

CITY CENTER IMPLEMENTATION STRATEGY

Downtown, Old Town, & Waterfront



This Implementation Strategy provides Action Plans for the Downtown, Waterfront and Old Town Districts. These three Districts make up Bellingham's City Center. Success in one District leads to success in another, which contributes to a stronger and more vibrant City Center.



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1. INTRODUCTION. This document contains actions necessary to realize the community's vision for the City Center as described in the 1) Downtown Bellingham Plan, 2) Waterfront District Sub-area Plan, and 3) the Old Town Sub-area Plan. The recommended actions are designed to achieve the goals of these adopted plans. They are also intended to support the City's Legacies and Strategic Commitments, and other adopted programs and agreements. Each Action Plan includes a list of actions, a timeline, and responsible City Departments. The Action Plans are dynamic and should be changed to respond to plans and projects proposed by other agencies or the private sector to combine efforts and maximize benefits. The three Districts are at various stages of redevelopment; therefore, they have very different needs requiring different supporting solutions.

The following **objectives** for the Action Plans support the implementation of the City Center Neighborhood planning area:

- Initiate **many projects in all Districts** for the purpose of generating a lot of activity at one time, engage multiple investors to share project risk together, blending public and private commitments in support of one another and creating exciting places.
- Involve **many players** at once—the city, developers, investors, merchants, citizen leaders, other government entities and Downtown residents. Welcome grassroots efforts to implement the community's vision.
- Inspire **strong advocates** from the public and private sectors that are dedicated to overall implementation. All participants are necessary, but individuals committed to project completion are critical.
- Commit public capital and resources in a timely and strategic manner, sending a strong signal to the investment and development community of the City's **serious commitment** to the redevelopment of the City Center.
- Recognize and **communicate successes** to celebrate and promote the City Center, as well as provide accountability. This will reaffirm the City's commitment and involve a growing audience and stakeholder group.
- Allow for change—because conditions change, the plans and this Implementation Strategy will benefit from the establishment of an ongoing review process. The plans must be allowed to **evolve over time**.

2. CRITERIA. In general, the City should set the highest priority on actions that support private development consistent with the vision of the Downtown, Old Town and Waterfront Plans. However, there will be times when the City must further prioritize these actions due to funding constraints. When this occurs, the City should consider the following criteria:

Fix-it-First Criteria – Does the project focus investments on maintaining or improving what we have first? Would the investment allow the facility to be used better?

Private Investment Criteria – Does the project leverage or catalyze the investment of private funds? Does the project remove barriers to investing in the City Center?

Timing Criteria – Does the project under consideration have to be completed prior to other projects being initiated?

Linkage Criteria – Would project or staff costs be reduced if the project were to proceed in conjunction with another project?

