About the Metropolitan Center for Applied Research and Extension

The Metropolitan Center connects decision makers with the expertise of Washington State University to produce practical solutions to the challenges of growth. Using a client-centered and project-based approach, we help Washington’s metropolitan communities respond to emerging needs and build capacity to create vibrant economies, healthy neighborhoods and sustainable environments for the future.

About the Division of Governmental Studies and Services

The Division of Governmental Studies and Services has served as a link between Washington State University resources and the population of the Pacific Northwest for over 50 years. We serve WSU’s land grant mission through applied social science research, program evaluation, technical assistance and training, which provides University resources for public benefit. We have extensive experience in program evaluation, survey research, data analysis and community engagement.
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## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contents</td>
<td>i</td>
</tr>
<tr>
<td>Figures</td>
<td>ii</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>iii</td>
</tr>
<tr>
<td>Background</td>
<td>1</td>
</tr>
<tr>
<td>Methods</td>
<td>1</td>
</tr>
<tr>
<td>Results</td>
<td>3</td>
</tr>
<tr>
<td>Descriptive Analysis</td>
<td>3</td>
</tr>
<tr>
<td>General Opinions</td>
<td>4</td>
</tr>
<tr>
<td>Quality of Services in Stanwood</td>
<td>6</td>
</tr>
<tr>
<td>Transportation in Stanwood</td>
<td>9</td>
</tr>
<tr>
<td>Stanwood Community Civic Campus</td>
<td>11</td>
</tr>
<tr>
<td>Parks and Recreation</td>
<td>12</td>
</tr>
<tr>
<td>Hotels and Lodging</td>
<td>19</td>
</tr>
<tr>
<td>Local Economy</td>
<td>20</td>
</tr>
<tr>
<td>Stanwood Community Priorities</td>
<td>24</td>
</tr>
<tr>
<td>General Comments</td>
<td>26</td>
</tr>
<tr>
<td>Conclusions and Take-aways</td>
<td>27</td>
</tr>
<tr>
<td>Recommendations</td>
<td>29</td>
</tr>
<tr>
<td>Appendix A: Stanwood Survey</td>
<td>31</td>
</tr>
<tr>
<td>Appendix B: Camano Island and Unincorporated Stanwood Survey</td>
<td>41</td>
</tr>
<tr>
<td>Appendix C: Demographics Graphs</td>
<td>47</td>
</tr>
</tbody>
</table>

*DECEMBER 2019*
Figures
Figure 1. General opinions of Stanwood city government by survey ................................................................. 4
Figure 2. Activities in the last 12 months by survey ......................................................................................... 5
Figure 3. Quality of public safety services by survey ....................................................................................... 6
Figure 4. Satisfaction with services by survey (1/2) .......................................................................................... 7
Figure 5. Satisfaction with services by survey (2/2) ....................................................................................... 8
Figure 6. Transportation Benefit District (TBD) opinions by survey .............................................................. 9
Figure 7. Level of satisfaction with changes made to city streets by survey .................................................. 10
Figure 8. Civic Campus by survey .................................................................................................................. 11
Figure 9. Parks visited in the past 12 months by survey .................................................................................. 12
Figure 10. Physical condition of Stanwood parks by survey ............................................................................ 13
Figure 11. Visited city websites by survey ....................................................................................................... 14
Figure 12. Why accessed Discover Stanwood Camano website by survey ...................................................... 14
Figure 13. Why accessed City of Stanwood website by survey ........................................................................ 15
Figure 14. Level of priority of Parks and Recreation services and facilities by survey (1/3) ......................... 16
Figure 15. Level of priority of Parks and Recreation services and facilities by survey (2/3) ......................... 17
Figure 16. Level of priority of Parks and Recreation services and facilities by survey (3/3) ......................... 18
Figure 17. Opinions on hotel and lodging by survey ....................................................................................... 19
Figure 18. Opinions on Stanwood local business by survey ............................................................................. 20
Figure 19. Opinions on local business recruitment by survey (1/2) ................................................................. 21
Figure 20. Opinions on local business recruitment by survey (2/2) ................................................................. 22
Figure 21 Opinions on community priorities. .................................................................................................... 24
Figure 22. Areas of importance over the next two to five years. ..................................................................... 25
Figure C1. Gender of respondents .................................................................................................................. 47
Figure C2. Age of respondents ....................................................................................................................... 47
Figure C3. Race/ethnicity of respondents ........................................................................................................ 48
Figure C4. Education level of respondents ..................................................................................................... 48
Figure C5. Income of respondents .................................................................................................................. 49
Figure C6. House status of respondents ......................................................................................................... 49
Figure C7. Housing type of respondents .......................................................................................................... 50
Figure C8. Household size of respondents ..................................................................................................... 50
Executive Summary
The City of Stanwood (City) contracted with Washington State University’s (WSU) Metropolitan Center for Applied Research and Extension, and the Division of Governmental Studies and Services, to develop and implement three online surveys to support the City’s strategic planning efforts: 1) a random household survey of Stanwood residents, 2) a non-random survey of Stanwood residents, and 3) a non-random survey of Camano Island and Unincorporated Stanwood residents. WSU developed the surveys and areas of inquiry in partnership with the City to ensure information collected would be useful for future planning and assessment. The Stanwood random household survey was administered from August 2019 to October 2019, and respondents received up to three postcards to participate in the survey. The non-random surveys were distributed between August and October of 2019, with City representatives distributing the survey links via various outlets, including social media, websites, newspapers, and community events.

The three online surveys resulted in 688 total survey responses. The Stanwood random survey had 172 total respondents, the Stanwood non-random survey had 216, and the Camano Island and Unincorporated Stanwood survey had 300 total respondents. The Stanwood random survey was conducted with the goal of generalizing to the Stanwood population with 95% level of confidence and 5% margin of error. To do so, random sampling techniques must be used and a sufficient number of responses must be received. Unfortunately, the 172 total respondents to the Stanwood random survey were too few to allow for generalization of results to the whole population. The Stanwood and Camano Island non-random surveys used sampling techniques that do not allow for generalization to the Stanwood population. Thus, any generalization of these results to the entire Stanwood community should be done with caution. Although that is the case, it is worth noting that analysis across the three surveys indicates some homogeneity of opinion among respondents.

The Stanwood surveys were designed to ascertain opinions of various services provided by the City, and community priorities over the next two to five years in areas such as hotel and lodging needs, parks and recreation and the local economy. The Camano Island and Unincorporated Stanwood survey was a shorter survey examining opinions on parks and recreation priorities, hotel and lodging needs, and local economic needs of these residents.

Key Observations
Satisfaction with Services:
• Respondents reported a high-level of satisfaction with services provided by the City of Stanwood except for land use planning and zoning; nearly half of respondents to the Stanwood surveys (48.33%) reported some level of dissatisfaction with these services.

Hotels and Lodging:
• A majority of respondents indicated that there are not enough hotels and lodging in Stanwood.
• When asked about which businesses to recruit, hotels and lodging was the highest priority across all respondents.
• Increasing the number of hotels and lodging were also ranked as one of the top five community priorities over the next two to five years.

Transportation:
• Survey findings may suggest that respondents have limited knowledge of the activities of the Transportation Benefit District (TBD) and the transportation projects it funds. While nearly half
of respondents (43.12%) were satisfied with changes to city streets since 2013, the highest percentage of respondents indicated they neither agree nor disagree for most TBD-related questions.

- Improving streets and traffic flow was ranked as a top community priority by over two-thirds of Stanwood respondents.

**The Civic Campus:**
- The majority of respondents support the Civic Campus, but a majority also do not support higher taxes to help fund its development.

