

# Clinton Market Study



Port of South Whidbey  
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Clinton Beach, Port of South Whidbey

# Executive summary

The Port of South Whidbey commissioned this Market Study for the Clinton Business District. Following are major findings of the analysis - see the chapter references for more complete descriptions of the methodologies and findings.

## Introduction (Chapter 1)

**Clinton is designated a “Rural Area of Intense Development” (RAID)**, or an area within the unincorporated rural county developed at a density greater than typical rural development. The RAID designation is meant to keep what exists and allow for some internal modest growth while keeping the exterior rural area largely rural and spacious. A RAID is different from an urban growth area (UGA) in that a UGA requires planning for urban services such as sewers and a RAID does not.

The Clinton RAID is zoned for Rural Residential and Rural Center. The Rural Center zone allows for the commercial, light manufacturing, and higher density residential needs of the rural population that can be developed in an attractive, pedestrian oriented, and transit service setting.

**Clinton’s Rural Center** is focused on SR-525 expanding outward to include existing apartment, retail, office, and manufacturing uses and potential re-developable view properties along Wilson Place and Humphrey Road overlooking Possession Sound and the ferry terminal.

**Vacant and under-developed frontage properties** are located along the SR-525 corridor within the Rural Center boundaries from Wilson Place and Humphrey Road, where slopes allow feasible development, west to the Rural Center boundary. There are vacancies in retail and office buildings along the SR-525 corridor particularly in the strip center west of the Rural Center boundary partially occupied by Metropolitan Mortgages.

## Public outreach (Chapter 2)

Public outreach activities included focus group workshops with business owners, property owners, residents, Community Council members, and public agencies and on-line surveys of business owners, property owners, residents, and tourists. A total of 35 persons participated in the workshops and 448 in the on-line surveys.

### **Business owner workshop major recommendations**

- Promote the a vibrant entrepreneurial spirit in the area
- Create a community identity
- Create a gathering place for friends to meet
- Address ferry traffic issues and opportunities

**On-line survey qualifications -13 or 42% of 31 identified businesses within the Clinton rural center completed the survey. While the responses listed in the survey do not identify the opinions of all of the business owners they likely represent the opinions of those who will be most interested in the market study results and its implementation.**

Business owner respondents indicated the highest business recruitment priorities for recruiting tourist and arts, restaurants and entertainment, and low priorities for agriculture, forestry, manufacturing, medical, and dental. Business owner respondents gave the highest priority to developing a Clinton brand, identity, and webpage presence and moderate for promotional materials, identifying available properties, and promoting developments.

Business owner respondents were generally unaware of recently completed Clinton and South Whidbey economic development studies and programs. Approximately 61% of all business owner respondents would like to be involved some to more in Clinton planning and development opportunities.

### **Property owner workshop major recommendations**

- Create opportunities for new business
- Create a community gathering place
- Manage ferry traffic needs to the community's benefit
- Improve utility services to the area
- Address senior citizen service needs

**Property owner on-line survey qualifications - 33 identified property owners, mostly of residential properties, within the Clinton rural center completed the survey. While the responses listed in the survey do not identify the opinions of all property owners they likely represent the opinions of those who will be most interested in the market study results and its implementation.**

Property owner respondents indicated high business recruitment priorities for recruiting retail, dental/medical services, and restaurants and entertainment, and low priorities for manufacturing. Property owner respondents gave the highest priority to developing a business recruitment program and moderate for promotional materials.

Property owner respondents were generally unaware of recently completed Clinton and South Whidbey economic development studies and programs. Approximately 50% of all business owner respondents would like to be involved some to more in Clinton planning and development opportunities.

### **Resident workshop major recommendations**

- Address ferry issues and opportunities
- Increase housing opportunities
- Improve transit connections on both ends of the ferry
- Improve highway corridor appearances

**Resident on-line survey qualifications - 372 residents, mostly residing in Clinton, completed the survey. While the responses listed in the survey do not identify the opinions of all residents of Clinton or South Whidbey they likely represent the opinions of those who will be most interested in the market study results and its implementation.**

Resident respondents gave high quality ratings to ferry service and people's attitudes, low to lowest ratings to building appearances, the selection of goods and services, restaurant and entertainment, and hotel, motel, and B&B choices, and moderate ratings to all other features including ferry park-and-ride, vehicle traffic in Clinton, bicycle lanes and shoulders, pedestrian sidewalks, waterfront access, and Dan Porter Park.

**Tourist on-line survey qualifications - 30 tourists completed the survey thus far. The responses listed in the survey identify the opinions of tourists who have visited Clinton or South Whidbey for a limited number of months. The survey will remain active for a full year in order to obtain the opinions of tourists who may visit over all seasons and events of a full year.**

Tourist respondents gave high to highest quality ratings to ferry service and people's attitudes, high ratings to the ferry park-n-ride, vehicle traffic, waterfront access, and bicycle lanes, and low to lowest ratings to building appearances, street amenities, the selection of goods and services, restaurant and entertainment, and hotel, motel, and B&B choices.

Tourist respondents indicated they expected to primarily spend on an average day between \$20-50 on artworks, clothing, and accessories, \$50-100 on food, \$20 on drinks, \$50 on recreation, \$100-150 on accommodations, and \$20-50 on automobile and gas services.

### **Public agency workshop major recommendations**

- Resolve solutions to sewer/septic services for new development in Clinton
- Initiate the corridor enhancement planning project for SR-525
- Initiate a subarea planning process for Clinton in 2017

### **Composite of all workshop participant recommendations**

All workshop participants combined identified the following composite issues and opportunities they would like to see addressed in the final market report and recommendations:

- Promote the vibrant entrepreneurial spirit in the area
- Create a community identity
- Create a gathering place for friends to meet
- Address ferry traffic issues and opportunities
- Create opportunities for new business
- Manage ferry traffic needs to the community's benefit
- Improve utility services to the area
- Resolve solutions to sewer/septic services for new development in Clinton
- Initiate the corridor enhancement planning project for SR-525
- Initiate a subarea planning process for Clinton in 2017
- Increase housing opportunities
- Improve transit connections on both ends of the ferry
- Improve highway corridor appearances
- Expand local transit services
- Solve senior citizen health and housing needs
- Encourage younger couples to move into the area

#### **Composite of all survey participants**

All on-survey respondents combined identified the following composite issues and opportunities that should be addressed in the final market report and recommendations:

- Improve bicycle lanes and shoulders
- Improve pedestrian sidewalks and crosswalks
- Improve building appearances
- Improve street amenities
- Improve selection of goods and services
- Improve selection of accommodations
- Improve selection of restaurants
- Recruit tourist oriented activities
- Implement a business recruitment program

#### **Market demographics (Chapter 3)**

Island County will continue to increase in population from net migration, particularly in older, empty nester age groups as a result of the overall aging of the population and the county's unique attraction for older age groups.

The Clinton Census Designated Place (CDP) has accumulated an older and aging population in nonfamily and empty-nester households, in base industry employments, with high house values, with high family and per capita incomes, in detached single-family housing units, with self employment, working at home that are primarily Caucasian, English speaking.

**Clinton's future socioeconomic characteristics will depend on the unique attractions the community retains and/or develops in the future.**

#### **Retail potential (Chapter 4)**

Clinton has recruited a number of auto service, sales, and repair, a limited menu restaurant, a convenience store, drinking establishment, and newly opened crafts store oriented primarily to local resident consumers. Depending on Clinton's development strategy, Clinton could recruit art and artist live/work, specialty sporting goods such as bike, hike, birdwatching, kayaking outfitting, specialty clothing, and specialty foods and beverages including brewery, wine tasting, and coffee houses.

**However, Clinton will need to create a central place or focus that is walkable between stores and activities typical of Langley and Coupeville if it is to attract locals as well as passing by commuter and visitor consumers.**

**Note** - the above comments assume existing stores have captured or serve the current market well with good products, service, prices, displays, operating hours, invested ownership and management, and other features.

In actuality, retail businesses have a high turnover rate where these characteristics may not be well provided, market conditions and preferences change as due economic impacts on consumer behavior, and ownership and managements evolve. The sales and square footage estimates represent a benchmark to be maintained through the natural business evolutions that affect all retail centers.



## Clinton rural center development concepts (Chapter 5)

In order to effectively recruit new business activities, Clinton needs to create a central and engaging focus that can vitalize Clinton's business district opportunities. Clinton needs to:

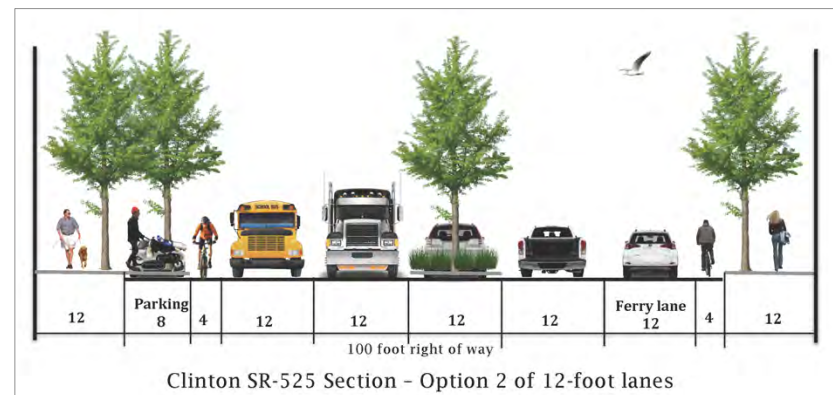
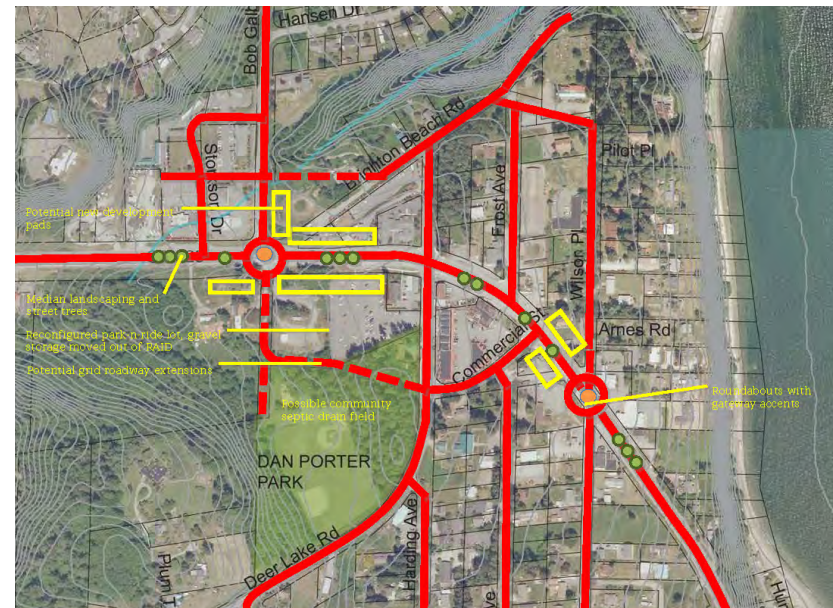
- Calm and organize traffic on SR-525 particularly during ferry loading and unloading sequences such that local traffic can merge onto business district intersections.
- Complete a basic road grid that provides access across and between both sides of the highway.
- Define new infill development opportunities for potential mixed-use retail and housing projects.
- Resolve a method of providing sewer service to new development possibly using a community septic drain field.

Some possible concepts described in Chapter 5 include:

**Roundabouts** - to improve the merging of traffic from a number of streets under different traffic volumes and peak periods. They are more effective, and sometimes cheaper depending on land acquisition requirements, than installing traffic signals particularly those with variable phasing sequences. Roundabouts also calm traffic though that is not their primary purpose and if implemented alone, will not achieve the calming and aesthetic ambience Clinton needs.

**Street grids** -to provide alternative traffic routes to major destinations in lieu of overloading a few principal collector roads. In Clinton, a local street grid could provide a parallel collection route to SR-525 on both sides of the highway to relieve congestion at the intersections of Bob Galbreath Road, Deer Lake Road, and Humphrey Road with SR-525.

**Complete streets** - reducing the amount or configuration of pavement to include extension of pedestrian crosswalk curbs to the edge of the traffic lanes, planting trees in medians and sidewalks, designating and protecting bike lanes, and in Clinton to channel the



ferry queuing lane. The complete streets approach can be undertaken in Clinton with and without roundabouts and should be the approach undertaken in the "bike lanes" project designs and construction proposals even if or until WSDOT resolves whether roundabouts are desirable.



**Community drainfield** - or a large on-site sewage system (LOSS) designed to serve more than one house, business, or multiple users in areas where it would be impractical or infeasible to develop a wastewater treatment facility. In Clinton, a community drainfield could be developed in Dan Porter Park or the WSDOT materials storage lot along the south extension of Bob Galbreath Road to treat existing and potential new mixed-use development projects along SR-525 in the Clinton business district.

**Mixed-use village developments** - increase street level pedestrian activity with ground level retail stores or other people-oriented uses and business district populations with upper floor residences including workforce or affordable housing or empty nester households. In Clinton, potential new mixed-use development pads could be provided along the frontage created by the realignment of South Wilson Place at the proposed roundabout and by the roundabout and extension of Bob Galbreath Road. The proposed new mixed-use developments would fill in the streetfront gaps along SR-525 in the business district and stimulate similar development in the remainder of the district.

**Economic development** - has become the primary driver of all state and federal grant programs - i.e., will the proposed project improve business opportunities, increase employment, provide work force housing, increase property investment and thus tax revenue? In fact, this may be the primary or even only rationale for generating the project funds Clinton will need to implement roundabouts, complete streets, a community drainfield, and property packaging as well as all of the other marketing objectives outlined in the Clinton strategy.

**Funding justification** - as an unincorporated area in a rural county Clinton is not eligible for any state or federal grants. Clinton's principal hope may be to be funded through a legislative capital project by its elected representatives.

**However, for Clinton to be effective in a request, it needs to develop a subarea plan with Island County that identifies these project particulars, provides an economic justification, and engages in an active lobbying effort that includes the active**

**participation and visibility of Clinton's residents, property, and business owners.**

## **Action plan (Chapter 6)**

Action tasks were identified in Chapter 6 outlining principal objectives, lead agent and participating agencies or interest groups, funding sources, and project-specific performance measures to realizing the market potentials and possible development concepts described in Chapters 1-5.

While the proposed actions are comprehensive, **the action tasks are not inclusive of all possible actions** that may be undertaken to realize the market opportunities available to Clinton or the number of lead and participating parties that could be involved. The action tasks include:

- Implementing a "**complete streets**" design approach to calming traffic and improving streetscape for pedestrians, bicyclists, and transit riders.
- Implementing **electronic queuing** for managing on-street ferry loading.
- Developing a **community drainfield** for providing septic treatment for potential new mixed-use developments in the rural center.
- Implementing a number of **catalytic projects** to jump start rural center redevelopment.
- **Recruiting new businesses** for existing as well as potential new opportunities created by the above actions.
- **Developing a road grid** to improve access within and between the rural center and the rest of the community and island.
- **Developing a Clinton subarea plan** to resolve the above in a public planning and approval process.

## **Business recruitment program (Chapter 7)**

The Port of South Whidbey, Island County, Island County Economic Development Council (EDC), Whidbey Island Chamber of Commerce, Clinton Community Council, and others must play an important

role in organizing, facilitating, and supporting the following Clinton retail development strategy to:

- **Define expectations** - create an environment for traffic, parking, streetscape, and other physical improvements as well as building, landscape, and sign design standards.
- **Involve property and business owners** - directly involve property and business owners in the recruitment process if the strategy is to be effective.
- **Identify, cultivate, and attract tenants** - by type and by name of the most strategic businesses.
- **Market Clinton** - renew leases from quality business operations that are already situated in Clinton as well as recruit new ones.

- **Expedite public approvals** - to make the approval process predictable and fast.

**Successful retail recruitment is not easy and it is not a “part-time” job. The process involves identifying specific retail market niches; offering incentives and inducements for retail businesses to locate; having a thorough inventory of available spaces for rent or sale or development; and pursuing local business owners and entrepreneurs.**

# 1. Introduction

## Clinton Rural Area of Intense Development (RAID)

A “Rural Area of Intense Development”, or RAID, is an area within the unincorporated rural county that is developed at a density greater than typical rural development. In Island County RAIDs are developed at a density of one, two or three dwelling units per acre; or one dwelling unit per 2.5 acres.

The RAID designation is meant to keep what exists and allow for some internal modest growth while keeping the exterior rural area largely rural and spacious. A RAID, for example, allows development of a 12-unit building but not an 80-unit high rise. A RAID is different from an urban growth area (UGA) in that a UGA requires planning for urban services such as sewers and a RAID does not.

A RAID essentially grandfathers in rural areas with urban settings or developments but does not expand the RAID boundaries in a manner that would create a larger and inappropriate, if not illegal, area of urban development requiring urban services including municipal government. RAIDs have been designated of the rural but urban settings in South Whidbey for Freeland, Bayview, Ken’s Korner, and Clinton.

Island County does not expect significant population growth in the South Whidbey and Clinton areas over the next 20 years necessitating areas be programmed to accept urban development. Current employment and population forecasts for South Whidbey indicate there is sufficient land within the RAIDs to accommodate currently projected requirements without radically adjusting any development and zoning areas.

Clinton’s RAID includes the Columbia Beach Drive, Anderson Road, Bob Galbreath Road, and Berg Road neighborhoods bounded by Gedney View Lane to the south, near Hastings Road to the north, the Hong Kong Gardens driveway to the west, and most of the waterfront areas to the east. The Clinton RAID is zoned for two

types of development:

**Rural Residential** - for the infill, development, or redevelopment of existing residential areas up to 3 dwelling units/acre of a minimum lot size of 14,500 square feet which may include bed and breakfast, day care nursery, and home occupations.

**Rural Center** - for the commercial, light manufacturing, and higher density residential needs of the rural population that can be developed in an attractive, pedestrian oriented, and transit service setting. Rural center buildings cannot have a footprint greater than 14,000 square feet of commercial and light manufacturing use or multifamily development up to 12 units/acre. Mixed-use structures are encouraged but junk and salvage yards and single-family dwellings are prohibited. Single-family homes, for example, can only be re-developed as commercial or multi-family housing.

Clinton’s Rural Center is focused on SR-525 expanding outward to include existing apartment, retail, office, and manufacturing uses and potential re-developable view properties along Wilson Place and Humphrey Road overlooking Possession Sound and the ferry terminal.

## Clinton context

Whidbey Island is connected to Puget Sound by the WSDOT ferry between Clinton and Mukilteo, to the Olympic Peninsula by the ferry between Coupeville and Port Townsend, and to the San Juan Islands and the main land by the ferry between Anacortes and Orcas, Lopez, and San Juan Islands.

Clinton is situated at the south end of Whidbey Island on top of a plateau overlooking Possession Sound, Everett, Mukilteo, and the WSDOT Clinton to Mukilteo ferry terminal. Very steep, undevelopable slopes define the east edge of the plateau along the Possession Sound shoreline behind Columbia Beach Drive-Hunziker Lane next to the ferry terminal and along South Brighton Beach



Drive from the top of the plateau down to Randall Point. Steep slopes also define the west developable edge of Clinton along Anderson Road to the south and west of Bob Galbreath Road to the north.

SR-525/SR-20 highway is the only through roadway that extends from Clinton on the south end of Whidbey Island north through Freeland, Coupeville, and Oak Harbor to Deception Pass and Anacortes. SR-525 is 5 lanes wide from the ferry terminal west through the Clinton rural center business district providing 2 moving lanes on the north side, a median center/turning lane, 1 moving lane and 1 moving/ferry queuing lane on the south side. The roadway narrows to 2 moving lanes west of Clinton at about East Forgotten Lane.

Clinton's road network consists of a series of radial collector roads that extend from SR-525 north on Bob Galbreath Road to Langley, and southwest on Deer Lake Road to south on Anderson Road and Heggeness Road, and south on Humphrey Road to collect traffic from the southern tip of Whidbey Island and Maxwelton. These collector roads link to SR-525 in a series of dogleg intersections that depend on SR-525 for access through Clinton and with the rest of Whidbey Island.

Clinton's vehicle, truck, motorcycle, bicycle, and foot ferry traffic volume is relatively consistent all year from commercial activity as well as commuters bound for employment centers in Everett. Bicycle riders and walk-on passengers are supported by a WSDOT park and ride lot located on the south side of SR-525 between Bob Galbreath and Deer Lake Roads.

Ferry vehicle traffic volumes and vehicle waiting times, including multiple ferry runs, however, increase dramatically during summer months and for special events when high volume loading and unloading vehicle traffic backs up through and west of Clinton clogging the intersections with Clinton's local collector roads and driveways to local businesses.

Clinton's rural center business district is mostly defined by a series of single-story commercial and industrial buildings scattered along

the roadway and within a couple of clustered strip centers. A couple of multi-story multiple unit apartment buildings are located north of SR-525 on South Wilson Place. The rest of Clinton is composed of single-family residential buildings and developments.

Clinton's rural business center currently lacks amenities including curbs and gutters, sidewalks, pedestrian crossings, marked bike lanes and shoulders, street trees and landscaping, planted medians, gateways and wayfinding signage, and other enhancements that would create an identity and brand.

The Clinton Water & Sewer District provides water, but not sewer, to all residential and commercial uses in Clinton. On-site septic systems dispose of wastewater for all development within Clinton.

Fire and Emergency Medical Treatment (EMT) services are provided by South Whidbey Fire District by volunteer and part-time firefighters from a fire station on South Central Avenue in Clinton. Security is provided by the Island County Sheriff, Washington State Patrol, and Langley Police Department from patrol cars dispatched from the central headquarters in Coupeville.

South Whidbey School District #206 provides elementary, middle, and high school education from the South Whidbey Elementary and High School campuses located on Maxwelton Road to Langley. South Whidbey Park & Recreation District maintains a playground and recreation center programs for children and adults from a facility located between the two school campuses on Maxwelton Road.

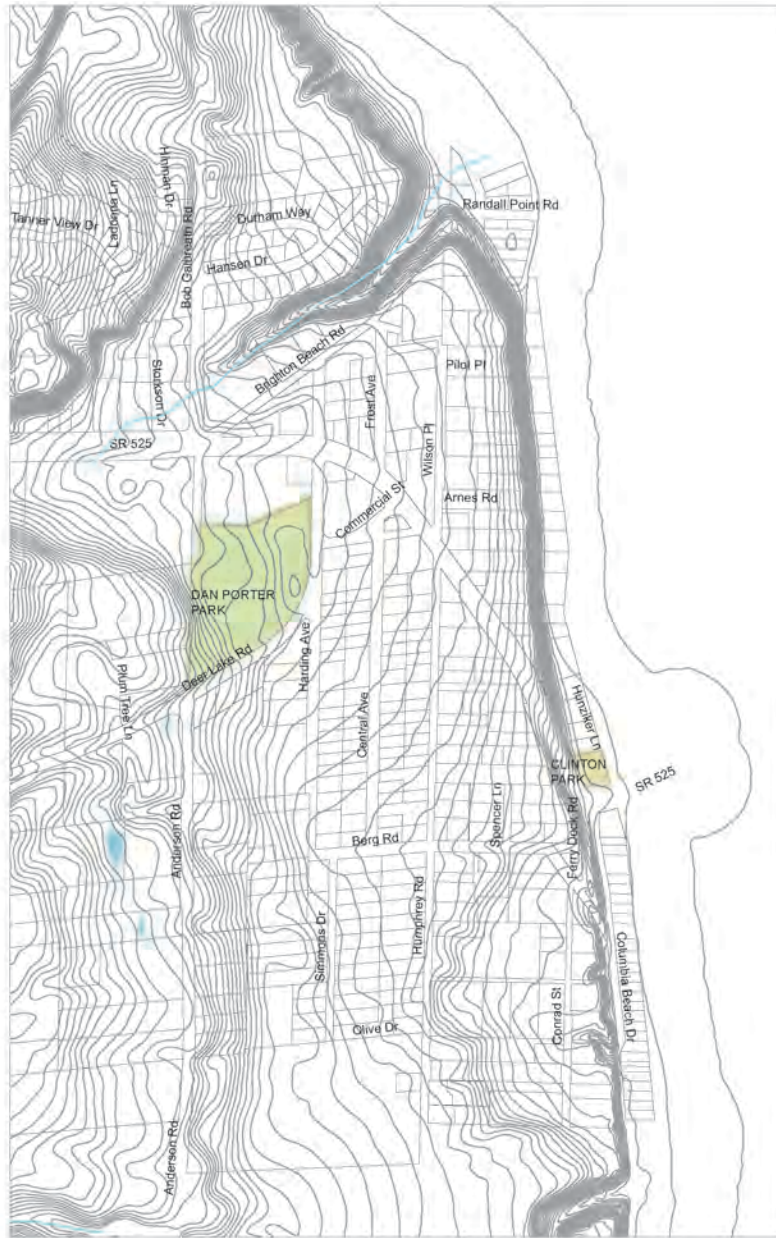
Island County Parks & Recreation Department maintains Dan Porter Park that includes a multipurpose baseball and soccer field, playground, picnic shelters, and restroom facilities on Deer Lake Road. The Port of South Whidbey maintains Clinton Beach on Huntziker Road that includes picnic shelter, benches, and overlook directly adjacent to the ferry terminal.

