

**EDMONDS CITY COUNCIL, PLANNING BOARD  
AND ECONOMIC DEVELOPMENT COMMISSION  
JOINT MEETING – DRAFT MINUTES  
Strategic Planning and Visioning Process  
Kick-off – Retreat No. 1  
September 14, 2011**

The joint meeting of the Edmonds City Council, Planning Board and Economic Development Commission was called to order at 6:35 p.m. in the Council Chambers, 250 5<sup>th</sup> Avenue North, Edmonds.

**CITY COUNCILMEMBERS PRESENT**

Mike Cooper, Mayor  
Strom Peterson, Council President  
Steve Bernheim, Councilmember  
Lora Petso, Councilmember  
Adrienne Fraley-Monillas, Councilmember  
Diane Buckshnis, Councilmember

**ECONOMIC DEVELOPMENT  
COMMISSIONERS PRESENT**

Paul Anderson  
Tim Crosby  
Bruce Faires  
Don Hall  
Darrol Haug  
Mary Monfort  
Beatrice O'Rourke  
Evan Pierce  
David Schaefer  
Rich Senderoff  
Kerry St. Clair Ayers  
Evelyn Wellington  
Bruce Witenberg  
Rebecca Wolfe  
Frank Yamamoto  
Marianne Zagorski

**PLANNING BOARD MEMBERS PRESENT**

Philip Lovell, Chair  
Kevin Clarke  
Todd Cloutier  
Bill Ellis  
Kristiana Johnson  
Valerie Stewart  
Neil Tibbott

**STAFF PRESENT**

Al Compaan, Police Chief  
Stephen Clifton, Community Services/Economic  
Development Director  
Phil Williams, Public Works Director  
Carrie Hite, Parks & Recreation Director  
Rob Chave, Planning Manager  
Carl Nelson, CIO  
Frances Chapin, Cultural Services Manager  
Cindi Cruz, Executive Assistant  
Sandy Chase, City Clerk  
Jana Spellman, Senior Executive Council Asst.  
Jeannie Dines, Recorder

**1. INTRODUCTION**

Community Services/Economic Development Director Stephen Clifton welcomed everyone to the first meeting of the strategic plan and visioning process. The purpose of the plan is to serve as the community's roadmap and will be used to prioritize initiatives, resources, goals and city and department operations and projects. The proposal to develop a strategic plan and vision was a collaboration of the

Economic Development Commission (EDC) and Planning Board in early 2010. He described the process for selecting Beckwith Consulting Group.

Beckwith Consulting Group will facilitate a nine month long strategic planning and visioning effort intended to involve not only those attending tonight's meeting but also citizens, community organizations, the business community and other stakeholders throughout the community. Establishing a process that ensures broad community input is essential to the credibility of the strategic plan and its success. The goal is to use the community's input to develop a strategic plan and vision that will help city leadership make decisions with the confidence they are responding to citizens' stated concerns.

Webpages and press releases devoted to the strategic planning process will be created to provide information readily accessible to the public and notices regarding community events related to the process will be posted on city government channels.

**Tom Beckwith, Beckwith Consulting Group**, introduced team members **Steve Price** and **Eric Hovee**.

City Councilmembers, Planning Board Members and Economic Development Commissioners introduced themselves and identified their overriding issue/objective for the process:

- Excited about the strategic plan and involving citizens in the process to create a cohesive plan. Look forward to learning the steps to accomplish that (Peterson)
- Looking for an unbiased, citizen friendly strategic planning process, getting citizens involved and figuring out answers to questions (Buckshnis)
- Antique Mall area and downtown height limits (Bernheim)
- Representation from all neighborhoods in Edmonds, not just the bowl (Fraley-Monillas)
- Citywide plan that puts together a roadmap for the future that helps all aspects of the city's decision-making processes (Cooper)
- Reach consensus on the needs of the city and where it is going. Bring all thoughts that are accumulated to fruition rather than putting them on a shelf, action (Wellington)
- Developing a comprehensive and actionable plan (St. Clair Ayers)
- Strategic Plan was one of the EDC's goals; looking forward to the process (Yamamoto)
- Engage citizens in the process as well as in government itself (Haug)
- Determine how to activate and energize working families in the community and show the value of engaging in government and spending their money in the community (Crosby)
- Economically, culturally and socially sustainable community, find common ground (Wolfe)
- Economic development, bring more revenue into the city, include all areas not just downtown, ensure stability and avoid up and down times (Hall)
- Accomplishments in important areas, develop a plan that helps political leaders and citizens determine what to work on (Zagorski)
- Vision that represents the needs and priorities of all citizens not necessarily the paradigms that exist and a plan for how to accomplish that. A vision and process of discipline that will have that result (Faires)
- Independently facilitated process, involvement of numerous citizens and stakeholders, and benchmarks along way (Witenberg)
- Facilitator without a particular agenda who will guide the process and produce an actionable plan. Plan that reflects the diversity of the community outside the boundaries of downtown (Monfort)
- Make community involvement a high priority and keep public informed during process (Pierce)
- Healthier city that considers all citizens' wants and needs (O'Rourke)
- Important for the community to buy into the process before data gathering begins. Plan that produces objectives with metrics and outcomes that fulfill the long term vision (Senderoff)

- Important to get people involved (Anderson)
- Eager to get started (Schaefer)
- Reach consensus and have a united approach by all constituencies in city, accountability to uphold goals and strategies (Lovell)
- Able talk to each other and reach consensus, invite public opinion about values, reach all levels of society, ensure a sustainable city for future generations to protect environment resources and ensure all citizens have access to services (Stewart)
- Coherent direction that reflects needs and wants of citizens (Ellis)
- Consensus and involving entire city in process, range of housing options including affordable housing, options for younger people, and range of commercial and business options (Tibbott)
- Integrating all existing plans and involving the public in setting priorities. Use plan to guide next update of Comprehensive Plan (Johnson)
- Interested to see how opposing priorities will be reconciled (Clark)
- A city designed for all ages, designed to last for the ages, not expend resources will need later, agree on a common way to go forward. Good opportunity for dialogue between groups (Cloutier)

## 2. DEFINE A STRATEGIC PLAN

Mr. Beckwith reviewed what is unique about Edmonds:

- Waterfront – including amenity opportunity and access limitations
- Tourism – arts potential and gateway to Kitsap and Olympic Peninsula
- Small businesses – sustainable already with large number of self-employed and small business who live/work in city
- Multiple economic centers – waterfront, downtown, Westgate, Five Corners, Highway 99, hospital
- Demographics – aging households who may want to stay but have different life/housing needs
- Built-out status – presumption by some that there is no remaining capacity, many underdeveloped/underutilized properties
- Number of players/partners – Port, Edmonds School District, hospital, WSDOT
- Fiscal – overt dependence on retail sales tax

Other unique factors the group identified:

- Rick Steves – important local citizen with a national reputation
- Prefer focus on developing bed & breakfast accommodations rather than large hotel
- Unique natural amenities such as South County Park, Meadowdale Beach Park, Edmonds Marsh
- South County Senior Center
- Ferry system/marine highway, need to determine their needs and capture that marketplace
- In addition to meeting needs of older citizens, need to focus on young professionals, housing close to transit centers, attracting young adults/families
- Snohomish County Tomorrow Consortium regarding affordable housing
- SnoKing Youth Club
- High level of commitment to sustainability
- Opportunity for transit oriented development
- No city-owned adult full size playfields
- Median age 43-44, high compared to other cities (Coeur d'Alene, ID is 33), need to determine how to attract young people
- Numerous volunteer groups
- Many active churches
- Retail sales tax is primarily auto-related

- Community made decision not to have gaming establishments, could be a revenue source
- Dependent on property tax revenue
- Do not have a B&O tax
- Culturally and ethnically diverse

Mr. Beckwith described why Edmonds needs a strategic plan and what it will resolve. A brief discussion followed regarding who will provide vision about what Edmonds can be, citizens that favor progress and others that are afraid of change, case studies of other communities, exchange of ideas during the strategic planning process, and ensuring what-if scenarios/options in the plan are as imaginative as possible.