**Parks and Recreation:**
- The highest priorities for parks and recreation facilities and services, as indicated by percentage of respondents selecting either very high priority or high priority, were developing more waterfront parks, improving existing waterfront parks, improving existing trails, and developing more hiking and biking trails.
- Improving existing parks and amenities was ranked as one of the top five community priorities over the next two to five years by most respondents.

**Local Economy:**
- A majority of respondents indicated that the City does not do a good job of retaining existing business or recruiting new businesses.
- A majority of respondents also indicated that Stanwood does not have a vibrant downtown/commercial area.
- With regard to businesses for the City to recruit, among all respondents, hotels and lodging were rated the highest, followed by full-service restaurants and outdoor recreation-oriented businesses.

**Stanwood Community Priorities:**
- Respondents to the two Stanwood resident surveys indicated that the important areas on which to focus over the next two to five years are promoting public safety, protecting the environment, promoting economic growth, improving existing parks and amenities.
- When asked to rank the top five community priorities over the next two to five years, improved streets and traffic flow are the top ranked priorities, followed by improving existing parks and amenities, more police officers, more hotels and lodging, and more recreation programming.
Background
The City of Stanwood (City) contracted with the Washington State University’s (WSU) Metropolitan Center for Applied Research and Extension, and the Division of Governmental Studies and Services, to develop and implement three online surveys to support the City’s strategic planning efforts: 1) a random household survey of Stanwood residents, 2) a non-random survey of Stanwood residents, and 3) a non-random survey of Camano Island and Unincorporated Stanwood residents. WSU developed the surveys and areas of inquiry in partnership with the City to ensure information collected would be useful for future planning and assessment. The Stanwood random household survey was administered from August 2019 to October 2019, and respondents received up to three postcards to participate in the survey. The non-random surveys were distributed between August and October of 2019, with City representatives distributing the survey links via various outlets, including social media, websites, newspapers, and community events.

Throughout this document we will use the word ‘City’ to refer to Stanwood city government and city-related institutions or agencies. We will use the word ‘Stanwood’ when we refer to a physical location.

Methods
To better understand perceptions of services provided by the City and priority projects and issues over the next two to five years, three online surveys were conducted using Qualtrics software. Surveys were developed in cooperation with the City. Both probability and non-probability sampling techniques were utilized in an attempt to ensure that a range of Stanwood residents participated, and to garner as many resident opinions on these important topics as possible. More information on each of the techniques is presented below.

**Probability sampling—Random Survey of Stanwood Households**
Random sampling of a population is used in survey design to attempt to make results generalizable to the overall population. The generalizability of results is based on several factors, but an important component of generalization is the size of the sample collected. If not enough responses are received caution is advised in generalizing the results from the sample to the entire population.

Surveys were sent to a random sample of households located within Stanwood city limits. The City provided a list of 2,681 mailing addresses; 1,500 households were randomly sampled from this list. The 1,500 selected households received up to three postcard invitations to complete the survey beginning in August of 2019. Of these 1,500 households, WSU received 183 non-deliverable notices due to no one living at the address. A total of 172 households completed the random household survey for a total response rate of 12.4%\(^1\). Despite multiple attempts to advertise the survey in a variety of forums, we were unable to achieve a total number of responses to allow generalization within acceptable confidence intervals and margin of error. Generalization of results with an acceptable level of confidence would require 337 total responses. Therefore, results should be interpreted with caution and generalization to the entire population of Stanwood is limited.

\(^{1}\) When conducting the survey, we identified two issues some respondents experienced: (1) a non-working survey link and (2) no computer. For the first issue, we tested the links from several devices and could not replicate the issue. This issue may have been caused by the survey link being typed incorrectly or could be linked to a specific browser or type of device. In these cases, when contacted, we sent the survey link to respondents via email. For the second issue, we sent a hard copy of the survey via U.S. mail. While few respondents contacted us with these issues, it is likely that more respondents experienced these issues thus reducing response rates.
Non-probability sampling—Non-random survey of Stanwood residents, and a non-random survey of Camano Island and Unincorporated Stanwood residents

Non-probability sampling, which encompasses several non-random sampling techniques, can be used to maximize responses to a survey by making access to the survey available to any potential respondents in a variety of forums. While the use of these techniques can increase the number of responses, non-random sampling does not allow us to generalize to the population within specific parameters (levels of confidence and margins of error). Random sampling techniques, by contrast, help ensure that the sample collected is reflective of the population for generalization. The surveys using non-probability techniques, while they provide important information for the City, should be treated with caution because some groups may be over represented while others under represented.

The City distributed links for the two non-probability surveys using social media, local news media and community events from August 2019 to October 2019. A total of 216 individuals completed the non-random Stanwood resident survey, and 300 individuals completed the Camano Island and Unincorporated Stanwood resident survey.
Results

Descriptive Analysis

Analysis of all surveys revealed that the majority of respondents are female (65.58%), a majority are Caucasian (91.6%) and non-Hispanic (96.8%). A larger percentage of respondents were 60 to 69 years of age (23.17%), had an Associate Degree (33.87%), and lived in Stanwood (or the Stanwood area for Camano Island and Unincorporated respondents) for more than 15 years (38.51%). When compared to Census estimates for Stanwood, these statistics suggest that our sample is unrepresentative of the Stanwood population in terms of age, education, and sex, as a higher proportion of our respondents are older, female, and have higher levels of education than the general population. This means that generalization to the Stanwood population and surrounding areas should be done with caution. Descriptive statistics across all surveys are in Table 1 below.

Table 1: Descriptive statistics of respondents for all surveys

<table>
<thead>
<tr>
<th></th>
<th>All Surveys</th>
<th>Random Stanwood</th>
<th>Non-Random Stanwood</th>
<th>Camano Island and Unincorporated Stanwood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Female (65.58%)</td>
<td>Male (49.4%)</td>
<td>Female (68.06%)</td>
<td>50.2% (Male)</td>
</tr>
<tr>
<td>Race and Ethnicity</td>
<td>Caucasian or White (91.6%)</td>
<td>Caucasian or White (91.3%)</td>
<td>Caucasian or White (91.5%)</td>
<td>Caucasian or White (91.5%)</td>
</tr>
<tr>
<td></td>
<td>96.8% Non-Hispanic</td>
<td>97.6% Non-Hispanic</td>
<td>98.1% Non-Hispanic</td>
<td>97.7% Non-Hispanic</td>
</tr>
<tr>
<td>Age</td>
<td>60-69 years (23.17%)</td>
<td>60-69 years (25.88%)</td>
<td>30-39 years (28.37%)</td>
<td>60-69 years (27.95%)</td>
</tr>
<tr>
<td>Education</td>
<td>Associate Degree/Trade School (33.87%)</td>
<td>Bachelor’s Degree (24.71%)</td>
<td>Associate Degree/Trade School (24.71%)</td>
<td>Associate degree/Trade School (31.76%)</td>
</tr>
<tr>
<td></td>
<td>Bachelor’s Degree (24.71%)</td>
<td>Graduate Degree (24.71%)</td>
<td>Bachelor’s Degree (37.09%)</td>
<td>Bachelor’s Degree (31.76%)</td>
</tr>
<tr>
<td>Income</td>
<td>$100,000 or more (45.69%)</td>
<td>$100,000 or more (46.79%)</td>
<td>$100,000 or more (44.12%)</td>
<td>$100,000 or more (46.24%)</td>
</tr>
<tr>
<td>Homeowner or Renter</td>
<td>Homeowner (89.43%)</td>
<td>Homeowner (92.35%)</td>
<td>Homeowner (83.26%)</td>
<td>Homeowner (92.23%)</td>
</tr>
<tr>
<td># in Household</td>
<td>2 (42.64%)</td>
<td>2 (43.53%)</td>
<td>4 (26.76%)</td>
<td>2 (54.48%)</td>
</tr>
<tr>
<td>How long lived in Stanwood (Area for Camano Island/Unincorporated)</td>
<td>More than 15 years (38.51%)</td>
<td>More than 15 years (40.70%)</td>
<td>More than 15 years (34.91%)</td>
<td>More than 15 years (39.40%)</td>
</tr>
<tr>
<td>Total Responses</td>
<td>688</td>
<td>172</td>
<td>216</td>
<td>300</td>
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</table>
General Opinions
Respondents to the Stanwood random and Stanwood non-random surveys were asked for their general opinions of Stanwood city government and whether they had engaged in activities, such as reporting a crime or attending a community event, in the last 12 months (Figure 1). The majority of respondents across both surveys strongly agreed or agreed to the following statement: *I am generally interested in what goes on in Stanwood City Government* (82.6%, 324). Respondents agreed less overall on the other statements with the most selected response by respondents being neither agree nor disagree, including *I am pleased with the overall direction the Stanwood City Government is taking* (39.596%, 154), *I tend to receive good value for the city taxes that I pay* (34.27%, 135), *Stanwood City government generally tends to welcome citizen involvement* (28.79%, 112) and *The city government is acting in the best interest of residents* (32.56%, 127). This indicates a lack of strong general opinions either way.

