

Blaine Strategic Economic Initiative



Progress report - 11 October 2016

Strategic Economic Initiative Planning Process

Phase 1		months					
1	Initiate your process	1	2	3	4	5	6
a	Conduct progress sessions w/staff	0	0	0	0	0	0
b	Conduct retreat w/City Council	0					
2 Assess stakeholder opinions/financial prospects							
a	Conduct surveys/workshops w/stakeholders						
b	Assess financial prospects						
c	Review stakeholder opinions/financials w/Council		0				
3 Define project scopes, costs, and methods							
a	Confirm facility needs assessments						
b	Create development concepts						
c	Estimate development costs						
d	Identify design/delivery methods						
e	Conduct open house on concepts and costs					0	
f	Review concepts and costs w/Council			0	0		
Phase 2							
4 Create alternative financing strategies							
a	Analyze alternative financial strategies						
b	Conduct open house on financing					0	
c	Review delivery/financing strategies w/Council					0	
5 Test projects/strategies with voters							
a	Survey city voter households						
b	Review results/select strategies w/Council						0
6 Action plan							
a	Develop action plan and informational materials						
b	Initiate community support for finance plan						

Tasks completed thus far

Resident survey results – 420 completions

Respondent characteristics

Survey respondents were asked **what area of Blaine they lived in.**

West	Central	East	Elsewhere
25%	45%	17%	13%

Survey respondents were asked **what their residency was.**

Live in Blaine year-round	Live in Blaine seasonally
94%	6%

Survey respondents were asked **if they were registered to vote.**

Yes	No
84%	16%

Survey respondents were asked **where they worked.**

Retired	House spouse	Blaine	Birch Bay, Lynden, Ferndale, Cherry Pt
34%	6%	32%	6%
Elsewhere	Elsewhere	Elsewhere in	
Whatcom Co	Washington St	Canada	
15%	4%	3%	

Survey respondents were asked **how many people in their household were employed.**

	0	1	2	3	4	5+
Part-time	51%	28%	16%	3%	2%	1%
Full-time	27%	39%	31%	3%	0%	0%

Survey respondents were asked **how many people in their household.**

	0	1	2	3	4	5+
Under 18	44%	19%	22%	6%	6%	2%
19-64	18%	20%	50%	8%	4%	1%
65+	51%	23%	25%	0%	0%	0%

Survey respondents were asked **their level of education.**

Grade school	High school	Tech school	Some college	Bachelor degree	Graduate degree
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0% 6% 7% 28% 33% 25%

Survey respondents were asked **their occupation including before they retired.**

Management	Professional	Technical	Office	Retail
20%	49%	7%	8%	3%
Const/mfg	House spouse			
7%	5%			

Survey respondents were asked **how many years they had lived in the Blaine area.**

0-1	2-5	6-10	11-20	21+
10%	18%	18%	25%	29%

Survey respondents were asked **what type of housing they lived in.**

Own	Rent
83%	17%

Survey respondents were asked **what age group they were in.**

14-18	19-24	25-34	35-44	45-54	55-64	65+
0%	2%	10%	20%	14%	24%	30%

Survey respondents were asked **their household income.**

<\$20,000	\$20-29,999	\$30-49,999	\$50-74,999	\$75-99,999	\$100,000+
3%	7%	16%	22%	20%	32%

Survey respondents were asked **where they get information about Blaine.**

	Lowest	Low	Ave	High	Highest
Northern Light	2%	4%	17%	34%	43%
City website	32%	39%	22%	6%	1%
Facebook	40%	24%	19%	11%	6%
Radio	57%	26%	13%	4%	1%
Neighbors/friends	5%	11%	37%	34%	13%
Other	46%	11%	28%	10%	6%

Existing conditions

	Lowest	Low	Ave	High	Highest
Marine Park	1%	6%	27%	44%	22%
People's attitudes	3%	8%	37%	41%	12%
Waterfront access	4%	26%	39%	25%	6%
Pedestrian sidewalks	5%	21%	49%	21%	4%
Street amenities	5%	15%	50%	27%	3%
Vehicle traffic	4%	21%	53%	18%	3%
Bicycle lanes	9%	34%	43%	11%	2%
Building appearances	17%	38%	33%	9%	2%
Restaurant/entertainment	32%	44%	18%	5%	1%
Retail goods/services	46%	44%	7%	1%	1%
Hotel/motels/B&Bs	34%	45%	18%	2%	0%

Frequent Blaine facilities

	Never	Year	Month	Week	Day
Parks and trails	10%	19%	32%	31%	8%
Marine Park	9%	23%	31%	32%	4%
Library	18%	19%	30%	29%	4%
Restaurants/coffee	4%	16%	45%	32%	3%
Senior Center	63%	19%	6%	8%	3%
International Mall	30%	12%	26%	30%	2%
Retail stores	39%	24%	22%	13%	2%
Festivals/events	5%	51%	38%	4%	2%
Boys & Girls Club	88%	7%	2%	1%	2%
Drinking spot	50%	26%	17%	6%	1%
Barber/beauty	53%	12%	30%	4%	1%
Medical/dental	56%	29%	13%	2%	0%

Shop at retail areas

	Never	Year	Month	Week	Day
Bellingham	0%	1%	19%	71%	8%
Blaine	11%	13%	34%	34%	8%
Ferndale	15%	18%	39%	27%	2%
Birch Bay Square	12%	21%	41%	25%	1%
Lynden	21%	32%	33%	13%	1%
White Rock	59%	25%	12%	3%	0%

Shop at regional malls

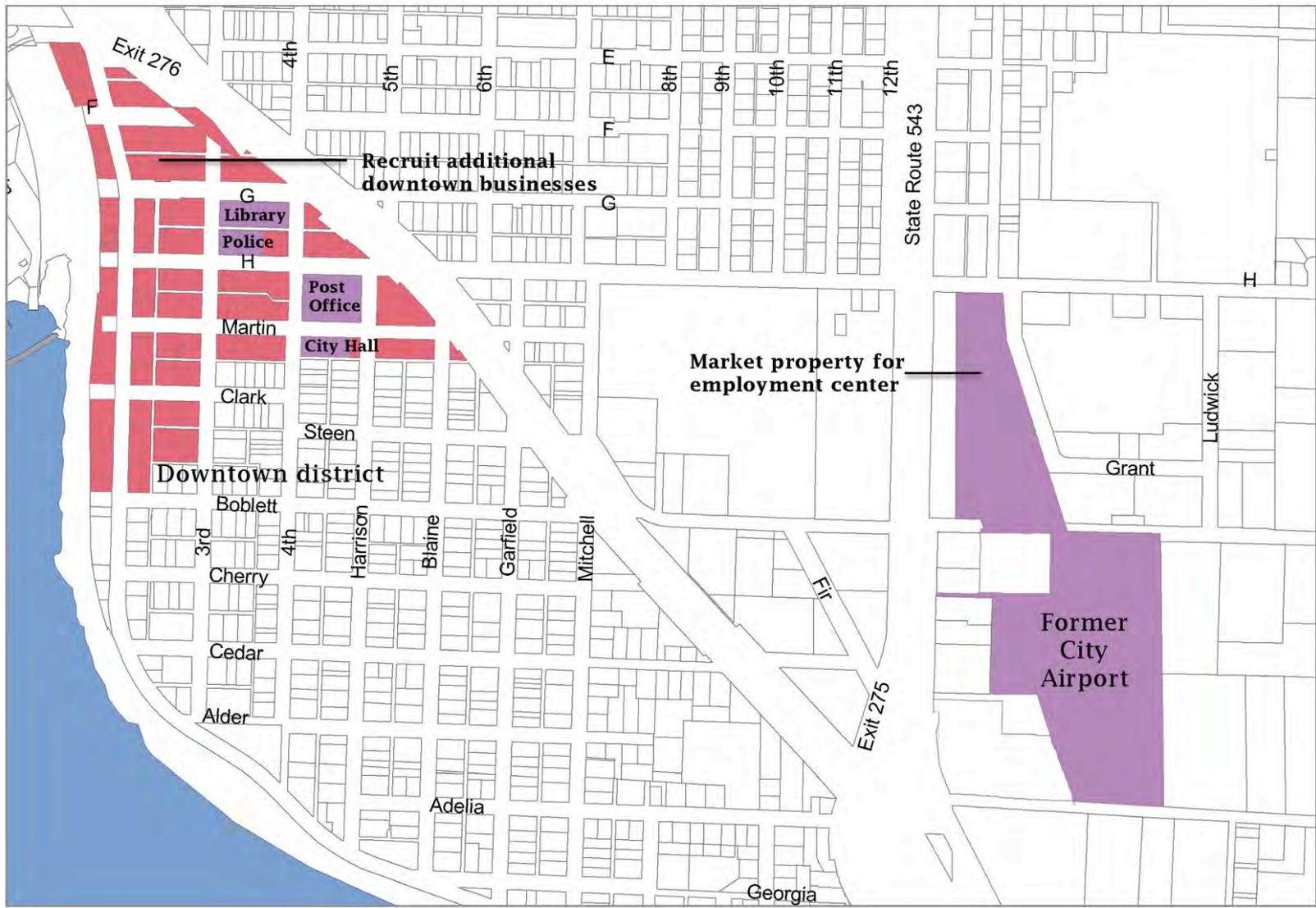
	Never	Year	Month	Week	Day
Bellis Fair Mall	8%	36%	46%	9%	0%
Downtown Seattle	60%	37%	3%	0%	0%
Alderwood Mall	70%	27%	3%	0%	0%
Bellevue Square	80%	17%	2%	0%	0%
Everett Mall	91%	8%	0%	0%	0%

