

# **EDMONDS CITY COUNCIL APPROVED MINUTES**

## **April 24, 2012**

The Edmonds City Council meeting was called to order at 6:15 p.m. by Council President Peterson in the Council Chambers, 250 5<sup>th</sup> Avenue North, Edmonds. The meeting was opened with the flag salute.

### **ELECTED OFFICIALS PRESENT**

Strom Peterson, Council President  
Frank Yamamoto, Councilmember  
Joan Bloom, Councilmember  
Michael Plunkett, Councilmember  
Lora Petso, Councilmember  
Diane Buckshnis, Councilmember

### **ELECTED OFFICIALS ABSENT**

Dave Earling, Mayor  
Adrienne Fraley-Monillas, Councilmember

### **ALSO PRESENT**

Alex Springer, Student Representative

### **STAFF PRESENT**

Gerry Gannon, Assistant Police Chief  
Stephen Clifton, Community Services/Economic  
Development Director  
Phil Williams, Public Works Director  
Shawn Hunstock, Finance Director  
Rob Chave, Planning Manager  
Carl Nelson, CIO  
Frances Chapin, Cultural Services Manager  
Cindi Cruz, Executive Assistant  
Jeff Taraday, City Attorney  
Sandy Chase, City Clerk  
Jana Spellman, Senior Executive Council Asst.  
Jeannie Dines, Recorder

### **1. APPROVAL OF AGENDA**

Councilmember Bloom requested Audience Comments be added before and after the Strategic Plan presentation. Council President Peterson added Audience Comments as Item 3A and 4A.

**COUNCILMEMBER BLOOM MOVED, SECONDED BY COUNCILMEMBER PLUNKETT, TO APPROVE THE AGENDA AS AMENDED. MOTION CARRIED UNANIMOUSLY.**

### **2. APPROVAL OF CONSENT AGENDA ITEMS**

**COUNCILMEMBER BUCKSHNIS MOVED, SECONDED BY COUNCILMEMBER YAMAMOTO, TO APPROVE THE CONSENT AGENDA. MOTION CARRIED UNANIMOUSLY. The agenda items approved are as follows:**

**A. ROLL CALL**

**B. APPROVAL OF CITY COUNCIL MEETING MINUTES OF APRIL 17, 2012.**

**C. APPROVAL OF CLAIM CHECKS #131610 THROUGH #131692 DATED APRIL 17, 2012 FOR \$76,344.57. APPROVAL OF PAYROLL DIRECT DEPOSIT AND CHECKS #51297 THROUGH #51320 FOR THE PERIOD APRIL 1, 2012 THROUGH APRIL 15, 2012 FOR \$443,443.35 AND BENEFIT CHECKS & WIRE PAYMENTS OF \$189,047.98 - TOTALING \$632,491.33.**

### **3. ADOPTION OF AN ORDINANCE TO ADJUST THE CITY'S GENERAL FACILITIES CHARGES FOR UTILITIES IN EDMONDS CITY CODE (ECC) CHAPTER 7.30.**

Public Works Director Phil Williams explained this item has been presented to the Council previously and has been reviewed by the Finance Committee and the Parks, Planning and Public Works Committee.

The ordinance reflects the changes that have been previously discussed and approved by the Council. The General Facilities Charges (GFC) for water, sewer and storm are proposed to be increased. The proposed ordinance reflects the Council's agreement to phase the increase, with 50% of the increase effective immediately upon the effective date of the ordinance, 25% effective January 2013, and the final 25% in January 2014.

Mr. Williams explained the ordinance reflects one change not previously discussed by the Council but that is consistent with past Council direction regarding fire sprinklers. Currently, every single family home is charged for one equivalent stormwater unit (ESU) regardless of its size. To recognize the greater impact that very large homes have on the system, the proposed ordinance includes a provision whereby the stormwater charge for any new 5,000+ square foot home would be calculated by dividing the square footage by 3,000 (the standard number used for single family residential structures). For example, a property with 6,000 square feet of impervious surface would be divided by 3,000 which would equate to 2 ESUs and the owner would pay twice the GFC.

Councilmember Bloom asked why the threshold was 5,000 square feet instead of 3,000. Mr. Williams recalled during the discussion regarding fire sprinklers, 5,000 square feet was selected as the size of a large home.

Councilmember Bloom questioned why the increase in the GFC was being phased. She referred to Pt. Edwards, pointing out the City could have received \$8200 more per unit if these rates had been in effect. With 295 units at Pt. Edwards multiplied by \$8200, it would have generated \$2,419,000. She acknowledged the fees may not have been that high when Pt. Edwards was developed if the increase had been phased over a 12 year period. She was dismayed the City did not get more investment in its infrastructure as a result of the Pt. Edmonds development. Similarly, the new development on SR104 also did not provide as much investment in the City's infrastructure as it could have due to the lower GFC.

Councilmember Bloom preferred the adjusted GFC be effective immediately and saw no reason to phase it in when the developers have essentially been given a pass for the past several years. Mr. Williams appreciated her perspective, agreeing that a project like the Edmonds Way Apartments would pay a higher GFC once the GFC was fully effective in January 2014. Phasing was recommended because it is a very significant increase, from \$2066 total per ERU up to \$10,266. Mayor Earling also supported phasing in the increase in the GFC. The phasing was modified previously from 3 equal increases to a 50%, 25%, 25% increase.

