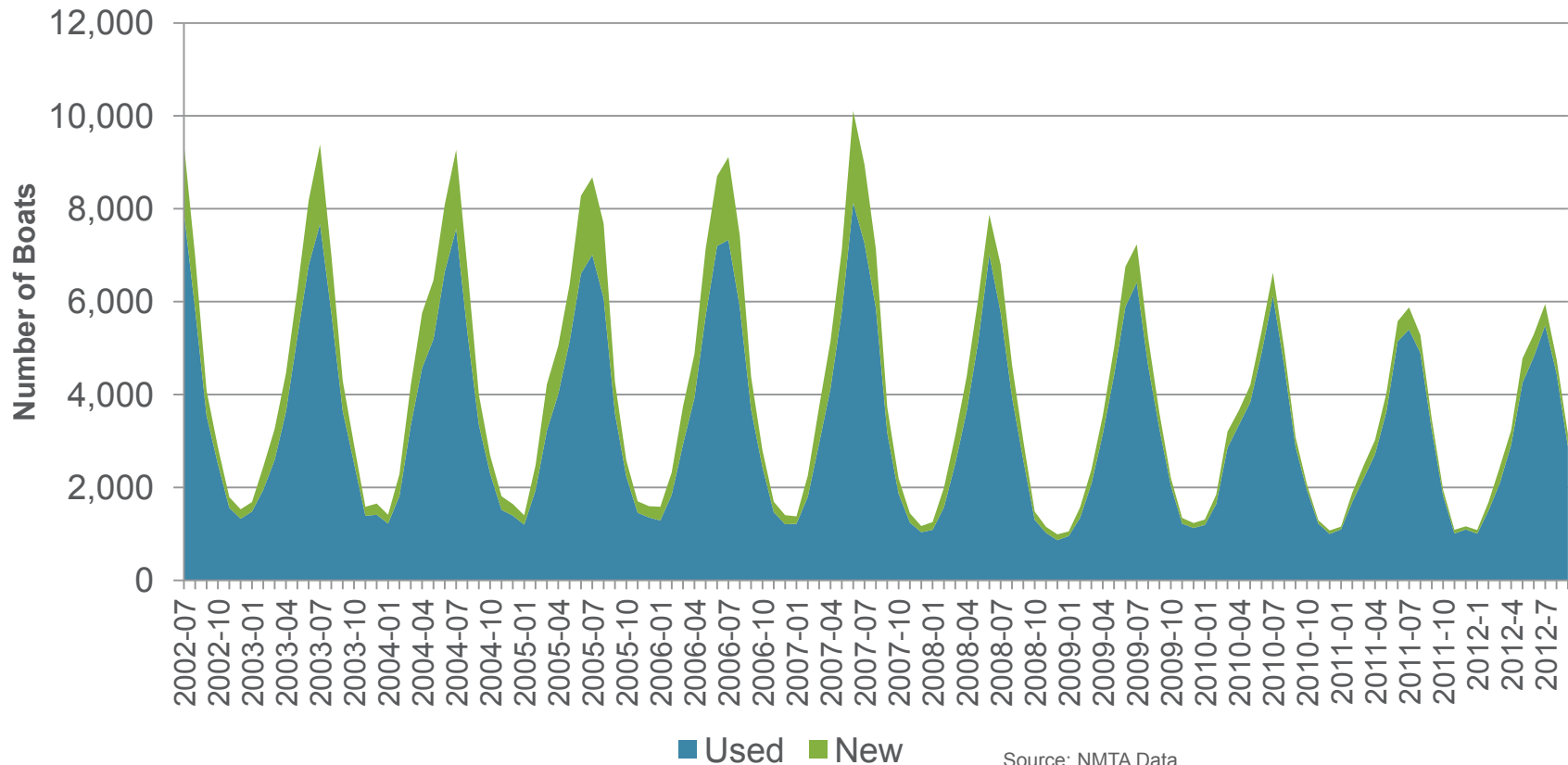
Avoid expensive acquisitions

Build a community, not a project



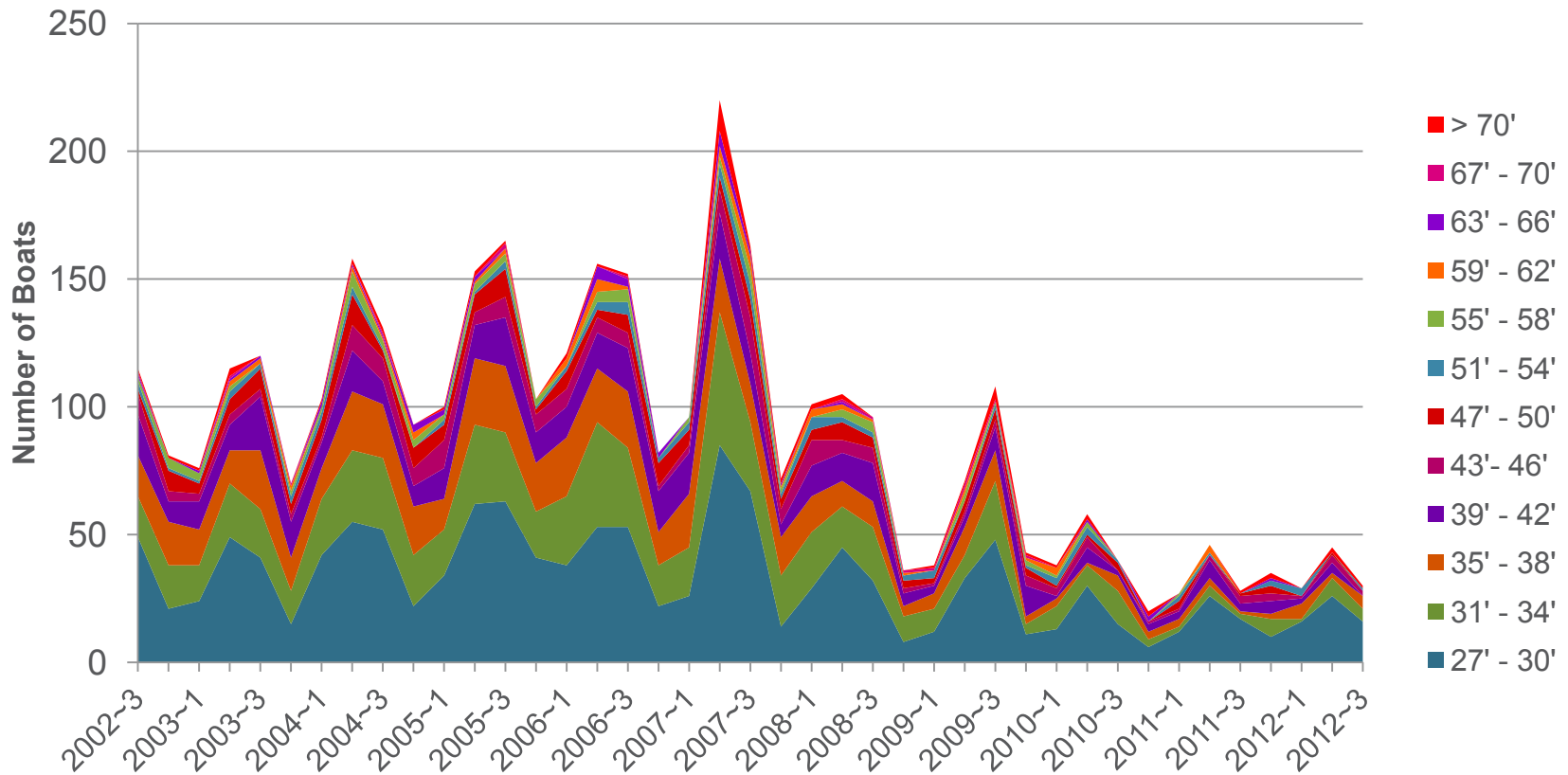
The Marina: Washington State Boat Sales

New boats currently account for 9% of sales, which is a slight improvement from last year (7% of sales) but it is still down from the heydays (20% in 2005). Overall sales (thru Sept) declined 1.2% from prior year.



The Marina: Washington New Boat Sales by Range

Growth averaged 9.7%/year from 2003 through 2007 (~490 boats added per year on average). Then sales dropped each year from 2008 to 2012 (~150 new boat sales per year, some going to Canada).