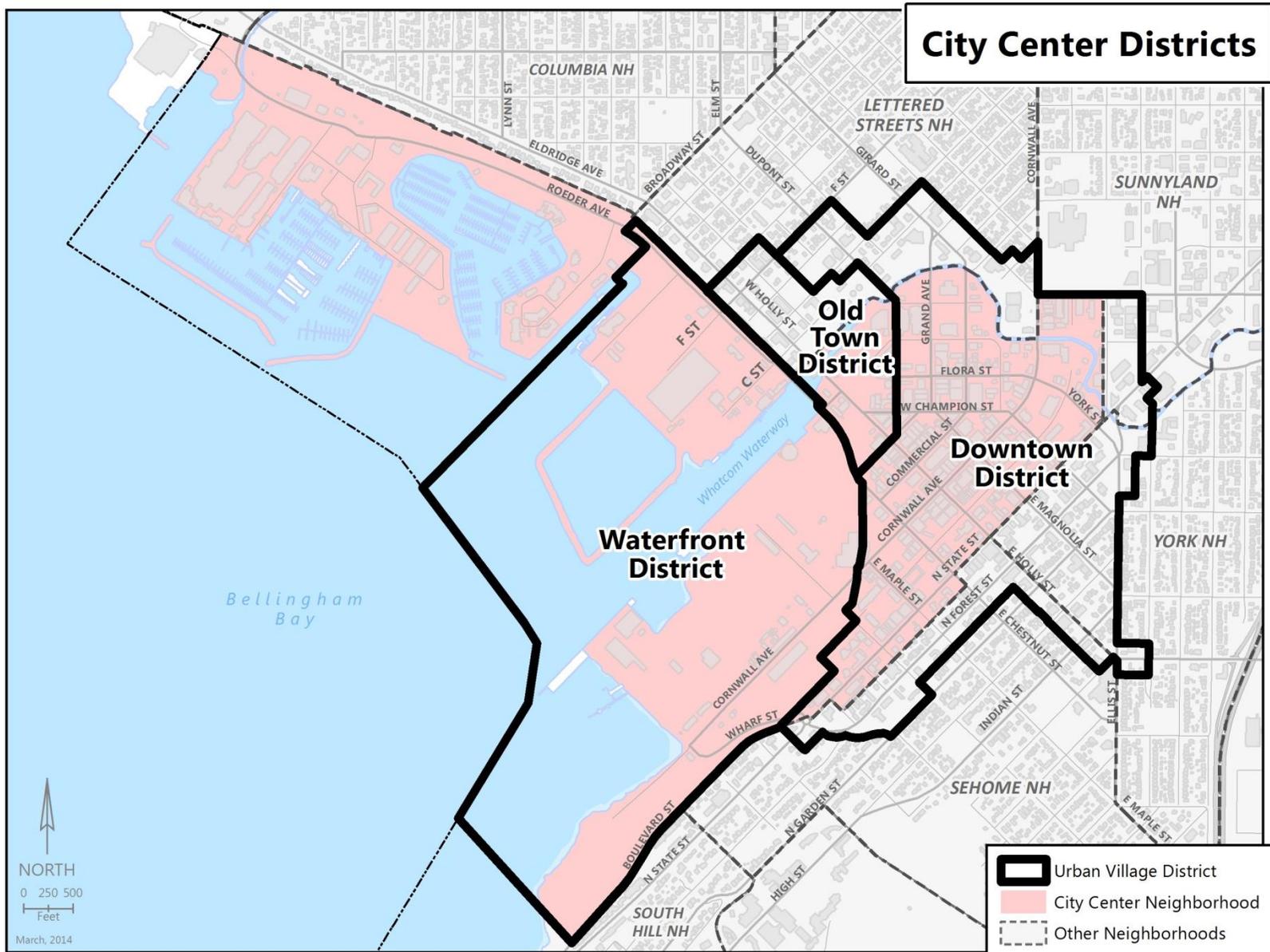
Double-Duty Criteria – Does the project capitalize on leveraging multiple opportunities or solving multiple problems?

Financing Criteria – Does the project share development and/or operational costs with other entities (i.e. grants, private investor or governmental agencies)?

Additional Criteria - For the Downtown placemaking action items, programming is essential to the success of the space. Capital investments should only be made when public or private partners are able to adequately program the space (i.e. sidewalk cafes, food-carts, concerts, etc.). Does the project involve many players?

3. EVALUATION and RECOGNITION. A multitude of actions over many years will be required to realize the vision of a vibrant City Center. The City should evaluate its progress as well as celebrate the individuals, groups and initiatives which help accomplish the goals in the Downtown, Waterfront and Old Town plans.

4. Figure 1: Downtown, Old Town and Waterfront Districts.



5. DOWNTOWN ACTION PLAN. For more detail regarding the goals and policies that support the actions contained herein, see the [Downtown Bellingham Plan](#). The following actions are organized by topic area. Details regarding timing and Departmental responsibility for short-term actions are listed in the Project Matrix, Section 8.

Short-term = 1-6 years, Mid-term = 7-13 years and Long-term = 14-20 years

| ACTION | TIMING | DESCRIPTION |
|--|--|---|
| a. Redevelopment and Activities | | |
| D.1 | Develop a City Center Recognition Program. | Short-term Host an event to honor and celebrate actions which help accomplish the goals of the City Center plans. For example, an award may be presented to a property owner undertaking a historic building rehabilitation, a business launching an expansion project, a group sponsoring a community event or a resident for sweeping the sidewalk and weeding the planters. |
| D.2 | Create a Downtown Retail Development Strategy. | Short-term Develop a strategy to identify the appropriate scale, unique opportunities, and best locations for concentrated retail uses, including identification of complementary, synergistic uses that can combine to create a distinct retail core. |
| D.3 | Complete renovations to the Federal Building. | Short-term Utilize this City-owned nearly-vacant facility by renovating the building to serve as government offices. |
| D.4 | Market the City's Crime Prevention through Environmental Design resources. | Short-term The City has dedicated police staff available to assist property and business owners in identifying physical measures to address unwanted activities (e.g. loitering). The program needs to be actively marketed to Downtown business and property owners to increase participation. |
| D.5 | Improve the permitting process. | Short-term Through the use of LEAN tools and techniques, review the City Center design review, pre-application, public facilities permit and commercial building permit processes and make adjustments to streamline and provide clear and predictable processes. |