Councilmember Bloom commented phasing would be appropriate if the City were not in its present financial situation. She was unable to justify phasing the increase due to the lost potential. Mr. Williams responded the Stormwater Utility is not in a particularly bad financial position at this time. None of the funds generated by the adjusted GFC would flow into the General Fund.

**COUNCILMEMBER BUCKSHNIS MOVED, SECONDED BY COUNCILMEMBER PLUNKETT, TO ADOPT ORDINANCE NO. 3883, ADOPTING REVISED GENERAL FACILITIES CHARGES FOR THE CITY'S WATER, SEWER AND STORM WATER UTILITIES, AMENDING SECTIONS 7.30.015 AND 7.50.070 EDMONDS CITY CODE.**

Councilmember Buckshnis commented she previously had the same viewpoint as Councilmember Bloom. What changed her mind was realizing the developers would pass the increase on to the purchaser. She agreed with phasing in the adjustment 50%/25%/25% recognizing that the funds generated by the GFC adjustment flow into the Utility Fund, not the General Fund.

Councilmember Petso was also sympathetic to Councilmember Bloom's position but said she could support the GFC adjustment either way. As the motion is for a 50%/25%/25% adjustment she will support that.

Council President Peterson agreed it was unfortunate the GFC had not been adjusted on a more regular basis. He feared the sticker shock of implementing the adjustment all at one time. If the funds generated impacted the General Fund, Councilmembers may be more inclined to implement the adjustment all at once. The 50/25/25 phasing is a good compromise.

Councilmember Yamamoto agreed with Councilmember Bloom. He recognized the developer would pass on the adjustment to the purchaser. He favored collecting the funds generated by the adjusted GFC as soon as possible even if did not impact the General Fund.

Councilmember Bloom commented it could not be assumed the increase would be passed on to the buyer; developers will charge what the market will bear. Developers need to pay for infrastructure and the adjustment should have been made previously. She did not support the motion because she preferred to begin charging the full GFC immediately.

Councilmember Buckshnis thanked Councilmember Petso for raising this issue approximately two years ago. She supported the 50/25/25 adjustment in the GFC.

**MOTION CARRIED (4-2), COUNCILMEMBERS YAMAMOTO AND BLOOM VOTING NO.**

**3A. AUDIENCE COMMENTS**

**Roger Hertrich, Edmonds**, relayed the recent Planning Board agenda did not include an opportunity for audience participation. Although staff informed him the Planning Board meeting was only regarding some preliminary items, he felt the public may want to comment on agenda items that included Five Corners, Westgate and bed & breakfasts. The announcement for the Planning Board meeting on Channel 21 did not include the agenda. After a Councilmember suggested he bring this to the Council's attention, he realized there was no opportunity for audience comment at tonight's Council meeting. He also expressed concern with staff presenting items to Council for approval without adequate time for public participation such as the grant application the Council approved last week for Sunset Avenue.

Council President Peterson thanked the Building Services Department for their efforts to restore power to the Council Chambers earlier today.

**4. CITY COUNCIL, PLANNING BOARD AND ECONOMIC DEVELOPMENT COMMISSION: EDMONDS STRATEGIC PLAN AND VISIONING RETREAT #4**

In addition to the above elected officials and staff, the following were also present for this item:

**ECON. DEV. COMMISSIONERS**

Don Hall  
Darrol Haug  
Evan Pierce  
Rich Senderoff  
Evelyn Wellington  
Bruce Witenberg

**PLANNING BOARD MEMBERS**

Phil Lovell (Chair)  
Valerie Stewart (Vice Chair)  
Kristiana Johnson  
Kevin Clarke  
John Reed

Community Services/Economic Development Director Stephen Clifton explained the Beckwith Consulting Group began by interviewing past and current Mayors and Councilmembers and City Directors. That was followed by meetings in January and February with 18 stakeholder groups consisting of various interests such as environmental, transportation, seniors, youth, education, etc. Five surveys took place concurrently that included young adults, adults, businesses, customers and employees. Two

community wide charrettes were held in March. Tonight the consultant team will present the survey results and charrette results.

Mr. Clifton encouraged everyone to attend an open house on May 3 in the Library Plaza Meeting Room from 5:30 – 8:30 p.m. The open house will be an opportunity for the public to look at the results generated to date and provide comment.

Mr. Clifton introduced **Tom Beckwith, Beckwith Consulting Group** who introduced **Eric Hovee and Steve Price, Beckwith Consulting Group.**

Mr. Beckwith reviewed the timeline for the strategic planning process. The result of the open house and a draft survey will be presented to this group at Retreat #5. A random sample survey of registered voter households will be conducted in June of the final proposals to get priorities and community input.

Mr. Beckwith explained the internet surveys utilized Survey Monkey. He described how the survey results were configured into an easier to read format.