Most likely to seek services

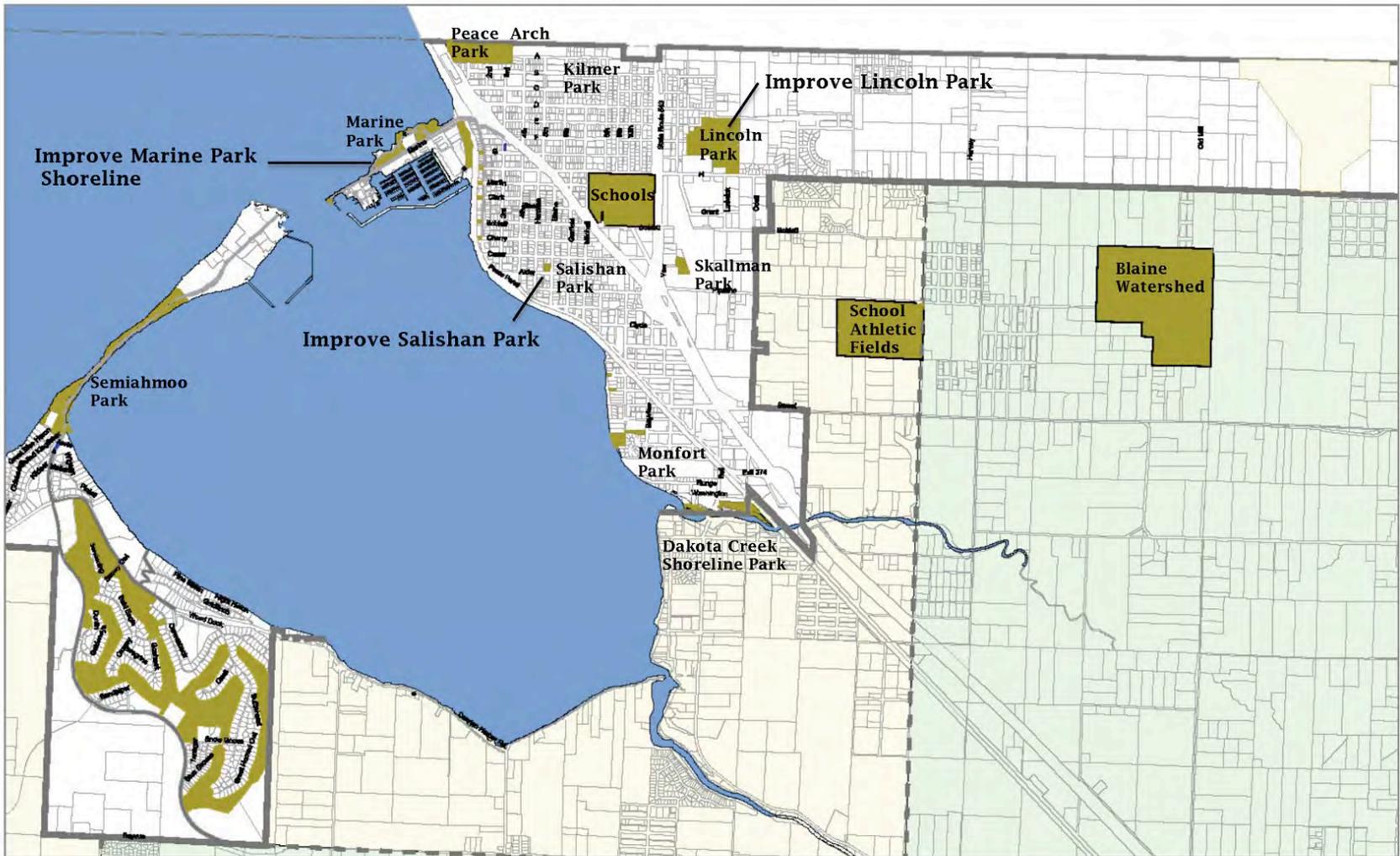
	WR	Bl	BB	Ly	Fe	Be	El
Hardware	0%	55%	0%	3%	1%	40%	0%
Bank	0%	52%	0%	5%	16%	22%	4%
Eating/drinking	4%	35%	3%	3%	1%	50%	5%
Barber/beauty	2%	32%	1%	7%	7%	43%	9%
Cards/flowers	0%	32%	1%	5%	6%	50%	5%
Dental	4%	26%	0%	4%	8%	49%	9%
Food/drug	1%	24%	4%	8%	12%	51%	0%
Car/gas	0%	23%	0%	5%	12%	57%	2%
Outdoor markets	1%	23%	1%	4%	2%	56%	14%
Artworks	3%	12%	0%	3%	0%	50%	31%
Professional	1%	9%	0%	4%	1%	71%	14%
Housewares	1%	4%	0%	1%	0%	87%	7%
Clothing	0%	0%	2%	0%	0%	86%	12%

Reason for not shopping in Blaine

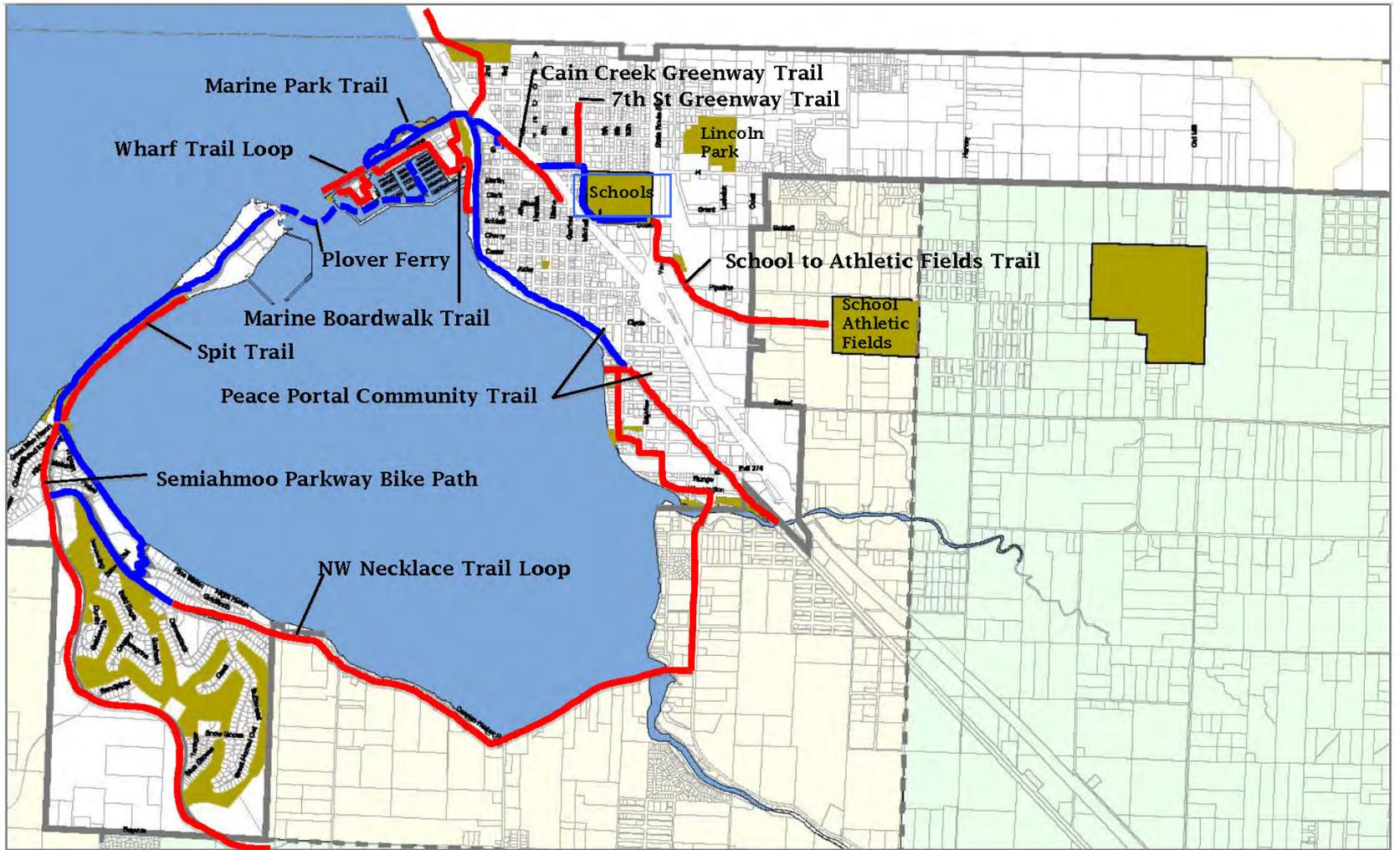
	Lowest	Low	Ave	High	Highest
Elsewhere					
Better choice	1%	1%	6%	37%	54%
More available stores	3%	4%	8%	39%	46%
Lower prices	3%	7%	20%	26%	43%
Better service	16%	26%	32%	12%	14%
Cleaner	17%	18%	25%	26%	15%
Public restrooms	36%	22%	27%	10%	6%
More parking	43%	27%	24%	4%	3%



