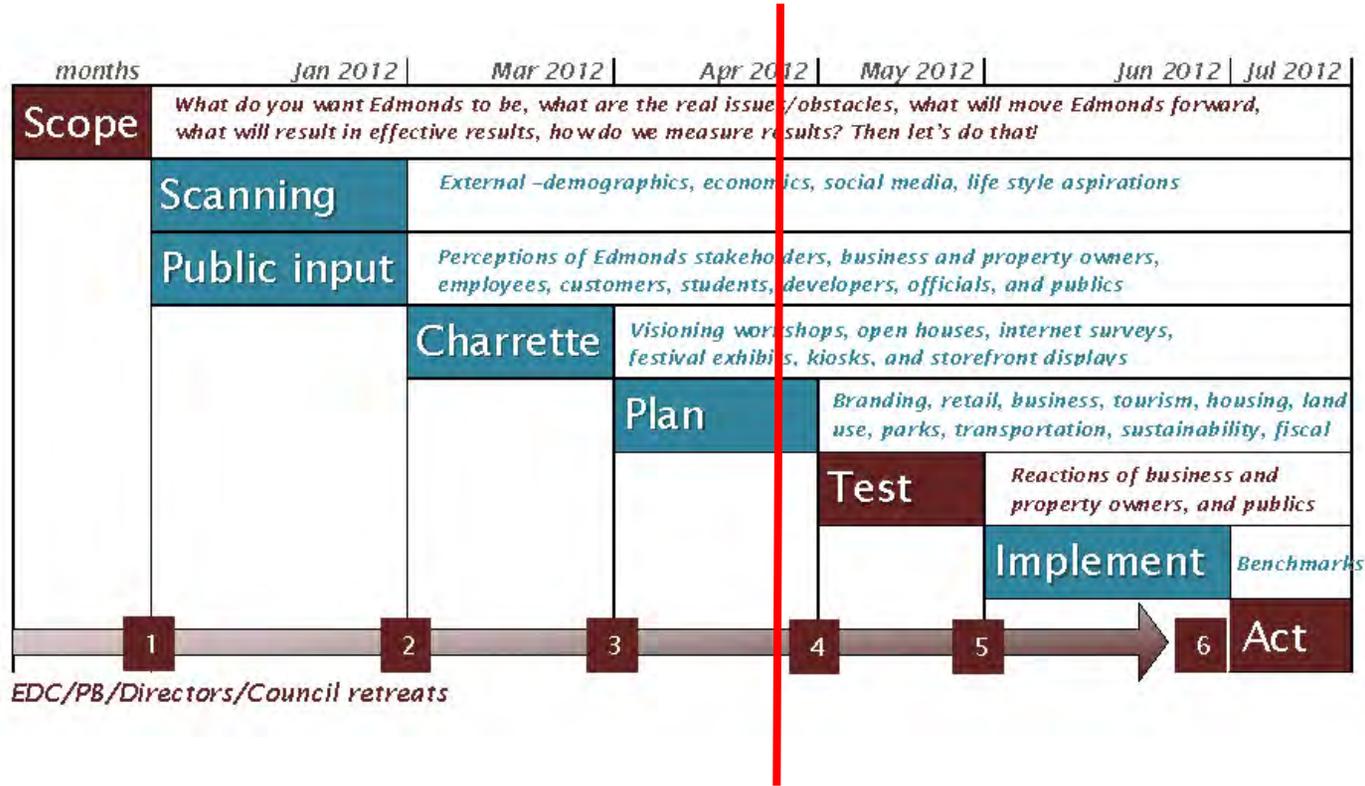


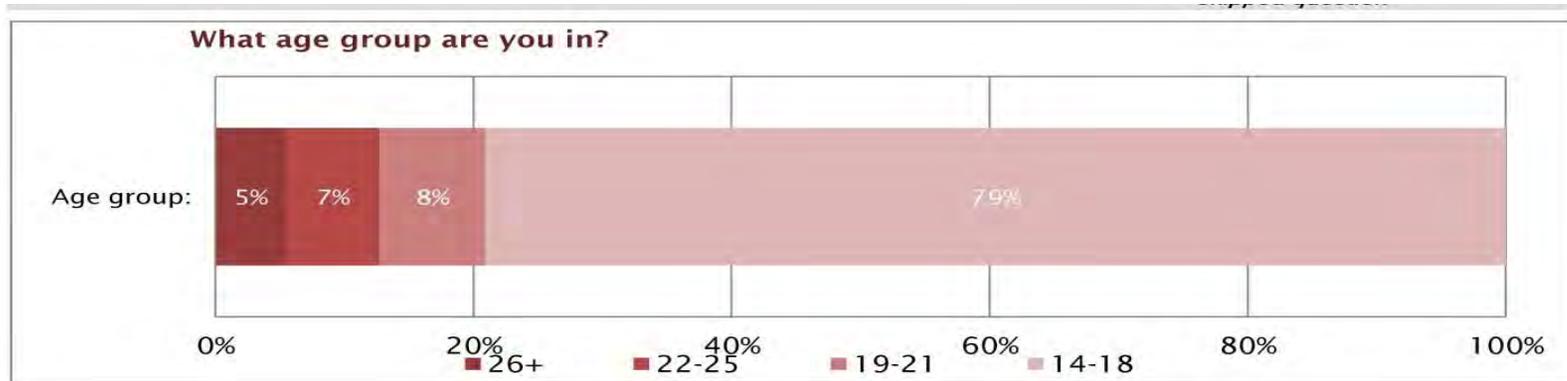
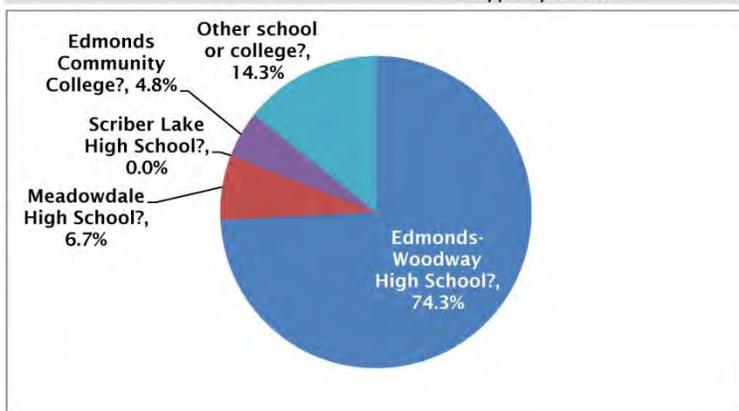
Agenda - Strategic Planning Retreat #4 6:30 pm Tuesday 24 April - Council Chambers

- 1: Survey results - young adult, customer, employee, business, adult
- 2: Focus group results
- 3: Charrette results
- 4: Draft strategic plan themes and actions
- 5: Open house May 3rd



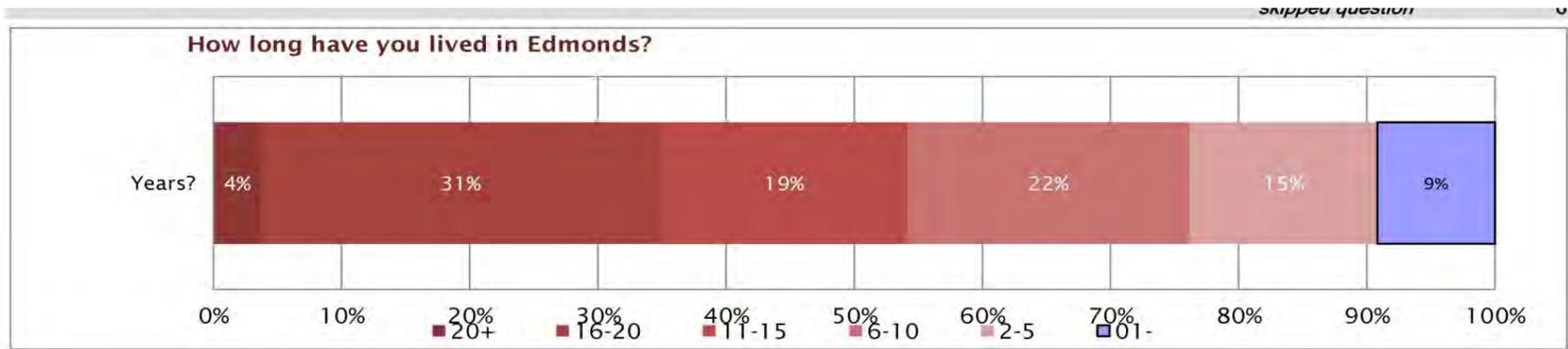
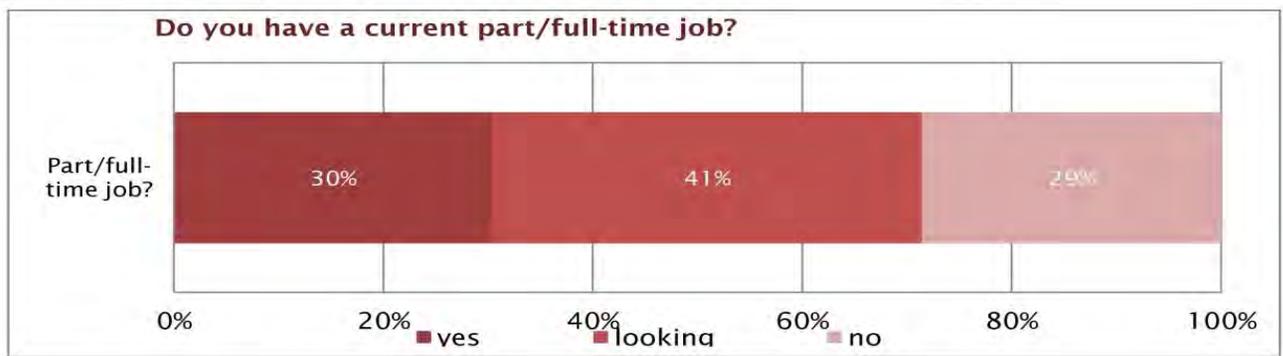
1: Survey results – young adults

Young adult residents – characteristics (119 responses)



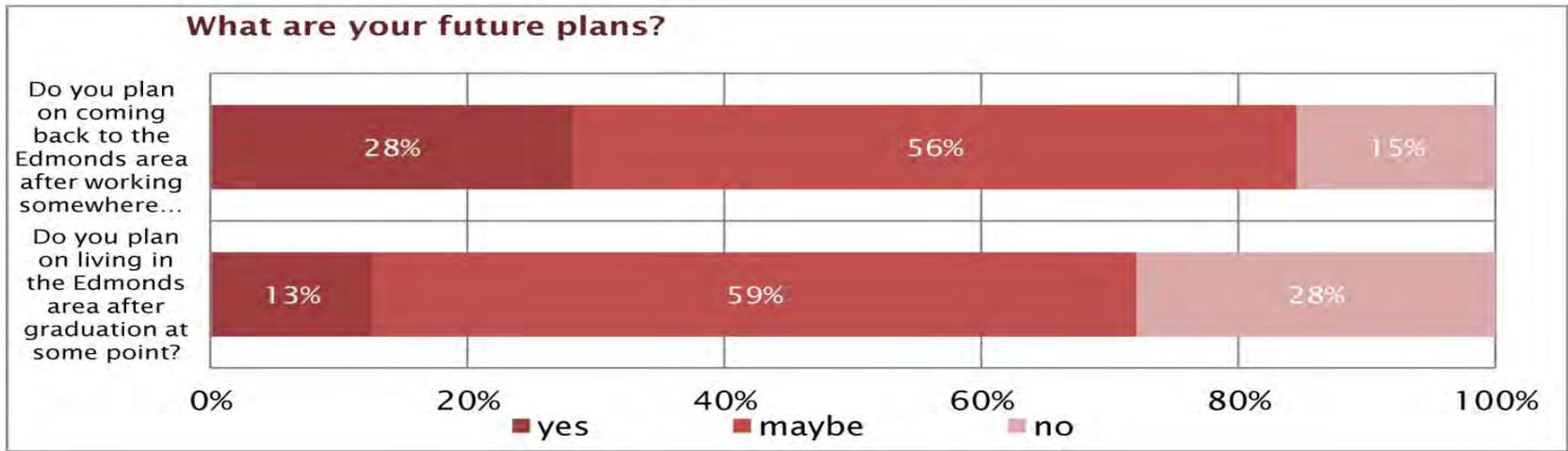
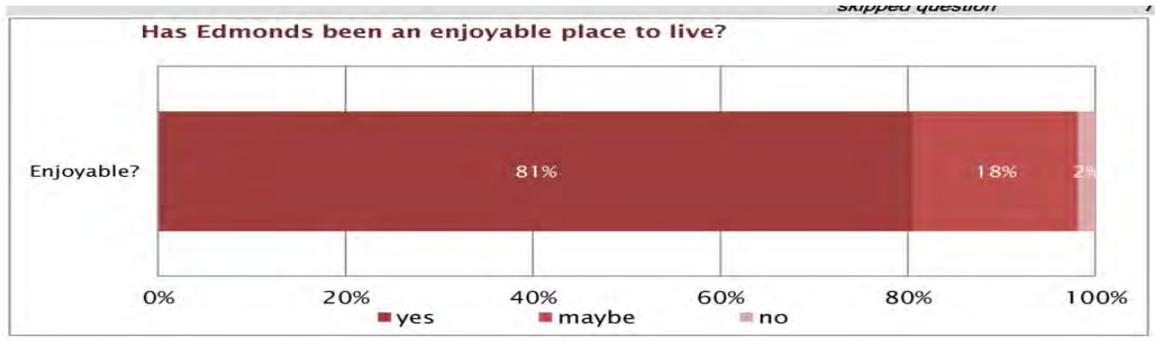
26+	22-25	19-21	14-18	Age group
5%	7%	8%	79%	

Young adult residents - characteristics



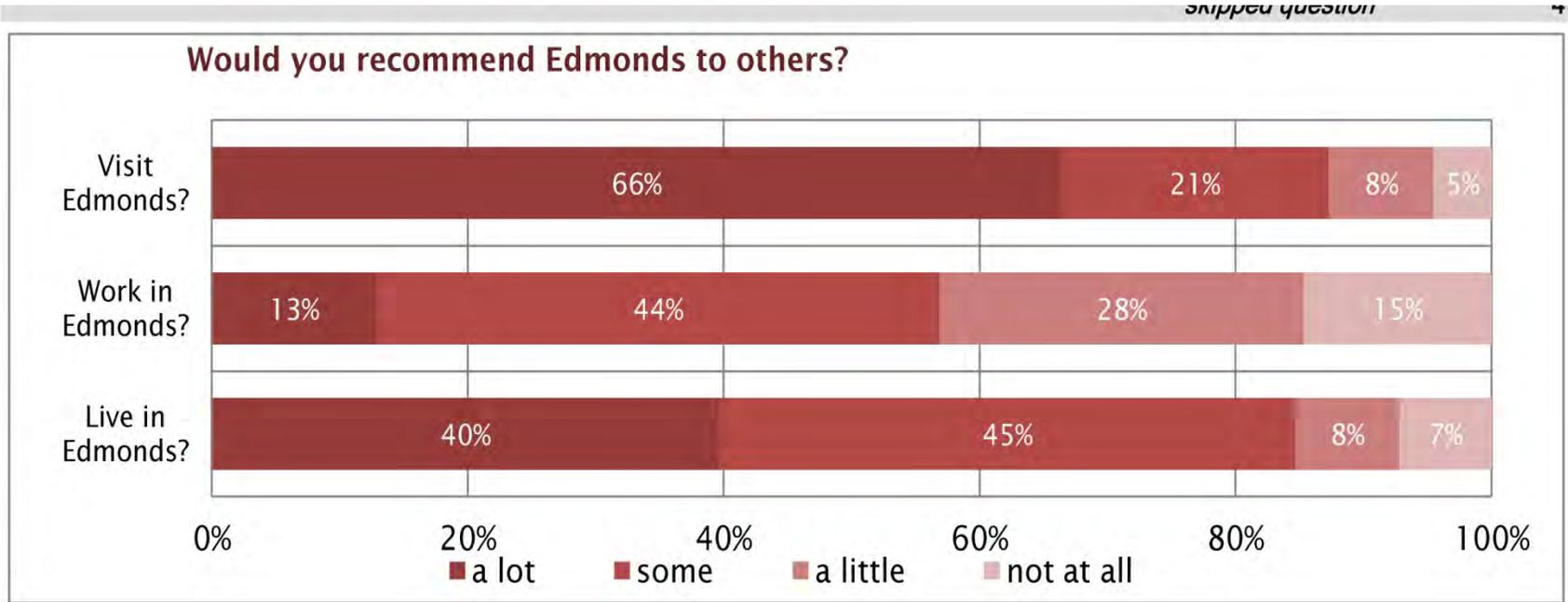
yes	looking	no					Employed
30%	41%	29%					
20+	16-20	11-15	6-10	2-5	0-1		
4%	31%	19%	22%	15%	9%	Long lived in Edmonds	

Young adult residents – future plans



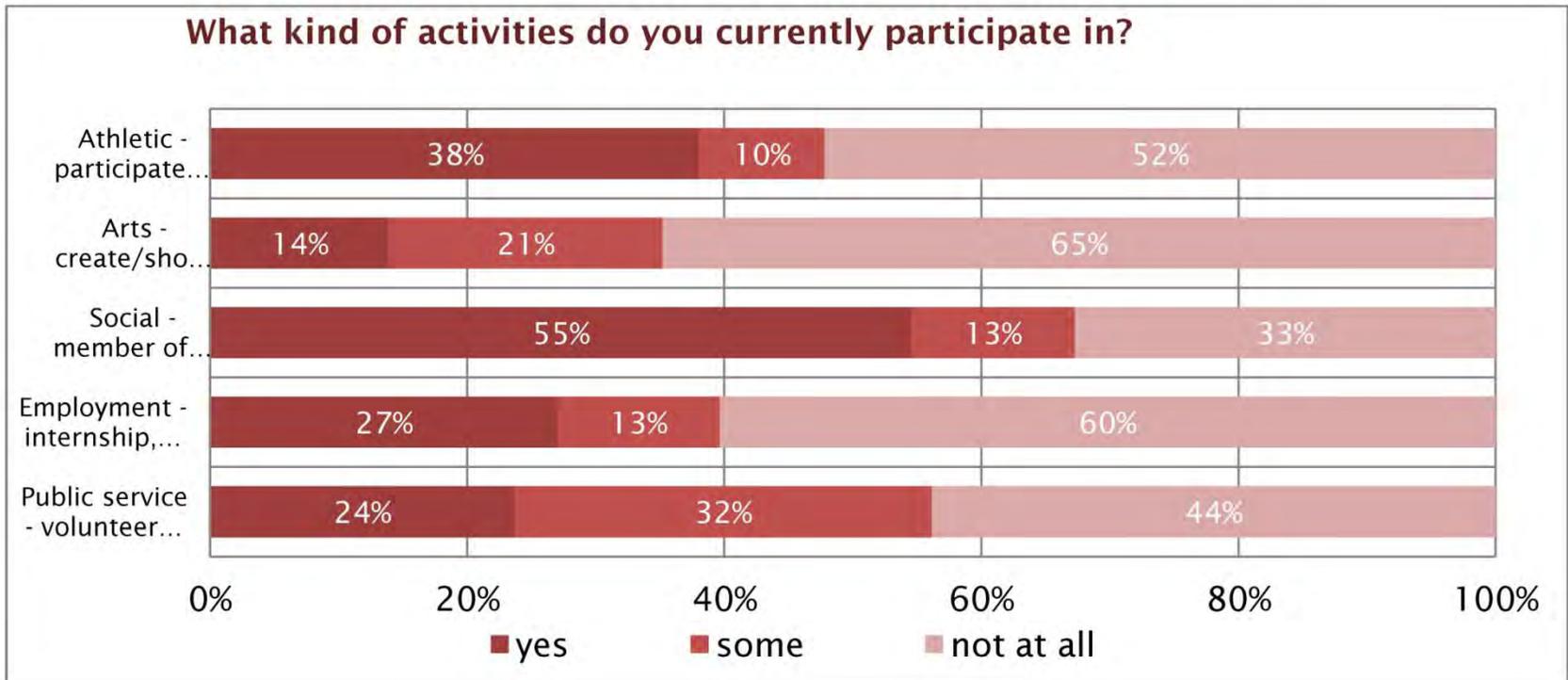
yes	maybe	no	
81%	18%	2%	Enjoyable place to live
28%	56%	15%	Plan on coming back after working elsewhere
13%	59%	28%	Plan on living in Edmonds after graduation

Young adult residents – recommendations for Edmonds



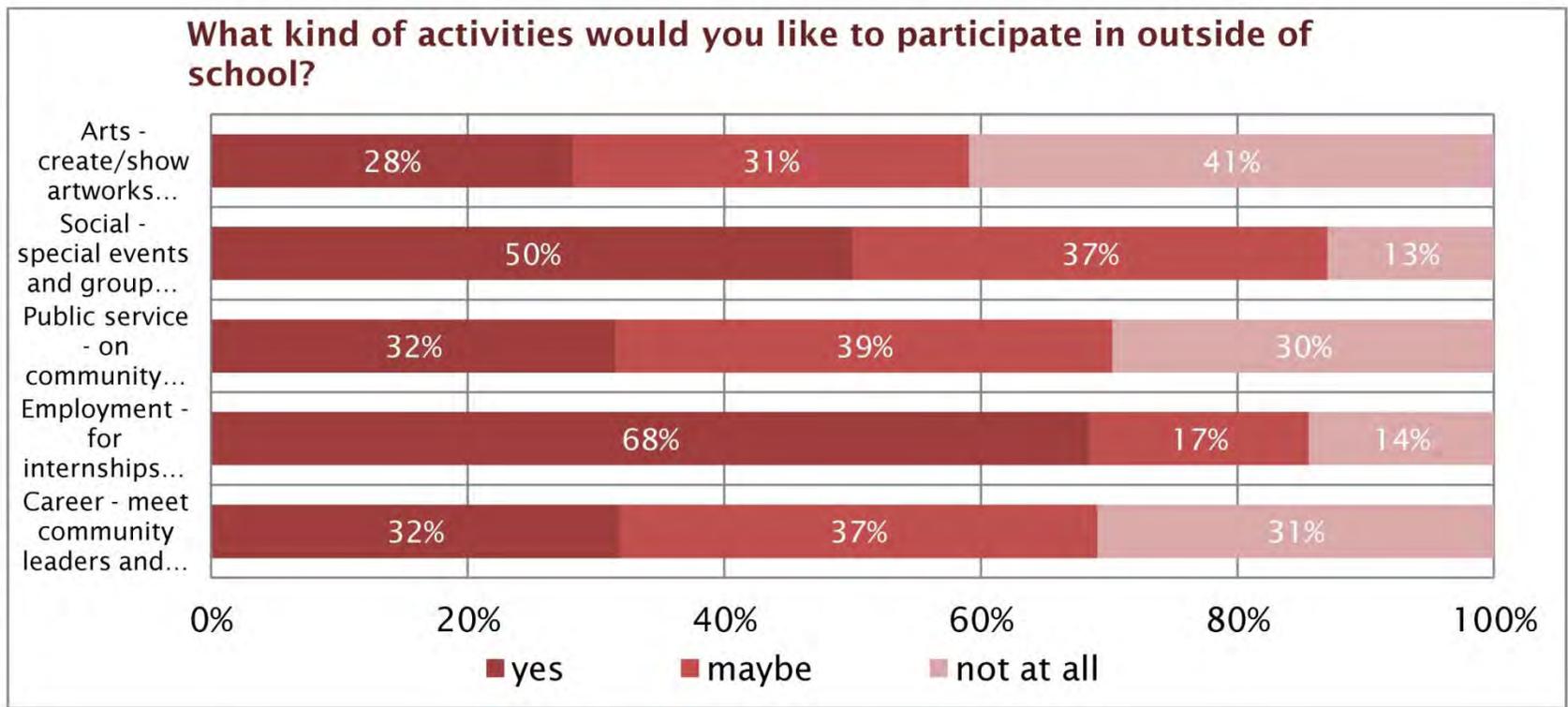
a lot	some	little	no	
66%	21%	8%	5%	Visit Edmonds
13%	44%	28%	15%	Work in Edmonds
40%	45%	8%	7%	Live in Edmonds

Young adult residents – current activities



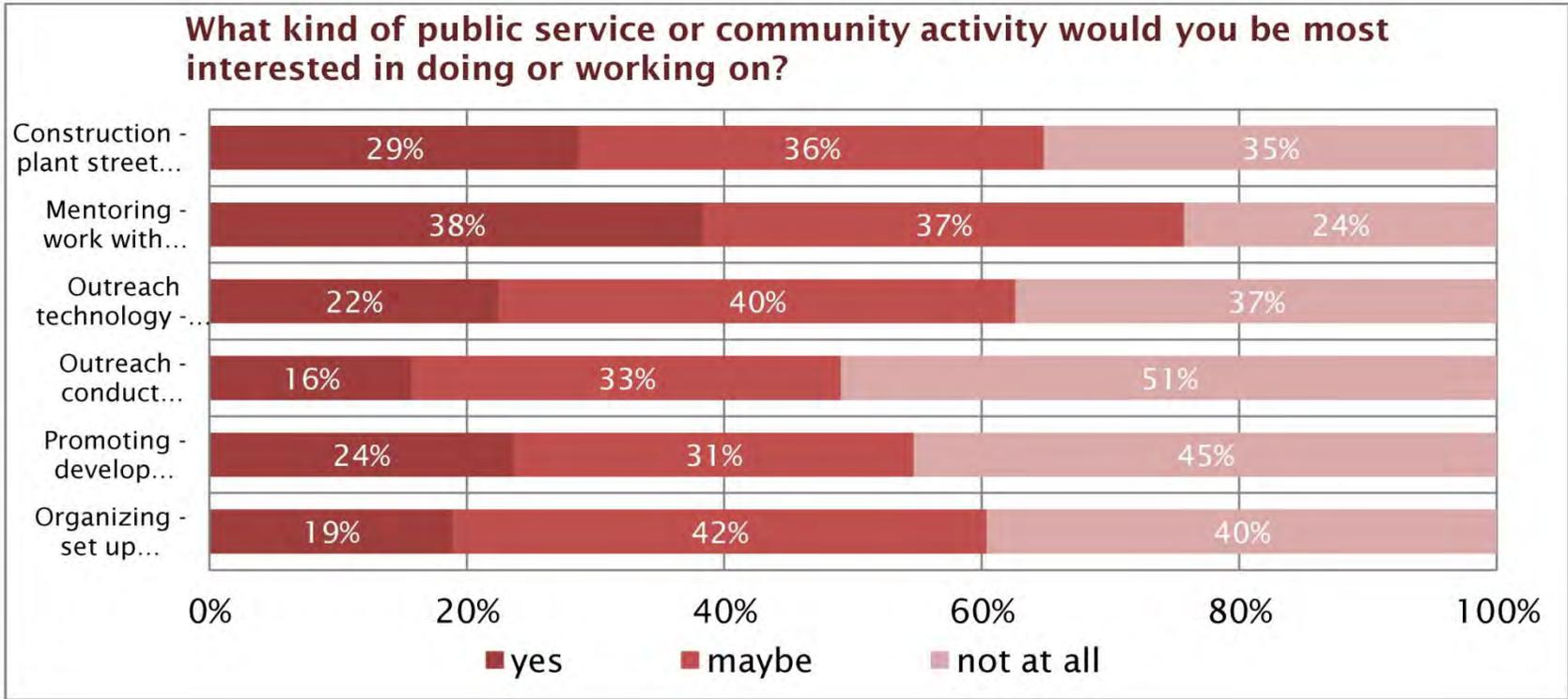
yes	some	no	
38%	10%	52%	Athletic – participate in school or league athletics
14%	21%	65%	Arts – create/show and assist with activities
55%	13%	33%	Social – member of school club or organization
27%	13%	60%	Employment – internship, part or full-time job
24%	32%	44%	Public service – volunteer with community organization

Young adult residents – like to activities



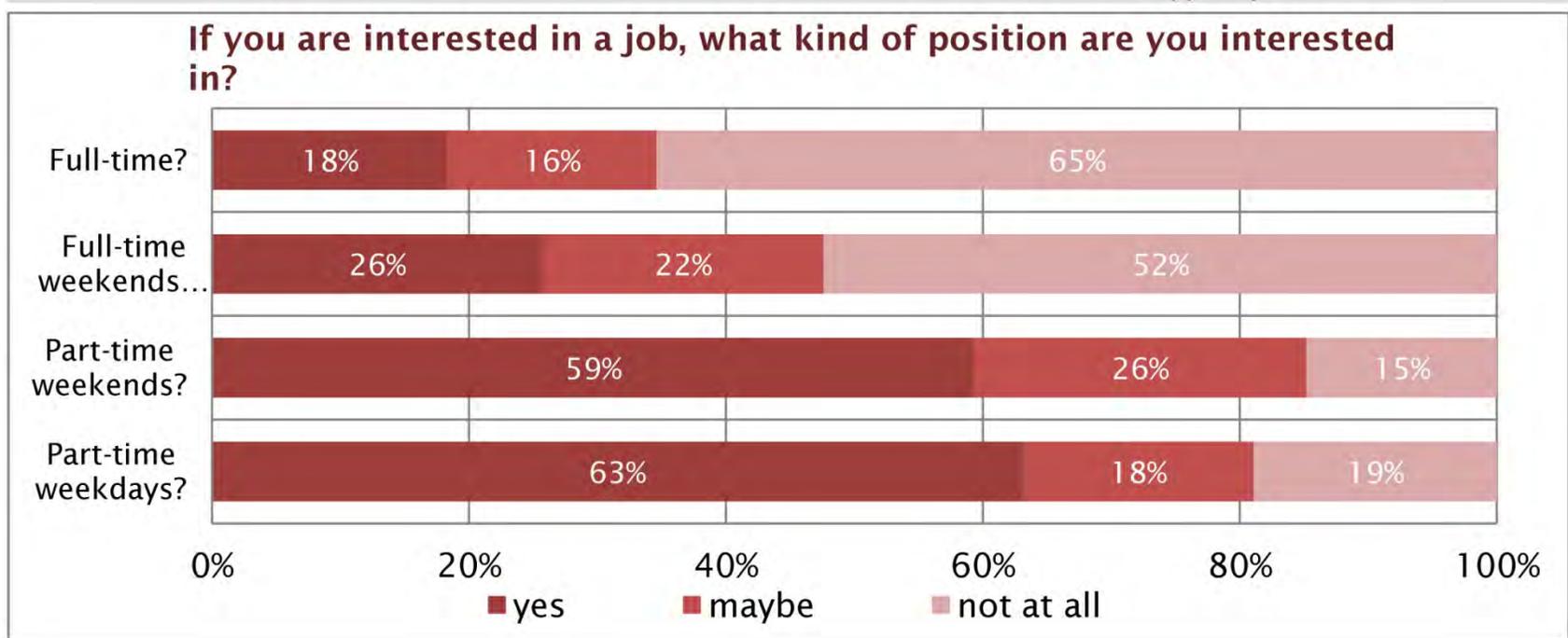
yes	maybe	no	
28%	31%	41%	Arts - crate/show artworks and assist with activities
50%	37%	13%	Social - special events and group activities
32%	39%	30%	Public service - on community projects or programs
68%	17%	14%	Employment - for internships or part or full-time jobs
32%	37%	31%	Career - meet community leaders and network

Young adult residents – public service interests



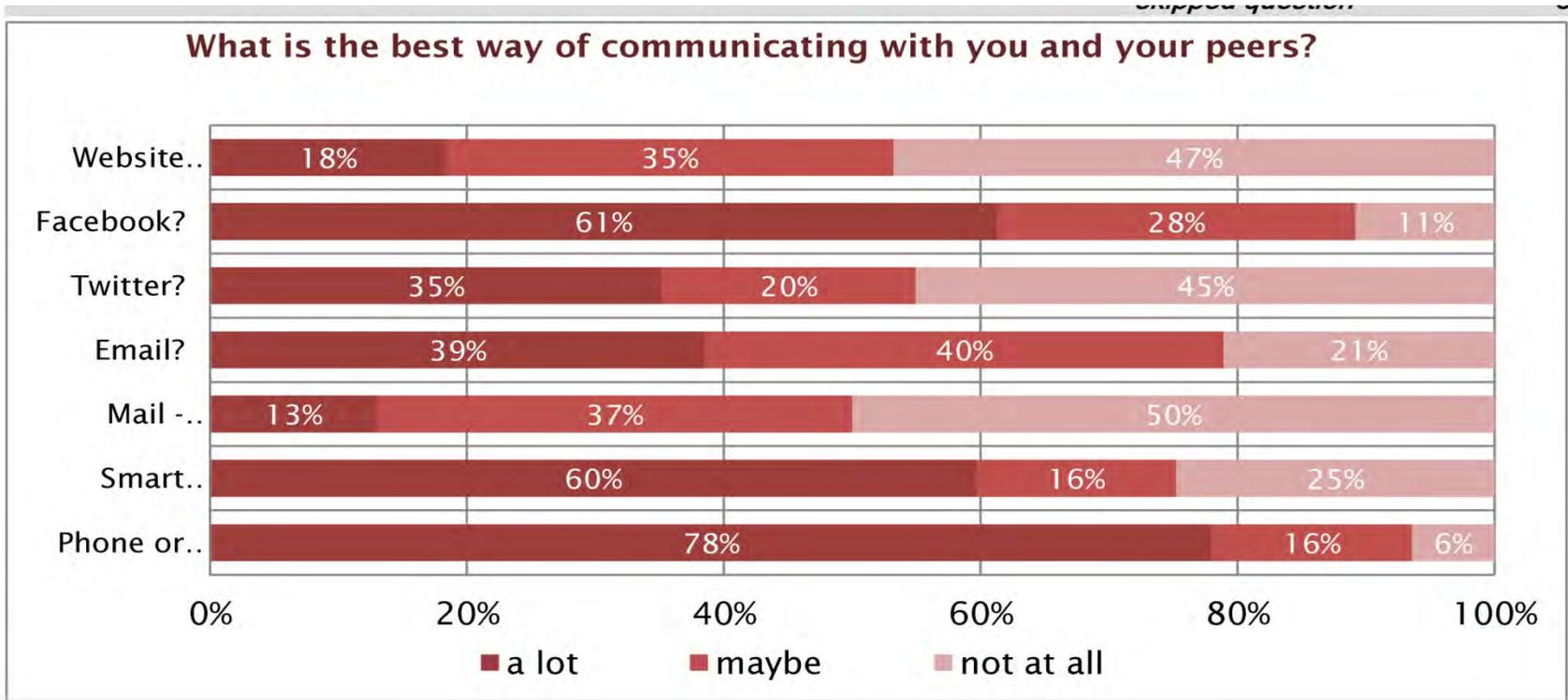
yes	maybe	no	
29%	36%	35%	Construction - plant street trees, build festival booths
38%	37%	24%	Mentoring - work with youth in programs or educational
22%	40%	37%	Outreach technology - develop websites, facebook
16%	33%	51%	Outreach - conduct surveys, interviews, other
24%	31%	45%	Promoting - develop posters, newspapers, websites
19%	42%	40%	Organizing - set up social or public service

Young adult residents – employment interests



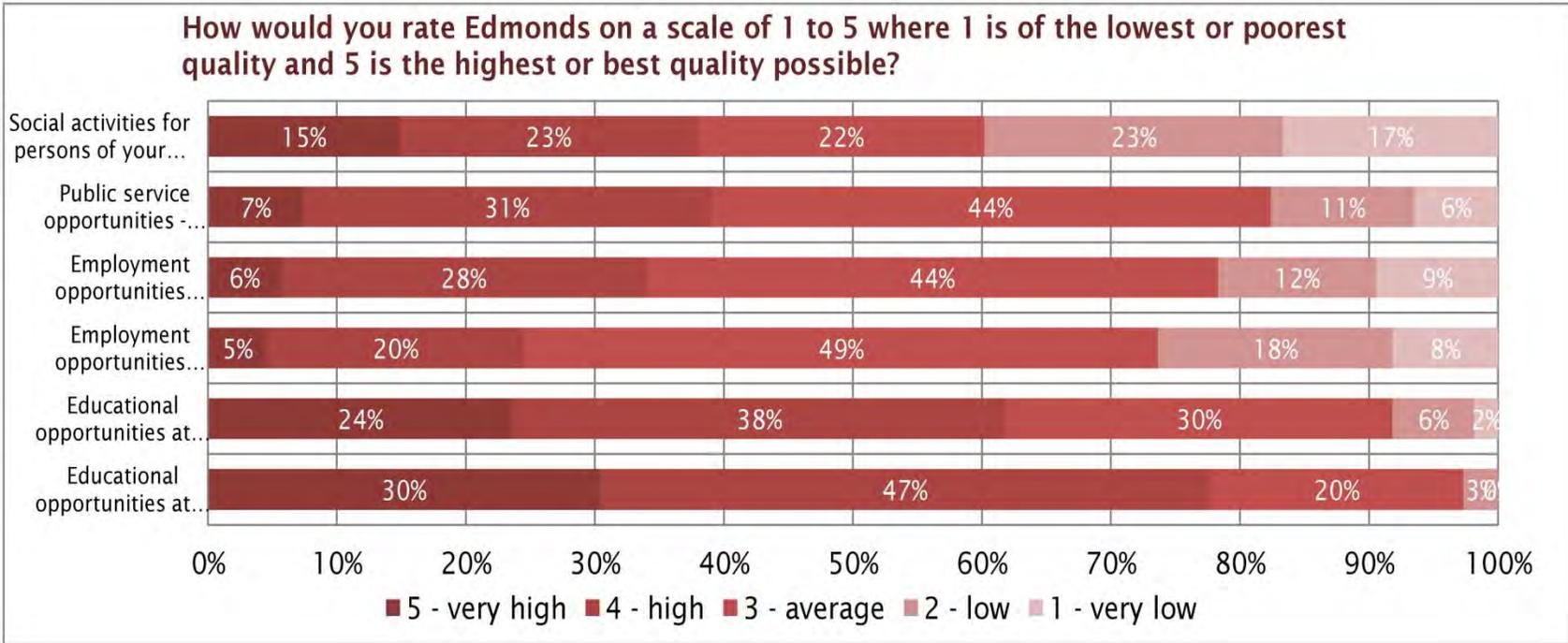
yes	maybe	no	
18%	16%	65%	Full-time
26%	22%	52%	Full-time weekends – Saturday, Sunday, and holidays
59%	26%	15%	Part-time weekends
63%	18%	19%	Part-time weekdays

Young adult residents – method of contact



yes	maybe	no	
18%	35%	47%	Website posting
61%	28%	11%	Facebook
35%	20%	45%	Twitter
39%	40%	21%	Email
13%	37%	50%	Mail
60%	16%	25%	Smart phone
78%	16%	6%	Phone or cell phone

Young adult residents – evaluation of Edmonds



5	4	3	2	1	
15%	23%	22%	23%	17%	Social activities for persons of your age group
7%	31%	44%	11%	6%	Public service opportunities - on community
6%	28%	44%	12%	9%	Employment opportunities after graduation
5%	20%	49%	18%	8%	Employment opportunities part of full-time
24%	38%	30%	6%	2%	Educational opportunities at EdCC or nearby
30%	47%	20%	3%	0%	Educational opportunities at High School

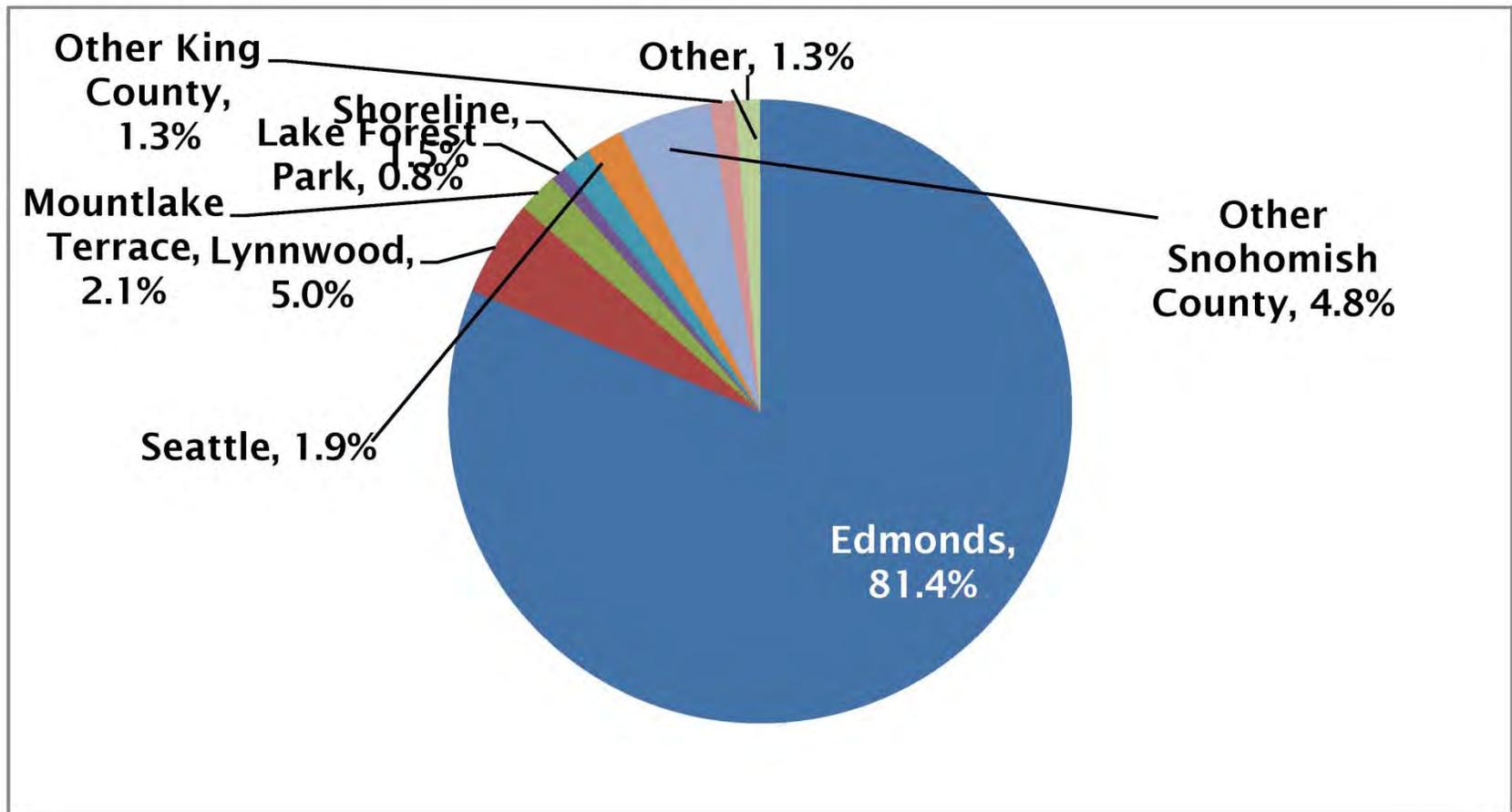
Young adult residents – strategic recommendations

Edmonds youth are a significant resource that needs to be optimized for civic and economic development!