### Young Adult Survey

119 responses

Mr. Beckwith reviewed results of the young adult internet survey with regard to the following questions:

- What age group are you in?
- Do you have a current part/full-time job
- How long have you lived in Edmonds?
- Has Edmonds been an enjoyable place to live?
- What are your future plans?
- Would you recommend Edmonds to others (visit work or live)?
- What kind of activities do you currently participate in (athletic, arts, social, employment, public service)?
- What kind of activities would you like to participate in outside of school (arts, social, public service, employment, career)?
- What kind of public service or community activity would you be most interested in doing or working on (construction, mentoring, outreach technology, outreach, promoting, organizing)?
- If you are interested in a job, what kind of position are you interested in (full-time, full-time weekends, part-time weekends, part-time weekdays)?
- What is the best way of communicating with you and your peers (website posting, Facebook, Twitter, email, mail, smartphone, phone or cell phone)?
- How would you rate social activities for persons of your age group?
- How would you rate public service opportunities?
- How would you rate:
  - Employment opportunities after graduation?
  - Employment opportunities part or full-time?
  - Educational opportunities at Edmonds Community College or nearby?
  - Education opportunities at high school?

Councilmember Plunkett commented the questions have no frame of reference such as how a typical person such as a young adult would respond. Mr. Beckwith responded these are not statistical surveys of a controlled population/controlled sample. These are outreach surveys to gather comments from a particular population. A statistical survey of registered voters will be conducted later. Councilmember Plunkett observed no conclusion could be drawn from the internet survey. Mr. Beckwith explained these are the

opinions of those who chose to participate; it is not a statistical sample of young adults at large. He pointed out even the statistical survey will be representative of an active group, those who vote. There is no way to determine how accurately the people that choose to participate in the outreach process represent the community at large. They have an opinion and will be active in the community and will be representative of that active group. The internet survey responses will form proposals that the statistical survey will test.

Councilmember Petso requested the consultant provide as much context as possible during their presentation. For example if in their experience a response is strangely high or low.

Commissioner Senderoff suggested providing context in terms of difference from responses in other communities where they have conducted surveys.

Planning Board Chair Lovell asked the consultant to identify the total number of people in the category. For example, how many total young adults are in the community of which 119 responded? Mr. Beckwith estimated 2,000. Response from 119 young adults is stupendous for this type of subject.

Mr. Hovee summarized Edmonds youth are a significant resource that needs to be optimized for civic and economic development. He reviewed strategic recommendations as a result of the young adult survey:

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

Councilmember Plunkett asked the definition of an action. Mr. Beckwith explained an action in the Strategic Plan will be something that is proposed to be done, but not necessarily by the City of Edmonds.

Councilmember Buckshnis asked whether the public had access to all the survey comments. Mr. Beckwith responded the survey comments are currently on City’s website.

**Customer Survey**

484 responses

Mr. Beckwith reviewed results of the survey with regard to the following questions:

- City of residence?
- What age group are you in?
- Where did you take this survey?
- How often does your household shop at the following retail areas in Edmonds (Perrinville, Highway 99, Firdale Village, Westgate, Five Corners, downtown Edmonds)?
- How often does your household shop at the following retail areas in other cities (Mill Creek, Shoreline, Mountlake Terrace, Bothell, Lynnwood)?
- How often does your household shop at the following regional malls (Northgate, Alderwood)?
- How often does your household shop at the following central business districts (Seattle, Everett)?

- Where is your household most likely to shop or seek services for the following businesses (outdoor markets, eating and drinking, galleries and artworks, professional and legal, dental)?
- Where is your household most likely to shop or seek services for the following businesses:
  - Bank and financial
  - Automobile service and gas
  - Hardware
  - Housewares
  - Cards flowers and gifts
  - Barber and beauty shops
  - Clothing and accessories
  - Food and drug
- What factors affect your decision not to purchase in Edmonds?
  - Lack of public restrooms
  - Cleaner, more pleasant looking stores
  - More parking
  - Lower prices
  - Better service
  - Better selection goods and services
  - Goods and services not available in Edmonds
- How would you rate existing conditions in Edmonds?
  - Streetscape and public improvements
  - Building design and appearances
  - Park and recreational conditions
  - Transportation services – roads, buses, trains
  - Safety and security measures – police and fire
  - Maintenance of public roads, parks and facilities
- How often does your household use the following Edmonds facilities (park and trail facilities, school district buildings, Edmonds Center for the Arts, Senior Center)?
- How often does your household use the following Edmonds facilities (Wade James Theater, Boys & Girls Club, Frances Anderson Center, Edmonds Library)?

Planning Board Member Clark pointed out there is no context with regard to the time of day/week or the location the survey was conducted. In addition, the surveys were taken in the winter with no input from visitors attending festivals, summer market, etc. Mr. Beckwith responded unfortunately the strategic planning process began in the fall and did not capture those visitors. He has created and provided Mr. Clifton surveys for the art festival, market, etc. and he will host the survey on Survey Monkey and provide the results to the City. He agreed input from visitors who attend festivals, the summer market, etc. is an important source of information. As an example, he explained LaConner has had a survey on their website for 1½ years; the results have been used to craft promotions, festivals, etc.