Economic development strategies

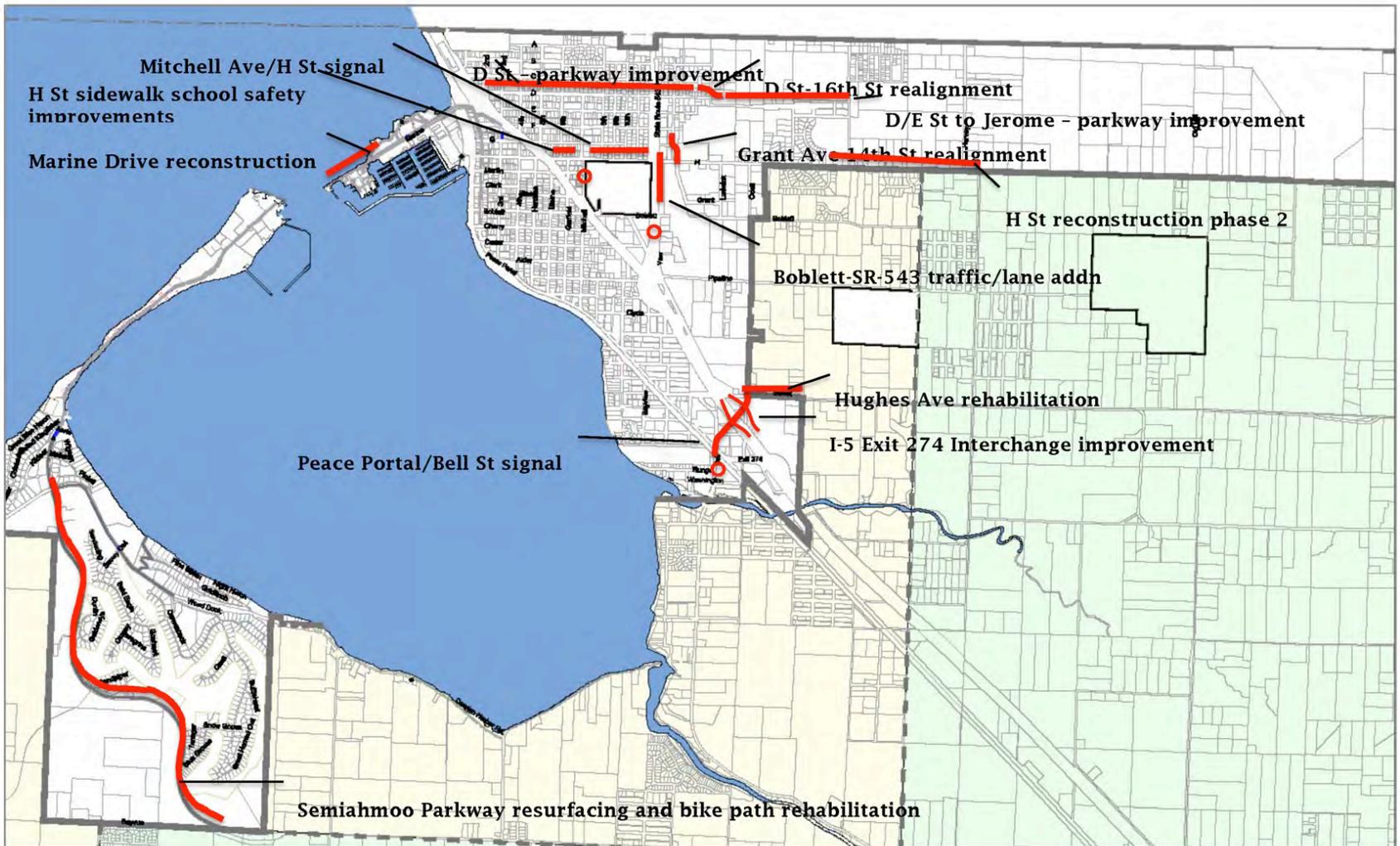


Park projects

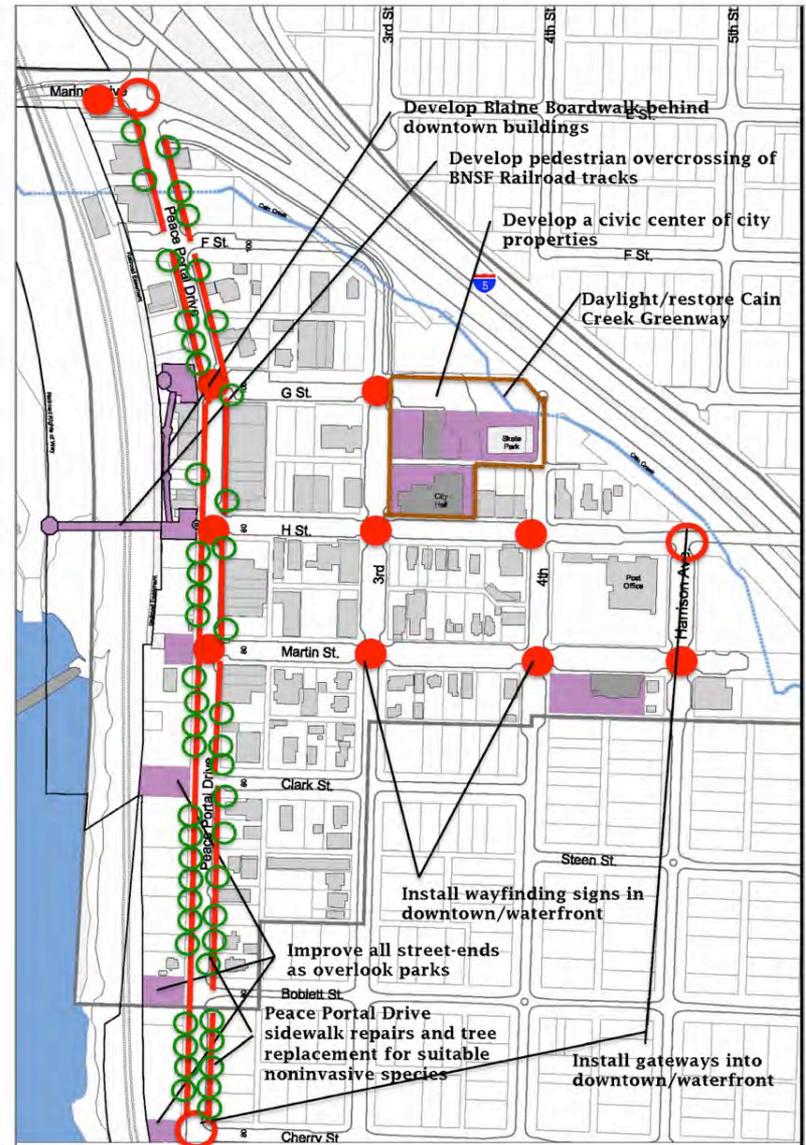


Trail projects

— Existing trails — Proposed trails



Road projects



Downtown developments

Economic development

	Lowest	Low	Ave	High	Highest
Recruit downtown	1%	2%	7%	29%	60%
Promote tourism	5%	8%	24%	30%	33%
Sell or lease airport	13%	12%	25%	30%	20%

Parks

	Lowest	Low	Ave	High	Highest
Marine Drive/Park shoreline	6%	7%	18%	38%	32%
Lincoln Park improvements	12%	15%	28%	33%	13%
Water spray park	14%	20%	32%	22%	13%
Salishan Park	11%	17%	36%	26%	11%

Trails

	Lowest	Low	Ave	High	Highest
Semiahmoo Bike Path	10%	14%	21%	27%	28%
Peace Portal Trail	7%	7%	26%	35%	24%
Semiahmoo Spit Trail	15%	18%	27%	25%	15%
School-Athletic Trail	10%	15%	31%	30%	13%
Cain Creek Trail	11%	21%	37%	23%	7%
7th Street Trail	13%	21%	42%	19%	5%