| | ACTION | TIMING | DESCRIPTION |
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| D.6 | Comprehensive Update to City Center Design Standards | Short-Term | A comprehensive analysis is needed to identify the best approach for City Center Design Review, including the process and the design guidelines and standards. This may result in additional substantial changes to improve the process and regulations. Include consideration of standards and practices for reducing unwanted sound transmission from new buildings, which may affect nearby users. |
| D.7 | Launch a capital campaign for the Whatcom Museum. | Short-term | The Whatcom Museum Foundation will mount a fundraising campaign for the Syre Education Building and 1892 Old City Hall. The Syre Education Building first floor is proposed to become a Native American Studies education center and the bird collection currently located there would be re-interpreted on the third floor of the 1892 Old City Hall. New, permanent exhibits would be designed and installed in several of the galleries located on the first floor of the Old City Hall building. As a part of a campaign, the installation of a fire suppression system is planned for both historic buildings. |
| D.8 | Develop a strategy to address large vacant spaces. | Short-term | Bellis Fair Mall opened over 25 years ago, leaving many empty retail storefronts Downtown. Some still sit vacant. After exploring a variety of possible ideas and actions, the City will develop a strategy to address these large vacant spaces. |
| D.9 | Update regulations and procedures for doing business in rights-of-way. | Short-term | Update or adopt regulations for street vending, food trucks, sidewalk cafés and other business activity occurring in the public realm permitting street vending and food trucks. |
| D.10 | Develop a building program for the Central Library. | Short-term | A building program statement was developed in 2007-2008 ("Bellingham Public Library Community Analysis, Library Needs Assessment, Central Library Building Program Statement and Cost Analysis"), which now needs updating to meet current and future vision and requirements for the Central Library. |
| D.11 | Select a site for a new Central Library. | Short-term | In 2007, the current Central Library location was chosen as the site where the replacement library would be constructed. Since that |

| ACTION | TIMING | DESCRIPTION |
|--|-------------------|--|
| <p>D.12 Replace the Central Library.</p> | <p>Mid-term</p> | <p>time, the building has been identified as a potential location for other City/community uses. A new site for the Central Library needs to be selected and secured.</p> <p>The 63 year old Central Library was last renovated 31 years ago for a 20-year anticipated life span and is in need of replacement. The City's population has more than doubled and new technologies have been introduced since its original construction. In 2013, the Library Board of Trustees adopted a five-year strategic plan that includes a goal to replace the current facility.</p> |
| <p>b. Historic Resources</p> | | |
| <p>D.13 Improve regulations for historic building rehabilitation.</p> | <p>Short-term</p> | <p>Review existing City programs and regulations to ensure that they are adequate to encourage the rehabilitation and use of historic buildings.</p> |
| <p>D.14 Create Residential Transition zone educational materials on design.</p> | <p>Short-term</p> | <p>Create educational materials that property owners in the Residential Transition zones may use to create buildings that are compatible with surrounding historic features.</p> |
| <p>D.15 Complete the nomination process for a Downtown historic district.</p> | <p>Short-term</p> | <p>Submit a nomination to the National Parks Service for a historic district. This honorary designation (non-regulatory) could increase property values and provide grant funding or tax incentives.</p> |
| <p>D.16 Develop historic materials and tours.</p> | <p>Short-term</p> | <p>Develop and sponsor educational materials and tours showcasing the historic buildings and landmarks of Downtown.</p> |
| <p>c. Tourism and Hospitality</p> | | |
| <p>D.17 Focus on improving Magnolia Street between Cornwall Ave and WTA.</p> | <p>Short-term</p> | <p>Work with businesses and others to implement CPTED and Placemaking techniques to improve the comfort and image of this part of Downtown. Improvements could include removal of blank walls to discourage panhandling.</p> |
| <p>D.18 Create an Alcohol Impact Area.</p> | <p>Short-term</p> | <p>Establish an Alcohol Impact Area to mitigate problems with chronic public inebriation and illegal activities linked to the sale or</p> |