Mr. Hovee summarized Edmonds retailers provide important community services and create significant public revenue that needs to be enhanced and expanded. He reviewed strategic recommendations as a result of the customer surveys:

<b>Action</b>	<b>Performance Measures</b>
<p><u>Market</u> – identify and recruit retailers to fill critical gaps in retail sales and services – women’s clothing, professional and dental downtown; Uwajimaya, Ikea, hardware, on</p>	<ul style="list-style-type: none"> <li>• # new retail businesses established</li> <li>• % increase in retail sales overall</li> <li>• % increase in target retail sales – clothing, hardware, housewares</li> <li>• % increase in sales of local residents</li> </ul>

Highway 99, etc.	
Design – enhance retail frontage in downtown, develop more retail on Highway 99, Westgate, Firdale, Perrinville, waterfront	<ul style="list-style-type: none"> <li>• # new/rehabilitation building projects</li> <li>• # building façade improvement projects</li> <li>• % customers rate high quality appearances</li> </ul>
Promote – initiate retail sales and other events and activities	<ul style="list-style-type: none"> <li>• # retail oriented events per year</li> <li>• # customers participating in events</li> <li>• \$ of sales generated by events</li> </ul>
Organize – coordinate retail related organizations and resources	<ul style="list-style-type: none"> <li>• Main Street concept – DEMA/Chamber/City</li> <li>• Approval of BID or similar funding</li> </ul>

Mr. Beckwith explained the 4-point Main Street program of balancing marketing, design, promotion and organization says if you are not doing all four, you are not going to be effective. Because Edmonds is a waterfront community means it does not have a complete circle around downtown which limits retail volume. However, people will still come if the right goods are offered. He recommended figuring out which niches or services are unique enough to draw people.

Councilmember Plunkett referred to the action, enhance retail frontage downtown, and asked if that was public investment or property owner investment. Mr. Beckwith answered in this case it is directed at the retailers themselves, DEMA and property owners with regard to awnings, signs, storefronts, displays, etc. Some communities offer façade low cost grants.

Planning Board Member Clark commented Auburn has partnered with artists in the local community to create artwork on the windows of vacant storefronts. Mr. Beckwith commented that has also been done in Seattle and Tacoma. He suggested looking at Seattle’s model which is quite sophisticated and very practical. Mr. Pierce commented on the partnerships that will evolve as the plan moves toward implementation. Everything is not the City’s responsibility; the City can provide leadership and coordination, but the four elements of a successful area revitalization (marketing, design, promotion and organization) depend on the City, merchants, property owners, and customers working together. He highlighted successful communities such as Walla Walla, Port Townsend, and Wenatchee that have mastered that partnership approach.

**Employee Survey**

86 responses, most difficult survey to get turnout

Mr. Beckwith reviewed results of the survey with regard to the following questions:

- Where did you get this survey?
- How long have you worked in the city?
- Employment sector
- What is your occupation?
- How do you typically get to work (bus, rail carpool, car, bike, walk)?
- How many years of school have you completed (graduate school, college, some college, high school, grade school)?
- What age group are you in?
- What is your marital status?
- What is your gender?
- How many people in your household are employed on a full-time basis?
- What is your household income?
- Do you own or rent your residence?
- How much do you spend in Edmonds during an average month?

- Where do you live?
- If you are not a resident of Edmonds, have you tried to live within the city?
- How important were the following factors in your decision not to live in the city:
  - Quality of police, fire and other services
  - Quality of parks, trails and recreational facilities
  - Quality of school district
  - Quality of residential neighborhood
  - Preferred housing choice – type, design
  - Price of housing – rents and purchase price
- How would you rate the following existing conditions in Edmonds:
  - Job support services-childcare/daycare
  - Working conditions
  - Job benefits
  - Pay or wage scales
  - Quality of jobs available
  - Number of jobs available
- How would you rate existing transportation conditions?
  - Bike routes
  - Trail systems
  - Ferry terminal and schedules
  - Train routes, stops and schedules
  - Bus routes, stops and schedules
  - On and off street parking
  - Traffic controls and management
- How would you rate the existing housing market?
  - Owner housing – prices
  - Owner housing – availability
  - Rental housing – rent levels
  - Rental housing – availability
  - Neighborhood selection – quality and location
  - Housing selection – type and design
- How often do you use the following facilities in Edmonds?
  - Drinking establishment
  - Restaurants and coffee shops
  - Retail stores
  - Medical, dental, legal service
  - Barber, beauty
  - Personal services
  - Festivals
  - Recreational facilities and services
  - Parks and trail systems

Mr. Hovee summarized Edmonds employees provide important community services and create significant public revenue that needs to be retained and expanded. He reviewed strategic recommendations as a result of the employee surveys:

<b>Action</b>	<b>Performance Measures</b>
<u>Diversify housing</u> – increase housing choices by type, price, tenure, and location to house current and potential employees	<ul style="list-style-type: none"> <li>• # new urban housing starts by type, price on waterfront, downtown, SR 104, Highway 99</li> <li>• # vacancy and occupancy rates</li> </ul>
<u>Incentivize affordable housing</u> – promote	<ul style="list-style-type: none"> <li>• % new housing starts affordable to FMI</li> </ul>



workforce and rental housing along Highway 99 to young adult households	<ul style="list-style-type: none"> <li>• % of younger workforce reside in Edmonds</li> </ul>
<u>Expand opportunity</u> – recruit businesses and employees to retain and capture high quality workforce	<ul style="list-style-type: none"> <li>• # new business startups/recruitments</li> <li>• % employees reside in Edmonds</li> </ul>
Diversify transportation systems – improve trail, bike and bus access to employment centers	<ul style="list-style-type: none"> <li>• % walk, bike, ride bus to work in Edmonds</li> <li>• % walk, bike, ride bus in general</li> </ul>

Councilmember Petso commented the conclusions and actions did not appear to be related to survey results but rather were related to other information the consultant is aware of. She requested the consultant identify which actions were based on modern trends rather than survey results. Mr. Beckwith responded the survey did indicate housing is an issue for people who do not live in Edmonds. They also heard anecdotally through focus groups and interviews about the need for diversity in affordable housing. He noted earlier retreats indicated most of the employment growth would be in health and education and services, which employ younger age groups and have lower income ranges.