Source: NMTA Data



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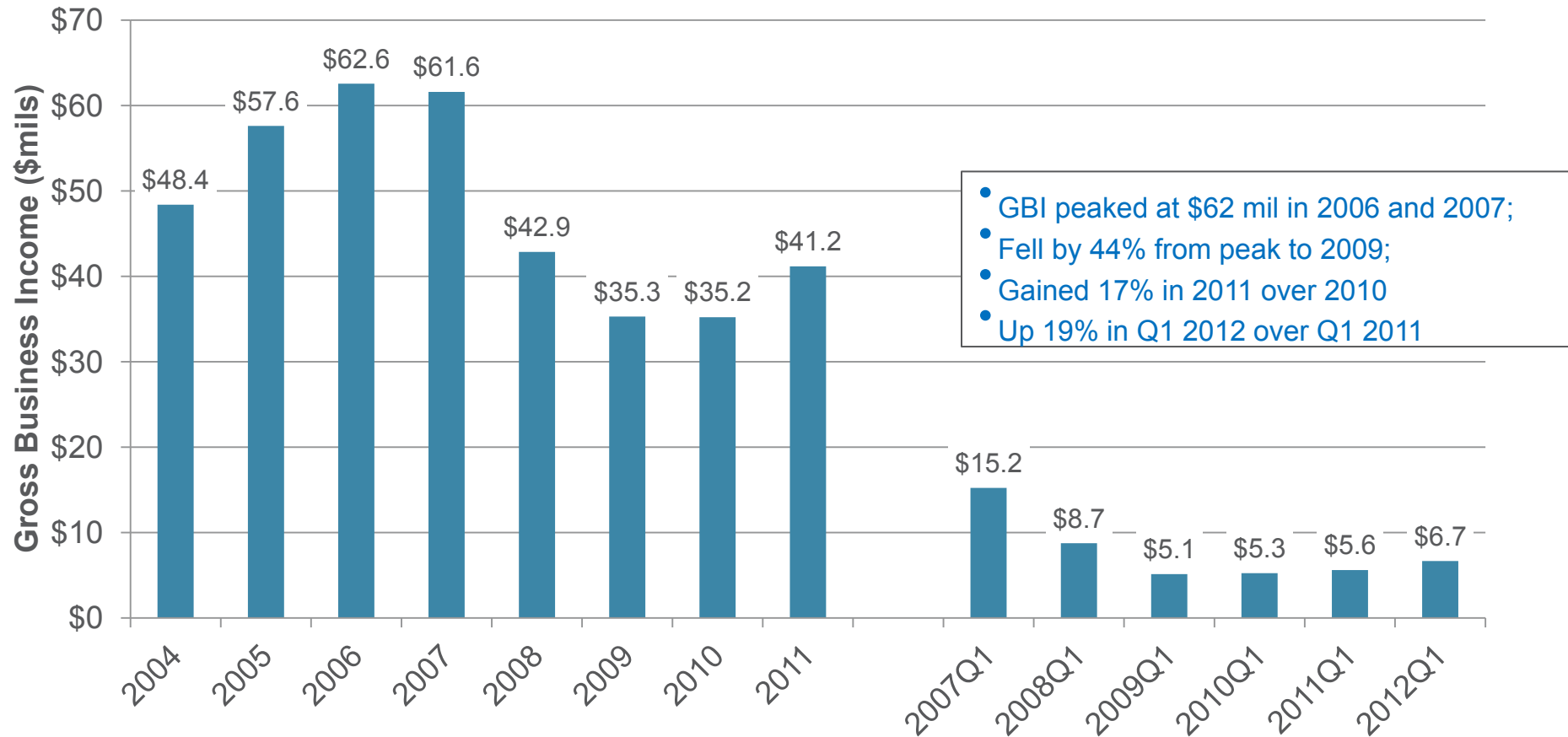
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The Marina: Private Marinas are Doing Better, Need to Improve



Source: Washington State Dept. of Revenue (Gross Business Income)

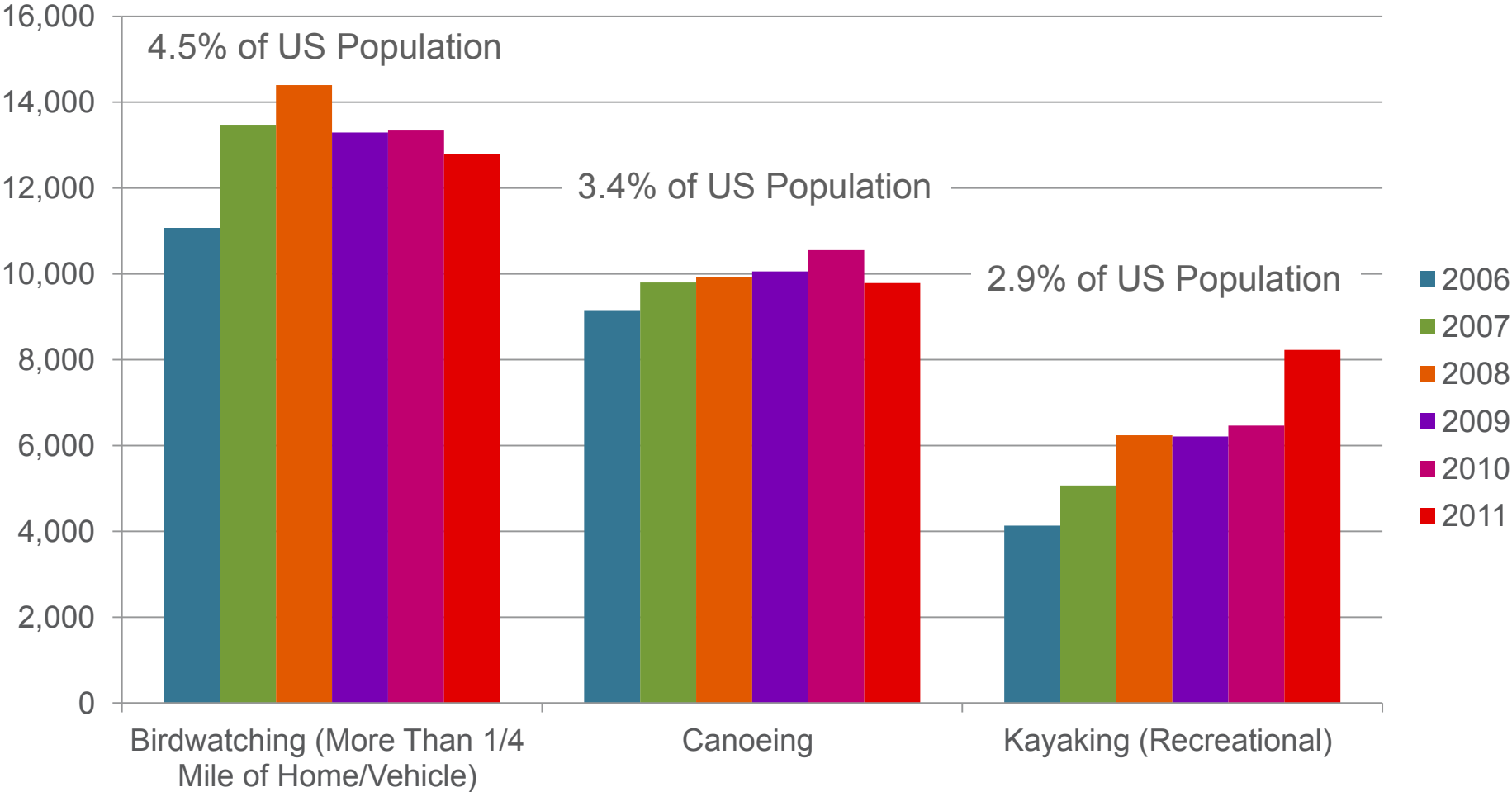


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Participation in Selected Outdoor Activities