Roads

	Lowest	Low	Ave	High	Highest
I-5 exit 274 interchange	7%	13%	21%	27%	32%
Peace Portal/Bell Rd	6%	16%	23%	27%	28%
Marine Drive Phase 3	7%	8%	25%	34%	26%
Mitchell Ave/H St traffic signal	9%	16%	40%	23%	12%
H St sidewalks	10%	17%	36%	27%	11%
Boblett/SR-543 corridor improvement	11%	16%	37%	26%	11%
Semiahmoo Spit Parkway resurface	18%	24%	31%	18%	9%

Hughes Ave Phase 3	9%	21%	42%	20%	8%
D St reconstruction	14%	28%	40%	15%	4%
D St/16th St intersection	14%	25%	40%	18%	3%
D/E St reconstruction	16%	30%	40%	10%	3%
Grant Ave/14th St intersection	14%	28%	46%	10%	2%

Downtown development

	Lowest	Low	Ave	High	Highest
Derelict buildings	3%	1%	12%	29%	55%
Blaine Boardwalk	8%	8%	21%	32%	31%
Railroad Overpass	9%	9%	22%	30%	30%
Events programming	4%	7%	23%	37%	29%
Facades	7%	9%	23%	34%	27%
Temporary storefronts	7%	11%	22%	41%	19%
Public restrooms	4%	9%	32%	37%	19%
Street-end Parklets	6%	10%	31%	35%	19%
Civic Center	7%	12%	29%	33%	19%
Peace Portal Drive streetscape	5%	11%	34%	33%	17%
Gateways	9%	14%	30%	33%	13%
Wayfinding	6%	13%	37%	33%	12%
Cain Creek restoration	9%	22%	39%	21%	10%
Visitors Center	10%	21%	35%	25%	9%

Public facilities

	Lowest	Low	Ave	High	Highest
Library expansion	6%	10%	27%	28%	29%
Senior Center	7%	15%	38%	27%	12%
Police Station	8%	16%	39%	28%	10%
City Hall consolidation	9%	16%	44%	22%	8%
Municipal Court	9%	22%	48%	18%	4%

Consolidated improvement priorities

Highest priority - scores over 50% for high-highest priority order

	Lowest	Low	Ave	High	Highest
Recruit downtown	1%	2%	7%	29%	60%
Derelict buildings	3%	1%	12%	29%	55%
Promote tourism	5%	8%	24%	30%	33%
Sell or lease airport	13%	12%	25%	30%	20%
Marine Drive/Park shoreline	6%	7%	18%	38%	32%
I-5 exit 274 interchange	7%	13%	21%	27%	32%
Blaine Boardwalk	8%	8%	21%	32%	31%
Railroad Overpass	9%	9%	22%	30%	30%
Events programming	4%	7%	23%	37%	29%
Library expansion	6%	10%	27%	28%	29%
Peace Portal/Bell Rd	6%	16%	23%	27%	28%
Semiahmoo Bike Path	10%	14%	21%	27%	28%
Facades	7%	9%	23%	34%	27%
Marine Drive Phase 3	7%	8%	25%	34%	26%
Peace Portal Trail	7%	7%	26%	35%	24%
Temporary storefronts	7%	11%	22%	41%	19%
Public restrooms	4%	9%	32%	37%	19%
Street-end Parklets	6%	10%	31%	35%	19%
Civic Center	7%	12%	29%	33%	19%
Peace Portal Drive streetscape	5%	11%	34%	33%	17%

High/moderate priority - scores 33-49% for high-highest priority order

	Lowest	Low	Ave	High	Highest
Semiahmoo Spit Trail	15%	18%	27%	25%	15%
Gateways	9%	14%	30%	33%	13%
Lincoln Park improvements	12%	15%	28%	33%	13%
School-Athletic Trail	10%	15%	31%	30%	13%
Water spray park	14%	20%	32%	22%	13%
Wayfinding	6%	13%	37%	33%	12%
Senior Center	7%	15%	38%	27%	12%
Mitchell Ave/H St traffic signal	9%	16%	40%	23%	12%
H St sidewalks	10%	17%	36%	27%	11%
Boblett/SR-543 corridor improvement	11%	16%	37%	26%	11%
Salishan Park	11%	17%	36%	26%	11%
Police Station	8%	16%	39%	28%	10%

Low priority - scores under 33% for high-highest priority order

	Lowest	Low	Ave	High	Highest
Cain Creek restoration	9%	22%	39%	21%	10%
Visitors Center	10%	21%	35%	25%	9%
Semiahmoo Spit Parkway resurface	18%	24%	31%	18%	9%
City Hall consolidation	9%	16%	44%	22%	8%
Hughes Ave Phase 3	9%	21%	42%	20%	8%
Cain Creek Trail	11%	21%	37%	23%	7%

Lowest priority - scores under 24% for high-highest priority order

7th Street Trail	13%	21%	42%	19%	5%
Municipal Court	9%	22%	48%	18%	4%
D St reconstruction	14%	28%	40%	15%	4%
D St/16th St intersection	14%	25%	40%	18%	3%
D/E St reconstruction	16%	30%	40%	10%	3%
Grant Ave/14th St intersection	14%	28%	46%	10%	2%

Qualifications

The survey asked Blaine residents to evaluate and prioritize a list of possible projects that had previously been identified by city staff, elected officials, and volunteer committees. The proposals did not include development costs or financing proposals or consideration of alternatives whereby parties other than the City of Blaine could implement them.

The list of proposals also focused on construction and development whereas the initial stakeholder workshops identified a series of actions that could be undertaken dealing with marketing, promotion, and management.

The results of the stakeholder workshop proposals and the survey priorities will be used to create a strategic economic initiative that will include development and operating costs, financing options, implementing agent assignments, schedules, and performance measures in the coming months. The proposed strategic economic initiative will be reviewed with Blaine residents and vetted again with a follow-up survey that City Council can use to determine final implementing actions.

Library survey results – 223 completions

Respondent characteristics

Survey respondents were asked **what area they lived in.**

Blaine	Birch Bay	Custer	Elsewhere Blaine SD	Other
44%	36%	6%	9%	5%

Survey respondents were asked **what their residency was.**

Live in Blaine year-round	Live in Blaine seasonally
97%	3%

Survey respondents were asked **if they were registered to vote.**

Registered in Blaine	Registered in Whatcom County
45%	55%

Note - 27 or 12% of the sample skipped this question.

Survey respondents were asked **where they worked.**

Retired	House spouse	Blaine	Birch Bay, Lynden, Ferndale, Cherry Pt
41%	15%	21%	8%
Elsewhere Whatcom Co	Elsewhere Washington St	Elsewhere in Canada	
13%	1%	1%	

Survey respondents were asked **how many people in their household were employed.**

	0	1	2	3	4	5+
Part-time	57%	25%	15%	2%	2%	0%
Full-time	36%	44%	17%	2%	0%	0%

Survey respondents were asked **how many people in their household.**

	0	1	2	3	4	5+
Under 18	37%	16%	26%	8%	6%	6%
19-64	22%	16%	53%	6%	2%	1%
65+	43%	25%	30%	1%	0%	0%

Survey respondents were asked **their level of education.**

Grade school	High school	Tech school	Some college	Bachelor degree	Graduate degree
2%	9%	7%	28%	36%	18%

Survey respondents were asked **their occupation including before they retired.**

Management	Professional	Technical	Office	Retail
15%	47%	8%	10%	5%
Const/mfg	House spouse			
4%	11%			

Survey respondents were asked **how many years they had lived in the Blaine area.**

0-1	2-5	6-10	11-20	21+
8%	22%	20%	33%	18%

Survey respondents were asked **what type of housing they lived in.**

Own	Rent
78%	22%

Survey respondents were asked **what age group they were in.**

14-18	19-24	25-34	35-44	45-54	55-64	65+
3%	3%	11%	18%	15%	14%	36%

Survey respondents were asked **their household income.**

<\$20,000	\$20-29,999	\$30-49,999	\$50-74,999	\$75-99,999	\$100,000+
8%	14%	25%	26%	13%	13%

Survey respondents were asked **where they get information.**

	Lowest	Low	Ave	High	Highest
Newspapers	8%	6%	22%	36%	28%
City website	31%	35%	23%	7%	3%
Facebook	41%	17%	19%	14%	9%
Radio	45%	30%	12%	11%	2%
Neighbors/friends	3%	10%	33%	35%	19%
Other	45%	5%	33%	8%	10%

Library card

Survey respondents were asked if they **had a library card**.

	Yes	No	Number
Whatcom County or Bellingham Library	98%	2%	219
Another Washington State or BC Library	7%	93%	127
Other	7%	93%	102

Reasons why respondent does not have a library card.