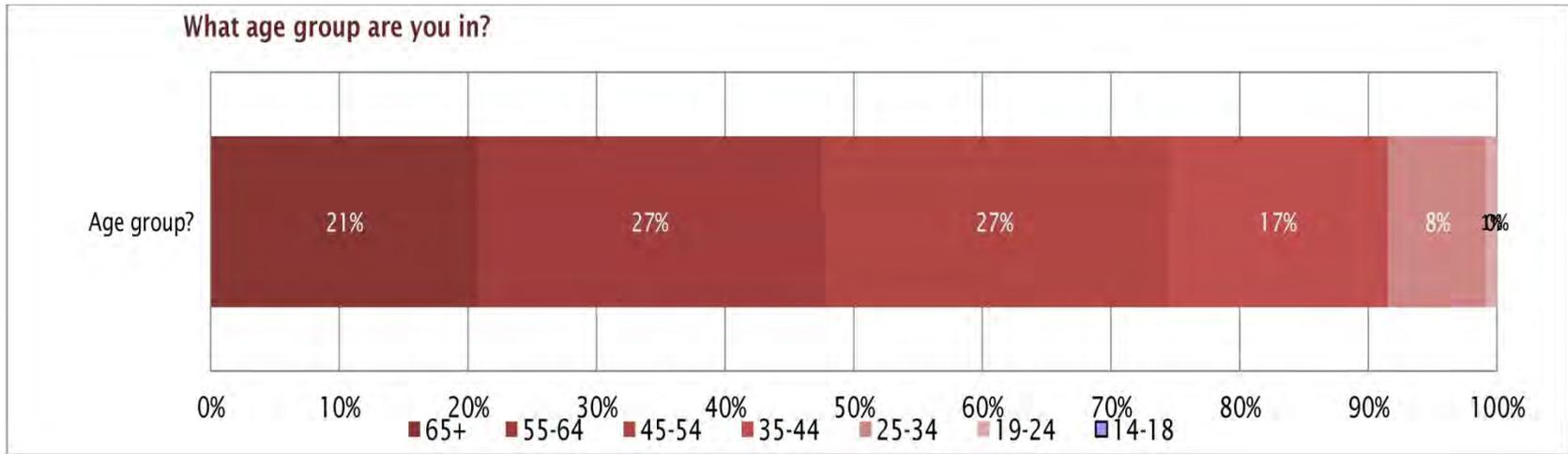
Action	Performance
<u>Participation</u> – create opportunities to participate in community organizations and events	<ul style="list-style-type: none">■ % of youth that participate in organizations and events■ % that participate that indicate they want to■ % organizations that can find youth to participate■ # of projects completed by youth
<u>Employment</u> – create youth job placement service	<ul style="list-style-type: none">■ % of youth employed■ % that can find work that want work■ % employers that can find youth that want youth employees
<u>Activities</u> – create youth-oriented programs and places	<ul style="list-style-type: none">■ % youth that frequent or participate■ % youth indicate they are satisfied

1: Survey results - customers

Customers – characteristics (484 responses)

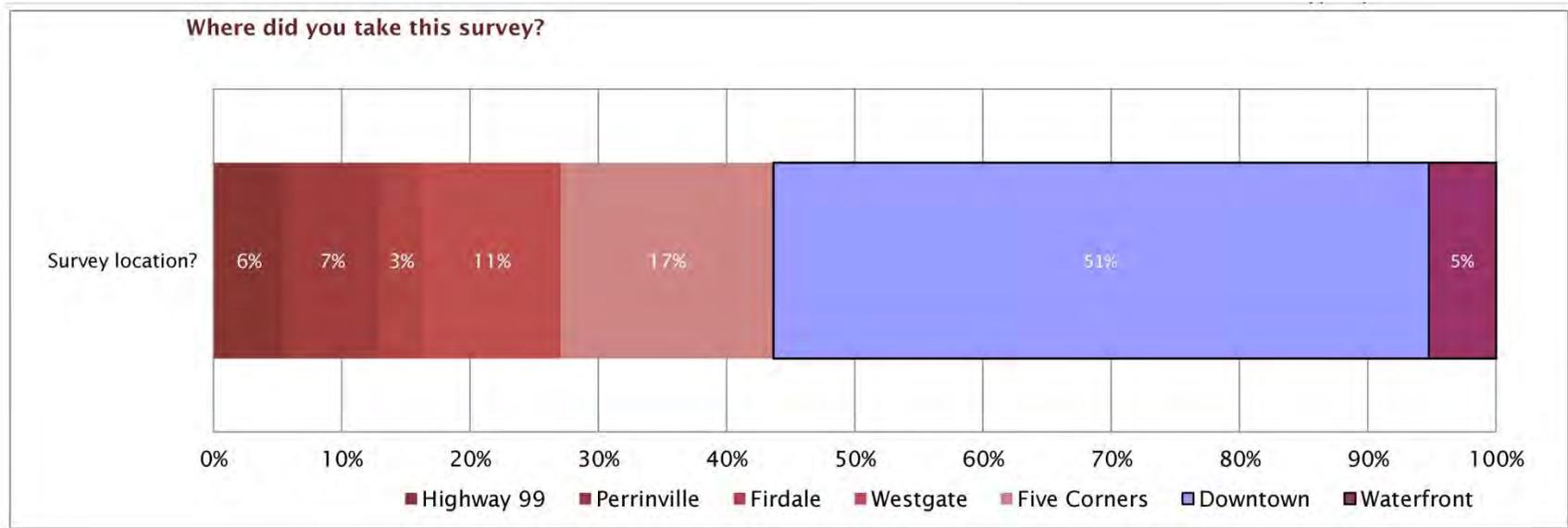


Customers – characteristics of age



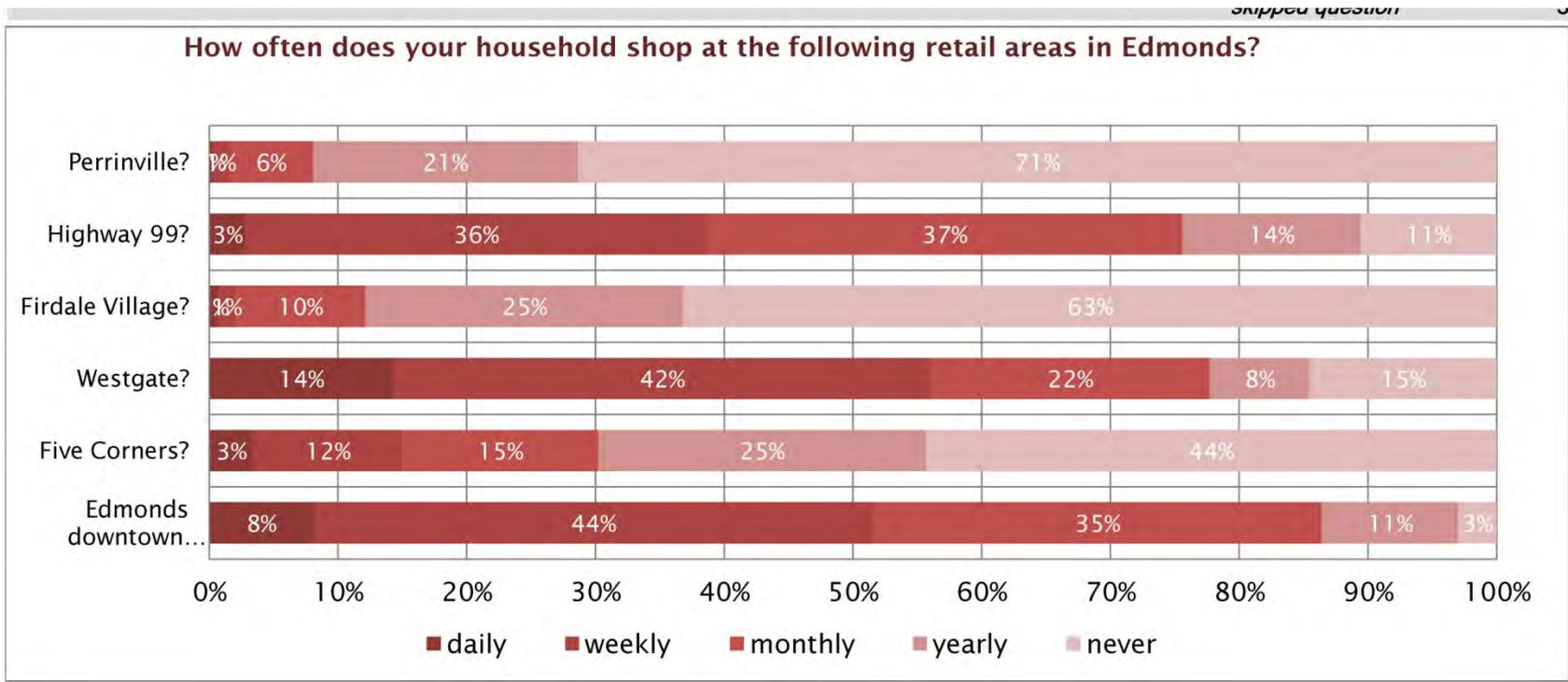
65+	55-64	45-54	35-44	25-34	19-24	14-18	Age group
21%	27%	27%	17%	8%	1%	0%	

Customers – characteristics of source of survey



99	Prnv	Fir	West	5 cr	Dwn	Wtrft	Location
6%	7%	3%	11%	17%	51%	5%	Location

Customers – retail behavior



Daily	Weekly	Monthly	Yearly	Never	
0%	1%	6%	21%	71%	Perrinville
3%	36%	37%	14%	11%	Highway 99
1%	1%	10%	25%	63%	Firdale Village
14%	42%	22%	8%	15%	Westgate
3%	12%	15%	25%	44%	Five Corners
8%	44%	35%	11%	3%	Downtown Edmonds

Customers – behavior in other cities



Daily	Weekly	Monthly	Yearly	Never	
1%	4%	14%	32%	50%	Mill Creek
2%	19%	34%	21%	23%	Shoreline
2%	4%	18%	25%	51%	Mountlake Terrace
1%	2%	7%	26%	63%	Bothell
4%	42%	42%	9%	3%	Lynnwood

Customers – behavior in regional malls



Daily	Weekly	Monthly	Yearly	Never	
0%	2%	20%	50%	28%	Northgate Mall
0%	10%	59%	28%	4%	Alderwood Mall

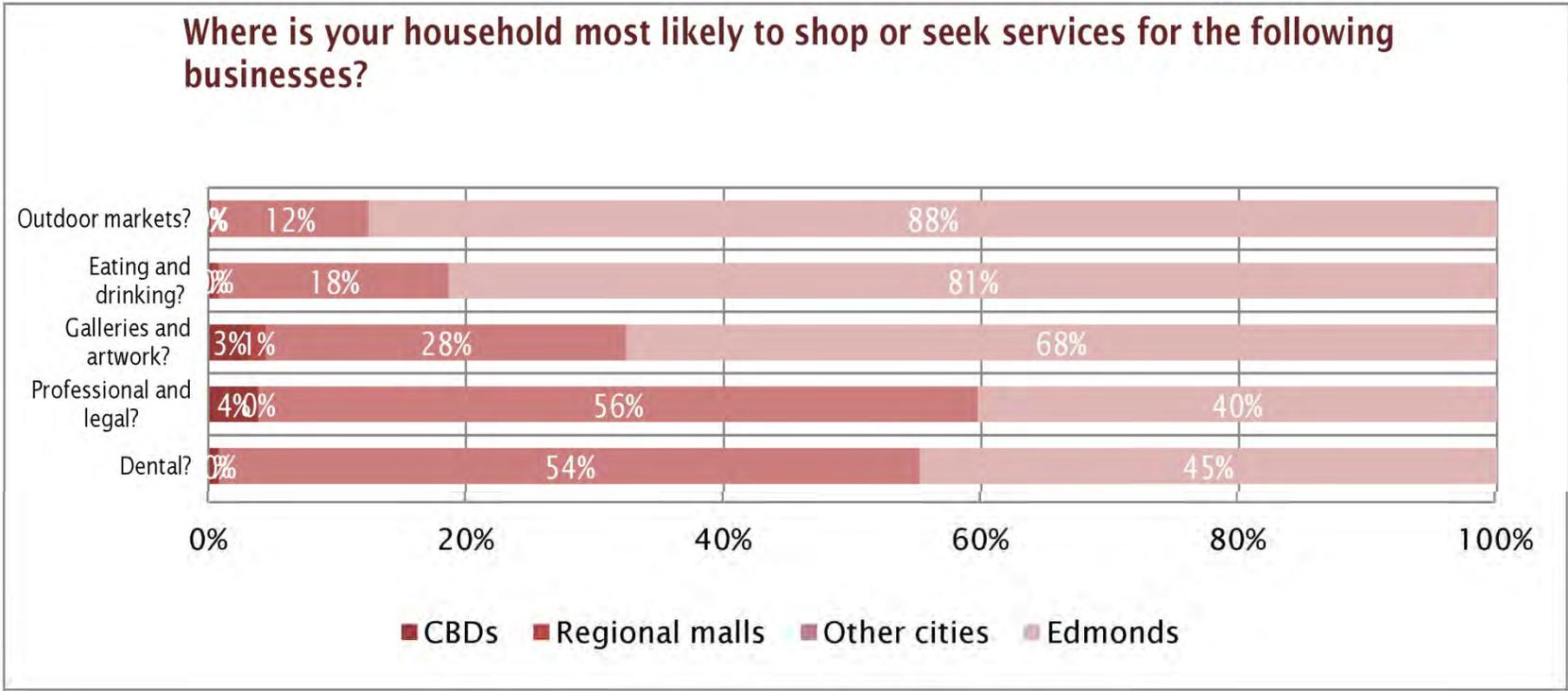
Customers – behavior in CBDs



Daily	Weekly	Monthly	Yearly	Never	
2%	9%	30%	40%	19%	Seattle
0%	2%	6%	28%	65%	Everett

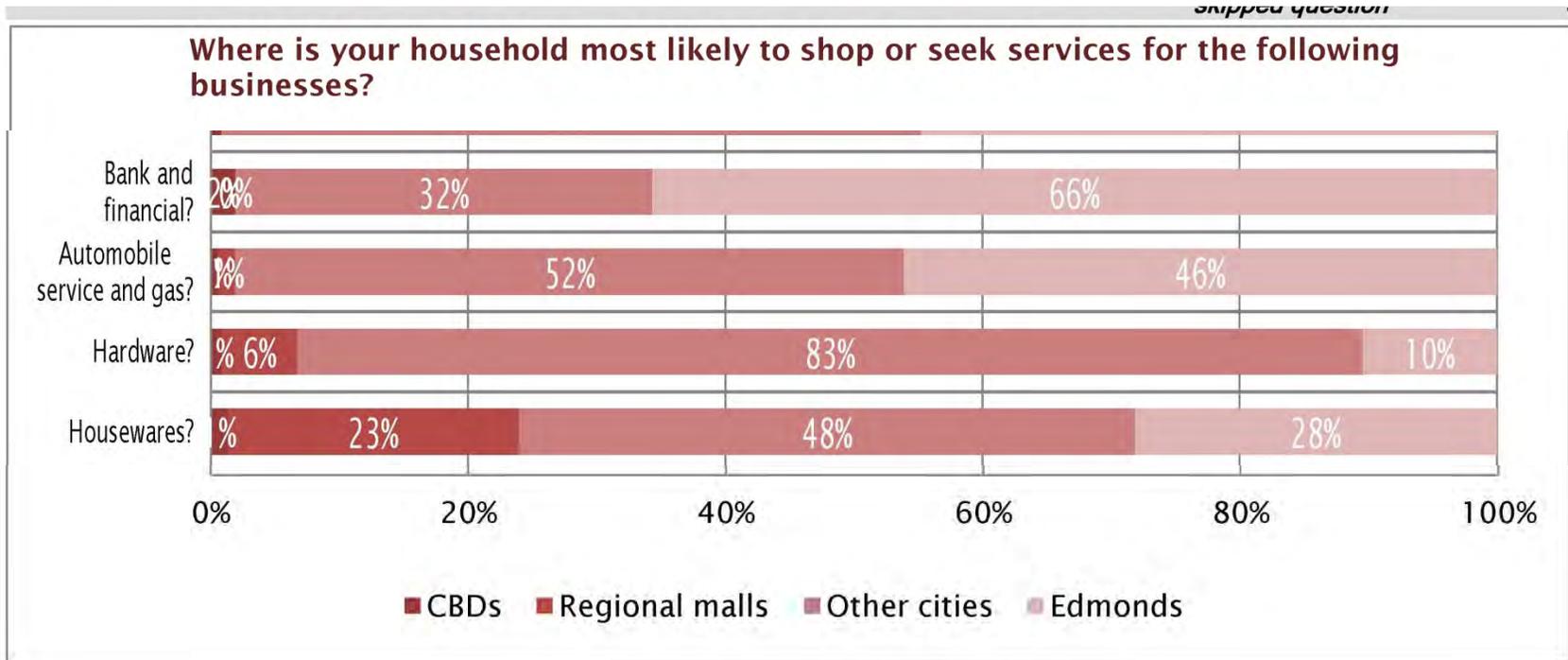
Customers – behavior for specific services

skipped question



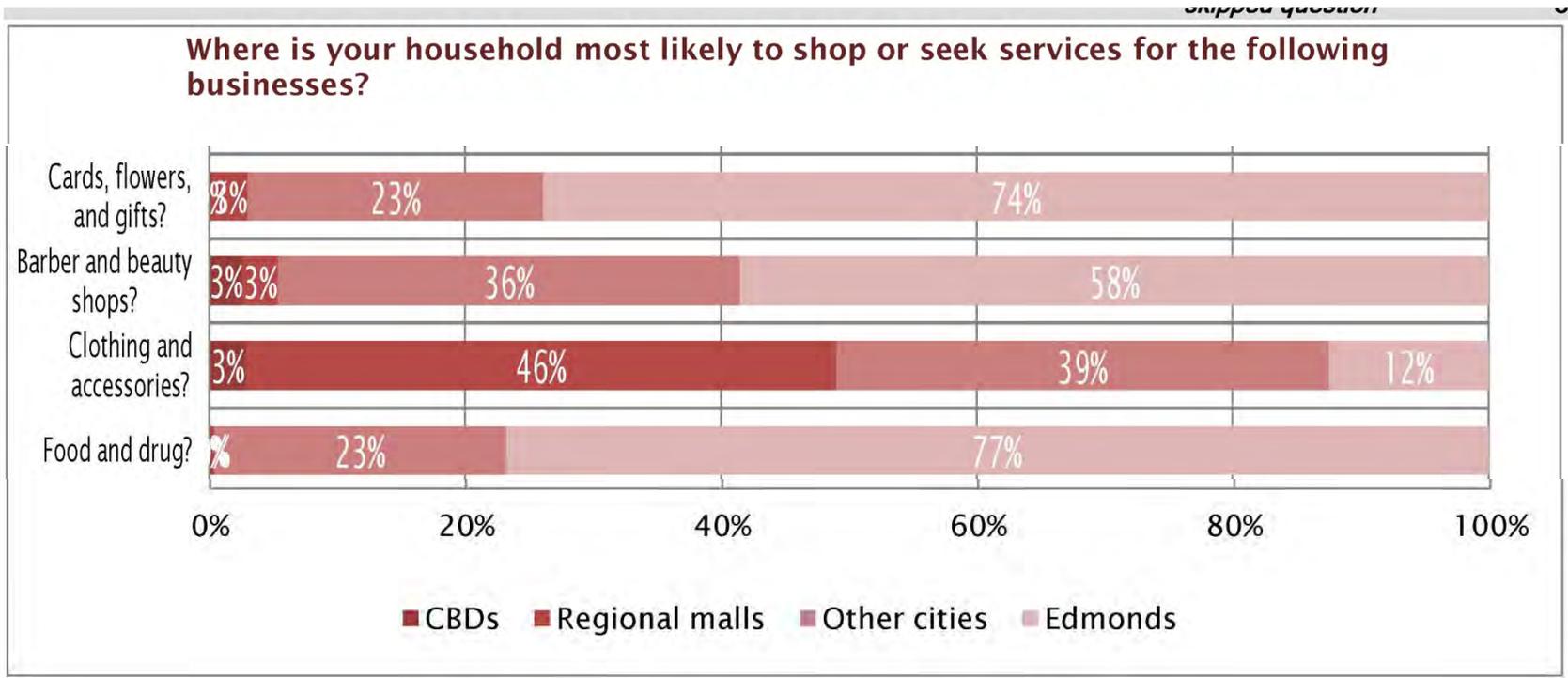
CBDs	Malls	Cities	Edmonds	
0%	0%	12%	88%	Outdoor markets
0%	0%	18%	81%	Eating and drinking
3%	1%	28%	68%	Galleries and artworks
4%	0%	56%	40%	Professional and legal
1%	0%	54%	45%	Dental

Customers – behavior for specific services



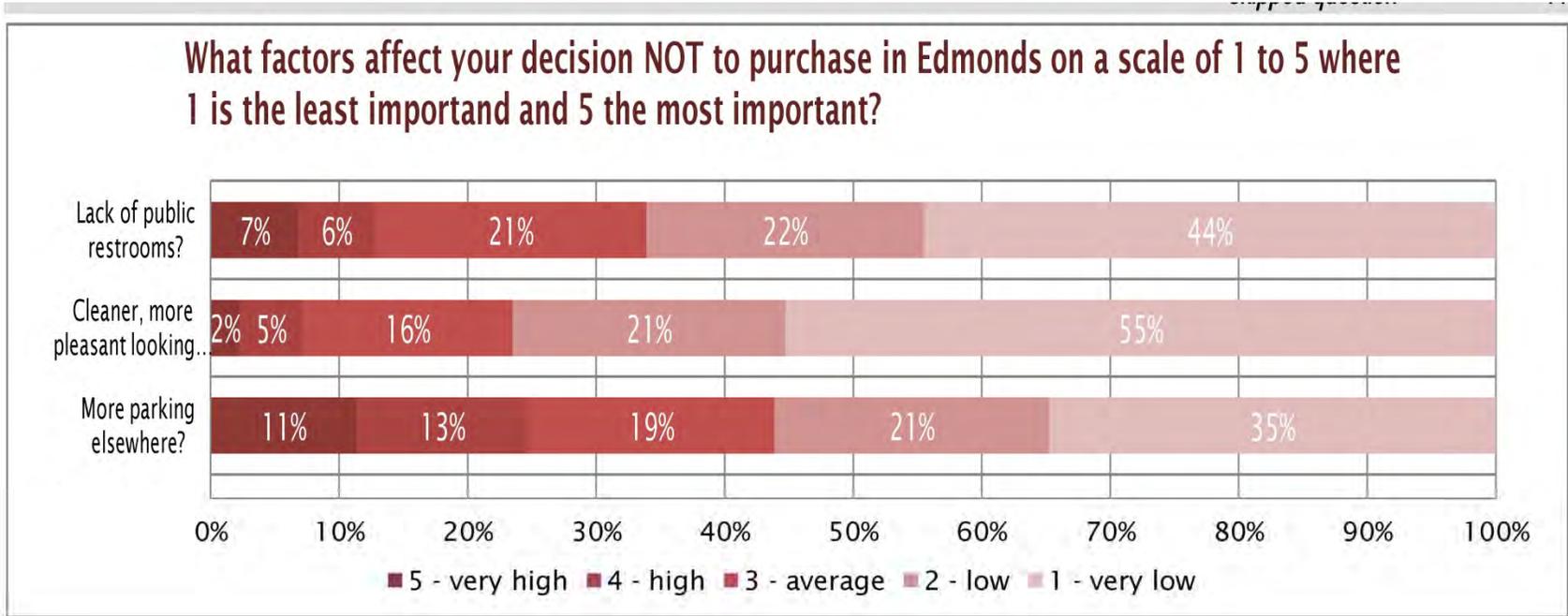
CBDs	Malls	Cities	Edmonds	
2%	0%	32%	66%	Bank and financial
1%	1%	52%	46%	Automobile service and gas
1%	6%	83%	10%	Hardware
1%	23%	48%	28%	Housewares

Customers – behavior for specific services



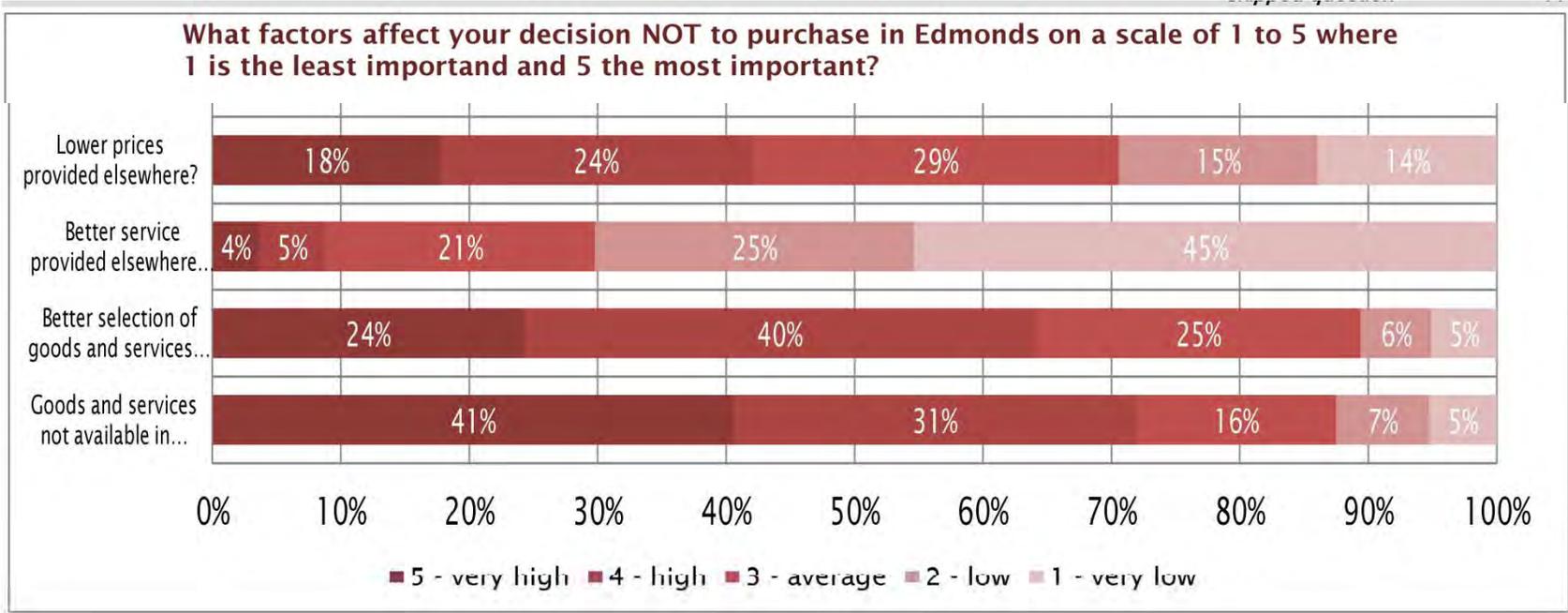
CBDs	Malls	Cities	Edmonds	
0%	3%	23%	74%	Cards, flowers, and gifts
3%	3%	36%	58%	Barber and beauty shops
3%	46%	39%	12%	Clothing and accessories
0%	0%	23%	77%	Food and drug

Customers – reasons for behavior



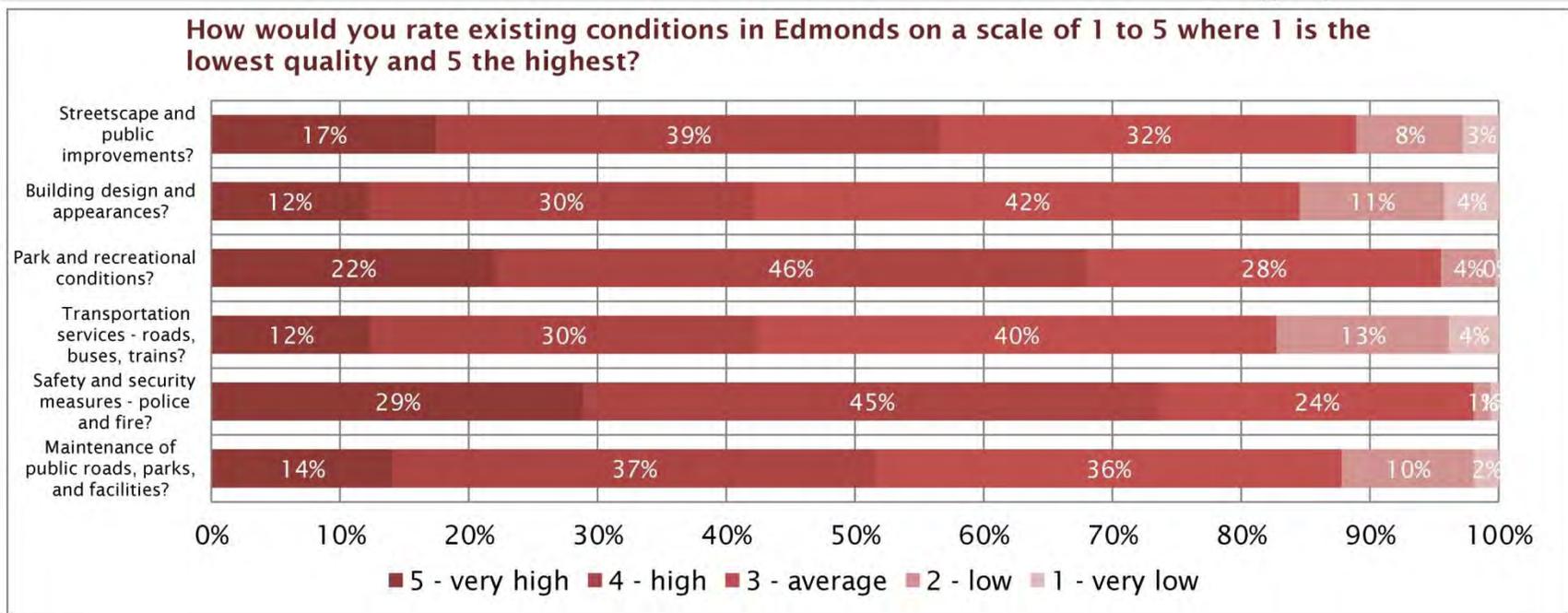
5	4	3	2	1	
7%	6%	21%	22%	44%	Lack of public restrooms
2%	5%	16%	21%	55%	Cleaner, more pleasant looking stores
11%	13%	19%	21%	35%	More parking

Customers – reasons for behavior



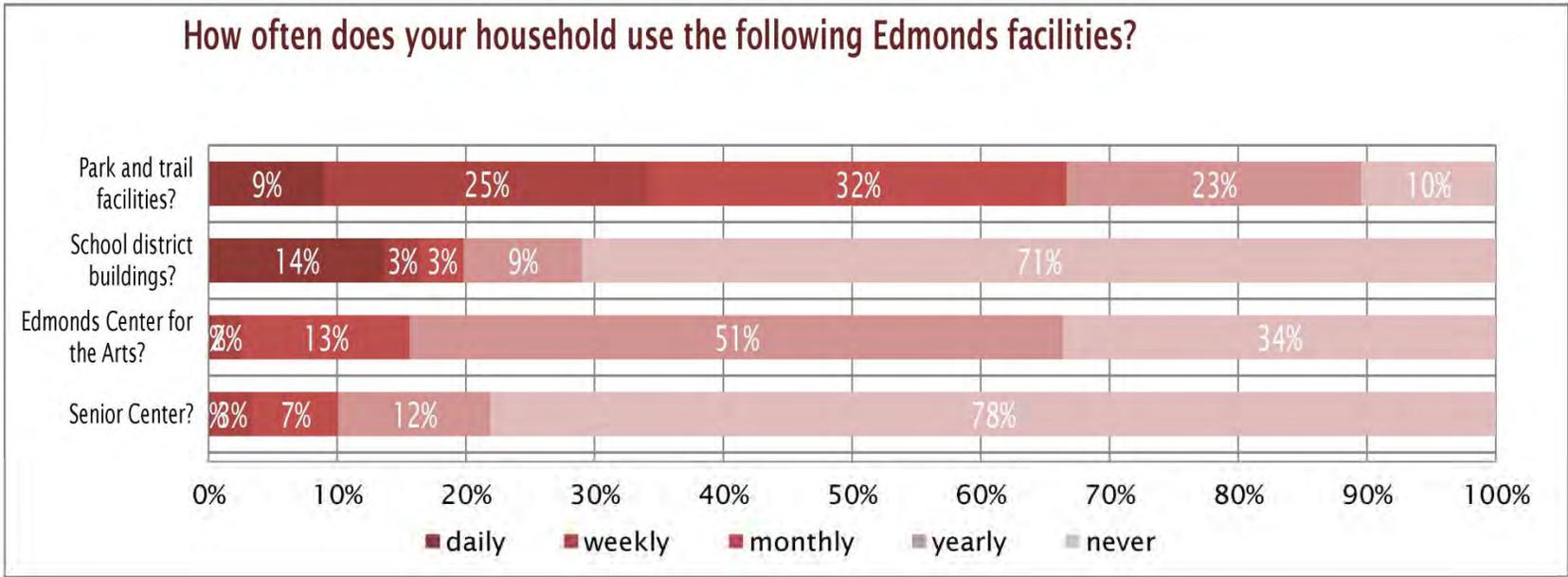
5	4	3	2	1	
18%	24%	29%	15%	14%	Lower prices
4%	5%	21%	25%	45%	Better service
24%	40%	25%	6%	5%	Better selection goods and services
41%	31%	16%	7%	5%	Goods and services not available in Edmonds