Respondents were also asked whether they engaged in any of the following activities in the last 12 months: made efforts to conserve water, made efforts to make your home more energy efficient, observed a city code violation or other hazard in Stanwood (weeds, abandoned buildings, etc.), reported a crime to the Stanwood Police Department, stocked supplies in preparation for an emergency, contacted the mayor or city council member for help or information, attended a community event, used public transportation in Stanwood, or visited the local library. The most reported activities for all Stanwood random and non-random survey respondents were: made efforts to conserve water (60.66%,

Figure 1. General opinions of Stanwood city government by survey.
239), visited the Stanwood Library (59.14%, 233), and attended a community event (58.88%, 232). Figure 2 illustrates the percentage of respondents engaging in each activity for each survey.

Figure 2. Activities in the last 12 months by survey.
Quality of Services in Stanwood

Stanwood random and non-random survey respondents were asked to rate the quality of the following public safety services provided by the City: police services, ambulance or emergency medical services, and emergency preparedness. A majority of respondents rated as good or very good police services (57.84%, 225) and ambulance or emergency medical services (57.99%, 225), while nearly half selected don't know/no opinion (47.83%) on the quality of emergency preparedness. (Figure 3)

![Quality of public safety services by survey.](image)

These respondents were also asked to rate their level of satisfaction with several services provided by the City, including maintaining local streets and roads, sidewalk maintenance, bus or transit services, city parks, land use planning and zoning, health services, public library services, sewer services, garbage/recycling services, drainage (storm ponds), and water. Respondents indicated they were satisfied or very satisfied with the following services: public library services (69.56%, 272), garbage/recycling services (68.29%, 267), and maintaining local streets and roads (55.49%, 217). Slightly under half of all respondents indicated they were either very satisfied or satisfied with sidewalk maintenance (49.74%, 193), water (49.36%, 193), sewer services (48.45%, 188), city parks (44.33%, 172), drainage (storm ponds) (44.62%, 174), and health services (40.73%, 128). While there was a high level of satisfaction among respondents for many of these services, it is important to note that a quarter or more of all respondents indicated some level of dissatisfaction with sidewalk maintenance and city parks. Respondents are most dissatisfied with land use planning and zoning with 48.33% (188) of all
respondents indicating they were very dissatisfied or dissatisfied with these services. Nearly half of all respondents selected don’t know/no opinion for bus or transit services. (Figure 4 and Figure 5).

Figure 4. Satisfaction with services by survey (1/2).
Figure 5. Satisfaction with services by survey (2/2).
Transportation in Stanwood

In 2013, Stanwood voters approved the creation of the Stanwood Transportation District (TBD), which focused on improving streets and transportation infrastructure. Respondents to both the Stanwood random and non-random surveys were asked their level of agreement to the following statements: *since the creation of the TBD, local streets and road maintenance has improved; the Transportation Benefit District has provided good value for our tax dollars; travel on 272nd street has improved; and travel on Pioneer Highway within the city limits has improved.* Nearly a third of Stanwood random and non-random survey respondents indicated some level of agreement, selecting either somewhat agree, agree or strongly agree for this item, that travel on Pioneer Highway has improved (31.18%, 121) and since the creation of TBD, local streets and road maintenance has improved (30.51%, 199). However, the most selected response to all these statements was neither agree nor disagree which may indicate limited knowledge of the TBD or TBD projects completed since its creation (Figure 6).

![Figure 6. Transportation Benefit District (TBD) opinions by survey.](image-url)
When asked their level of satisfaction with the changes made to city streets since 2013, nearly half (43.12%, 163), indicated they were somewhat satisfied, satisfied or very satisfied (Figure 7).

![Figure 7. Level of satisfaction with changes made to city streets by survey.](image-url)
Stanwood Community Civic Campus
The Stanwood random and non-random survey respondents were asked three questions regarding the Civic Campus, a future facility that would house both the police station and City Hall: whether they support the development of the Civic Campus; whether combining City Hall and the police station will improve services for them and their household; and whether they would support an increase in taxes to help pay for the new facilities. A majority of respondents indicated they supported the development of the Civic Campus (57.80%, 226), while a majority would not support higher taxes to help pay for the new facilities (53.96%, 211). Nearly a third indicated Civic Campus would improve services for them and their households (32.74%, 128), while 36.83% (144) indicated maybe (Figure 8).

Figure 8. Civic Campus by survey.
Parks and Recreation

Respondents to all three surveys were asked about the recreation areas their household members use in Stanwood and their preferences for future parks and recreation services and programming. First, respondents were asked whether they had visited several Stanwood City Parks in the last 12 months. The most visited parks among all respondents were Heritage Park (43.49%, 341) and Church Creek Park (33.04%, 259) (Figure 9).

Those respondents (440 total) who indicated they or members of their family had visited a Stanwood City Park in the last 12 months were asked to rate the physical condition of all Stanwood parks visited. A higher percentage of respondents indicated the parks they visited are average (44.55%, 196), and 33.18% (146) indicated that the physical condition was good (Figure 10).
Respondents to all surveys were also asked if their household members had accessed the Discover Stanwood Camano (www.discoverstanwoodcamano.com) or City of Stanwood (www.ci.stanwood.wa.us) websites in the past 12 months. The highest percentage of participants indicated they had visited neither website in the past 12 months (46.09%, 342), while 24.53% (182) had visited both websites (Figure 11). Of those respondents who indicated they used the Discover Stanwood Camano website (283 total), most used it to learn about events in Stanwood (85.9%, 243), followed by planning outdoor activities (29.3%, 83), and to find information on local businesses (28.9%, 82) (Figure 12). Of those who have accessed the City of Stanwood website in the last 12 months (299 total), most respondents also used it to learn more about events in Stanwood (68.9%, 209), followed by getting information on local government initiatives (26.8%, 80), getting contact information for local government officials (25.4%, 76), and getting information on local government meetings (25.1%, 75) (Figure 13).
Figure 11. Visited city websites by survey.