Mr. Beckwith described what a strategic plan is:

1. **Organizes and prioritizes** initiatives and resources to achieve specific goals within next 3-5 and mid 5-10 year time periods
2. **Establishes** near term goals, tactical approaches, and performances measures
3. **Coordinates** other city plans and programs to coordinate to the strategic plan
4. **Achieves consensus** from public and Council on strategic plan vision

Discussion followed regarding the desire for the strategic plan to be a roadmap with options, concern that if something was not in the strategic plan it would not be considered, including scenarios of all possibilities in the strategic plan, the need to review the strategic plan periodically to consider opportunities that arise, ability to change the plan if a new idea adheres to the principles of the plan, outreach to ensure citywide participation, testing of the plan near the end of the process via a statistical survey of registered voters, capturing minority opinions, and the definition of consensus.

### 3. REVIEW SCOPE OF WORK CONCERNING: TASK SEQUENCE AND CALENDAR SCHEDULE.

Mr. Beckwith reviewed tasks to be accomplished and reported at each of the six retreats. He urged the group to relax, this is a long process; decisions do not need to be made now, they will evolve.

Mr. Beckwith described how the public will be involved. Discussion followed regarding survey questions, speakers to inform organizations of the strategic planning process, and involving individuals whose first language is not English.

### 4. IDENTIFY ISSUES OF INTEREST

This item was addressed at the beginning of the meeting.

### 5. REVIEW CONTENT IN REGARD TO ITEM #3 FOR:

#### Task 2 – Internal/External Scans

Mr. Beckwith reviewed what will be assessed in internal/external scans. It was suggested population demographics be added.

#### Task 3 – Stakeholders To Be Interviewed

Mr. Beckwith reviewed a list of potential stakeholder groups. Due to limited time, he asked the group to email Mr. Clifton a list of organizations that should be contacted. Mr. Clifton requested the group also provide contact information for the organizations they identified and provided his contact information: Phone: 425-775-2525, and email: clifton@ci.edmonds.wa.us.

Discussion followed regarding the stakeholder interview process, goal of identifying a diverse group of stakeholders, plans to hold focus groups with organizations such as the Senior Center, increased buy-in from organizations/people who are interviewed, identifying neighborhood-centric ideas, ways to broaden outreach to include people who may not otherwise be involved, plans to survey of all businesses with a business license, and capturing input from people who participate in events.

Task 5 – Owner Employee, Customer Mail-Back Surveys

Mr. Beckwith reviewed topics that will be addressed in the surveys. Suggestions from the group included interviewing businesses that have left and utilizing the retail leakage survey conducted several years ago.

Task 6 – Student Hand-Back/Internet Survey

Mr. Beckwith reviewed topics that will be addressed in the survey.

Task 7 – Resident Internet Survey #1

Mr. Beckwith reviewed topics that will be addressed in the survey.

Task 9 – Charrette Delegate Recruitment

Mr. Beckwith described the charrette (workshop), explaining each table will be asked to answer several common questions and then each table can discuss whatever they want. Invitations will be sent out for the workshop to increase turnout; there is no limit on the number of participants at the workshop.

Mr. Clifton reviewed the proposed schedule, identifying retreats on the fourth Tuesday of the month (October – February) in Council Chambers. Mr. Beckwith agreed to reconsider the date of the December retreat and revise the schedule.

Mr. Clifton thanked the citizens, Councilmembers, Planning Board Members and Economic Development Commissioners who attended and encouraged them to continue to participate in the process.

**6. ADJOURN**

With no further business, the meeting was adjourned at 8:37 p.m.