| ACTION | TIMING | DESCRIPTION |
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| | | consumption of alcohol within all or a portion of Downtown. For example, an initial voluntary Alcohol Impact Area could ask stores selling high-alcohol content low-cost beers and wines to remove these products from their shelves. |
| D.19 Develop a marketing program. | Short-term | Support the Downtown Bellingham Partnership in developing a marketing program to attract more customers. Work with Bellingham Whatcom Tourism to attract more out of County visitors to Downtown. |
| D.20 Sponsor Downtown sculpture shows. | On-going | Continue to sponsor and promote Downtown sculpture shows to provide opportunities for new and established artists. |
| D.21 Develop tour materials for Downtown's public outdoor art collection. | Short-term | Develop a self-guided tour to highlight the City's art collection. |
| D.22 Dedicate new police personnel to Downtown. | Short-term | In addition to the existing bicycle and vehicular patrol, hire two new positions <u>dedicated</u> to the City Center. Over time, work with the property and business owners to share in the cost of expanding these services through a Business Improvement District, Mainstreet Program or similar program. |
| D.23 Change regulations to better enforce common infractions. | Short-term | Adjust municipal codes as necessary to allow the Bellingham Police Department (BPD) to enforce the most common infractions. Initiate changes to the Bellingham Municipal Code, including stricter penalties for breaking open container laws and extended hours for restrictions on sitting and lying on the sidewalk, to assist officers with enforcement. |
| D.24 Provide police training for mental health and alcohol issues. | Short-term | All sworn and BPD direct customer service providers will receive the initial State Certified 8-hour core CIT training course within 2014, with the eventual goal of all BPD sworn and civilian personnel receiving the remaining 32 hours of CIT training by end of 2018. |
| D.25 Initiate a Downtown Ambassador Program. | Short-term | An ambassador, or similar program, would provide a consistent |

| ACTION | TIMING | DESCRIPTION |
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| | | visible presence on the street. Ambassadors could supply social service and/or tourism resources, as well as act as a liaison to BPD officers. |
| D.26 Develop resources to assist stakeholders in responding to behavioral and safety issues. | Short-term | The City will partner with community organizations, such as the Downtown Bellingham Partnership, to develop a safety response resource that outlines best practices, community resources, and contact information for use by downtown employees, residents, etc. An ambassador program could be a resource to assist in coordinating this effort. |
| D.27 Brand the Museum campus. | Short-term | Identify and implement ways to strengthen the visual and conceptual ties between the three building Whatcom Museum "campus". |
| D.28 Open a Visitor's Center (5). | Short-term | Work with Bellingham Whatcom Tourism to open a high-quality storefront for visitor's in downtown. |
| D.29 Develop a heritage tourism program. | Mid-term | Work with the Tourism Commission, Bellingham Whatcom Tourism Bureau and others to promote the stories of Downtown through a greater heritage tourism program for the City Center. |

d. Parks and Placemaking

Improving and programming **Maritime Heritage Park** is the City of Bellingham's highest priority for Parks and Placemaking within the City Center. See the Old Town Action Plan. **Depot Market Square** is the City's second priority with regard to programming. There are many other public spaces Downtown (e.g. Unity Circle, Commercial Plaza, Library Lawn, and streets and alleys) for which the City does not have the resources to prioritize as short-term programming items; however the City welcomes and encourages partnerships to implement changes in these areas.

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| D.30 Advertise Depot Market Square as an event venue. | Short-term | Housed at Depot Market Square, the Bellingham Farmers' Market is one of Downtown's main attractions and fills this facility most Saturday's. Depot Market hosts a number of other community events, but could be utilized much more frequently. |
|--|------------|---|

| ACTION | TIMING | DESCRIPTION |
|-------------|---|--|
| D.31 | Provide safe and convenient public restrooms. | Short-term Review existing hours of operation, condition, comfort and safety of the public restrooms and make recommendations for improvement. This review should include an assessment of the need and feasibility for alternative options, such as the Portland Loo. |
| D.32 | Develop a centrally located town square. | Mid-term The identification of a new town square location, similar to Fairhaven Village Green, should take into account the elements necessary to ensure its success as a thriving public space: <ul style="list-style-type: none"> - <u>Size</u>. A minimum of 16,000 square feet. - <u>Location</u>. Generally, south of Flora Street and northwest of State Street and abutting a public street with active uses nearby and ample sunlight (or potential for). - <u>Design and Programming</u>. Incorporates elements such as moveable seating, kinetic play equipment, games and activities for all ages, art and functional sculptural elements, water feature(s), grassy areas and abundant landscaping, performance space, accommodations for retail and dining, programmed events, pedestrian-scale lighting, weather coverage and shading devices such as canopies, trellises and umbrellas, and a sense of enclosure created by surrounding buildings. Programming should be budgeted and planned along with capital expenses. |
| D.33 | Improve the functionality of the Commercial Street Plaza. | Mid-term <ol style="list-style-type: none"> 1. Clean and enhance the space (e.g. replace/repaint paneling and waste receptacles and maintain or add new artwork) (short-term action). 2. Depending on the tenants, encourage adjacent businesses to expand into the area by providing café seating, weather coverage and Wi-Fi access. Food carts or other private uses could locate here to activate the space. 3. Highlight access to the public restroom. |