	Lowest	Low	Ave	High	Highest
Live outside of district	77%	15%	0%	0%	8%
Library is of no interest	69%	13%	6%	13%	0%
Location/hours not convenient	40%	13%	40%	7%	0%
Prefer to purchase not borrow	60%	0%	33%	7%	0%
Other	0%	0%	100%	0%	0%

Library services

	No	Not sure	Yes
Print materials including books, magazines	2%	0%	98%
Audio/visual materials including DVDs, CDs	0%	1%	98%
Computers and internet	1%	2%	97%
Qualified staff to help with info needs	1%	1%	97%
Electronic materials including eBooks	2%	3%	95%
Wi-Fi access	2%	3%	95%
Meeting space	6%	4%	90%
On-line subscription resources	26%	17%	57%
Historical/genealogical resources	30%	22%	48%

Library programs

	No	Not sure	Yes
Early learning story times and activities	6%	4%	91%
After school programs	8%	5%	86%
Gardening, health, computer learning	12%	7%	81%
Teen book discussions, robotics, coding	14%	10%	76%
School tours for children and teens	14%	10%	75%

Library website (WCLS)

	No	Not sure	Yes
Library catalog for searching, requesting, renewing materials	3%	3%	95%
Library event calendars	6%	6%	87%
Recommendations from staff, other readers	9%	4%	87%
Downloadable eBooks, eAudiobooks	7%	6%	86%
On-line language learning, computer literacy	25%	16%	59%
Free access to subscription research	33%	18%	48%

Possible programs and services

	Lowest	Low	Ave	High	Highest
Defined teen-children's space	3%	4%	18%	46%	30%
Computer lab	3%	6%	29%	39%	24%
More seating-quiet zones	3%	7%	26%	41%	23%
Large space for Friends book, retail	6%	12%	33%	30%	19%
Outdoor program space	6%	13%	36%	29%	16%
Variety of meeting spaces	6%	12%	41%	27%	14%
Expanded history resources	6%	20%	41%	23%	11%
Classes for 3D printing, needlecraft, cooking	7%	18%	32%	31%	12%
Audiovisual recording space	17%	26%	36%	16%	6%

Possible facility spaces

	Lowest	Low	Ave	High	Highest
Public restrooms	1%	1%	13%	39%	45%
Children's room	2%	1%	19%	46%	31%
Teen room	3%	3%	19%	51%	24%
Computer room	2%	3%	27%	44%	24%
Meeting room	2%	6%	33%	40%	18%
Classroom	4%	6%	24%	49%	16%
Coffee shop or cafe	17%	21%	24%	23%	15%
Historical exhibits	11%	17%	36%	26%	11%
Audiovisual room	7%	14%	39%	33%	8%

Possible co-located facilities

	Lowest	Low	Ave	High	Highest
Public restrooms	1%	3%	16%	36%	44%
Youth or teen center	5%	4%	30%	36%	26%
Community center all ages	4%	8%	24%	40%	23%
Outdoor courtyard	3%	8%	28%	43%	18%
Coffee shop or café	16%	15%	30%	23%	16%
Senior center	8%	10%	34%	36%	11%
Museum with rotating exhibit	9%	17%	35%	29%	10%
Visitor or welcome center	11%	16%	36%	28%	10%

Consolidated program, service, facility, co0located priorities

Highest priority -

	Lowest	Low	Ave	High	Highest
Public restrooms	1%	1%	13%	39%	45%
Public restrooms	1%	3%	16%	36%	44%
Children's room	2%	1%	19%	46%	31%
Defined teen-children's space	3%	4%	18%	46%	30%
Youth or teen center	5%	4%	30%	36%	26%
Teen room	3%	3%	19%	51%	24%
Computer room	2%	3%	27%	44%	24%
Computer lab	3%	6%	29%	39%	24%
More seating-quiet zones	3%	7%	26%	41%	23%
Community center all ages	4%	8%	24%	40%	23%
Large space for Friends book, retail	6%	12%	33%	30%	19%
Outdoor courtyard	3%	8%	28%	43%	18%
Meeting room	2%	6%	33%	40%	18%
Classroom	4%	6%	24%	49%	16%

High/moderate priority -

	Lowest	Low	Ave	High	Highest
Outdoor program space	6%	13%	36%	29%	16%
Coffee shop or café	16%	15%	30%	23%	16%
Coffee shop or cafe	17%	21%	24%	23%	15%
Variety of meeting spaces	6%	12%	41%	27%	14%
Classes for 3D printing, needlecraft, cooking	7%	18%	32%	31%	12%
Senior center	8%	10%	34%	36%	11%
Historical exhibits	11%	17%	36%	26%	11%
Expanded history resources	6%	20%	41%	23%	11%
Museum with rotating exhibit	9%	17%	35%	29%	10%
Visitor or welcome center	11%	16%	36%	28%	10%
Audiovisual room	7%	14%	39%	33%	8%

Low priority -

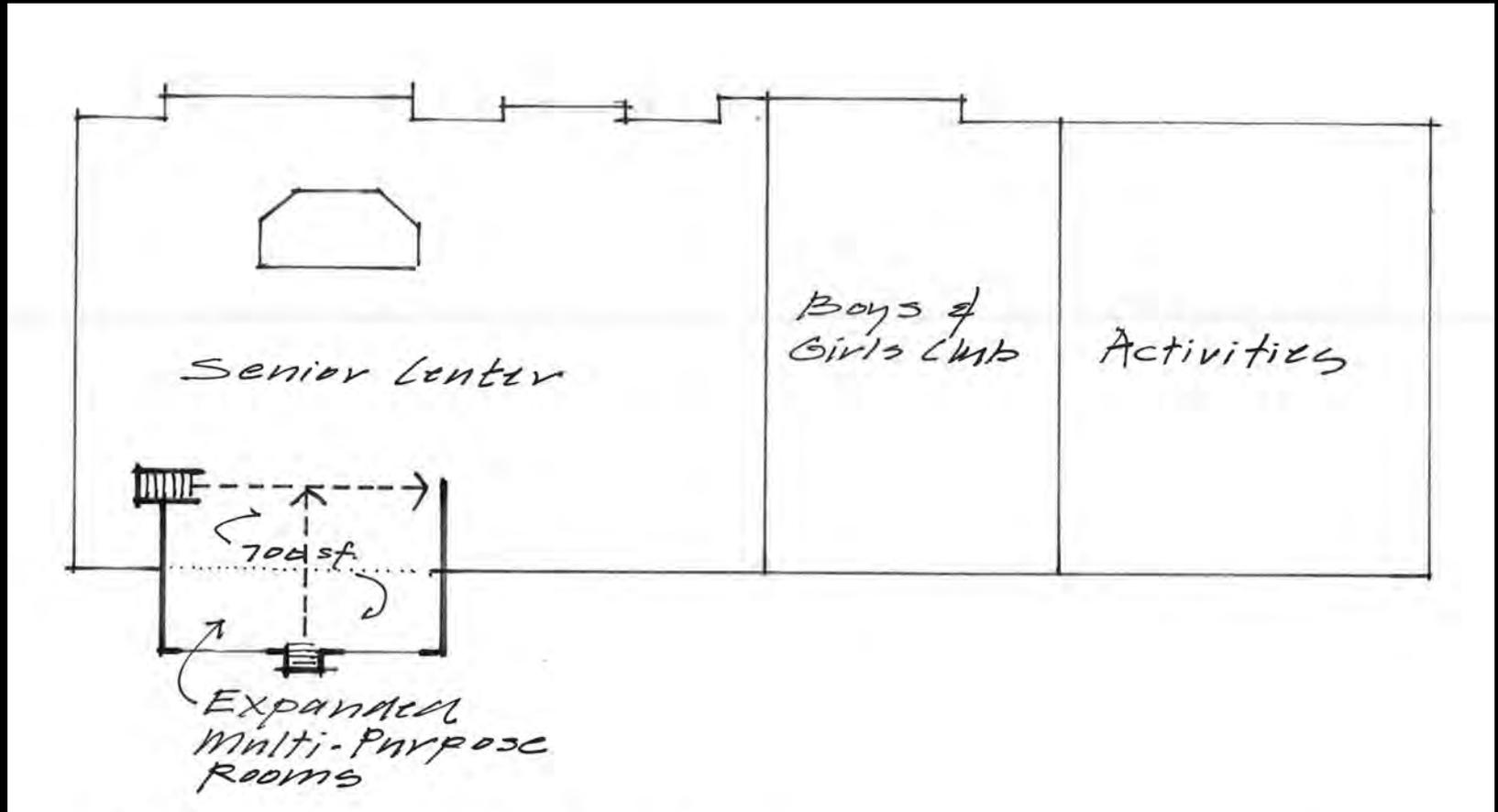
	Lowest	Low	Ave	High	Highest
Audiovisual recording space	17%	26%	36%	16%	6%