### **Existing business conditions**

Clinton businesses within the Rural Center along SR-525 include:

- Honeymoon Bay Coffee Roasters next to the ferry terminal





- Simmon’s Towing
- Clinton Nails
- Whidbey Island Bank
- Southern Cross Espresso
- Cozy’s Roadhouse
- South Island Crossfit
- Clinton Foodmart
- Clinton Automotive
- MAKE Whidbey Market
- Island Nosh
- US Post Office
- WSDOT Ferry Park and Ride Lot
- Candee Distillery Tasting Room
- Wells Fargo Bank
- A to Z Cars, Trucks, Hybrids
- U-Haul Neighborhood Dealer
- Chevron Clinton
- DQ Grill & Chill Restaurant
- Metropolitan Mortgages west of the Rural Center boundary
- Dalton Realty at East Forgotten Road

Clinton businesses within the Rural Center south of SR-525 include:

- Hightower Audio-Video
- Clinton Water District
- Matt’s Import Haven
- Clinton Library
- South Whidbey Fire District Fire Station

Clinton businesses within the Rural Center north of SR-525 include:

- Tom Wells Golf
- Family Rent A Car
- Craven Insurance
- Island Girl Nails
- Auto Detail
- Whidbey Island Psychic
- Hong Kong Gardens

Vacant and under-developed frontage properties are located along the SR-525 corridor within the Rural Center boundaries from Wilson Place and Humphrey Road, where slopes allow feasible

development, west to the Rural Center boundary. There are vacancies in retail and office buildings along the SR-525 corridor particularly in the strip center west of the Rural Center boundary partially occupied by Metropolitan Mortgages.

Considerable properties are occupied by single-family residential structures in the Rural Center boundaries north of the SR-525 corridor along Wilson Place and south of the SR-525 corridor along Humphrey Road. Some properties along the SR-525 highway, just up from the ferry terminal, are single-family dwellings. These single-family structures are non-compliant with the Rural Center code and cannot be redeveloped for single-family structures.

### **Port of South Whidbey**

The Port of South Whidbey boundary includes the southern third of Whidbey Island corresponding with the boundaries of South Whidbey School District #206. The Port provides public facilities development and maintenance services throughout the district. The Port also pursues economic development, transportation, environmental preservation, marine access, and recreation opportunities for its constituents. As a result, the Port commissioned this market study of the Clinton business district to:

- Identify the demographic characteristics of the Clinton market area.
- Project the retail opportunities available the Clinton rural business center now and into the future.
- Determine existing development conditions along the rural business center corridor and what corrective actions will be necessary for place-making that will enhance business opportunities.
- Identify methods of financing and implementing place-making enhancements in the Clinton rural business center.
- Develop a recruitment program that identifies specific business targets and the means for attracting them to the Clinton rural business district.
- Engage through the process local property and business owners, residents, customers, and tourists, and the public agencies that will need to be involved in realizing Clinton’s opportunities.





A-Z Cars & Trucks



Clinton

MAKE Whidbey Market



Cozy's Roadhouse



Clinton Post Office



Simmon's Towing





Shell Gas Station



Multitenant office buildings



Vacant structure



Clinton



Storage units



Southern Cross Espresso



Strip mall with Metropolitan Mortgage tenant



## 2. Public outreach

Public outreach activities included focus group workshops with business owners, property owners, residents, Community Council members, and public agencies and on-line surveys of business owners, property owners, residents, and tourists.

Participants	Workshop	Survey
Business owners	4	13
Property owners	8	33
Residents	7	372
Community Council	5	n/a
Public agencies	11	n/a
Tourists - on-going	n/a	30
<b>Total</b>	<b>35</b>	<b>448</b>

Note - participation includes some multiple events per person

### Business owners

#### Workshop

Attendees included - Janae Cameron, Lydia Christiansen, Donna Hood, and Gary Peterson who made the following comments:

- Bed and Break, VRBO and Airbnb rentals increasing
- Large market for long term rental and home purchase, limited stock available
- Need for additional multifamily opportunities
- VRBO and AirBNB rentals are increasing rapidly
- Rentals are hard to come by
- Housing costs still cheaper than mainland
- Boeing runs a shuttle from the ferry landing
- Financing of projects a problem
- WILL - Whidbey Island Local Lending, a local group of investors willing to lend for local businesses
- Cozy's is the local tavern
- Septic systems seem adequate for single family developments
- A retirement community in Freeland has a small centralized sewer system

- There are a number of fiber artists and processors in the area but no local retail outlet
- Need a community-gathering place - café, coffee shop, etc.
- Dodge Building a possible site for café/coffee shop
- Two banks in the Clinton area - Whidbey Bank and Wells Fargo Bank
- Chamber of Commerce not operating at this time - motivating party gone
- Three Farmers Markets in South Whidbey area
- Clinton Water District added sewer responsibility
- Specialty weddings a booming business - venues needed
- Ferry issues -
  - Slow down traffic along highway
  - Need an uphill holding tank for cars
  - Need some type of system that tells people how long they will wait prior to moving car toward or on to ferry
- Signage along highway needs to be more frequent and clearer
- On Mukilteo side - Sound Transit needs a much fuller schedule to serve commuters and access to the City
- Improve the tourist marketing of South Whidbey

#### Workshop major recommendations

- **Promote the a vibrant entrepreneurial spirit in the area**
- **Create a community identity**
- **Create a gathering place for friends to meet**
- **Address ferry traffic issues and opportunities**

#### Survey

Email invitations were sent to all listed business owner addresses in the Clinton business district encouraging businesses. Following are major findings from the survey that was completed by 13 owners.



Business owner respondents were asked **the nature of their business.**

Construct	Manufacture	Transp/Utilities	Wholesale	Retail
8%	8%	0%	0%	8%
Finance/RE	Food/motel	Tourism	Govt	Health
8%	54%	8%	0%	8%

Business owner respondents were asked **how many years they owned or operated the business.**

1-5	6-10	11-15	16-20	21-25	25-50	50+
31%	15%	31%	8%	0%	15%	0%

Business owner respondents were asked **how many years they had been located in Clinton.**

1-5	6-10	11-15	16-20	21-25	25-50	50+
42%	17%	17%	8%	0%	8%	8%

Business owner respondents were asked **characteristics about their operations, ownership, and building conditions.**

	Yes	No
Operate business from home	69%	31%
Own the business property	77%	23%
You or owner plan on making improvements	38%	62%
Have adequate parking for customers	92%	8%

Business owner respondents were asked **what percent of their employees worked full, part-time, or seasonal.**

	0	1-5	6-15
Full-time	36%	55%	9%
Part-time	40%	50%	10%
Seasonal	75%	25%	0%

Business owner respondents were asked **if they were able to recruit qualified workers.**

	Yes	No
Recruit qualified workers	36%	55%

Business owner respondents were asked **if their workers had the following characteristics.**

	All	Some	Few	None
Have good reading and writing skills	78%	11%	11%	0%
Have good computer capability	44%	56%	0%	0%
Have good technical training and skill	44%	33%	22%	0%
Have good office admin skills	33%	33%	33%	0%
Have good management skills	11%	56%	22%	11%
Have access to adequate transportation	67%	11%	22%	0%
Live in Clinton/South Whidbey area	33%	44%	22%	9%
Live off-island	10%	30%	20%	40%

Business owner respondents were asked **if their market conditions had improved, declined, or stayed the same in the past 5 years and what their expectations were for the next 5 years.**

	Improve	Decline	Same
In the last 5 years	67%	8%	25%
In the next 5 years	69%	8%	23%

Business owner respondents were asked **what percent of their business was presently done on the Internet and what they thought it would be in the future.**

	0%	5%	15%	25%	50%	75%	100%
Presently on Internet	38%	23%	8%	8%	8%	8%	8%
In next 5 years	31%	15%	31%	0%	8%	8%	8%

Business owner respondents were asked **what percent of their business was from residents or businesses from various areas.**

	0%	5%	15%	25%	50%	75%	100%
Clinton	30%	30%	10%	10%	10%	10%	0%
Ken's Korner/Langley	20%	30%	10%	30%	0%	10%	0%
Elsewhere Whidbey	23%	8%	38%	15%	15%	0%	0%
Elsewhere Washington	0%	42%	8%	0%	33%	17%	0%
Elsewhere US	18%	27%	9%	9%	9%	27%	0%

Business owner respondents were asked **what characteristics their business customer was most likely to have.**

	0%	25%	50%	75%	100%
Local	22%	33%	11%	33%	0%
Established	0%	43%	29%	14%	14%

	0%	25%	50%	75%	100%
Small	38%	0%	25%	13%	25%
Internet	50%	0%	25%	0%	25%

Business owner respondents were asked **to rate conditions in Clinton on a scale of the lowest to the highest quality.**

	Lowest	Low	Mod	High	Highest
Safe, crime-free	25%	8%	42%	17%	8%
Clean, aesthetic	25%	25%	17%	25%	8%
Quality goods, services	8%	8%	42%	25%	17%
Quality education	27%	0%	73%	0%	0%
Quality housing	17%	33%	25%	25%	0%
Development potential	27%	18%	27%	27%	0%

Business owner respondents were asked **to rate the quality of existing development in Clinton on a scale of the lowest to the highest quality.**

	Lowest	Low	Mod	High	Highest
Ferry service	8%	0%	31%	54%	8%
Ferry park-n-ride	15%	15%	31%	31%	8%
Vehicle traffic in Clinton	15%	8%	31%	38%	8%
Bicycle lanes, shoulders	42%	25%	25%	0%	8%
Pedestrian sidewalks	50%	8%	25%	8%	8%
Waterfront access	17%	42%	33%	0%	8%
Dan Porter Park	17%	33%	33%	17%	0%
Building appearances	33%	33%	33%	0%	0%
Street amenities	25%	42%	25%	8%	0%
Selection goods/services	33%	33%	25%	8%	0%
Restaurant/entertainment	33%	33%	25%	8%	0%
Hotel/motel/B&B	33%	25%	25%	8%	8%
People's attitudes	17%	8%	8%	50%	17%

Business owner respondents were asked **to rate the priority of business recruitment actions for different activities on a scale of the lowest to the highest priority.**

	Lowest	Low	Mod	High	Highest
Agriculture/forestry	8%	33%	25%	17%	17%
Manufacturing	8%	33%	17%	17%	25%

	Lowest	Low	Mod	High	Highest
Retail businesses	0%	20%	40%	20%	20%
Dental/medical	27%	36%	27%	9%	0%
Professional services	18%	27%	45%	9%	0%
Tourist and art	25%	8%	8%	25%	33%
Restaurants/entertainment	17%	0%	25%	25%	33%
Housing opportunities	9%	18%	27%	18%	27%

Business owner respondents were asked **to rate the priority of developing the following marketing and promotional programs on a scale of the lowest to the highest priority.**

	Lowest	Low	Mod	High	Highest
Clinton brand/identity	23%	8%	15%	23%	31%
Clinton webpage	8%	8%	33%	33%	17%
Promotional materials	8%	17%	42%	8%	25%
Recruitment program	18%	18%	18%	18%	27%
Identify available property	18%	18%	36%	9%	18%
Promote developments	18%	9%	36%	18%	18%

Business owner respondents were asked **to rate past development efforts in Clinton on a scale of the lowest to the highest success.**

	Lowest	Low	Mod	High	Highest
Past 1-2 years	31%	46%	23%	0%	0%
Previous 3-5 years	18%	73%	9%	0%	0%
Previous 6-10 years	33%	56%	11%	0%	0%

Business owner respondents were asked **if they were aware of the recently completed Clinton SR-525 Issue Identification Summary, Clinton Future Search Conference, South Whidbey Walking Audit, and Economic Trends in the Port of South Whidbey.**

	No	Some	Yes
Clinton SR-525 Issues	38%	38%	23%
Clinton Future Search Conference	62%	15%	23%
South Whidbey Walking Audit	62%	23%	15%
Economic Trends in Port of S Whidbey	38%	38%	23%

Business owner respondents were asked **if they would like to be involved in Clinton planning and development opportunities.**

Would like to be involved 38% 38% 23%

### **Survey implications generalized**

Business owner respondents were primarily operators of food and motel uses, of startups or 11-15 year operations, located in Clinton less than 5 years, operated from home, owned the business property, were not planning on making improvements, had adequate parking, had 1-5 full and part-time but few seasonal employees.

Business owner respondents generally had difficulty recruiting qualified workers but those they have recruited had good reading and writing skills, access to adequate transportation, good computer, and technical training and skills. Conversely, workers had limited office and management skills and lived in Clinton or South Whidbey Island though some lived off-island.

Most business owner respondents think market conditions have and will continue to improve and they will increase in sales through the Internet. Customers are drawn from all areas including Clinton, South Whidbey, and Whidbey Island as well as travelers and tourists from Washington State and elsewhere though they are primarily local, not established.

Clinton conditions were generally rated moderately with some high but not highest for the quality of goods and services, education, and development potential but lowest and low ratings for cleanliness and aesthetics. Similarly, development potential was rated moderate to high for ferry service, park-n-ride, vehicle traffic and people's attitudes but low to lowest for bicycle lanes, pedestrian sidewalks, building appearances, selection of goods and services, restaurants and entertainment, and hotel, motel, and B&B.

Business owner respondents indicated the highest business recruitment priorities for recruiting tourist and arts, restaurants and entertainment, and low priorities for agriculture, forestry, manufacturing, medical, and dental. Business owner respondents gave the highest priority to developing a Clinton brand, identity,

and webpage presence and moderate for promotional materials, identifying available properties, and promoting developments.

Past development efforts were rated of the low to lowest success. Business owner respondents were generally unaware of recently completed Clinton and South Whidbey economic development studies and programs. Approximately 61% of all business owner respondents would like to be involved some to more in Clinton planning and development opportunities.

**Qualifications** -13 or 42% of 31 identified businesses within the Clinton rural center completed the survey. While the responses listed in the survey do not identify the opinions of all of the business owners they likely represent the opinions of those who will be most interested in the market study results and its implementation.

### **Property owners**

#### **Workshop**

Attendees included - Tony Billera, Doug Brand, Duane Falgham, Ed Fickbohm, Carol Flax, Marti Anamosa, Phil Moore, Glo Sherman who made the following comments:

- Most larger property owners don't live on the Island
- Most property in the RAID is occupied by single family homes
- Septic tank issues make it very difficult serve multi-family and commercial uses. (A clearer discussion of these issues is needed)
- Limited water supply is seen as an issue
- Attributes of the area include -
  - Inexpensive
  - Friendly
  - Outdoors
  - Close to urban area amenities
  - Quiet
  - More affordable housing
- Downside includes -
  - Change
  - Little community feeling now

- Long term rentals hard to find
- No place to meet, eat, have a cup of coffee (coffee shop, bakery, local foods)
- Need a full service hardware and expanded grocery outlets
- Possible expansion of the Payne Field flight volumes
- Lack of health care options
- Limited water supply
- Limited transit links into metro area (Sound Transit improvements)
- Ferry Issues -
  - Traffic speed is too high
  - Traffic circulation due to ferry traffic is VERY difficult
  - Queuing needs to be better organized to enable for people to leave their cars during waits
  - Need for public bathrooms along queuing area
- Changing demographics point out a need for senior services and housing
- Increased multifamily opportunities are needed
- Enhance farm to table opportunities that exist
- Promote the specialty wedding market and provide more overnight lodging opportunities for guests
- Business startup financing hard to find
- Several attendees (2) stressed the idea that “many” people like the area just as it is

**Workshop major recommendations**

- **Create opportunities for new business**
- **Create a community gathering place**
- **Manage ferry traffic needs to the community’s benefit**
- **Improve utility services to the area**
- **Address senior citizen service needs**

**Survey**

Email invitations were sent to major property owner addresses in the Clinton rural center encouraging them to complete the survey. Following are major findings from the survey that was completed by 33 property owners.

Property owner respondents were asked **how many properties they owned**.

	1	2	3	4	5	6	7	8	9+
In Clinton	76%	15%	6%	3%	0%	0%	0%	0%	0%
Elsewhere	77%	0%	8%	0%	0%	0%	0%	15%	0%

Property owner respondents were asked **how many years they owned properties in Clinton**.

	1-5	6-10	11-15	16-20	21-25	25-50	50+
	15%	12%	21%	21%	9%	18%	3%

Business owner respondents were asked **how many years they had owned property elsewhere**.

	1-5	6-10	11-15	16-20	21-25	25-50	50+
	13%	0%	13%	20%	40%	13%	0%

Property owner respondents were asked **the purpose for which they originally purchased or own properties in Clinton**.

	Use	Develop	Rent	Sell	Other
When bought	88%	3%	9%	0%	0%
Next 5 years	81%	7%	11%	0%	0%
Next 20 years	77%	0%	4%	19%	0%

Property owner respondents were asked **if they were planning or interested in purchasing more property in Clinton**.

	No	Maybe	Yes
Purchasing more property in Clinton	67%	8%	25%

Property owner respondents were asked **what kind of property they owned in Clinton**.

	Industrial	Commercial	Office	Retail	Motel	Housing	Vacant
	0%	0%	0%	3%	0%	90%	6%

Property owner respondents were asked **if they had made or plan on making improvements to their Clinton properties**.

	No	Maybe	Yes
Made minor improvements in last 5 years	13%	3%	84%
Made major improvements in last 5 years	35%	4%	62%
Plan on making improvements in 5 years	19%	28%	53%

Property owner respondents were asked **how many tenants they lease to in Clinton properties**.

	1	2-5	6-10	11-15	16-20	21+
Business	100%	0%	0%	0%	0%	0%
Residential	45%	55%	0%	0%	0%	0%

Property owner respondents were asked **the average number of years commercial tenants have leased their Clinton properties.**

	0-1	2-5	6-10	11-15	16-20	21+
Lease years	30%	20%	10%	20%	10%	10%

Property owner respondents were asked **the average square footage of their commercial rental spaces in Clinton properties.**

	200- <200	500- 500	1000- 1000	2500- 2500	5000- 5000	7500- 7500	10000- 10000	10000+ 10000+
	0%	25%	25%	25%	25%	0%	0%	0%

Property owner respondents were asked **the gross annual average rent per square foot of their commercial rental spaces in Clinton properties.**

	0- \$5.00	\$5.00- 7.50	\$7.50- 10.00	\$10.00- 15.00	\$15.00- 20.00	\$20.00- 25.00	\$25.00+ 25.00+
	50%	25%	0%	25%	0%	0%	0%

Property owner respondents were asked **the average vacancy rates of their commercial rental spaces in Clinton properties.**

	0%	1-5%	6-10%	11-15%	16-20%	21-25%	26%+
	100%	0%	0%	0%	0%	0%	0%

Property owner respondents were asked **how long vacancies have been in months of their commercial rental spaces in Clinton properties.**

	0-1	2	3	4	5	6	7	8	9+
	100%	0%	0%	0%	0%	0%	0%	0%	0%

Property owner respondents were asked **how effective the following methods have been in advertising commercial rental spaces in Clinton.**

	Not	Partly	Some	Use	Most
Word of mouth	0%	50%	0%	50%	0%
Sign on the building	0%	0%	0%	100%	0%
Add in local newspaper	100%	0%	0%	0%	0%

	Not	Partly	Some	Use	Most
Add in regional newspaper	100%	0%	0%	0%	0%
Internet	50%	0%	50%	0%	0%

Property owner respondents were asked **how their Clinton commercial tenants were most likely to be in the future.**

	No	Maybe	Yes
Local business	33%	0%	67%
Regional business	67%	0%	33%
Startup business	100%	0%	0%
Established business	33%	0%	67%
Small business	25%	25%	50%
Large business	100%	0%	0%
Traditional business	50%	0%	50%
Internet business	100%	0%	0%
Short term lease	50%	0%	50%
Long term lease	33%	0%	67%

Property owner respondents were asked **if their market conditions had improved, declined, or stayed the same in the past 5 years and what their expectations were for the next 5 years.**

	Decline	Same	Improve
In the last 5 years	33%	56%	11%
In the next 5 years	0%	86%	14%

Property owner respondents were asked **to rate conditions in Clinton on a scale of the lowest to the highest quality.**

	Lowest	Low	Mod	High	Highest
Safe, crime-free	8%	0%	29%	58%	4%
Clean, aesthetic	13%	42%	21%	17%	8%
Quality goods, services	17%	29%	25%	25%	4%
Quality education	4%	22%	57%	9%	9%
Quality housing	0%	13%	57%	17%	13%
Development potential	14%	18%	45%	23%	0%

Property owner respondents were asked **to rate the quality of existing development in Clinton on a scale of the lowest to the highest quality.**



	Lowest	Low	Mod	High	Highest
Ferry service	0%	11%	32%	50%	7%
Ferry park-n-ride	11%	18%	43%	21%	7%
Vehicle traffic in Clinton	7%	22%	33%	30%	7%
Bicycle lanes, shoulders	8%	36%	40%	12%	4%
Pedestrian sidewalks	12%	40%	44%	4%	0%
Waterfront access	7%	22%	56%	15%	0%
Dan Porter Park	0%	17%	67%	17%	0%
Building appearances	25%	39%	32%	4%	0%
Street amenities	29%	46%	21%	4%	0%
Selection goods/services	39%	43%	14%	4%	0%
Restaurant/entertainment	50%	39%	7%	4%	0%
Hotel/motel/B&B	64%	18%	11%	7%	0%
People's attitudes	0%	4%	44%	48%	4%

Property owner respondents were asked **to rate the priority of business recruitment actions for different activities on a scale of the lowest to the highest priority.**

	Lowest	Low	Mod	High	Highest
Agriculture/forestry	24%	20%	40%	4%	12%
Manufacturing	20%	40%	20%	16%	4%
Retail businesses	12%	8%	28%	40%	12%
Dental/medical	12%	24%	24%	36%	4%
Professional services	8%	24%	36%	24%	8%
Tourist and art	24%	8%	28%	28%	12%
Restaurants/entertainment	16%	8%	12%	36%	28%
Housing opportunities	4%	21%	25%	29%	21%

Property owner respondents were asked **to rate the priority of developing the following marketing and promotional programs on a scale of the lowest to the highest priority.**

	Lowest	Low	Mod	High	Highest
Clinton brand/identity	22%	26%	26%	26%	0%
Clinton webpage	26%	26%	26%	22%	0%
Promotional materials	26%	22%	37%	15%	0%
Recruitment program	19%	11%	15%	22%	33%
Identify available property	26%	19%	22%	22%	11%
Promote developments	27%	27%	15%	12%	19%

Property owner respondents were asked **to rate past development efforts in Clinton on a scale of the lowest to the highest priority.**

	Lowest	Low	Mod	High	Highest
Past 1-2 years	37%	19%	44%	0%	0%
Previous 3-5 years	38%	46%	15%	0%	0%
Previous 6-10 years	52%	40%	8%	0%	0%

Property owner respondents were asked **if they were aware of the recently completed Clinton SR-525 Issue Identification Summary, Clinton Future Search Conference, South Whidbey Walking Audit, and Economic Trends in the Port of South Whidbey.**

	No	Some	Yes
Clinton SR-525 Issues	77%	13%	10%
Clinton Future Search Conference	67%	17%	17%
South Whidbey Walking Audit	80%	7%	13%
Economic Trends in Port of S Whidbey	67%	23%	10%

Property owner respondents were asked **if they would like to be involved in Clinton planning and development opportunities.**

	No	Some	Yes
Would like to be involved	50%	40%	10%

Property owner respondents were asked **if they had any specific comments or suggestions.** Detailed comments were given by 13 or 39% of the respondents and are provided in the appendices.

#### Survey implications generalized

Property owner respondents primarily owned a single property in Clinton and elsewhere, for about 11-20 years in Clinton and 21-25 years elsewhere, acquired to use rather than develop or rent, 33% of which may be interested in purchasing more property in Clinton, owned rental housing almost exclusively, planned on making improvements, and had single business tenants and 1-5 residential tenants.

Commercial property owners leased properties between 0-5 years or 11 years or more, equally spread between small 200 to 5,000 square foot units, for \$0.50-\$7.50 and \$10.00-15.00 gross annual average

rent per square foot, with no current vacancies, effectively advertising by word of mouth or a sign on the building.

Commercial property owner respondents expect future tenants are predominately likely to be local, established, small, traditional businesses looking for short and long-term leases. Most property owner respondents think market conditions have and will continue to remain the same.

Clinton conditions were generally rated moderately with some high but not highest for safety but low ratings for cleanliness and aesthetics. Similarly, development potential was rated moderate with high for ferry service but low for bicycle lanes and pedestrian crosswalks, building appearances, and street amenities and lowest for selection of goods and services, restaurants and entertainment, and hotel, motel, and B&B.

Property owner respondents indicated high business recruitment priorities for recruiting retail, dental/medical services, and restaurants and entertainment, and low priorities for manufacturing. Property owner respondents gave the highest priority to developing a business recruitment program and moderate for promotional materials.

Past development efforts were rated of the low to lowest success for the previous 3-10 years and lowest and moderate for the past 2 years. Property owner respondents were generally unaware of recently completed Clinton and South Whidbey economic development studies and programs. Approximately 50% of all business owner respondents would like to be involved some to more in Clinton planning and development opportunities.

**Qualifications** - 33 identified property owners, mostly of residential properties, within the Clinton rural center completed the survey. While the responses listed in the survey do not identify the opinions of all property owners they likely represent the opinions of those who will be most interested in the market study results and its implementation.