Customers – rate conditions



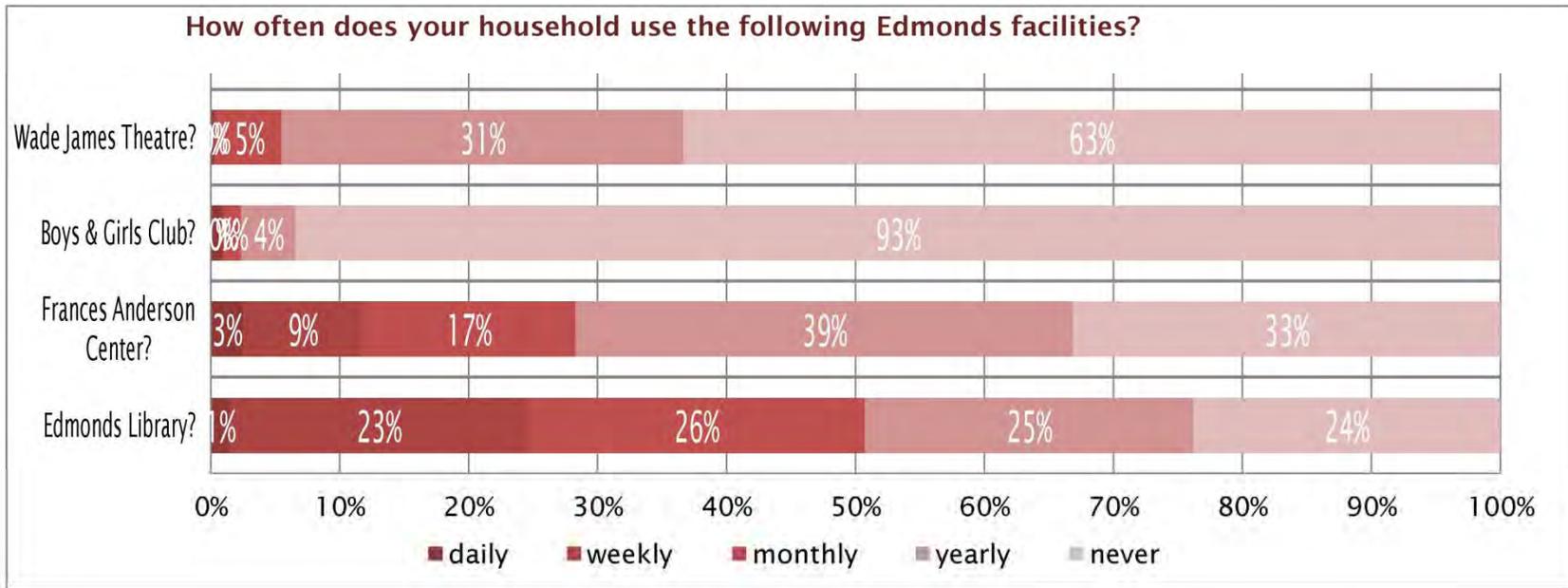
5	4	3	2	1	
17%	39%	32%	8%	3%	Streetscape and public improvements
12%	30%	42%	11%	4%	Building design and appearances
22%	46%	28%	4%	0%	Park and recreational conditions
12%	30%	40%	13%	4%	Transportation services – roads, buses, trains
29%	45%	24%	1%	1%	Safety and security measures – police and fire
14%	37%	36%	10%	2%	Maintenance of public roads, parks, and facilities

Customers – use public facilities



Daily	Weekly	Monthly	Yearly	Never	
9%	25%	32%	23%	10%	Park and trail facilities
14%	3%	3%	9%	71%	School district buildings
0%	2%	13%	51%	34%	Edmonds Center for the Arts
0%	3%	7%	12%	78%	Senior Center

Customers – use public facilities



Daily	Weekly	Monthly	Yearly	Never	
0%	0%	5%	31%	63%	Wade James Theatre
1%	0%	1%	4%	93%	Boys & Girls Club
3%	9%	17%	39%	33%	Frances Anderson Center
1%	23%	26%	25%	24%	Edmonds Library

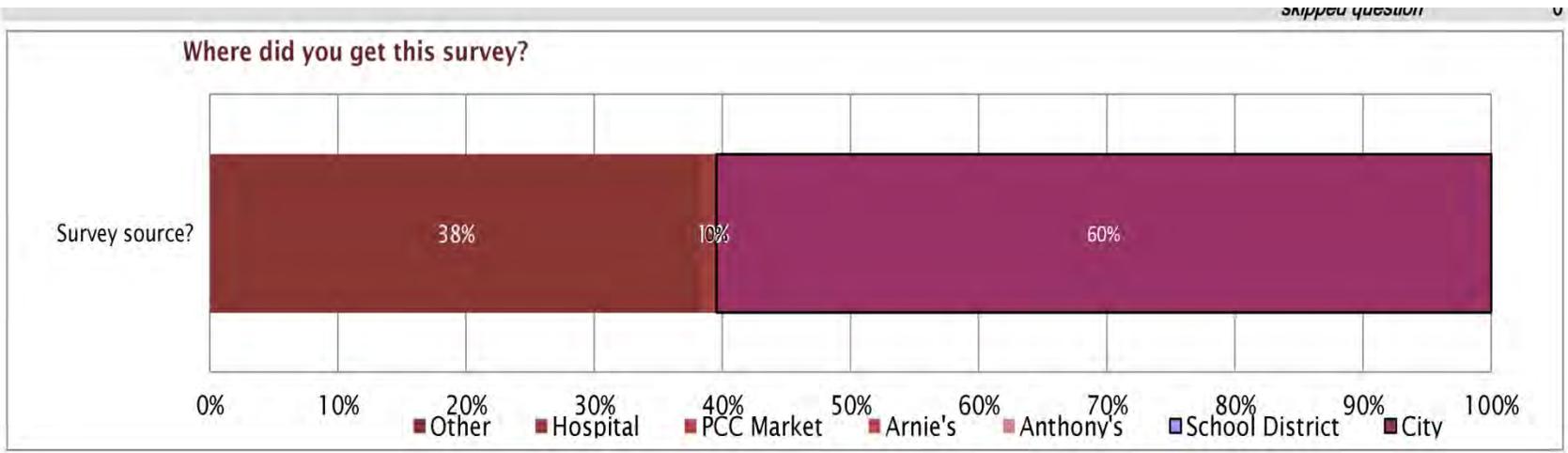
Customers – strategic recommendations

Edmonds retailers provide important community services and create significant public revenue that needs to be enhanced and expanded!

Action	Performance
<p>Market – identify and recruit retailers to fill critical gaps in retail sales and services – women’s clothing, professional, and dental downtown, Uwajimaya, Ikea, hardware on Highway 99, etc</p>	<ul style="list-style-type: none"> ■ # new retail businesses established ■ % increase in retail sales overall ■ % increase in target retail sales – clothing, hardware, housewares ■ % increase in sales of local residents
<p>Design – enhance retail frontage in downtown, develop more retail on Highway 99, Westgate, Firdale, Perrinville, Waterfront</p>	<ul style="list-style-type: none"> ■ # new/rehabilitation building projects ■ # building façade improvement projects ■ % customers rate high quality appearances
<p>Promote – initiate retail sales and other events and activities</p>	<ul style="list-style-type: none"> ■ # retail oriented events per year ■ # customers participating in events ■ \$ of sales generated by events
<p>Organize – coordinate retail related organizations and resources</p>	<ul style="list-style-type: none"> ■ Main St concept – DEMA/Chamber/City ■ Approval of BID or similar funding

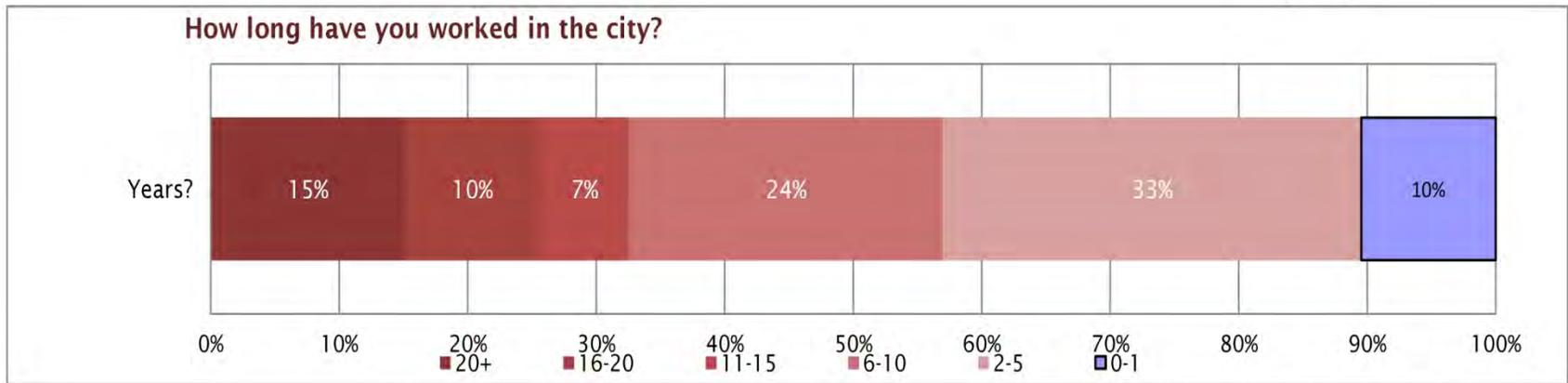
1: Survey results - employees

Employees – source of survey (86 responses)



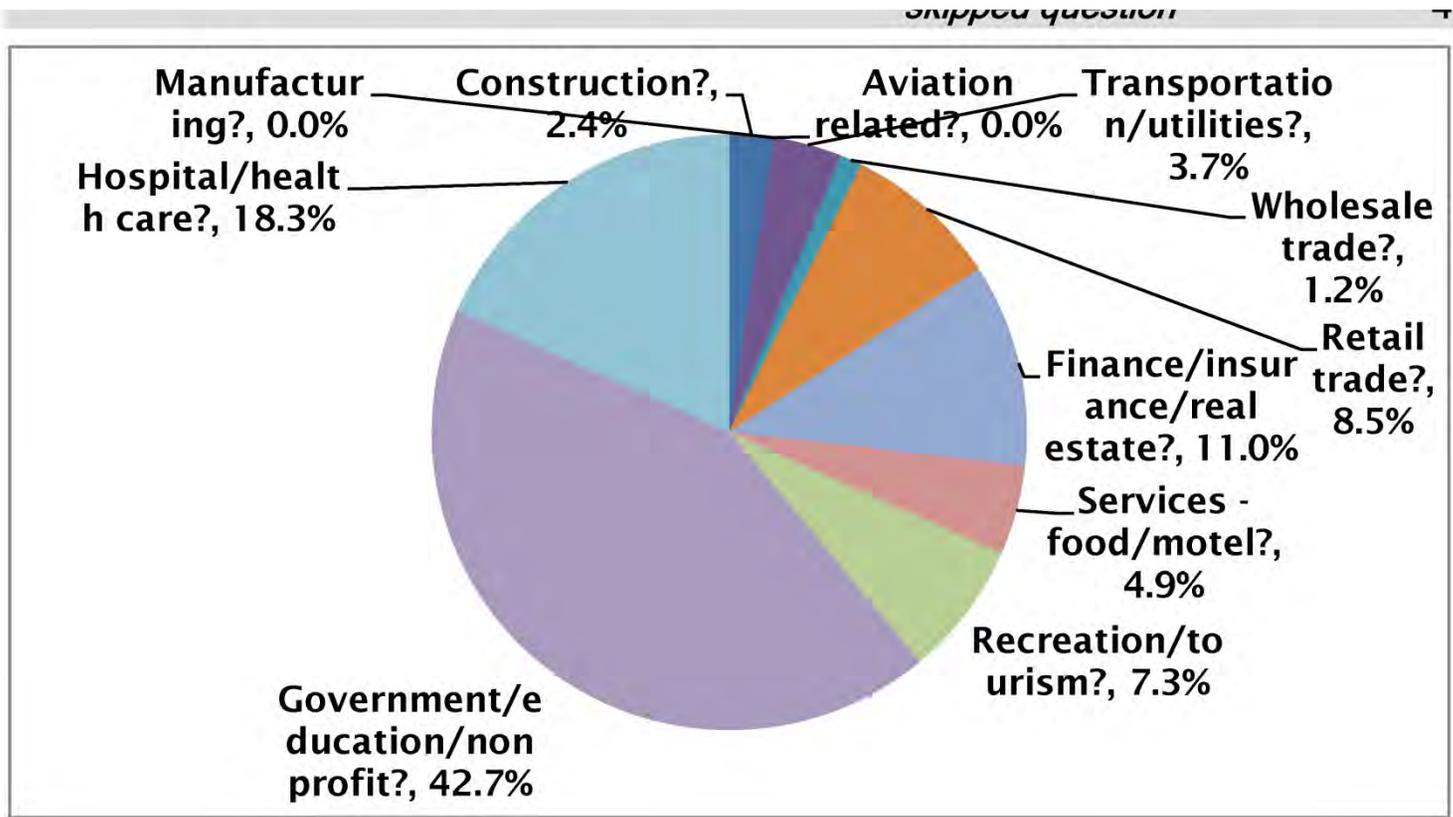
Other	Hosp	PCC	Arnie	Anthony	School	City	Source of survey
38%	1%	0%	0%	0%	0%	60%	Source of survey

Employees – years worked in city



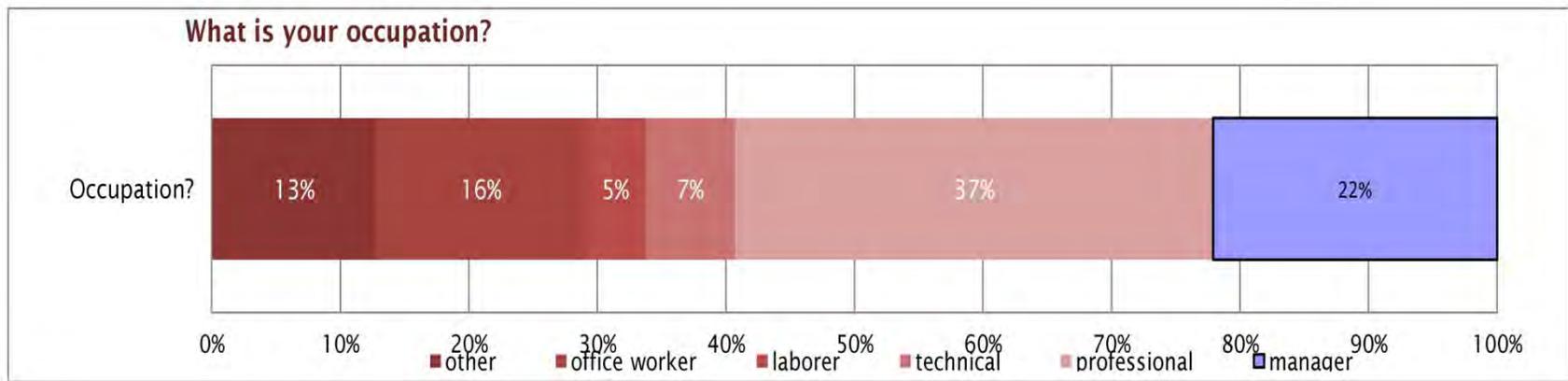
20+	16-20	11-15	6-10	2-5	0-1	Years worked in city
15%	10%	7%	24%	33%	10%	

Employees – employment sector



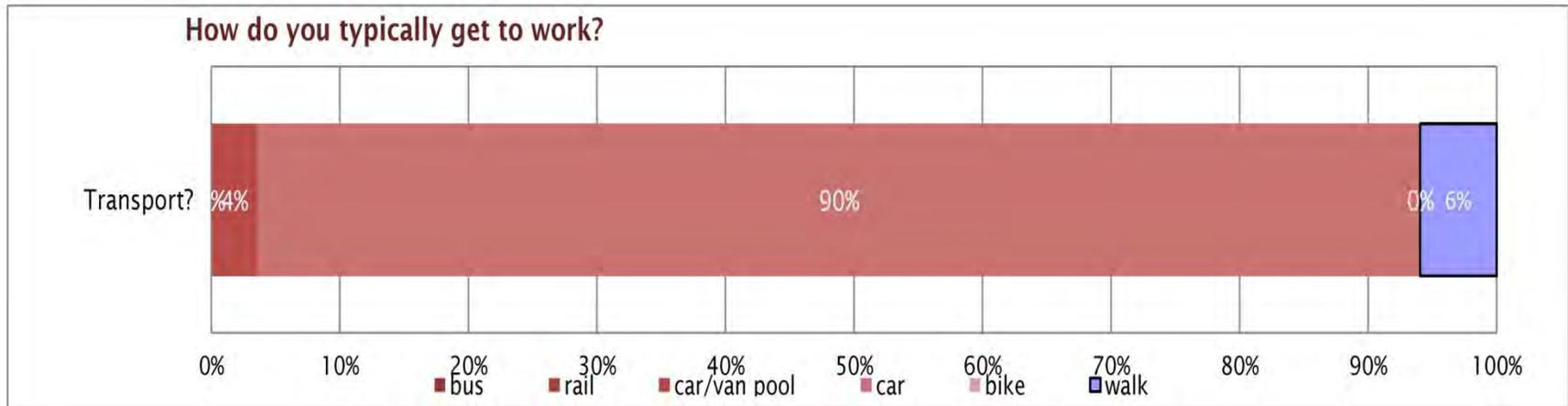
Hosp	Govt	Rctn	Food	Finance	Retail	Whole	Trans	Aviation	Mfg	Const	Sector
18%	43%	7%	5%	11%	9%	1%	4%	0%	0%	2%	Sector

Employees – occupation



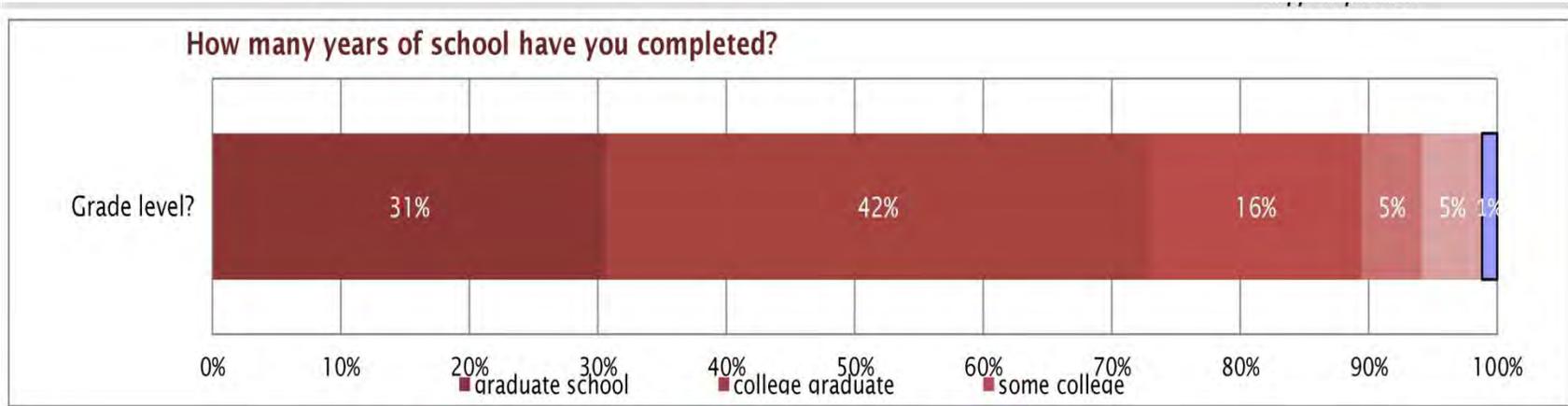
Other	Office	Labor	Tech	Prof	Mgr	Occupation
13%	16%	5%	7%	37%	22%	Occupation

Employees – method getting to work



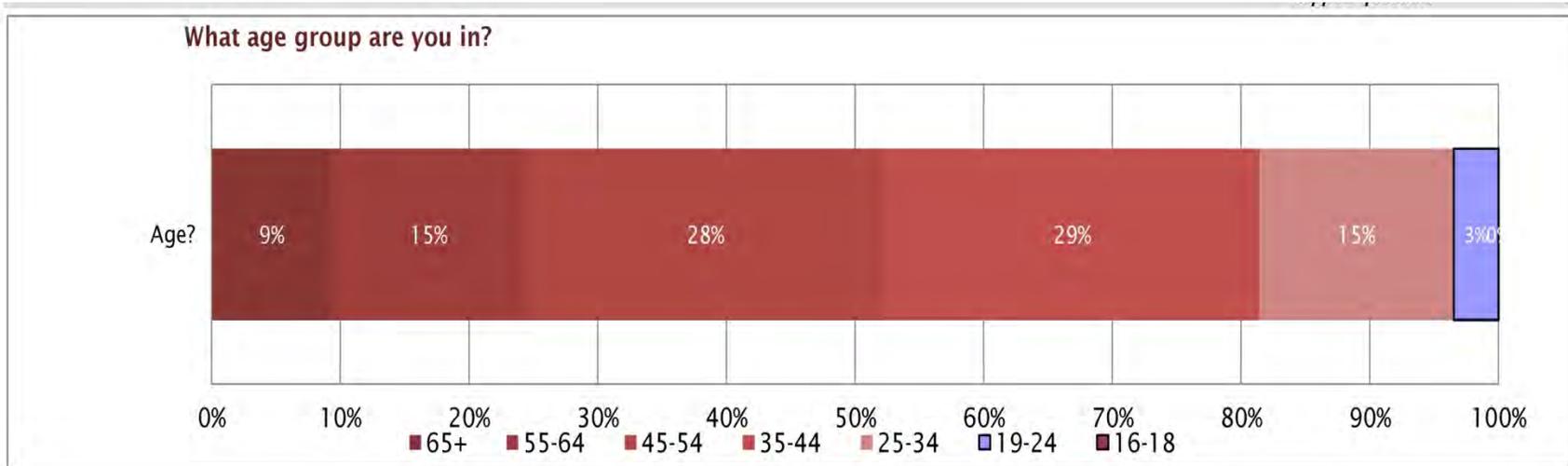
Bus	Rail	Car pool	Car	Bike	Walk	Method getting to work
0%	0%	4%	90%	0%	6%	

Employees – years of school



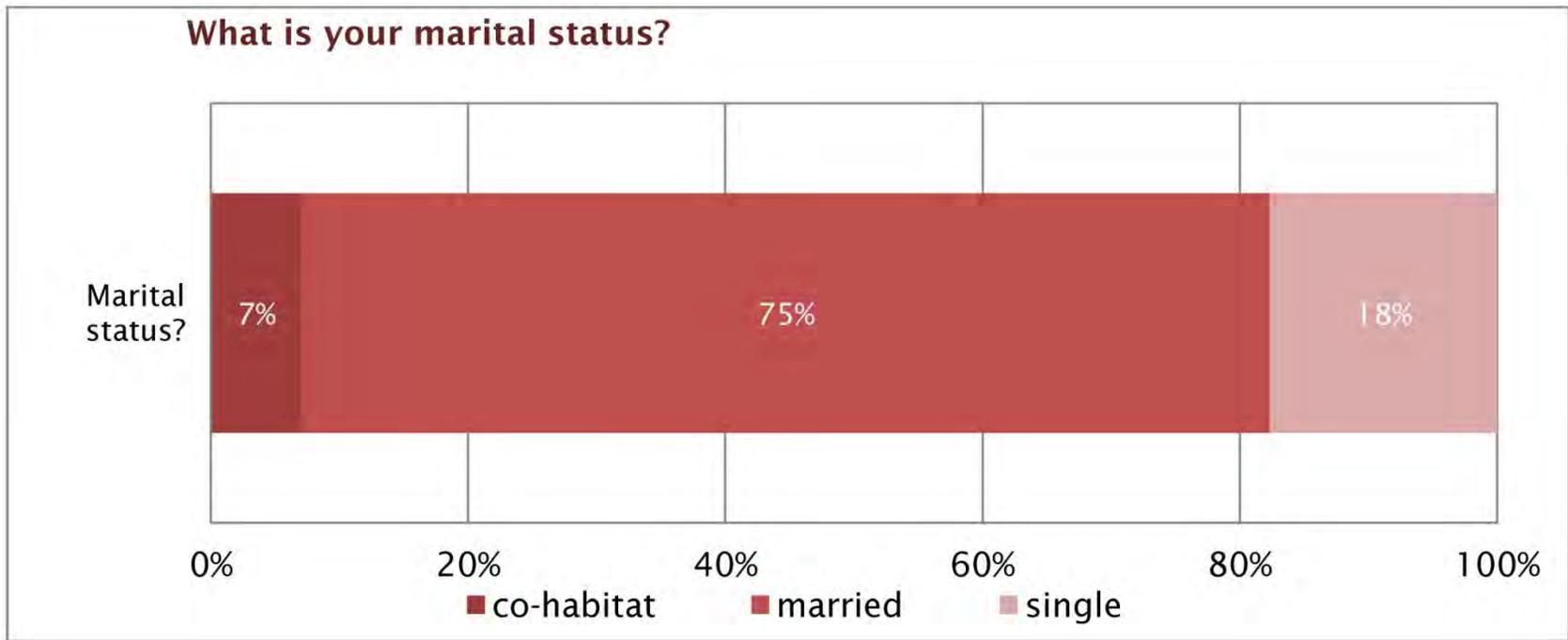
Grad schl	College	Some col	Tech	High sch	Grade schl	Years school
31%	42%	16%	5%	5%	1%	

Employees – age group



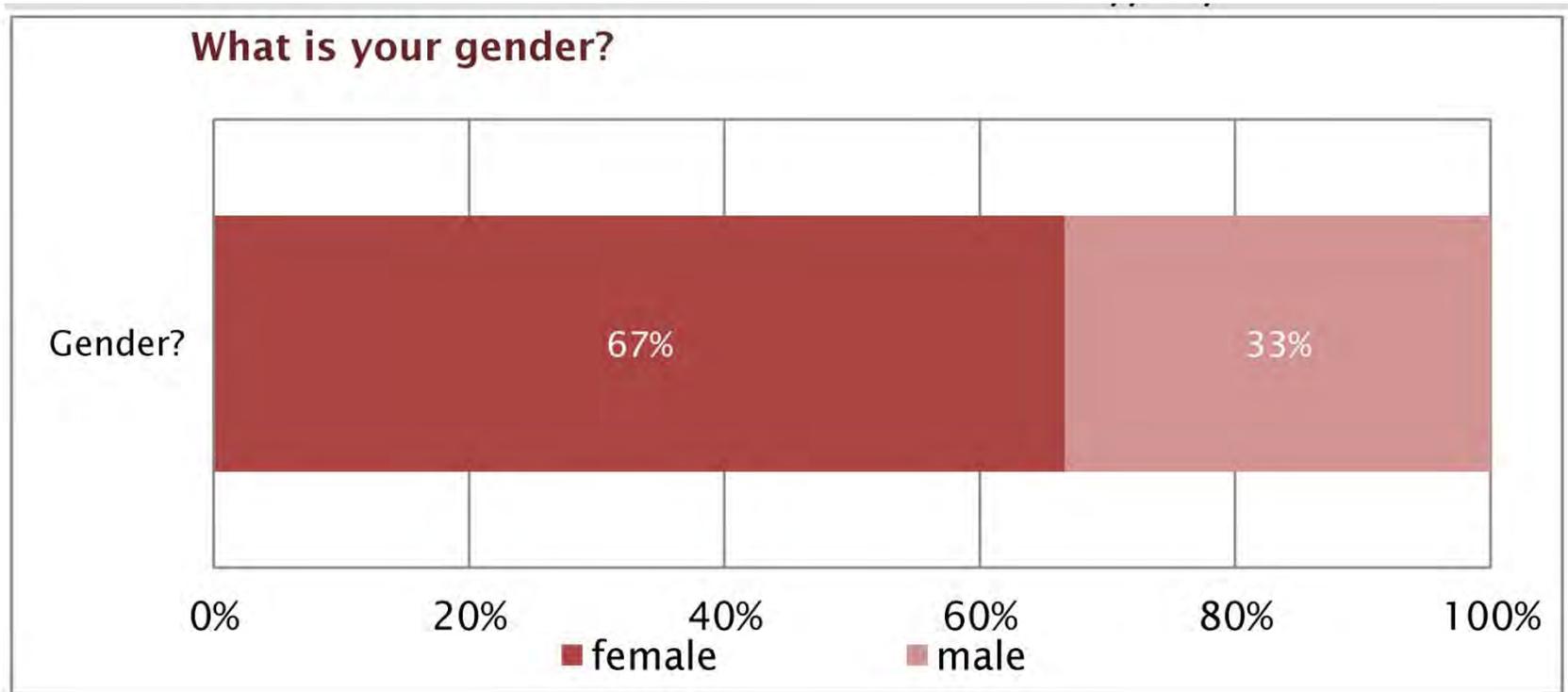
65+	55-64	45-54	35-44	25-34	19-24	16-18	Age group
9%	15%	28%	29%	15%	3%	0%	

Employees – marital status



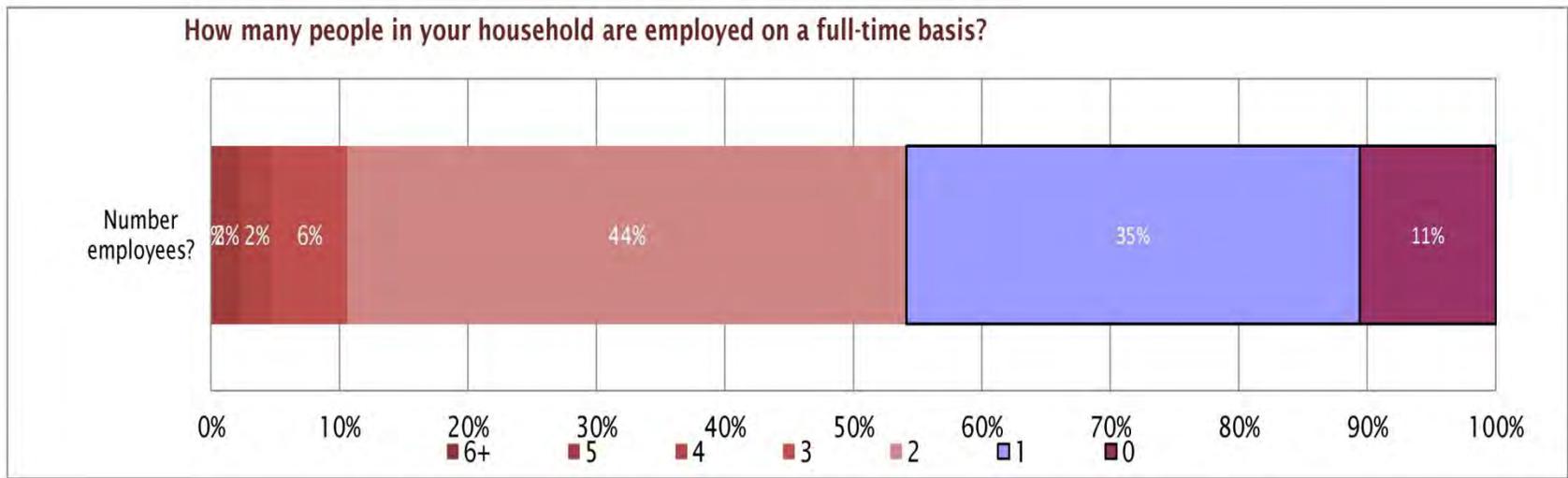
Co-habitat	Married	Single	Marital status
7%	75%	18%	Marital status

Employees – gender



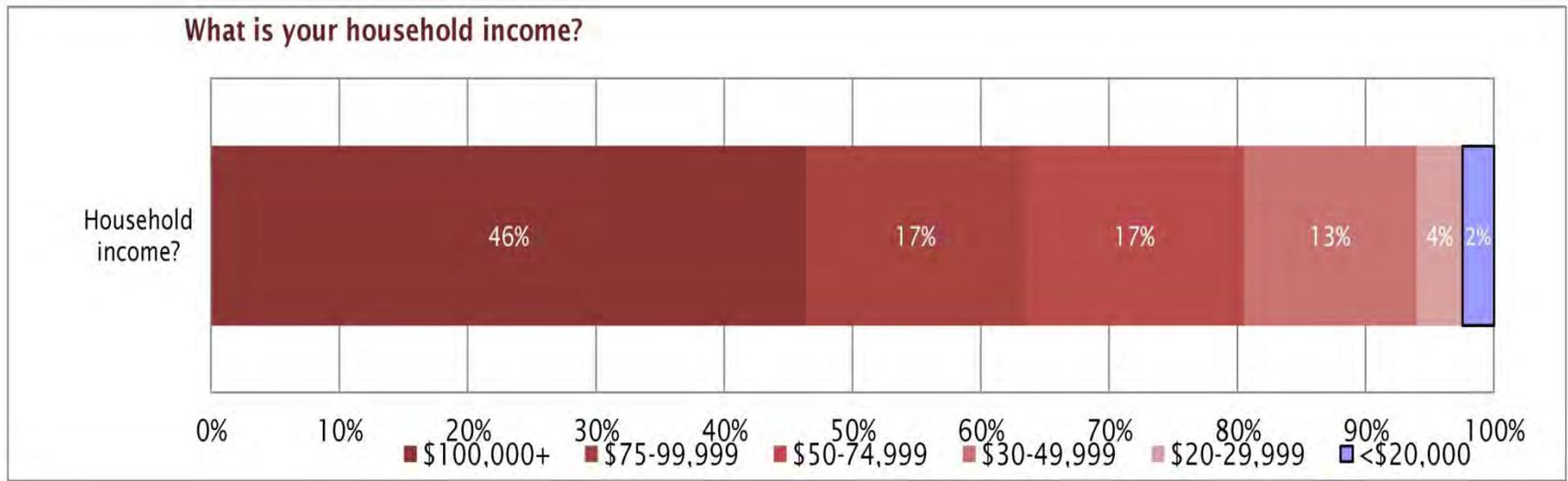
Female	Male	Gender
67%	33%	Gender

Employees – employed persons in household



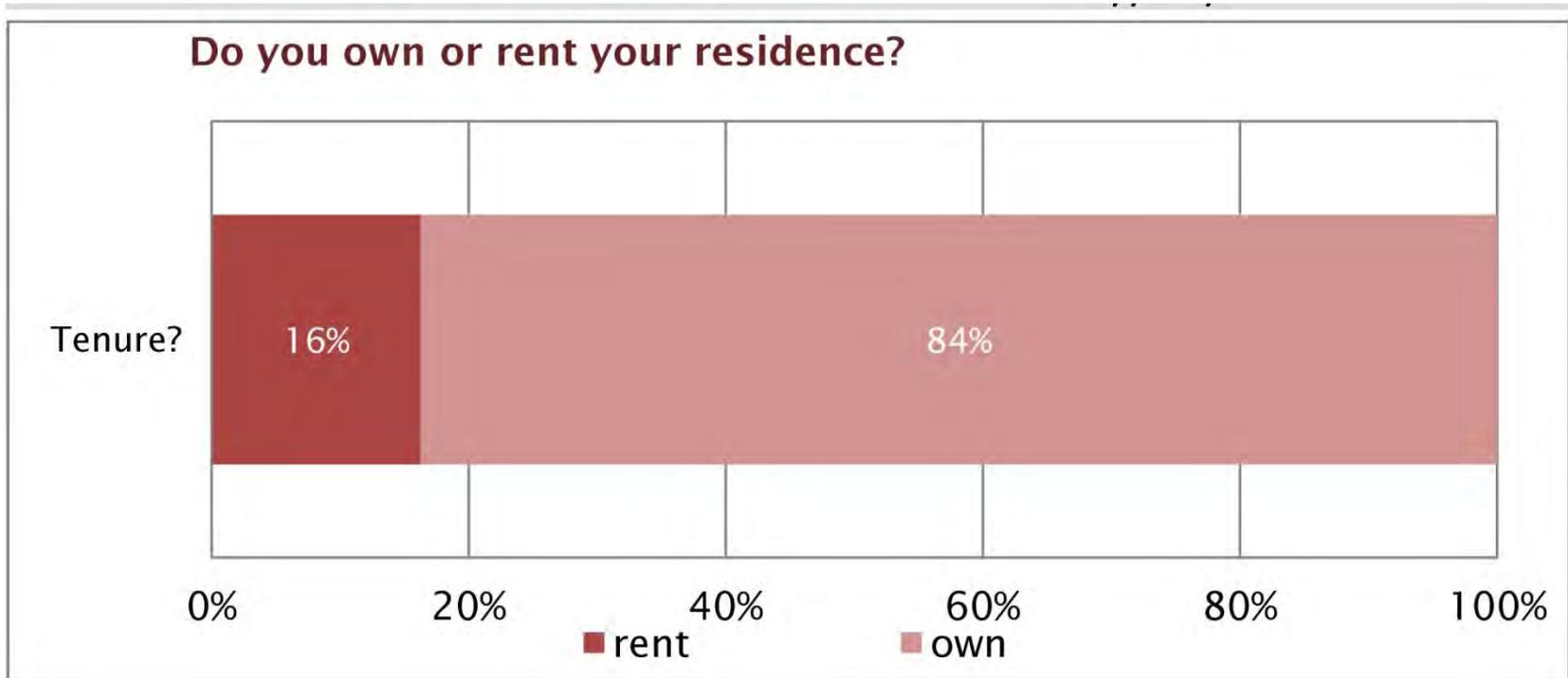
6+	5	4	3	2	1	0	
0%	2%	2%	6%	44%	35%	11%	Employed persons in household

Employees – household income



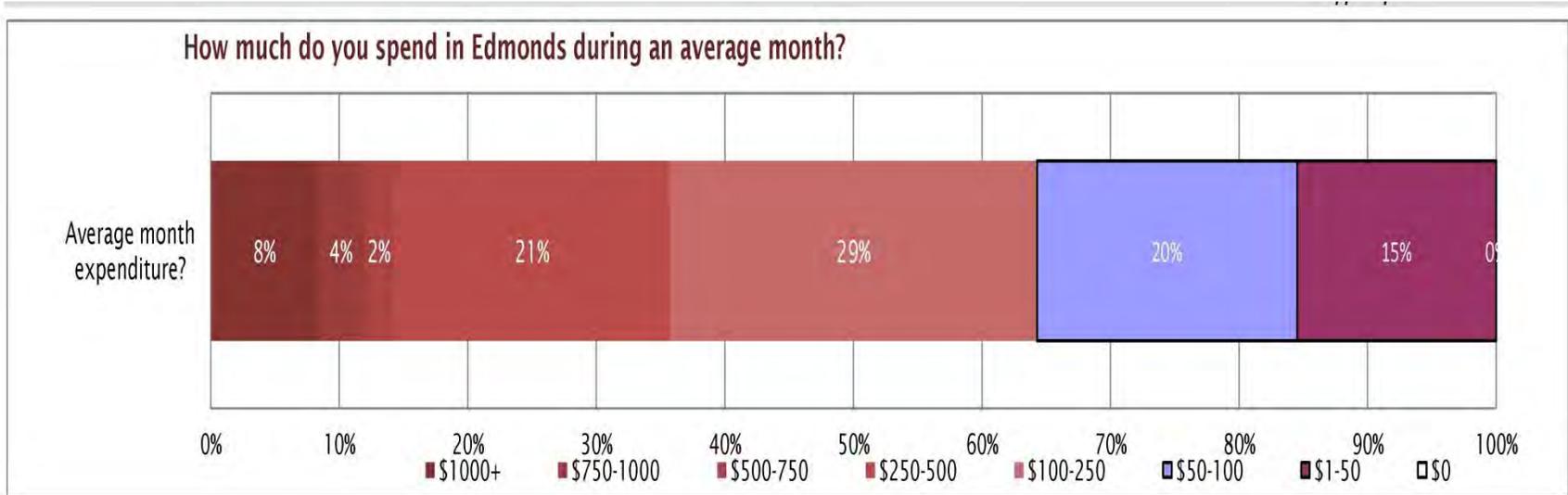
\$100+	\$75-99	\$50-74	\$30-49	\$20-29	<\$20	Household income
46%	17%	17%	13%	4%	2%	