Qualifications

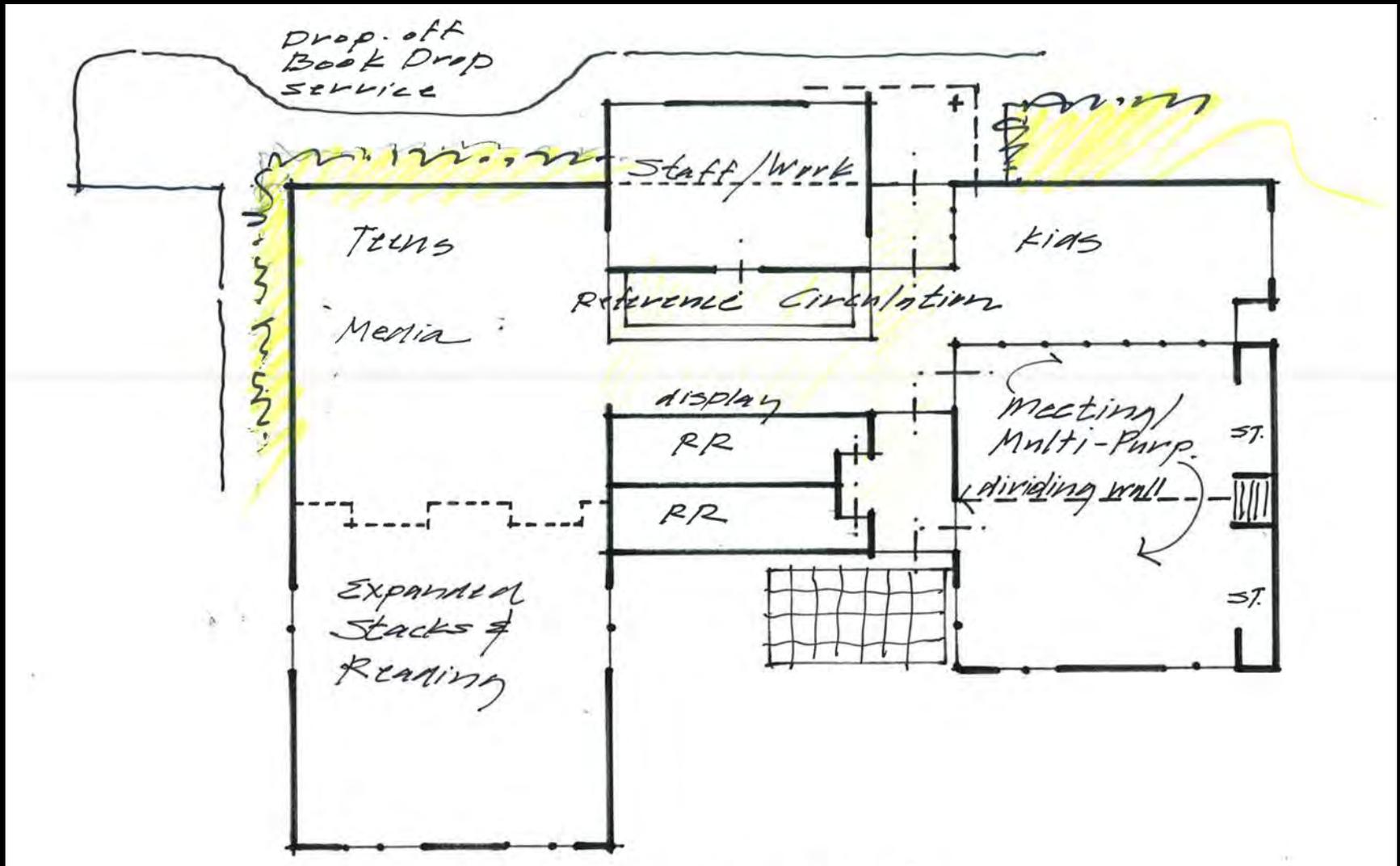
The survey asked Blaine Library users to evaluate and prioritize a list of possible programs, services, facility, and co-location improvements that had previously been identified by library staff and volunteer committees. The proposals did not include development costs or financing proposals or consideration of site and building alternatives that could retain and expand or build new facilities.

The results of the library committee workshop proposals and the survey priorities will be used to create a strategic economic initiative for the city and library that will include development and operating costs, financing options, implementing agent assignments, schedules, and performance measures in the coming months. The proposed strategic economic initiative will be reviewed with Blaine library users and residents and vetted again with a follow-up survey that City Council can use to determine final implementing actions.

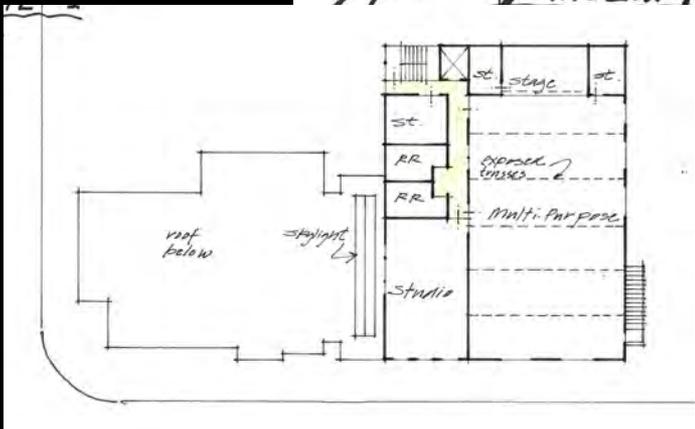
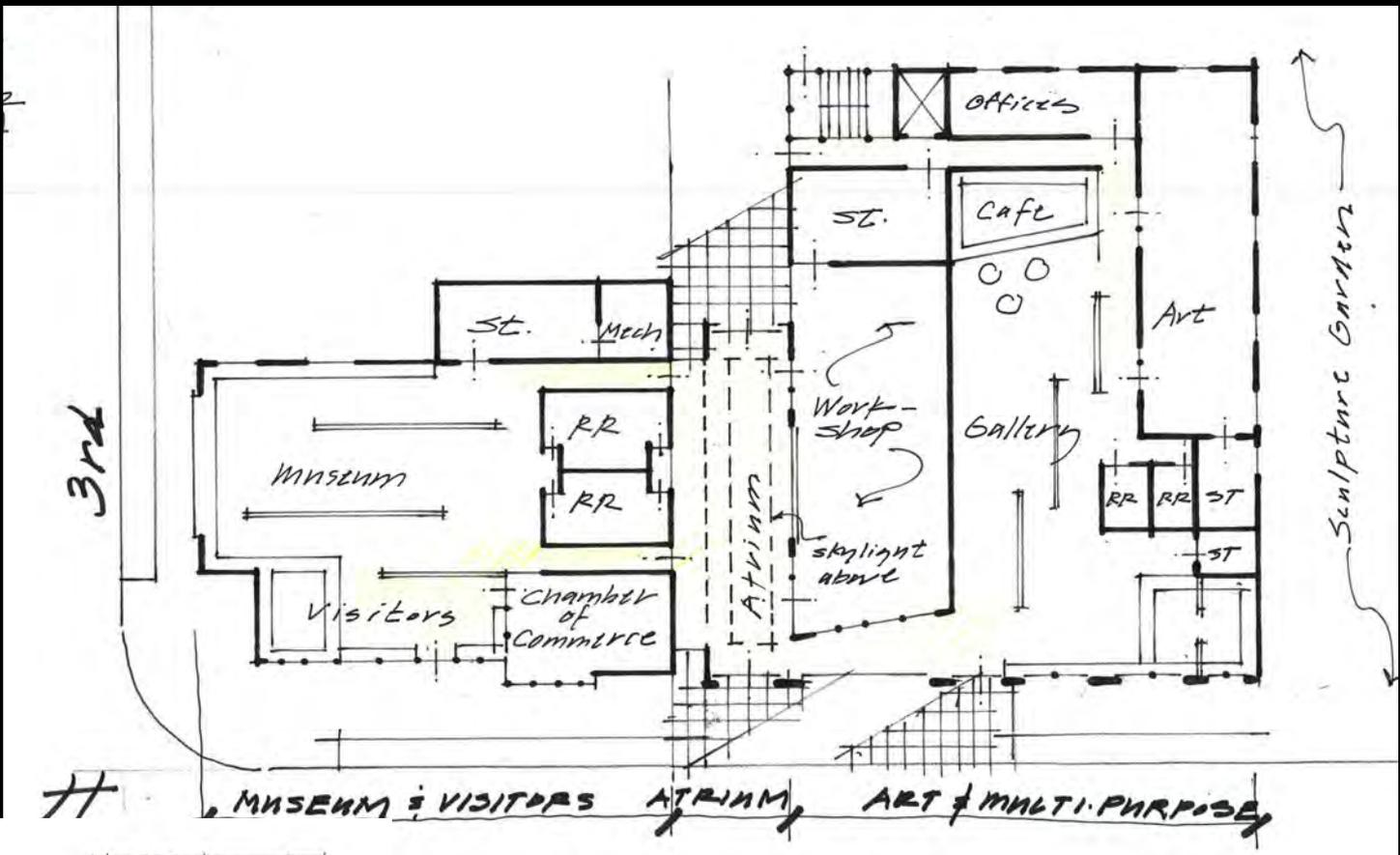
Facility development concepts – Senior Center expansion