## Residents

### Clinton Community Council member workshop

Attendees included - Bob Craven, Kathy Craven, Doug Hofius, Dave Hoogerwerf, Jack Lynch who made the following comments:

- Ferry Advisory Committee is active and helpful
- A functional and successful Chamber of Commerce is needed to help with plan implementation and management
- The larger ferries take longer to load and scheduled sailing times run behind as day advances
- The condition of existing buildings need to be improved
- A sense of community needs to be promoted
- The Clinton "client" should be young middle class residents
- Capitalize on the "pleasant environment" of Clinton and easy access to urban area
- The management of ferry queuing needs to be improved
- Allow for passengers to get out of cars to eat and shop prior to ferry leaving
- Facilitate walk-on traffic and overnight parking
- Provide for bus traffic on weekends
- Slow down traffic leaving the ferry with traffic calming techniques
- Expanded grocery and pharmacy needed with easy in and easy out
- Street scene enhancements and pedestrian amenities should be provided along the highway
- However the "funkiness" needs to remain
- Increase senior and workforce housing, including increased multifamily opportunities
- Encourage the development of nearby RV parking, camping, and walker/biker trails and access
- Pedestrian crossing of the highway needs to be improved
- South Whidbey State Park could potentially be resourced for some other needed use
- Distillery industry could be capitalized on to complement the wine/vineyard tours
- Look into changing the ferry route name to something like Mukilteo/Whidbey Island

**Workshop major recommendations**

- Address ferry issues and opportunities
- Increase housing opportunities
- Improve transit connections on both ends of the ferry
- Improve highway corridor appearances

**Survey**

Email invitations were sent to a commercial list of email addresses in South Whidbey zip codes encouraging residents to take an on-line survey. Following are major findings from the survey that was completed by 372 residents of South Whidbey.

Resident respondents were asked **where they lived**.

Clinton	Ken's Korner	Langley	Bay View	Freeland	Greenbank	South Whidbey	Elsewhere Whidbey
45%	1%	22%	8%	14%	6%	3%	1%

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

Retired	House spouse	Clinton	Ken's Korner	Langley	Bay View	Freeland	Greenbank	So Whibey	Else Whidbey	Snohomish Co	King County
35%	3%	7%	1%	10%	3%	14%	1%	3%	5%	13%	7%

Resident respondents were asked **how they get to work**.

Walk	Bike	Car	Car pool	Island Transit	Ferry
10%	1%	57%	2%	1%	29%

Resident respondents were asked **how they would prefer to get to work**.

Walk	Bike	Car	Car pool	Island Transit	Ferry
16%	8%	39%	2%	10%	15%

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

14-18	19-24	25-34	35-44	45-54	55-64	65+
0%	0%	6%	14%	16%	30%	34%

Resident respondents were asked **what their household income was**.

<\$20,000	\$20-29,999	\$30-49,999	\$50-74,999	\$75-99,000	\$100,000+
4%	8%	14%	22%	21%	31%

Resident respondents were asked **what their education level was**.

Grade school	High school	Technical school	Some college	Bachelor degree	Graduate degree
0%	6%	4%	20%	33%	36%

Resident respondents were asked **how often they shopped at various retail areas**.

	Never	Yearly	Monthly	Weekly	Daily
Clinton	26%	25%	18%	23%	7%
Ken's Korner	9%	17%	42%	28%	4%
Langley	8%	19%	40%	25%	8%
Bay View	3%	8%	35%	43%	10%
Freeland	1%	2%	23%	58%	15%

Resident respondents were asked **how often they shopped at regional malls**.

	Never	Yearly	Monthly	Weekly	Daily
Everett Mall	48%	40%	12%	1%	0%
Alderwood Mall	16%	51%	31%	9%	0%
Bellevue Square	74%	22%	4%	1%	0%
Downtown Seattle	47%	42%	10%	1%	0%

Resident respondents were asked **where they were most likely to shop or seek services for a list of retail services**.

	Clinton	Ken's Korner	Langley	Bay View	Freeland	Whidbey	Elsewhere
Food and drug	6%	13%	8%	12%	40%	5%	10%
Clothing, accessories	0%	2%	14%	0%	13%	5%	66%
Barber, beauty	10%	6%	16%	10%	29%	7%	21%
Cards, flowers	1%	15%	21%	7%	40%	4%	21%
Housewares	0%	1%	7%	7%	29%	7%	49%
Hardware	2%	6%	1%	40%	39%	4%	9%
Auto and gas	25%	9%	2%	13%	20%	6%	25%
Bank, financial	23%	0%	14%	0%	41%	2%	20%
Dental	19%	0%	19%	1%	17%	5%	39%
Professional, legal	15%	0%	9%	1%	18%	10%	47%
Artworks, galleries	0%	0%	64%	1%	2%	9%	24%
Eating, drinking	10%	2%	43%	10%	16%	5%	13%
Outdoor markets	5%	0%	10%	68%	3%	4%	10%

Resident respondents were asked **what factors affect their decision not to purchase in South Whidbey Island on a scale of least to most important.**

	Lowest	Low	Mod	High	Highest
Goods not available	2%	3%	19%	32%	44%
Better selection	2%	6%	22%	38%	34%
Better service	39%	21%	22%	7%	10%
Lower prices	8%	10%	22%	25%	35%
More parking	57%	22%	13%	3%	5%
Cleaner, aesthetic	44%	22%	18%	9%	8%
Public restrooms	53%	20%	17%	4%	6%

Resident respondents were asked **to rate the quality of existing development in Clinton on a scale of the lowest to the highest quality.**

	Lowest	Low	Mod	High	Highest
Ferry service	7%	4%	26%	48%	16%
Ferry park-n-ride	12%	20%	34%	28%	6%
Vehicle traffic in Clinton	12%	13%	48%	21%	7%

	Lowest	Low	Mod	High	Highest
Bicycle lanes, shoulders	20%	27%	41%	10%	2%
Pedestrian sidewalks	21%	29%	40%	7%	8%
Waterfront access	21%	27%	35%	14%	8%
Dan Porter Park	14%	22%	50%	12%	3%
Building appearances	35%	40%	21%	3%	3%
Street amenities	30%	44%	21%	3%	3%
Selection goods/services	41%	45%	11%	3%	1%
Restaurant/entertainment	42%	45%	11%	2%	1%
Hotel/motel/B&B	55%	30%	11%	4%	0%
People's attitudes	7%	8%	41%	36%	8%

Resident respondents were asked **how often they used Clinton facilities.**

	Never	Yearly	Monthly	Weekly	Daily
Dan Porter Park, trails	62%	29%	8%	1%	0%
Clinton Farmers' Market	68%	19%	9%	4%	0%
Community Hall	50%	40%	8%	2%	0%
Festivals in Clinton	60%	37%	3%	2%	0%
Barber, beauty	71%	13%	13%	3%	0%
Medical, dental	70%	23%	6%	3%	0%
Retail stores	40%	27%	19%	11%	3%
Restaurants, coffee	36%	30%	26%	6%	1%
Drinking establishment	60%	22%	13%	5%	0%

Resident respondents were asked **what Clinton's best feature was.** Detailed comments were given by 321 or 86% of the respondents and are provided in the appendices.

Resident respondents were asked **if they had any specific comments or suggestions.** Detailed comments were given by 318 or 85% of the respondents and are provided in the appendices.

#### **Survey implications generalized**

Resident respondents were primarily Clinton residents of which a significant percent were retired or worked in Clinton, Langley, Freeland, and Snohomish County, commuted to work by car or the ferry, but preferred to commute by other means, age 55+, of income \$50,000+, with some college or graduate degrees.

Resident respondents shopped primarily in Freeland and Bayview on a weekly basis, Ken’s Korner and Langley on a montly basis, and yearly or weekly in Clinton. On a yearly basis, resident respondents were most likely to shop in Everett or Alderwood Mall or downtown Seattle.

By type of good or service, resident respondents were most likely to shop in Freeland and Bay View for food and drugs, cards and flowers, hardware, bank and financial, and outdoor markets, in Langley for artworks and eating and drinking, and elsewhere for clothing and accessories, housewares, dental, professional, and legal. However, resident respondents also frequented barber and beauty, auto and gas, bank and financial, dental, professional and legal, and eating and drinking though not to the degree they shopped elsewhere.

Resident respondents indicated the reasons they did not shop in South Whidbey were due to goods not being available and/or there was a better selection and/or of lower price elsewhere than South Whidbey.

Resident respondents gave high quality ratings to ferry service and people’s attitudes, low to lowest ratings to building appearances, the selection of goods and services, restaurant and entertainment, and hotel, motel, and B&B choices, and moderate ratings to all other features including ferry park-and-ride, vehicle traffic in Clinton, bicycle lanes and shoulders, pedestrian sidewalks, waterfront access, and Dan Porter Park.

Resident respondents indicated they occasionally frequented Clinton parks, trails, farmers’ markets, and retail services on a yearly and sometimes monthly basis although more than a majority did not ever.

**Qualifications** - 372 residents, mostly residing in Clinton, completed the survey. While the responses listed in the survey do not identify the opinions of all residents of Clinton or South Whidbey they likely represent the opinions of those who will be most interested in the market study results and its implementation.

## Tourists

Postcards were printed and provided to tourist destinations in South Whidbey and invitations were posted on local websites encouraging tourists to take an on-line survey. Following are major findings from the survey that was completed by 30 tourists of South Whidbey to date - the survey will be continued on an indefinite basis.

Tourist respondents were asked **where they lived**.

Puget Sound	Western WA	Eastern WA	Oregon	California	Other US	Canada
62%	7%	0%	7%	0%	24%	0%

Tourist respondents were asked **if they had been to Clinton-South Whidbey Island before**.

	No	Yes
Been to Clinton-South Whidbey Island before	18%	82%

Tourist respondents were asked **if they had been to Clinton-South Whidbey Island before then how many times**.

	0	1	2	3	4	5	6	7	8+
Been here	8%	38%	4%	13%	0%	8%	0%	8%	21%

Tourist respondents were asked **how they got to Clinton-South Whidbey Island**.

Airplane	Boat	Tour bus	Car	RV	Bicycle	Ferry walk-on
4%	21%	0%	71%	4%	0%	0%

Tourist respondents were asked **if they planned or had stayed overnight**.

	No	Yes
Plan or stayed overnight	26%	74%



Tourist respondents were asked **if they had stayed overnight then how many times.**

	0	1	2	3	4	5	6	7	8+
Overnight	9%	18%	36%	9%	5%	5%	0%	5%	14%

Tourist respondents were asked **where they stayed on Clinton-South Whidbey Island.**

Friends	Rented house	Hotel/motel	B&B	RV/tent campground
44%	25%	19%	13%	0%

Tourist respondents were asked **if they did not stay on Clinton-South Whidbey Island overnight what was the reason.**

Didn't plan originally	Visiting other places	Accommodations not available
71%	14%	14%

Tourist respondents were asked **how many kids under age 18 in their party.**

	0	1	2	3	4	5	6	7	8+
Kids <18	70%	15%	15%	0%	0%	0%	0%	0%	0%

Tourist respondents were asked **how many adults over age 18 in their party.**

	0	1	2	3	4	5	6	7	8+
Adults >18	0%	4%	81%	11%	0%	4%	0%	0%	0%

Tourist respondents were asked **if they planned on coming back to Clinton-South Whidbey Island.**

	No	Maybe	Yes
Plan on coming back	0%	19%	81%

Tourist respondents were asked **if they planned on coming back then how many times in the next year.**

	0	1	2	3	4	5	6	7	8+
Return	4%	38%	8%	8%	8%	8%	0%	0%	27%

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

19-24	25-34	35-44	45-54	55-64	65+
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0%	7%	4%	30%	44%	15%
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Tourist respondents were asked **what their household income was.**

<\$20,000	\$20-29,999	\$30-49,999	\$50-74,999	\$75-99,000	\$100,000+
0%	4%	15%	23%	15%	42%

Tourist respondents were asked **what their household income was.**

Grade school	High school	Technical school	Some college	Bachelor degree	Graduate degree
0%	0%	0%	11%	44%	44%

Tourist respondents were asked **whether Clinton-South Whidbey was their only destination.**

	Yes	No
Clinton-South Whidbey only destination	46%	54%

Tourist respondents were asked **what other places they have or planned to visit.**

Clinton	Langley	Freeland	Greenbank	Coupeville	Oak Harbor	Anacortes	LaConner	Pt Townsend	Olympic Pns/la	Other
48%	70%	52%	19%	48%	33%	22%	26%	30%	22%	22%

Tourist respondents were asked **for what reason they came to Clinton-South Whidbey.**

	Major	Minor	Not
Arts and crafts studios, galleries	27%	45%	27%
Historical landmarks, museums	15%	60%	25%
Bike, hike, swim, kayak, boat	42%	33%	25%
Tour wineries, farms	10%	55%	35%
Photograph birds, animals, nature	24%	43%	33%
Attend festivals, celebrations	9%	50%	41%

	Major	Minor	Not
Shop in stores, eat in restaurants	62%	29%	10%
Visit family and friends	43%	19%	38%

Tourist respondents were asked **how much they relied on various sources of information about Clinton-South Whidbey Island's attractions, services, and other particulars.**

	Lot	Little	Some	Not
Previous personal knowledge	52%	30%	11%	7%
Family and friends	50%	23%	5%	23%
Visitors Bureau Guide	13%	21%	29%	38%
Cascade Loop Tour info	4%	4%	9%	83%
Washington State tourist info	0%	4%	33%	63%
Private guidebooks and guides	9%	17%	30%	43%
Commercial advertisements	4%	4%	22%	70%
Special event promotions	13%	13%	26%	48%
Internet websites	21%	38%	33%	8%

Tourist respondents were asked **which websites they used.**

	Lot	Little	Some	Not
www.portofsouthwhidbey.com	4%	4%	25%	67%
www.discoverclintonwa.com	0%	0%	5%	95%
www.visitlangley.com	29%	25%	13%	33%
www.freeland-wa.org	0%	5%	14%	82%
www.coupevillechamber.com	0%	14%	14%	73%
www.oakharborchamber.com	0%	9%	9%	83%
www.whidbeycamanoisland.com	4%	25%	21%	50%
www.cascadeloop.com	0%	0%	5%	95%
www.experiencewa.com	0%	4%	13%	83%
www.scenicwa.com	0%	0%	17%	83%
www.watourismalliance.com	0%	0%	13%	87%

Tourist respondents were asked **to rate Clinton on a scale of the lowest to highest quality.**

	Lowest	Low	Mod	High	Highest
Ferry service	0%	4%	13%	61%	22%
Ferry park-n-ride	9%	18%	23%	50%	0%
Vehicle traffic in Clinton	4%	8%	29%	58%	0%

	Lowest	Low	Mod	High	Highest
Bicycle lanes, shoulders	14%	14%	36%	36%	0%
Pedestrian sidewalks	5%	25%	40%	30%	0%
Waterfront access	10%	15%	30%	45%	0%
Dan Porter Park	5%	21%	47%	26%	0%
Building appearances	48%	4%	22%	26%	0%
Street amenities	43%	10%	14%	33%	0%
Selection goods/services	39%	13%	26%	22%	0%
Restaurant/entertainment	35%	26%	26%	13%	0%
Hotel/motel/B&B	35%	10%	30%	25%	0%
People's attitudes	0%	9%	41%	32%	18%

Tourist respondents were asked **how much they expected to spend while in Clinton-South Whidbey on an average day.**

	\$0	\$5	\$10	\$20	\$50	\$100	\$150	\$200	\$250+
Artworks	42%	0%	8%	19%	19%	0%	8%	4%	0%
Clothing	31%	0%	4%	23%	35%	4%	4%	0%	0%
Food	4%	0%	0%	15%	41%	33%	0%	7%	0%
Drinks	56%	0%	4%	26%	11%	0%	0%	4%	0%
Recreation	36%	8%	20%	8%	24%	4%	0%	0%	0%
Hotel	52%	0%	0%	0%	0%	20%	20%	4%	4%
Auto	27%	8%	4%	31%	31%	0%	0%	0%	0%

Tourist respondents were asked **if they would recommend Clinton-South Whidbey Island to others.**

	No	Maybe	Yes
Recommend to others	8%	19%	73%

Tourist respondents were asked **what Clinton's best feature was.** Detailed comments were given by 21 or 70% of the respondents and are provided in the appendices.

Resident respondents were asked **if they had any specific comments or suggestions.** Detailed comments were given by 17 or 57% of the respondents and are provided in the appendices.

### **Survey implications generalized**

Tourist respondents were likely to be from Puget Sound or other places in the US, had predominately been to Clinton-South Whidbey Island before for a single or multiple times, arriving by car or boat, had stayed overnight for 2 nights or more, at a friend's or rented house. Tourist respondents who did not stay overnight had not planned to do so originally.

Tourist respondent parties were primarily without kids with 2 or more adults that planned to come again at least once or 8 times or more, between 45-64 years of age, with incomes \$100,000 plus, college educations, also visiting Langley, Freeland, Coupeville, and Oak Harbor.

Tourist respondents visited Clinton-South Whidbey Island primarily to bike, hike, swim, kayak, or boat, shop in stores and eat in restaurants, and visit family and friends. Tourist respondents relied primarily on their previous knowledge or family and friends for information and somewhat on Internet websites and the Washington State tourist information. Tourist respondents most frequently visited websites hosted by the Langley Chamber of Commerce, Whidbey Camano Island Tourism Bureau, and Port of South Whidbey and not at all on the Clinton Chamber of Commerce.

Tourist respondents gave high to highest quality ratings to ferry service and people's attitudes, high ratings to the ferry park-n-ride, vehicle traffic, waterfront access, and bicycle lanes, and low to lowest ratings to building appearances, street amenities, the selection of goods and services, restaurant and entertainment, and hotel, motel, and B&B choices.

Tourist respondents indicated they expected to primarily spend on an average day between \$20-50 on artworks, clothing, and accessories, \$50-100 on food, \$20 on drinks, \$50 on recreation, \$100-150 on accommodations, and \$20-50 on automobile and gas services.

Tourist respondents indicated they predominantly would recommend Clinton and South Whidbey Island to others.

**Qualifications** - 30 tourists completed the survey thus far. The responses listed in the survey identify the opinions of tourists who have visited Clinton or South Whidbey for a limited number of months. The survey will remain active for a full year in order to obtain the opinions of tourists who may visit over all seasons and events of a full year.

### **Public agencies**

#### **Workshop**

Attendees included:

Clinton Water & Sewer District - Maury Hood

Island County Commissioner - Helen Price Johnson

Island County Planning & Community Development- Beckye Frey -  
Senor Planner, Meridith Penny - Planner, Nathan Howard -  
Planner

Island County Parks - Jan Van Muyden, Superintendent

Island County - Doug Cox

Island Transit - Ken Graska

Port of South Whidbey - Ed Halloran

South Whidbey Park & Recreation District - Doug Coutts, Parks  
Director

WSDOT - Todd Carlson

- State and local planning has started for sewer services in the district if a larger development comes in
- Freeland business district area has a package sewer (septic) plan in place
- Water district can provide for 50 to 60 hookups a year
- County Transit operates 5 days a week 4 am to 8 pm
- Van Pooling takes riders onto ferry and to several destinations in metro area and on to Olympia
- 68 vans in the pool with walk-on numbers increasing
- Transit is gearing up for Saturday service in 2017
- VRBO and AirBnB rentals really expanding
- A third ferry, reducing sailings to 20 minutes headway, in the State Plan
- Easier loading of walk-ons, such as overhead walkway, is needed

- Island County Parks & Recreation is separate organization from South Whidbey Island Parks & Recreation

**Workshop major recommendations**

- **Resolve solutions to sewer/septic services for new development in Clinton**
- **Initiate the corridor enhancement planning project for SR-525**
- **Initiate a subarea planning process for Clinton in 2017**

**Conclusions**

**Workshop participants** - identified the following composite issues and opportunities they would like to see addressed in the final market report and recommendations:

- Promote the vibrant entrepreneurial spirit in the area
- Create a community identity
- Create a gathering place for friends to meet
- Address ferry traffic issues and opportunities
- Create opportunities for new business
- Manage ferry traffic needs to the community's benefit
- Improve utility services to the area
- Resolve solutions to sewer/septic services for new development in Clinton
- Initiate the corridor enhancement planning project for SR-525

- Initiate a subarea planning process for Clinton in 2017
- Increase housing opportunities
- Improve transit connections on both ends of the ferry
- Improve highway corridor appearances
- Expand local transit services
- Solve senior citizen health and housing needs
- Encourage younger couples to move into the area

**Survey participants** - identified the following composite issues and opportunities that should be addressed in the final market report and recommendations:

- Improve bicycle lanes and shoulders
- Improve pedestrian sidewalks and crosswalks
- Improve building appearances
- Improve street amenities
- Improve selection of goods and services
- Improve selection of accommodations
- Improve selection of restaurants
- Recruit tourist oriented activities
- Implement a business recruitment program

### 3. Market demographics

#### Population

Washington State Office of Financial Management (OFM) projects populations for the state and all counties in annual and 5 year increments based on a combination of birth, death, and migration rates. OFM’s projections are used by each county and in turn by the jurisdictions within each county in developing each jurisdiction’s Growth Management Act (GMA) mandated comprehensive plans.

OFM expects Island County’s number of deaths will gradually surpass the number of births as the county’s resident population ages beyond child bearing and middle family households for the period 2010 to 2040.

Island County will continue to increase in population from net migration, particularly in older, empty nester age groups as a result of the overall aging of the population and the county’s unique attraction for older age groups.

Island County’s age triangle (a pyramid if male and female numbers by age groups were arrayed on opposite sides of the chart) should have the largest number and percent of the population in the youngest 0-5 age group and then gradually decline in numbers and percent as the population ages due to death rate attrition.

The age triangle looks more like a bell jar, however, due to the impact of World War II and the baby boom following the return of men from the war; a decline in the birth rate due to improved contraception as well as choice; and the dissolution of the nuclear family and the affects it has on child birth and rearing.

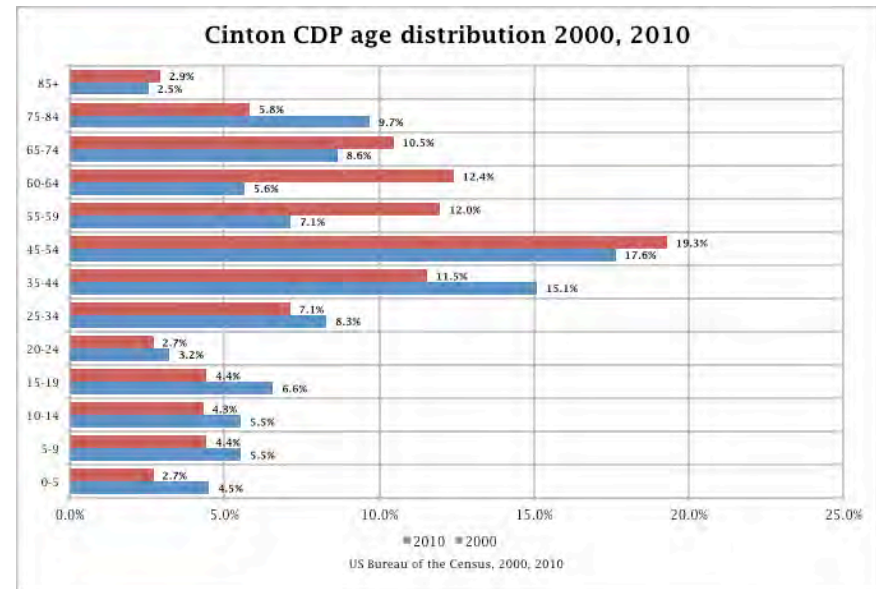
Island County’s age triangle is and will become more pronounced by 2040 as the county’s population ages and attracts older age groups.