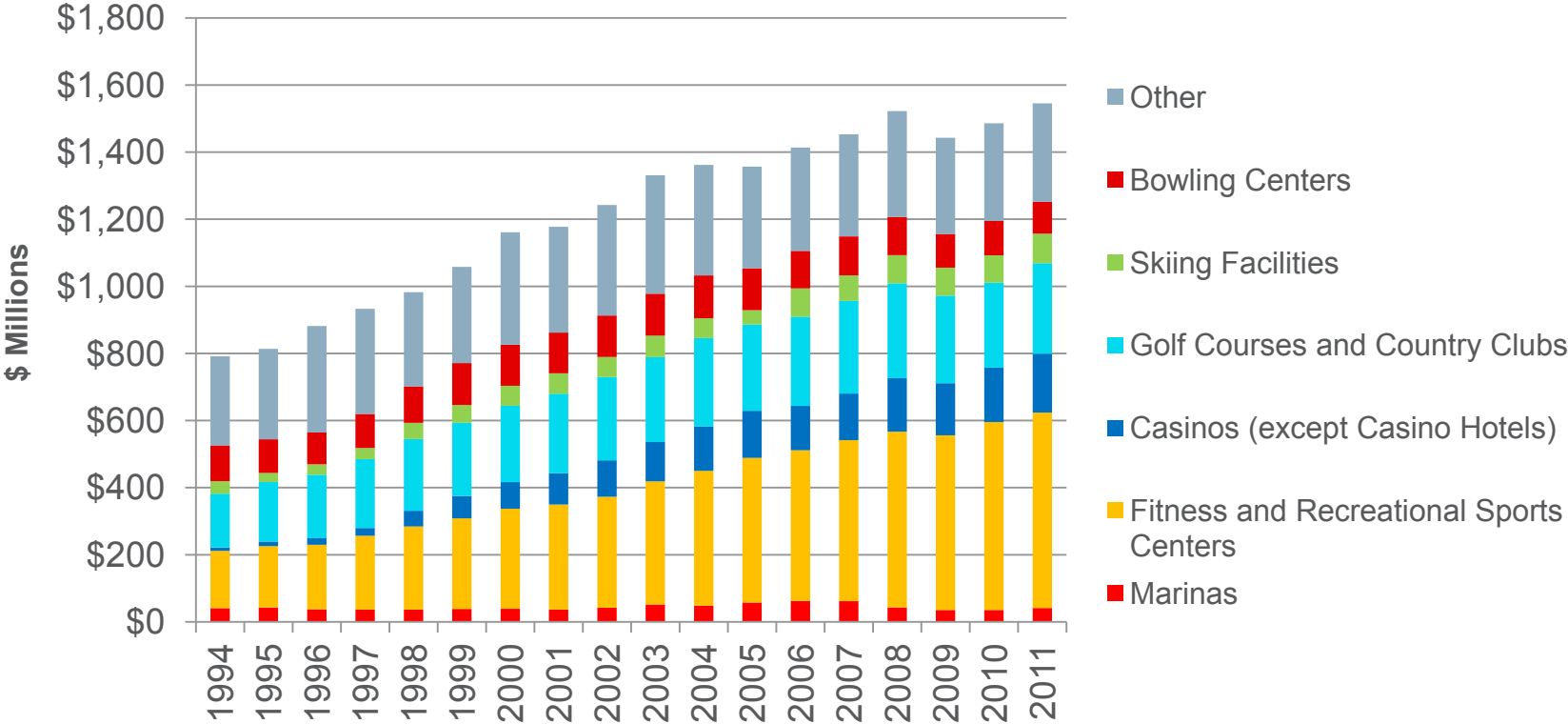
Source: Outdoor Recreation Participation Report 2012, All Americans Ages 6 and Older



Washington State Recreation Sector

An increasing share of the recreation dollar is spent on fitness clubs and casinos.

GBI up \$750 million from 1994 to 2011: fitness centers up \$410 mil, casinos up \$165 mil, golf up \$110 mil (but very little growth since 2002), skiing up \$50 mil, marinas up \$400k.

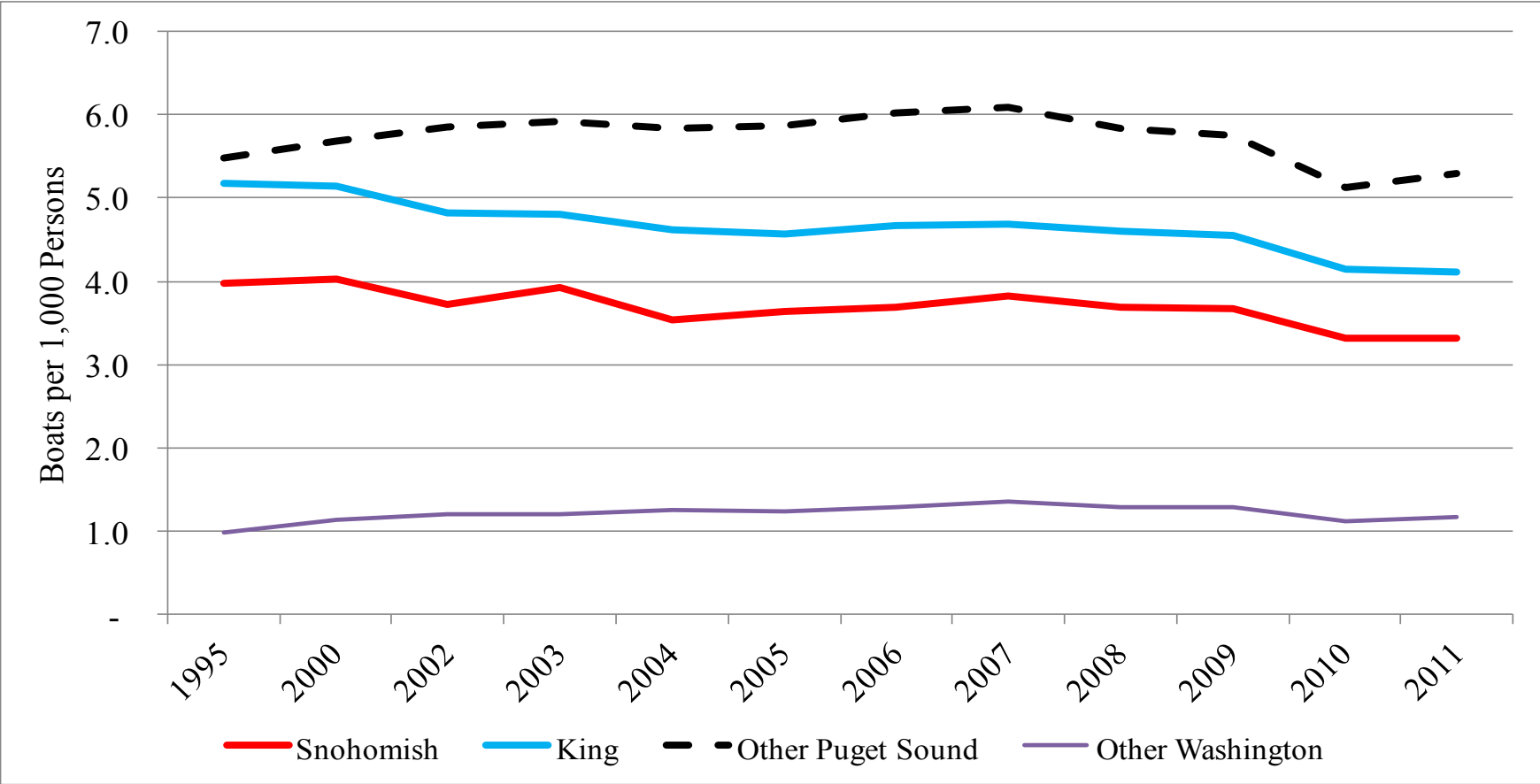


Source: Washington State Dept of Revenue (Gross Business Income)



Boat Registration per 1,000 Persons

Registrations per 1,000 persons in Snohomish County fell from ~4.0 in 1995 to ~3.2 in 2011. Other Puget Sound and Other Wash performed better.