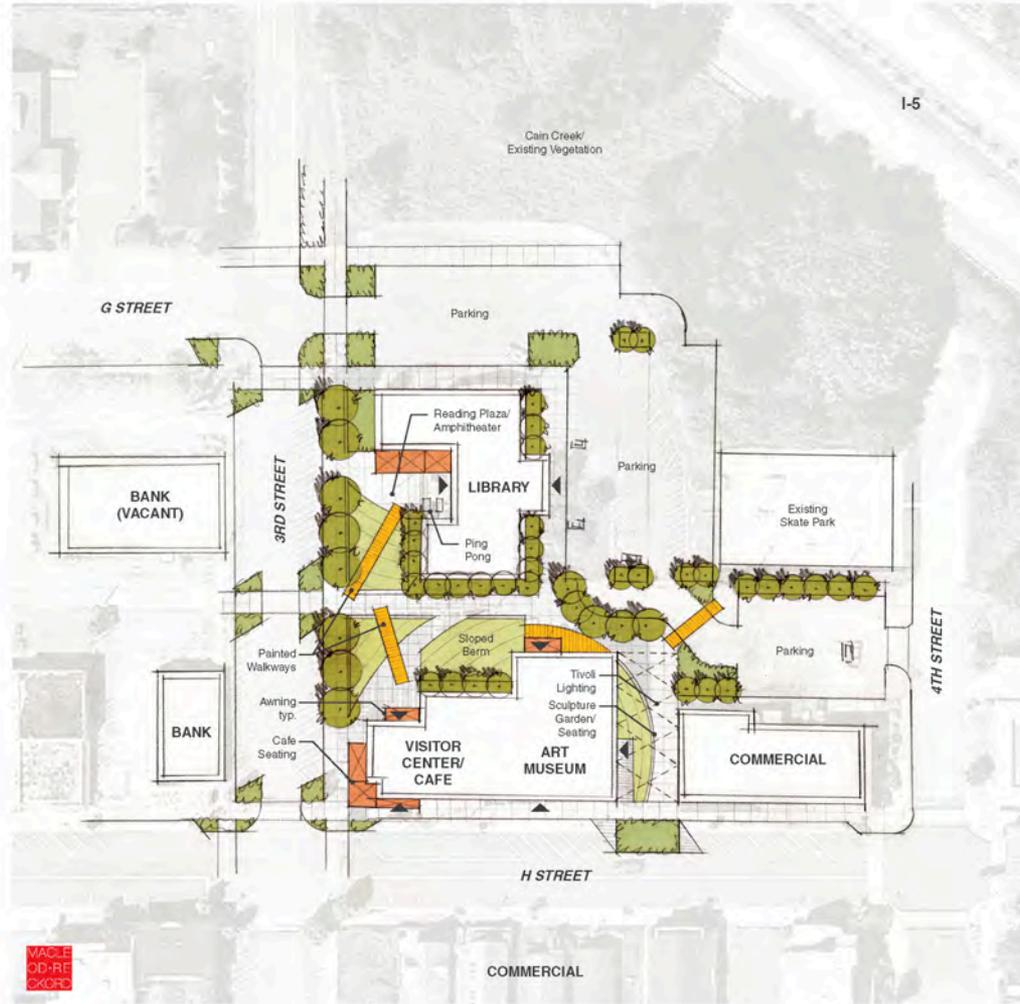
Library expansion



Cultural Arts Center



Civic Complex site plan option 1-A



I-5



INFORMAL AMPHITHEATER



SCULPTURE GARDEN



SLOPED BERM



TIVOLI LIGHTING



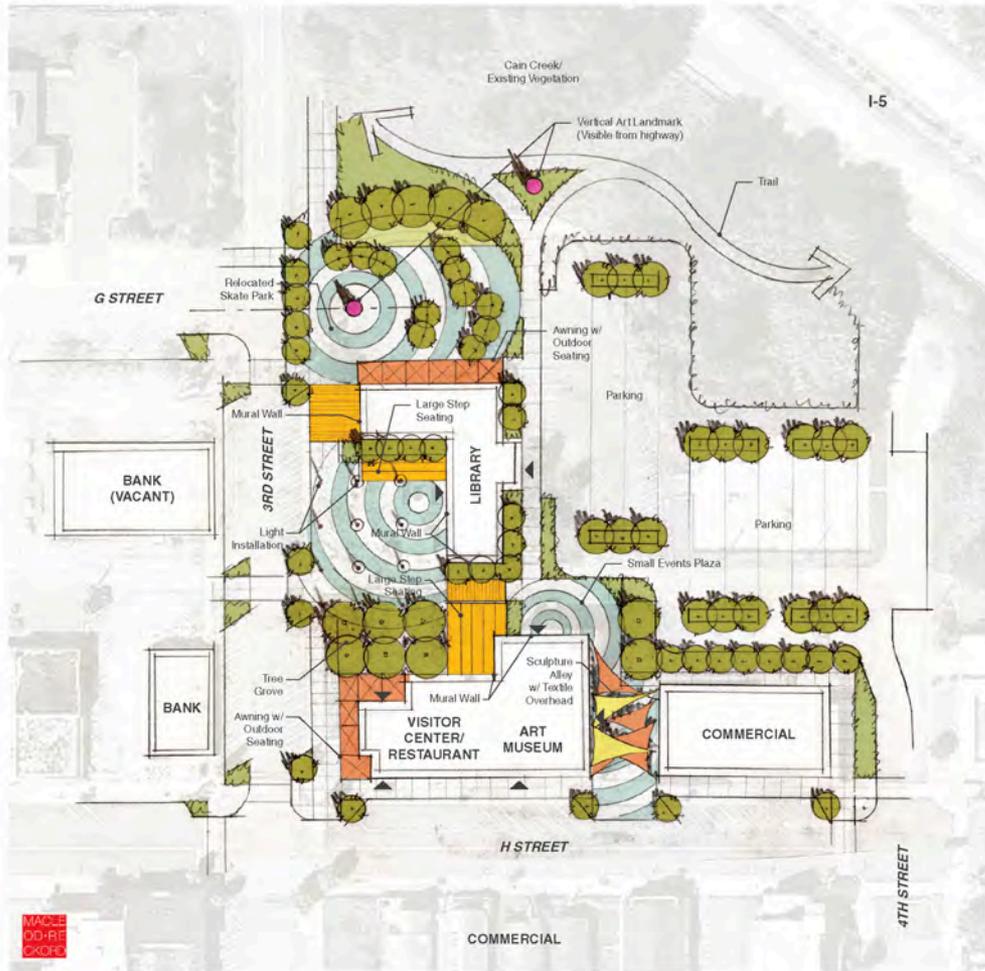
SMALL FLEXIBLE PLAZA



PAINTED WALKWAYS

OPTION 1-A
PLAZA ON 3RD ST

Option 1-B



SKATE PARK PLAZA



LARGE STEP SEATING



ART LANDMARK



TREE GROVE



CIVIC PLAZA

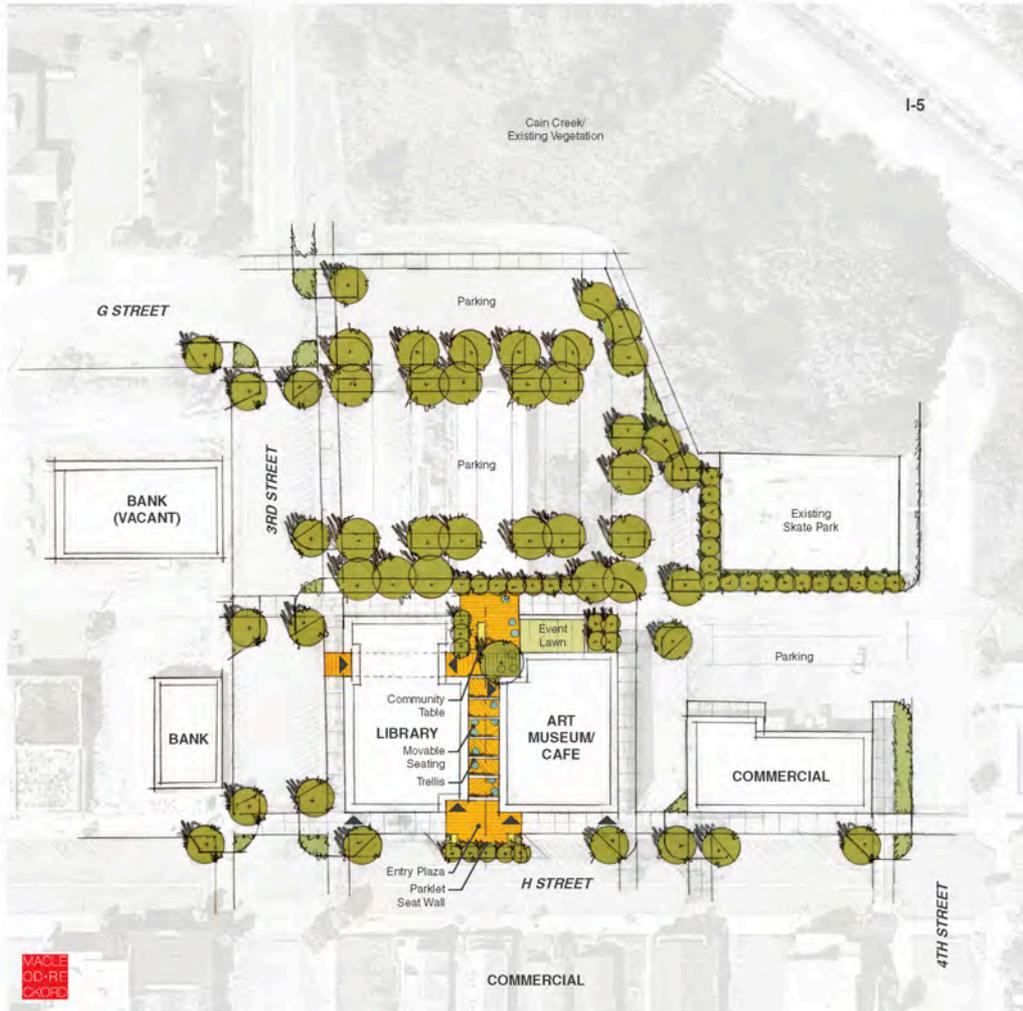


SCULPTURAL LIGHT INSTALLATION

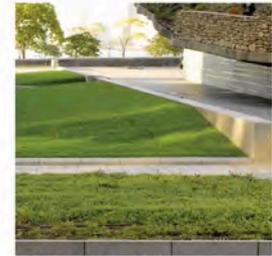
OPTION 1-B

PLAZA ON 3RD ST
W/ RELOCATED SKATE PARK

Cultural Arts Center site plan Option 2-A



ART ALLEY



SMALL EVENT LAWN



TRELLIS



CAFE ALLEY



COMMUNITY TABLE

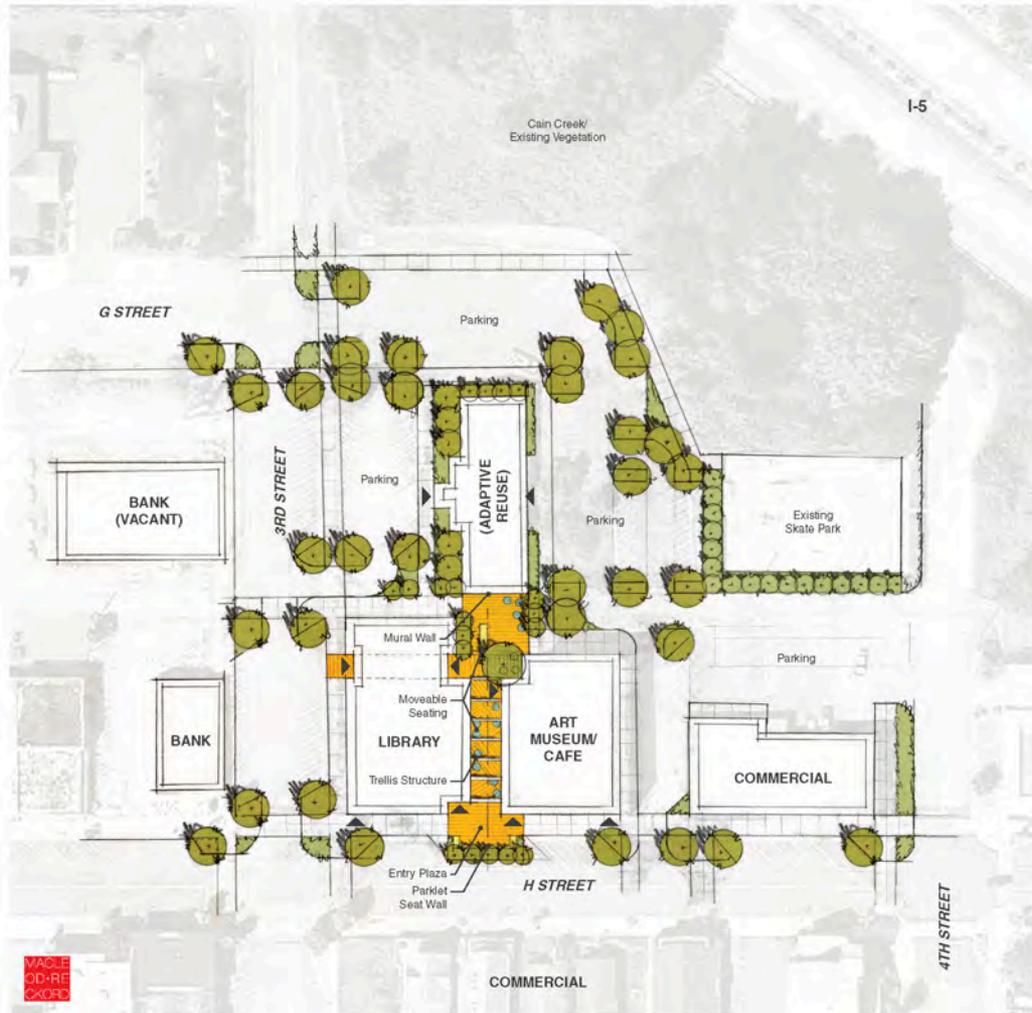


PARKLET SEAT WALL

OPTION 2-A

CORNER LIBRARY
W/ CAFE ALLEY

Option 2-B



MURAL EDGE OF PLAZA



MOVEABLE SEATING

OPTION 2-B

CORNER LIBRARY
W/ CAFE ALLEY (REUSE EXISTING LIBRARY)

Action plan – performance measures

Action 1a.2 (8): Marketing - business districts						
Lead	Rank	Complexity			Months	
Economic Development Department Port of Edmonds Chamber of Commerce	Very high	Low			1-36	
Strategic objective		Participants				
Identify and recruit retailers to fill critical gaps in retail sales and services such as basic needs (clothing downtown, professional services) within the business districts of downtown, Westgate, Firdale Village, 5-Corners, and Perrinville, as well as larger department stores and specialty retailers on Highway 99.		Downtown Edmonds Merchants Assn International District Edmonds property owners Edmonds brokers				
Implementation schedule		2013	2014	2015	2016	2017 2018+
Marketing - business districts						
Potential performance measures						
# new retail businesses established						
% increase in retail sales overall						
% increase in target retail sales - clothing, hardware, housewares						
% increase in sales to out-of-area residents						

Edmonds Strategic Action Plan

SEI process update

Phase 1		months					
		1	2	3	4	5	6
1	Initiate your process						
a	Conduct progress sessions w/staff	0	0	0	0	0	0
b	Conduct retreat w/City Council	0					