Employees – own or rent



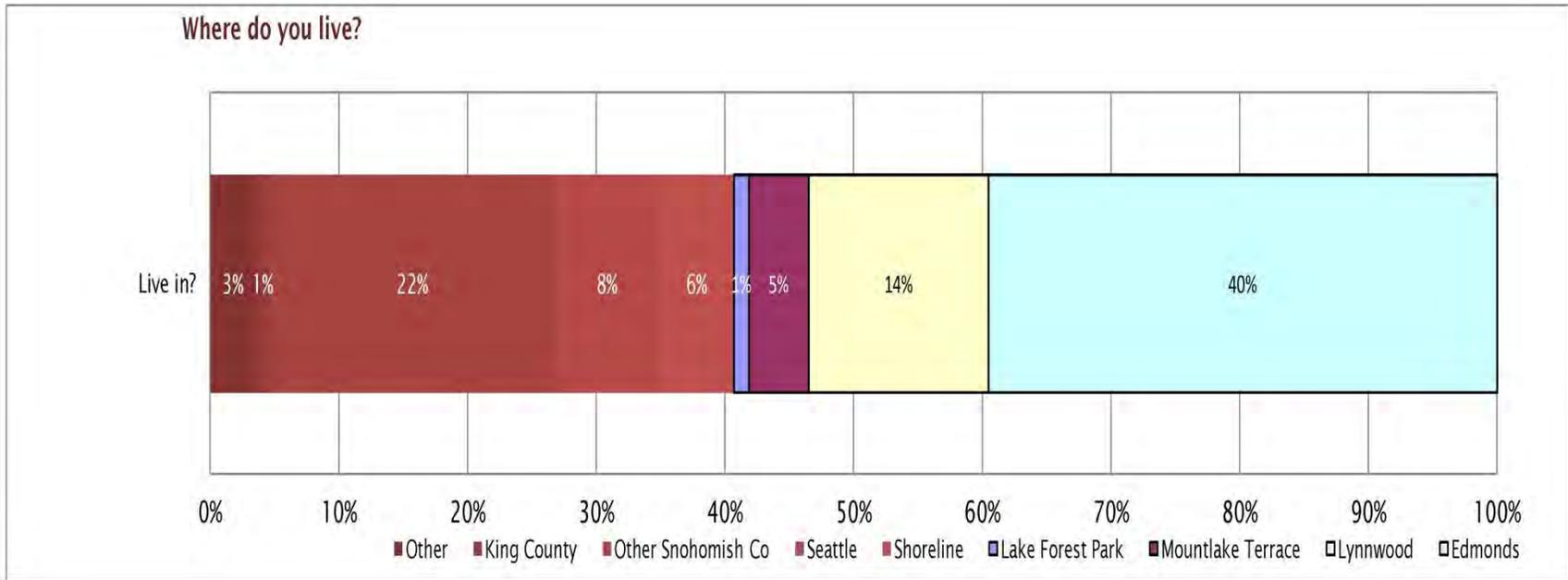
Rent	Own	Tenure
16%	84%	

Employees – average Edmonds monthly expenditures



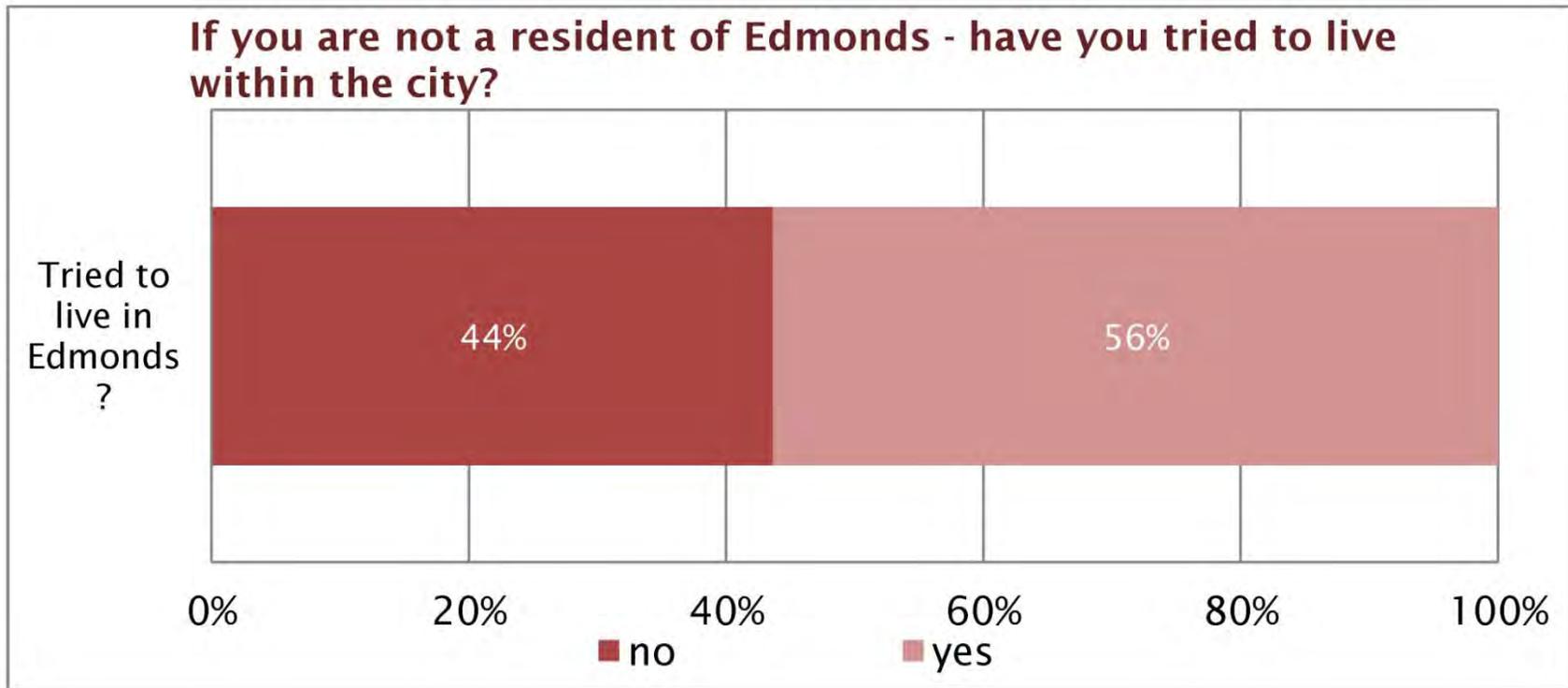
\$1000+	\$750-1000	\$500-750	\$250-500	\$100-250	\$50-100	\$1-50	\$0	Average monthly expenditure
8%	4%	2%	21%	29%	20%	15%	0%	

Employees – place of residence



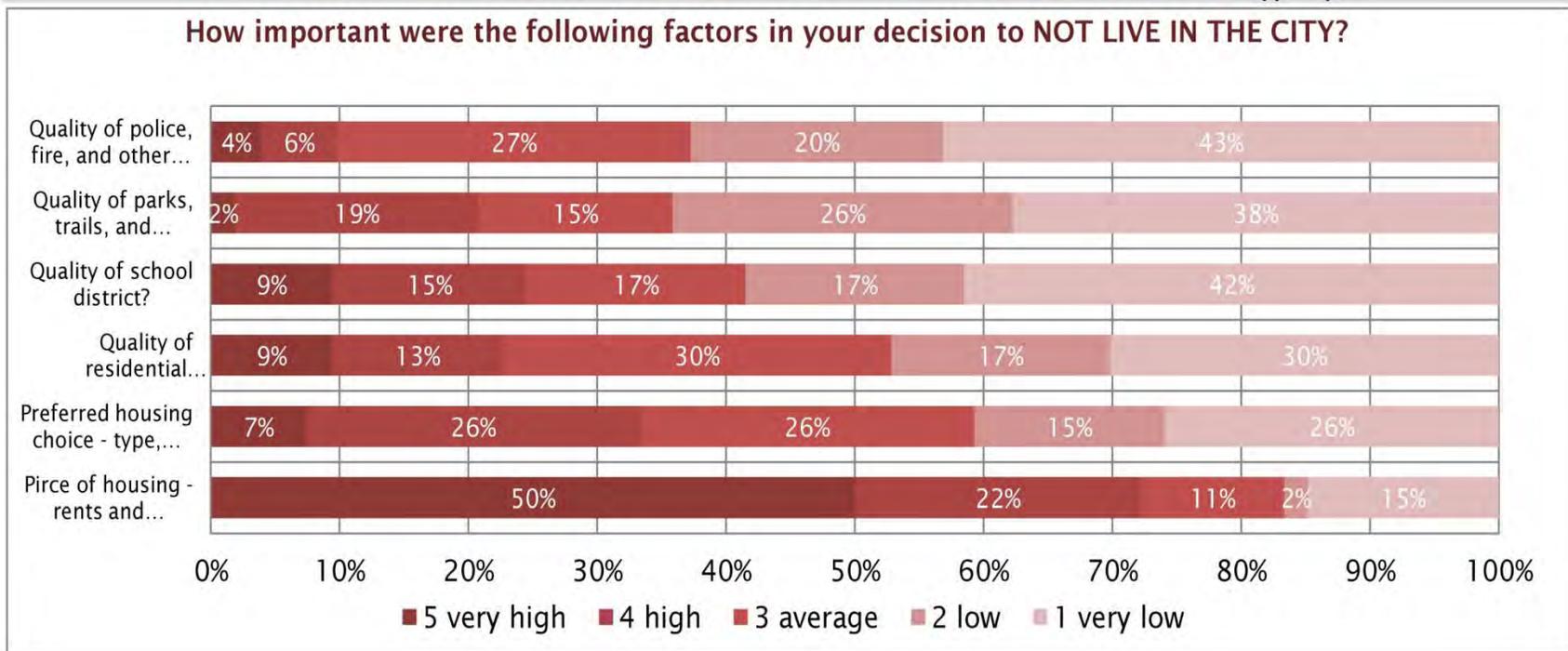
Other	King Co	Sno Co	Seattle	Shoreline	Lk For st	Mtlake	Lynnwood	Edmonds	Residence
3%	1%	22%	8%	6%	1%	5%	14%	40%	

Employees – tried to live in Edmonds



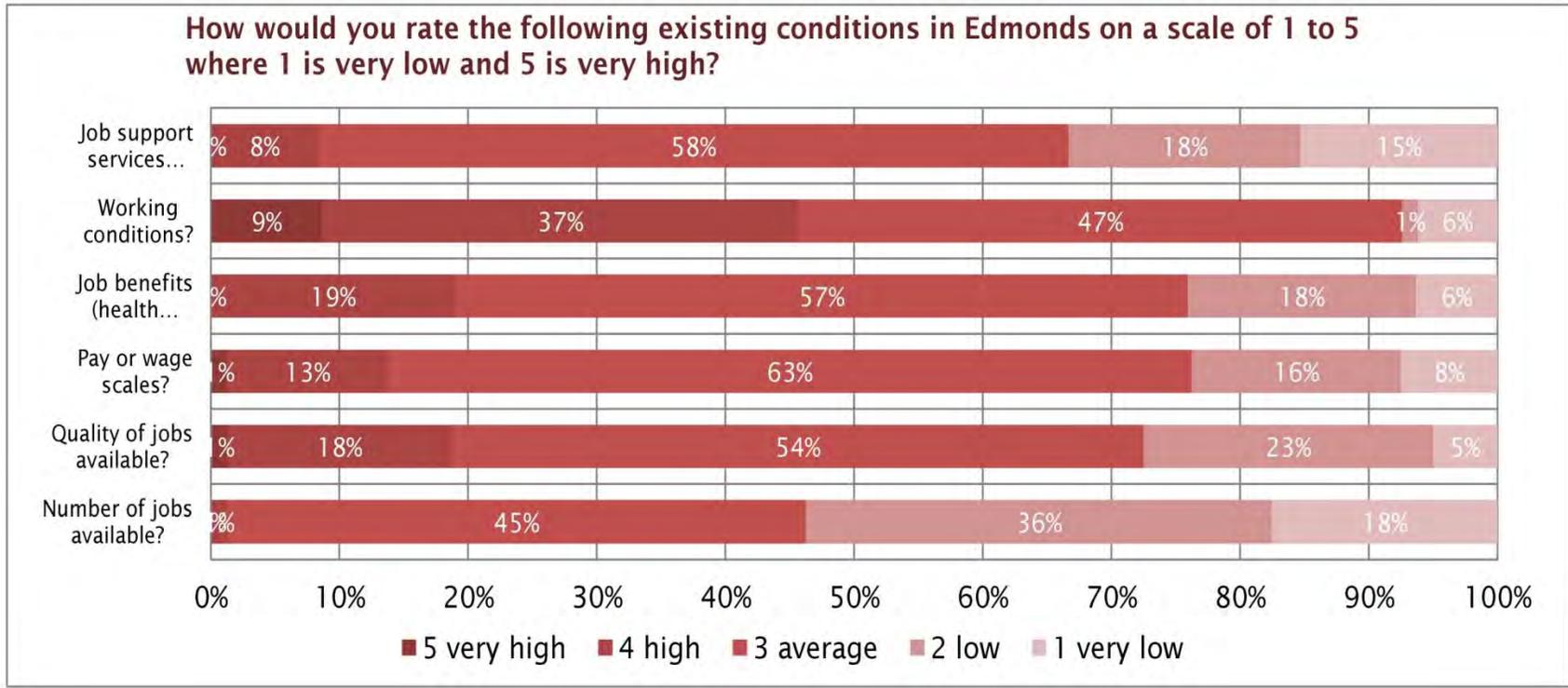
No	Yes	
44%	56%	Tried to live in Edmonds

Employees – reasons for not living in Edmonds



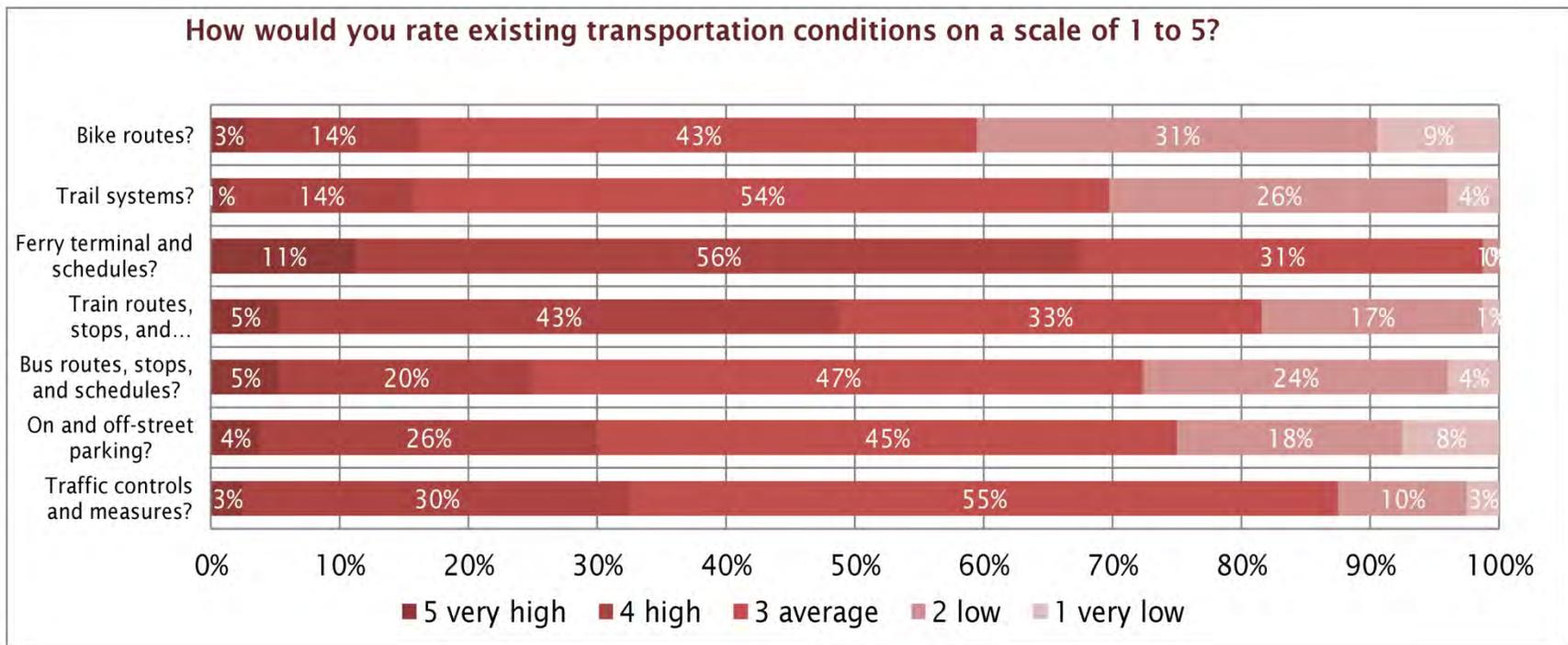
5	4	3	2	1	
4%	6%	27%	20%	43%	Quality of police, fire, and other services
2%	19%	15%	26%	38%	Quality of parks, trails, and recreational facilities
9%	15%	17%	17%	42%	Quality of school district
9%	13%	30%	17%	30%	Quality of residential neighborhood
7%	26%	26%	15%	26%	Preferred housing choice – type, design
50%	22%	11%	2%	15%	Price of housing – rents and purchase price

Employees – rate job conditions in Edmonds



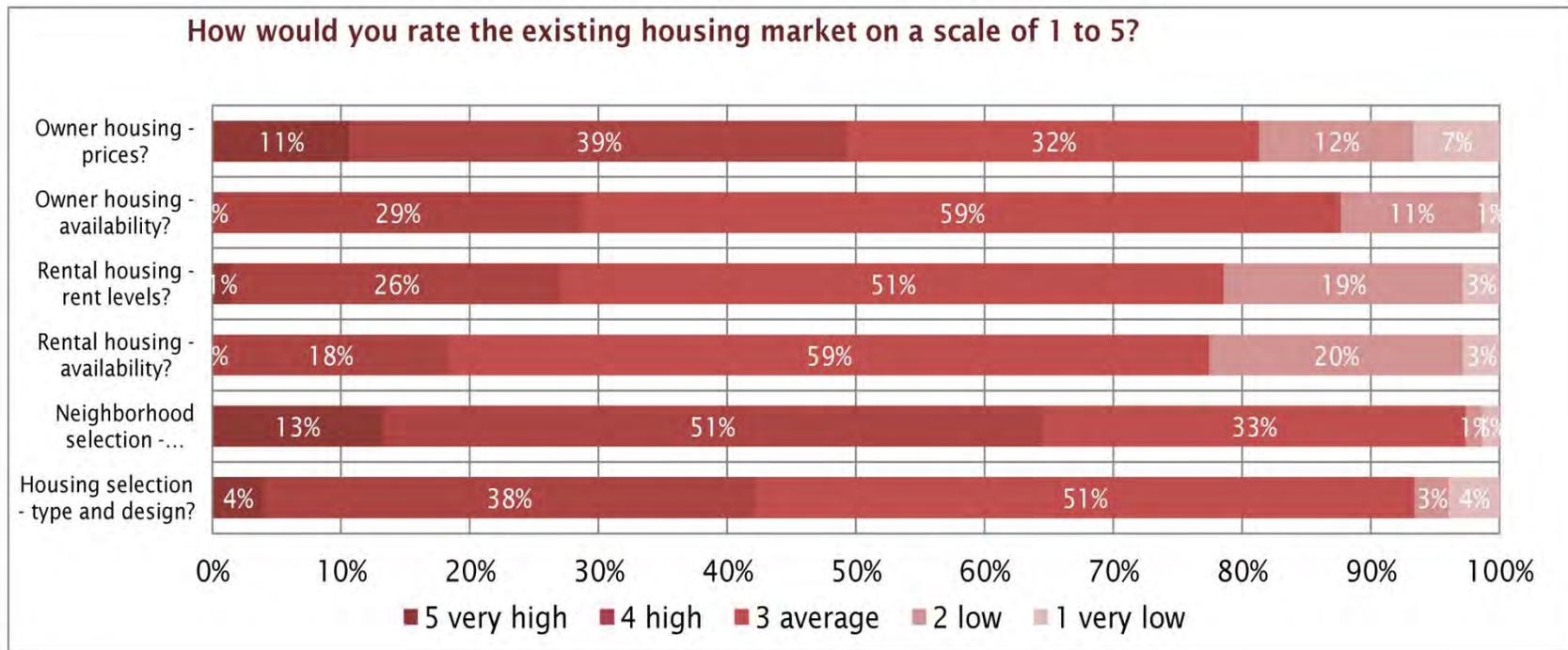
5	4	3	2	1	
0%	8%	58%	18%	15%	Job support services (childcare/daycare)
9%	37%	47%	1%	6%	Working conditions
0%	19%	57%	18%	6%	Job benefits (heal insurance)
1%	13%	63%	16%	8%	Pay or wage scales
1%	18%	54%	23%	5%	Quality of jobs available
0%	1%	45%	36%	18%	Number of jobs available

Employees – rate transportation system in Edmonds



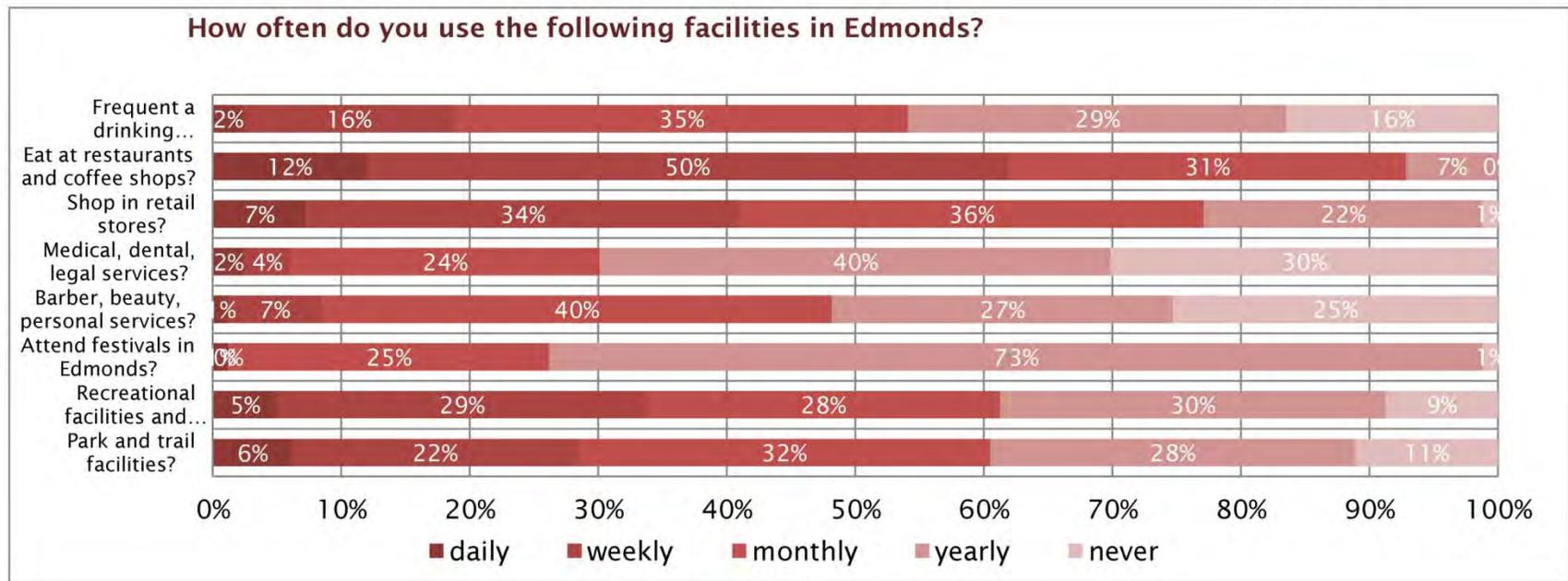
5	4	3	2	1	
3%	14%	43%	31%	9%	Bike routes
1%	14%	54%	26%	4%	Trail systems
11%	56%	31%	1%	0%	Ferry Terminal and schedules
5%	43%	33%	17%	1%	Train routes, stops, and schedule
5%	20%	47%	24%	4%	Bus routes, stops, schedules
4%	26%	45%	18%	8%	On and off-street parking
3%	30%	55%	10%	3%	Traffic controls and measures

Employees – rate housing market in Edmonds



5	4	3	2	1	
11%	39%	32%	12%	7%	Owner housing – prices
0%	29%	59%	11%	1%	Owner housing – availability
1%	26%	51%	19%	3%	Rental housing – rent levels
0%	18%	59%	20%	3%	Rental housing – availability
13%	51%	33%	1%	1%	Neighborhood selection – quality and location
4%	38%	51%	3%	4%	Housing selection – type and design

Employees – use community facilities in Edmonds



daily	weekly	monthly	yearly	never	
2%	16%	35%	29%	16%	Frequent a drinking establishment
12%	50%	31%	7%	0%	Eat at restaurants and coffee shops
7%	34%	36%	22%	1%	Shop in retail stores
2%	4%	24%	40%	30%	Medical, dental, legal services
1%	7%	40%	27%	25%	Barber, beauty, personal services
1%	0%	25%	73%	1%	Attend festivals in Edmonds
5%	29%	28%	30%	9%	Recreational facilities and services
6%	22%	32%	28%	11%	Park and trail systems

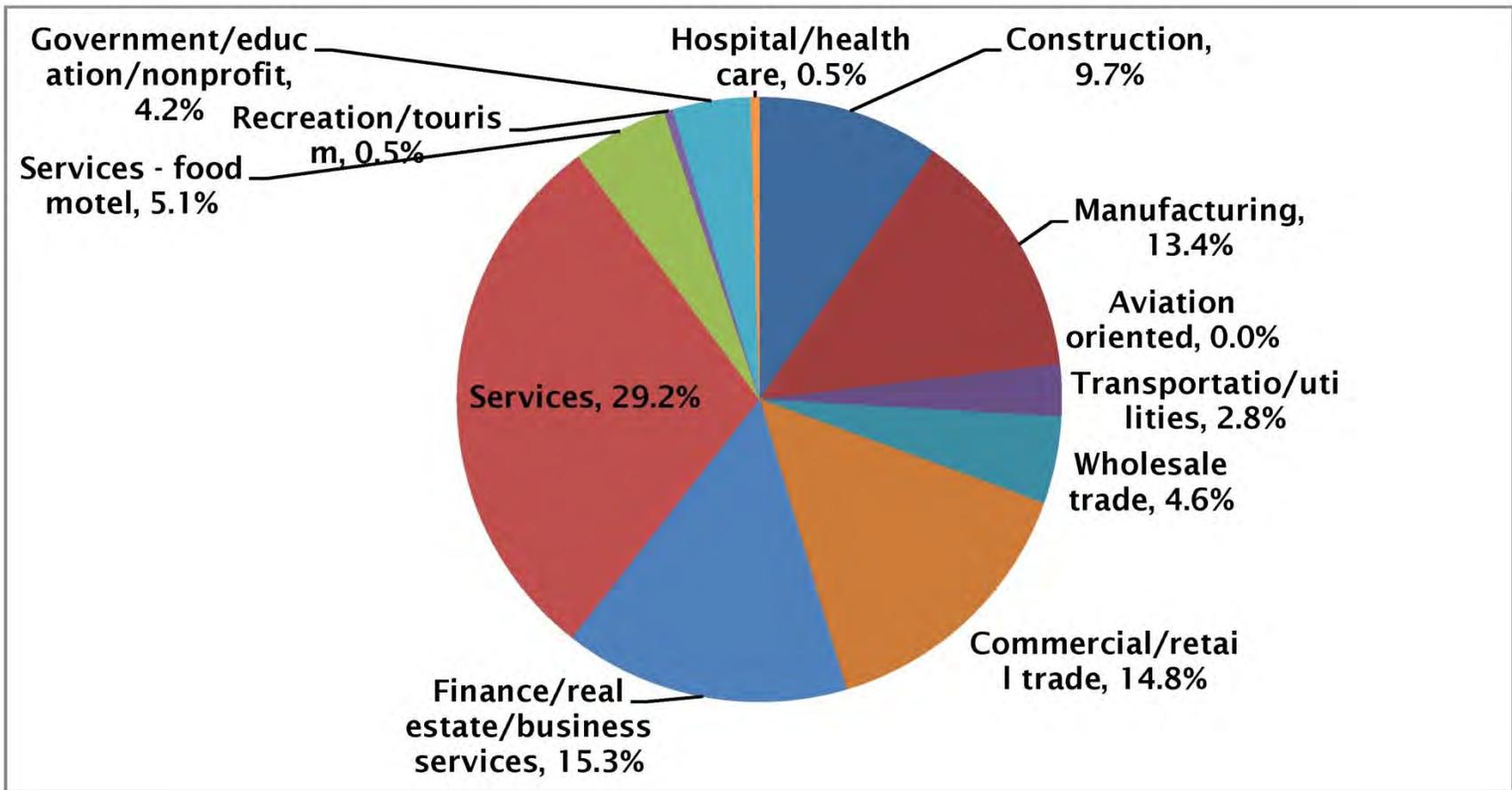
Employees – strategic recommendations

Edmonds employees provide important community services and create significant public revenue that needs to be retained and expanded!

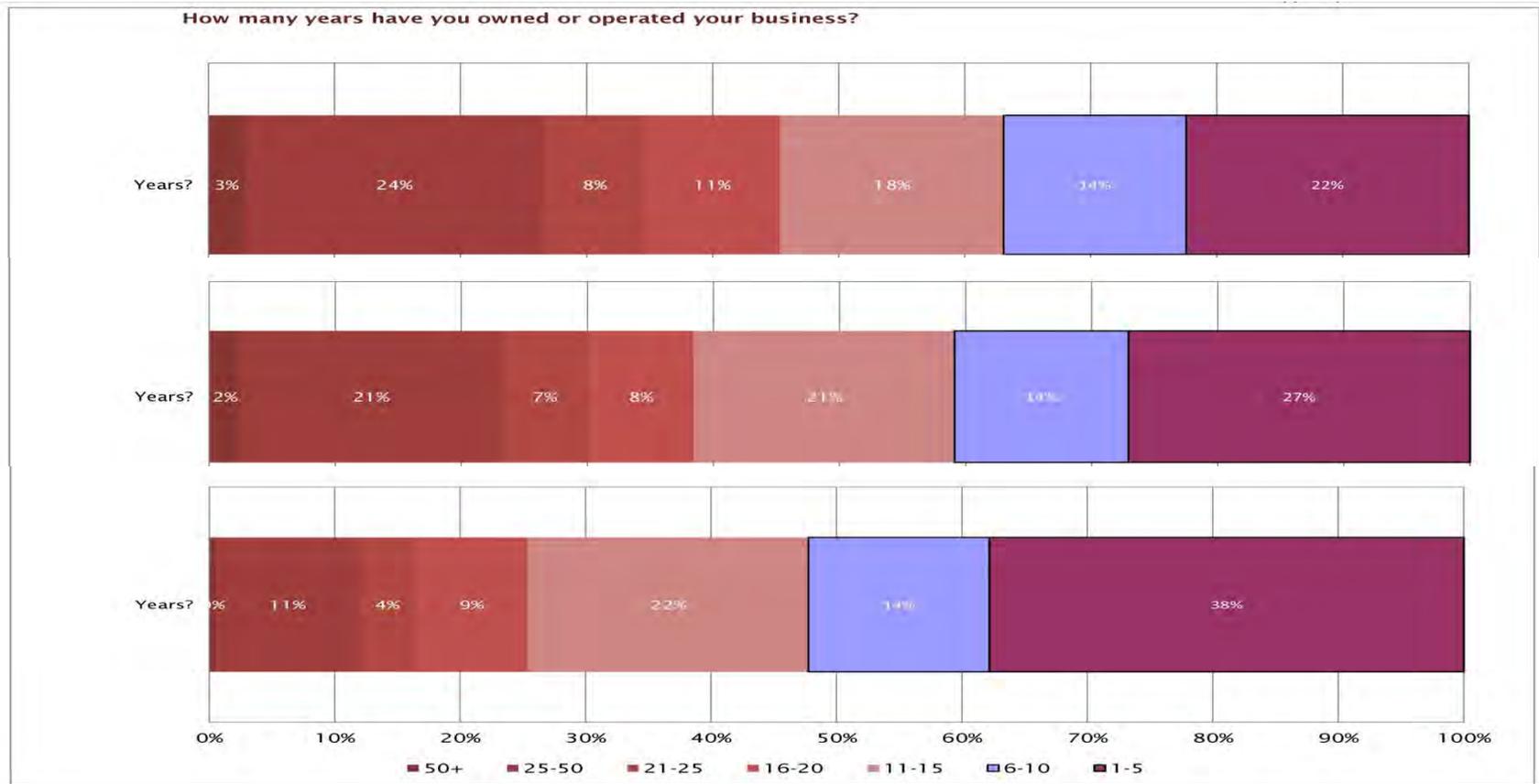
Action	Performance
<u>Diversify housing</u> – increase housing choice by type, price, tenure, and location to house current and potential employees	<ul style="list-style-type: none">■ # new urban housing starts by type, price on waterfront, downtown, SR-104, Highway 99■ # vacancy and occupancy rates
<u>Incentivize affordable housing</u> – promote workforce and rental housing along Highway 99 to young adult households	<ul style="list-style-type: none">■ % new housing starts affordable to FMI■ % of younger workforce reside in Edmonds
<u>Expand opportunity</u> – recruit businesses and employees to retain and capture high quality workforce	<ul style="list-style-type: none">■ # new business startups/recruitments■ % employees reside in Edmonds
<u>Diversity transportation systems</u> – improve trail, bike, and bus access to employment centers	<ul style="list-style-type: none">■ % walk, bike, ride bus to work in Edmonds■ % walk, bike, ride bus in general

1: Survey results - businesses

Businesses – source of survey (219 responses)

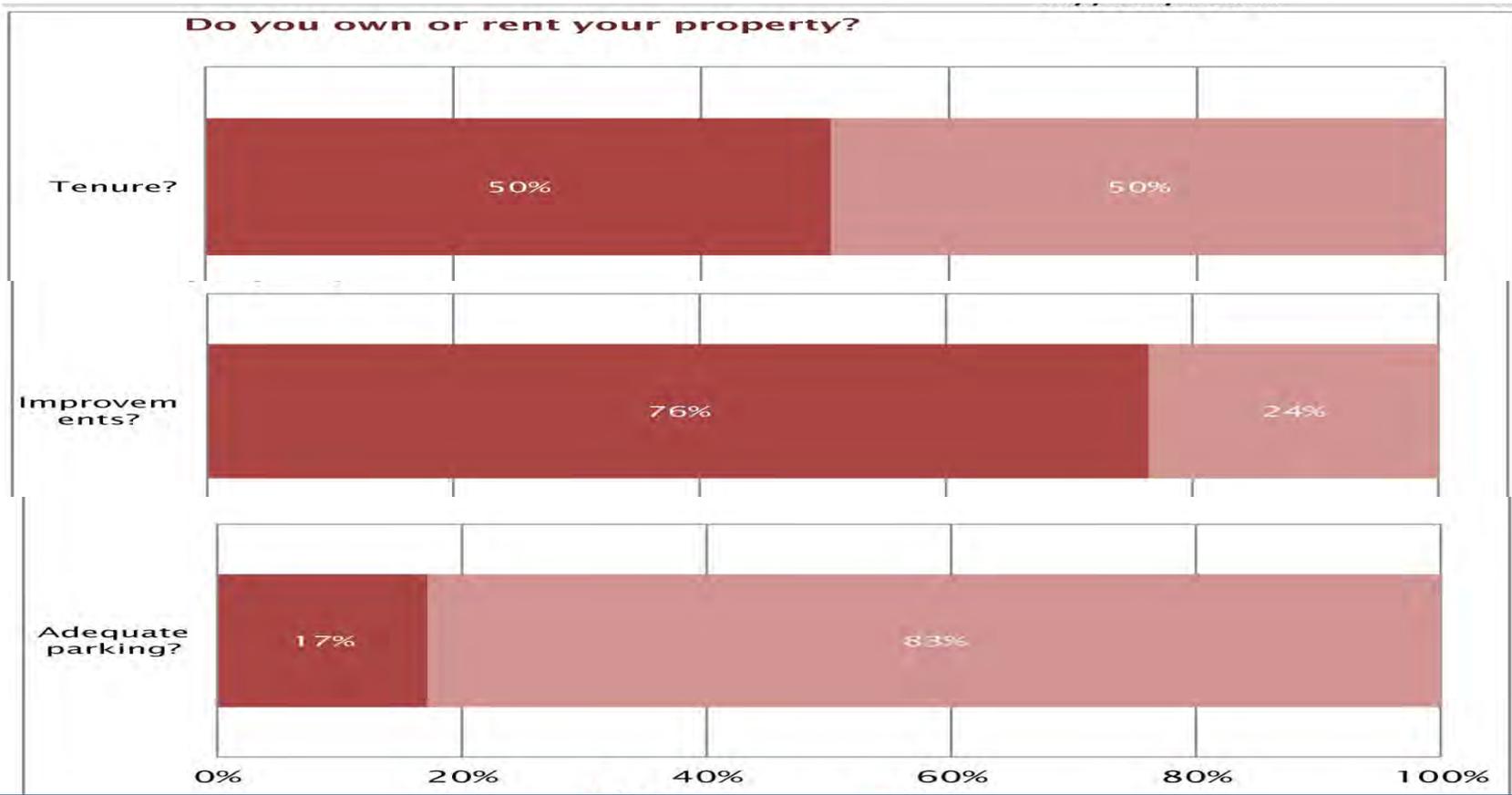


Businesses – years in Edmonds



50+	25-50	21-25	16-20	11-15	6-10	1-5	
3%	24%	8%	11%	18%	14%	22%	Years owned/operated business
2%	21%	7%	8%	21%	14%	27%	Years located in Edmonds
0%	11%	4%	9%	22%	14%	38%	Years located at this location Edmonds