| ACTION | TIMING | DESCRIPTION |
|---|------------|---|
| D.34 Enliven Unity Circle. | Long-term | Initiate a Placemaking workshop at Unity Circle to improve and expand the space for use by nearby residents. Invite surrounding businesses, property owners and other community stakeholders to develop ideas to activate and encourage use of the site. |
| e. Streets and Streets as Places | | |
| D.35 Formalize Downtown Streetscape Design Standards. | Short-term | Formalize streetscape design elements, including sidewalk scoring pattern, light standards, bulb-out dimensions, landscaping/street trees, and street furniture parameters into a manual for use by various City Departments, as well as the public. This will ensure a consistent aesthetic as new projects are implemented. A distinction between the Arts District and the rest of Downtown should be apparent through design. Allow some flexibility to achieve context-sensitive solutions, recognizing that some streets have different opportunities and uses. |
| D.36 Develop a State Street corridor plan. | Short-term | Develop a corridor plan for North State Street that identifies and evaluates the use of the right-of-way, including opportunities for Placemaking, multi-modal transportation options and possibly increased on-street parking. This action is anticipated to result in one or more capital projects. |
| D.37 Construct pedestrian improvements at the State Street and Laurel Street intersection. | Short-term | This project, similar to the recently improved State and Maple intersection, will greatly improve the connection between Downtown, WWU and the Sehome neighborhood by providing a safe pedestrian crossing. |
| D.38 Activate the Lightcatcher Building street frontage. | Short-term | The Museum, working with Planning & Community Development and other stakeholders, will identify opportunities to invigorate this important street frontage and extend the activities and inspiration happening behind the wall to the exterior by employing the Placemaking approach. |
| D.39 Install raingardens. | Short-term | The Downtown Improvement Garden (DIG) project will improve |

| ACTION | TIMING | DESCRIPTION |
|---|----------------------------|---|
| | | <p>Whatcom Creek water quality by installing 36 raingardens in strategic locations Downtown. The raingardens will help treat stormwater from over 90 urban acres that currently flows untreated into Whatcom Creek. The City will partner with adjacent business owners to help with maintenance.</p> |
| <p>D.40 Conduct a street tree condition inventory.</p> | <p>Short-term</p> | <p>Conduct an inventory that identifies information such as the health of existing trees, anticipated life-span, pruning / planting /removal recommendations and other information regarding the condition of downtown street trees.</p> |
| <p>D.41 Establish a Streetscape Replacement Program.</p> | <p>On-going</p> | <p>A replacement program is needed for the continued upgrade, expansion, and replacement of streetscape amenities, such as garbage receptacles, street trees, benches, bollards, tree wells, and paving. The streetscape improvements installed in the 1980s are showing signs of age and are not in keeping with current ADA guidelines. This program should include expansion of the Arts District streetscape (e.g. pavers, tree wells, lighting), Downtown banners and wayfinding system.</p> |
| <p>D.42 Continue Downtown Maintenance Program.</p> | <p>On-going</p> | <p>Work with the Downtown Bellingham Partnership and other stakeholders to keep Downtown clean and maintain a distinct landscape design consistent with the Downtown image and atmosphere.</p> |
| <p>D.43 Install Bike Racks and Bike Lockers as needed.</p> | <p>On-going</p> | <p>Identify locations for the installation of additional secure bicycle storage facilities and racks as these amenities become increasingly used and an analysis of area-wide bike parking needs is completed.</p> |
| <p>D.44 Expand the Wayfinding System.</p> | <p>On-going/Short-term</p> | <p>1. (Short-term) Install signage for bicycles and pedestrians on Railroad Avenue connecting South Bay trail to Whatcom Creek Trail. In addition, where South Bay trail ends at Laurel Street, add signs to direct bicyclists and pedestrians to the safest crossing routes along Laurel and Railroad Avenue or the enhanced crosswalks on State Street.</p> |

| ACTION | TIMING | DESCRIPTION |
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| | | <ol style="list-style-type: none"> 2. (Short-term) Install wayfinding signs on Prospect Street to direct visitors to the area behind Old City Hall leading into Maritime Heritage Park. 3. (Ongoing) As funding allows, improve and enhance gateways into Downtown. For example, evaluate the feasibility to create a strong gateway on the northern end of State Street. 4. (Short-term) Employ pedestrian level signage beyond the kiosks to promote the quick walking routes between destinations. |