2	Assess stakeholder opinions/financial prospects						
a	Conduct surveys/workshops w/stakeholders						
b	Assess financial prospects						
c	Review stakeholder opinions/financials w/Council		0				
3	Define project scopes, costs, and methods						
a	Confirm facility needs assessments						
b	Create development concepts						
c	Estimate development costs						
d	Identify design/delivery methods						
e	Conduct open house on concepts and costs					0	
f	Review concepts and costs w/Council			0	0		

Tasks to be completed this phase

Phase 2							
4	Create alternative financing strategies						
a	Analyze alternative financial strategies						
b	Conduct open house on financing					0	
c	Review delivery/financing strategies w/Council					0	
5	Test projects/strategies with voters						
a	Survey city voter households						
b	Review results/select strategies w/Council						0
6	Action plan						
a	Develop action plan and informational materials						
b	Initiate community support for finance plan						

SEI process forecast

Phase 1		months					
		1	2	3	4	5	6
1	Initiate your process						
a	Conduct progress sessions w/staff	0	0	0	0	0	0
b	Conduct retreat w/City Council	0					
2	Assess stakeholder opinions/financial prospects						
a	Conduct surveys/workshops w/stakeholders						
b	Assess financial prospects						
c	Review stakeholder opinions/financials w/Council		0				
3	Define project scopes, costs, and methods						
a	Confirm facility needs assessments						
b	Create development concepts						
c	Estimate development costs						
d	Identify design/delivery methods						
e	Conduct open house on concepts and costs					0	
f	Review concepts and costs w/Council			0	0		

Phase 2

4	Create alternative financing strategies						
a	Analyze alternative financial strategies						
b	Conduct open house on financing					0	
c	Review delivery/financing strategies w/Council					0	
5	Test projects/strategies with voters						
a	Survey city voter households						
b	Review results/select strategies w/Council						0
6	Action plan						
a	Develop action plan and informational materials						
b	Initiate community support for finance plan						

Comparable project results to consider