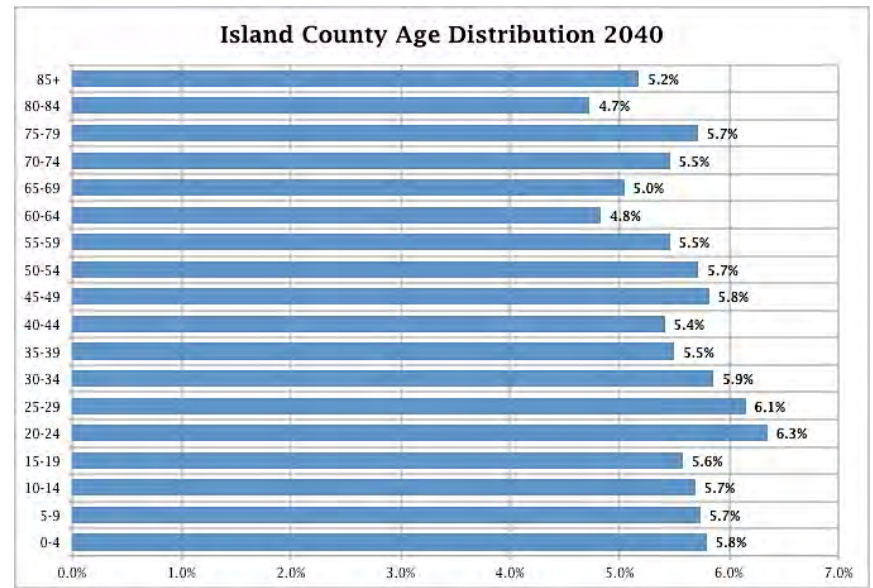
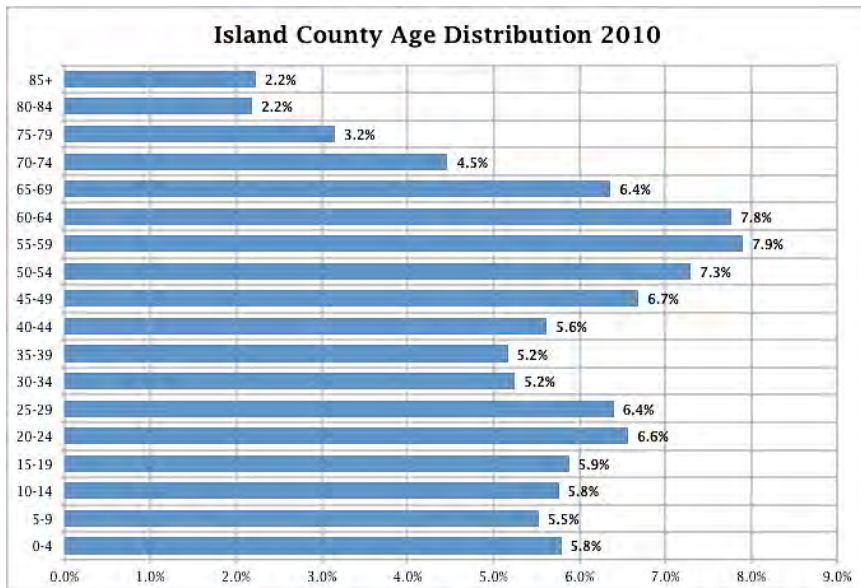
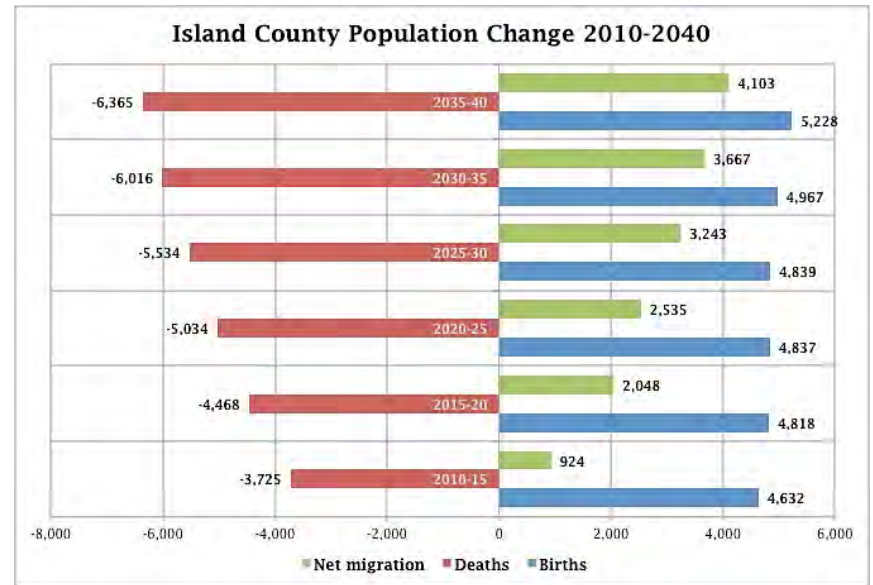
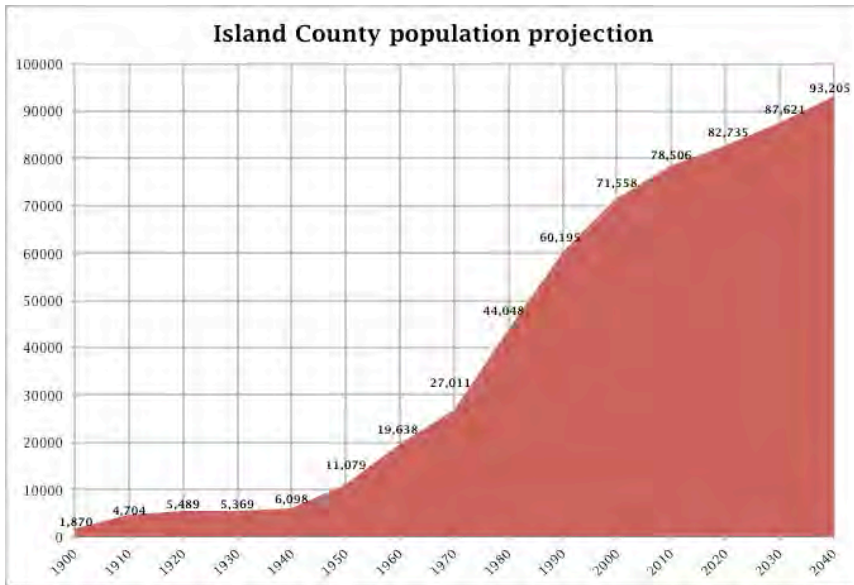
The Clinton Census Designated Place (CDP) had a somewhat less pronounced bell-jar form in 2000 and 2010 as Clinton continued to

attract younger child bearing and rearing households. Clinton’s future age triangle may depend on the unique age attractions the community creates.

#### Socioeconomic characteristics

The US Bureau of the Census conducts the decadal census consisting of a detailed and comprehensive assessment of employment, housing, income, household, and other statistics every 10 years that is used to determine electoral districts, income sharing, and other federal measures. The decadal census is based on census tracts that are statistical boundaries for the collection of information that are organized and grouped into jurisdictional areas consisting of census designated places (CDP) as well as cities, counties, and states.







The US Bureau of the Census initiated the American Community Survey (ACS) to provide current information on an annual basis. The ACS is based on annual random statistical sampling of minor civil divisions that are collated over a multiple years span to provide an accurate projection of socioeconomic conditions and trends. The most current ACS survey includes the years 2009-2013.

Clinton is located in the Clinton census designated place (CDP) composed generally of the developed area in and around Clinton proper generally correlating with the Rural Area of Intense Development (RAID) defined by Island County.

Clinton CDP socioeconomic statistics were compared with socioeconomic characteristics for the United States, Washington State, Puget Sound (King, Kitsap, Pierce, and Snohomish Counties, Island County, South Whidbey (Freeland, Langley, and Clinton) and Clinton CDP.

**Note** - South Whidbey's ACS definition includes the City of Langley and the Freeland and Clinton CDPs. ACS definitions do not include the remaining unincorporated areas south of Freeland.

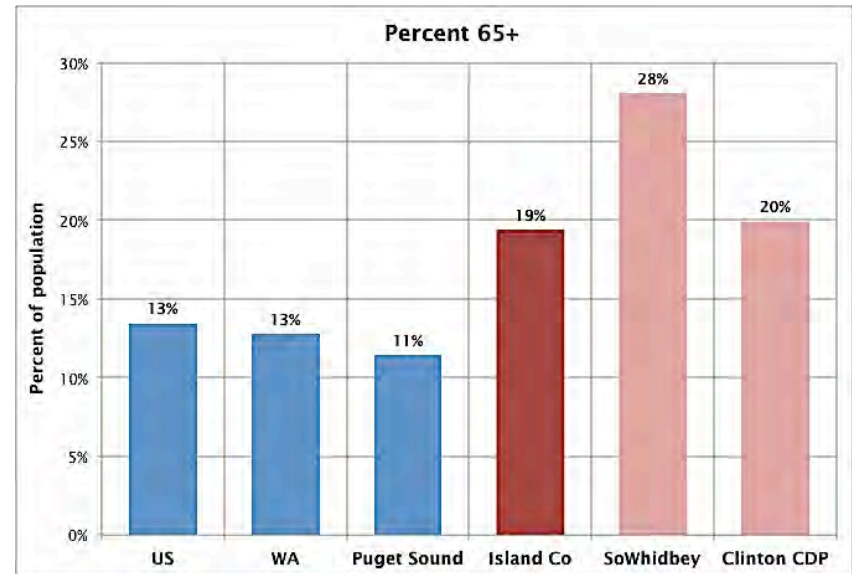
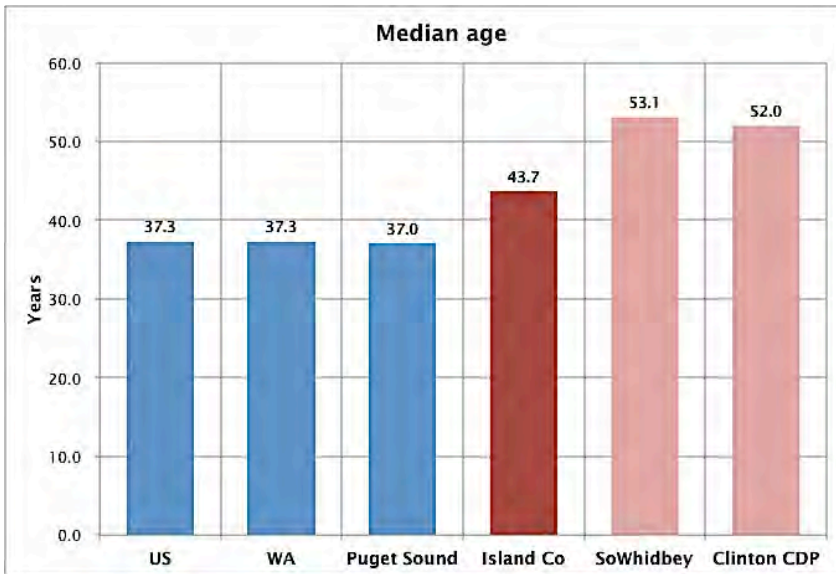
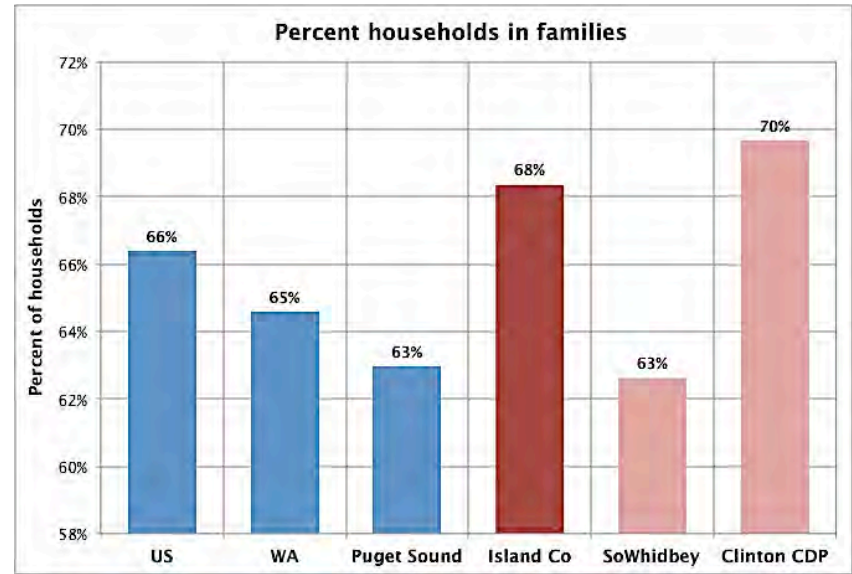
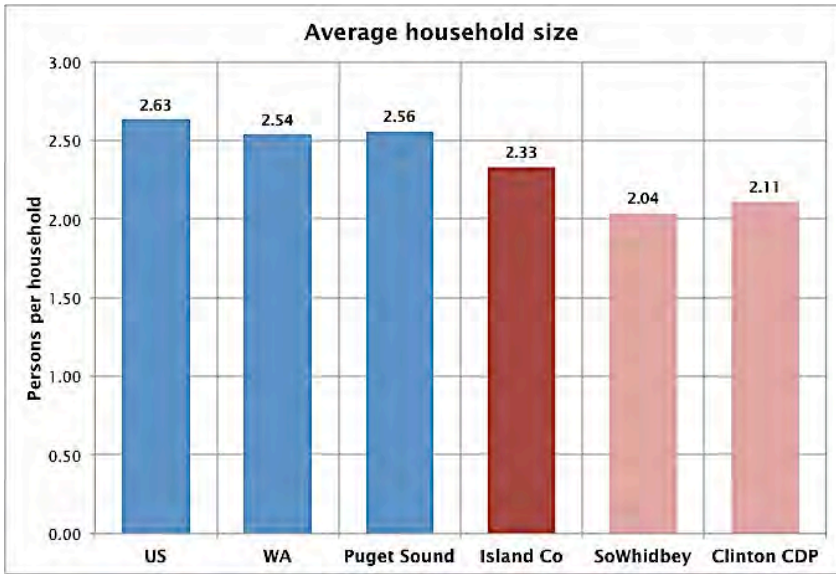
### Comparisons

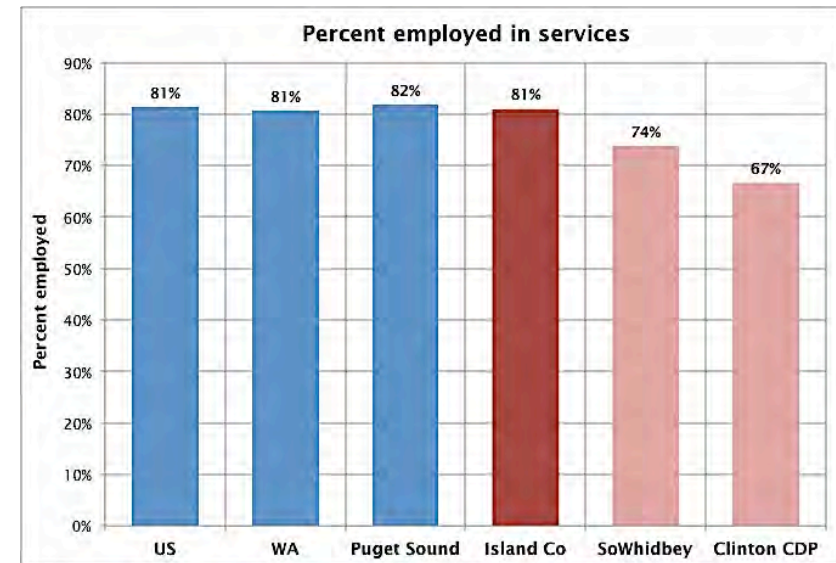
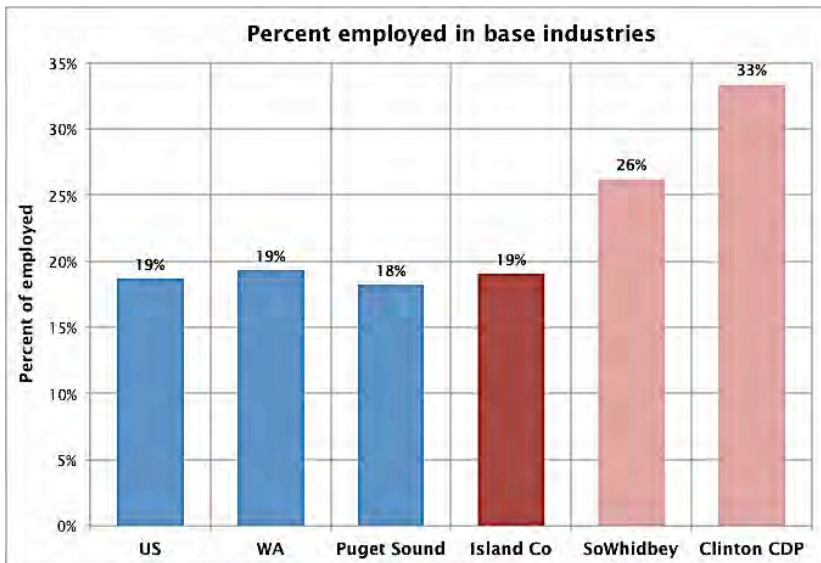
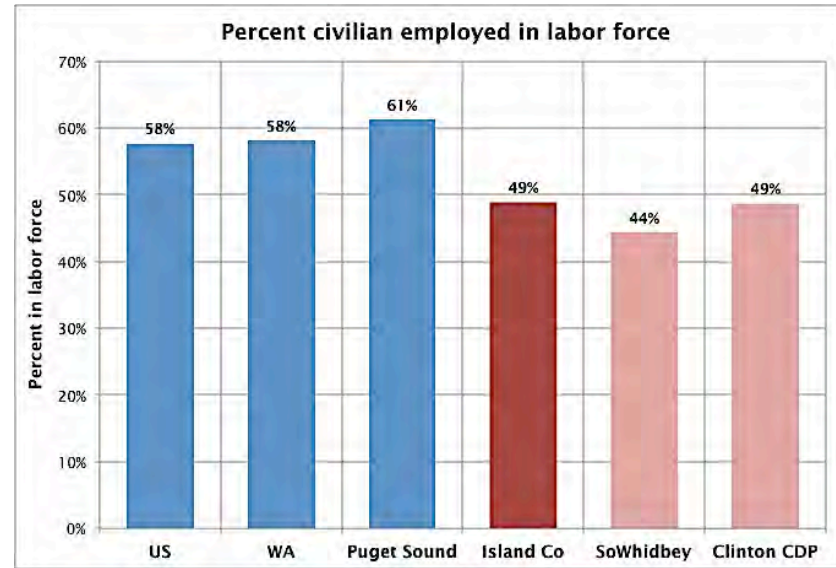
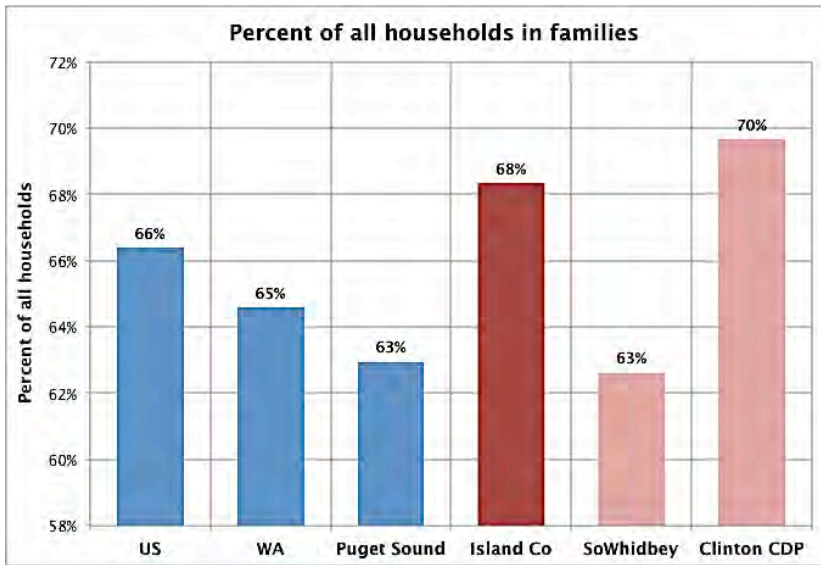
The comparisons shown in the charts indicate:

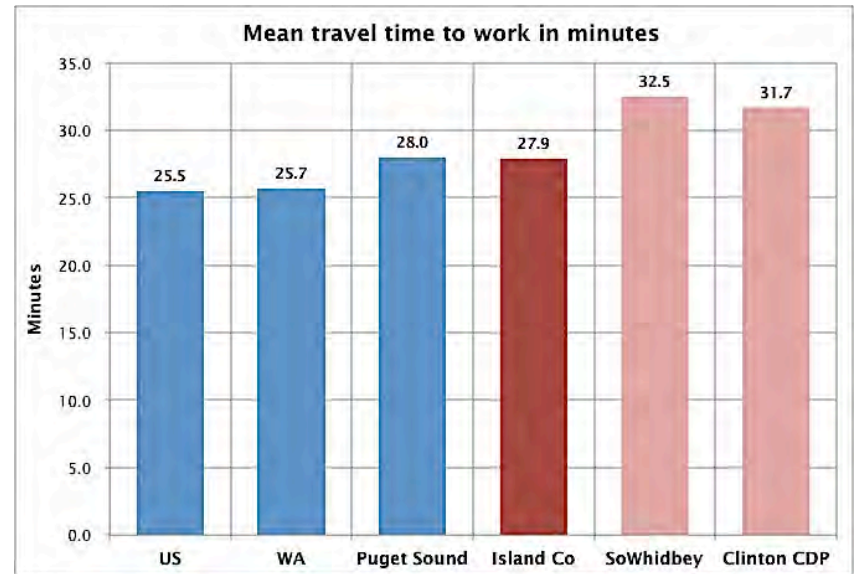
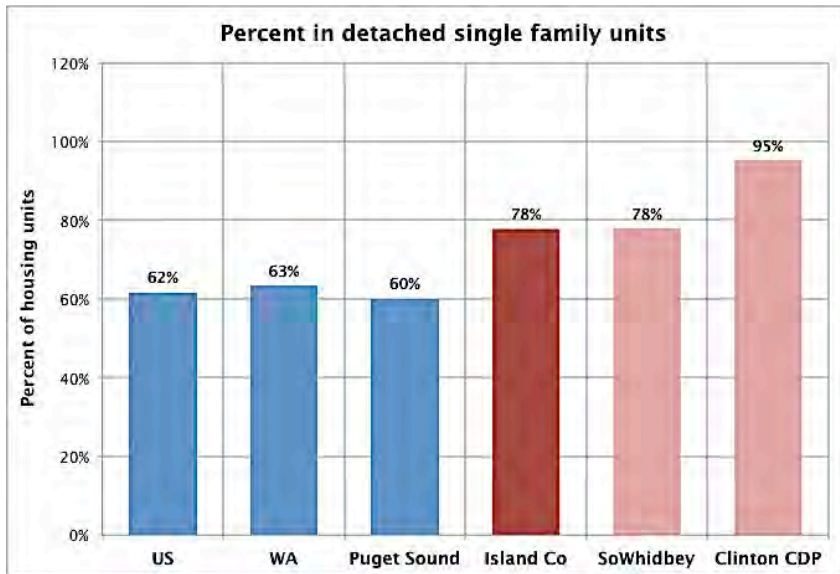
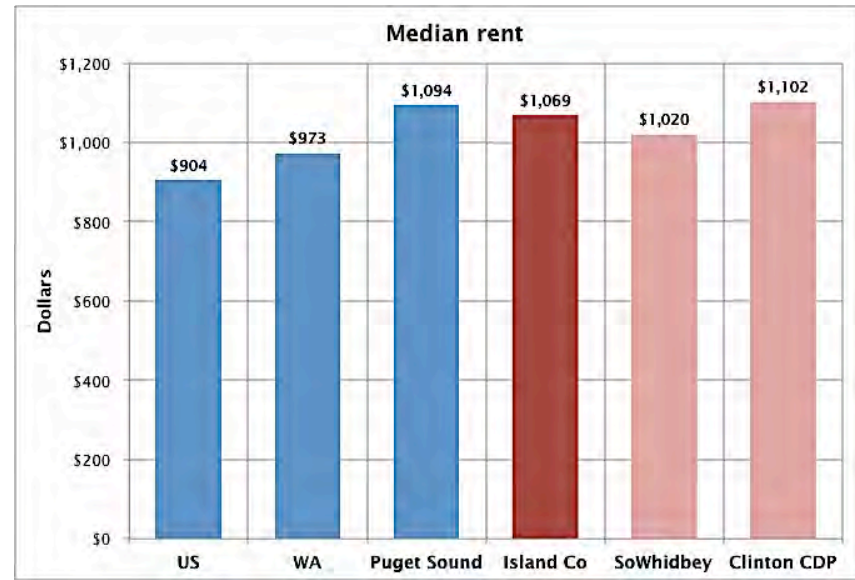
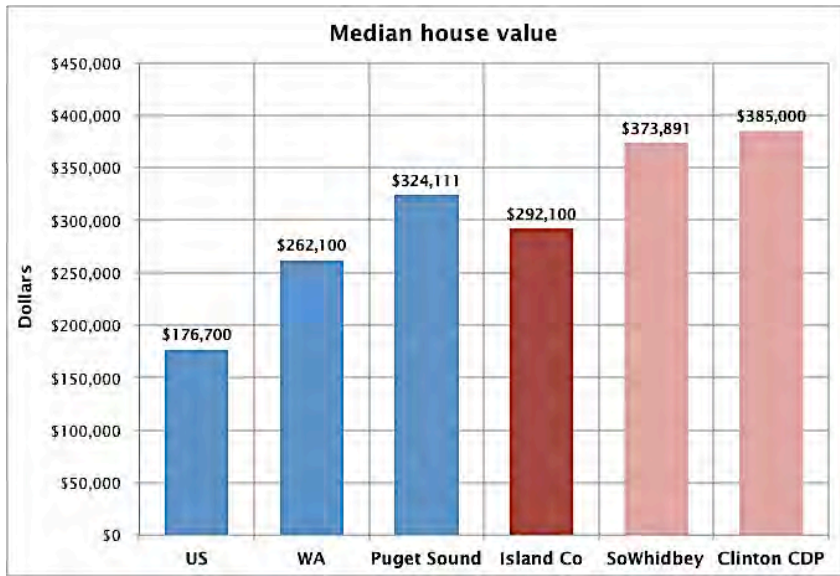
- **Household size** - in Clinton CDP (2.11) is larger than South Whidbey (2.04) but smaller than Island County (2.33), Puget Sound (2.54), Washington State (2.54), and the US (2.63).
- **Percent of households in families** - in Clinton CDP (70%) is significantly greater than South Whidbey (63%), Island County (68%), Puget Sound (65%), and the US (66%).
- **Median age** - in Clinton CDP (52.0 years) is slightly younger than South Whidbey (53.1) but older than Island County (43.7), Puget Sound (37.0), Washington State (37.3), and the US (37.3).
- **Percent of the population 65+** - in Clinton (20%) is less than South Whidbey (28%) but higher than Island County (19%), Puget Sound (11%), Washington State (13%), and the US (13%).
- **Percent employed in civilian labor force** - in Clinton CDP (49%) is higher than South Whidbey (44%), the same as Island

County (49%), but lower than Puget Sound (61%), Washington State (58%), and the US (58%).