Note: The City is in the process of completing a Bicycle Master Plan. This Action Plan may be amended to include Bicycle Master Plan priority projects expected to be adopted prior to Council consideration on this document.

f. Parking

| | | | |
|-------------|--|---|--|
| D.45 | Improve Commercial Street Parking Garage. | Short-term | Investments in signage, the façade, the elevator, safety and aesthetics are desired make the most of this important asset. Reinvestment in this parking infrastructure is important to preserve and enhance this asset. Funding may require additional revenue or possible debt service payments. |
| D.46 | Consider policy and code changes to parking fees and fines. | Short term | Policy changes and Council-approved code changes related to prices for parking and fines will facilitate more efficient use of the available parking. Consideration of higher prices in high demand areas and lower prices in low demand areas will distribute on-street parking and encourage use of off-street areas. Increased fines for repeat offenders (i.e. parking scofflaws) will discourage abuse and increase system revenue. |
| D.47 | Public/private partnership structured parking opportunities. | On-going, as opportunities arise and funding available. | Parking inventory studies indicate there is no need for additional parking capacity within the 20 year planning horizon. However, the City welcomes the opportunity to participate in providing public parking as part of a larger redevelopment project. Examples of opportunities include a new public library or a new private office tower. In 2014, the City will research partnership options to determine what structures are possible. |

| ACTION | TIMING | DESCRIPTION |
|---|----------|---|
| D.48 Invest in new parking technology. | On-going | For greater efficiency and to improve customer service, explore options for new technologies. License plate recognition tools for enforcement, mobile device enabled parking availability applications, payment options using debit/credit card/online payments and smart parking meter technologies may provide greater efficiencies and higher service levels. Additional revenue may be needed to fund these improvements. |

6. OLD TOWN ACTION PLAN. For more detail regarding the goals and policies that support the actions contained herein, see the [Old Town Sub-area Plan](#). The following actions are organized by topic area. Details regarding timing and Departmental responsibility for short-term actions are listed in the Project Matrix, Section 9.

Short-term = 1-6 years, Mid-term = 7-13 years and Long-term = 14-20 years.

| OLD TOWN ACTION | TIMING | DESCRIPTION |
|---|------------|---|
| a. Development, Streets and Connections | | |
| O.1 Redevelop the 600 W. Holly Street site. | Short-term | Through an open public process, seek development proposals from qualified parties or take a preliminary step by issuing a Request for Expression of Interest to determine if the timing is right. |
| O.2 Reopen C Street Railroad Crossing. | Short-term | C Street was closed at Chestnut Street due to safety concerns with the non-signalized intersection. The City will work with BNSF to design and configure a safe crossing so this crossing can be reopened to vehicular traffic. |
| O.3 Redevelop the Army Street site. | Short-term | In 2014, provide funding to the Bellingham Public Development Authority to determine whether redeveloping the Army Street site into a mixed-use development is feasible. |
| O.4 Establish a Streetscape Replacement Program. | Short-term | Include Old Town in Action D.37 |

| | OLD TOWN ACTION | TIMING | DESCRIPTION |
|-----|---|------------|---|
| O.5 | Formalize Old Town Streetscape Design. | Short-term | Formalize streetscape design elements into a manual for use by City Departments as well as the public. Coordinate with Action D.34 |
| O.6 | Create an Alcohol Impact Area. | Short-term | Coordinate with Action D.17 |
| O.7 | Improve the Whatcom Museum overlook and the alley between Whatcom Museum and Syre Education building. | Mid-term | In order to provide a better connection between the Arts District of Downtown and Old Town, this alley could be improved with unique lighting and artwork. An improved overlook incorporating a draw would bring more people to Old Town from Downtown. |

Note: If NW Recycling relocates in the future, additional actions may be added to this Action Plan to implement the vision of the Old Town Sub-area Plan.