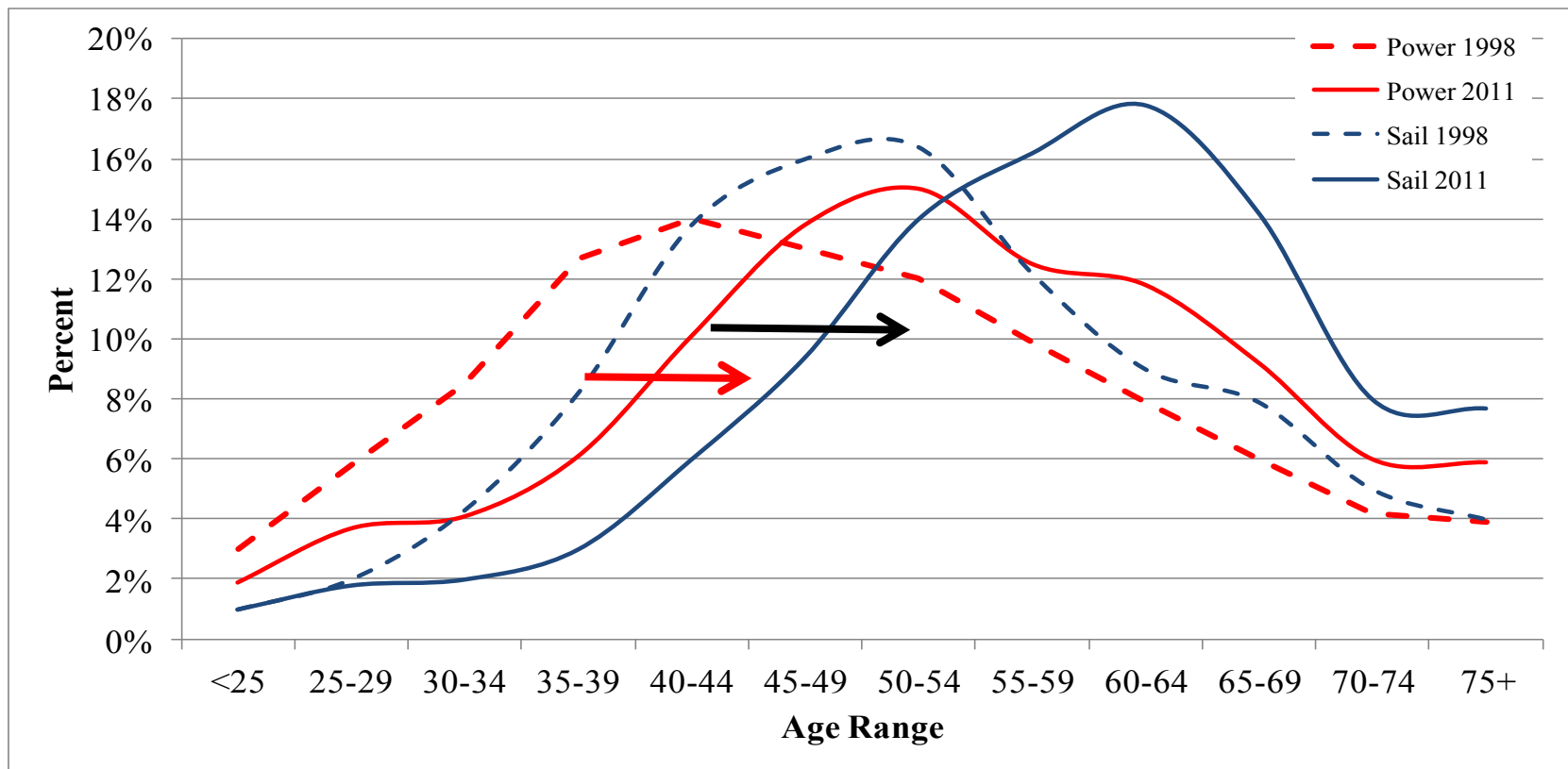


Source: Washington State Department of Licensing (boats 26 feet & longer)



Age Distribution of Boat Owners

Boat owners have gotten older. Today there are fewer owners in their 30s and more in their 50s and 60s. This is especially true for sail boaters, who are loyal to the sport; but sailing is very physical.



Source: Info-Link Technologies Inc.



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Occupancy decline may sink Oak Harbor marina's rate hike

The sun sets over Oak Harbor Marina. The facility's occupancy is dropping and officials hope abandoning a scheduled rate hike will help address the issue. The occupancy rate went from 80 percent in 2009 to its current 56 percent.

~Whidbey News Times Staff reporter



Source: Justin Burnett / Whidbey News-Times

Port of Bremerton Commissioners Reject Proposals to Privatize Marina

BREMERTON — The Port of Bremerton commissioners unanimously rejected proposals from private entities to run the Bremerton Marina. The marina is losing close to \$400,000 a year. [40% occupancy rate]



Source: Kitsap Sun staff



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City of Marysville Marina

The existing marina has limited demand. Recommend elimination of the internal marina.

Recommend the City consider additional boat floats toward the RR bridge, and moving the boat houses toward the RR Bridge (if they block upland views).

Boat storage could be considered as an interim use.



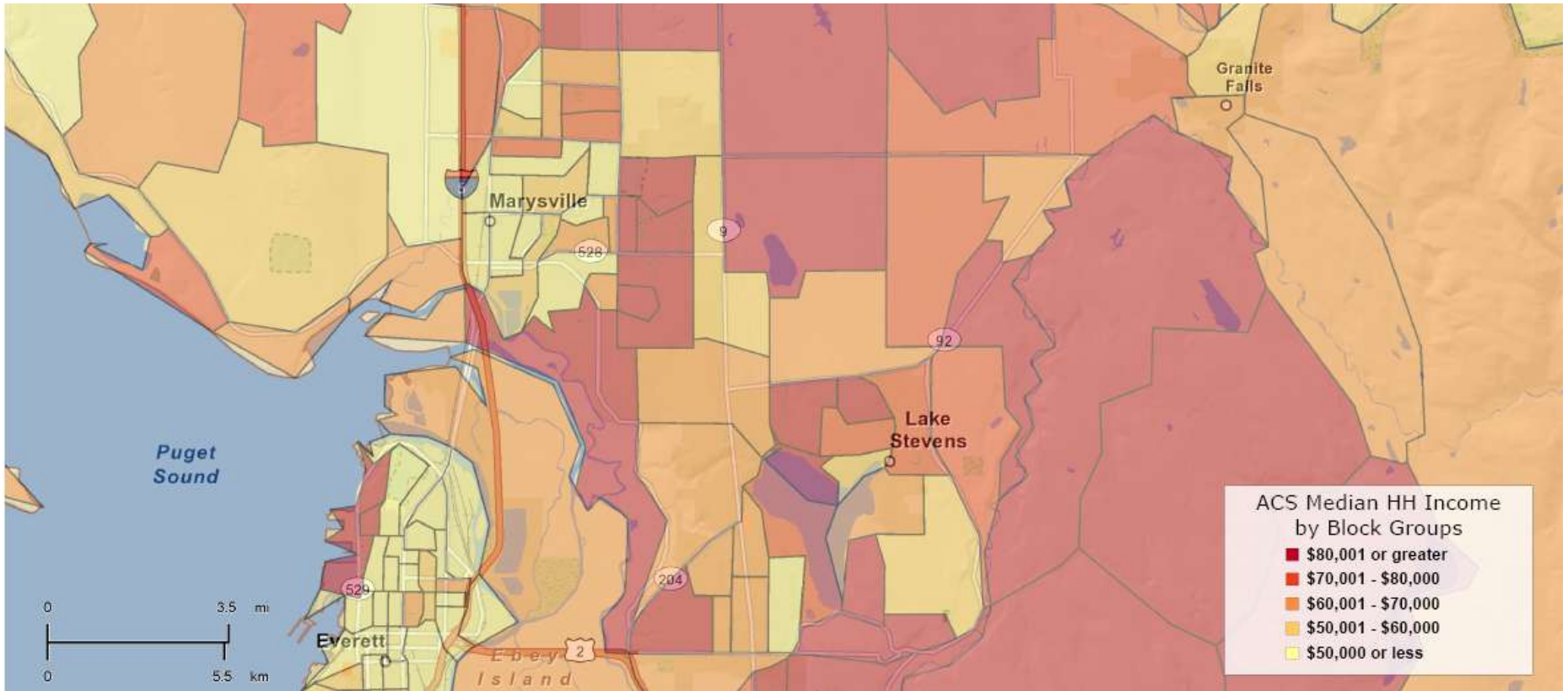
Why Housing?



Why Housing?

- Most marketable land use
- Reinforced by water presence
- Able to put large acreage into production and add to tax base
- Bring new customers to downtown
- Activity and an 18 hour community