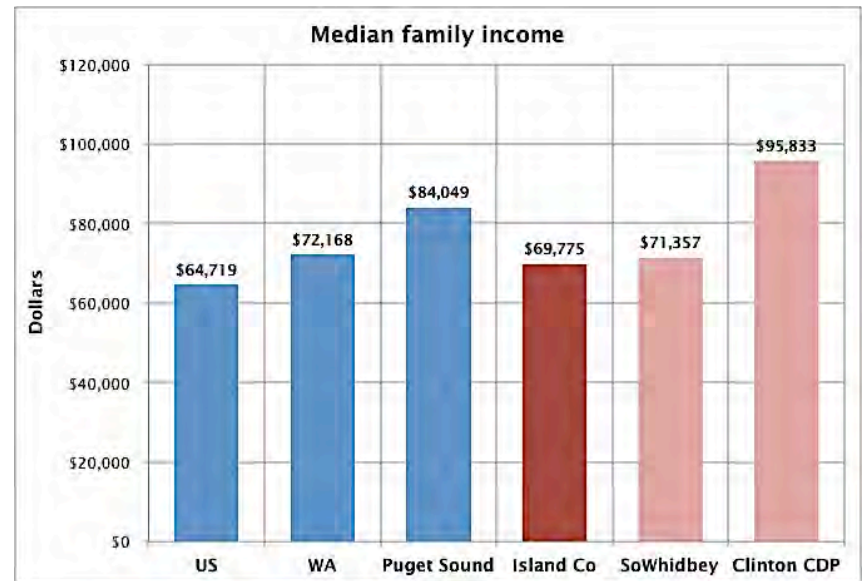
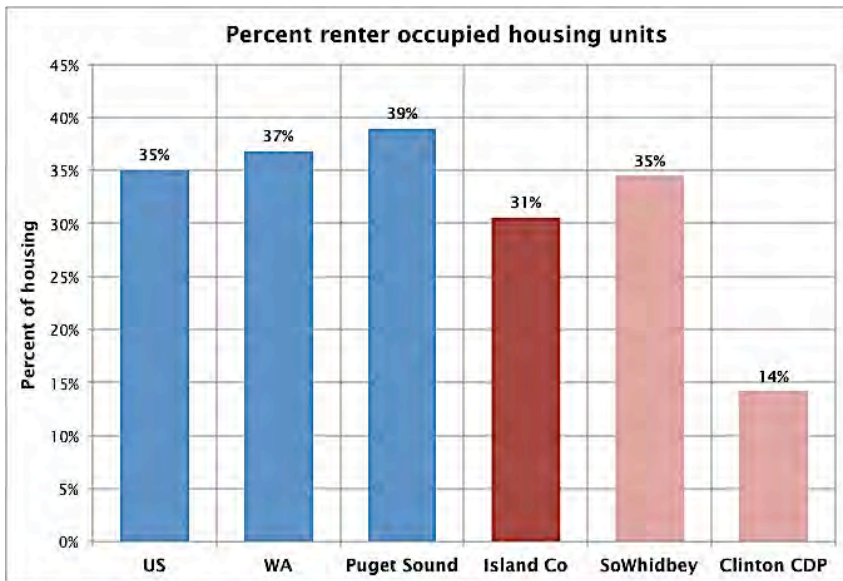
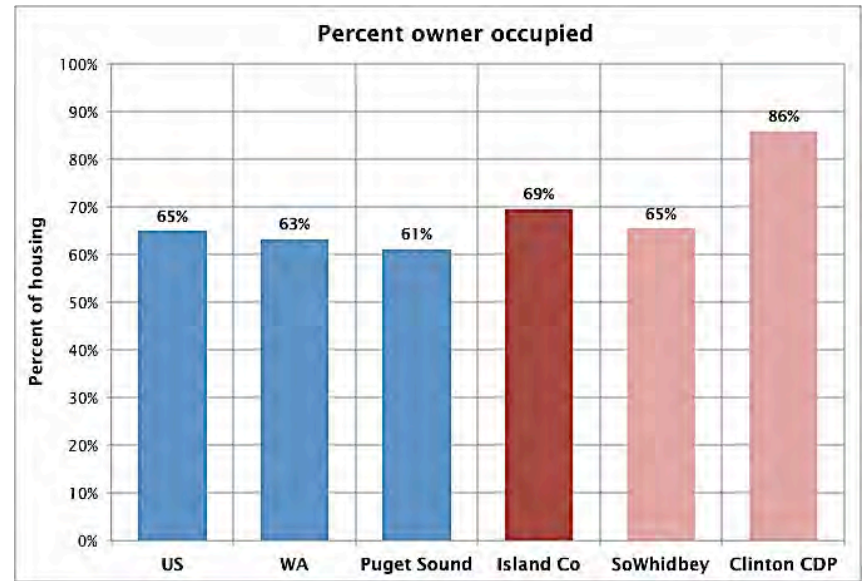
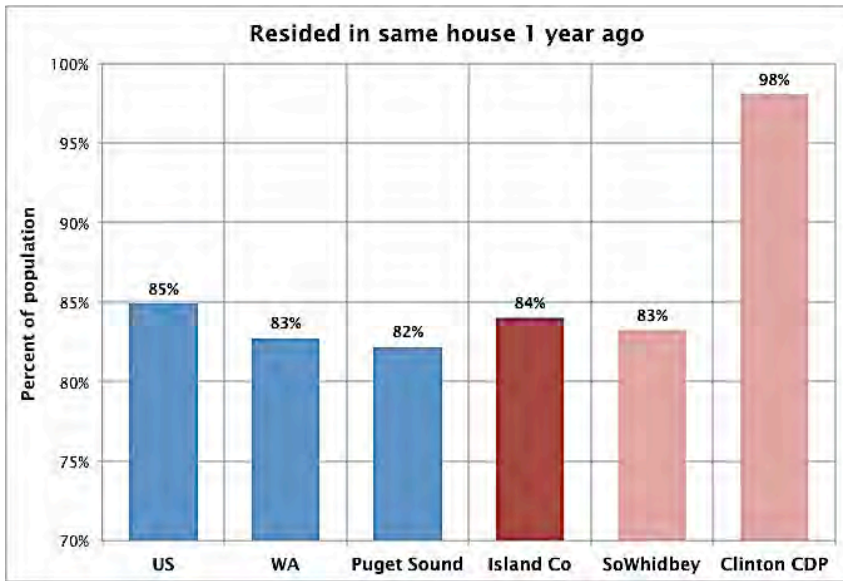
- **Percent employed in base industries** (forestry, fisheries, agriculture, and manufacturing) - in Clinton CDP (33%) is significantly higher than South Whidbey (26%), Island County (19%), Puget Sound (18%), Washington State (19%), and the US (19%).
- **Percent employed in services** (retail and wholesale trade, transportation, communications, education, entertainment, and government) - in Clinton CDP (67%) is significantly lower than South Whidbey (74%), Island County (81%), Puget Sound (82%), Washington State (81%), and the US (81%).
- **Median house value** - in Clinton CDP (\$385,000) is similar to South Whidbey (\$373,891) but significantly higher than Island County (\$291,100), Puget Sound (\$324,111), Washington State (\$262,100), and the US (\$176,700).
- **Median rent** - in Clinton CDP (\$1,102) is similar to South Whidbey (\$1,020), Island County (\$1,069), and Puget Sound (\$324,111) but higher than Washington State (\$973) and the US (\$904).
- **Percent of all housing in detached single-family units** - in Clinton CDP (95%) is significantly higher than South Whidbey (78%), Island County (78%), Puget Sound (60%), Washington State (63%), and the US (62%).
- **Mean travel time to work in minutes** - in Clinton CDP (31.7 minutes) is similar to South Whidbey (32.5) but longer than Island County (27.9), Puget Sound (28.0), Washington State (25.7), and the US (25.5).
- **Resided in same house 1 year ago** - in Clinton CDP (98%) is significantly higher than South Whidbey (83%), Island County (84%), Puget Sound (82%), Washington State (83%), and the US (85%).
- **Percent of all occupied housing units owner occupied** - in Clinton CDP (86%) is significantly higher than South Whidbey (65%), Island County (69%), Puget Sound (61%), Washington State (63%), and the US (65%).
- **Percent of all occupied housing units renter occupied** - in Clinton CDP (14%) is significantly lower than South Whidbey (35%), Island County (31%), Puget Sound (39%), Washington State (37%), and the US (35%).

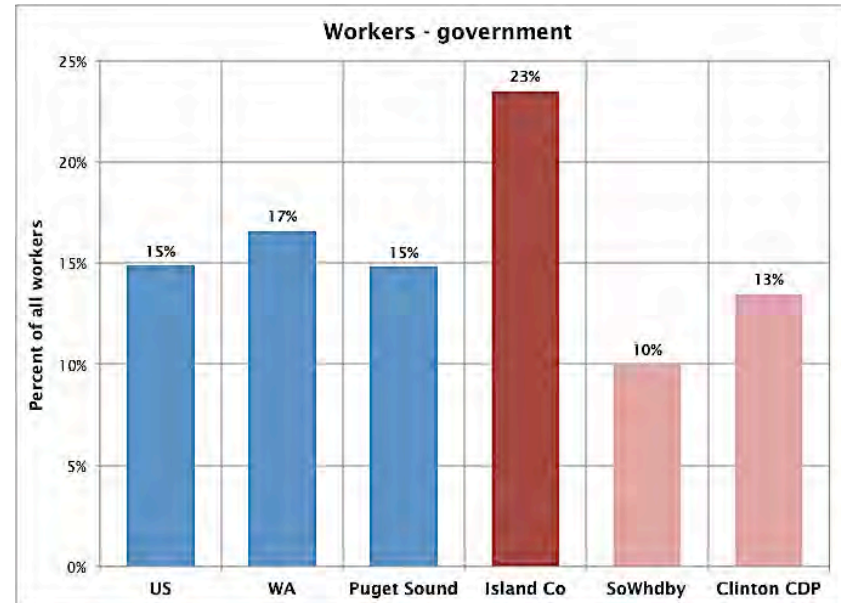
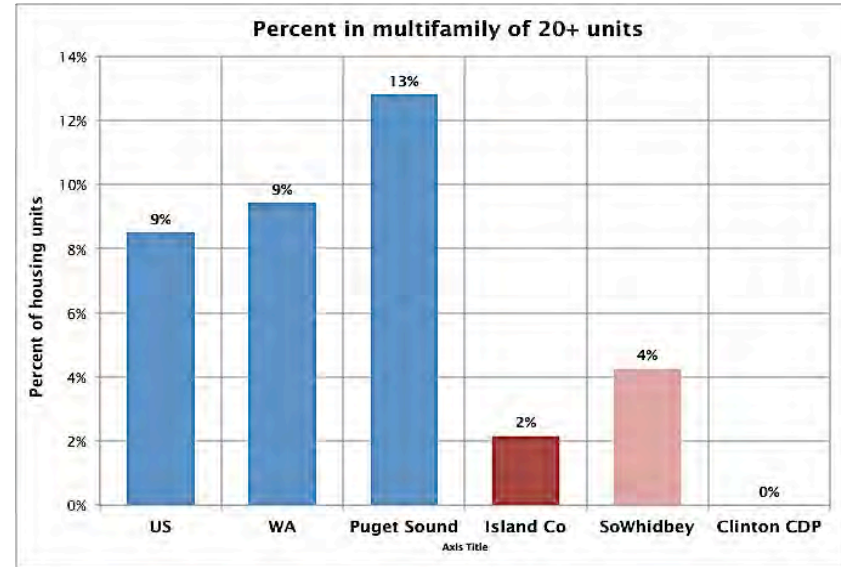
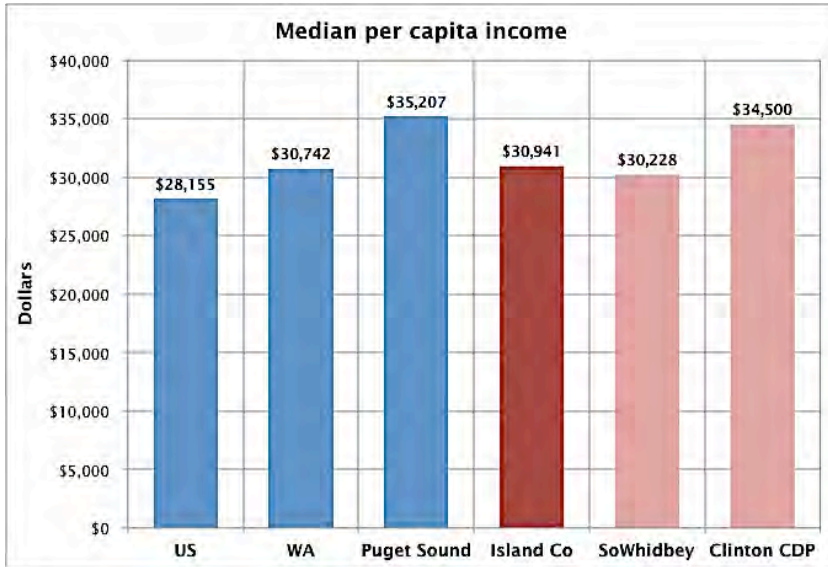




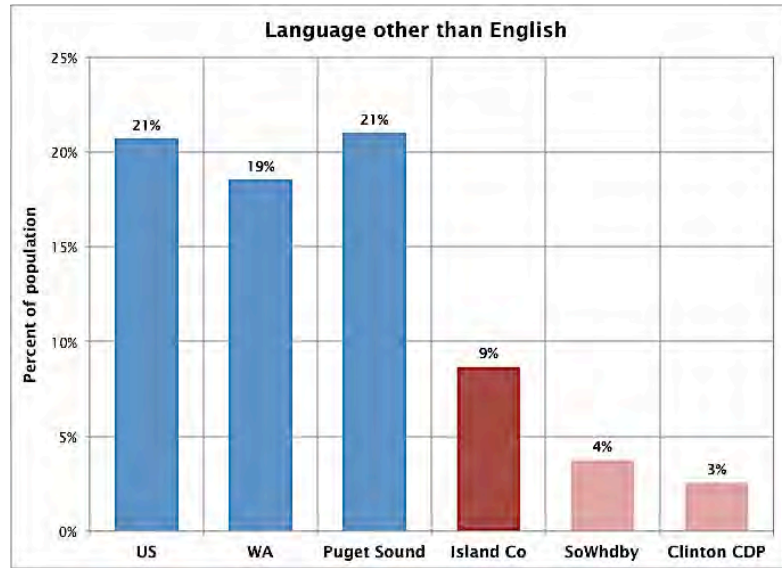
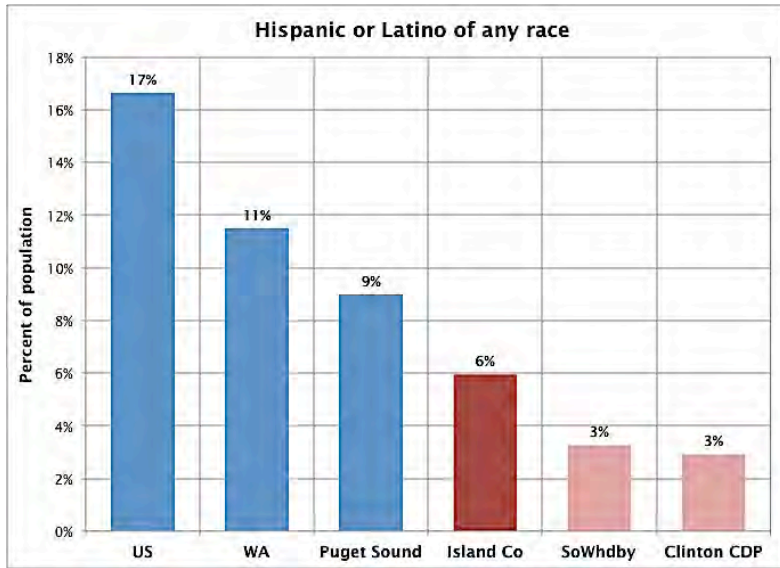
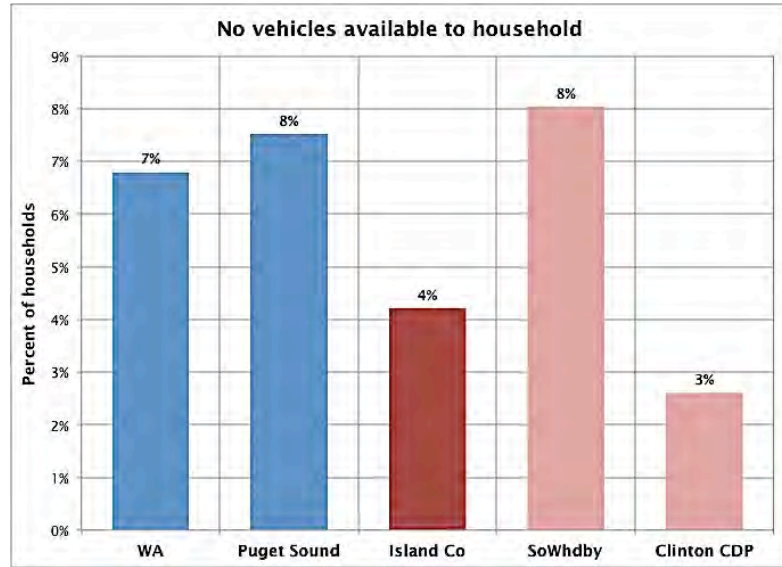
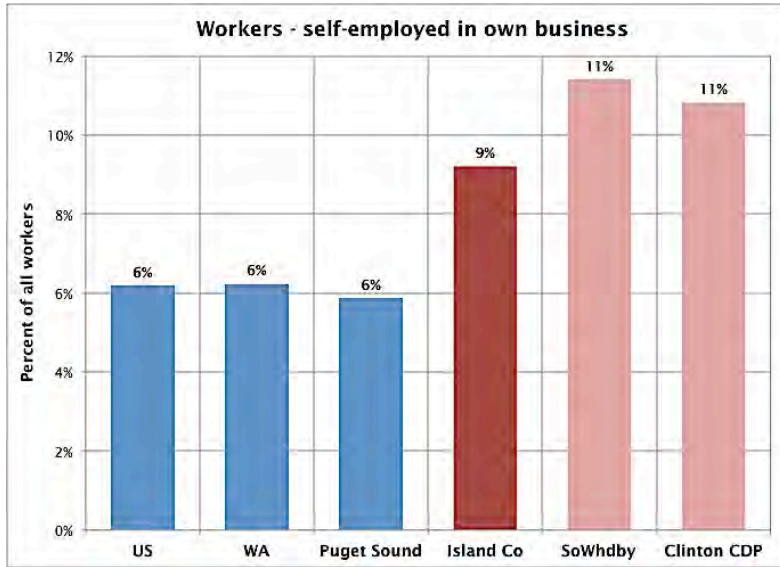


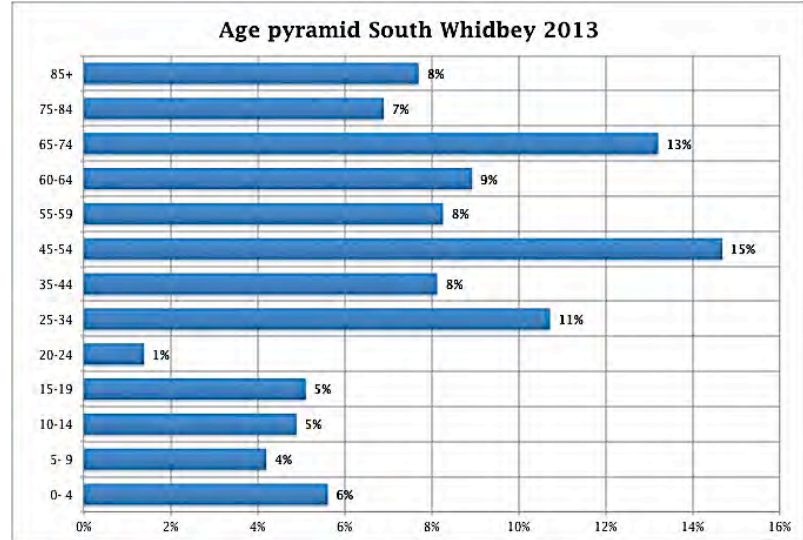
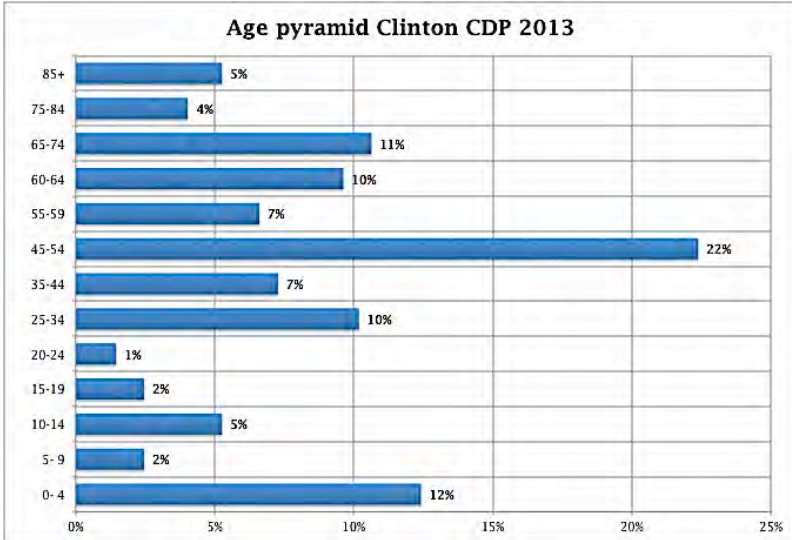
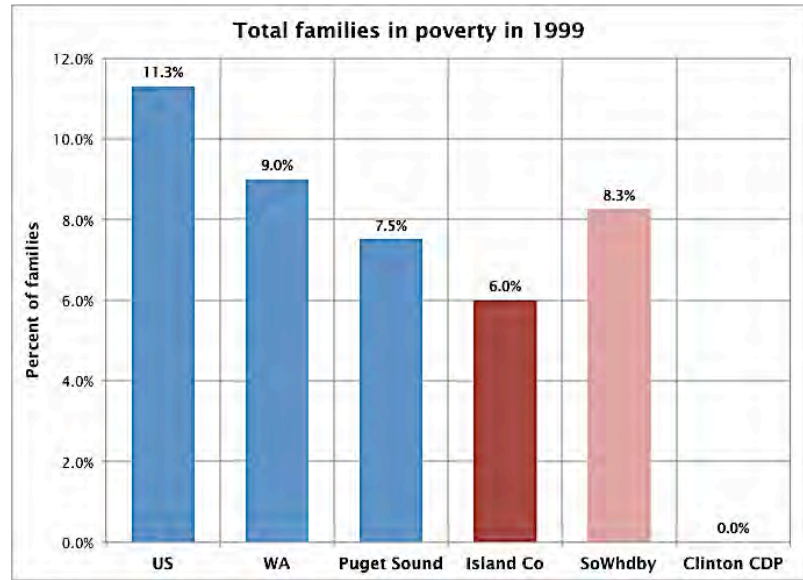
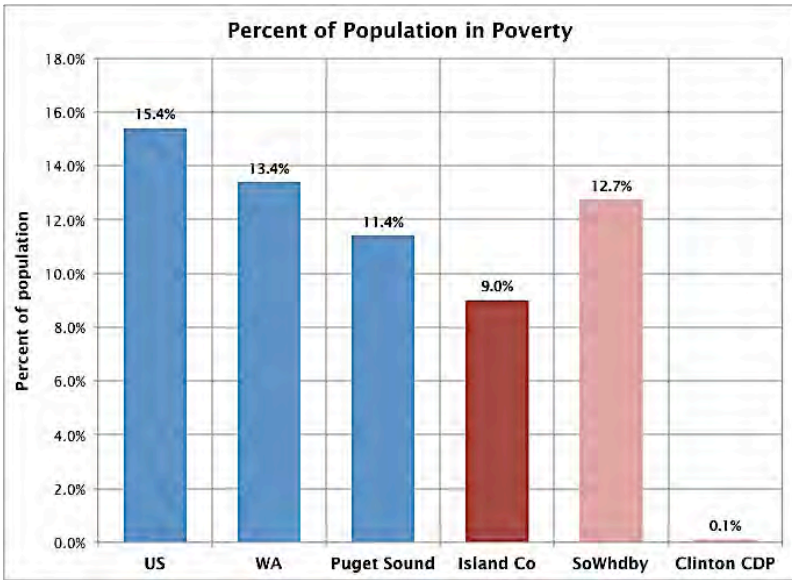












- **Median family income** - in Clinton CDP (\$95,833) is significantly higher than South Whidbey (\$71,357), Island County (\$69,775), Puget Sound (\$84,049), Washington State (\$72,168), and the US (\$64,719).
- **Median per capita income** - in Clinton CDP (\$34,500) is significantly higher than South Whidbey (\$30,228) and Island County (\$30,941) comparable to Puget Sound (\$35,207) and higher than Washington State (\$30,742) and the US (\$28,155).
- **Percent in multifamily units of 20+ units** - in Clinton CDP (0%) is significantly lower than South Whidbey (4%), Island County (2%), Puget Sound (13%), Washington State (9%), and the US (9%).
- **Workers of private wages and salary** - in Clinton CDP (76%) is comparable to South Whidbey (78%), significantly higher than Island County (67%), and lower than Puget Sound (79%), Washington State (77%), and the US (79%).
- **Workers in government** - in Clinton CDP (13%) is higher than South Whidbey (10%), significantly lower than Island County (23%), and comparable to Puget Sound (15%), Washington State (17%), and the US (15%).
- **Workers self employed** - in Clinton CDP (11%) is comparable to South Whidbey (11%), significantly higher than Island County (9%), Puget Sound (6%), Washington State (6%), and the US (6%).
- **Percent with no vehicles available** - in Clinton CDP (3%) is significantly lower than South Whidbey (8%), Island County (4%), Puget Sound (8%), and Washington State (7%).
- **Hispanic or Latino of any race** - in Clinton CDP (3%) is comparable to South Whidbey (3%), but significantly lower than Island County (6%), Puget Sound (9%), Washington State (11%), and the US (17%).
- **Language other than English** - in Clinton CDP (3%) is comparable to South Whidbey (4%), but significantly lower than

Island County (9%), Puget Sound (21%), Washington State (19%), and the US (21%).