b. Maritime Heritage Park (MHP) & Whatcom Creek

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| O.8 | Lease Environmental Learning Center (ELC). | Short term | Constant utilization of the ELC building during the week, as well as evenings and weekends is key to increasing activity in the park. If there is a lack of interest in leasing, identify other potential uses. |
| O.9 | Increase the range of recreational and play opportunities. | Short term | A variety of facilities can increase use in the park, including courts for bocce ball, pickle ball, basketball and a dog off-leash area. |
| O.10 | Increase programming. | Short term | Increase staffing levels to oversee programming and collaborations and support facilitation of events at MHP. Provide funding for supplies and services. |
| O.11 | Build a playground. | Short-term | The MHP Master Plan calls for a new playground, which had been previously removed from the north side of the Creek. A playground would help bring a greater diversity of users to the park. |

| | OLD TOWN ACTION | TIMING | DESCRIPTION |
|-------------|---|------------|---|
| O.12 | Develop and implement a pilot busker program. | Short-term | Ongoing activity has shown to be the most successful in activation of problematic parks in other cities. |
| O.13 | Reduce desirability for loitering. | Short-term | Use techniques defined in the "Crime Prevention Through Environmental Design Handbook" and other sources to make physical changes to the park that reduce the desirability to loiter. For example, redesign the planter box adjacent to the fountain at the Holly Street entrance to discourage sitting. |
| O.14 | Improve visibility throughout the park. | Short-term | Enhance lighting by increasing existing candle power and adding new lights. Thin and/or remove vegetation that creates hidden areas and blind corners. |
| O.15 | Install emergency call boxes. | Short-term | Install one emergency call box near the ELC building. Evaluate need for additional call boxes. |
| O.16 | Install security cameras. | Short-term | Install security cameras near the ELC building. Identify other key areas for future installment. |
| O.17 | Install a safe 24 hour sanitary public restroom. | Short-term | Because of the hidden nature of traditional restrooms, the existing facility often feels unsafe due to loitering. The "Portland Loo" is one design that reduces the hidden nature of restrooms while still providing a facility. |
| O.18 | Communicate expectations for park users. | Short-term | Install signage to communicate the Park's rules and regulations. |
| O.19 | Reestablish a cadet program. | Short-term | To decrease crime and infractions, promote education and safety and provide a point of contact for park users. |
| O.20 | Enhance habitat between Roeder Avenue and Holly Street. | Short-term | Although the total area of this site is relatively small, it represents a vital connection, as it is lacking an upper intertidal beach and healthy riparian vegetation. This project includes: removing standing creosote piles and timber debris, removing toppled armor rock and concrete rubble, adding beach nourishment sediment, removing non-native vegetation and planting native nearshore riparian species. |

7. WATERFRONT DISTRICT ACTION PLAN. For more detail regarding the goals and policies that support the actions contained herein, please see the [Waterfront District Sub-area Plan](#) and the [Interlocal Agreement for Facilities between the Port and City](#) (Facilities Agreement). Timing for most activities outlined for the Waterfront District are subject to the Facilities Agreement, which defines phases by success of development rather than by year. This Strategy will be revised as conditions change, which may affect the timing of completing the actions. See Section 10. for the Project Matrix which outlines the action, timing and City teams.

Short-term = Phase 1, Mid-term= Phase 2 and Long-term = Phases 3, phases are defined in the Facilities Agreement.

| ACTION | TIMING | DESCRIPTION |
|--|---|--|
| a. Cleanup | | |
| W.1 | Design and conduct RG Haley site cleanup. | Short-term (mid-term in Facilities Agreement) |
| | | This City-owned site, located in the Cornwall Beach Area of the Waterfront District, is designated by the Department of Ecology as a MTCA (Model Toxic Control Act) site. Work includes development of a Remedial Investigation and Feasibility Study (RIFS), a Cleanup Action Plan (CAP) and a Consent Decree with Department of Ecology, and construction. |
| W.2 | Support the Port of Bellingham (Port), as appropriate, with site clean-up activities. | Short-term |
| | | Per the Facilities Agreement, the Port is designated as the lead agency responsible for undertaking remediation for Whatcom Waterway, Cornwall Landfill, and Georgia Pacific West sites. The City's role may vary per separate agreements between the Port and City. |
| W.3 | Support the Port of Bellingham (Port), as appropriate, in site clean-up activities. | Mid-term |
| | | Per the Facilities Agreement, the Port is designated as the lead agency responsible for undertaking remediation for Central Waterfront. The City's role will vary per separate agreements between the Port and City. |
| b. Infrastructure / Streets and Parks | | |
| W.4 | Develop a conceptual park master plan and grading plan for the Cornwall Beach Park. | Short-term |
| | | Conceptual park master planning is required early on to gain a better understanding of park use, which will be used to |