Businesses – own, improvements, parking



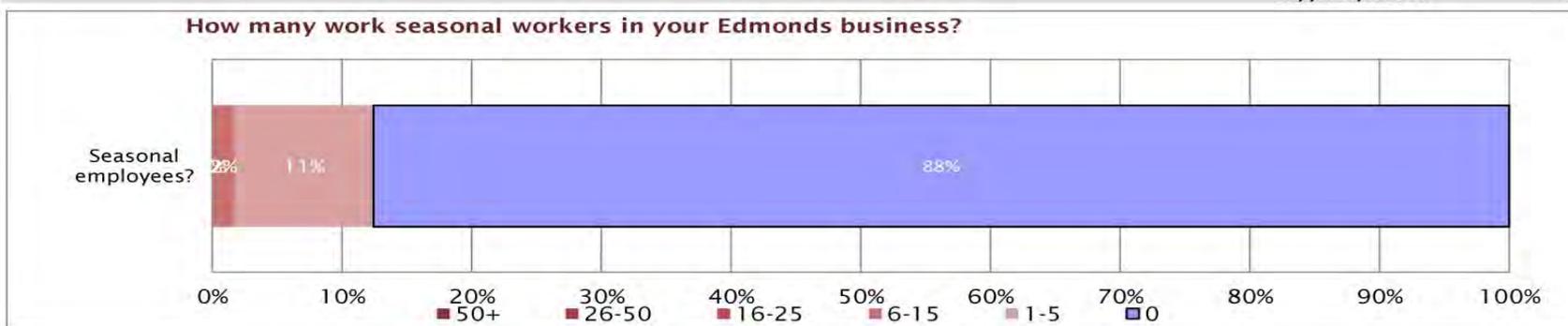
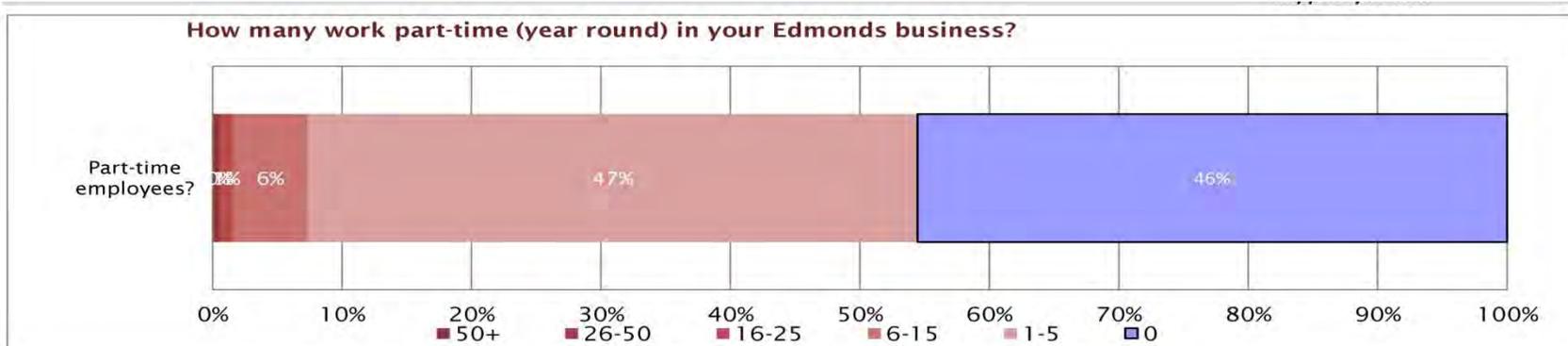
No	Yes	
50%	50%	Own your property
76%	24%	You or owner plan on making improvements
17%	83%	Have adequate parking for customers

Businesses – number of full-time employees



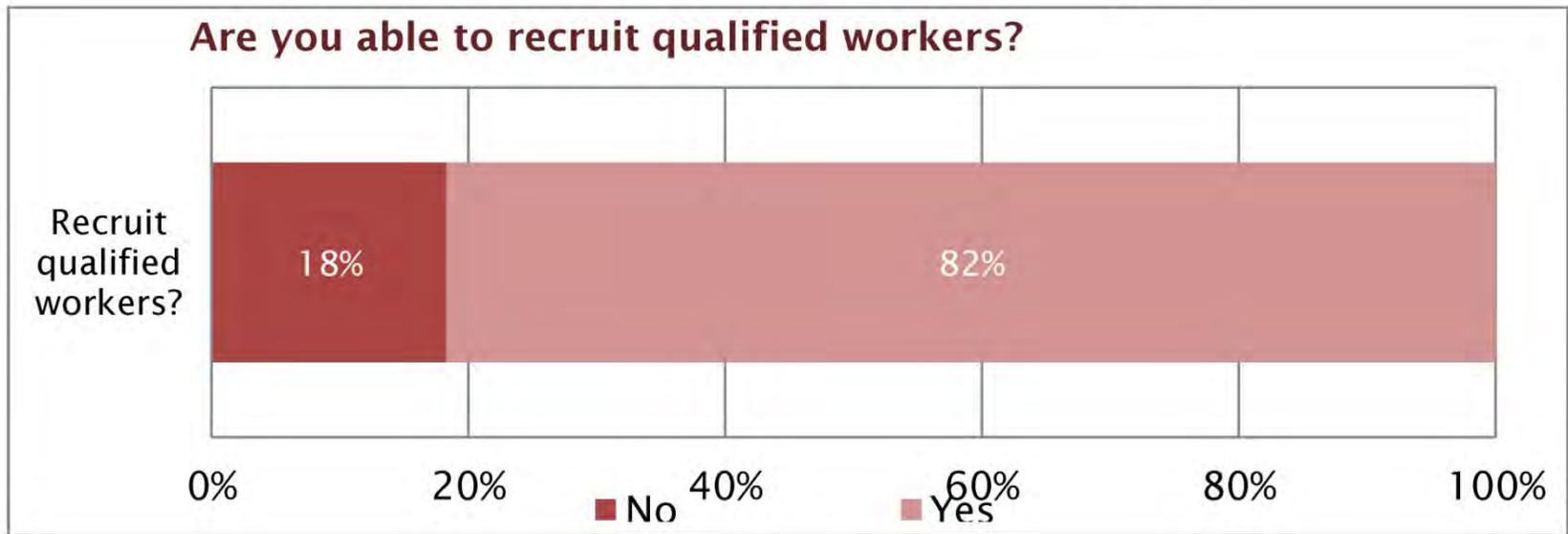
100+	51-100	26-50	16-25	6-15	1-5	Years located at this location Edmonds
1%	1%	2%	3%	11%	82%	

Businesses – part-time and seasonal workers



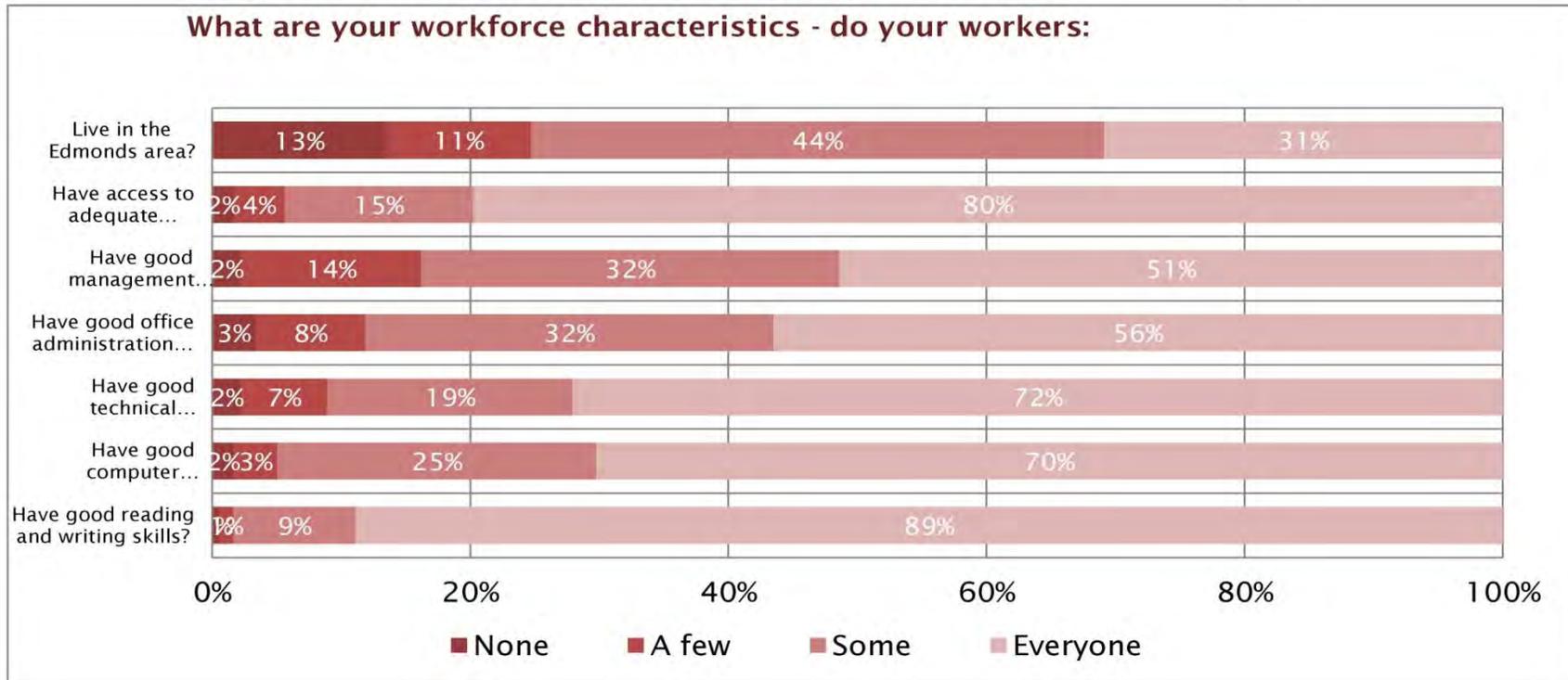
50+	26-50	16-25	6-15	1-5	0	
1%	0%	1%	6%	47%	46%	Part-time, year-round employees
0%	0%	0%	2%	11%	88%	Seasonal workers

Businesses – recruit qualified workers



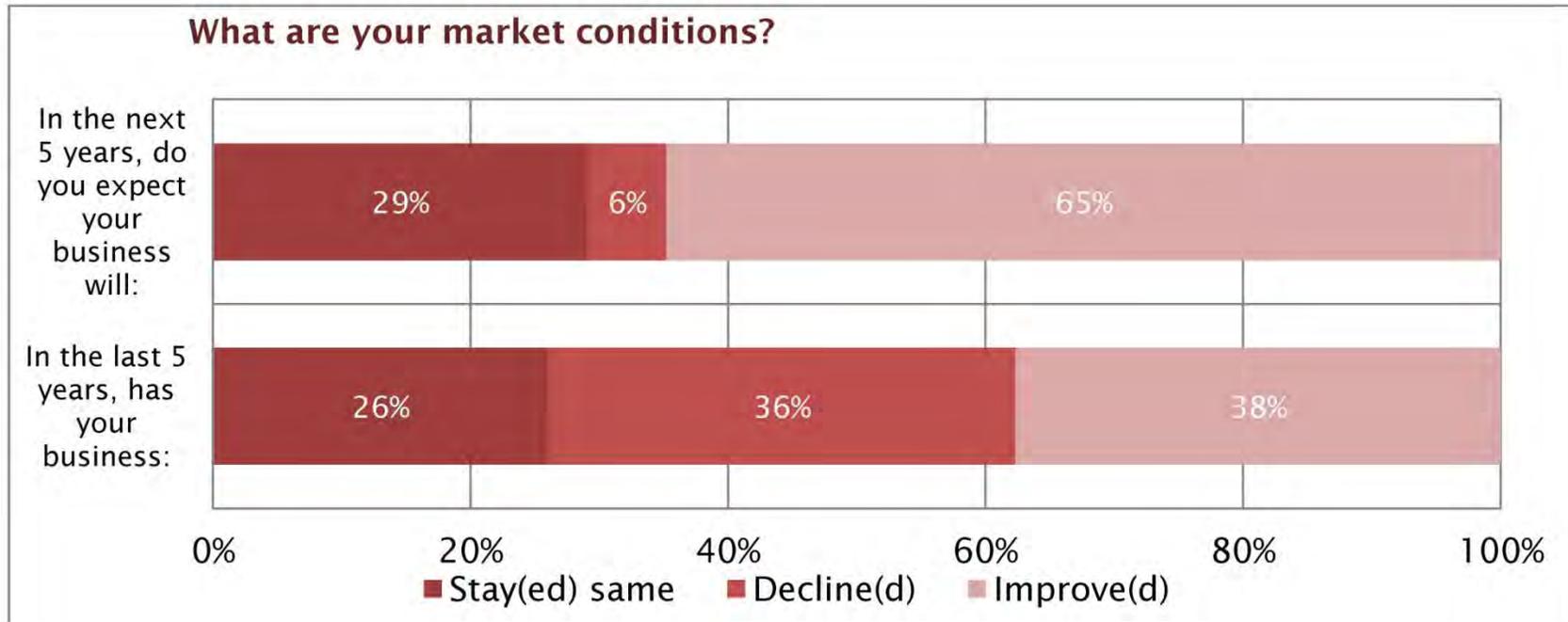
No	Yes	
18%	82%	Able to recruit qualified workers

Businesses – years in Edmonds



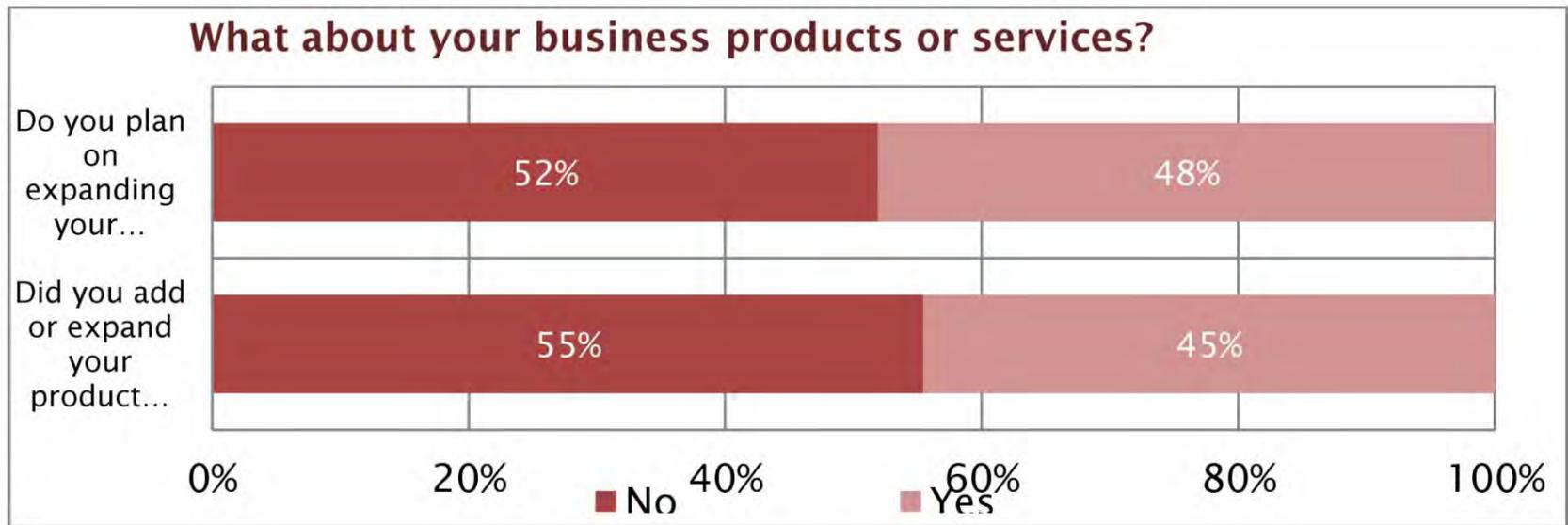
None	Few	Some	Everyone	
13%	11%	44%	31%	Live in the Edmonds area
2%	4%	15%	80%	Have access to adequate transportation
2%	14%	32%	51%	Have good management skills
3%	8%	32%	56%	Have good office administration skills
2%	7%	19%	72%	Have good technical training and skills
2%	3%	25%	70%	Have good computer skills
1%	1%	9%	89%	Have good reading and writing skills

Businesses – market conditions



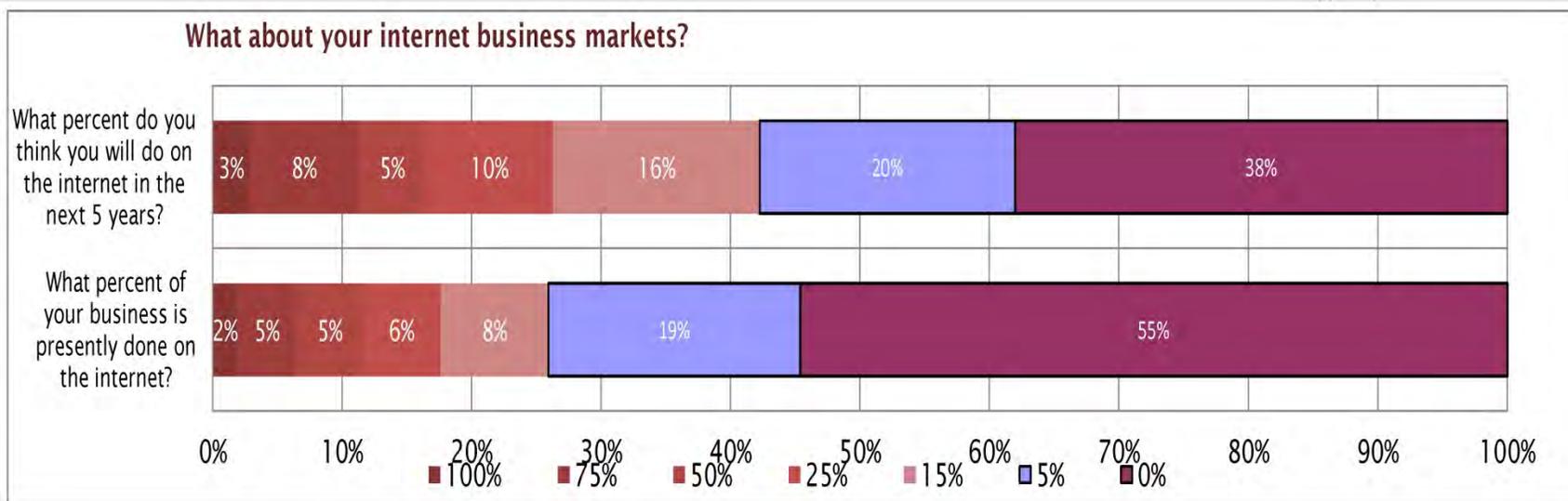
Stay same	Decline	Improve	
29%	6%	65%	In next 5 years
26%	36%	38%	In last 5 years

Businesses – expand product line or services



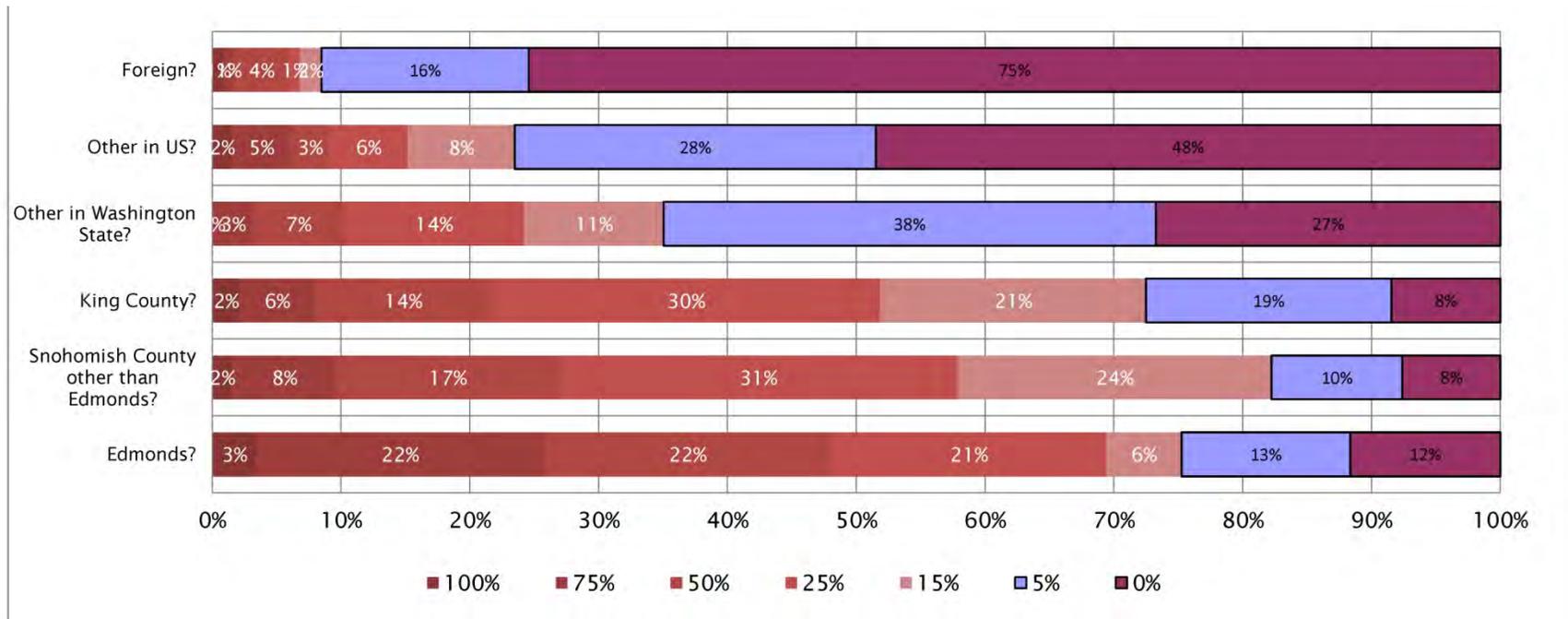
No	Yes	
52%	48%	Plan on expanding product or service line
55%	45%	Added or expanded product or service line

Businesses – internet markets



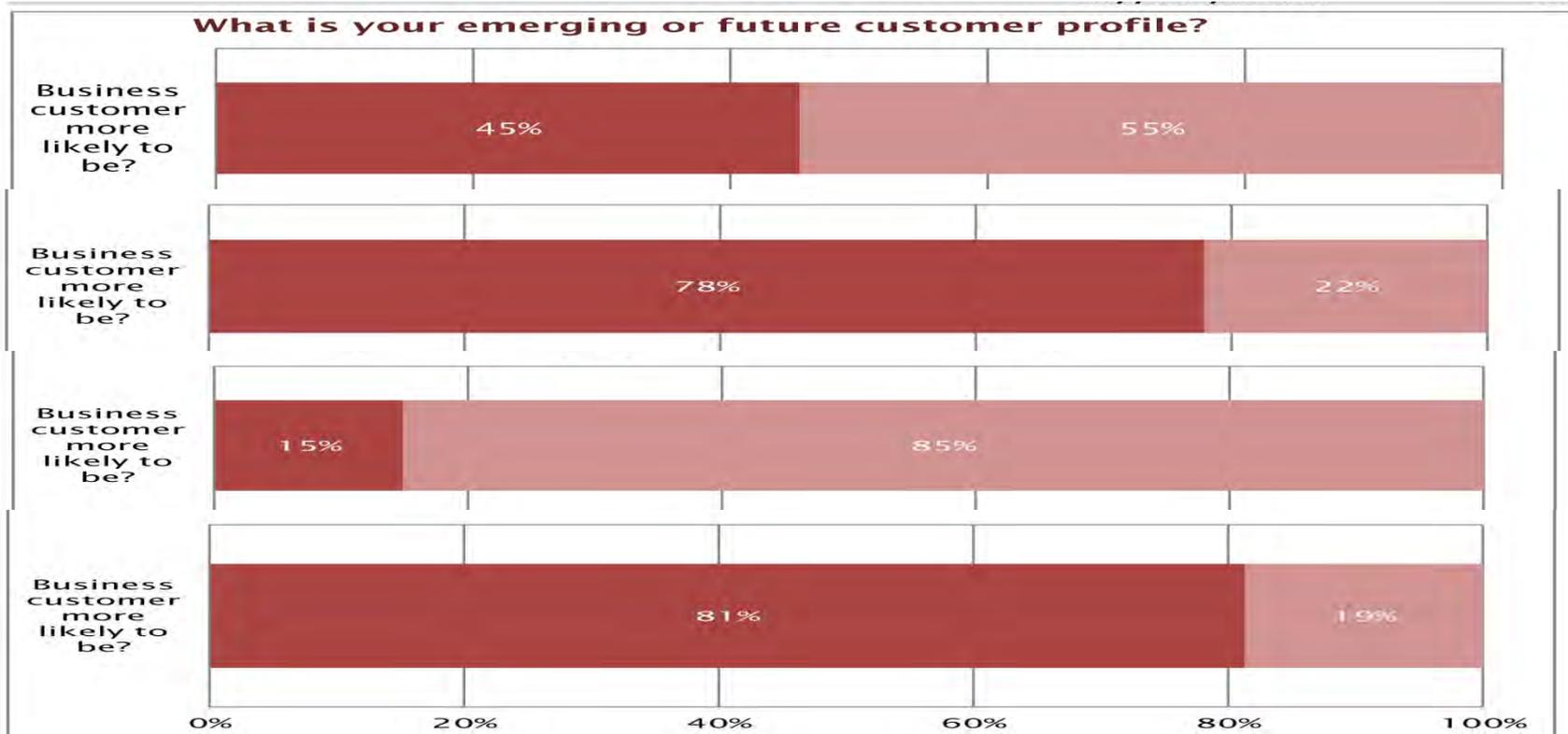
100%	75%	50%	25%	15%	5%	0%	
3%	8%	5%	10%	16%	20%	38%	Percent on internet in next 5 years
2%	5%	5%	6%	8%	19%	55%	Percent on internet at present

Businesses – trade area



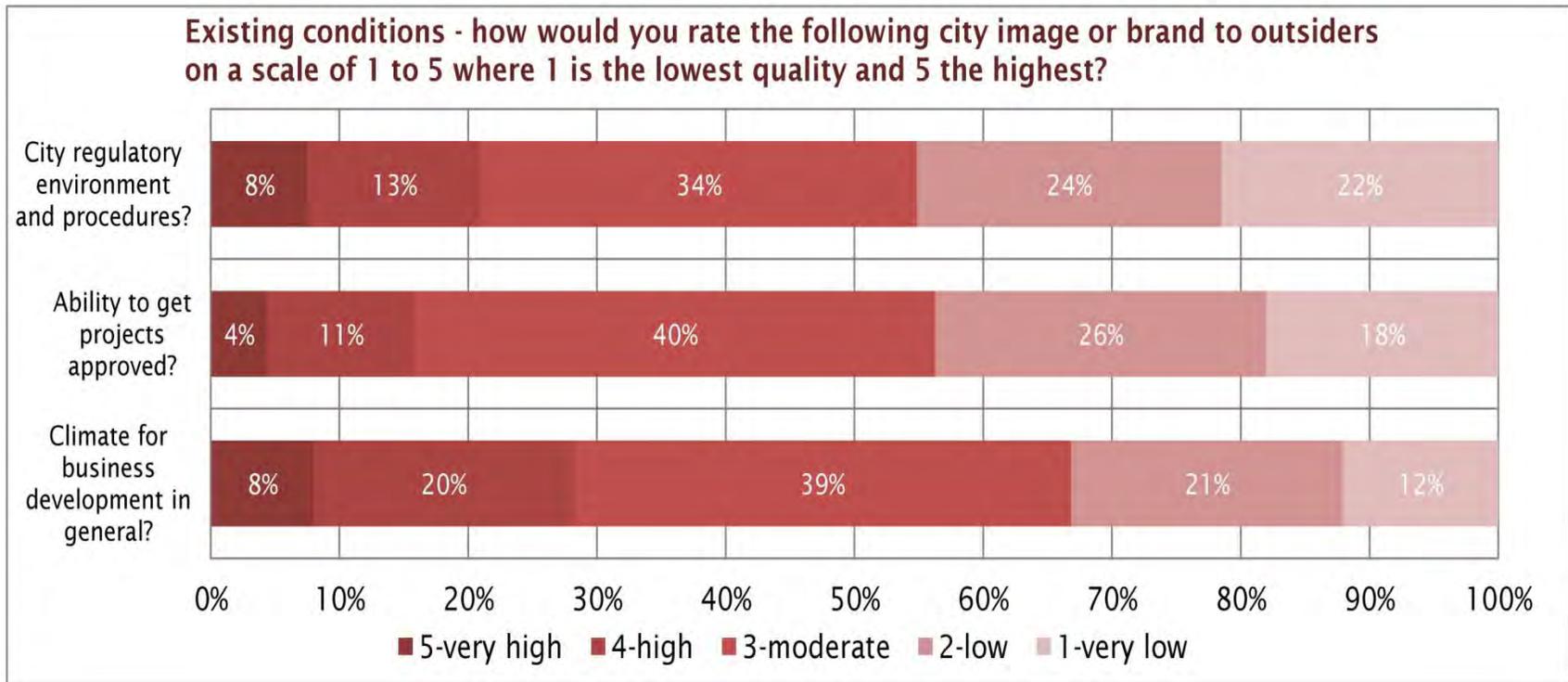
100%	75%	50%	25%	15%	5%	0%	
1%	1%	4%	1%	2%	16%	75%	Foreign
2%	5%	3%	6%	8%	28%	48%	Other in US
0%	3%	7%	14%	11%	38%	27%	Other in Washington State
2%	6%	14%	30%	21%	19%	8%	King County
2%	8%	17%	31%	24%	10%	8%	Snohomish County other than Edmonds
3%	22%	22%	21%	6%	13%	12%	Edmonds

Businesses – customer more likely to be



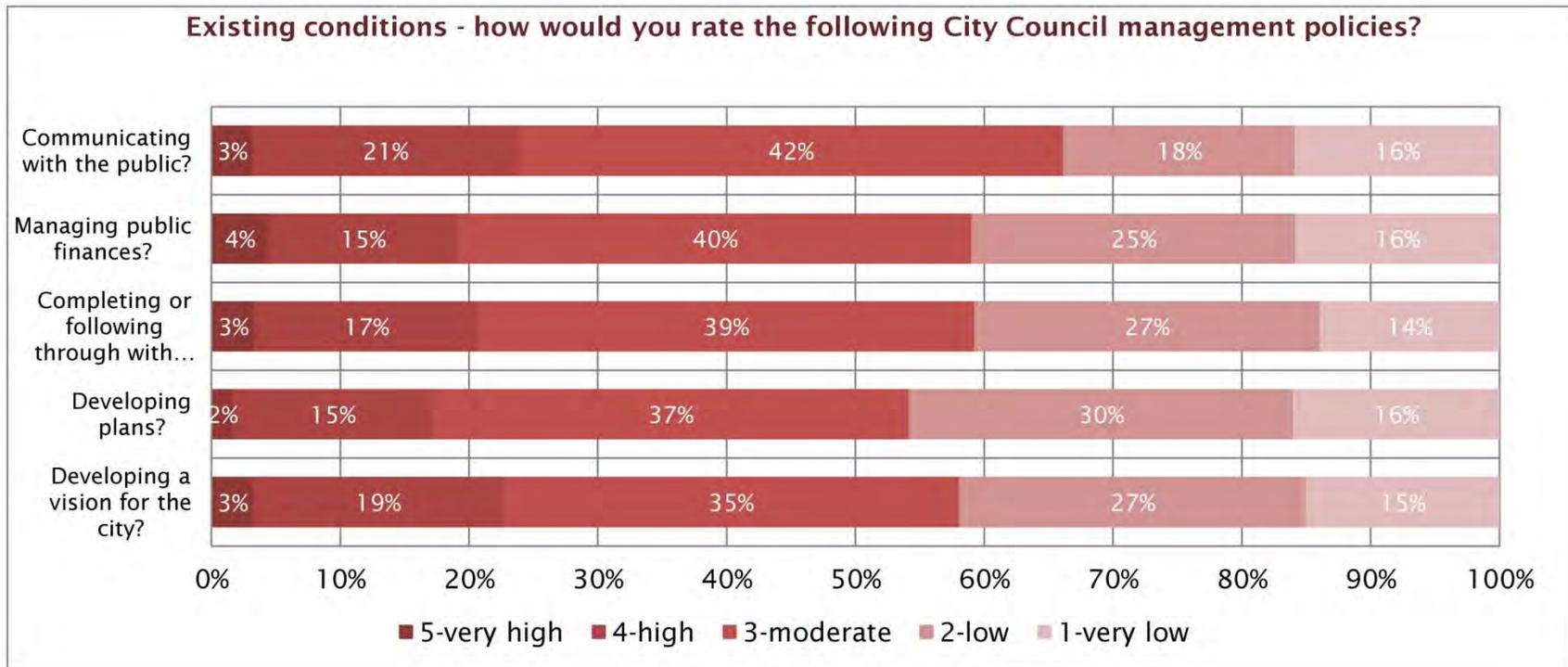
Yes	No	
45%	55%	Likely to be local - rather than regional
78%	22%	Established - rather than startup
15%	85%	Large - rather than small
81%	19%	Traditional - rather than internet

Businesses – rate city brand or image



5	4	3	2	1	
8%	13%	34%	24%	22%	City regulatory environment and procedures
4%	11%	40%	26%	18%	Ability to get projects approved
8%	20%	39%	21%	12%	Climate for business development in general

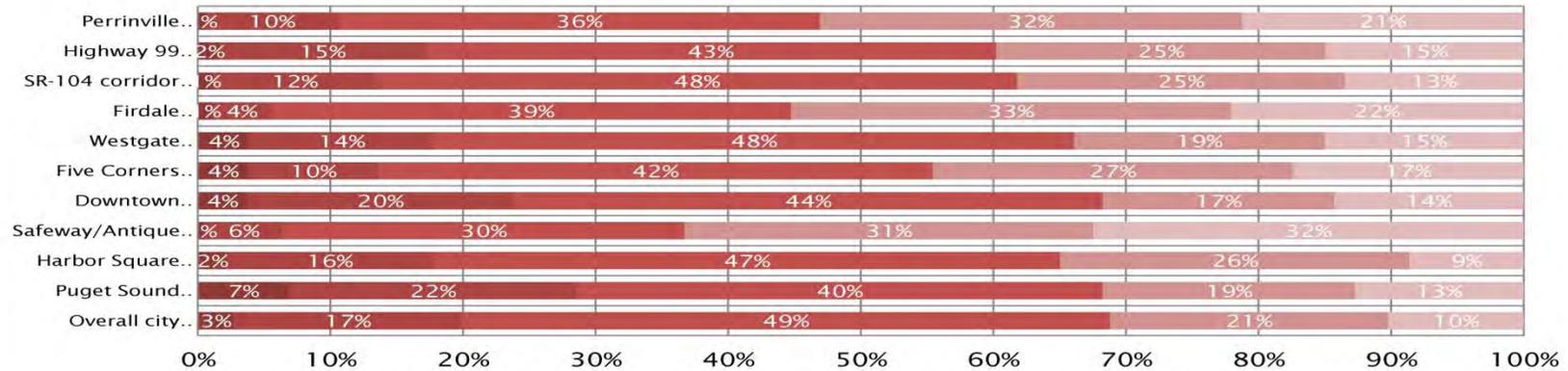
Businesses – rate City Council management policies



5	4	3	2	1	
3%	21%	42%	18%	16%	Communicating with the public
4%	15%	40%	25%	16%	Managing public finances
3%	17%	39%	27%	14%	Completing or following through with plans
2%	15%	37%	30%	16%	Developing plans
3%	19%	35%	27%	15%	Developing a vision for the city

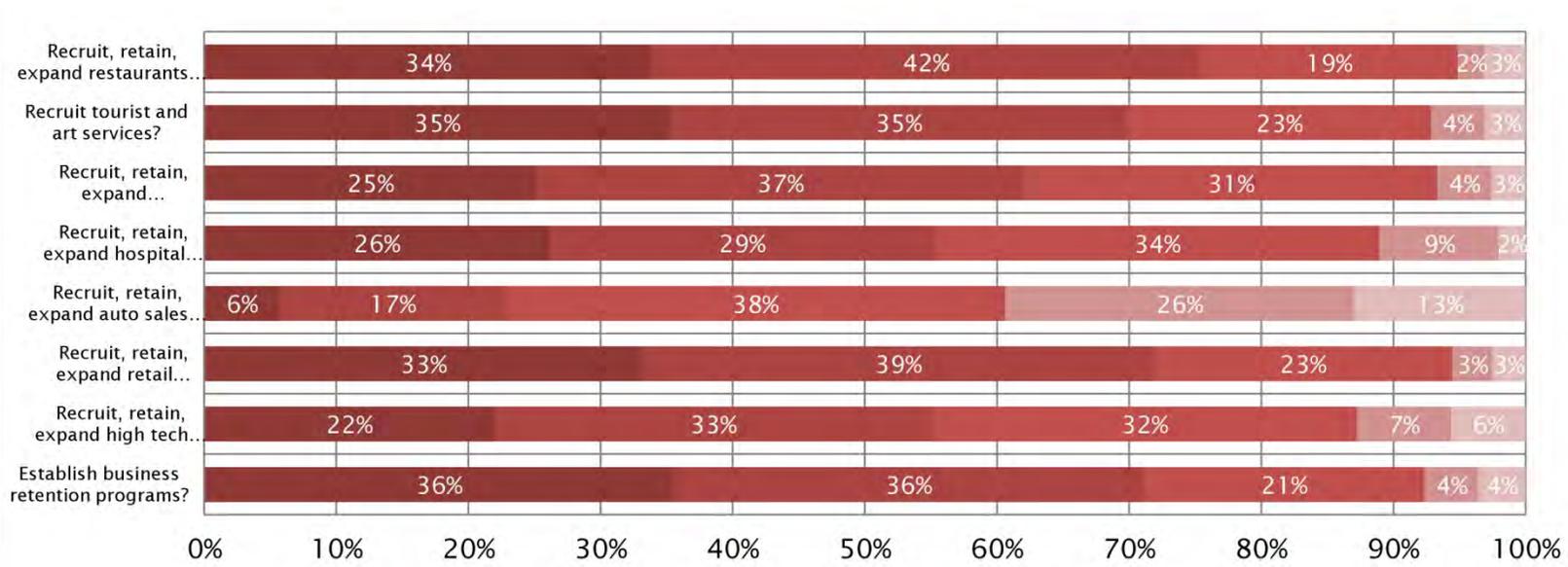
Businesses – rate development in Edmonds areas

Existing conditions - how would you rate the level of existing development in Edmonds?