Planning Board Member Clark pointed out the survey does not show the housing costs in neighboring communities where there may be more affordable housing and a similar commute time.

### **Business Survey**

219 responses approximately 20% of business licenses, fairly high

Mr. Beckwith reviewed results of the survey with regard to the following questions:

- Industry?
- How many years have you owned or operated your business?
- Do you own or rent your property?
- How many employees work in your Edmonds business full-time (year-round)?
- How many employees work part-time (year-round) in your Edmonds business?
- How many seasonal workers in your Edmonds business?
- Are you able to recruit qualified workers?
- What are your workforce’s characteristics?
  - Live in Edmonds area
  - Have access to adequate transportation
  - Have good management skills
  - Have good office administration skills
  - Have good technical training and skills
  - Have good computer skills
  - Have good reading and writing skills
- In next 5 years do you expect your business will stay the same, decline or improve?
- In the last 5 years has your business stayed the same, declined or stayed the same?
- Do you plan to expand your product line or service line?
- Did you add or expand your product or service line?
- What percent do you think you will do on the internet in the next 5 years?
- What percent of your business is presently done on the internet?
- Business trade area (foreign, other in US, other in Washington State, King County, Snohomish County other than Edmonds, Edmonds)?
- What is your emerging or future customer profits:
  - Local rather than regional
  - Established rather than startup

- Large rather than small
- Tradition rather than internet
- How would you rate the following City image or brand to outsiders:
  - City regulatory environment and procedures
  - Ability to get projects approved
  - Climate for business development in general
- How would you rate the following City Council management policies (communicating with public, managing public finances, completing or following through with plans, developing plans, developing a vision for the city)
- How would you rate the level of existing development in Edmonds (Perrinville, High 99, SR 104, Firdale, Westgate, Five Corners, Downtown, Safeway/Antique Mall, Harbor Square, Puget Sound waterfront, overall city in general)?
- Rate actions for business development with regard to:
  - Recruit, retain, expand restaurants and entertainment
  - Recruit, retain, expand tourist and art services
  - Recruit, retain, expand professional services
  - Recruit, retain, expand hospital and medical services
  - Recruit, retain, expand auto sales and services
  - Recruit, retain, expand retail businesses
  - Recruit, retain, expand high tech businesses
  - Establish business retention program
- Rate marketing and promotional programs with regard to:
  - Install directional and wayfinding tourist signage
  - Package and promote property development
  - Inventory and identify available properties
  - Target and recruit selected businesses
  - Develop promotional materials and advertising
  - Expand city and chamber tourist web pages
  - Expand city and chamber business web pages
  - Develop and identify an Edmonds brand and image
- How would you rate the following: City, Port, and Chamber economic development efforts?
- What is your interest or possible involvement?

Mr. Hovee summarized Edmonds businesses are critical to the city’s economic development and must be effectively supported and promoted. He reviewed strategic recommendations as a result of the business surveys:

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

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

Economic Development Commissioner Senderoff pointed out a potential conflict: the survey results indicate a very large percentage of property owners are not interested in making improvements, yet improving the visual appearance of storefronts is identified as an action. Mr. Beckwith responded it depends on how the property is rented, if the business or the property owner does the improvements. In the current recession the focus of many property owners is on keeping the space rented. Many of the long time downtown property owners are doing very well and there is no reason for redevelopment or improvement. There is no solution to that except to encourage businesses to be the property owner.

Economic Development Commissioner Pierce referred to the indication that only 50% of businesses own improvements and parking and asked whether that percentage is higher in other cities. Mr. Beckwith responded it varies. The cities and business districts having the most difficulty are not owned by businesses but owned by someone who may not live in the area. The more successful cities and business district have active property owners. For economic purposes it is preferable for businesses to be owners.

**Adult Resident survey**

681 responses, over 200 is a good response although a low percentage of 6,000 Edmonds households

Mr. Beckwith reviewed results of the survey with regard to the following questions:

- Place of work?
- How many people in your household?
- How many people in your household are employed on a full-time basis?
- What is (or was if retired) your occupation?
- How many years of school have you completed?
- Which zone do you live in?
- How many years have you lived in the Edmonds area?
- What type of housing do you live in?
- What is your gender?
- In which age group are you?
- What is your household income range?
- To what extent do the following sources provide you information about the City of Edmonds government: neighbors/friends, radio, City website, City television channel, newspapers, other?
- How would you rate Edmonds city governance with regard to providing information to the public, managing public finances, completing or following through with plans, creating or communicating a vision for the City?