| ACTION | TIMING | DESCRIPTION |
|------------|---|--|
| | | complete a grading plan. The grading plan will be incorporated into the Cornwall Landfill and RG Haley site construction documents. Implementation of the master plan (park build-out) is not included in this project activity. It is anticipated that the City will finalize the name of the park. |
| W.5 | Design and construct the first phase of Whatcom Waterway Park. | Short-term |
| W.6 | Design and construct Granary/Bloedel to Cornwall Avenue. | Short-term |
| W.7 | Design and construct the first segment of Commercial Street and Commercial Green. | Short-term |
| W.8 | Develop a Utility Master Plan. | Short-term |
| W.9 | Aeration Stabilization Basin (ASB) Trail, including a trail connecting to Bellwether Way. | Short-term |

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| ACTION | TIMING | DESCRIPTION |
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| W.10 Conduct Marine Nearshore Habitat Connectivity Assessment. | Short-term | Compile existing information on nearshore species and habitats within the Waterfront District. Once assembled, this information will be used to inform a connectivity study of existing habitats within Bellingham's marine nearshore. |
| W.11 Develop Cornwall Beach Park. | Mid-term | In the early years, the City plans to prepare the site (as simple as a grass field) to be further developed. This project is likely to include more detailed master and conceptual site planning prior to construction. |
| W.12 Commercial Street Bridge and extension of Commercial Street. | Long-term | Another primary ingress/egress will be needed when development reaches a certain threshold (estimated at roughly 1.6 million square feet south of Whatcom Waterway). |
| W.13 Adjust Laurel Street. | Long-term | If Western Washington University redevelops as planned, the City will adjust the interim Laurel Street to accommodate WWU's development. |
| W.14 Complete Cornwall Beach Park. | Long-term | Given the scale of this undertaking, the City expects completion of the park, with all amenities planned, will be phased over time. |
| W.15 Complete Whatcom Waterway Park. | Long-term | Continue implementation of Whatcom Waterway Park. Additional land near the Log Pond area will be provided to extend the park in this phase. |

Actions Approved December 2013

8. DOWNTOWN PROJECT MATRIX Placeholder.

9. OLD TOWN PROJECT MATRIX Placeholder. *(NOTE TO READER: As of July 7, 2014, the Project Matrices for Downtown and Old Town are in process. Staff intends to provide this additional detail for the short-term actions along with the 2015/2016 draft budget. See the Waterfront Project Matrix, next page, as an example.)*

10. WATERFRONT DISTRICT PROJECT MATRIX

| SHORT TERM ACTIONS | | Budget | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | Executive | PW | Parks | Planning | Fire | Legal | Police | Finance |
|--|---|--------|------|------|------|------|------|------|-----------|----|-------|----------|------|-------|--------|---------|
| a. Cleanup | | | | | | | | | | | | | | | | |
| W.1 | Design and conduct RG Haley site cleanup. | ■ | ■ | ■ | | | | | P | | P | | | L | | P |
| W.2 | Support the Port of Bellingham (Port), as appropriate, with site clean-up activities. | ■ | ■ | ■ | ■ | | | | P | | P | | | L | | P |
| b. Infrastructure / Streets and Parks | | | | | | | | | | | | | | | | |
| W.4 | Develop a conceptual park master plan and grading plan for the Cornwall Beach Park. | ■ | | | | | | | P | P | L | P | | | P | P |
| W.5 | Design and construct the first phase of Whatcom Waterway Park. | ■ | ■ | ■ | | | | | P | P | L | P | | | P | P |
| W.6 | Design and construct Granary/Bloedel to Cornwall Avenue. | ■ | ■ | ■ | | | | | P | L | P | P | P | P | | P |
| W.7 | Design and construct the first segment of Commercial Street and Commercial Green. | | | | | ■ | ■ | ■ | P | L | L | P | | | P | P |
| W.8 | Develop a Utility Master Plan. | ■ | | | | | | | P | L | P | | P | P | | P |
| W.9 | Aeration Stabilization Basin (ASB) Trail, including a trail connecting to Bellwether Way. | ■ | ■ | | | | | | P | | L | | | P | | P |
| W.10 | Conduct Marine Nearshore Habitat Connectivity Assessment. | ■ | | | | | | | | L | P | P | | P | | P |

L = Lead responsible for managing project. P = Participant responsible carrying out tasks for the team.