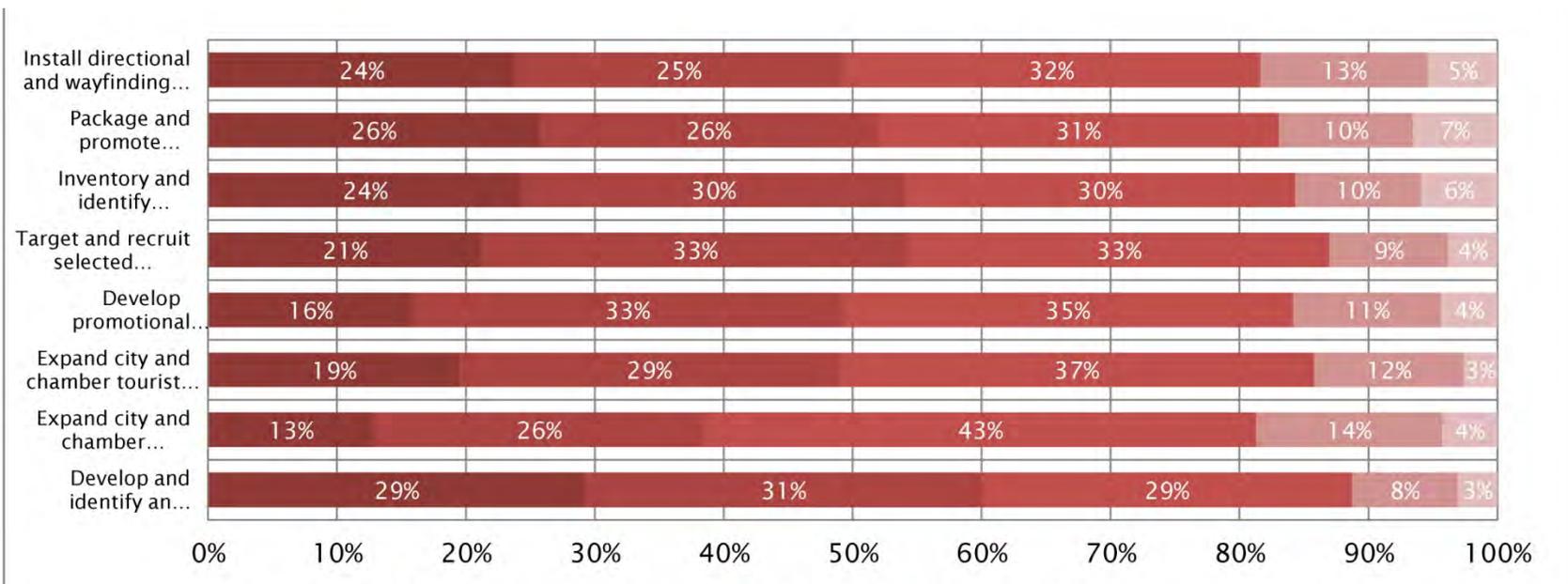
5	4	3	2	1	
1%	10%	36%	32%	21%	Perrinville
2%	15%	43%	25%	15%	Highway 99
1%	12%	48%	25%	13%	SR-104
1%	4%	39%	33%	22%	Firdale
4%	14%	48%	19%	15%	Westgate
4%	10%	42%	27%	17%	Five Corners
4%	20%	44%	17%	14%	Downtown
1%	6%	30%	31%	32%	Safeway/Antique Mall
2%	16%	47%	26%	9%	Harbour Square
7%	22%	40%	19%	13%	Puget Sound waterfront
3%	17%	49%	21%	10%	Overall city in general

Businesses – rate actions for business development



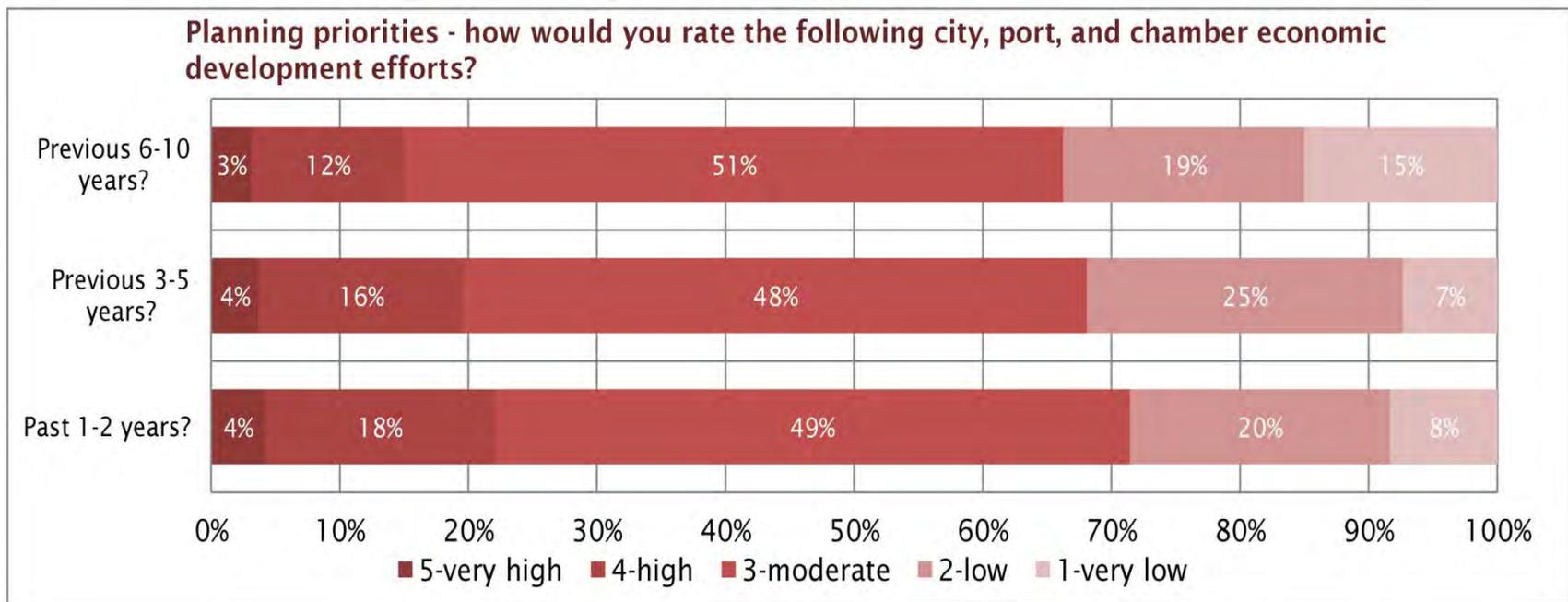
5	4	3	2	1	
34%	42%	19%	2%	3%	Recruit, retain, expand restaurants and entertainment
35%	35%	23%	4%	3%	Recruit, retain, expand tourist and art services
25%	37%	31%	4%	3%	Recruit, retain, expand professional services
26%	29%	34%	9%	2%	Recruit, retain, expand hospital and medical services
6%	17%	38%	26%	13%	Recruit, retain, expand auto sales and services
33%	39%	23%	3%	3%	Recruit, retain, expand retail businesses
22%	33%	32%	7%	6%	Recruit, retain, expand high tech businesses
36%	36%	21%	4%	4%	Establish business retention program

Businesses – rate marketing and promotion programs



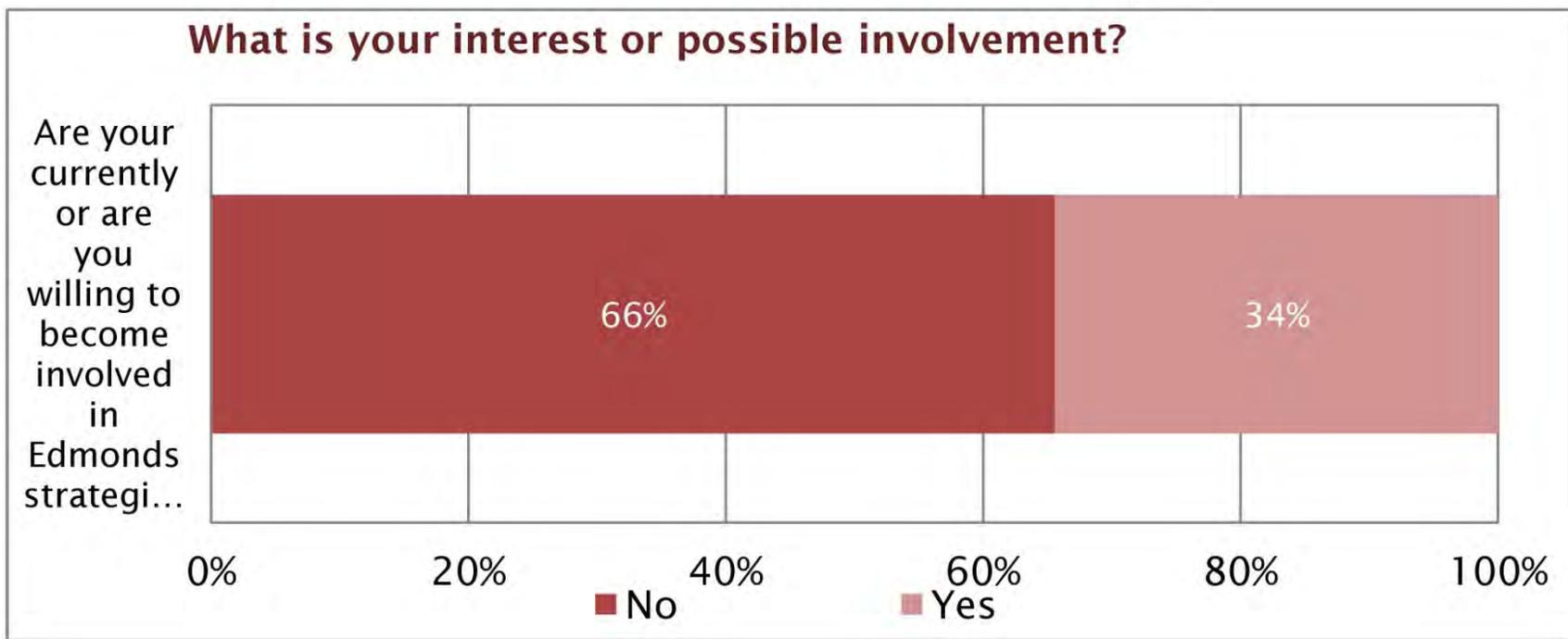
5	4	3	2	1	
24%	25%	32%	13%	5%	Install directional and wayfinding tourist signage
26%	26%	31%	10%	7%	Package and promote property development
24%	30%	30%	10%	6%	Inventory and identify available properties
21%	33%	33%	9%	4%	Target and recruit selected businesses
16%	33%	35%	11%	4%	Develop promotional materials and advertising
19%	29%	37%	12%	3%	Expand city and chamber tourist web pages
13%	26%	43%	14%	4%	Expand city and chamber business web pages
29%	31%	29%	8%	3%	Develop and identify an Edmonds brand and image

Businesses – rate city, port, chamber efforts



5	4	3	2	1	
3%	12%	51%	19%	15%	Previous 6-10 years
4%	16%	48%	25%	7%	Previous 3-5 years
4%	18%	49%	20%	8%	Previous 1-2 years

Businesses – interest in being involved



No	Yes	
66%	34%	Currently or willing to become involved

Businesses – strategic recommendations

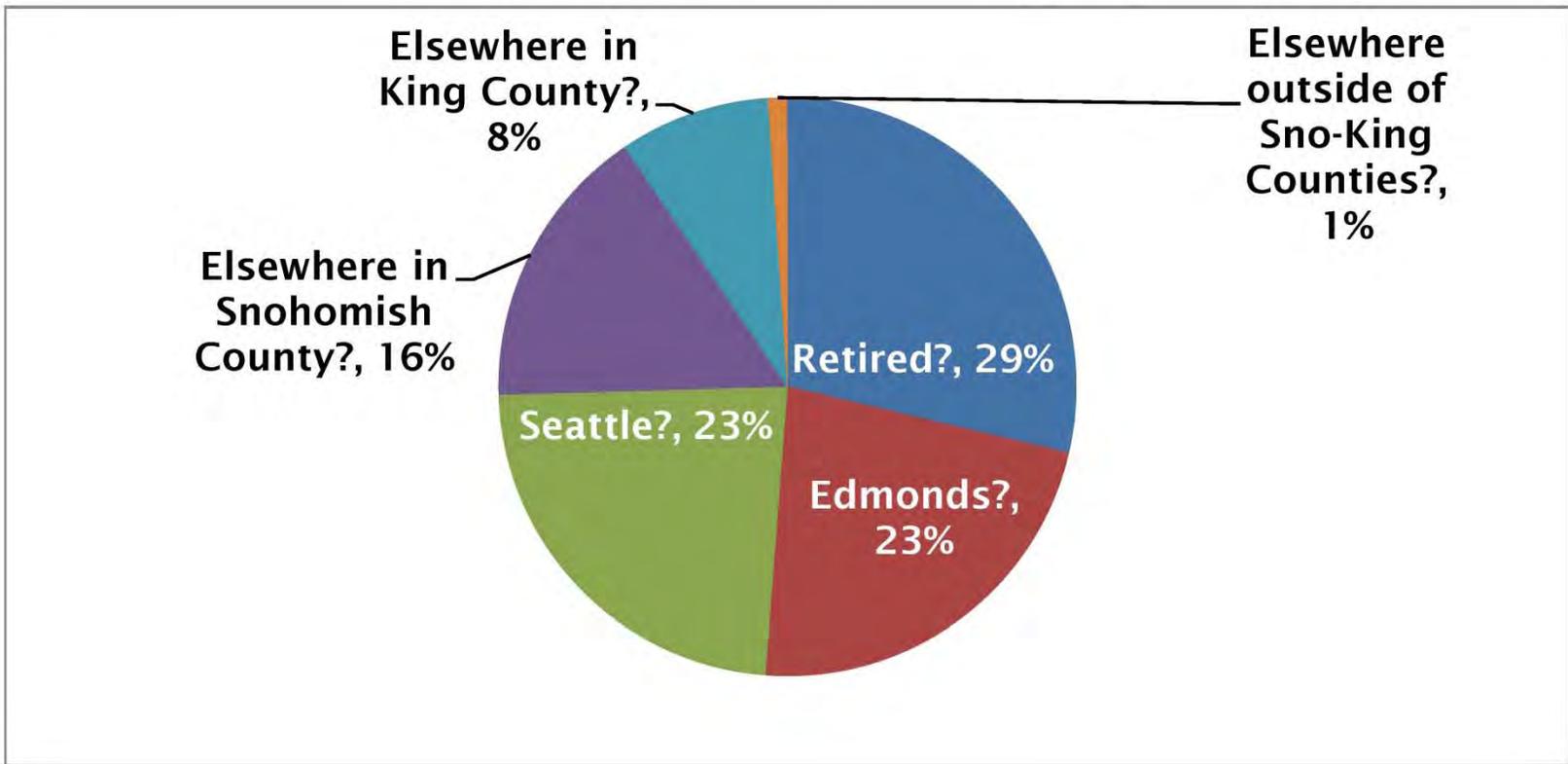
Edmonds businesses are critical to the city's economic development and must be effectively supported and promoted!

Action	Performance
Regulatory procedures – simplify process and update policies and standards to relate to key objectives and subarea relevance	<ul style="list-style-type: none">■ # days required to process permit■ % rating process fair, understandable■ % rating requirements, standards to be relevant
Fiscal sustainability – adopt Budgeting for Objectives (BFO) with community prioritization and alternative delivery methods	<ul style="list-style-type: none">■ % priorities accomplished■ % completed within budget parameters■ \$ set aside in rainy day reserve
Business outreach – integrate city, chamber, port, and private businesses efforts, communications	<ul style="list-style-type: none">■ # parties involved in economic strategies■ \$ combined to fund marketing, promotion■ # businesses recruited/retained■ # employees recruited/retained
Complete plans – for waterfront, Highway 99	<ul style="list-style-type: none">■ % waterfront plan objectives completed■ % Highway 99 plan objectives completed

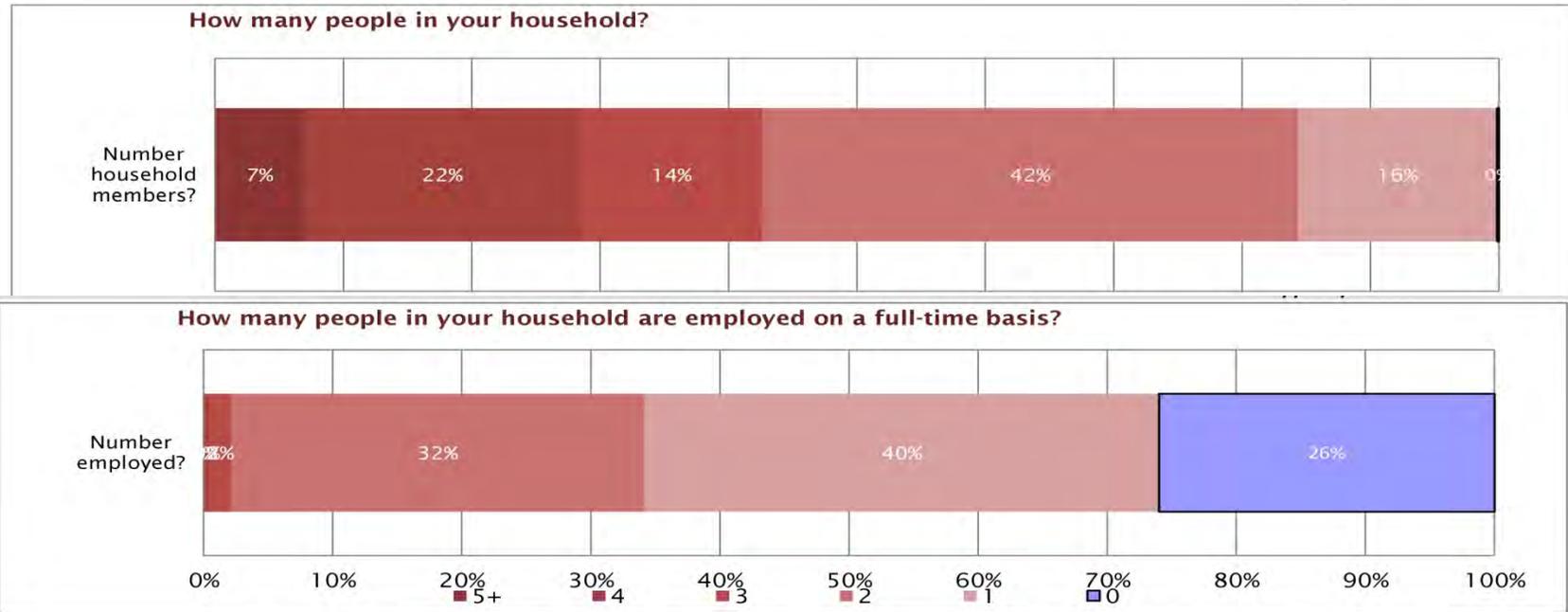
Action	Performance
<u>Business promotion</u> - update Edmonds brand, promotional materials, market outreach, image	<ul style="list-style-type: none"> ■ # webpage hits on city, chamber business ■ # businesses visit, tour Edmonds sites ■ % captured to locate/develop in Edmonds ■ % rating Edmonds desirable location
<u>Promote projects</u> - review and approve key economic development projects	<ul style="list-style-type: none"> ■ Harbour Square master plan approved ■ Harbour Square RFP conducted ■ % Harbour Square project completed
<u>Initiate proactive projects</u> - package key sites, develop project criteria, conduct competitive RFPs	<ul style="list-style-type: none"> ■ Safeway/Antique Mall site procured ■ Safeway/Antique Mall master plan approved ■ Safeway/Antique Mall RFP conducted ■ % Safeway/Antique Mall project completed
<u>Visual enhancements</u> - install gateways, wayfinding signage, streetscapes	<ul style="list-style-type: none"> ■ % gateway project completed ■ % wayfinding signage project completed
<u>Assess results</u> - for all of above	<ul style="list-style-type: none"> ■ % business owner approval of results ■ % city resident approval of results

1: Survey results – adult residents

Adult residents – place of work (681 responses)



Adult residents – persons, employed in household



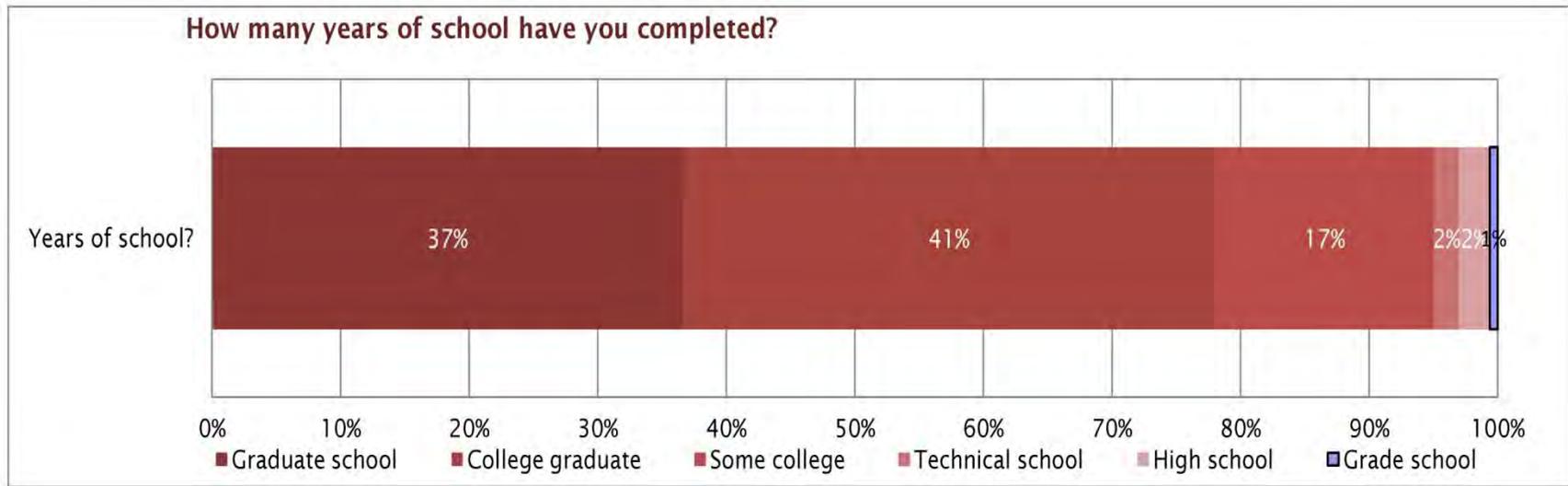
	5+	4	3	2	1	0	
7%	22%	14%	42%	16%	0%	People in household	
0%	0%	2%	32%	40%	26%	Employed people in household	

Adult residents – occupation



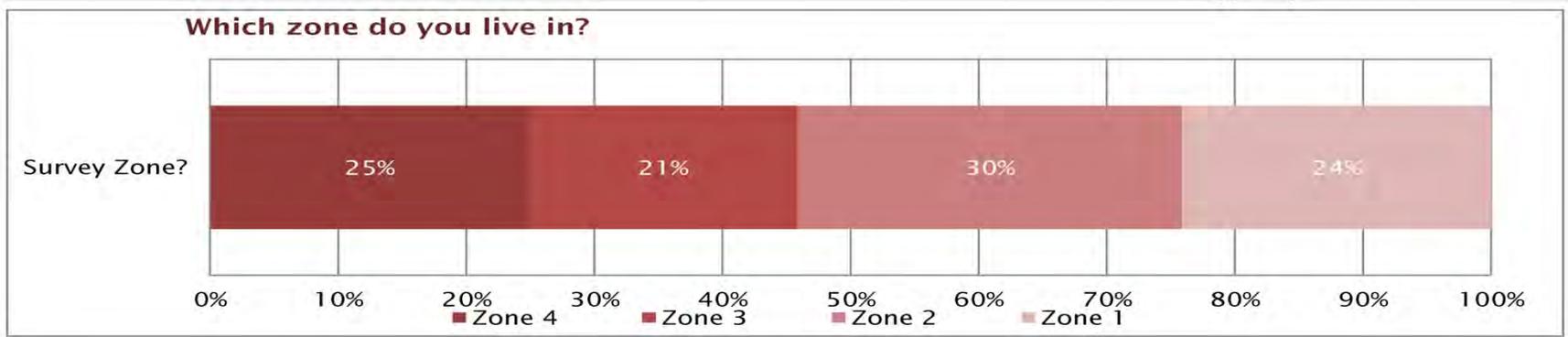
Hsewfe	Const/mfg	Retail	Office	Tech	Prof	Mgt	Occupation
6%	2%	1%	9%	8%	56%	17%	

Adult residents – education



Grad Schl	College	Some coll	Tech	High schl	Grade schl	Education
37%	41%	17%	2%	2%	1%	Education

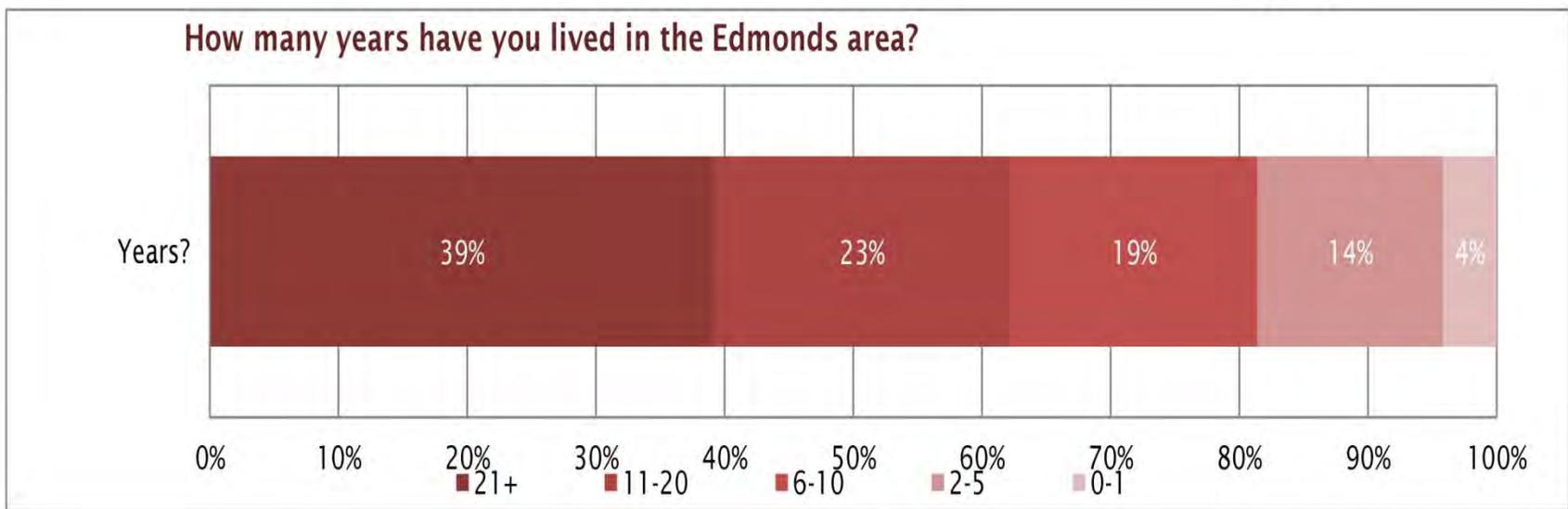
Adult residents – zone of residence



4	3	2	1	
25%	21%	30%	24%	Zone of residence

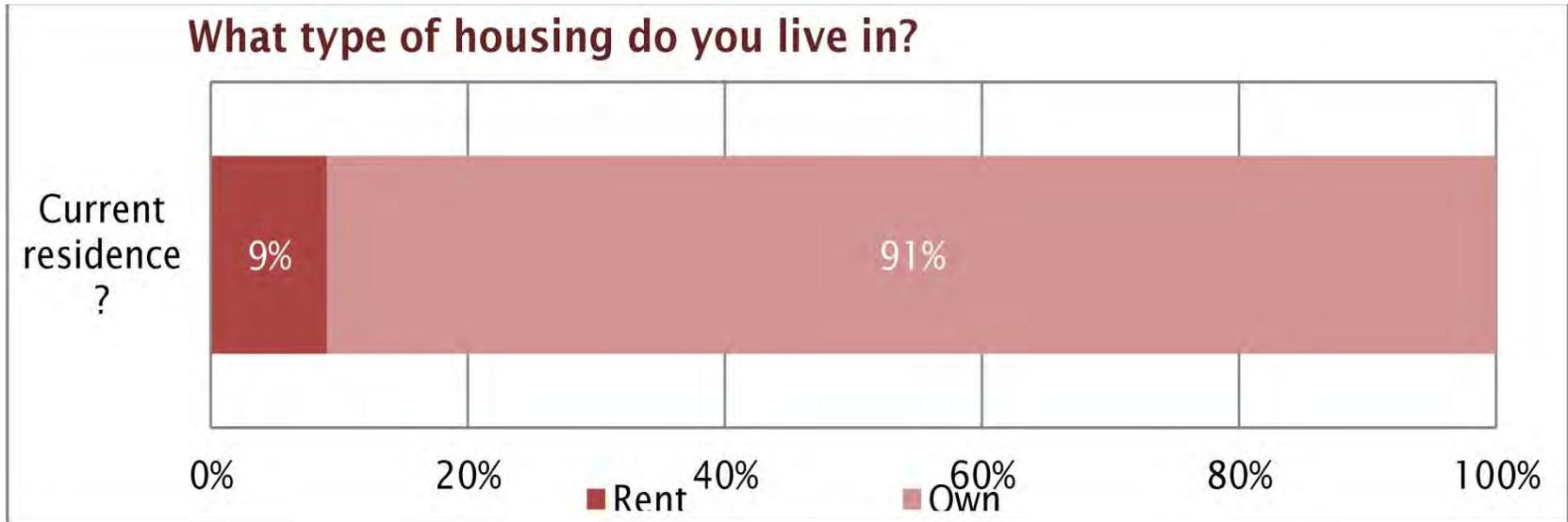


Adult residents – length of residence



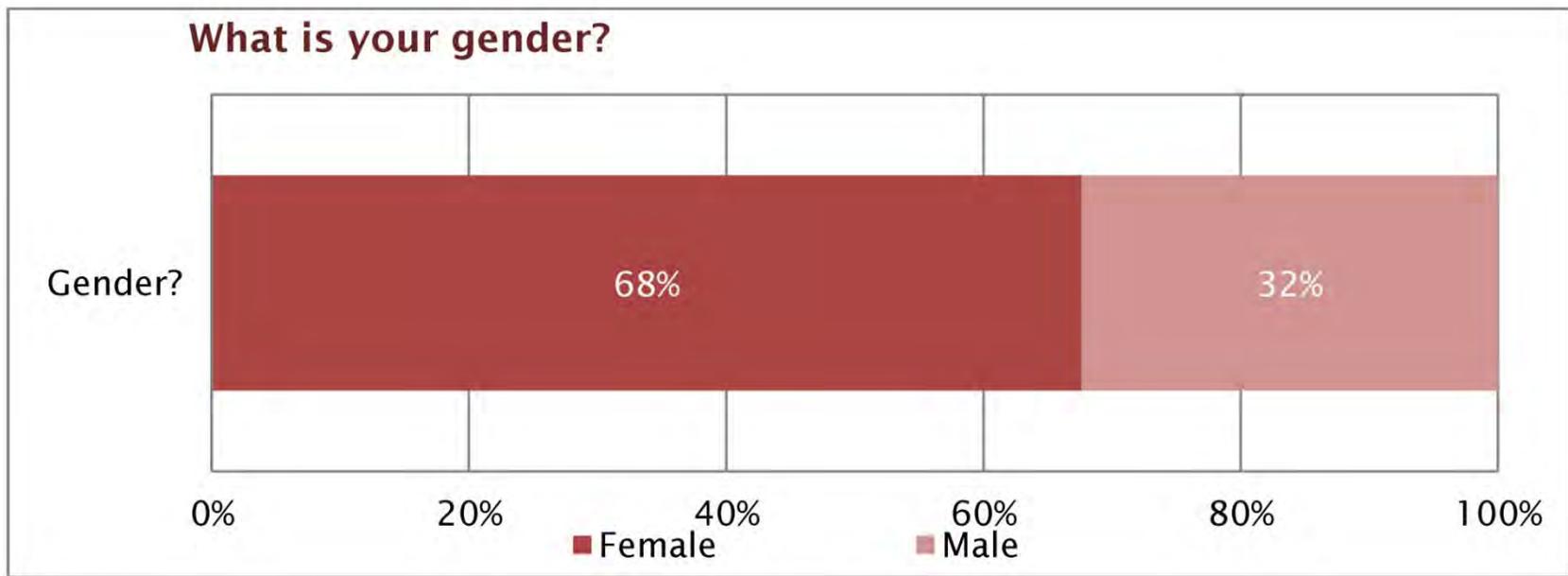
21+	11-20	6-10	2-5	0-1	Years of residency
39%	23%	19%	14%	4%	

Adult residents – type of housing



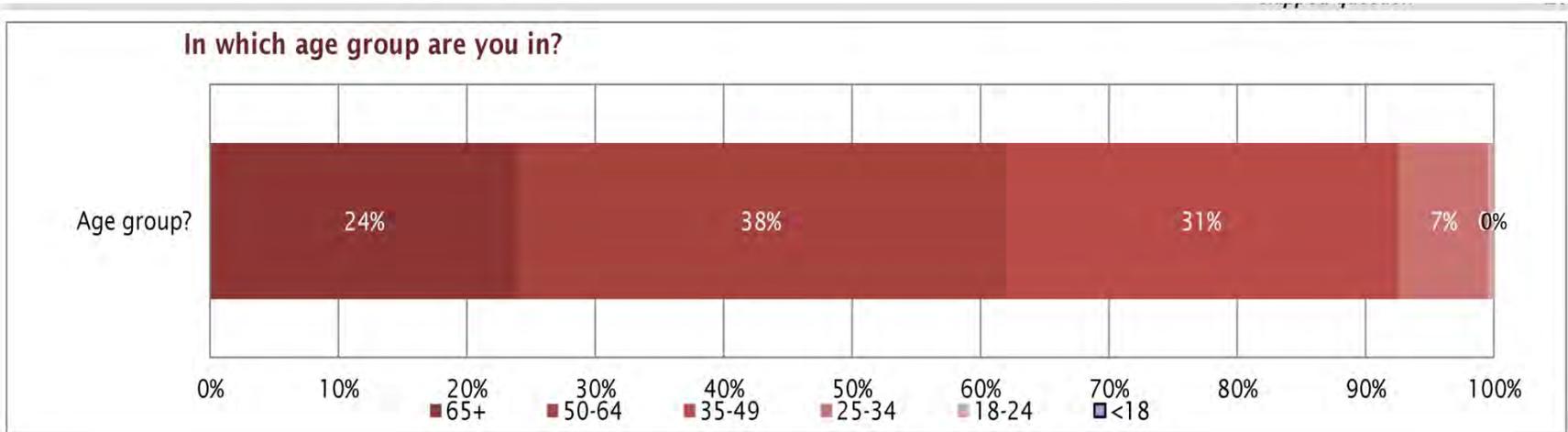
Rent	Own	Type of housing
9%	91%	Type of housing