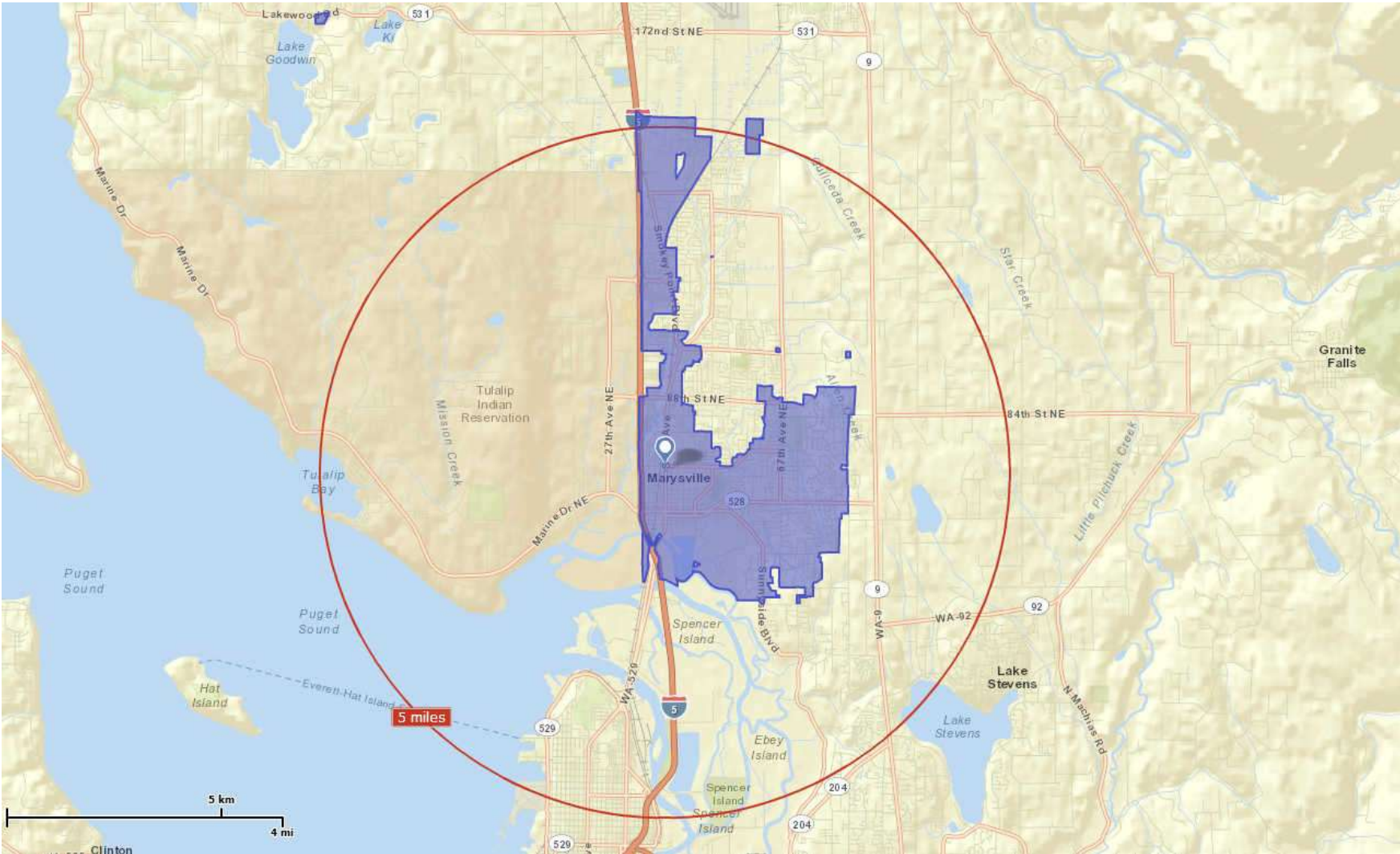




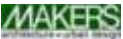
DEMOGRAPHICS



Marysville Market Area



Source: ESRI Business Analyst



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Demographic Highlights – City of Marysville

Growing Faster than Snohomish County

Median home value and Per capita income is 20% lower than Snohomish County

Fewer high income households compared to the County

More mid-range housing units than county or 5-mile radius (fewer at the bottom and fewer at the top)

More family households with children than the County



Top 5 Tapestry Segments – City of Marysville



Up and Coming Families

- 28% (US 3.5%)
- Median age 32.6
- Mix of Gen X & Baby Boomers
- Affluent families with younger children
- Diversity increasing
- Two-thirds have attended college



Boomburbs

- 12% (US 2.3%)
- Median age 36.1
- Fastest growing market in US
- Young families with children
- Two-income households
- 50% hold bachelor's or graduate degree
- Luxury suburban households
- Family vacations are a priority



Sophisticated Squires

- 9% (US 2.7%)
- Median age 39.7
- City escapees
- Mostly married couples with and without children of various ages
- More than one third have a bachelor's or graduate degree



Milk and Cookies

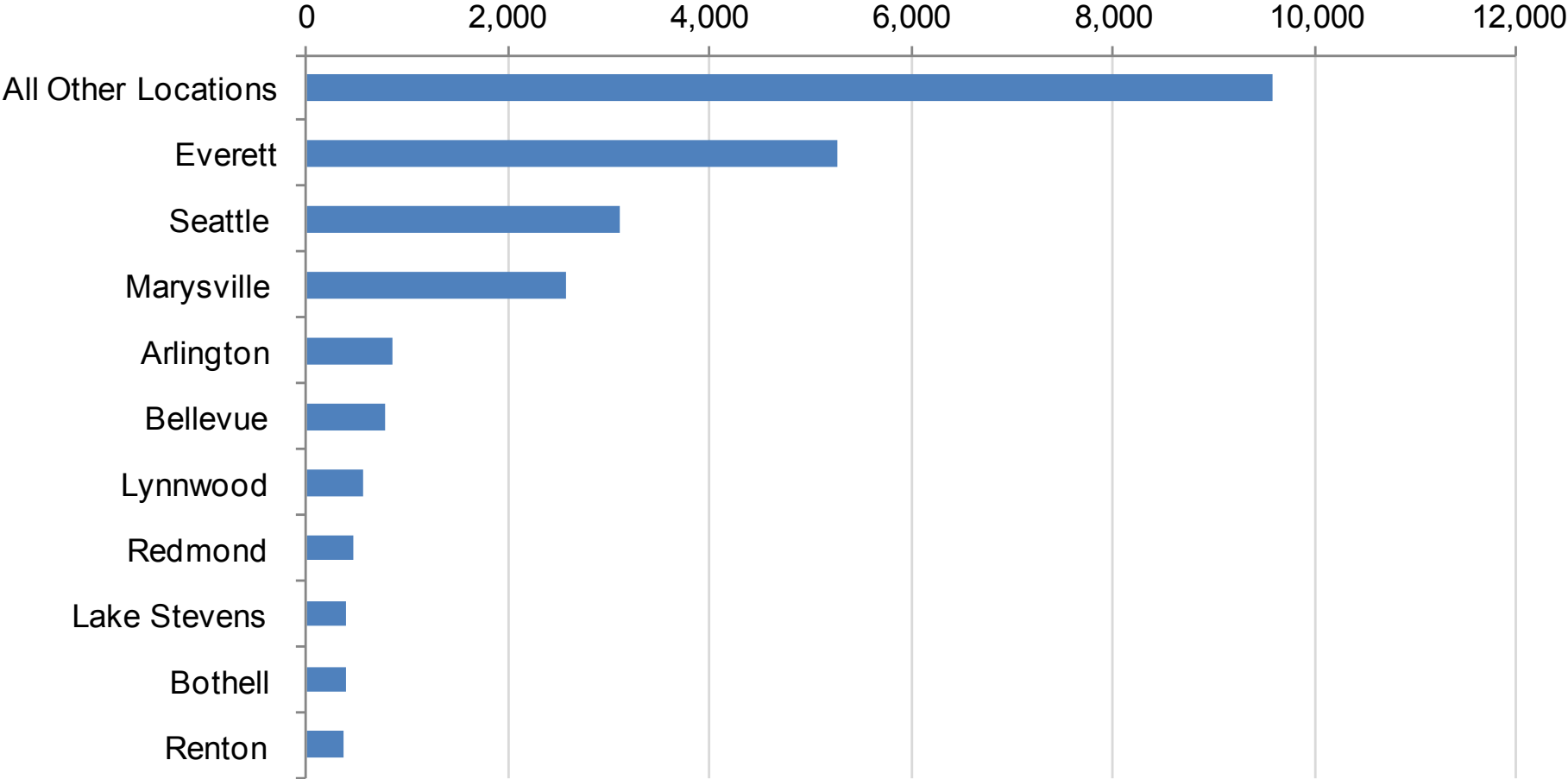
- 6% (US 2.0%)
- Median age 34.1 years
- Young affluent families
- 20% have bachelor's or graduate degrees
- Dual-income families
- Two-vehicle households



Aspiring Young Families

- 6% (US 2.4%)
- Median age 31.1 years
- Two-thirds families
- 27% single person HHs
- More ethnically diverse
- 24.5% hold bachelor's or graduate degree

Where Residents of Marysville Work



Household Growth and Potential Capture, 2012-2017

Five-year Waterfront Housing Capture, 2012 to 2017

	Marysville	5 Mile	Snohomish County
Net new Population	4,381	6,285	42,025
Net New Households	1,584	2,348	16,914
Capture Rate	5.0%	2.5%	1.0%
Net New HHs on site	79	59	169
Total Housing Capture	307		

Source: ESRI Business Analyst, Leland Consulting Group



Land Use “Rules and Realities”



Urban Housing

- Adjacent residential and urban amenities
- Safety
- Large share of one and two-person households
- Easy access to employment centers



Lodging

- Visitor amenities and attractions
- Easy access to major thoroughfares
- Co-location with other hotels
- Visibility
- Parking capacity
- Business and tourists
- Events and conferences



Restaurant

- Proximity to other retailers and restaurants
- View or attraction
- Parking capacity

Land Use “Rules and Realities”



Retail

- High visibility
- Easily accessible
- Central location
- Manageable competitive environment
- Demographic match
- Anchor tenants
- Sense of place, safety, cleanliness
- Contiguity
- Parking capacity



Office

- Easily accessible
- Center of a metro region
- “Address status”
- Proximity to suppliers and collaborator firms
- Parking capacity
- Proximity to support services
- Access to intra- and inter-regional transportation connections



Industrial

- Access to intra- and inter-regional transportation connections including rail, water and air freight capacity
- Large parcels
- Parking capacity
- Trained workforce
- Access to suppliers
- Not adjacent to non-compatible uses



RECOMMENDATIONS

THE PAST DOES NOT REFLECT THE FUTURE



Responding to Change

Profound and permanent changes are taking place in America that are altering consumer behavior and motivation.