- **Percent of population in poverty** - in Clinton CDP (0.1%) is significantly lower than South Whidbey (12.7%), Island County (9.0%), Puget Sound (11.4%), Washington State (13.4%), and the US (15.4%).
- **Total families in poverty** - in Clinton CDP (0.0%) is significantly lower than South Whidbey (8.3%), Island County (6.0%), Puget Sound (7.5%), Washington State (9.0%), and the US (11.3%).
- **Age triangle** - in Clinton CDP substantially reflects a growing concentration in empty nester ages (45+) with some young adult family starters (adult ages 25-34 with children 1-4) compared with South Whidbey and Island County where substantially greater proportions of the population are concentrated in older adult ages with lessor proportions of young children.

#### Summary

In short, the Clinton CDP has accumulated an older and aging population in nonfamily and empty-nester households, in base industry employments, with high house values, with high family and per capita incomes, in detached single-family housing units, with self employment, working at home that are primarily Caucasian, English speaking.

Clinton's future socioeconomic characteristics will depend on the unique attractions the community retains and/or develops in the future.

## 4. Retail potential

Washington State Department of Revenue (DOR) collects retail sales taxes on all retail sales conducted in Washington State. DOR correlates retail sales by the North American Industrial Classification System (NAICS) defining sales by 6 digit industry classifications able to distinguish sales in convenience stores, for example, from supermarkets, meat markets, fish and seafood markets, fruit and vegetable markets, baked good stores, and all other specialty food stores. DOR collects but does not report sales per store classification when the number of stores is so low that reporting would disclose the sales for any particular store.

DOR collects retail sales data by municipal jurisdiction since the retail sales tax is shared between state and local jurisdictions. In Island County, DOR data is available for 2014 retail sales for Oak Harbor, Coupeville, Langley, and by inference unincorporated Island County.

Urban Land Institute's (ULI) publication Dollars & Cents of Shopping Centers correlates retail sales per square foot of different types of stores located in strip, specialty, neighborhood, community, and regional shopping centers and districts. Except for some specialty centers, the stores are franchises located in newer buildings with efficient stocking and manageable checkout counters. Older buildings occupied by non-franchise stores will likely not perform at as high square foot sales as ULI's data indicates.

**South Whidbey estimates** - were derived for South Whidbey for 2010 and 2035 by correlating ACS population totals and projections with the retail sales per capita estimates for Bainbridge Island (Winslow - the closest comparable developed retail area served by ferry) and the retail sales per square foot for specialty and neighborhood shopping centers (the closest store type comparable).

The projected 2010 sales per store were subtracted from the 2035 projected retail sales to derive the additional square footage sales potential that population growth will create between the time periods.

### Retail square footage available

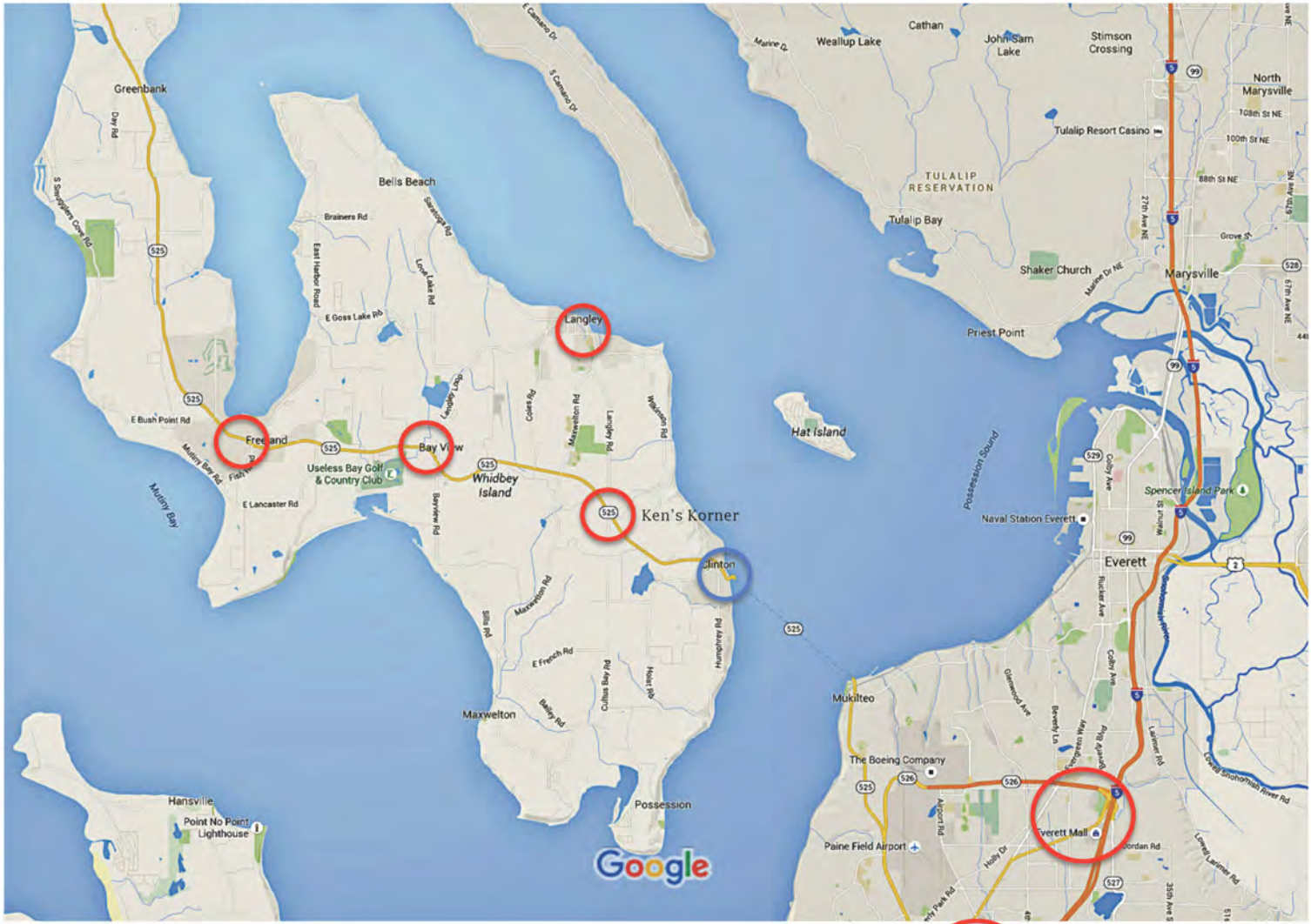
<b>Convenience</b>	<b>2010</b>	<b>2035</b>	<b>10-35</b>
Supermarket	34,896	37,996	3,100
Hardware	20,329	22,135	1,806
Nursery/garden	19,572	21,315	1,806
Snack/beverage	7,572	8,245	673
Drug/pharmacy	7,145	7,780	635
Pet/supplies	5,552	6,046	493
Convenience	855	931	76
<b>Comparable</b>	<b>2010</b>	<b>2035</b>	<b>10-35</b>
Sporting goods	12,486	13,595	1,109
Family clothing	12,425	13,528	1,104
Furniture	11,509	12,532	1,023
Shoe stores	5,775	6,289	513
Book stores	5,376	5,854	478
Sewing/needle	5,245	5,711	466
Women clothes	4,661	5,075	414
Specialty foods	4,198	4,571	373
Office supplies	4,033	4,392	358
Hobby/toy	2,427	2,642	216
Florists	2,410	2,624	214
<b>Destination</b>	<b>2010</b>	<b>2035</b>	<b>10-35</b>
Restaurants - full service	42,804	46,607	3,803
Restaurants - limited service	16,855	18,352	1,498
Drinking places	7,960	8,667	707
Art dealers	3,336	3,633	296

Sources: DOR, OFM, ULI

- **Convenience goods stores** - (supermarket, hardware, nursery, drug, pets) generate the largest potential square footage currently and by 2035 with the potential square footage increases to compensate for local resident consumer population growth. A significant portion of this potential, however, has been claimed by the Food Mart in Clinton, Red Apple Market in Ken's Korner, Sebo's, Hanson's Building Supply, and Bay View Farm & Garden in Bay View, Payless Foods, Ace Hardware in Freeland, and Star Foods in Langley.

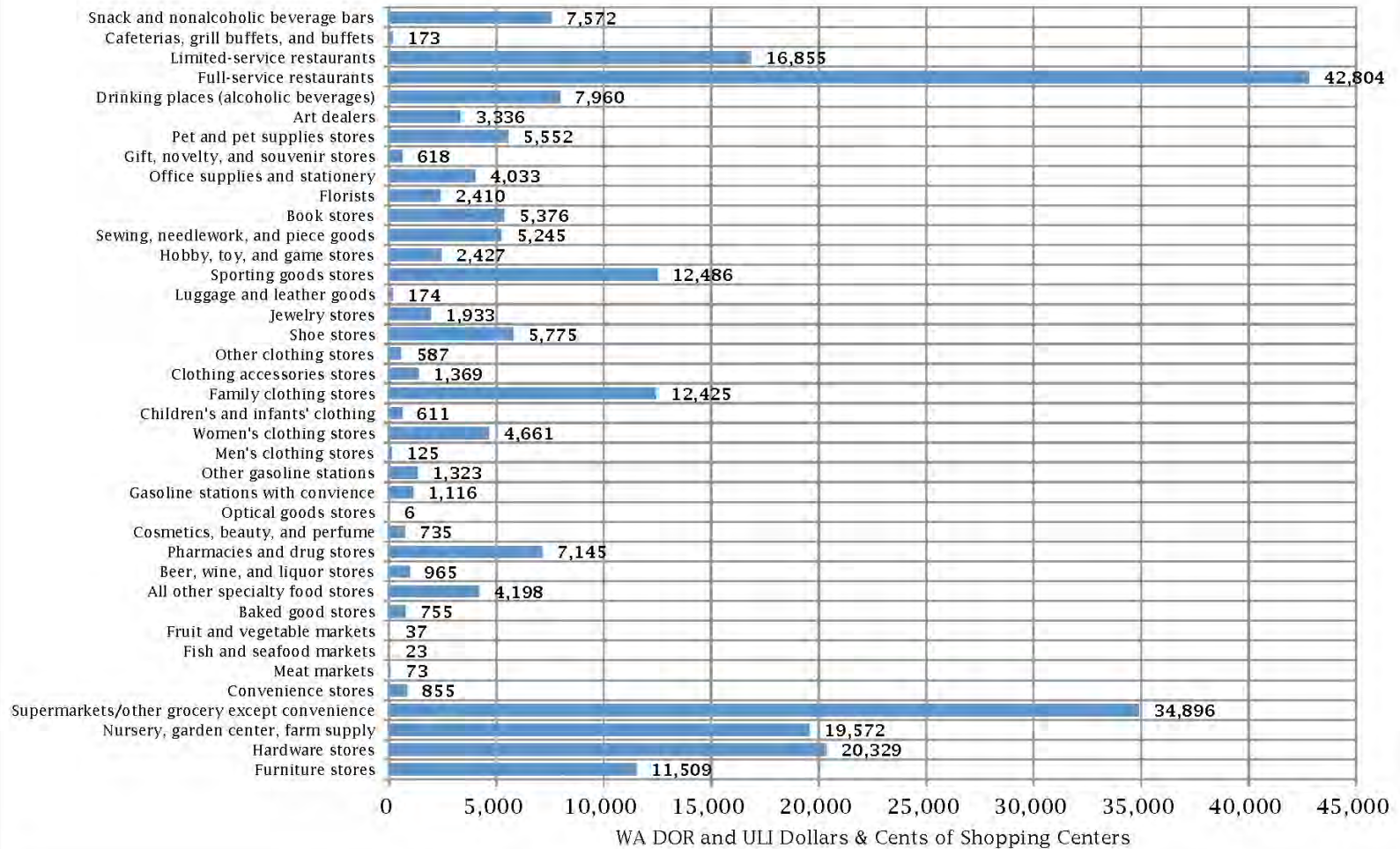


Commercial centers



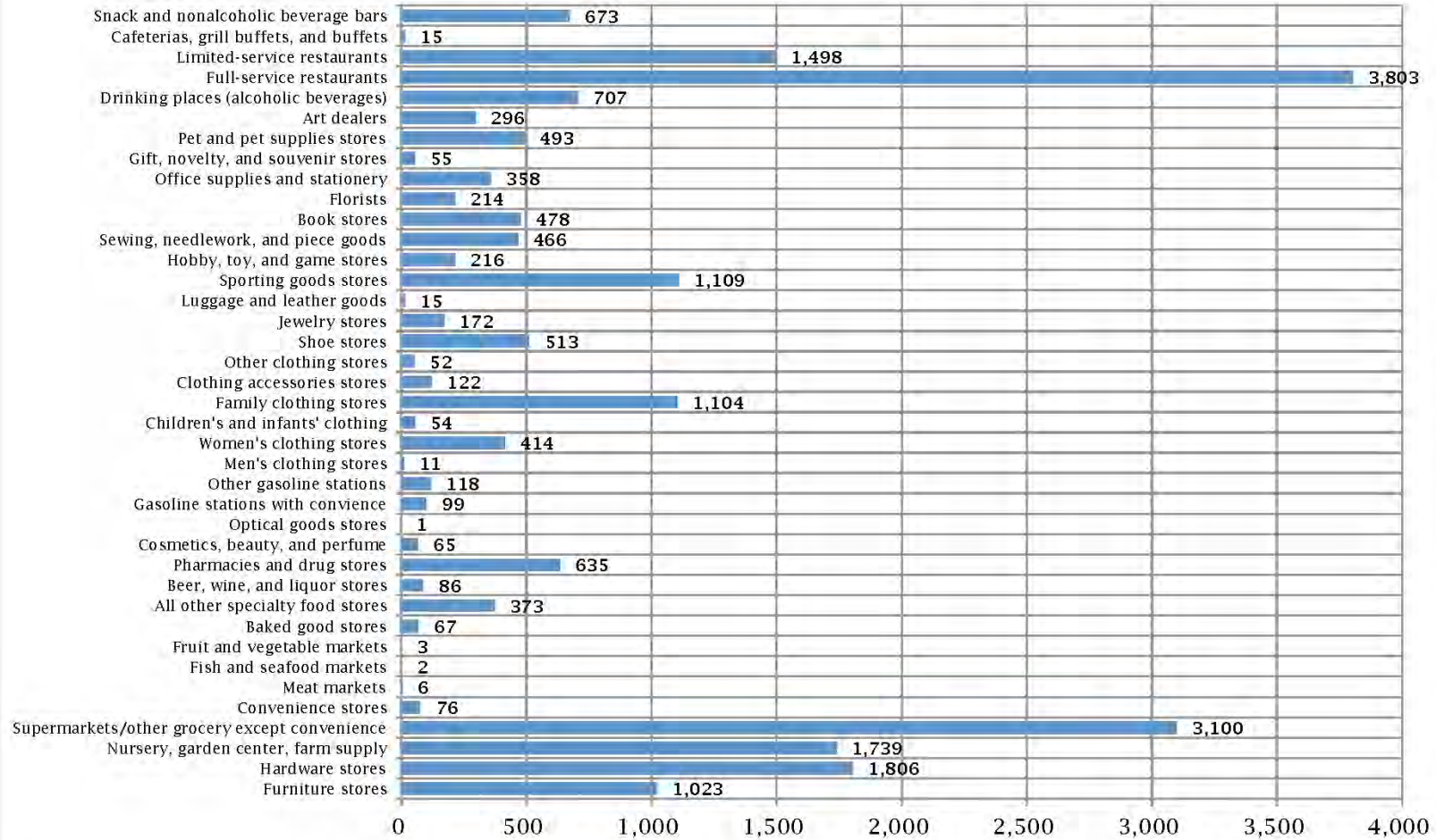
Alderwood Mall

## Retail square footage available South Whidbey 2010





## Additional sq footage generated South Whidbey 2035



WA DOR retail sales and ULI Dollars & Cents of Shopping Centers

- **Comparable goods stores** - (family and women's clothing, furniture, shoes, office supplies, sporting goods, books, sewing, and hobby) generate potential square footage now and through 2025. Except for a few stores in Langley, very little of this market has been recruited in South Whidbey for local consumer populations.
- **Specialty or destination goods stores** - (restaurants, drinking places, art) generate notable square footage potential for local consumers as well as visitors. Freeland and Langley have recruited a significant number of limited and full-service restaurants and drinking establishments oriented to local, commuter, and tourist consumers.
- **Clinton** - has recruited a number of auto service, sales, and repair, a limited menu restaurant, a convenience store, drinking establishment, and newly opened crafts store oriented primarily to local resident consumers. Depending on Clinton's development strategy, Clinton could recruit art and artist live/work, specialty sporting goods such as bike, hike, birdwatching, kayaking outfitting, specialty clothing, and specialty foods and beverages including brewery, wine tasting, and coffee houses.

However, Clinton will need to create a central place or focus that is walkable between stores and activities typical of Langley and Coupeville if it is to attract locals as well as passing by commuter and visitor consumers.

**Note** - the above comments assume existing stores have captured or serve the current market well with good products, service,

prices, displays, operating hours, invested ownership and management, and other features.

In actuality, retail businesses have a high turnover rate where these characteristics may not be well provided, market conditions and preferences change as due economic impacts on consumer behavior, and ownership and managements evolve. The sales and square footage estimates represent a benchmark to be maintained through the natural business evolutions that affect all retail centers.

**Also note** - the per capita sales averages for Bainbridge Island (Winslow) include sales to local residents as well as commuters and tourists. These averages should be typical of most Clinton sales to local residents, commuters, and tourists as well for most of the store lines indicated.

The projections do not include potential hotel, motel, bed-and-breakfast consumption nor sales related to weddings, corporate retreats, or conferences as these activities are very much site and place specific.

## 5. Clinton rural center development concepts

In order to effectively recruit new business activities, Clinton needs to create a central and engaging focus that can vitalize Clinton's business district opportunities. Clinton needs to:

- Calm and organize traffic on SR-525 particularly during ferry loading and unloading sequences such that local traffic can merge onto business district intersections.
- Complete a basic road grid that provides access across and between both sides of the highway.
- Define new infill development opportunities for potential mixed-use retail and housing projects.
- Resolve a method of providing sewer service to new development possibly using a community septic drain field.

The following concepts were created to realize these opportunities.

**Roundabouts** - are primarily intended to improve the merging of traffic from a number of streets under different traffic volumes and peak periods. They are more effective, and sometimes cheaper depending on land acquisition requirements, than installing traffic signals particularly those with variable phasing sequences. Roundabouts would also be more desirable for ferry loading and unloading purposes as they could merge local traffic and not interrupt ferry traffic flow.

In Clinton, the roundabouts would improve local traffic's ability to continue to merge onto the highway during ferry operations. Roundabouts also calm traffic though that is not their primary purpose and if implemented alone, will not achieve the calming and aesthetic ambience Clinton needs.

Depending on WSDOT study, it may be feasible and desirable to develop roundabouts at the intersections of Bob Galbreath Road and Wilson Place/Humphrey Road with SR-525 to merge traffic from Clinton and outlying areas in South Whidbey with ferry unloading and loading traffic.

**Street grids** - are designed to provide alternative traffic routes to major destinations in lieu of overloading a few principal collector roads. The street grid distributes traffic from multiple properties or from multiple side streets during heavy traffic periods thereby reducing the load and thereby congestion at a limited number of collector road intersections.

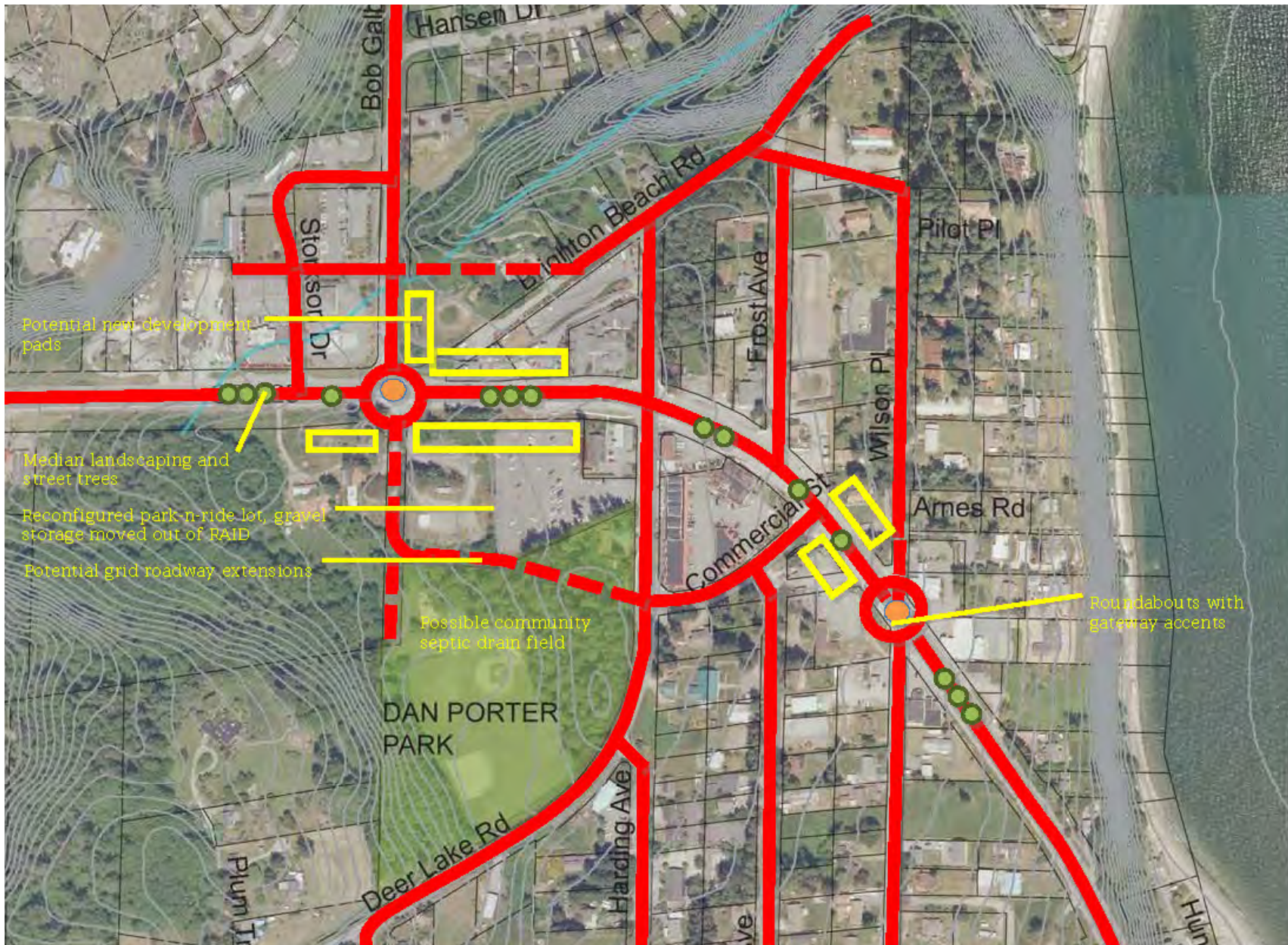
In Clinton, a local street grid could provide a parallel collection route to SR-525 on both sides of the highway to relieve congestion at the intersections of Bob Galbreath Road, Deer Lake Road, and Humphrey Road with SR-525.