Adult residents – gender



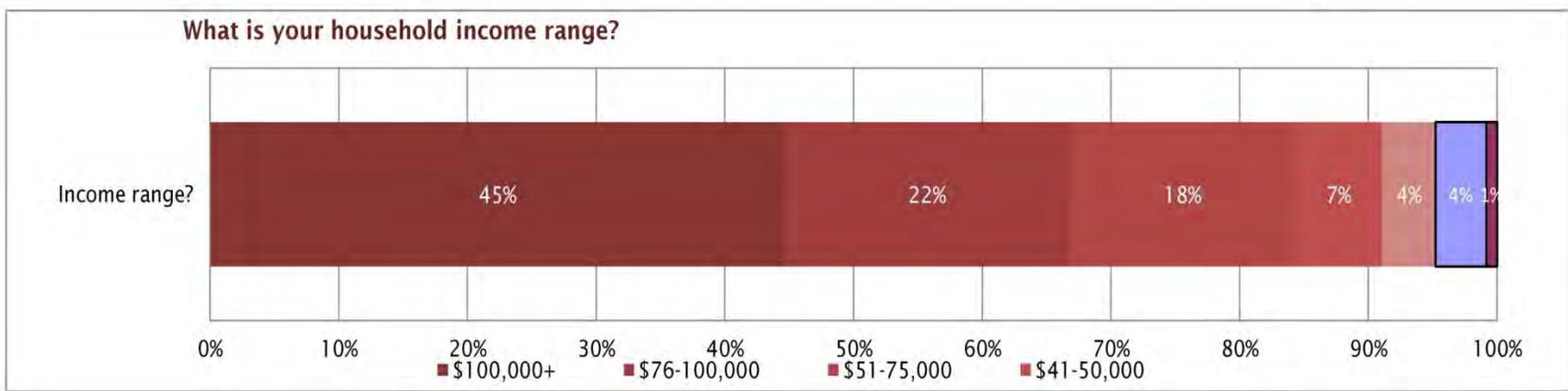
Female	Male	
68%	32%	Gender

Adult residents – age group



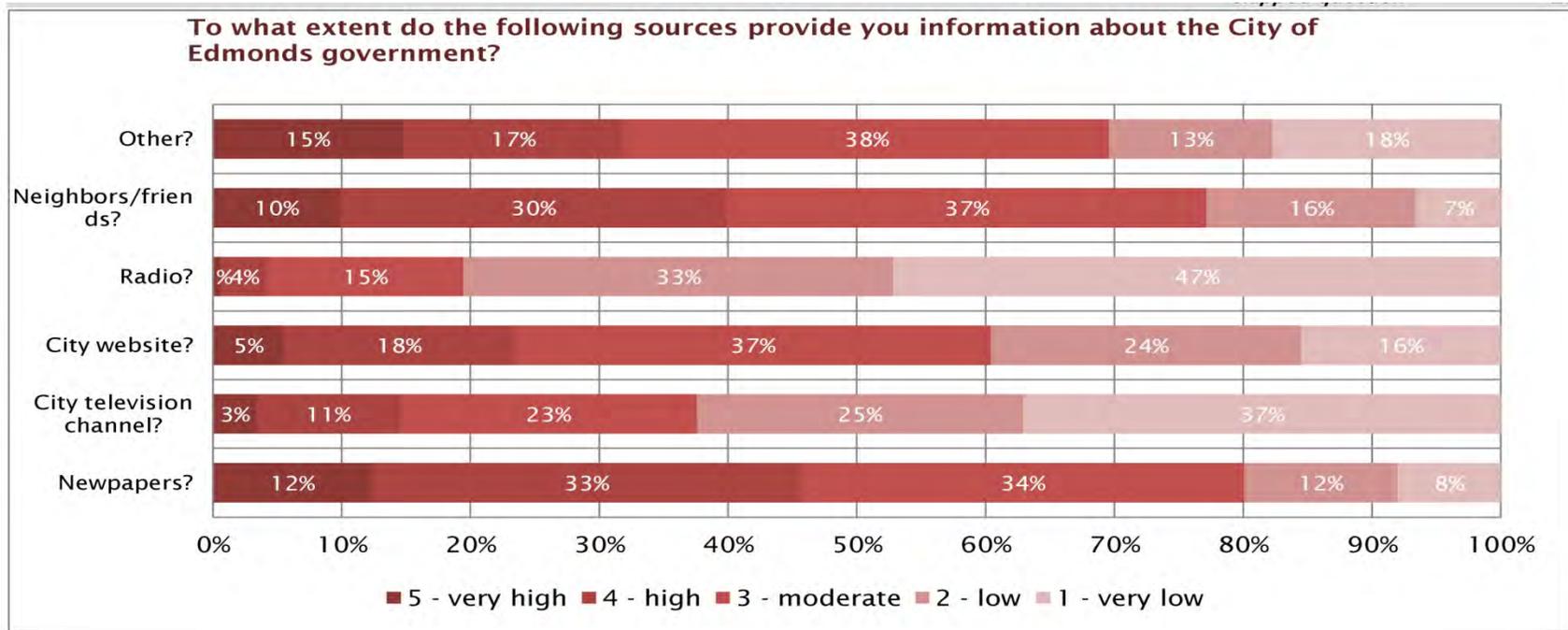
65+	50-64	45-49	25-34	18-24	<18	Age group
24%	38%	31%	7%	0%	0%	

Adult residents – household income



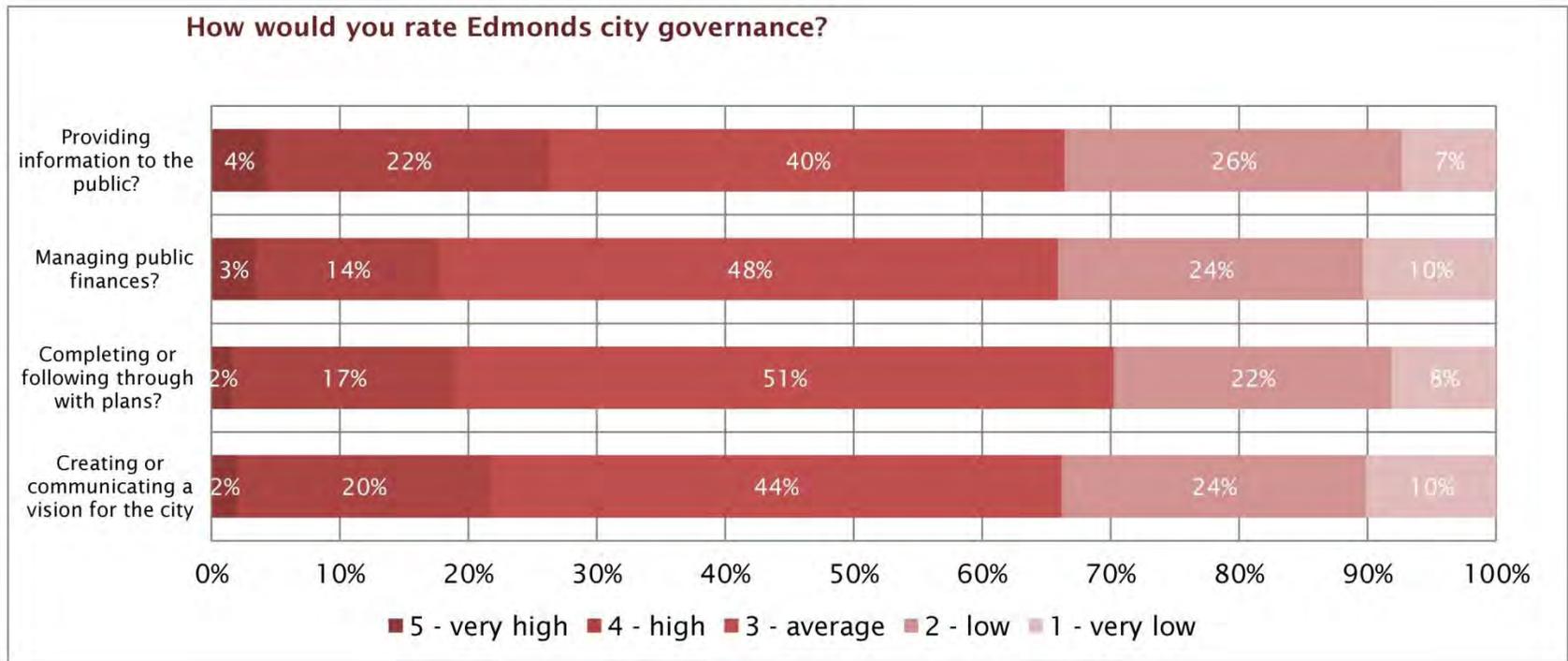
\$100	\$76-100	\$51-75	\$41-50	\$31-40	\$21-30	<\$20	Household income
45%	22%	18%	7%	4%	4%	1%	

Adult residents – source of information



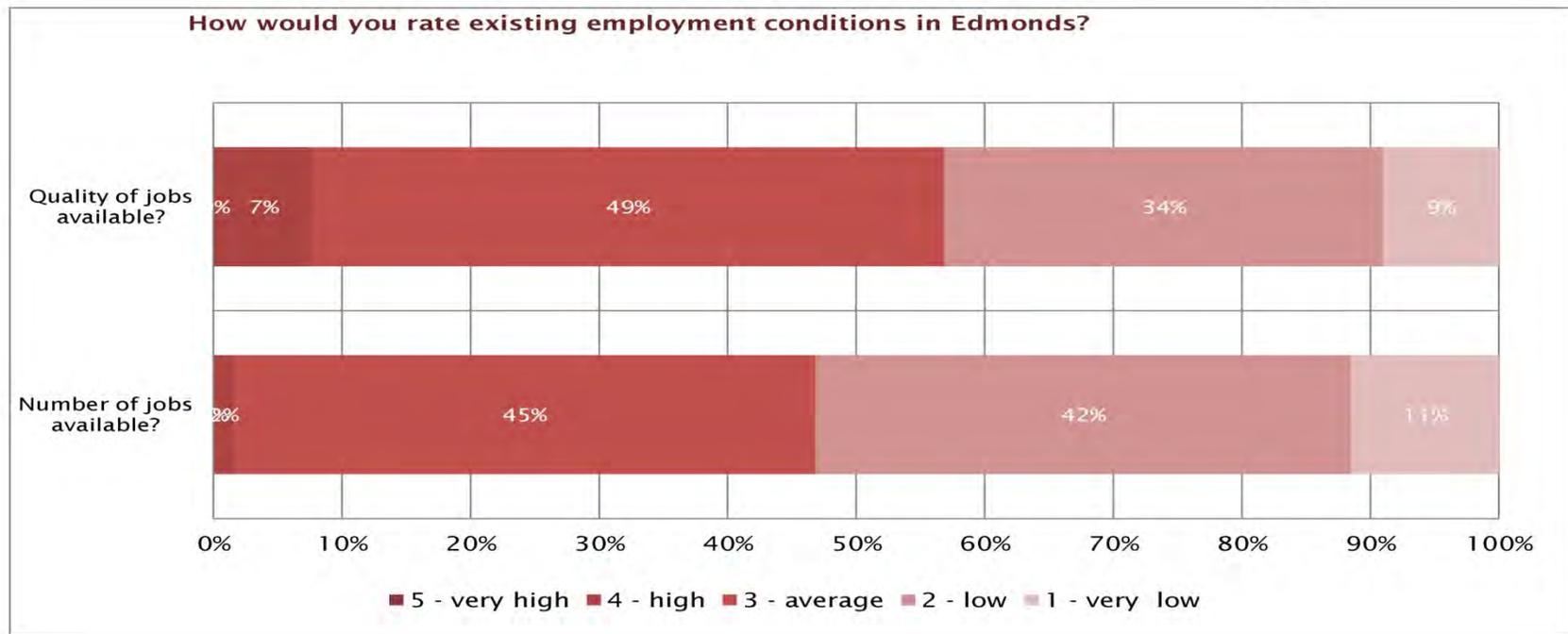
5	4	3	2	1	
15%	17%	38%	13%	18%	Other
10%	30%	37%	16%	7%	Neighbors/friends
1%	4%	15%	33%	47%	Radio
5%	18%	37%	24%	16%	City website
3%	11%	23%	25%	37%	City television channel
12%	33%	34%	12%	8%	Newspapers

Adult residents – rate city governance



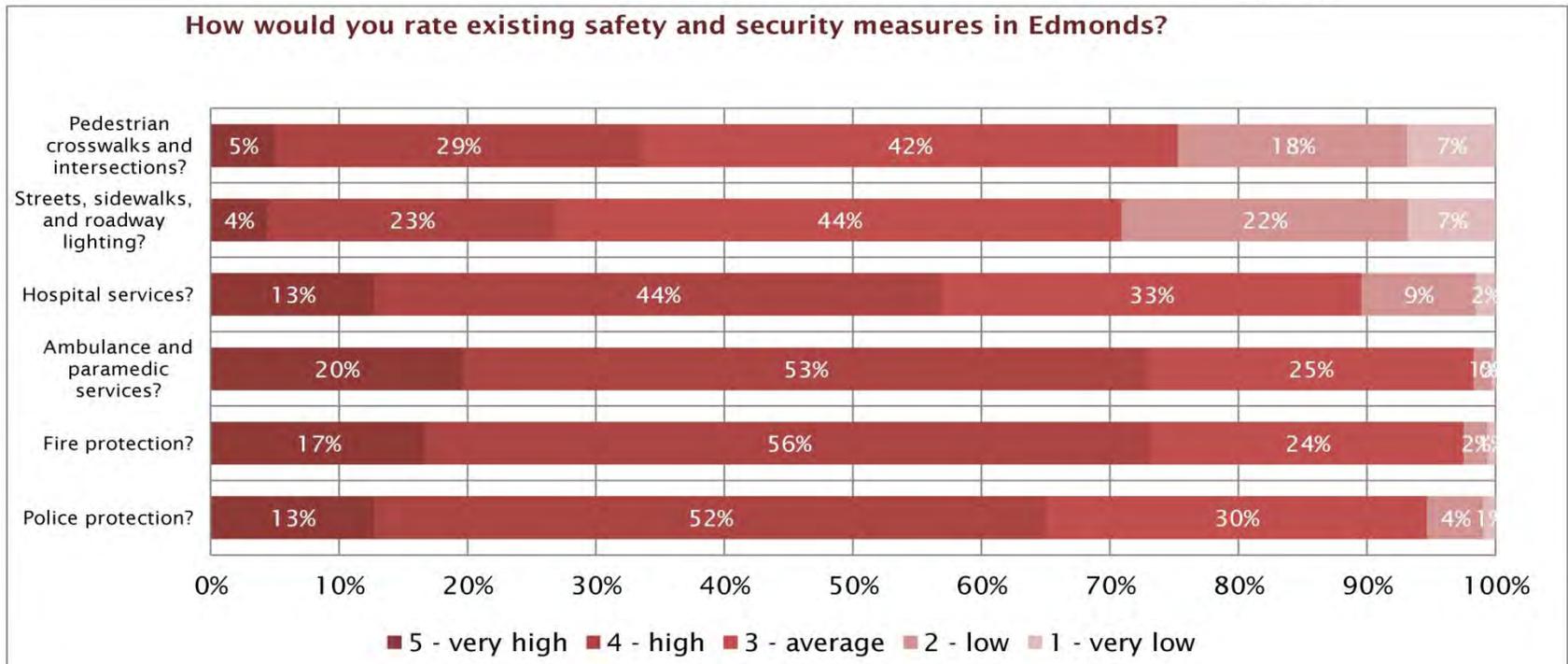
5	4	3	2	1	
4%	22%	40%	26%	7%	Providing information to the public
3%	14%	48%	24%	10%	Managing public finances
2%	17%	51%	22%	8%	Completing or following thorough with plans
2%	20%	44%	24%	10%	Creating or communicating a vision for the city

Adult residents – rate employment conditions



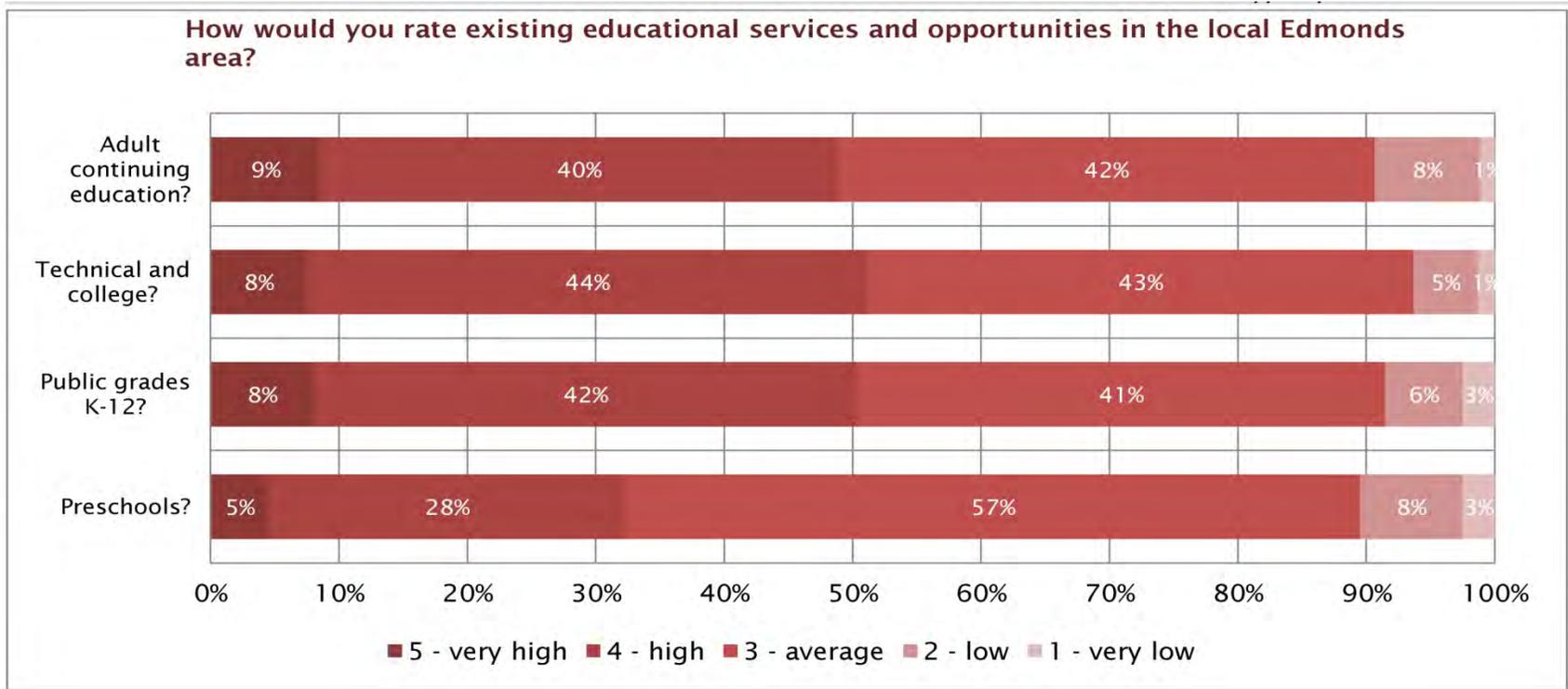
5	4	3	2	1	
0%	7%	49%	34%	9%	Quality of jobs available
0%	2%	45%	42%	11%	Number of jobs available

Adult residents – rate safety and security



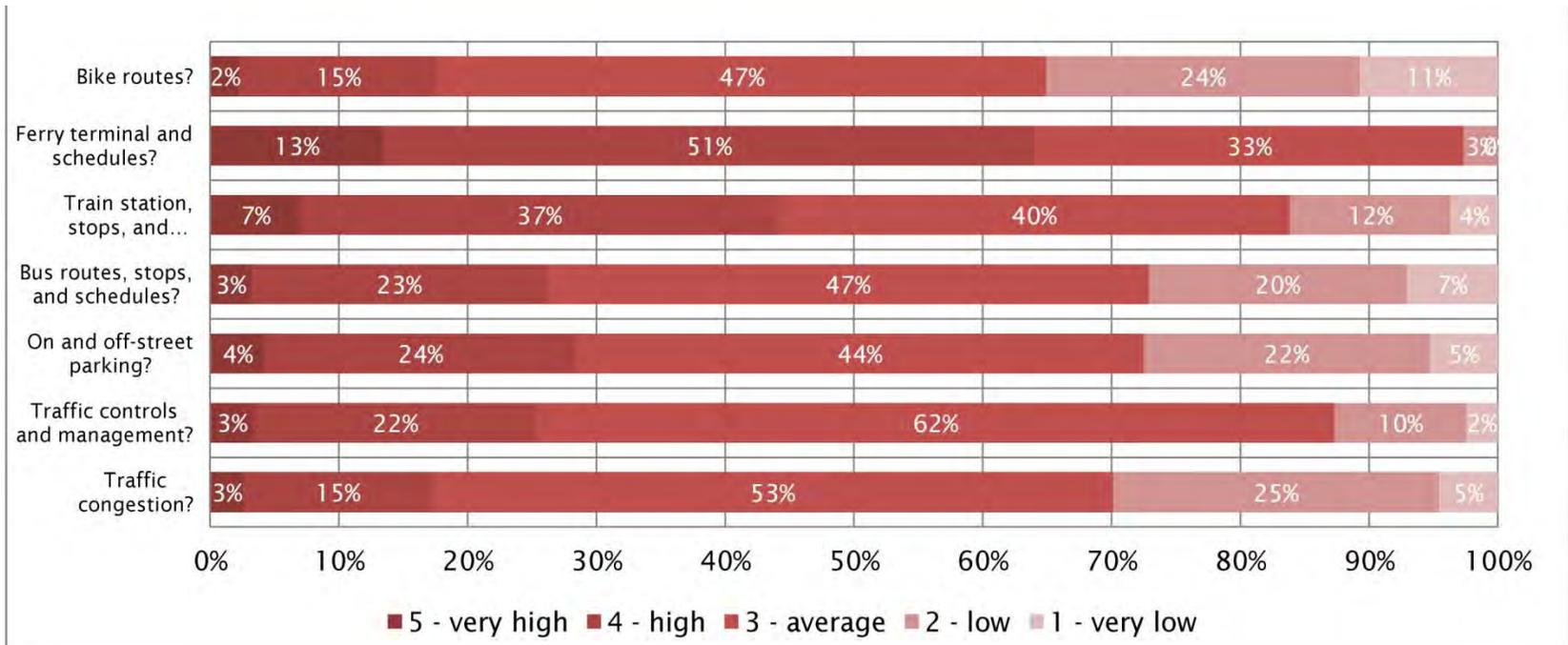
5	4	3	2	1	
5%	29%	42%	18%	7%	Pedestrian crosswalks and intersections
4%	23%	44%	22%	7%	Streets, sidewalks, and roadway lighting
13%	44%	33%	9%	2%	Hospital services
20%	53%	25%	1%	0%	Ambulance and paramedic services
17%	56%	24%	2%	1%	Fire protection
13%	52%	30%	4%	1%	Police protection

Adult residents – rate educational services



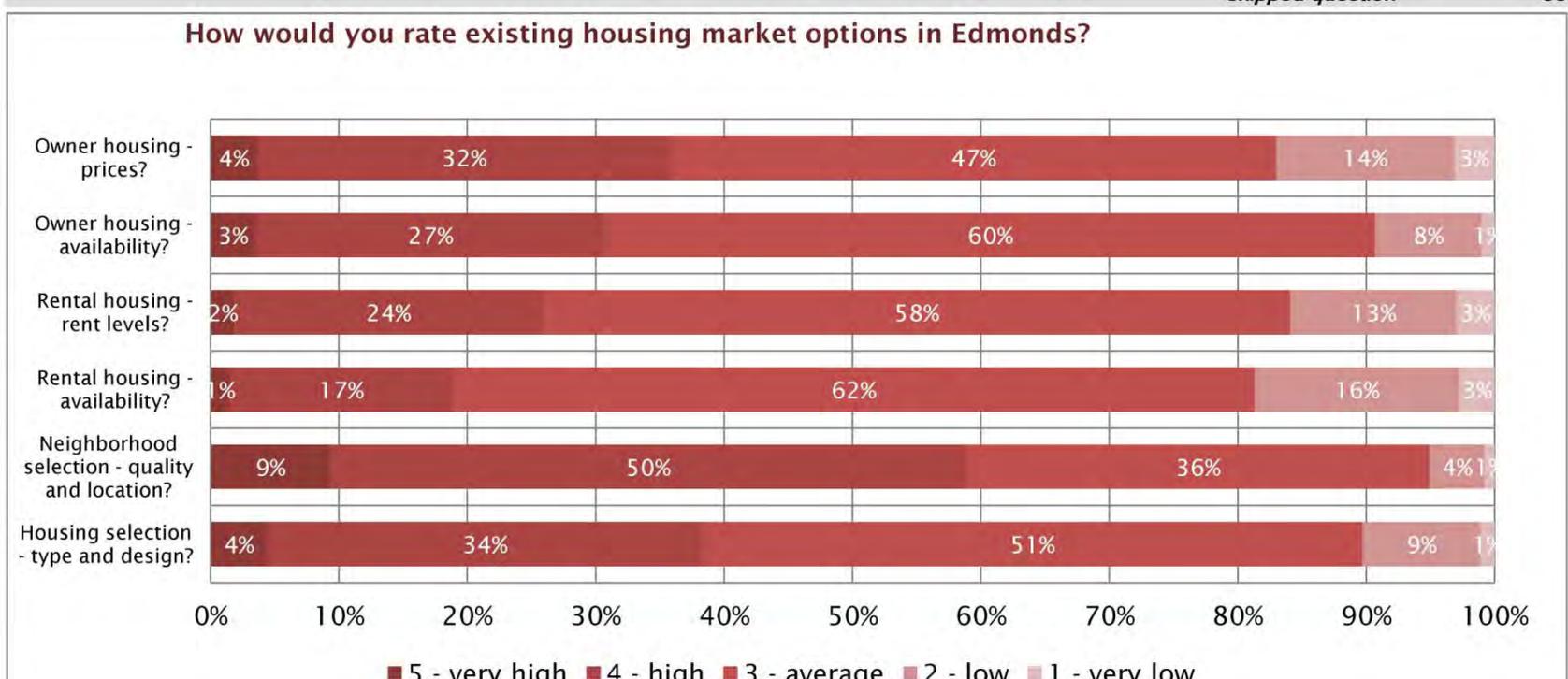
5	4	3	2	1	
9%	40%	42%	8%	1%	Adult continuing education
8%	44%	43%	5%	1%	Technical and college
8%	42%	41%	6%	3%	Public grades K-12
5%	28%	57%	8%	3%	Preschools

Adult residents – rate transportation conditions



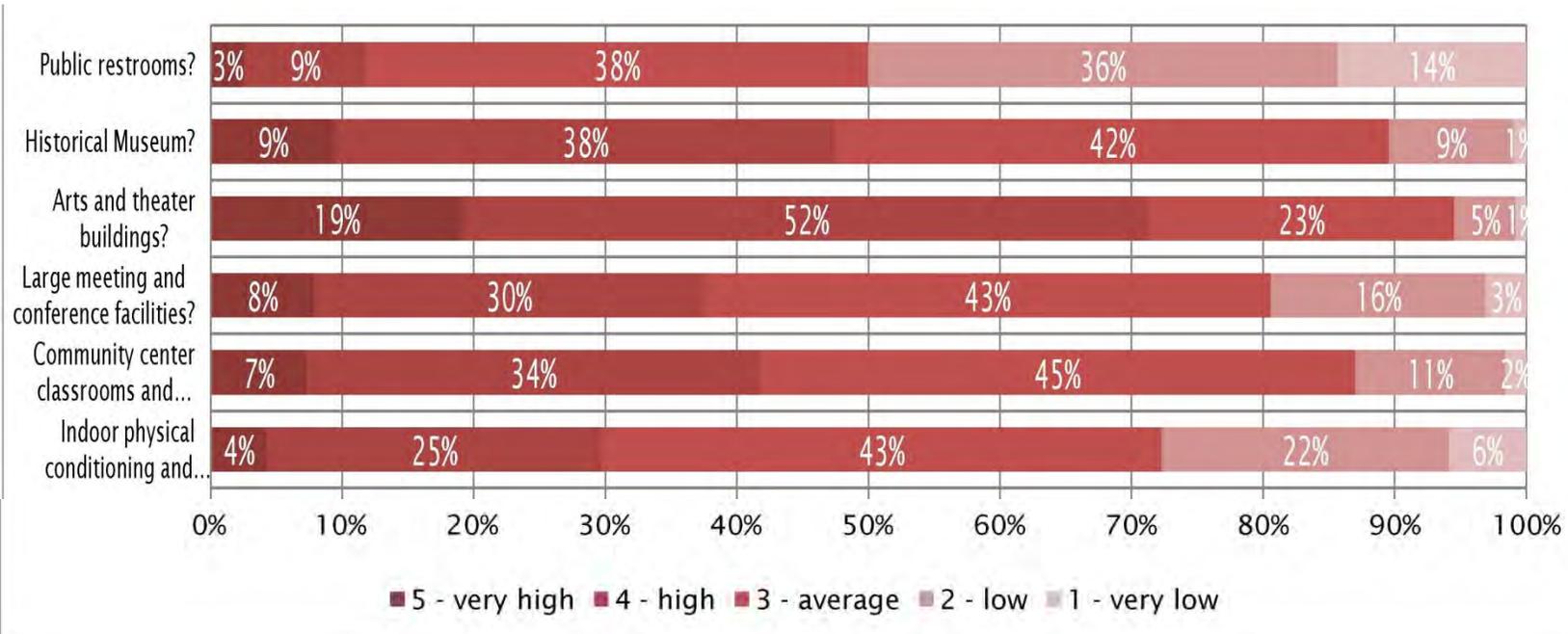
5	4	3	2	1	
2%	15%	47%	24%	11%	Bike routes
13%	51%	33%	3%	0%	Ferry terminal and schedules
7%	37%	40%	12%	4%	Train station, stops, and schedules
3%	23%	47%	20%	7%	Bus routes, stops, and schedules
4%	24%	44%	22%	5%	On and off-street parking
3%	22%	62%	10%	2%	Traffic controls and management
3%	15%	53%	25%	5%	Traffic congestion

Adult residents – rate housing market



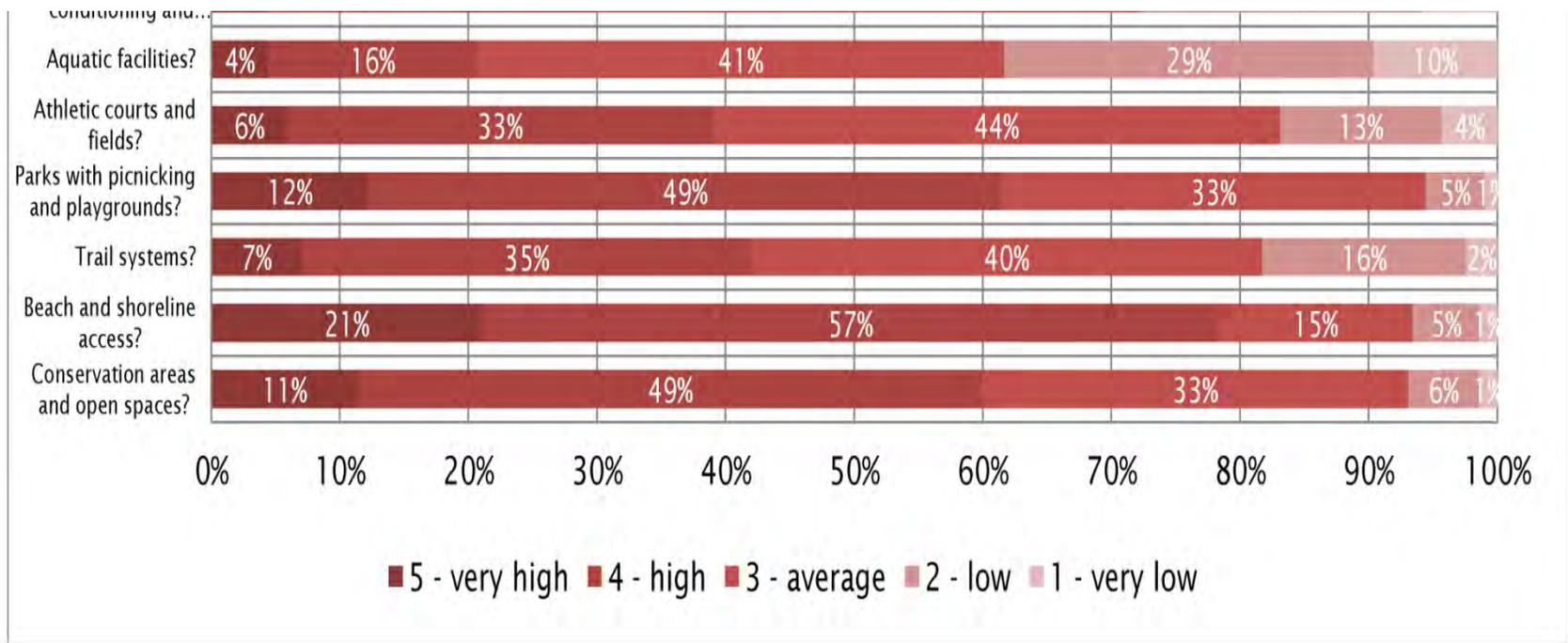
5	4	3	2	1	
4%	32%	47%	14%	3%	Owner housing – prices
3%	27%	60%	8%	1%	Owner housing – availability
2%	24%	58%	13%	3%	Rental housing – rent levels
1%	17%	62%	16%	3%	Rental housing – availability
9%	50%	36%	4%	1%	Neighborhood selection – quality and location
4%	34%	51%	9%	1%	Housing selection – type and design

Adult residents – rate parks and recreation



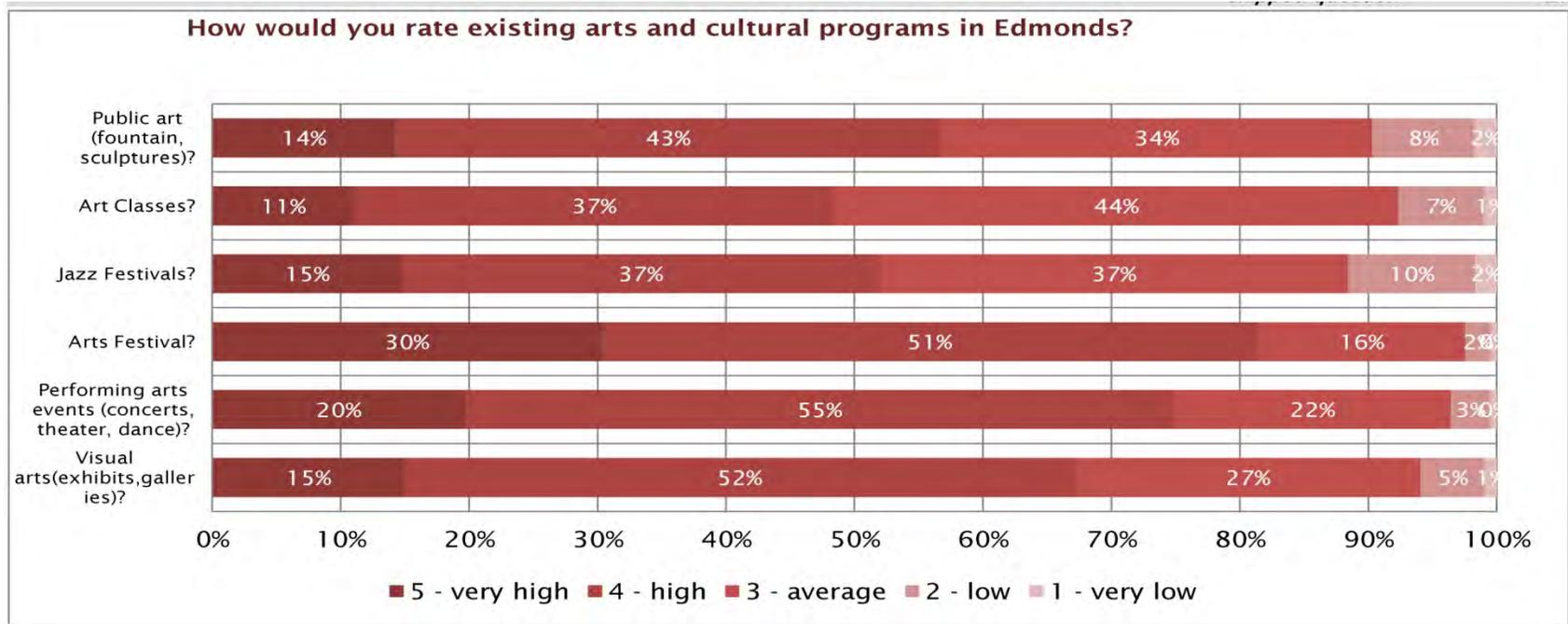
5	4	3	2	1	
3%	9%	38%	36%	14%	Public restrooms
9%	38%	42%	9%	1%	Historical museum
19%	52%	23%	5%	1%	Arts and theater buildings
8%	30%	43%	16%	3%	Large meeting and conference facilities
7%	34%	45%	11%	2%	Community center classrooms and meeting rooms
4%	25%	43%	22%	6%	Indoor physical conditioning and gymnasiums

Adult residents – rate parks and recreation



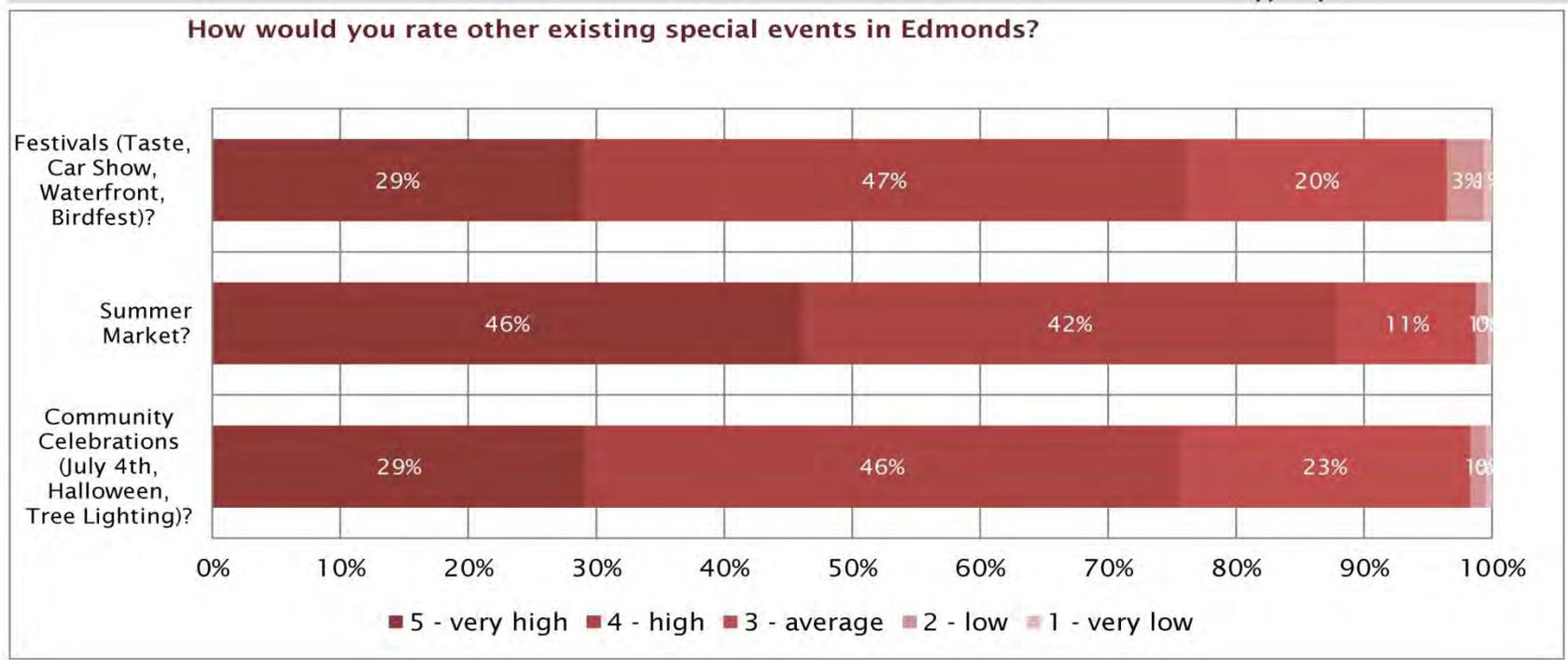
5	4	3	2	1	
4%	16%	41%	29%	10%	Aquatic facilities
6%	33%	44%	13%	4%	Athletic courts and fields
12%	49%	33%	5%	1%	Parks with picnicking and playgrounds
7%	35%	40%	16%	2%	Trail systems
21%	57%	15%	5%	1%	Beach and shoreline access
11%	49%	33%	6%	1%	Conservation areas and open spaces