Figure 12. Why accessed Discover Stanwood Camano website by survey.
Lastly, respondents to all three surveys were asked to indicate the level of priority from not a priority to essential priority of several parks and recreation facilities and/or services. Of the services and facilities listed, develop more waterfront parks (56.72%, 395), improve existing waterfront parks (57.25%, 395), improve existing trails (59.20%, 412), and develop more hiking and biking trails (60.37%, 425) were higher priorities with a majority of respondents indicating that they were high priority, very high priority or essential priority. The lowest priority for facilities and services, as indicated by the percentage of respondents selecting not a priority, very low priority or low priority, included develop more baseball/softball fields (65.42%, 458) and develop more basketball courts (60.61%, 423) (Figure 14, Figure 15, and Figure 16).
Figure 14. Level of priority of Parks and Recreation services and facilities by survey (1/3).
Figure 15. Level of priority of Parks and Recreation services and facilities by survey (2/3).
Figure 16. Level of priority of Parks and Recreation services and facilities by survey (3/3).
Hotels and Lodging
Respondents to all three surveys were asked their level of agreement with the following statements: when family visits your household they can easily find an affordable hotel room; Stanwood has enough hotels and lodging to meet current demand; and there are some holidays or events where hotel rooms are usually unavailable. A majority of respondents indicated they strongly disagreed, disagreed or somewhat disagreed that when family visits, they can easily find an affordable hotel room (62.3%, 48), with over a third indicating they strongly disagreed with this statement (38.12%, 268). Slightly over 40% of respondents (40.71%, 285) strongly disagreed that Stanwood has enough hotels and lodging, while 64.71% (480) selected strongly disagree, disagree or somewhat disagree for this statement. A higher percentage of respondents selected don’t know/no opinion for there are some holidays or events where hotel rooms are usually unavailable (Figure 17).

Figure 17. Opinions on hotel and lodging by survey.
Local Economy
Respondents to all three surveys were asked several questions regarding local businesses within Stanwood. First, respondents were asked if they or anyone in their household shopped at Stanwood downtown businesses in the last 12 months. The vast majority of respondents (96.57%, 675) indicated yes.

Next, respondents were asked to indicate their level of agreement with the following statements: Stanwood does a good job retaining existing businesses; Stanwood does a good job attracting new businesses; Stanwood has a vibrant downtown/commercial area; my household often has to shop outside of Stanwood because products/services we want are not available; and the overall quality of businesses and service establishments in Stanwood is good. A majority of respondents indicated some agreement that the overall quality of businesses and service establishments in Stanwood is good (55.61%, 387). The vast majority of respondents indicated somewhat agree, agree, or strongly agree that my household often has to shop outside of Stanwood because products/services we want are not available (87.1%, 608). In fact, the highest percentage of respondents strongly agreed with this statement (40.54%, 283). Only slightly over a quarter of respondents agreed on some level that Stanwood does a good job retaining existing businesses (27.86%, 194), while a majority disagreed on some level that Stanwood does a good job attracting new businesses (55.23%, 380). Most respondents also disagreed on some level that Stanwood has a vibrant downtown/commercial area (57.47%, 400) (Figure 18).

Figure 18. Opinions on Stanwood local business by survey.
Respondents for all three surveys were also asked what types of new businesses the City should recruit from among: full-service restaurants, fast food restaurants, gas stations, hotel/lodging, grocery stores, big box retail, entertainment, manufacturing, outdoor recreation-oriented businesses, and specialty stores boutiques. The highest priority business for recruitment is hotels and lodging with 40.49% (281) of all survey respondents indicating they were of high, very high or essential priority, while 25.50% (177) indicating they were medium priority. Full-service restaurants and more outdoor recreation-oriented businesses also are of a higher priority among respondents. For outdoor recreation-oriented businesses, 38.62% (268) rated it from high to essential priority, while 30.20% (209) rated it a medium priority. For full-service restaurants, 36.03% (249) rated it from a high to essential priority, while 33.72% (233) rated it a medium priority. Business types with a majority of respondents selecting low priority, very low priority or not a priority for recruiting included: fast food restaurants, gas stations, grocery stores, big box retail, and manufacturing (Figure 19 and Figure 20).

![Figure 19. Opinions on local business recruitment by survey (1/2).]
Respondents were next asked to elaborate on the types of businesses that they think should be targeted for recruitment in Stanwood in an open-ended question: *What other types of businesses should be recruited for recruitment to Stanwood?* Thematic analysis was conducted on the 375 responses across all surveys. The dominant themes, those supported by a higher number of respondents, are discussed below.

Respondents to this question most frequently discussed the recruitment of restaurants to Stanwood (79, 21.07%), including the need to expand the variety of restaurants in Stanwood noting international cuisine options such as Indian, Vietnamese, and Greek, along with seafood and steakhouses. Respondents requested venues that can handle crowds, and also specifically mentioned breweries, bakeries, coffee shops, and BBQ.

The need to recruit grocery stores (70, 18.76%) was the second most prevalent theme with several respondents stating the need for more affordable grocery stores. Co-ops and natural food stores are also mentioned frequently. Trader Joe’s was the most frequently mentioned specific grocery store respondents would like to see (42, 11.2%).

Figure 20. Opinions on local business recruitment by survey (2/2).
Respondents frequently highlighted the need to recruit retail stores selling clothing and household items (67, 17.87%). Specifically, many respondents mentioned the need for more affordable and varied clothing options (shoes, underwear, kids’ sizes, etc.) that cannot be found in boutiques or thrift stores, as well as somewhere to get “essentials” and “household” items. Many respondents mentioned specific stores as examples of the type they would like recruited to Stanwood, notably Fred Meyer (46, 12.27%) and Target (35, 9.33%). Walmart is also mentioned 25 times (6.67%); with 13 of those respondents specifically stating they do not want a Walmart in Stanwood, and the other 12 respondents suggesting it as an option.

Other types of business frequently mentioned by respondents are family-centered businesses (35). These include family activity centers, such as mini golf, roller skating, go carts, kid-friendly restaurants, indoor play areas, gymnastics, and party venues. This theme also included responses suggesting more “family shopping,” where you can buy clothes and goods for the whole family.

Across the different types of businesses discussed by respondents, views differed on recruiting local, small businesses as opposed to “big-box” stores or chains. Fifty-eight respondents (15.47%) explicitly included views on this topic. Twenty-eight respondents stated opposition to big box stores and chains, or expressed support for recruitment of local or small businesses. It is important to note that respondents had differing opinions on what constitutes a “big box” store. For example, one respondent stated that they “do not call Fred Meyer a big box store”, while other respondents specifically listed Fred Meyer as a big box store. Another respondent suggested recruitment of “smaller big box” stores, though they did not elaborate. Conversely, 20 respondents supported recruitment of big box stores, many citing the need to be able to buy household items in Stanwood rather than going to other communities to shop. Several respondents expressed that they would support a big box store if it was not located in the city center but right outside of Stanwood. Additionally, several respondents who supported big box stores in general specifically stated that they do not support recruitment of Walmart.
Stanwood Community Priorities
Respondents to the Stanwood random and non-random surveys were asked questions about Stanwood community priorities over the next two to five years. Specifically, respondents were asked to rank the top five activities that the City could pursue over that period. These activities included more police officers, improved streets and traffic flow, the Civic Campus, more hotels and lodging, more recreation programming, improving existing parks and amenities, more tourism development, improved bus and transit services, building a recreation or event center, expanding library services, holding more community events, or recruiting new businesses. Respondents ranked the activities by entering a number by an item, with “1” indicating the highest priority, “2” for the next highest and so on. Many respondents elected to rate more than five items. We focus on items ranked “1” to “5” as not all respondents ranked further items, and we identify the items that were ranked “1” through “5” by the highest percentage of respondents as the top five.

Of these activities, improved streets and traffic flow, improving existing parks and amenities, more police officers, more hotels and lodging, and more recreation programming were ranked in the top five. Improved streets and traffic flow was rated among the top five activities by the most Stanwood respondents (65.2%, 253), followed by improving existing parks and amenities (64.4%, 250), more police officers (51.3%, 199), more hotels and lodging (42.5%, 165), and more recreation programming (41.8%, 162). Of these activities, improved streets and traffic flow was ranked as the number one priority by 26.54% (103) respondents; with nearly twice as many respondents indicating this was the number one priority compared to any other activity (Figure 21).