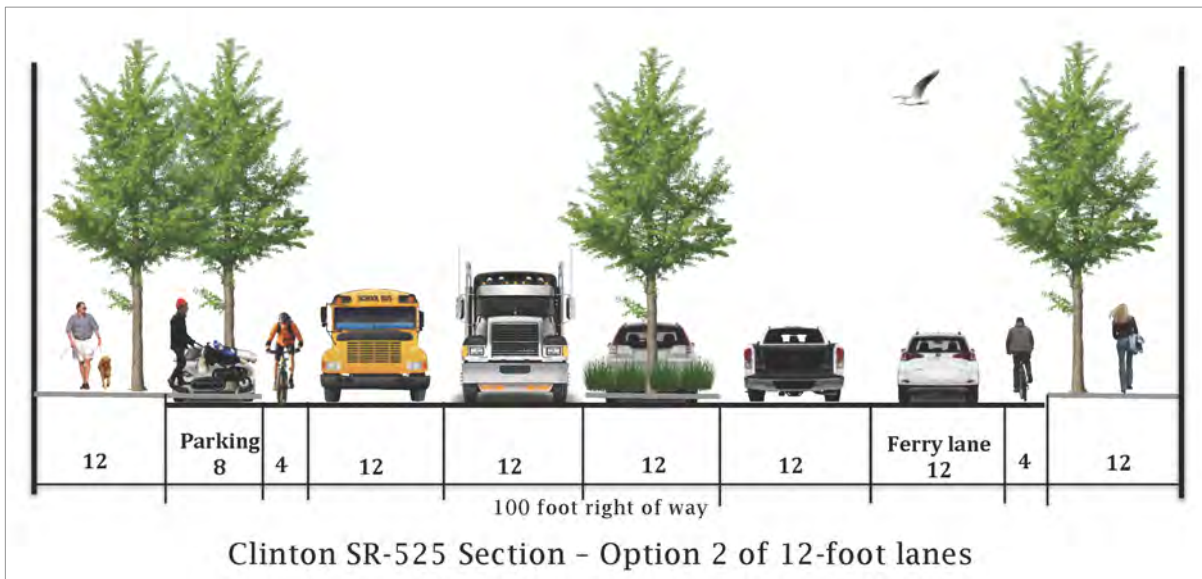
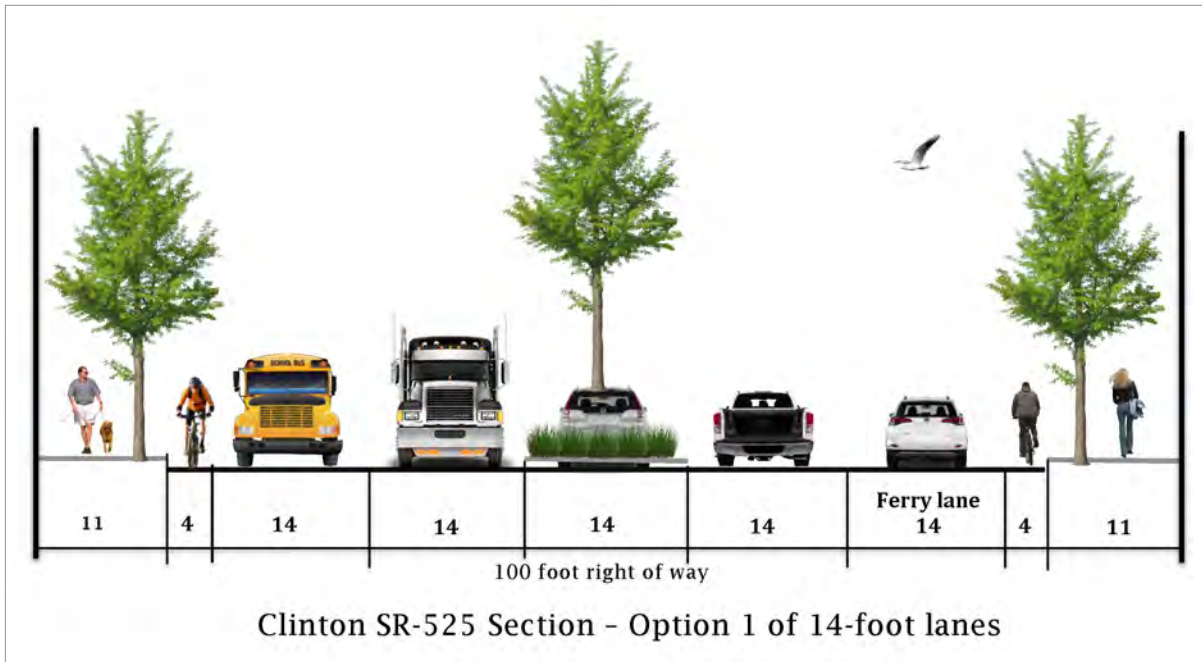
Brighton Beach Road could be extended west to connect with Bob Galbreath Road and then to the roundabout on SR-525 to relieve traffic at the SR-525 intersections with Deer Lake Road and Wilson Place/Humphrey Road. Bob Galbreath Road could be extended through the roundabout and then south of SR-525 to access Dan Porter Park and then east to connect with Commercial Street to provide an alternate route to reduce traffic at the SR-525 intersection with Deer Lake Road.

**Complete streets** - are principally intended to provide a balance between pedestrians, bicyclists, transit, and vehicles within the same traffic corridor. Traffic calming is accomplished by reducing the amount or configuration of pavement to include extension of pedestrian crosswalk curbs to the edge of the traffic lanes, planting trees in medians and sidewalks, designating and protecting bike lanes, and in Clinton to channel the ferry queuing lane.

The complete streets approach can be undertaken in Clinton with and without roundabouts and should be the approach undertaken in the "bike lanes" project designs and construction proposals even if or until WSDOT resolves whether roundabouts are desirable.









**Community drainfields** - are large on-site sewage systems (LOSS) designed to serve more than one house, business, or multiple users in areas where it would be impractical or infeasible to develop a wastewater treatment facility. The effluent is collected from each user's holding tank and pumped to a community drainfield site where it can be more effectively dispersed and treated than on a series of individual and often impermeable sites. Community drainfields are relatively inexpensive to develop and maintain compared to wastewater treatment plants or even a series of individual septic holding tanks or fields.

Community drainfield design and operation are subject to the approval of the Washington State Department of Health (DOH), typically owned and operated by an association of property owners, and financed with a local utility improvement district (ULID). ULID assessments may be based on the number of gallons of effluent the existing or proposed user generates per day based on the number of dwelling unit residents, business employees, or retail customers or by the allowable development capacity of the property.

In Clinton, a community drainfield could be developed in Dan Porter Park or the WSDOT materials storage lot along the south extension of Bob Galbreath Road to treat existing and potential new mixed-use development projects along SR-525 in the Clinton business district.

**Mixed-use village developments** - are designed to increase street level pedestrian activity with ground level retail stores or other people-oriented uses and business district populations with upper floor residences including workforce or affordable housing or empty nester households.

A continuous street front development increases pedestrian or shopper interest and activity that improves the marketability and thus retail sales and entertainment expenditures over that generated by scattered strip commercial developments.

A resident business district population provides a resident customer base and increases the "eyes on the street" that improves safety and security over that provided by commercial developments that are void of activity and residents after closing hours.

In Clinton, potential new mixed-use development pads could be provided along the frontage created by the realignment of South Wilson Place at the proposed roundabout and by the roundabout and extension of Bob Galbreath Road. The proposed new mixed-use developments would fill in the streetfront gaps along SR-525 in the business district and stimulate similar development in the remainder of the district.

**Economic development** - has become the primary driver of all state and federal grant programs - i.e., will the proposed project improve business opportunities, increase employment, provide work force housing, increase property investment and thus tax revenue?

In fact, this may be the primary or even only rationale for generating the project funds Clinton will need to implement roundabouts, complete streets, a community drainfield, and property packaging as well as all of the other marketing objectives outlined in the Clinton strategy.

**Funding justification** - as an unincorporated area in a rural county Clinton is not eligible for any state or federal grants. Clinton's principal hope may be to be funded through a legislative capital project by its elected representatives.

However, for Clinton to be effective in a request, it needs to develop a subarea plan with Island County that identifies these project particulars, provides an economic justification, and engages in an active lobbying effort that includes the active participation and visibility of Clinton's residents, property, and business owners.

## 6. Action plan

The following action tasks were identified from the results of the stakeholder workshops, market assessments, and economic strategies. While the proposed actions are comprehensive, **the action tasks are not inclusive of all possible actions** that may be undertaken to realize the market opportunities available to Clinton or the number of lead and participating parties that could be involved.

### Action 1: Implement ‘complete streets’

#### Strategic objective

Implement a ‘complete streets’ treatment of SR-525 through the Clinton Rural Area of Intense Development (RAID) including:

- **Complete design and engineering studies** - of the economic potential that can be created from a ‘complete streets’ traffic calming and pedestrian enhancement treatment of the Clinton business district.
- **Acquire right-of-way** - if necessary to resolve intersection treatments including the possibility of developing roundabouts.
- **Construct** - the necessary components of a ‘complete streets’ design including ferry queuing lanes, bike lanes, sidewalks, medians, pedestrian crossings, street trees, landscaping, and artworks.
- **Install ITS** - electronic information systems at the park-and-ride lot and along the ferry queuing lane to inform vehicles of ferry arrival times and loading limits.

#### Lead agent

Island County, WSDOT

#### Potential participants

Island Transit, Clinton residents, business, and property Owners

#### Funding sources

- **WSDOT Main Street Highways/Complete Streets** - WSDOT initiative to recognize where highways perform as local community main street districts that require different standards and operations, transferred to Transportation Improvement Board (TIB) who requires Island County adopt Complete Streets ordinance, and performance measures, grant program unfunded until 2016, then \$3,300,000 last year of 2015-2017 then increasing

thereafter.

- **Project development** - 30% of project costs for community design that includes public engagement.
- **Construction** - must be included in a community plan, must demonstrate ability to support ongoing operations and maintenance costs, pays for roundabouts, crossings and intersection treatments, signage, streetscape and gateways, sidewalks, road construction, lighting, ADA, bicycles, urban trails, bike parking and stations, traffic calming (medians, refuge islands, curb extensions), freight accommodations, transit accommodations (pullouts, pads, pedestrian access), public electric vehicle charging stations, frontage improvements within ROW, Information technology services (ITS).
- **Legislative Grant Program/Local Capital Projects** - acquire and/or construct capital projects inserted by Legislature, requires long-term lease or ownership of property, documented financial ability to complete project.

#### Project-specific performance measures

# Fewer vehicle and pedestrian accidents

# New customers in local stores

# New businesses

# New commercial and mixed-use developments

% Residents indicating approval of improvements

### Action 2: Implement electronic queuing

#### Strategic objective

Design and install an electronic signage and phone application system at the park-and-ride and along SR-525 queuing lane to inform vehicles, bicyclists, and pedestrians of ferry arrival times, loading limits, and the likelihood of being loaded on the out-bound ferry.

#### Lead agent

WSDOT

#### Potential participants

Island County, Island Transit, Clinton business and property owners

#### Funding sources

- **WSDOT Main Street Highways/Complete Streets** - see task 1

concerning ITS

- **WSDOT Consolidated Grants Program, Regional Mobility Grant Program** - improve public transportation including ITS, shelters, equipment that improves connectivity, increases capacity, enhances efficiency, 13 June submittal for 2017-2019 biennia inclusion.
- **US Highway Trust Fund Intelligent Transportation Systems (ITS) Integration** - 50% of IT funding and up to 80% of all federal funds, in rural areas may be used for instigating new IT systems
- **US Highway Trust Fund Intelligent Transportation Systems (ITS) Research And Development** - 80% of IT installation costs to (1) enhance mobility and productivity through improved traffic management, incident management, transit management, freight management, road weather management, toll collection, traveler information, or highway operations systems and remote sensing products; ((3) address traffic management, incident management, transit management, toll collection traveler information, or highway operations systems; or (7) facilitate the integration of intelligent infrastructure, vehicle, and control technologies.
- **US Highway Trust Fund Traffic Control Signalization Demonstration** - up to 100%, to demonstrate through the use of technology not in general use the increased capacity of existing highways, the conservation of fuel, the decrease in traffic congestion, the improvement in air and noise quality, and the furtherance of highway safety, giving preference to projects providing coordinated signalization of two or more intersections.
- **US Highway Trust Fund Traffic Operations Program To Increase Capacity And Safety (TOPICS) (inactive?)** - 70% of categorical funds for improvements on any public road which would ensure the efficient use of existing roadways on any of the Federal-aid systems through improved traffic flow, reduced vehicle congestion, or improved transit service were eligible as projects.

#### Project-specific performance measures

- # Fewer vehicle accidents related to speeding to ferry
- # Additional ferry commuter use of park-and-ride lot
- # Additional transit volumes from park-and-ride lot to ferry
- # Additional bicyclists and pedestrian ferry passengers
- # New customers in local stores from informed ferry riders

% Ferry riders indicating approval of improvements

% Residents indicating approval of improvements

### Action 3: Develop community drainfield

#### Strategic objective

Design and install a community drainfield under Dan Porter Park to serve and facilitate mixed-use development in the Clinton business district along SR-525 including new potential building pads at Commercial Street and Bob Galbreath Road by:

- **Complete design and engineering concepts** - and obtain approval from Washington State Department of Health (DOH) for a community drainfield to serve the Clinton business district.
- **Approve a Utility Local Improvement District (ULID)** - to finance construction and maintenance of the community drainfield based on a tiered system that accrues to the potentially benefiting developing properties.
- **Extend sewer lines** - from the community drainfield to the benefiting properties in the Clinton business district along SR-525 using public street rights-of-way or acquired easements.

#### Lead agent

WA DOH, Island County

#### Potential participants

Clinton business and property owners

#### Funding sources

- **DOC CDBG Planning Grants** - \$24,000 if part of a broader community development strategy.
- **CERB Planning Study** - \$50,000+25% match, must generate jobs, apply on-line 60 days before CERB meetings, 1 August 2016 submittal for 15 September Board meeting.
- **CDBG & WA DOC** - grants for wastewater infrastructure up to \$1,000,000 as part of broader community development strategy.
- **CERB Tier 1 rural county or rural community construction** - \$2,000,000 loan, \$300,000 grant or 50% of award, +50% match, must generate jobs, apply 45 days on-line before CERB meetings, 18 July submittal for 15 September Board meeting.
- **USDA Rural Development Program** - loans in rural areas for utilities, must benefit low and moderate-income, up to 40-year payback, rate depends on income status of area, apply year-round through Mount Vernon office.
- **Public Works Trust Fund Planning** - loans up to \$100,000 at 3% for 6 years for infrastructure planning, future uncertain due to

Legislature diverting monies typically submitted May of middle year 2 biennia for funding in summer of year 3.

- **Public Works Trust Fund Construction** - low interest construction loans for sewer projects, future uncertain due to Legislature diverting monies.
- **Utility Improvement District (UID)** - County imposes, with property owner concurrence, to pay annual amortized proportional assessment to cover community drainfield construction, operation, and maintenance costs.
- **LID Assessment Reimbursement Account (ARA)** - major property owner/developer can make payments on behalf of "underdeveloped" properties until such time as they are developed.
- **Latecomers Agreements** - recovery contracts or reimbursement agreements allow a property owner (or a municipal jurisdiction) who has installed utility improvements to recover costs from property owners who develop later and use improvements.

**Project-specific performance measures**

- # Fewer vehicle accidents related to speeding to ferry
- # Additional ferry commuter use of park-and-ride lot
- # Additional transit volumes from park-and-ride lot to ferry
- # Additional bicyclists and pedestrian ferry passengers
- # New customers in local stores from informed ferry riders
- % Ferry riders indicating approval of improvements
- % Residents indicating approval of improvements

**Action 4: Implement catalytic projects**

**Strategic objective**

Implement catalytic projects that will improve and enhance the Clinton business district by:

- **Reducing the park-and-ride lot frontage property on SR-525** - by 60 feet to allow development of mixed-use lower floor parking, ground floor retail, and upper floor residential projects.
- **Relocating the WSDOT storage yard** - west of Bob Galbreath Road and incorporating the property into the Clinton Rural Area of Intense Development (RAID) to facilitate development of mixed-use projects around the proposed roundabout.
- **Packaging interested private properties** - on SR-525 and Bob

Galbreath Road for mixed-use redevelopment projects.

- **Conducting design/develop competitions** - for the above properties with fixed purchase prices but subject to criteria based on design quality and economic benefit to the Clinton business district.

Lead agent	Potential participants
WSDOT, Private property owners	Island County, Island County Economic Development Council (EDC), South Whidbey Chamber of Commerce, Clinton Community Council, Clinton business District interests and residents

**Funding sources**

- **DOC CDBG Planning Grants** - \$24,000 if part of a broader community development strategy.
- **CERB Planning Study** - \$50,000+25% match, must generate jobs.

**Project-specific performance measures**

- # Acreage made available for redevelopment projects
- # Commercial and mixed-use developments realized
- # New business tenants installed in projects
- # New employees and business owners resulting
- # Affordable housing created by projects
- # New customers in tenant stores
- % Residents indicating approval of improvements

**Action 5: Recruit new businesses**

**Strategic objective**

Recruit new commercial, retail, and professional businesses in the Clinton business district by:

- **Assembling and maintaining a database** - of current available properties and storefronts for sale or lease within the Clinton business district.
- **Designing and maintaining a Internet outreach** - on the Clinton website of the available database as well as the results of this market study, proposed action plan development projects, and listed follow-up contacts.
- **Initiate outreach** - of target businesses and developers using Internet resources and invitations.

- **Conduct meet and greet sessions** – where interested business and developer recruits can tour sites and buildings, meet other Clinton business owners and community contacts, and Island County development department representatives.
- **Close the sale or lease** – based on the tasks above on a continuous basis to replenish vacancies, promote design/develop competitions, and position the revitalizing Clinton brand.

**Lead agent**

**Island County Economic Development Council (EDC), Clinton Chamber of Commerce, Private property owners**

**Potential participants**

Island County, Clinton Community Council, Clinton business district business owners and residents

**Funding sources**

- **DOC CDBG Planning Grants** - \$24,000 if part of a broader community development strategy.

**Project-specific performance measures**

- # Commercial and mixed-use developments realized
- # New business tenants installed
- # New employees and business owners resulting
- # New customers in tenant stores
- \$ Additional retail sales generated
- % Residents indicating approval of improvements

**Action 6: Develop rural center road grid**

**Strategic objective**

Develop a business district road grid that provides alternative parallel access to SR-525 to reduce demand and congestion on SR-525 intersections especially during ferry loading and unloading sequences by:

- **Extending Commercial Street** – west through Dan Porter Park to access Bob Galbreath Road and east to Commercial Street to provide an alternative route to reduce congestion on Deer Lake Road.
- **Extending Brighton Beach Road** – west to access Bob Galbreath Road to provide an alternative route to reduce congestion on SR-525 at the Deer Lake Road intersection.
- **Constructing roundabouts** – with SR-525 at Bob Galbreath Road and Wilson Road to merge traffic and improve access to SR-525 from Clinton and South Whidbey during ferry loading and

unloading sequences.

**Lead agent**

**Island County, WSDOT**

**Potential participants**

Clinton residents, business, and property owners

**Funding sources**

- **Motor Vehicle Excise Tax (MVET)** – licensing tax returned to local jurisdictions for roadway improvements.
- **Motor Vehicle Fuel Tax (MVFT)** – gas tax revenue returned to local jurisdictions for road construction.
- **Legislative Grant Program/Local Capital Projects** – acquire and/or construct capital projects inserted by Legislature, requires long-term lease or ownership of property, documented financial ability to complete project.

**Project-specific performance measures**

- # Fewer vehicle, bicycle, and pedestrian accidents
- % Improvement in level of service (LOS) at intersections
- % Commuters indicating approval of improvements
- % Residents indicating approval of improvements

**Action 7: Develop Clinton subarea plan**

**Strategic objective**

Develop a subarea plan for the Clinton Rural Area of Intense Development (RAID) with Clinton residents, property, and business owners to resolve the contents of actions 1-6 and update appropriate economics, land use, transportation, community facilities, utilities, capital facilities, and development regulations for the Clinton RAID utilizing the results of this market study.

**Lead agent**

**Island County**

**Potential participants**

Clinton residents, property, and business owners, Island Transit, WSDOT, Port of South Whidbey, Clinton Community Council, Island County Economic Development Council (EDC), South Whidbey Chamber of Commerce

**Funding sources**

- **DOC CDBG Planning Grants** - \$24,000 if part of a broader community development strategy.

**Project-specific performance measures**



# Affordable housing created by projects  
# Commercial and mixed-use developments realized  
# New business tenants installed  
# New employees and business owners resulting

# New customers in tenant stores  
\$ Additional retail sales generated  
% Residents indicating approval of subarea plan

## 7. Business recruitment program

The Port of South Whidbey, Island County, Island County Economic Development Council (EDC), Whidbey Island Chamber of Commerce, Clinton Community Council, and others must play an important role in organizing, facilitating, and supporting the following Clinton retail development strategy.

- **Define expectations** - create an environment for traffic, parking, streetscape, and other physical improvements as well as building, landscape, and sign design standards.
- **Involve property and business owners** - directly involve property and business owners in the recruitment process if the strategy is to be effective.
- **Identify, cultivate, and attract tenants** - by type and by name of the most strategic businesses.
- **Market Clinton** - renew leases from quality business operations that are already situated in Clinton as well as recruit new ones.
- **Expedite public approvals** - to make the approval process predictable and fast.

### Retail development action tasks

Successful retail recruitment is not easy and it is not a “part-time” job. The process involves identifying specific retail market niches; offering incentives and inducements for retail businesses to locate; having a thorough inventory of available spaces for rent or sale or development; and pursuing local business owners and entrepreneurs. The process involves the following tasks.

#### Strategy 1 - Define expectations

##### 1: Adopt the Clinton development concept

The development concept is an important statement of intent to potential business and property owners and an indicator of the type of development desired in the Clinton corridor.

##### 2: Adopt the Main Street 4-Point Approach

Adopt the National Trust for Historic Preservation’s Main Street 4-Point Program for 1) design, 2) economic restructuring, 3)



promotion, and 4) organization to ensure a balanced, comprehensive, and effective approach. The Port of South Whidbey should take the lead in marketing, organizing special events, and advocating on behalf of Clinton with Island County, Island County Economic Development Council, WSDOT, DOE, and other governmental entities.

##### 3: Confirm retail market demand

Recognize changes in the retail marketplace and continually update Clinton’s market strategy to reflect market realities. The retail business environment is changing faster and more dramatically than ever before. Shifts in the demographics of the marketplace, rapidly changing consumer preferences and buying patterns mean that businesses must be able to adapt quickly. The emergence and acceptance of new ways to shop and new types of stores creates a fiercely competitive, continually evolving business environment.

##### 4: Implement physical improvements

Upgrade the SR-525 corridor streetscape, landscaping, traffic, parking, and other physical improvements to improve the visual environment and demonstrate public commitment to the corridor.

##### 5: Market public property surplus to needs

Redevelop public property that is surplus or underutilized in mixed-use structures including ground floor retail and upper floor housing to increase the viability of the corridor and demonstrate Clinton’s commitment to success.

## **6: Develop incentives for property and business owners**

The Port of South Whidbey, Island County, Island County Economic Development Council (EDC), Clinton Chamber of Commerce, and the Clinton Community Council must become **de facto participants in the marketing process** and structure and offer, in cooperation with private banking and lending institutions, incentives to existing and new business recruits including:

- **Façade grant program** - providing mini or matching grant or no-interest loan programs of up to \$10,000 to help property owners improve building facades, install new signs, upgrade window displays, and other important enhancements. The façade grant program can place restrictions on the design and even the types of businesses that the grantee may pursue as tenants.
- **Loan programs** - create low interest loan pools to encourage retail business start-up costs, working capital, and physical renovations. Low interest revolving loan programs help reduce the risk potential business owners might incur as an inducement to locate in the Clinton corridor.

## **Strategy 2 - Involve property owners**

### **7: Identify building and property ownership and use information**

Maintain accurate and current property ownership and business information on a corridor mapping system. Utilize geographic information system (GIS) capabilities in the building and business inventory to:

- Retrieve information quickly,
- Visually search for buildings that meet certain criteria such as size, vacancy, and condition, and
- Visually analyze the relationships among the buildings and businesses.

Enlist property and business owner participation in retail recruitment programs to seek targeted tenants.

### **8: Create a property database**

Expand the database information to provide prospective retailers with current space availability information including;

- assessed values,
- taxes,
- last sale date and amount,
- availability for sale or rent,
- rental/lease terms
- total square footage condition,
- available utilities,
- parking access,
- building amenities,
- zoning class, and
- historic status and building condition.