Developers who understand and appropriately respond to these changes will be the successful community builders of the future. ***Those who do not will fail.***



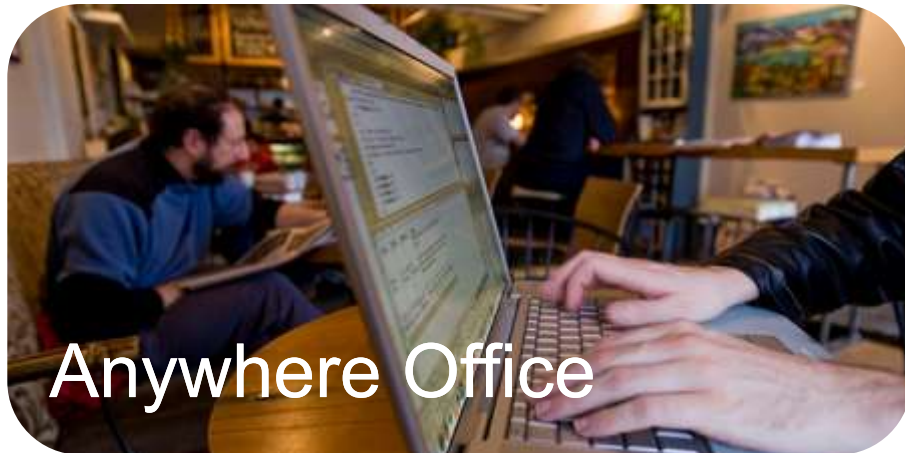
Value Proposition

To define, design, and implement a mixed-use residential lifestyle community that meets the financial expectations of the investor and developer and results in a high level of consumer satisfaction and emotional attachment.



The Neighborhood is the Amenity

Access to social and recreational opportunities is crucial for housing.



Micro Trends – *What's In?*

Residential communities that make sustainable choices and provide energy efficient homes.



Water features
(fountains,
canals, lakes)



Homes
clustered
around open
space



Pedestrian and
bicycle friendly



Narrow streets
through
neighborhoods

The Sum of Distinct and Diverse Neighborhoods...



....creates a complete community.



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Waterfront Development Concept and Program

PUBLIC USES

- Ebey Slough Trail
- Public Park
- View Points
- Estuary Access
- Connection to Tribal waterfront
- Flexible Events Lawn

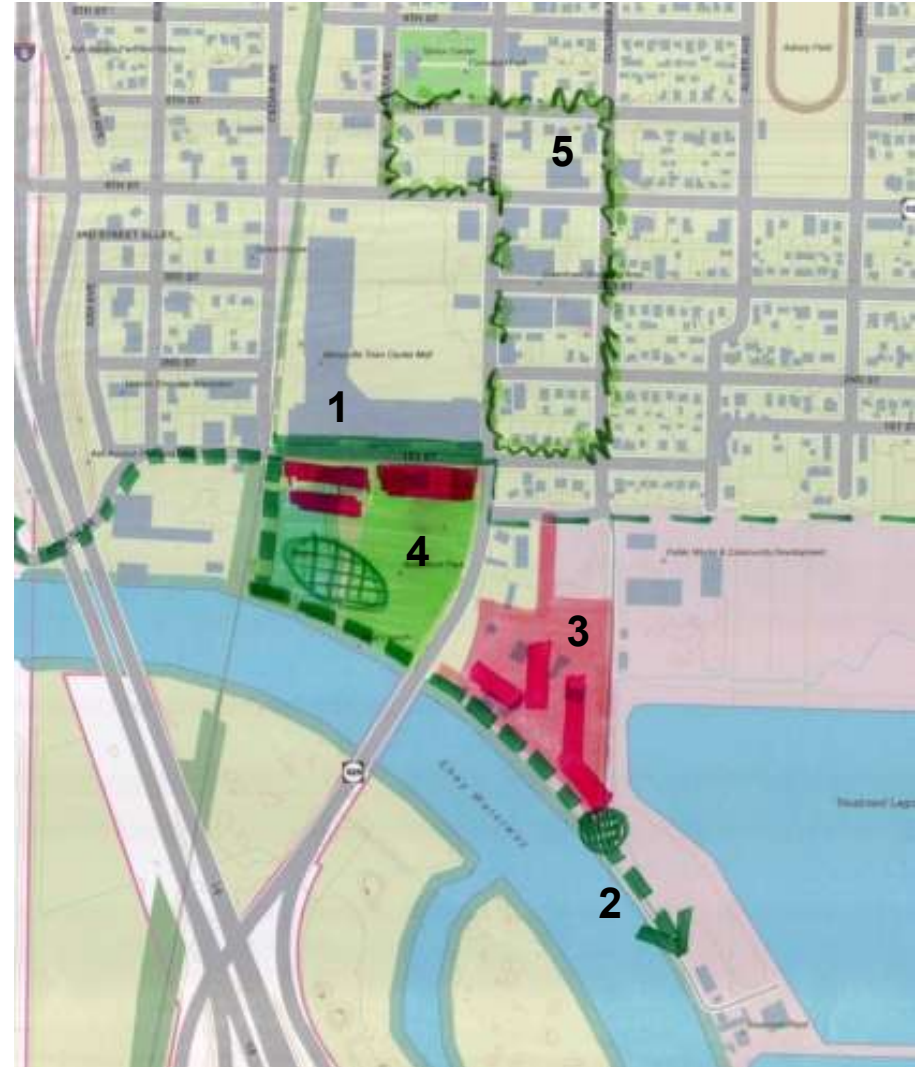
PRIVATE USES

- Housing – target of 300 units – both owner and renter
- Restaurant on the waterfront
- Brew Pub or other popular dining
- Light Watercraft Center and Bike Rental
- \$65 to \$75 Million Private Capital



Priority Actions Next Five Years

1. Improve 1st west of SR 529
2. Construct Ebey's Slough Trail
3. Prepare mill site for approximately 250 new apartment units
4. Master plan and prepare site for park and mixed use development
5. Continue to support downtown businesses



Qwuloolt Project

Qwuloolt Project offers great opportunity for the City of Marysville:

- Stream restoration
- Estuary restoration

The project will draw a large tourist base—ties in very well with water trail and upland trail improvements.



Paddling in Ebey Slough



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Ebey Slough – Paddler Comments

- Boat ramp is scratchy cement. Need to wade in and out.
- Noisy traffic. I wear hearing protection. Bring an iPod?
- Boat and jet skiers noise wakes. Winter has far less boat traffic. Winter is great. Less people roaring on the water.
- River flow current tides to deal with.
- Can be windy. Some protection in the more narrow side channels.
- Smell from Cedar Grove Compost. No smell from the sewage lagoons. Can't really see them from the water level.
- Know the route(s) study a map.
- Lots of birds of prey to see.
- Choose a less extreme tidal day. Can visit more areas that are mudflats at low tide.
- Few exits from water due to blackberries and swamp conditions.
- There are no services on the water trail(s).
- Launch sites provide good parking, restrooms and picnic areas and close to groceries.
- Close to the Seattle metro areas.
- Cold water prevails be prepared.
- Camping not allowed in the wetlands.

RECOMMENDATIONS

- Work with paddler groups and media
- Provide a float inside/outside existing boat ramp floats
- Plan on winter use – open facilities, interpretive info etc.
- Work with partners on facilities along the water trail
- Tie in improvements with upland trail improvements
- Marketing!
- Upland improvements planned on waterfront will further enhance the visitor's experience – trails, brew pub, restaurant, etc.



Bird Watching in Ebey Slough

The Ebey Slough is a top location for bird watching in the State of Washington.

Some of the species sighted include:

- Bald Eagle
- Barred owl
- Redtail hawk
- Ducks (various species)
- Geese
- Coots
- Sparrows
- Stellers jay
- Robins
- Redwinged blackbirds
- Marsh wrens
- Gold finch
- And many more...

Source: Lipinski, Daniel, "Ebey Island". October 23, 2011. Tweet. University of Washington
<http://mailman1.u.washington.edu/pipermail/tweeters/2011-October/086407.html>



An Example: Agua Verde – UW Boat Street

Experience all that Seattle has to offer at Agua Verde Cafe & Paddle Club. Located on Lake Union's Portage Bay, we're the only place in the city where you can enjoy a scenic paddle and then relax with a delicious meal of Baja-inspired Mexican fare on our outdoor deck. Unwind with one of our signature margaritas or enjoy one of our daily specials – you'll have earned it after your paddle!