The surveys also asked respondents for their opinion on which of the following areas the City should focus over the next two to five years: promoting public safety, protecting the environment, expanding tourism, increasing the number of community events, promoting economic growth, more development towards the river, and improving existing parks and amenities. Of these activities, a majority of respondents indicated promoting public safety, protecting the environment, promoting economic growth, and improving existing parks and amenities as very important or extremely important. Protecting the environment (59.25%, 221) and promoting public safety (56.12%, 211) were rated of higher importance than all other areas. A higher percentage of respondents indicated that expanding
tourism and increasing the number of community events was only moderately important (41.22%, 163). Only 21.81% (82) of respondents said more development towards the river was moderately important, while 22.61% (85) said it was neither important nor unimportant. In fact, a slight majority of respondents indicated that development towards the river was either “not at all important”, “low importance”, “slightly unimportant” or “neither important or unimportant” (Figure 22).

Figure 22. Areas of importance over the next two to five years.
General Comments
Respondents were asked an open-ended question: *Are there any other comments you would like to share with the City of Stanwood?* Just under 50%, 341 respondents across all surveys, answered this question.

The most prominent theme in response to this question is parks and trails (67, 19.65%) with responses including a desire for a “decent” dog park, a splash-park, disc golf, and more trails for walking and biking. Several respondents also expressed excitement about the new waterfront park.

Infrastructure was a frequent theme (64, 18.77%). Concerns about roads and parking were most often mentioned, with respondents suggesting that road construction is not keeping up with growth, resulting in increased traffic. Traffic, in general, is mentioned by 48 respondents (14.08%) as an area of concern. Specific suggestions include widening existing roads, making sure that developers are required to provide sufficient parking and expansion of connecting roads, installing roundabouts, and additional traffic lights. Useable sidewalks and improved pedestrian crossing at intersections are also mentioned. Some respondents identified specific locations for sidewalks: Lakewood Road from I-5 to Stanwood, near Stanwood High School (on 272nd), near the Stanwood Community and Senior Center, on 80th Street, Marine Drive, Stanwood – Bryant Road from 64th NE toward I-5, North Pioneer Highway, 276th, and near Church Creek Park. Specific intersections identified as being in need of improvement include Woodland Road and Country Place NW/70th Avenue, 272nd and 72nd Ave NW, PUD and Main Street.

Growth and development was another important theme (14.96%, 51) with many responses expressing concern about growth in Stanwood. As one respondent wrote “I have concerns that the city isn’t going to be able to meet the more basic needs of the increase[d] population.” Some of the basic needs identified by this respondent and others are overcrowded schools, increased traffic, impacts on wildlife and natural spaces, overtaxed infrastructure, and lack of maintenance or repair of existing buildings. Several also worry about the loss of Stanwood’s existing, desirable characteristics, such as it being “unique,” “small,” and “safe.”

Respondents repeatedly mentioned several specific locations. Thirty-two respondents (9.38%) mention a proposed crematorium with all but three expressing opposition. As expressed by one respondent: “I don’t think it’s good for the community to have a crematorium on main street.” Viking Village was also mentioned in 22 responses (6.45%), with most expressing the opinion that it is “unkept” and an “eye sore” and should be “cleaned up” or “torn down”. Other suggestions for use of the space include putting in a Trader Joe’s or Fred Meyer. Lastly, the Twin City Foods building is mentioned in 12 responses (3.52%), with suggestions that it be used for manufacturing, a “riverfront attraction with shops and breweries and kayak access,” or a “covered market.” Reinforcing earlier responses, the need for hotels and lodging is mentioned in 19 responses (5.57%).
Conclusions and Take-aways

The surveys conducted by WSU Extension in collaboration with the City provide important information regarding opinions and perceptions of current services as well as priorities for future planning. However, it is important to note that the data collected from the surveys limits our ability to generalize these findings to the entire City of Stanwood and residents on Camano Island and in Unincorporated Stanwood. First, response rates for the Stanwood random survey were low and prevented obtaining a sample size sufficient for generalization to the population of Stanwood with an acceptable level of confidence or margin of error. Second, demographics across all three surveys illustrate that the sample is not reflective of the population of Stanwood when compared to Census estimates, particularly in terms of income and age. Nearly half of our sample have incomes of $100,000 or more and over 20% are 60 to 69 years of age. For comparison, the Census estimates household median income in Stanwood to be $61,114 in 2017 (the most recent estimate), and persons 65 and over to make up 14.7% of the population. While this limits the extent to which these findings can be generalized, the surveys do highlight key areas that the City may consider addressing in the next two to five years.

Satisfaction with Levels of Service

While most respondents highly rated their level of satisfaction with services provided by the City, land use planning and zoning is a service with which nearly half of all Stanwood respondents (48.33%) are dissatisfied. In fact, WSU researchers received numerous calls to discuss concerns on land use zoning and planning while fielding the survey. Nearly half of all Stanwood respondents also had no opinion about bus or transit services. This may be due to the fact that nearly half of all the survey respondents had incomes of $100,000 or more, and therefore may not utilize these services.

Transportation Benefit District

Nearly half of all Stanwood respondents indicated some level of satisfaction with changes to city streets since 2013 (43.12%), while nearly a third indicated travel on Pioneer Highway has improved (31.18%) and local streets have improved since the creation the TBD (30.51%). However, the most selected response to all TBD questions was neither agree nor disagree which may indicate that respondents either have no opinion of the TBD or limited knowledge of its activities.

Civic Campus

A majority of respondents to the Stanwood surveys support the Civic Campus which will combine City Hall and the police station. Almost a third of all Stanwood respondents (32.74%) also indicated the Civic Campus would improve services for their households. However, a slight majority of respondents (53.96%) would not support higher taxes to pay for these new facilities.

Parks and Recreation

Nearly two-thirds of respondents across all three surveys visited a Stanwood City Park in the last 12 months (65.87%), and the most visited parks were Heritage Park and Church Creek Park. Of those respondents who visited parks in the last 12 months, a higher percentage rated the city parks average, with slightly over a third rating good or excellent (38.63%). The highest priority of parks and recreation services and facilities were developing more waterfront parks, improving existing waterfront parks, improving existing trails and developing more hiking and biking trails. The lowest priority facilities and services were developing more baseball/softball fields and basketball courts.

Websites

It is important to note that nearly half of respondents to all surveys did not visit the Discover Stanwood Camano or the City of Stanwood websites in the last 12 months (46.09%). Of respondents who had
accessed these websites, the majority use both sites to learn about events in Stanwood. Less than a third use the Discover Stanwood Camano website to plan outdoor recreation activities, while only a quarter use the City of Stanwood website to get information about local government.

The Local Economy
The results indicate that hotels and lodging is an issue in Stanwood. Nearly two-thirds of respondents across all three surveys disagreed on some level with statements that Stanwood has enough hotels and lodging, and that family can easily find an affordable hotel room when visiting. In fact, when asked about priority businesses for the City to recruit, the highest priority business was hotels and lodging across all respondents. Additionally, while a majority of respondents across all three surveys indicated that the overall quality of businesses and service establishments in Stanwood is good, over three quarters of all respondents indicated they have to shop outside of Stanwood because products/services they want are not available. The majority of respondents also indicated that Stanwood does not do a good job of attracting new businesses, the City does not do a good job of retaining existing businesses, and that Stanwood does not have a vibrant downtown/commercial area.

Stanwood Community Priorities
When asked to rank the top five potential activities the City could pursue in the next five years, improving streets and traffic flow was ranked as the number one priority by a higher percentage of Stanwood respondents compared to all other activities. It was also the activity most often rated in the top five priority activities over the next two to five years by Stanwood respondents, followed by improving streets and traffic flow, improving existing parks and amenities, more police officers, more hotels and lodging and more recreation programming.
Recommendations

These recommendations are based on the responses of participants who completed one of three surveys. As noted, results of the survey should be generalized to the populations of Stanwood and Camano Island with caution due to low response rates and unrepresentativeness of the respondents to the population of Stanwood in some demographic characteristics such as age and income. These recommendations should be placed in the context of the demographics of the survey respondents.