- How would you rate existing employment conditions in Edmonds with regard to quality and number of jobs available?
- How would you rate existing safety and security measures in Edmonds?
  - Pedestrian, crosswalks and intersections
  - Streets, sidewalks and roadway lighting
  - Hospital services
  - Ambulance and paramedic services
  - Fire protection
  - Police protection
- How would you rate existing educational services and opportunities in the local Edmonds area?
  - Adult continuing education
  - Technical and college
  - Public grades K-12
  - Preschools
- Rate transportation conditions
  - Bike routes
  - Ferry terminal and schedules
  - Train station, stops and schedules
  - Bus routes, stops and schedules
  - On and off street parking
  - Traffic controls and management
  - Traffic congestion
- How would you rate existing housing market options in Edmonds?
  - Owner housing – prices
  - Owner housing – availability
  - Rental housing – rent levels
  - Rental housing – availability
  - Neighborhood selection – quality and location
  - Housing selection – type and design
- Rate parks and recreation facilities:
  - Public restrooms
  - Historical museums
  - Arts and theater buildings
  - Large meeting and conference facilities
  - Community center classrooms and meeting rooms
  - Indoor physical conditioning and gymnasiums
  - Aquatic facilities
  - Athletic courts and fields
  - Parks with picnicking and playgrounds
  - Trail systems
  - Beach and shoreline access
  - Conservation areas and open spaces
- Rate arts and cultural programs:
  - Public art – fountain, sculptures
  - Art classes
  - Jazz festivals
  - Arts festival
  - Performing arts events – concerts, theater, dance
  - Visual arts – exhibits and galleries
- Rate special events:
  - Festivals – Taste, car show, waterfront, Birdfest

- Summer Market
- Community celebrations – July 4<sup>th</sup>, Halloween, Tree Lighting
- Rate design conditions, appearances:
  - SR-104 corridor
  - Highway 99
  - Perrinville
  - Firdale
  - Westgate
  - Five Corners
  - Downtown
  - Artworks and beautification – flower baskets
  - Public spaces and plazas
  - Streetscape – street lights, trees, landscaping
  - Advertising signage – location and number
  - General cleanliness
  - Building appearances in general
- Rate level of development:
  - SR-104 corridor
  - Highway 99
  - Perrinville
  - Firdale
  - Westgate
  - Five Corners
  - Downtown
  - Safeway/Antique Mall
  - Harbor Square
  - Puget Sound Waterfront
  - Overall City development
- Rate sustainability:
  - Economic self-sufficiency – live/work within the City
  - Fiscal sustainability of City services
  - Greenhouse gas reduction measures
  - Recycling programs
  - Power conservation programs
  - Water conservation programs
  - Environmental protections
- Rate business development proposals:
  - Recruit more restaurants
  - Recruit more tourist and art services
  - Recruit more professional services
  - Recruit more hospital and medical services
  - Recruit more auto sales and services
  - Recruit more retail businesses
  - Recruit more high technology business
- Attract household types:
  - Older empty-nester households
  - Middle age families with children
  - Young families with children
  - Young adult households
- Rate maintenance:
  - Public buildings

- Maintaining local streets and roads
- Sidewalks and pedestrian areas
- Parks and recreation facilities
- Stormwater systems

Planning Board Member Clark asked how effective LaConner’s construction of public restrooms has been. Mr. Pierce responded the easy part is getting the public restrooms, more difficult is keeping them clean and making it a positive experience for visitors. Mr. Beckwith commented the key issue is location and visibility; it is better if restrooms are associated with some other use that has a great deal of activity.

Mr. Hovee summarized Edmonds residents indicate there are key issues the strategic plan should address and provide actions on. He reviewed strategic recommendations as a result of the adult resident surveys:

<b>Action</b>	<b>Performance Measures</b>
<u>Communication</u> – establish effective public information and feedback methods	<ul style="list-style-type: none"> <li>● # persons on newsletter contact list</li> <li>● # persons involved in volunteer efforts</li> <li>● # of outreach events per year</li> <li>● # persons who participate in outreach</li> </ul>
<u>Fiscal sustainability</u> – adopt Budgeting for Objectives (BFO) with community prioritization and alternative delivery methods	<ul style="list-style-type: none"> <li>● # public involved in setting priorities</li> <li>● % priorities accomplished</li> <li>● % completed within budget parameters</li> <li>● \$ set aside in rainy day fund</li> </ul>
<u>Infrastructure maintenance</u> – subject to BFO, create sufficient funds with which to maintain city infrastructure	<ul style="list-style-type: none"> <li>● % streets maintained within life cycle</li> <li>● % key walking routes provide sidewalks</li> <li>● % key biking routes provide designation</li> <li>● % parks maintained within life cycle</li> <li>● % city facilities maintained within life cycle</li> </ul>
<u>Infrastructure development</u> – subject to BFO, identify sufficient funding sources with which to develop key city infrastructure	<ul style="list-style-type: none"> <li>● # public restrooms opened downtown</li> <li>● # Yost Pool renovated/expanded</li> <li>● Senior Center retrofit/relocated</li> <li>● Frances Anderson Center retrofit funded</li> <li>● ECA parking resolved</li> <li>● Future of Civic Field/Woodway resolved</li> </ul>
<u>Economic sustainability</u> – retain and recruit businesses to service high quality workforce	<ul style="list-style-type: none"> <li>● % of existing businesses retained</li> <li>● # new business startups/recruitments</li> <li>● % businesses locally owned, operated</li> <li>● % retail sales gap reduced</li> <li>● % residents work in Edmonds</li> <li>● % placement of young adults with jobs</li> </ul>
<u>Social sustainability</u> – diversify age, income, household, race, ethnic mix	<ul style="list-style-type: none"> <li>● % distribution by age group</li> <li>● % distribution by household group</li> <li>● % distribution by income group</li> <li>● % distribution by race, ethnic group</li> <li>● # years average household resides in City</li> </ul>
<u>Initiate proactive projects</u> – package key sites, develop project criteria, conduct competitive RFPs	<ul style="list-style-type: none"> <li>● Safeway/Antique Mall site procured</li> <li>● Safeway/Antique Mall master plan approved</li> <li>● Safeway/Antique Mall RFP conducted</li> <li>● % Safeway/Antique Mall project completed</li> </ul>
<u>Complete plans/projects</u> – for waterfront,	<ul style="list-style-type: none"> <li>● # public, property owners, businesses involved</li> </ul>