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City of Marysville Waterfront Park



The ramp is used by boaters, fishermen and hunters as well as kayakers.

Recommend the City install floats for non-motorized boats.

City should work with enthusiasts to market and improve the park and the proposed trail.



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Site Context & Trail Connections



Waterfront trail connections will provide access to nearby amenities.

Sidewalk improvements and on-street bike lanes will provide better access to neighborhoods.

Special viewpoints can be set up within the park and greenway.



Park & Mixed-use Alternative A West of State St.



- Activate the waterfront with a light watercraft center and bike rental facility.
- Create flexible open space for festivals and concerts.
- Reconfigure marina pond for fly casting classes & competitions.
- Add more single car parking to boat ramp parking lot.
- Develop mixed-use housing & limited retail along 1st St.



Waterfront Park Activities



- Biking
- Fishing
- Boating
- Festivals
- Concerts
- Fly-casting
- Picnicking
- Kid's play



Park & Mixed-use Alternative B West of State St.



- Activate the waterfront with a light watercraft center and bike rental facility.
- Create a flexible open space for festivals and concerts.
- Add more single car parking to boat ramp parking lot.
- Develop a variety of mixed-use housing & retail along 1st St. to create a new neighborhood.

Urban Waterfront Trails & Interpretive Markers

Examples from Vera Katz Eastbank Esplanade, Portland, Oregon



Interpretive, Art and Wayfinding for Place Making



- Develop a program for place making unique to the Marysville waterfront.
- Focus on natural history, natural resources, human activities & industrial past.
- Commission works of public art that represent the relevant identified themes.
- Develop a wayfinding program that includes regional maps & illustrates connections for land and water trails.

Compatible Development That Fits the Waterfront

Carefully consider the kind of development that will enhance the public park experience...

- Emphasize a walkable community.
- Consider the relationship of public space and private development so that they compliment one another.
- In addition to a cafe, consider adding more seasonal retail that can energize the waterfront experience during the summertime.

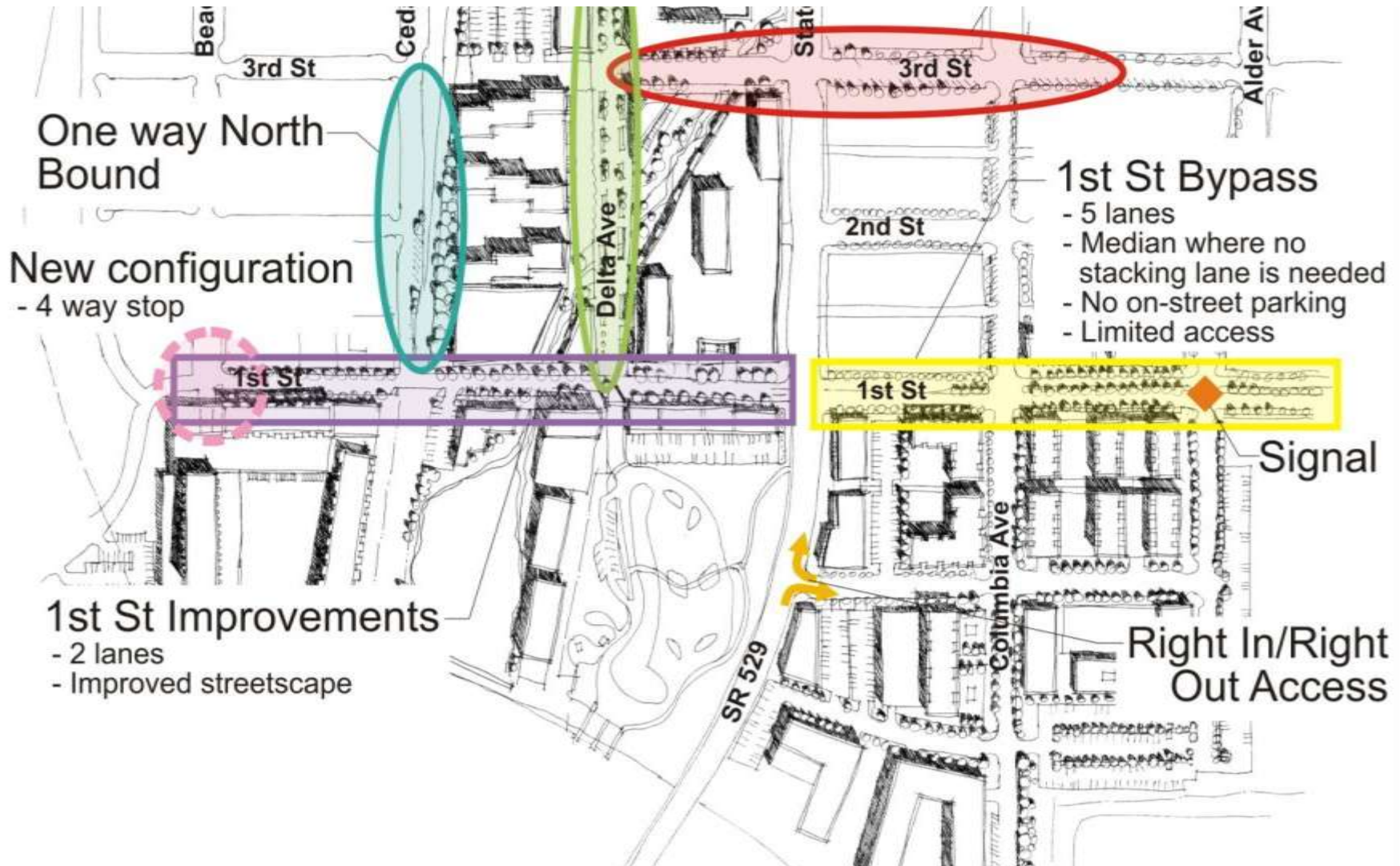


Example of seasonal food & beverages



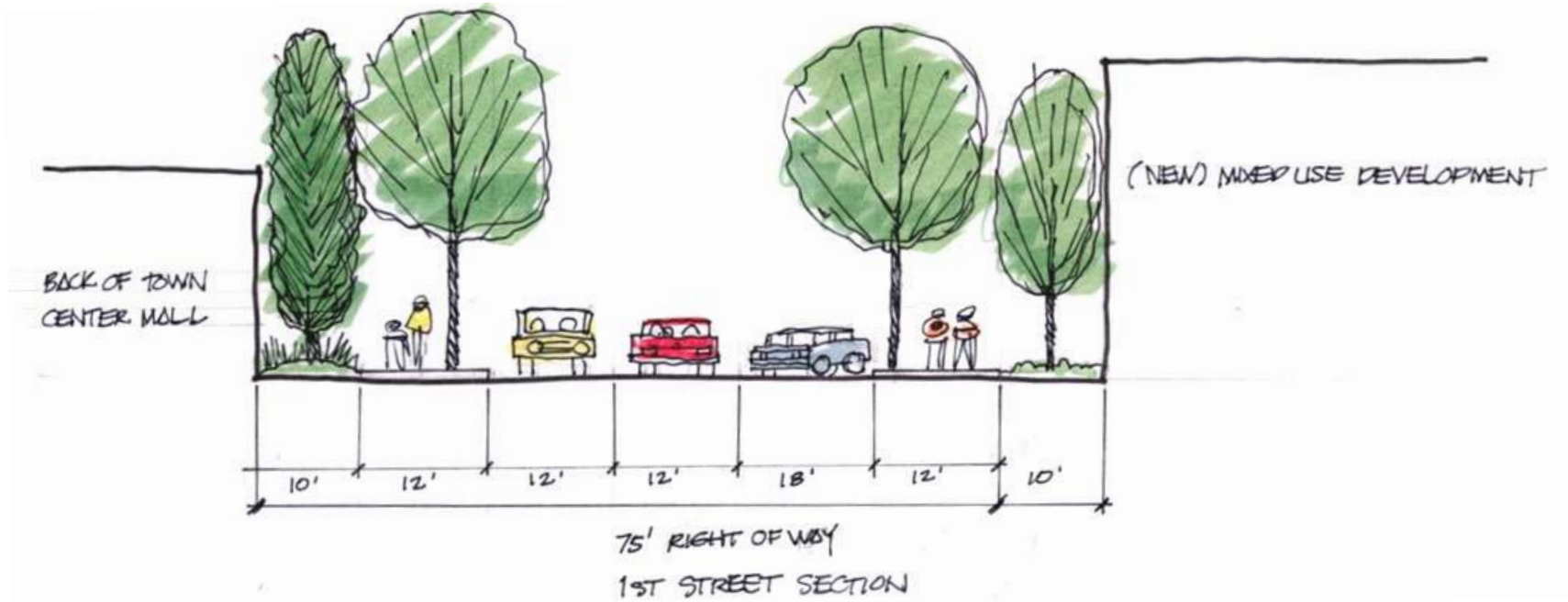
Example of urban housing with front porches that compliment the public realm

Downtown Transportation Plan



Improved Streetscape for 1st Street

First Street and the south side of Town Center Mall need significant improvement as a catalyst for waterfront development to take place.