Economic Development

1. Continue efforts to address business recruitment and retention. The City has ongoing efforts to address business recruitment and retention (including a survey distributed to all business in November) and is planning activities such as developing an annual business fair, starting business network meetings and providing educational opportunities for current local businesses. We encourage the City to examine what methods have worked in similar communities to further develop and adapt programming to help ensure these efforts meet their goals, and to continue engaging with local businesses and the community in this process. Specifically, the City might consider establishing a Main Street Program, available in Washington State to help communities revitalize their economies (https://dahp.wa.gov/local-preservation/main-street-program).

2. Address the need for additional hotels and lodging. The lack of hotels and lodging within the City of Stanwood is an issue that impacts surrounding communities and may have an adverse impact on the local economy as the population of Stanwood and Camano Island continue to grow. The City will be conducting a hotel feasibility study in 2020 to potentially recruit more of these businesses to the area. This is an important first step and we recommend the City follow through with these plans.

Communication and Outreach

3. Use multiple channels to communicate with residents. Nearly half of all survey respondents had not visited the Discover Stanwood Camano or the City of Stanwood websites in the last 12 months. If the City uses these websites as a primary mode of communication, a significant portion of the population is likely unaware of current activities, projects and services available. This lack of awareness may explain why Stanwood residents have limited opinions on the TBD, suggesting that the City may need a multifaceted communication strategy incorporating non-internet-based modes, to reach all residents. Plans are underway to improve city communications and marketing, including developing a city magazine mailed to all Stanwood and Camano Island residents. The magazine would provide information on city activities, including the TBD, emergency preparedness efforts and business retention and recruitment efforts. While the magazine may help improve communication with local residents and businesses, the City may want to explore other strategies for communication and outreach by conducting surveys and focus groups to understand how residents and visitors look for information about City resources and activities.

4. Redesign the City of Stanwood and Discover Stanwood Camano Websites. While Stanwood is currently working with a web developer and the website updates are underway for both the City of Stanwood website and Discover Stanwood Camano websites, we encourage redesigning both websites, to enhance user-friendliness and visual appeal. Information on these websites can be difficult to locate, especially the City of Stanwood website, due to the amount of information it must provide. Well designed and updated websites, in conjunction with a robust digital communications plan, could be a cost effective, versatile and efficient way to provide timely information.
5. Develop a strategy for social media-based communication. With city websites being the main hub of information about Stanwood, the City should also explore other strategies to drive individuals to the website (e.g. Twitter, Facebook, Nextdoor and traditional print outlets). Social media pushes are part of the planned enhancement for both the Discover Stanwood Camano and city website update. In 2020, the City is planning to add a city app and will need to ensure that this new communication tool is marketed to the community through a multimode communication approach.

6. Utilize online resources to recruit new businesses. Respondents expressed dissatisfaction with current availability of businesses and services. We recommend that the City develop business recruitment strategies that go beyond print marketing and consider developing a focused webpage on the new City of Stanwood website dedicated to business recruitment. The webpage could include a business marketing flipbook that focuses on providing information about the community such as current workforce information, education, recreation opportunities, labor costs, taxes, transportation, financing, and available properties among other items important to businesses.

Parks and Recreation

7. Develop waterfront parks and trails. A majority of respondents indicated that the City should focus on developing waterfront parks and trails, and more outdoor recreation opportunities geared towards the waterfront. Baseball and basketball fields and courts were not a priority to respondents. While the Hamilton Boat Launch and Park will be constructed in 2020, we recommend the City also focus on undeveloped park and trail assets at or near the rivers and Port Susan. Once developed, these assets will also require on-going maintenance, so the City is encouraged to have a long-term plan for regular upkeep of the parks and trails.

8. Enhance existing parks and communicate the amenities available to the public. Respondents strongly suggested that the City enhance and complete work on existing parks and trails and not add new parks to the system. The majority of respondents visit Church Creek and Heritage Parks and rated them as average. We recommend that the City invest in these current assets and bring them to the level of service that the community desires.
Appendix A: Stanwood Survey

Stanwood Community Survey
Thank you for completing this survey. The City of Stanwood is working with researchers at Washington State University to understand perceptions of services currently provided in Stanwood, and opinions on future service needs. Your participation in this survey is very important to the development of the city's future plans for its programs and services.

The survey will take approximately 15 minutes to complete and is completely voluntary and confidential. Only researchers at Washington State University will have access to your complete responses, results will be reported in aggregate, and any potentially identifying information will be removed from shared data files and reporting of results. This study has been submitted to the WSU Institutional Review Board and deemed exempt from review. If you have any questions or concerns about your rights as a participant, please contact the survey administrator, Dr. Season Hoard, at hoardsa@wsu.edu.

Thank you again for your participation in this survey. Your candid feedback will help the City of Stanwood improve current services and develop plans for future programs and services that meet community needs.

General Impressions
In this section, we would like to know more about your general opinion of Stanwood City Government. We also would like to know more about activities of you and your household in the past 12 months.

1. Please indicate your level of agreement to the statements below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am generally interested in what goes on in Stanwood City Government.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I am pleased with the overall direction the Stanwood City Government is taking.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>I tend to receive good value for the city taxes that I pay.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
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</tr>
<tr>
<td>Stanwood City government generally tends to welcome citizen involvement.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
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<tr>
<td>The city government is acting in the best interest of residents.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
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</tbody>
</table>
2. Have you or anyone in your household done any of the following activities in the last 12 months? Please mark all that apply.

- Made efforts to conserve water
- Made efforts to make your home more energy efficient
- Observed a city code violation or other hazard in Stanwood (weeds, abandoned buildings, etc.)
- Reported a crime to the Stanwood Police Department
- Stocked supplies in preparation for an emergency
- Contacted the mayor or city council member for help or information
- Attended a community event (such as Music in the Park, National Night Out, Summer Concerts)
- Used public transportation in Stanwood
- Visited the Stanwood Library

**Quality of Services in Stanwood**

In this section, we would like to know more about your opinion of various services provided in Stanwood.

3. Please rate the quality of the following public safety services in Stanwood.

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Acceptable</th>
<th>Good</th>
<th>Very Good</th>
<th>Don’t know/No Opinions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Services</td>
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<tr>
<td>Ambulance or Emergency Medical Services</td>
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<tr>
<td>Emergency Preparedness (services that prepare the community for natural disasters or other emergencies)</td>
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</tr>
</tbody>
</table>

4. Please rate your level of satisfaction with the following services provided in the City of Stanwood.

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Neither Satisfied nor Dissatisfied</th>
<th>Very Dissatisfied</th>
<th>Don’t Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintaining local streets and roads</td>
<td></td>
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<tr>
<td>Sidewalk Maintenance</td>
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<tr>
<td>Bus or Transit Services</td>
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<tr>
<td>City Parks</td>
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<tr>
<td>Land use, planning and zoning</td>
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<tr>
<td>Health services</td>
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</tbody>
</table>
5. In 2013, Stanwood voters approved the creation of the Stanwood Transportation Benefit District (TBD) which focuses on improving transportation and transportation infrastructure. Please indicate your level of agreement with the following statements about transportation in Stanwood.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Since the creation of TBD, local streets and road maintenance has improved.</td>
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<tr>
<td>The Transportation Benefit District has provided good value for our tax dollars.</td>
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<tr>
<td>Travel on 272nd street has improved.</td>
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<tr>
<td>Travel on Pioneer Highway within city limits has improved.</td>
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</table>

6. Overall, what is your level of satisfaction with changes made to city streets since 2013? *Please select only one response.*

- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Neither Satisfied nor Dissatisfied
- Dissatisfied
- Very Dissatisfied
- Don’t Know/No Opinion
Stanwood Community Civic Campus

7. The City of Stanwood purchased property near Church Creek Park to build the Civic Campus, a facility that would house both the police station and City Hall. Please answer the following questions about the development of the Civic Campus.