Highway 99, Perrinville, Firdale	<p>in subarea plans</p> <ul style="list-style-type: none"> <li>• % to which property owners, businesses, Port, Chamber, and other nongovernment parties involved in implementation</li> <li>• % of key waterfront projects funded, accomplished i.e. railroad crossing</li> <li>• % of key Highway 99 projects funded, accomplished – i.e. median, turnouts</li> </ul>
Visual enhancements – install gateways, wayfinding signage, improve streetscapes, create design plans	<ul style="list-style-type: none"> <li>• % gateway project completed</li> <li>• % wayfinding signage project completed</li> <li>• % 4<sup>th</sup> Avenue corridor completed</li> </ul>
Assess results – for all of above	<ul style="list-style-type: none"> <li>• % city resident approval of results</li> </ul>

### **Focus Group Results**

Mr. Pierce reviewed focus group results:

<b>Participants – 96 persons and representatives (from pool of 200 invitees)</b>	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
<b>Topics – 20 discussion groups organized around subjects of interest</b>	Service clubs, young adult outreach organizations, senior center, individuals-at-large, environmental, parks and recreation, arts-performing, art-visual, transportation, economic development, waterfront, downtown-retailers, downtown-property owners, business districts-Perrinville, Westgate, Firdale, hospital and medical, Highway 99, developers, governance
<b>Results</b>	13 pages of statements, observations and suggestions organized by topic
<b>Qualifications</b>	Comments represent opinions voiced by the participants and have not been censored, edited or necessarily truth-tested
<b>Service Clubs</b>	Clubs have a long history and were originally created to service particular interest or need – but may not be best coordinated to meet current City needs
<b>Young adult Sponsors</b>	Edmonds lacks activities (including employment opportunities) that might attract young adult households
<b>Seniors</b>	Existing Senior Center building has settlement and structural problems, needs to be retrofit or center function relocated, possibly to Antique Mall site
<b>Individuals at large</b>	Edmonds needs to attract a diverse age, income, and cultural population to be sustainable and interesting
<b>Environmental</b>	Detailed sustainability matrix developed by volunteers and City agencies including performance measures that should be incorporated into the Strategic Plan
<b>Parks &amp; Recreation</b>	Edmonds lacks sustainable financial strategy for acquiring, developing and maintaining the parks system
<b>Arts – performing</b>	Arts community would benefit from organizing a central clearing house to coordinate events scheduling and promotion
<b>Arts – visual</b>	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
<b>Transportation</b>	Access over the railroad tracks is problem that will get worse with increasing rail traffic and track expansion
<b>Economic development</b>	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
<b>Waterfront</b>	Edmonds needs to develop a comprehensive waterfront-shoreline development strategy that would include the Port, WSDOT, DOE, private property owners and the public
<b>Downtown</b>	The 4-Point Main Street program (marketing, promotion, design and organization) has merit and should be investigated for application to the downtown
<b>Business districts</b>	Mixed use zoning should require developments to be mixed use to avoid having chain stores like Bartell, develop key sites for single use, non-residential activity
<b>Hospital</b>	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
<b>Highway 99</b>	International District designation is important but should not be limited to physical improvements only. Local Highway 99 grown organization should be developed to implement a more comprehensive approach – like Main Street's 4-Point program
<b>Developers</b>	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
<b>Governance</b>	Edmonds does not have a transparent public governance process that effectively engages residents and therefore cannot establish long range policies and projects

Planning Board Member Clark pointed out the materials contain a misrepresentation of the scale and size of the proposed Port project and requested that be corrected prior to the open house. Mr. Beckwith requested accurate information be provided.