## **Strategy 3 - Identify, cultivate, and attract tenants**

### **9: Develop and maintain a targeted retail business list**

Recruit the following types of retail business activities that meet Clinton's potential goals for corridor retailing (adding uses as experience and circumstances dictate):

- drugs
- hardware and garden
- jewelry and accessories
- specialty apparel - women's, children's, men's
- wine shops and breweries
- coffee and tea houses
- cafes and restaurants
- bakeries
- specialty foods
- kitchen accessories and utensils
- book stores - local and internet orders
- flower and gift shops
- pet supply and services
- wildlife - bird feeders, birding equipment, and related
- outdoor gear and sporting goods
- bicycle sales and repair
- antiques and collectables
- crafts and artwork studios - glass, wood, ceramics, etc.
- art galleries and studios
- photographers - cameras, printing, and digital cards
- lifestyle/fitness equipment and studios

- bed-and-breakfasts
- boutique lodges

### **10: Market target businesses**

Contact successful retailers in other communities of similar size and circumstance as potential recruits. Successful existing retailers in other locations may be interested in expanding or even relocating to new locations to take advantage of potential new markets - or, know of former employees, business partners, or other potential recruited individuals who would be interested in a start-up. Cold-call e-mail and direct mail collateral information including the following:

- Letter of introduction including compelling reasons why Clinton makes sense for their business
- General information and photos of the community highlighting assets
- Current market position and goal statements
- Wish list of new businesses supported by market demand and supply data
- New developments demonstrating public and private investment
- Information on past openings and closings of businesses
- Trade area geographic definition and demographic and lifestyle data
- Trade area economic data including actual and potential retail sales volumes by store line
- Non-resident consumer data (including daytime population and tourism visitation)
- Major employers and institutions
- Ferry, vehicle, transit, bicycle, and pedestrian traffic volume
- Mix of existing retail, service, dining, housing, office, and lodging in the market area
- Press coverage and testimonials highlighting success stories
- Promotional calendar
- Summary of public incentives and other business assistance available

Obtain potential retail leads from the following trade organizations:

- American Craft Council, [www.craftcouncil.org](http://www.craftcouncil.org)
- American Apparel and Footwear Association, [www.apparelandfootwear.org](http://www.apparelandfootwear.org)
- The Fashion Group International, [www.fgi.org](http://www.fgi.org)
- National Shoe Retailers Association, [www.nsra.org](http://www.nsra.org)
- National Specialty Toy Retailers Association, [www.astratoy.org](http://www.astratoy.org)
- [National Home Furnishings Association, www.nhfa.org](http://www.nhfa.org)
- National Retail Hardware association, [www.nrha.org](http://www.nrha.org)
- American Booksellers Association, [www.bookweb.org](http://www.bookweb.org)
- National Grocers Association, [www.nationalgrocers.org](http://www.nationalgrocers.org)
- Institute of Store Planners, [www.ispo.org](http://www.ispo.org)
- National Retail Federation, [www.nrf.com](http://www.nrf.com)
- National Sporting Goods Association, [www.nsga.org](http://www.nsga.org)
- Retail Industry Leaders Association, [www.retail-leaders.org](http://www.retail-leaders.org)
- National Restaurant Association, [www.restaurant.org](http://www.restaurant.org)
- Professional Association of Innkeepers International, [www.paii.org](http://www.paii.org)
- Outdoor Retailer, [www.outdoorretailer.com](http://www.outdoorretailer.com)
- National Bed and Breakfast Association, <http://www.abba.com/>

### **Strategy 4 - Market Clinton**

#### **11: Market on the internet**

Expand the Port, Island County, Island County Economic Development County, and Chamber of Commerce websites to include pages detailing information on retail stores and businesses, special events, available housing, property and businesses for sale or rent, and other information to residents, tourists, and potential business recruits. Use Facebook, Twitter, and other Google tools to provide pictures, dialogue, calendars, and news alerts. Good examples of local recruitment websites include:

The Centralia City Guide  
[www.centralia.com/](http://www.centralia.com/)  
 Downtown Kirkland Association  
[www.kirklanddowntown.org](http://www.kirklanddowntown.org)  
 Discover Snohomish

[www.shopsnohomish.com](http://www.shopsnohomish.com)

Downtown Olympia

[www.downtownolympia.com](http://www.downtownolympia.com)

Downtown Pasco

[www.pascofarmersmarket.org](http://www.pascofarmersmarket.org)

Downtown Yakima

[www.downtownyakima.com](http://www.downtownyakima.com)

Kingston, Washington

<http://www.kingstonwa.net/>

Winthrop, Washington

<http://www.winthropwashington.com/>

Sequim, Washington

<http://www.visitsunnysequim.com/>

Port Orchard, Washington

<http://www.portorchard.com/>

### **12: Identify and contact commercial property brokers and managers**

Identify and recruit commercial brokers who have successfully found local quality tenants similar to the target tenants in the recruitment list and who are willing to meet recruiting goals. Identify key commercial brokers with appropriate skills and contacts from;

- Articles in local newspapers
- Key real estate publications in the local area
- Articles in regional weekly, monthly or quarterly publications that focus on real estate
- Revitalization officials in other business district in the region
- Brokers who are listing similar spaces and/or have recruited similar tenants.

### **13: Market existing retail space**

Include Clinton's image or brand in the business recruitment packet in addition to the following general information placed in the websites:

- An overview that "sells the vision" of Clinton (vision, goals, action plan)

- Highlights of business and market research indicating the types of businesses needed, market potential, and competition
- Benefits of locating in Clinton for specific types of businesses
- Information about available commercial space (from realtors, property owners), loan pools, business assistance, and workforce training programs.

Utilize e-mail, direct mail, and ultimately cold calling by phone and in person to recruit potential target retail stores. Invite potential recruits to open houses or public events where they may tour the corridor, talk to retail and public representatives, tour prospective vacant storefronts and properties, and get a feel for the potential being marketed.

### **Strategy 5 - Expedite government approvals**

#### **14: Create a downtown development group**

Create a public/private working relationship with public regulatory agencies to provide the following:

- **Code assistance** - conduct "walk-throughs" with building code staff and property owners to identify issues and make recommendations. The effort will save time and money when renovations begin.
- **Commercial code enforcement** - require property owners to improve properties that are a threat to the public safety.
- **Design guidelines** - create design guidelines that mandate standards for renovations that lead to long-term improvement in appearance and preservation of key structures and places.
- **Expedite parking solutions** - providing provisions or allowances for on-street or off-site parking in lieu of restrictive on-site parking requirements, particularly when the objective is to provide a dense corridor with pedestrian-friendly ground floor retail stores and displays.

Create an inter-agency working group that can anticipate issues, solve problems in advance, and help create a "can do" attitude to foster private sector interest and development.



## Retail themes - prototypes

Recast the Clinton corridor to reflect evolving lifestyle trends and economic realities including:

- Multiple workers in the family with increased disposable income
- Expanded available leisure time
- Less time cooking at home and more in dining out
- Shopping as a tourism activity
- Expanding interest in educational opportunities
- Growing appreciation of locally produced goods and services
- Increased sensitivity to environmental issues

Clinton must adopt the following possible unique destination prototype theme concepts to be successful.

- **Lifestyle and wellness** - innovative businesses that respond to the busy life including health foods, delis, exercise clubs, outdoor equipment, and food preparation.
- **Community gathering place** - a “central place” and “sense of place” that make it uniquely suited for people to congregate for social or community purposes with cafes, coffee shops, and bakeries.
- **Local heritage and arts** - businesses that sell local and authentic products to celebrate the past such as wooden toys, local craft, or artworks.
- **Shopper entertainment, education, and learning** - businesses that provide leisure activities including brew pubs, ice creameries, theaters, street fairs, and theme days.
- **Neighborhood serving** - businesses that serve local community, surrounding neighborhood, and downtown residents such as grocery, pet supplies, clothing, and shoe stores.

The following are prototypical examples of each theme type along with a list of similar retails from Washington State that fit the theme.

## Lifestyle and wellness example - Earth Rider Bike Shop and Hotel

**Community profile** - the shop and hotel are located in Broadhead, Wisconsin with a population of 3,200 in the city and 14,000 within a 10-mile radius, in south central Wisconsin near the Illinois border.



Broadhead was incorporated in 1891 and downtown still maintains a large number of historic buildings. The city is located 2 hours from Chicago, 40 minutes from Madison, and 90 minutes from Milwaukee. The Sugar River State Trail serves Broadhead with 23 miles of

biking, hiking, cross country skiing and snowmobiling.

**Market niche** - business focuses on “enabling fitness, well-being, achievement, and quality of life through cycling.” The business provides bicycle sales, professional mechanical services, rentals, bike trip planning and tours, and an 8-unit boutique inn for visitors.

Earth Rider Bike Shop and Hotel provides these products and services with a philosophy that respects the environment, preserves community heritage, and encourages an active and fit lifestyle of customers.

**Market segments** - Earth Rider serves a range of customers from families to serious cyclists. Many are from Chicago where awareness of this Wisconsin experience (health and wellness, absence of stress) has spread among various bike clubs.

The business is now “Travel Green Wisconsin” certified - a voluntary program that reviews, certifies, and recognizes tourism businesses that have made a commitment to continuously improve their operations in order to reduce their environmental and social

impact. Their green attitude appeals to a large and growing base of consumers throughout the region who are interested in traveling and recreating, but want to minimize their environmental impact.

**Outdoor gear - 2,500 square feet**

**Mac-A-Bee Southwest Gifts, Cle Elum**

[macabees.net/gifts](http://macabees.net/gifts)

**Sport Townsend, Port Townsend**

[sporttownsend.com](http://sporttownsend.com)

**Crystal Seas Kayaking, Friday Harbor**

[crystlalseas.com](http://crystlalseas.com)

**Bicycle sales/repair - 1,250 square feet**

**Singletrack Cycles, North Bend**

[singletrackcycles.com](http://singletrackcycles.com)

**Winthrop Mountain Sports, Winthrop**

[winthropmountainsports.com](http://winthropmountainsports.com)

**Black Diamond Bike & Backcountry, Maple Valley**

[bdbikes.com](http://bdbikes.com)

**Orcas Mopeds, Orcas**

[orcasmopeds.com](http://orcasmopeds.com)

**Olympic Outdoor Center, Port Gamble**

[olympicoutdoorcenter.com](http://olympicoutdoorcenter.com)

**Specialty foods 2,500 square feet**

**Aldrich's Market, Port Townsend**

[aldrichs.com](http://aldrichs.com)

**Island Angle Chocolates, Langley**

[islandangelchocolates.com](http://islandangelchocolates.com)

**Star Grocery, Langley**

<http://www.starstorewhidbey.com/>

**Pioneer Coffee Roasting Co, Cle Elum**

[pioneercoffeeco.com](http://pioneercoffeeco.com)

**The Store in Anacortes, Anacortes**

[thestoreinanicortes.com](http://thestoreinanicortes.com)

**The Coffee Oasis, Port Orchard**

[thecoffeeoasis.com](http://thecoffeeoasis.com)

**Marti Chocolate Company, Coupeville**

[mariti.com](http://mariti.com)

**Basil Café, Bayview**

[basilcafewhidbey.com](http://basilcafewhidbey.com)

**Charmers Bistro, Freeland**

**The Knead and Feed, Coupeville**

[kneadandfeed.com](http://kneadandfeed.com)

**Katheryn Taylor Chocolates, Friday Harbor**

[kathryntaylorchocolates.com](http://kathryntaylorchocolates.com)

**Friday Harbor Ice Cream Co., Friday Harbor**

**Bed-and-Breakfast - 250 square feet per unit**

**Katie's Kottage, Port Townsend**

[katieskottage.info](http://katieskottage.info)

**Iron Horse Inn Bed & Breakfast, Cle Elum**

[ironhorseinnbb.com](http://ironhorseinnbb.com)

**Autumn Leaves Bed & Breakfast, Anacortes**

[autumn-leaves.com](http://autumn-leaves.com)

**Katie's Inn, LaConner**

[katiesinn.com](http://katiesinn.com)

**Guesthouse Log Cottages, Greenbank**

[guesthouselogcottages.com](http://guesthouselogcottages.com)

**Cottage on the Cove, Coupeville**

[cottageonthecove.com](http://cottageonthecove.com)

**Kristfields Bed and Breakfast, Freeland**

**Boutique hotels**

**Hotel Planter, LaConner**

[hotelplanter.com](http://hotelplanter.com)

**La Conner Channel Lodge, LaConner**

[laconnerlodging.com](http://laconnerlodging.com)

**Coupeville Waterfront Lodging, Coupeville**

[coupevillewaterfrontlodging.com](http://coupevillewaterfrontlodging.com)

**Outlook Inn and New Leaf Café on Orcas Island, East Sound**

[outlookinn.com](http://outlookinn.com)

**Inn At Vineyard Lane, Bainbridge Island**

[innatvineyardlane.com](http://innatvineyardlane.com)

**Community gathering place - Four Seas Ice Cream**

**Community profile** - the store is located in Centerville, a tourist community just west of Hyannis on Cape Cod. The area has retained much of its colonial charm, providing one of the most beautiful and historic stretches along Old King's Highway, Route 6A. In the summer, visitors flock to Craigville Beach, one of the most famous on the south shore of Cape Cod.

**Market niche** - Four Seas specializes in making gourmet ice cream in 30 unique flavors. Along with the classics, Four Seas also offers a



variety of eclectic flavors, including peach, cantaloupe and coconut.

Four Seas' longevity and its accommodation of customer interests have established it as the premier place to get ice cream

on the Cape. The innovative business has even gained recognition on the Food Network. Four Seas also sells sandwiches, ranging from lobster to chicken salad.

**Market segments** - national television recognition has brought people from all across the United States to Centerville as part of their Cape Cod experience for Four Seas' ice cream.

Nonetheless, Four Seas maintains a loyal local base, some of whom have been frequenting the business since the opening in 1934. Four Seas' works hard to get customer input on their product, which helps to build, and keep, local support.

**Bakeries/Coffee Shops - 2,500 square feet**

**Sweet Haven Baking Company, LaConner**

[laconnerchamber.com](http://laconnerchamber.com)

**La Vie En Rose Bakery, Anacortes**

[laviebakery.com](http://laviebakery.com)

**The Bean Café, Friday Harbor**

[thebeancafe.com](http://thebeancafe.com)

**Sweet Life Cakery, Kingston**

[sweetlifecakery.net/](http://sweetlifecakery.net/)

**Lake Chelan Artisan Bakery, Chelan**

[lakechelanbakery.com](http://lakechelanbakery.com)

**The Cup and Muffin, Kingston**

[cupandmuffin.com](http://cupandmuffin.com)

**Unique dining - 2,500 square feet**

**Calico Cupboard Café & Bakery, LaConner**

[calicocupboardcafe.com](http://calicocupboardcafe.com)

**El Gitano, LaConner**

[elgitano.com](http://elgitano.com)

**Water Street Brewing & Ale House, Port Townsend**

[waterstreetbrewing.com](http://waterstreetbrewing.com)

**Seed's Bistro & Bar, LaConner**

[seedsbistro.com](http://seedsbistro.com)

**Teddy Bears BBQ, Duvall**

[teddybearbbq.com](http://teddybearbbq.com)

**Moon Dogs Pub, Port Orchard**

[moondogstoo.com](http://moondogstoo.com)

**Port Gamble General Store and Café, Port Gamble**

[portgamblegeneralstore.com](http://portgamblegeneralstore.com)

**Diamond Knot Brewery & Alehouse, Mukilteo**

[diamondknot.com](http://diamondknot.com)

**Wine shop - 800 square feet**

**Hellams Vineyard, LaConner**

[hellamsvineyard.com](http://hellamsvineyard.com)

**Compass Wines, Anacortes**

[compasswines.com](http://compasswines.com)

**Blooms Winery, Bayview**

[bloomswinery.com](http://bloomswinery.com)

**Vail Wine and Tasting Room, Coupeville**

[vailwineshop.com](http://vailwineshop.com)

**Mike's Café & Wine Bar, Friday Harbor**

[mikescafeandwinebar.com](http://mikescafeandwinebar.com)

**Local heritage and arts - Wooden You Know Toys**

**Community profile** - the store is located in Maplewood, New Jersey with a population of 25,000 in the city and 1,629,000 within a 10-mile radius just 6 miles from Newark. In its early days, Maplewood became known for its orchards and related industries, including cider mills and distilleries of rum, but also honey and some livestock.



The Township of Maplewood has been investing in streetscape changes to develop a strong neighborhood-commercial area along Springfield Avenue. These physical improvements encourage pedestrian activity with special stamping and imprinting on

sidewalks, flower planters decorating the street corners, and a friendly commercial district with a variety of unique boutiques and cafés that bring both locals and new visitors to the community.

**Market niche** - Wooden You Know Toys is an independent, family-owned toy store selling games, puzzles, blocks, and trains to wooden toys, books, music, arts and crafts, and dolls. What makes the store different is that all the store's toys are geared toward open-ended and educational play and they do not carry many of the items that are marketed at large toy retailers.

Whenever possible, Wooden You Know Toys chooses European manufactured products because of the higher safety standards imposed and the quality of product. They also seek out small, independent US manufacturers and support those that use renewable resources and promote fair trade. This dedication to educational play has allowed Wooden You Know to co-exist with a nearby toy retailer and has created a niche for Wooden You Know Toys in the community.

**Market segment** - the age of children that the toys at Wooden You Know Toys are made for range from infants to 10 years old. The typical customer is a parent or grandparent of a young child who is committed to giving their child an educational playtime. Almost all of the business done by Wooden You Know Toys is local. Shoppers are usually from Maplewood or other surrounding communities.

**Art galleries, studios - 600 square feet**

**Belltower Art, Port Townsend**

[belltowerart.com](http://belltowerart.com)

**Forest Gems, Inc, Port Townsend**

[forestgemsgallery.com](http://forestgemsgallery.com)

**Courtyard Gallery, LaConner**

[aclassactgallery.com](http://aclassactgallery.com)

**Two Moons, LaConner**

[twomoonsgallery.com](http://twomoonsgallery.com)

**The Paint Escape, Freeland**

[thepaintescape.com](http://thepaintescape.com)

**Harbor Gift & Art Gallery, Coupeville**

**Monograin Glass Studio Inc., Mukilteo**

[mongrainglass.com](http://mongrainglass.com)

**Shopper entertainment, education, learning - Stumbeano's Coffee Company**

**Community profile** - the store is located in Fergus Falls, Minnesota with a population of 13,471 in city and 20,297 within a 10-mile radius in west central Minnesota, approximately 175 miles northwest of the Twin Cities. The community is surrounded by Minnesota lake country with around 1,000 lakes in the county.



The city's slogan of "Find Us, Lose Yourself" alludes to the plentiful recreational options among the natural amenities within close proximity. The city of Fergus Falls is home to Minnesota State Community & Tech College as well as

several health care facilities such as Lake Region Healthcare Corporation, the Fergus Falls Regional Treatment Center and the Fergus Falls Medical group.

**Market niche** - Stumbeano's Coffee Company is an independent coffee-roasting business located within The Market on Union Avenue. Selling specialty-grade, freshly roasted coffees from unique parts of the world is seen as a culinary good at Stumbeano's, marketing coffee in the same manner as wine.

Moreover, Stumbeano's believes in connecting the coffee grower with the coffee drinker- the mountain with the mug. The emphasis on this connection is Stumbeano's niche, priding itself on educating their customer to identify where coffee comes from as well as the differences in flavor that results from the various regions.

The store labels each of the coffee bags, explaining each coffee's growing region- oftentimes noting the farmer who produced it- and a description of specific flavors, color and aroma distinct to that type. It is Stumbeano's hope that the coffee knowledge gained will translate into "quality without exception" for every coffee drinker.

**Market segment** - Stumbeano's Coffee Company typically serves about a 50-mile radius of Fergus Falls to ensure quality and freshness of the products. Typical customers range from 18 to 34 and 50 years old and older.

**Kitchen accessories - 800 square feet**

**Olive Shoppe/Ginger Grater, LaConner**  
[oliveshoppe.com](http://oliveshoppe.com)

**Aspen Grove Home & Gift, Winthrop**  
[aspengrovetgifts.com](http://aspengrovetgifts.com)

**Epicure, Anacortes**  
[epicureinanicortes.com](http://epicureinanicortes.com)

**Culinary Apple, Chelan**  
[culinaryapple.com](http://culinaryapple.com)

**Quilting, fabrics, yarns - 800 square feet**

**Quilter's Garden, Duvall**  
[duvallquiltshop.com](http://duvallquiltshop.com)

**Tangled Threads Quilt Shop, Lynden**  
[tangledthreadsqilts.com](http://tangledthreadsqilts.com)

**Wild & Wooly, Poulsbo**

[wildandwooly.com](http://wildandwooly.com)

**Ana-Cross Stitch, Anacortes**  
[anacrossstitch.com](http://anacrossstitch.com)

**Island Fabric and Sewing Center, Freeland**  
[islandfabricandsewingcenter.com](http://islandfabricandsewingcenter.com)

**Fabric Chicks, Coupeville**  
[fabricchicks.com](http://fabricchicks.com)

**The Artful Ewe, Port Gamble**  
[theartfulewe.com](http://theartfulewe.com)

**Book stores - 1,250 square feet**

**Duvall Books, Duvall**  
[duvallbooks.com](http://duvallbooks.com)

**Main Street Books, Monroe**  
[mainstreetbooksmonroe.com](http://mainstreetbooksmonroe.com)

**Baker Street Books, Black Diamond**  
[bakerstreetbooks.net](http://bakerstreetbooks.net)

**Lovers Book Exchange, Freeland**

**Griffin Bay Bookstore, Friday Harbor**  
[griffinbaybook.com](http://griffinbaybook.com)

**Darvill's Book Store, East Sound**

**Wild bird seed - 800 square feet**

**Whidbey Wild Birds Unlimited, Oak Harbor**  
[betterbirdwatching.com](http://betterbirdwatching.com)

**Photography - 400 square feet**

**Dream City Photography, Port Townsend**  
[dreamcityphotography.com](http://dreamcityphotography.com)

**Suzanne Fogarty Photography, LaConner**  
[suzannefogarty.com](http://suzannefogarty.com)

**Almost Candid Photo Frame and Gallery, Kingston**  
[almostcandid.net](http://almostcandid.net)

**Neighborhood serving - Walkers Variety**

**Community profile** - the store is located in Holden, Missouri with a population of 2,510 in city and 8,546 within a 10 mile radius just over 50 miles southwest of Kansas City. Holden has experienced consistent growth in recent years, yet still maintains the attraction of a small town atmosphere.





The tree-lined downtown is a hub for activities, including the annual Holden Fall Fiesta, a festival in late September filled with entertainment, vendors, and a variety of games and rides to attract visitors and residents to downtown.

**Market niche** - with modern amenities and an old time feel, Walker's Variety is a full line variety store, modeled after the traditional five-and-dime stores, located in the heart of Holden, Missouri selling everything from electronics to fabric, housewares to pet supplies, small appliances to school and office supplies, and even a huge toy department filled with all types of toys not found in the major department stores, Walker's Variety is a one-stop shop where customers are often amazed at how many different products a small downtown store can offer.

Moreover, customers can find an alternative shopping option at Walkers, where - above and beyond the wide selection of products - wood floors and friendly, familiar faces provide them a comfortable, pleasant shopping experience.

**Market segment** - Walker's Variety appeals to a wide variety of customers with products for all age groups. The products often appeal to younger age groups and the reasonable prices are a draw for any range of income. Families are often shopping at Walker's Variety, especially since they are able to purchase a bit of something for everyone.

**Specialty stores - 1,250 square feet**

**Step Outside, LaConner**

[nsidelaconner.com](http://nsidelaconner.com)

**Indigo Plum, Poulsbo**

[poulsbochamber.com](http://poulsbochamber.com)

**Organic Matters, LaConner**

[organic-matters.com](http://organic-matters.com)

**Lavender Wind, Coupeville**

[avenderwind.com](http://avenderwind.com)

**Office services - 1,250 square feet**

**Ruby's Printing, Scrapbooking & Things LLC, Cle Elum**

[rubystore.com](http://rubystore.com)

**Regal Office Supply, Lynden**

[regalofficesupply.com](http://regalofficesupply.com)

**Tillinghast Postal, LaConner**

**Flower and gift - 800 square feet**

**Whidbey Island Soap Company, Langley**

[whidbeyislandsoap.com](http://whidbeyislandsoap.com)

**Cle Elum Floral/Roslyn Floral, Cle Elum**

[cleelumfloral.com](http://cleelumfloral.com)

**Flowers by the Bay, Freeland**

[eddysonwhidbeyisland.com](http://eddysonwhidbeyisland.com)

**Jewelry - 1,000 square feet**

**Wayward Son, Langley**

**Sachi Fine Jewelry, Snohomish**

[sachijewelry.com](http://sachijewelry.com)

**Linds on Beautiful Whidbey Island, Freeland**

[lindsjewelry.com](http://lindsjewelry.com)

**Women's apparel - 1,250 square feet**

**Bickies Cotton Casuals, LaConner**

[bickies.com](http://bickies.com)

**Cottons, LaConner**

[cottonslaconner.com](http://cottonslaconner.com)

**Janet's Clothing & Embellishments, LaConner**

[skagitriverboutique.com](http://skagitriverboutique.com)

**Eddy's on Whidbey Island, Freeland**

[eddysonwhidbeyisland.com](http://eddysonwhidbeyisland.com)

**Cotton Cotton Cotton, Friday Harbor**

[cottoncottoncotton.com](http://cottoncottoncotton.com)

**Children apparel - 1,250 square feet**

**Possum's Boutique, LaConner**

[poulsbochamber.com](http://poulsbochamber.com)

**Shoes - 1,250 square feet**

**Step Outside, LaConner**

[nsidelaconner.com](http://nsidelaconner.com)

**Indigo Plum, Poulsbo**

[poulsbochamber.com](http://poulsbochamber.com)

**Pets - 3,000 square feet**

**MudBay, Olympia**

[mudbay.us](http://mudbay.us)

**Healty Pet, Freeland**

**Pawki's For Pets, East Sound**

[pawkis.com](http://pawkis.com)

**Exercise/workout - 1,250 square feet**

**Anytime Fitness, Cle Elum**

[anytimefitness.com](http://anytimefitness.com)

**The Yoga Garden, Duvall**

[oveyogagarden.com](http://oveyogagarden.com)

**Core Kinetics Pilates, Anacortes**

[corekineticsbellingham.com](http://corekineticsbellingham.com)