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>Maybe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you support the development of the Civic Campus?</td>
<td></td>
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<tr>
<td>Will combining City Hall and the police station improve services for you and your household?</td>
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<tr>
<td>Would you support an increase in taxes to help pay for the new facilities?</td>
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</tbody>
</table>

Parks and Recreation

8. Please indicate which of the following parks and recreation areas that you or members of your household visited in the last 12 months? Please mark all that apply.

- [ ] Church Creek Park
- [ ] Church Creek Park Disc Golf Course
- [ ] Heritage Park
- [ ] Heritage State Park
- [ ] Heritage Dog Park
- [ ] Lions Park
- [ ] My household has not visited these parks in the last 12 months

8b. You indicated you or members of your household have visited a Stanwood City Park in the past 12 months. Overall, how would you rate the physical condition of ALL City of Stanwood parks you have visited?

- [ ] Excellent
- [ ] Good
- [ ] Average
- [ ] Poor
- [ ] Terrible

9. Have you or members of your household accessed the discover Stanwood Camano or City of Stanwood websites in the last 12 months? Please select only one response.

- [ ] Yes, the Discover Stanwood Camano website
- [ ] Yes, the City of Stanwood website
- [ ] Yes, both websites
- [ ] No

9a. You indicated that you or members of your household have accessed the Discover Stanwood Camano website in the past 12 months. Why did you or members of your household use this website?

- [ ] To plan outdoor recreation activities
☐ To learn about events in Stanwood
☐ To find information on local businesses
☐ Other (please specify) __________________________________________

9b. You indicated that you or members of your household have accessed the City of Stanwood website in the past 12 months. Why did you or members of your household use this website?
☐ To pay utility bill or look up utility account information
☐ To learn about events in Stanwood
☐ To get contact information about local government officials
☐ To get information on local government initiatives
☐ To get information on local government meetings
☐ Other (please specify) __________________________________________

10. For future parks and recreation planning in Stanwood, please indicate the level of priority of the following facilities and/or services to you and/or members of your household.

<table>
<thead>
<tr>
<th>Facility/Service</th>
<th>Not a Priority</th>
<th>Very Low Priority</th>
<th>Low Priority</th>
<th>Medium Priority</th>
<th>High Priority</th>
<th>Very High Priority</th>
<th>Essential Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop more baseball/softball fields</td>
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<tr>
<td>Develop more multipurpose fields (soccer/football)</td>
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<tr>
<td>Develop more basketball courts</td>
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<tr>
<td>Improve existing fields and facilities</td>
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<tr>
<td>Develop a Recreation Center</td>
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<tr>
<td>Develop more Recreation Programming</td>
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<tr>
<td>Improve Picnic Areas and Shelters</td>
<td></td>
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<td>Develop music venues to attract tourism</td>
<td></td>
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<tr>
<td>Develop more water craft access</td>
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<td></td>
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<td></td>
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<tr>
<td>Develop more waterfront parks</td>
<td></td>
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<td></td>
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<tr>
<td>Improve existing waterfront parks</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Improve existing trails</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop more hiking and biking trails</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Hotels and Lodging**

We would like to know your opinion on hotels and lodging within the City of Stanwood.

11. Please indicate your level of agreement with the following statements about hotels and lodging in the City of Stanwood.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don’t Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>When family visits your household, they can easily find an affordable hotel room.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Stanwood has enough hotels and lodging to meet current demand.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>There are some holidays or events where hotel rooms are usually unavailable.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

**The Local Economy**

12. Have you or anyone in your household shopped in Stanwood Downtown Businesses in the Last 12 months (e.g. Eastside, Westside, Hilltop or Central)?

☐ Yes
☐ No

13. Please indicate your level of agreement with the statements about Stanwood's economy below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don’t Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stanwood does a good job retaining existing businesses</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Stanwood does a good job attracting new businesses</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Stanwood has a vibrant downtown/commercial area</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
My household often must shop outside of Stanwood because products/services we want are not available.

The overall quality of businesses and service establishments in Stanwood is good.

14. The City of Stanwood is currently working on an economic development strategy that includes recruiting new businesses. For you and your household, what types of businesses should be recruited to Stanwood? Please indicate the level of priority for each type of business below.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don’t Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>More full-service restaurants (sit down restaurants where food is served at your table)</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More fast food restaurants</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More gas stations</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More hotels/lodging</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More grocery stores</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More big box retail (e.g. Walmart, Target, Home Depot)</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More entertainment (e.g. theaters, clubs)</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More manufacturing</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More outdoor recreation-oriented businesses</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More specialty stores/boutiques</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

15. What other types of businesses should be targeted for recruitment to Stanwood?
**Stanwood Community Priorities**

16. Below is a list of potential activities the City of Stanwood could pursue in the next 2 to 5 years. Of the activities below, please rank the 5 that are the most important to you and your household. *For example, please enter a 1 for the most important activity, 2 for the second most important and so on.*

<table>
<thead>
<tr>
<th>Activity</th>
<th>Rank from 1 to 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>More police officers</td>
<td></td>
</tr>
<tr>
<td>Improved streets and traffic flow</td>
<td></td>
</tr>
<tr>
<td>Civic Campus (moving City Hall and Police Station to Same location)</td>
<td></td>
</tr>
<tr>
<td>More hotels and lodging</td>
<td></td>
</tr>
<tr>
<td>More recreation programming (e.g. health and fitness classes, adult kid and senior activities)</td>
<td></td>
</tr>
<tr>
<td>Improving existing parks and amenities</td>
<td></td>
</tr>
<tr>
<td>More tourism development</td>
<td></td>
</tr>
<tr>
<td>Improved bus and transit services</td>
<td></td>
</tr>
<tr>
<td>Building a recreation or event center</td>
<td></td>
</tr>
<tr>
<td>Expand library services</td>
<td></td>
</tr>
<tr>
<td>More community events</td>
<td></td>
</tr>
<tr>
<td>Recruiting new businesses</td>
<td></td>
</tr>
</tbody>
</table>

17. In the next 2 to 5 years, how important or unimportant is it for the City of Stanwood to focus on the following areas:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Not at all Important</th>
<th>Low Importance</th>
<th>Slightly Unimportant</th>
<th>Neither Important nor Unimportant</th>
<th>Moderately Important</th>
<th>Very Important</th>
<th>Extremely Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting public safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protecting the environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expanding tourism</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing number of community events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
18. Are there any other comments you would like to share with the City of Stanwood?

Lastly, we would like to know a little more about you.
These questions are included in the survey to make sure that the people who respond to this survey are representative of all Stanwood residents.

19. Please provide your current street address (including address number). Please note, this information will be used so WSU researchers can determine geographic representation within Stanwood. This information will NOT be provided to the City of Stanwood, and will be separated from your responses.