Adult residents – rate arts and cultural programs



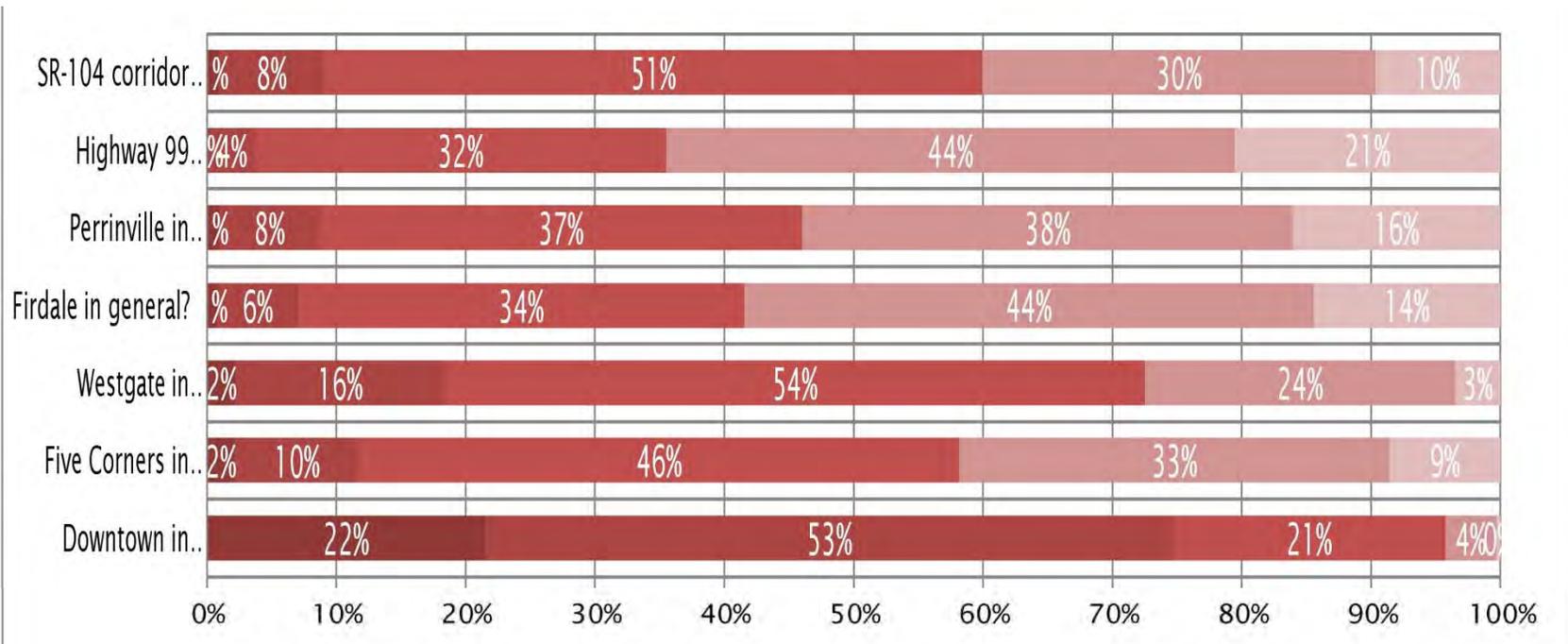
5	4	3	2	1	
14%	43%	34%	8%	2%	Public art – fountain, sculptures
11%	37%	44%	7%	1%	Art classes
15%	37%	37%	10%	2%	Jazz festivals
30%	51%	16%	2%	0%	Arts festival
20%	55%	22%	3%	0%	Performing arts events – concerts, theater, dance
15%	52%	27%	5%	1%	Visual arts – exhibits and galleries

Adult residents – rate special events



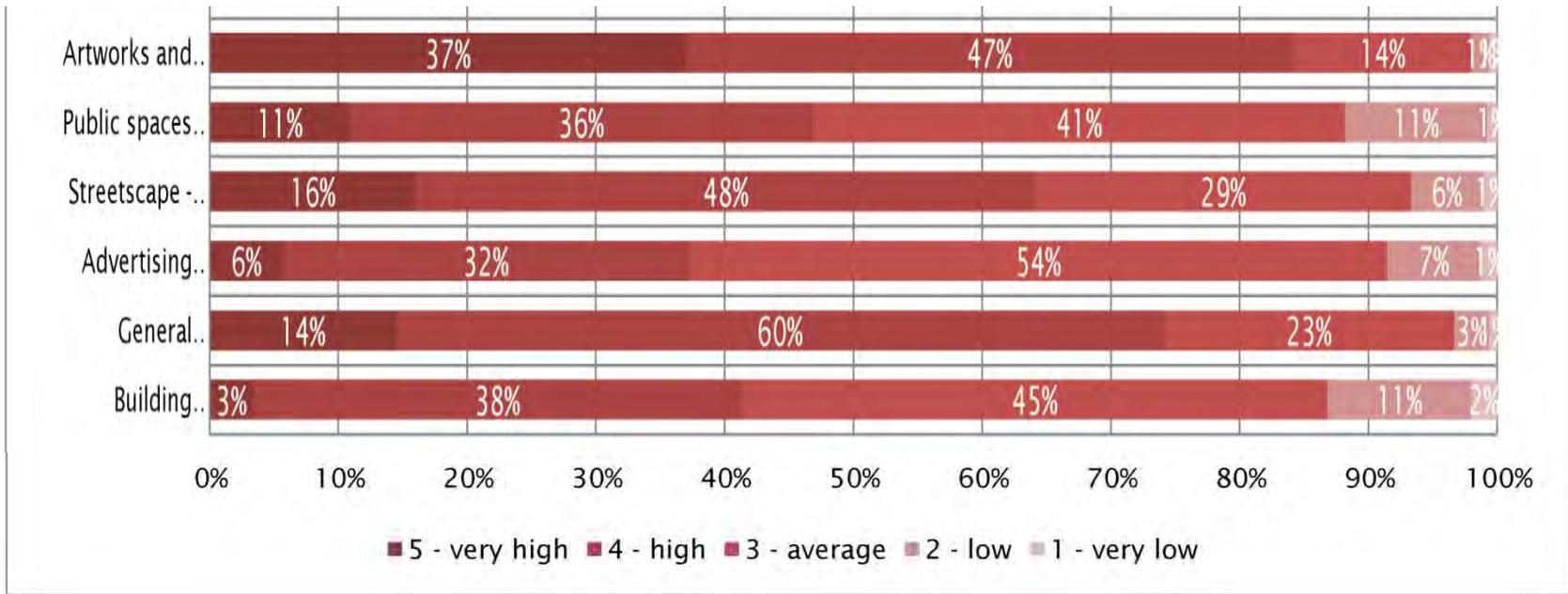
5	4	3	2	1	
29%	47%	20%	3%	1%	Festivals – Taste, Car Show, Waterfront, Birdfest
46%	42%	11%	1%	0%	Summer Market
29%	46%	23%	1%	0%	Community celebrations – July 4th, Halloween, Tree Lighting

Adult residents – rate design conditions, appearances



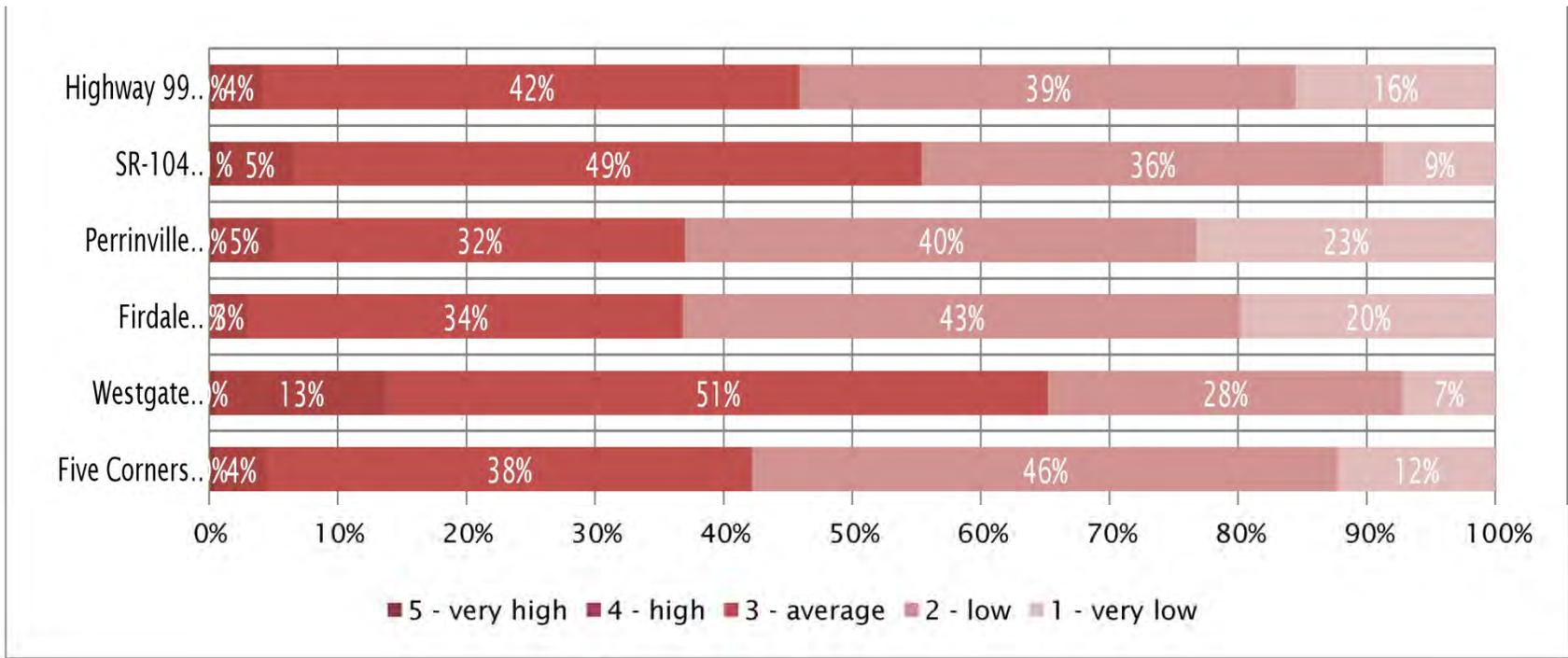
5	4	3	2	1	
1%	8%	51%	30%	10%	SR-104 corridor
0%	4%	32%	44%	21%	Highway 99
1%	8%	37%	38%	16%	Perrinville
1%	6%	34%	44%	14%	Firdale
2%	16%	54%	24%	3%	Westgate
2%	10%	46%	33%	9%	Five Corners
22%	53%	21%	4%	0%	Downtown

Adult residents – rate design conditions, appearances



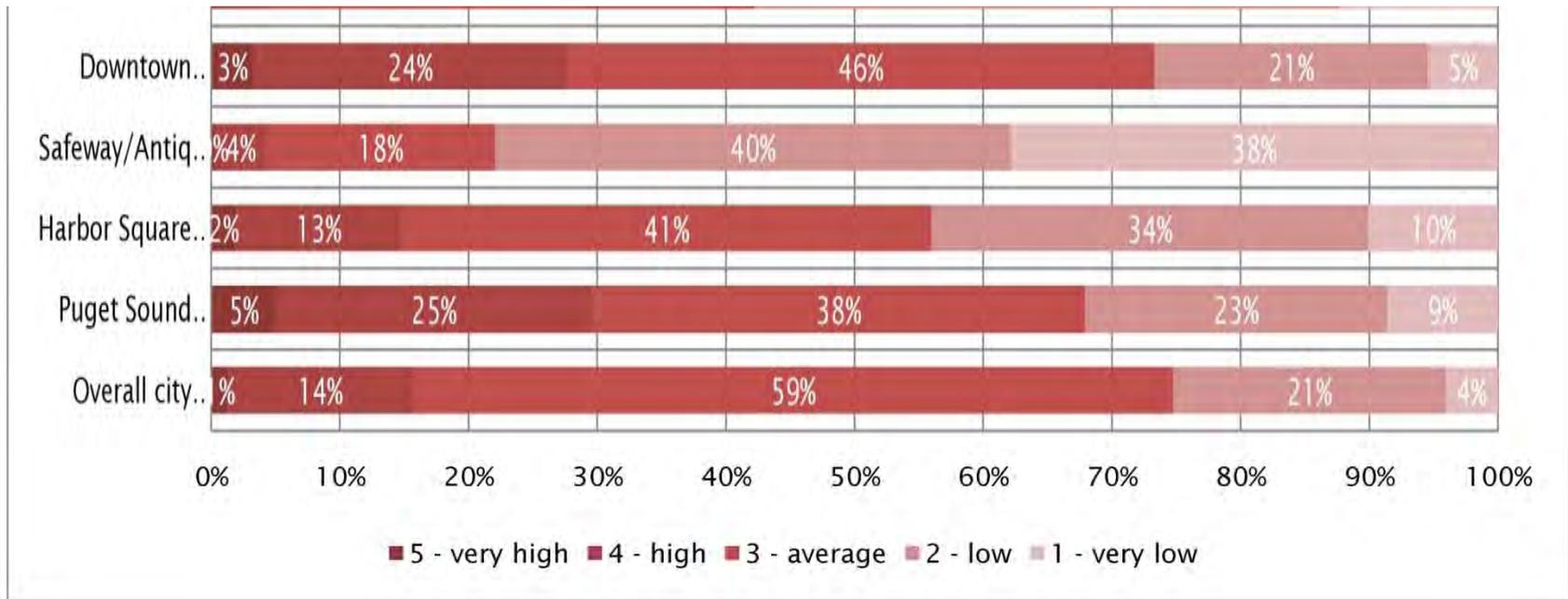
5	4	3	2	1	
37%	47%	14%	1%	1%	Artworks and beautification – flower baskets
11%	36%	41%	11%	1%	Public spaces and plazas
16%	48%	29%	6%	1%	Streetscape – street lights, trees, landscaping
6%	32%	54%	7%	1%	Advertising signage – location and number
14%	60%	23%	3%	1%	General cleanliness
3%	38%	45%	11%	2%	Building appearances in general

Adult residents – rate level of development



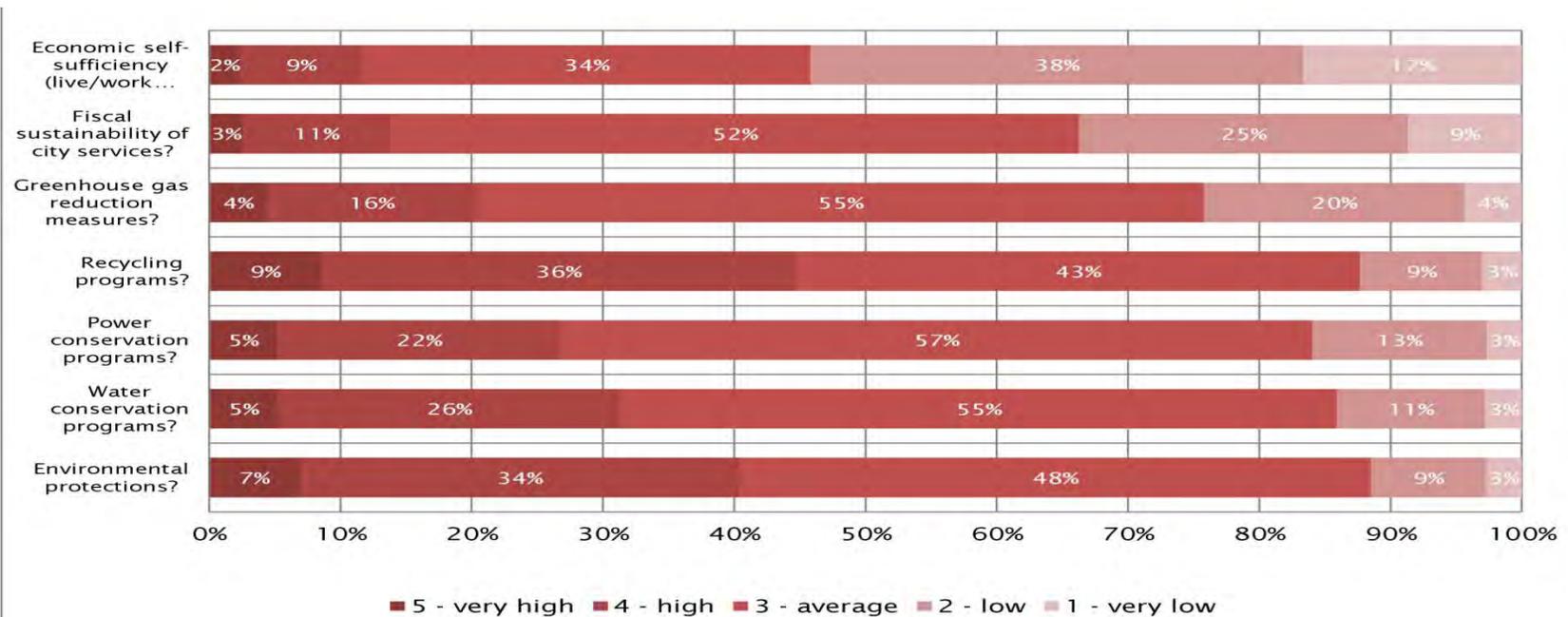
5	4	3	2	1	
0%	4%	42%	39%	16%	Highway 99
1%	5%	49%	36%	9%	SR-104
0%	5%	32%	40%	23%	Perrinville
0%	3%	34%	43%	20%	Firdale
0%	13%	51%	28%	7%	Westgate
0%	4%	38%	46%	12%	Five Corners

Adult residents – rate level of development



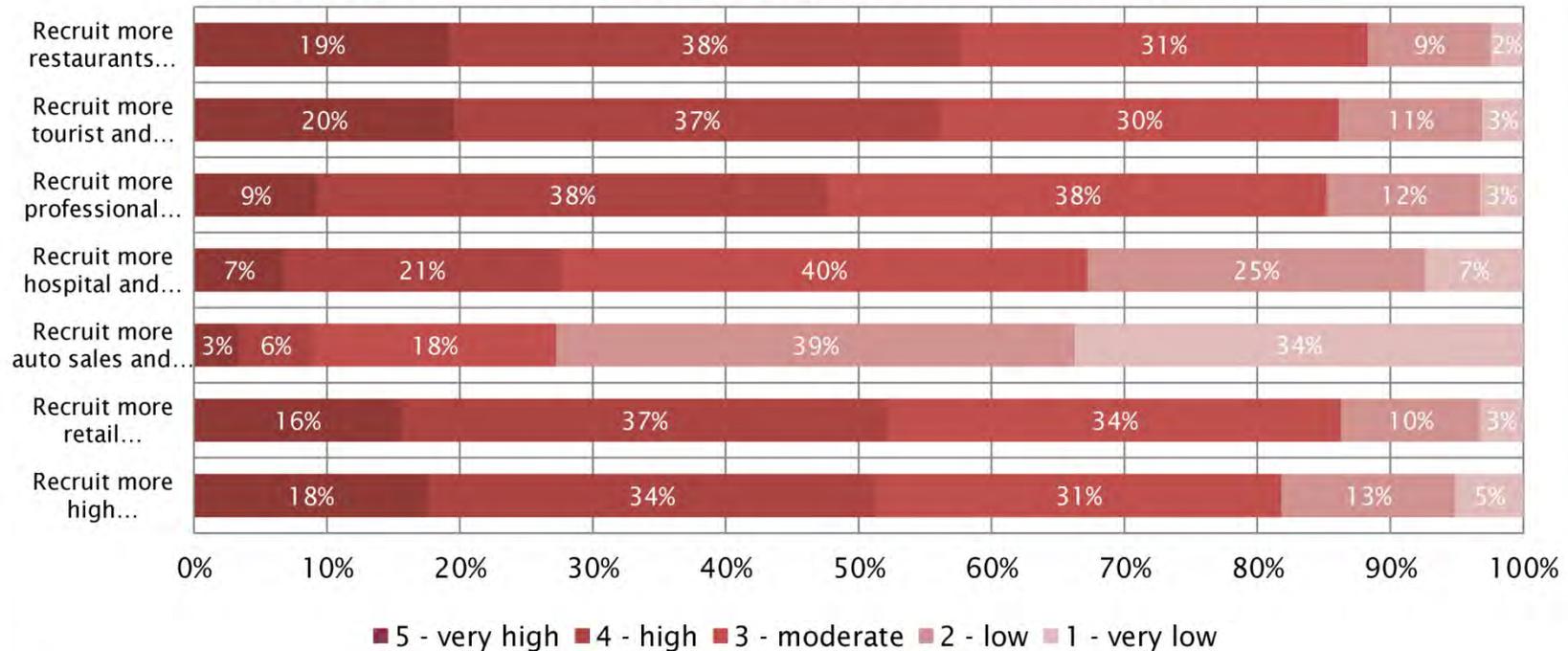
5	4	3	2	1	
3%	24%	46%	21%	5%	Downtown
0%	4%	18%	40%	38%	Safeway/Antique Mall
2%	13%	41%	34%	10%	Harbour Square
5%	25%	38%	23%	9%	Puget Sound waterfront
1%	14%	59%	21%	4%	Overall city development

Adult residents – rate sustainability



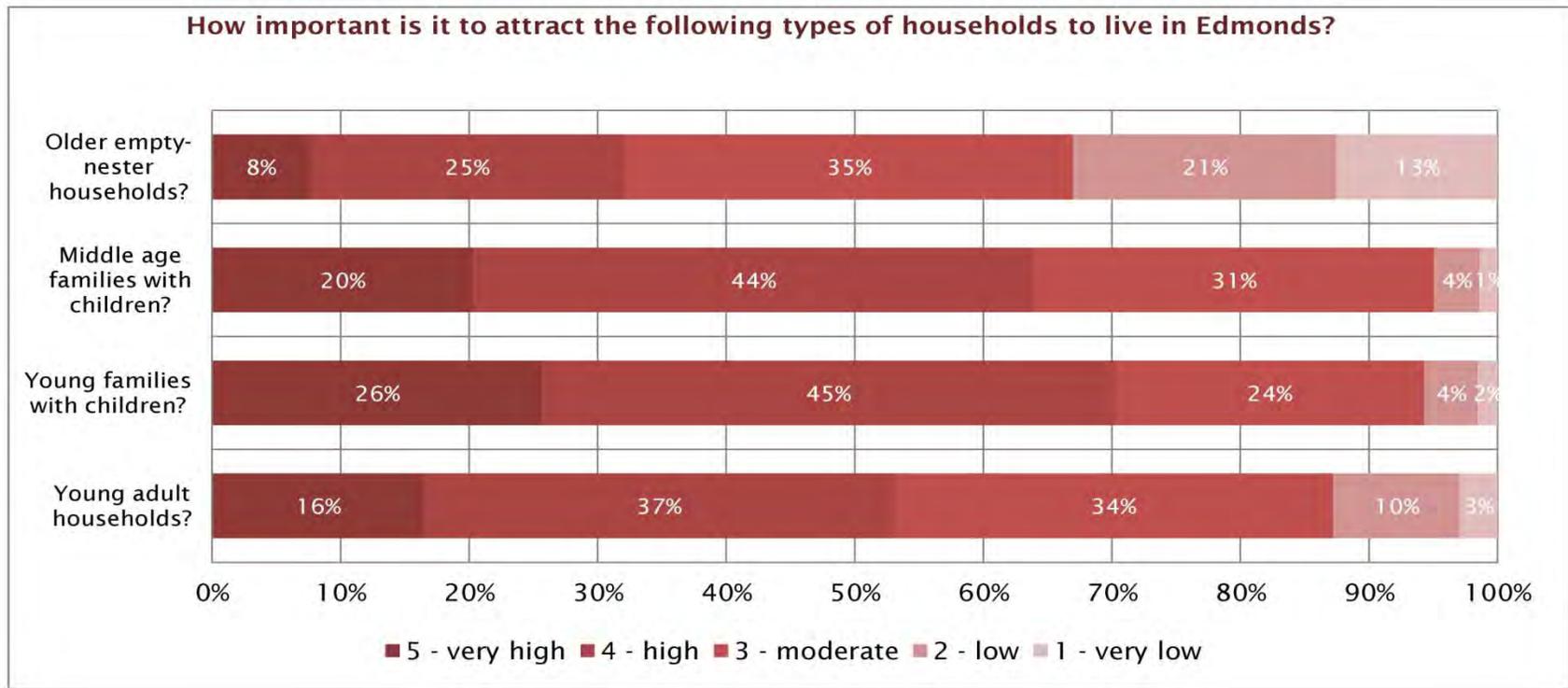
5	4	3	2	1	
2%	9%	34%	38%	17%	Economic self-sufficiency – live/work within the city
3%	11%	52%	25%	9%	Fiscal sustainability of city services
4%	16%	55%	20%	4%	Greenhouse gas reduction measures
9%	36%	43%	9%	3%	Recycling programs
5%	22%	57%	13%	3%	Power conservation programs
5%	26%	55%	11%	3%	Water conservation programs
7%	34%	48%	9%	3%	Environmental protections

Adult residents – rate business development proposals



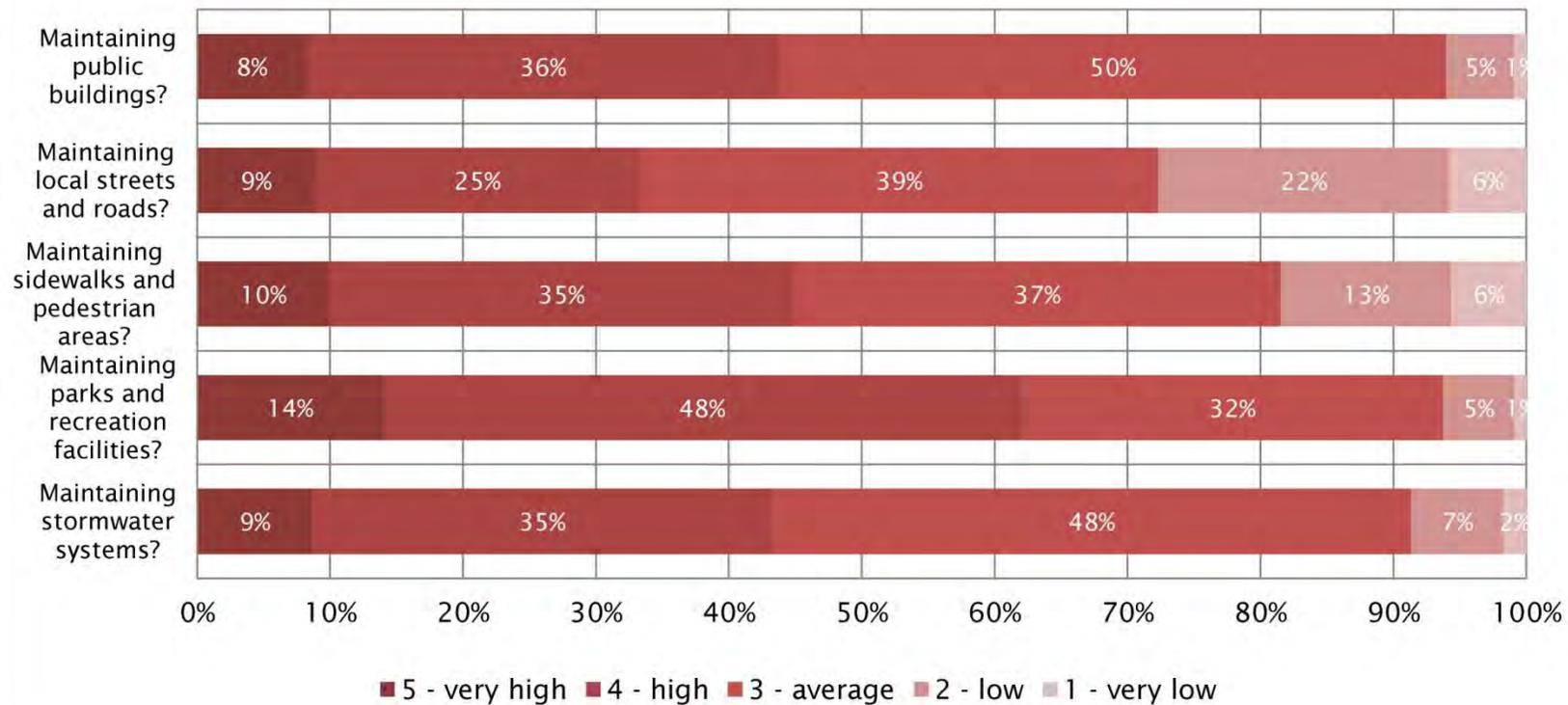
5	4	3	2	1	
19%	38%	31%	9%	2%	Recruit more restaurants
20%	37%	30%	11%	3%	Recruit more tourist and art services
9%	38%	38%	12%	3%	Recruit more professional services
7%	21%	40%	25%	7%	Recruit more hospital and medical services
3%	6%	18%	39%	34%	Recruit more auto sales and services
16%	37%	34%	10%	3%	Recruit more retail businesses
18%	34%	31%	13%	5%	Recruit more high technology businesses

Adult residents – attract household types



5	4	3	2	1	
8%	25%	35%	21%	13%	Older empty-nester households
20%	44%	31%	4%	1%	Middle age families with children
26%	45%	24%	4%	2%	Young families with children
16%	37%	34%	10%	3%	Young adult households

Adult residents – rate maintenance



5	4	3	2	1	
8%	36%	50%	5%	1%	Maintaining public buildings
9%	25%	39%	22%	6%	Maintaining local streets and roads
10%	35%	37%	13%	6%	Maintaining sidewalks and pedestrian areas
14%	48%	32%	5%	1%	Maintaining parks and recreation facilities
9%	35%	48%	7%	2%	Maintaining stormwater systems

Adult residents – strategic recommendations

Edmonds residents indicate there are key issues the strategic plan should address and provide actions on!

Action	Performance
<u>Communication</u> – establish effective public information and feedback methods	<ul style="list-style-type: none">■ # persons on newsletter contact list■ # persons involved in volunteer efforts■ # of outreach events per year■ # persons who participate in outreach
<u>Fiscal sustainability</u> – adopt Budgeting for Objectives (BFO) with community prioritization and alternative delivery methods	<ul style="list-style-type: none">■ # public involved in setting priorities■ % priorities accomplished■ % completed within budget parameters■ \$ set aside in rainy day reserve
<u>Infrastructure maintenance</u> – subject to BFO, create sufficient funds with which to maintain city infrastructure	<ul style="list-style-type: none">■ % streets maintained within life cycle■ % key walking routes provided sidewalks■ % key biking routes provided designation■ % parks maintained within life cycle■ % city facilities maintained within life cycle

<p><u>Infrastructure development</u> – subject to BFO, identify sufficient funding sources with which to develop key city infrastructure</p>	<ul style="list-style-type: none"> ■ @ public restrooms opened downtown ■ @ Yost Pool renovated/expanded ■ @ Senior Center retrofit/relocated ■ @ Anderson Center retrofit funded ■ @ ECA parking resolved ■ @ future of Civic Field/Woodway resolved
<p><u>Economic sustainability</u> – retain and recruit businesses to service high quality workforce</p>	<ul style="list-style-type: none"> ■ % of existing businesses retained ■ # new business startups/recruitments ■ % businesses locally owned, operated ■ % retail sales gaps reduced ■ % residents work in Edmonds ■ % placement of young adults with jobs
<p><u>Social sustainability</u> – diversify age, income, household, race, ethnic mix</p>	<ul style="list-style-type: none"> ■ % distribution by age group ■ % distribution by household group ■ % distribution by income group ■ % distribution by race, ethnic group ■ # years average household resides in city

<p><u>Initiate proactive projects</u> – package key sites, develop project criteria, conduct competitive RFPs</p>	<ul style="list-style-type: none"> ■ Safeway/Antique Mall site procured ■ Safeway/Antique Mall plan approved ■ Safeway/Antique Mall RFP conducted ■ % Safeway/Antique Mall project completed
<p><u>Complete plans/projects</u> – for waterfront, Highway 99, Perrinville, Firdale</p>	<ul style="list-style-type: none"> ■ # public, property owners, businesses involved in subarea plans ■ % to which property owners, businesses, Port, Chamber, and other nongovernment parties involved in implementation ■ % of key waterfront projects funded, accomplished – i.e., railroad crossing ■ % of key Highway 99 projects funded, accomplished – i.e., median, turnouts
<p><u>Visual enhancements</u> – install gateways, wayfinding signage, improve streetscapes, create design plans</p>	<ul style="list-style-type: none"> ■ % gateway project completed ■ % wayfinding signage project completed ■ % 4th Avenue corridor completed
<p><u>Assess results</u> – for all of above</p>	<ul style="list-style-type: none"> ■ % city resident approval of results

2: Focus group results

<u>Participants</u> – 96 persons and representatives	Identified and recruited by the Strategic Planning Committee composed of City Council, Planning Board, and Economic Development Commission – though the public was also advised and able to request to participate on subjects of particular interest
<u>Topics</u> – 20 discussion groups organized around subjects of interest	Service clubs, young adult outreach organizations, senior center, individuals-at-large, environmental, parks and recreation, arts – performing, arts – visual, transportation, economic development, waterfront, downtown - retailers, downtown – property owners, business districts – Perrinville, Westgate, Firdale, hospital and medical, Highway 99, developers, governance
<u>Results</u>	13 pages of statements, observations, and suggestions organized by topic
<u>Qualifications</u>	Comments represent opinions voiced by the participants and have not been censored, edited or necessarily truth-tested.

Service clubs	<ul style="list-style-type: none"> Clubs have long history and were originally created to service particular interest or need – but may not be best coordinated to meet current city needs.
Young adult sponsors	<ul style="list-style-type: none"> Edmonds lacks activities (including employment opportunities) that might attract young adult households.
Seniors	<ul style="list-style-type: none"> Existing Senior Center building has settlement and structural problems – needs to be retrofit or center function relocated – possibly to Antique Mall site.
Individuals-at-large	<ul style="list-style-type: none"> Edmonds needs to attract a diverse age, income, and cultural population to be sustainable and interesting.
Environmental	<ul style="list-style-type: none"> Detailed sustainability matrix developed by volunteers and city agencies including performance measures that should be incorporated into the Strategic Plan.
Parks and recreation	<ul style="list-style-type: none"> Edmonds lacks sustainable financial strategy for acquiring, developing, and maintaining the parks system.
Arts - performing	<ul style="list-style-type: none"> Arts community would benefit from organizing a central clearinghouse to coordinate events scheduling and promotion.
Arts - visual	<ul style="list-style-type: none"> Safeway/Antique Mall would work well as an artist live/work project providing affordable space for new artists and a destination for the waterfront and downtown.

Transportation	<ul style="list-style-type: none"> Access over the railroad tracks is problem that will get worse with increasing rail traffic and track expansion.
Economic development	<ul style="list-style-type: none"> Edmonds residents and Council too often consider economic development to be solely the city staff's responsibility when to be effective, it must involve every organization within the city.
Waterfront	<ul style="list-style-type: none"> Edmonds needs to develop a comprehensive waterfront-shoreline development strategy that would include the Port, WSDOT, DOE, private property owners, and the public.
Downtown	<ul style="list-style-type: none"> The 4-Point Main Street Program (marketing, promotion, design, and organization) has merit and should be investigated for application to the downtown.
Business districts	<ul style="list-style-type: none"> Mixed use zoning should require developments to be mixed use to avoid having chain stores, like Bartells, develop key sites for single use, non-residential activity.
Hospital	<ul style="list-style-type: none"> Swedish needs to update the hospital master plan to reflect its objectives and address some of the property's development issues – including relationship with adjacent non-medical land uses, a presence on Highway 99, parking, and stormwater management.

Highway 99	<ul style="list-style-type: none">International District designation is important but should not be limited to physical improvements only. Local Highway 99-grown organizations should be developed to implement a more comprehensive approach – like Main Street’s 4-Point program.
Developers	<ul style="list-style-type: none">Edmonds development process needs to be streamlined and possibly with concurrent reviews; the requirements made more predictable including possible use of form-based examples; and transparent.
Governance	<ul style="list-style-type: none">Edmonds does not have a transparent public governance process that effectively engages residents and therefore cannot establish long range policies and projects.

3: Charrette results

Participants	140+ persons recruited from: <ul style="list-style-type: none">▪ persons who completed surveys;▪ general public via notices on website and in newspapers; and▪ parties identified by the Strategic Planning Committee composed of City Council, Planning Board, and Economic Development Commission
Topics	Defined into 10 groups over 2 evenings to brainstorm: <ul style="list-style-type: none">▪ Economic development – the Highway 99 corridor▪ Community development – the waterfront▪ Arts and culture▪ Governance
Results	Each group defined: <ul style="list-style-type: none">▪ Desired end-state or result for each topic▪ Parties who should be responsible for implementing▪ Performance measures concerning accomplishment
Documentation	Matrix of proposals by each group to be reviewed at 3 May Open House

4: Draft strategic plan themes and actions

Theme	Possible action topics
Economic development	<ul style="list-style-type: none"> ▪ Marketing strategy – retain and recruit new business ▪ Recruit workforce – mixed use and affordable housing ▪ Young adult employment
Community development	<ul style="list-style-type: none"> ▪ Downtown – Main Street ▪ Harbour Square – master plan ▪ Safeway/Antique Mall – proactive strategy ▪ Highway 99 – subarea plan and International District ▪ Hospital – master plan
Culture	<ul style="list-style-type: none"> ▪ Tourism - market analysis and strategy ▪ Branding - image and visual enhancements ▪ Promotion – coordinated and mixed media ▪ Artist live/work – destination activity
Environment	<ul style="list-style-type: none"> ▪ Sustainability – water, power, air ▪ Parks – funding life cycle requirements ▪ Trails – accessing greenways and facilities ▪ Transportation – bus, rail, bikes, and walkways

Infrastructure	<ul style="list-style-type: none">▪ Streets and pavements – funding life cycle▪ Bikes and walkways – funding improvements▪ Railroad – overcrossing and mitigations▪ Public facilities – funding life cycle/replacements
Governance	<ul style="list-style-type: none">▪ Fiscal sustainability - Budgeting for Objectives (BFO)▪ Nongovernmental entities - involvement and implementation▪ Young adults - civic engagement▪ Annual assessments – performance measures and surveys

5: Open House May 3rd

When and where	Plaza Room of the Library 5:30-8:30 Drop in self-guided Consultant and staff Q&A
Purpose	Review and critique proposed draft Strategic Plan's including a survey about: <ul style="list-style-type: none">▪ Actions or desired end-states▪ Implementing parties▪ Performance measures