Consider the following public street improvements:

- Landscape screening with narrow conifer trees against the blank mall facades
- Wide sidewalks and street trees on both sides of the street
- One lane of travel in each direction
- Angled parking on the south side of the street
- Landscaped setback for new development

East Side

- Develop approximately 250 new apartments
 - 4 story buildings
 - Surface and “tuck-under” parking
 - Oriented around ample open space
- Coordinate access with the City Public Works facility
- Integrate with Ebey Riverfront Trail and shoreline restoration
- Special viewpoint at southern end of the trail



East Side

Approximately 1.75 parking stalls per dwelling (typical)

4 story residential buildings with ground floor units and tuck-under parking

Ebey Riverfront Trail

Shoreline restoration

Common open space

Viewpoint

Public Works



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DEV

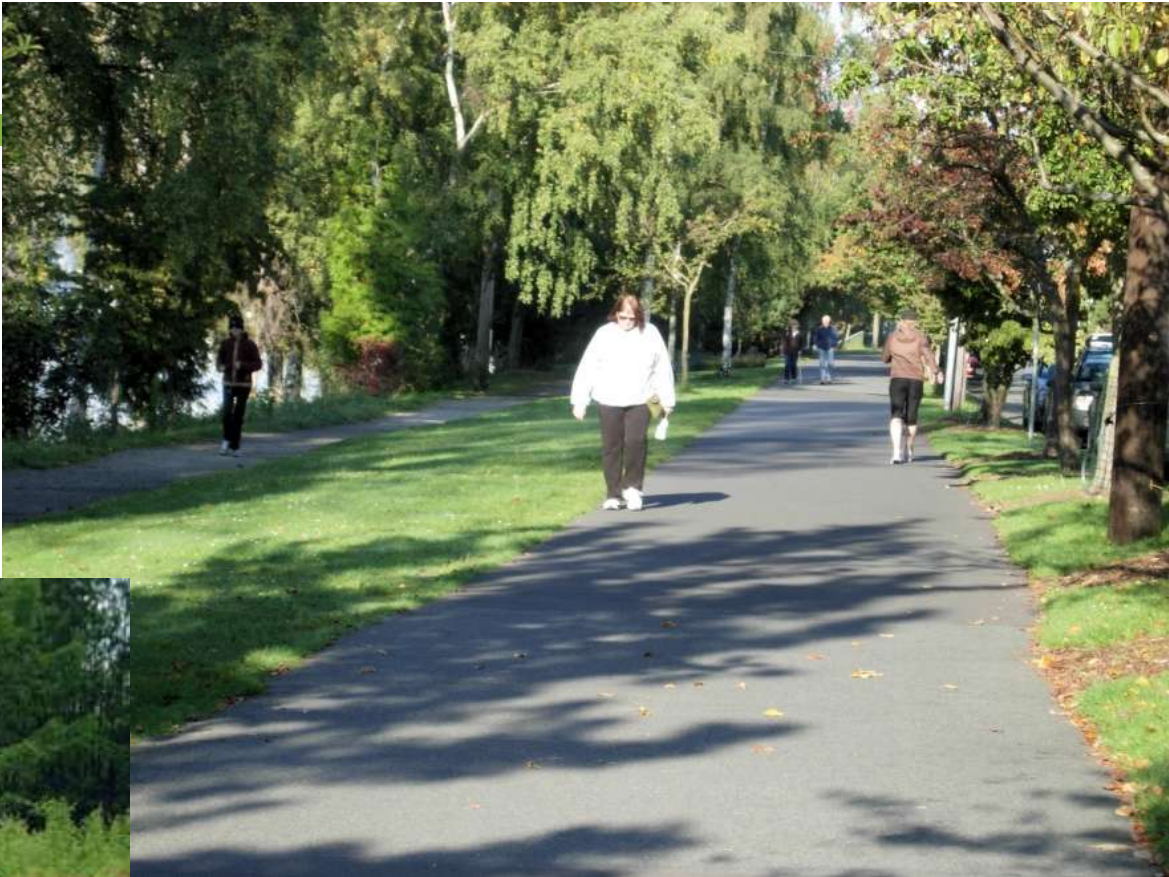
Residential Examples



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East Side Trail



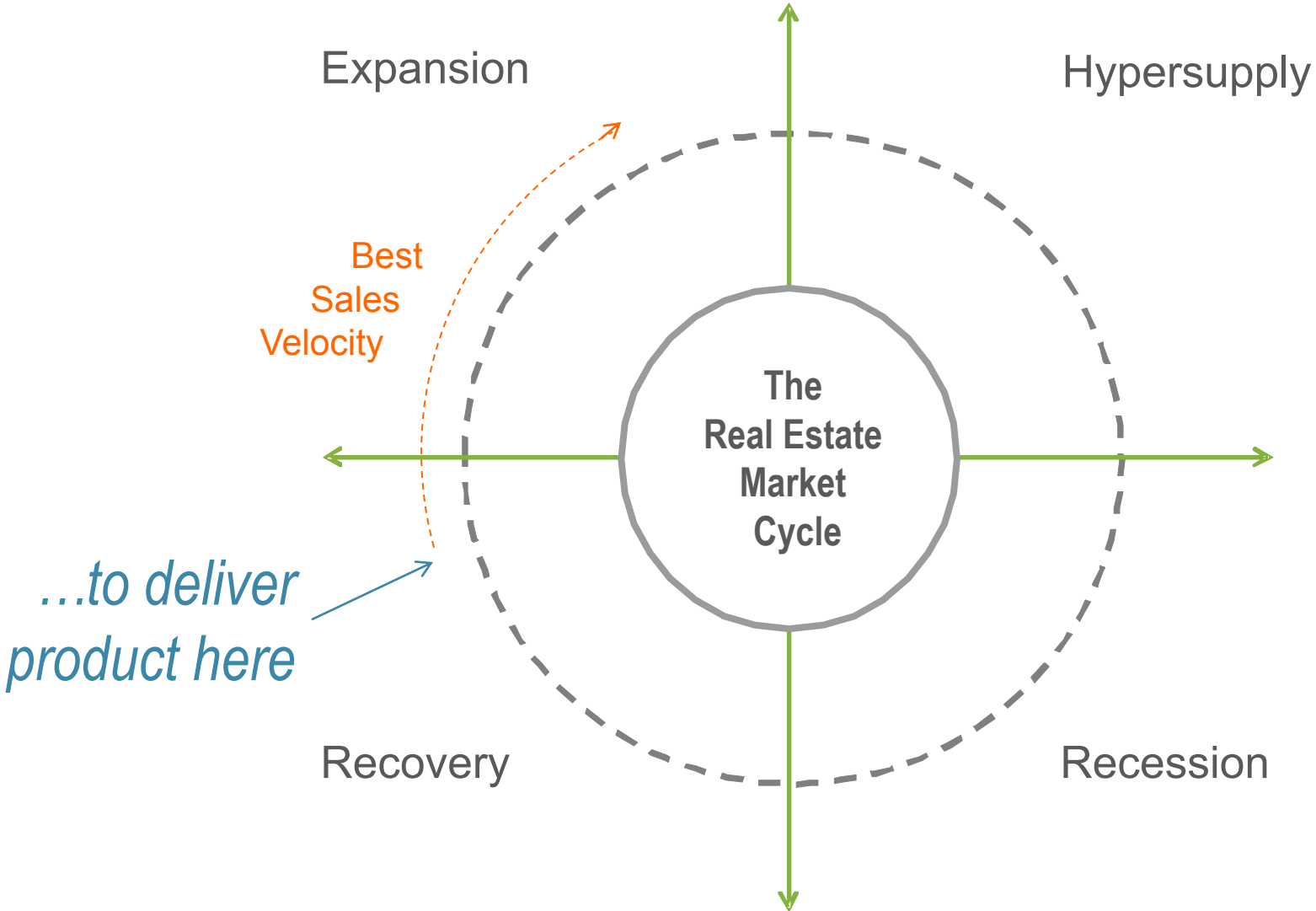
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East Side Interpretive



Markets Change – *Start planning now...*



Summary

- Consider interest and willingness to continue
- Timing is important—start now
- Aim for completion ***in five years***
- Test concepts with investors and developers
- Initiate detailed planning: Physical, Financial, Regulatory
- Quantify costs and sources of public capital
- RFQ to developers
- Time public investments with private sector financial commitments



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