Councilmember Buckshnis asked about the statistical survey. Mr. Beckwith explained it is a random sample statistical survey of registered voter households who will then be given a link to a Survey Monkey survey to complete. Councilmember Buckshnis noted the survey included a number of ambiguous, vague questions and asked if the statistical survey would use the same questions. Mr. Beckwith explained the product of the strategic plan is what needs to be done, who needs to be involved, when will it be done, and how to measure progress. He referred to the charrette results, explaining there were approximately 36-48 specific actions identified from the survey results, focus groups and charrettes and discussions with Directors; those will be drafted into proposed actions, who is involved and how to measure success. The May 3 Open House is an opportunity for the public to critique those actions. The actions will be refined and returned to this group on May 22 along with the statistical survey. In June, the results of the statistical survey will be presented to this group. He anticipated 400 survey completions +/- 5%.

Planning Board Member Clark suggested including a question in the survey regarding whether people would go into the retail first floor of a mixed use development if they could not park in front. He questioned whether that type of zoning would result in empty storefronts. Mr. Beckwith pointed out mixed use does not require retail on first floor. The presumption with mixed use is that the customer will live within walking distance or above the store. One of proposals in the focus group sessions was to identify retail corridors and shrink the mixed use requirement to have retail only in areas that would be viable for retail and allow other uses where appropriate.



Commissioner Senderoff commented mixed use was not necessarily a mixed use building but could be a mixed use area where uses are clustered. Mr. Beckwith explained the intent of mixed use is to create an urban, people-oriented environment.

Economic Development Commissioner Pierce asked how the ongoing collection of tourist data will be incorporated in the future. Mr. Beckwith agreed that data was important. He has designed a survey and will host the survey on Survey Monkey and provide the results to the City. He recommended the City update the Strategic Plan before updating the Comprehensive Plan on a 6-year basis. In addition, the City should assess performance on an annual basis.

Planning Board Member Clark suggested surveying people who attend Rick Steves events, performances at the ECA, etc. Mr. Beckwith responded a good survey has a basic format that fits all those events and asks people why they are visiting the City.

**Draft Strategic Plan Themes and Actions**

<b>Theme</b>	<b>Possible action topics</b>
<b>Economic development</b>	<ul style="list-style-type: none"> <li>• Marketing strategy – retain and recruit new business</li> <li>• Recruit workforce – mixed use and affordable housing</li> <li>• Young adult employment</li> </ul>
<b>Community development</b>	<ul style="list-style-type: none"> <li>• Downtown – Main Street</li> <li>• Harbor Square – master plan</li> <li>• Safeway/Antique Mall – proactive strategy</li> <li>• Highway 99 – subarea plan and International District</li> <li>• Hospital – master plan</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>• Tourism - market analysis and strategy</li> <li>• Branding - image and visual enhancements</li> <li>• Promotion – coordinated and mixed media</li> <li>• Artist live/work – destination activity</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Sustainability – water, power, air</li> <li>• Parks – funding life cycle requirements</li> <li>• Trails – accessing greenways and facilities</li> <li>• Transportation – bus, rail, bikes, and walkways</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Streets and pavements – funding life cycle</li> <li>• Bikes and walkways – funding improvements</li> <li>• Railroad – overcrossing and mitigations</li> <li>• Public facilities – funding life cycle/replacements</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Fiscal sustainability - Budgeting for Objectives (BFO)</li> <li>• Nongovernmental entities - involvement and implementation</li> <li>• Young adults - civic engagement</li> <li>• Annual assessments – performance measures and surveys</li> </ul>

**Charrette Results**

<b>Participants</b>	140+ persons recruited from: <ul style="list-style-type: none"> <li>• Persons who completed surveys;</li> <li>• General public via notices on website and in newspapers; and</li> <li>• Parties identified by the Strategic Planning Committee, composed of City Council, Planning Board, and Economic Development Commission</li> </ul>
<b>Topics</b>	Defined into 10 groups over 2 evenings to brainstorm:

	<ul style="list-style-type: none"> <li>• Economic development – the Highway 99 corridor</li> <li>• Community development – the waterfront</li> <li>• Arts and culture</li> <li>• Governance</li> </ul>
<b>Results</b>	Each group defined: <ul style="list-style-type: none"> <li>• Desired end-state or result for each topic</li> <li>• Parties who should be responsible for implementing</li> <li>• Performance measures concerning accomplishment</li> </ul>
<b>Documentation</b>	Matrix of proposals by each group to be reviewed at 3 May Open House

Mr. Beckwith encouraged the public to attend the May 3 Open House:

<b>When and where</b>	Plaza Room of library 5:30 – 8:30 p.m. Drop in self-guided Consultant and staff Q&A
<b>Purpose</b>	Review and critique proposed draft strategic Plan including a survey about: <ul style="list-style-type: none"> <li>• Actions or desired end-states</li> <li>• Implementing parties</li> <li>• Performance measures</li> </ul>

Mr. Clifton explained the stakeholder meetings were held in January and February during inclement weather and the downtown and Highway 99 stakeholder groups were not well attended. Last week Mr. Beckwith and his team held two stakeholder meetings with downtown and Highway 99 businesses. With regard to a tourism survey, as mentioned earlier Mr. Beckwith has agreed to host the survey and has provided the survey template used in LaConner.

Mr. Clifton encouraged the public to attend the May 3 Open House. The Open House has been announced via a press release, notice posted on the Government Channel and the City’s website and over 10,000 emails.

**4A. AUDIENCE COMMENTS – NONE**

**5. ADJOURN**

With no further business, the Council meeting was adjourned at 9:03 p.m.