Address Number (i.e. 543)_______________
Street Name ____________________
20. How long have you lived in Stanwood?
   □ Less than a year
   □ 1 to 5 years
   □ 6 to 10 years
   □ 11 to 15 years
   □ More than 15 years

21. Please provide your gender.
   □ Male
   □ Female
   □ Other (please specify)

22. Please provide your age.
   □ 18 to 19
   □ 20 to 29
   □ 30 to 39
   □ 40 to 49
   □ 50 to 59
   □ 60 to 69
   □ 70 and over

23. Please indicate your race and ethnicity. Please mark all that apply.
   □ American Indian or Alaska Native
   □ Asian
   □ Black or African American
   □ Caucasian or White
   □ Hispanic, Latino, or Spanish
   □ Other race or ethnicity (please specify)

24. What is the highest level of education you have completed?
   □ Not a high school graduate
   □ High school graduate or GED
   □ Associate Degree/Trade School
   □ Bachelor’s Degree
   □ Graduate Degree

25. Please indicate your approximate family income before taxes in 2018.
   □ Less than $20,000
   □ $20,000 to $29,999
   □ $30,000 to $39,999
   □ $40,000 to $49,999
   □ $50,000 to $59,999
   □ $60,000 to $69,999
   □ $70,000 to $99,999
   □ $100,000 or more

26. Are you a homeowner or renter?
   □ Homeowner
   □ Renter
   □ Other (please explain) - 

27. Please indicate your type of home residence
   □ Apartment
   □ Mobile Home
   □ Single Family Home
   □ Condominium
   □ Duplex
   □ Other (please explain) - 

28. Including yourself, how many people live in your household?
   □ 1
   □ 2
   □ 3
   □ 4
   □ 5 or more

29. Including yourself, how many persons in your household are:
   0 to 5 years old: ____
   6 to 17 years old: ____
   18 to 59 years old: ____
   60 and over: ____
Appendix B: Camano Island and Unincorporated Stanwood Survey

Camano Island and Unincorporated Stanwood Service Needs Survey

Thank you for agreeing to complete this survey. The City of Stanwood is working with researchers at Washington State University to understand Camano and unincorporated Stanwood residents’ perceptions of services currently provided in Stanwood, such as recreation and shopping, and your opinions on future service needs. Your participation in this survey is very important to the development of Stanwood's future plans for its programs and services to meet the needs of area residents.

The survey will take approximately 10 minutes to complete and is completely voluntary and confidential. Only researchers at Washington State University will have access to your complete responses, results will be reported in aggregate, and any potentially identifying information will be removed from shared data files and reporting of results. This study has been submitted to the WSU Institutional Review Board and deemed exempt from review. If you have any questions or concerns about your rights as a participant, please contact the survey administrator, Dr. Season Hoard, at hoardsa@wsu.edu.

Thank you again for your participation in this survey. Your candid feedback will help the City of Stanwood improve current services and develop plans for future programs and services that meet the needs of both unincorporated Stanwood and Camano communities.

Parks and Recreation

1. Please indicate which of the following parks and recreation areas that you or members of your household visited in the last 12 months? Please mark all that apply.

- [ ] Church Creek Park
- [ ] Church Creek Park Disc Golf Course
- [ ] Heritage Park
- [ ] Heritage State Park
- [ ] Heritage Dog Park
- [ ] Lions Park
- [ ] My household has not visited these parks in the last 12 months.

Go to 1b.

2. You indicated you or members of your household have visited a Stanwood City Park in the past 12 months. Overall, how would you rate the physical condition of ALL City of Stanwood parks you have visited?

- [ ] Excellent
- [ ] Good
- [ ] Average
- [ ] Poor
- [ ] Terrible
2. Have you or members of your household accessed the discover Stanwood Camano or City of Stanwood websites in the last 12 months? *Please select only one response.*

- [ ] Yes, the Discover Stanwood Camano website — go to 2a.
- [ ] Yes, the City of Stanwood website — go to 2b.
- [ ] Yes, both websites — go to 2a, then 2b.
- [ ] No — go to 3.

2a. You indicated that you or members of your household have accessed the Discover Stanwood Camano website in the past 12 months. Why did you or members of your household use this website?

- [ ] To plan outdoor recreation activities
- [ ] To learn about events in Stanwood
- [ ] To find information on local businesses
- [ ] Other (please specify) ____________________________

2b. You indicated that you or members of your household have accessed the City of Stanwood website in the past 12 months. Why did you or members of your household use this website?

- [ ] To pay utility bill or look up utility account information
- [ ] To learn about events in Stanwood
- [ ] To get contact information about local government officials
- [ ] To get information on local government initiatives
- [ ] To get information on local government meetings
- [ ] Other (please specify) _____________________________________

3. For future parks and recreation planning in Stanwood, please indicate the level of priority of the following facilities and/or services to you and/or members of your household.

<table>
<thead>
<tr>
<th>Facility/Service</th>
<th>Not a Priority</th>
<th>Very Low Priority</th>
<th>Low Priority</th>
<th>Medium Priority</th>
<th>High Priority</th>
<th>Very High Priority</th>
<th>Essential Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop more baseball/softball fields</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop more multipurpose fields (soccer/football)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop more basketball courts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve existing fields and facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a Recreation Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop more Recreation Programming</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve Picnic Areas and Shelters</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop music venues to attract tourism</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop more water craft access</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Hotels and Lodging

*We would like to know your opinion on hotels and lodging within the City of Stanwood.*

4. **Please indicate your level of agreement with the following statements about hotels and lodging in the City of Stanwood.**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don’t Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>When family visits your household, they can easily find an affordable hotel room.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Stanwood has enough hotels and lodging to meet current demand.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>There are some holidays or events where hotel rooms are usually unavailable.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

### The Local Economy

5. **Have you or anyone in your household shopped in Stanwood Downtown Businesses in the Last 12 months (e.g. Eastside, Westside, Hilltop or Central)?**
   - ☐ Yes
   - ☐ No
6. Please indicate your level of agreement with the statements about Stanwood’s economy below.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don’t Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stanwood does a good job retaining existing businesses</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Stanwood does a good job attracting new businesses</td>
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<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Stanwood has a vibrant downtown/commercial area</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>My household often must shop outside of Stanwood because products/services we want are not available.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The overall quality of businesses and service establishments in Stanwood is good.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

7. The City of Stanwood is currently working on an economic development strategy that includes recruiting new businesses. For you and your household, what types of businesses should be recruited to Stanwood? Please indicate the level of priority for each type of business below.

<table>
<thead>
<tr>
<th>Business Type</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree nor Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don’t Know/No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>More full-service restaurants (sit down restaurants where food is served at your table)</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More fast food restaurants</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More gas stations</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>More hotels/lodging</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
More grocery stores

More big box retail (e.g. Walmart, Target, Home Depot)

More entertainment (e.g. theaters, clubs)

More manufacturing

More outdoor recreation-oriented businesses

More specialty stores/boutiques

8. What other types of businesses should be targeted for recruitment to Stanwood?

9. Are there any other comments you would like to share with the City of Stanwood?

Lastly, we would like to know a little more about you.
These questions are included in the survey to make sure that the people who respond to this survey are representative of all Stanwood residents.
10. Please indicate where you currently live.
   - Camano Island
   - Stanwood (within city limits)
   - Stanwood (outside city limits)
   - Other ___________________

11. How long have you lived in Stanwood?
   - Less than a year
   - 1 to 5 years
   - 6 to 10 years
   - 11 to 15 years
   - More than 15 years

12. Please provide your gender.
   - Male
   - Female
   - Other (please specify) __________________

13. Please provide your age.
   - 18 to 19
   - 20 to 29
   - 30 to 39
   - 40 to 49
   - 50 to 59
   - 60 to 69
   - 70 and over

14. Please indicate your race and ethnicity. Please mark all that apply.
   - American Indian or Alaska Native
   - Asian
   - Black or African American
   - Caucasian or White
   - Hispanic, Latino, or Spanish
   - Other race or ethnicity (please specify) __________________

15. What is the highest level of education you have completed?
   - Not a high school graduate
   - High school graduate or GED
   - Associate Degree/Trade School
   - Bachelor’s Degree
   - Graduate Degree

16. Please indicate your approximate family income before taxes in 2018.
   - Less than $20,000
   - $20,000 to $29,999
   - $30,000 to $39,999
   - $40,000 to $49,999
   - $50,000 to $59,999
   - $60,000 to $69,999
   - $70,000 to $99,999
   - $100,000 or more

17. Are you a homeowner or renter?
   - Homeowner
   - Renter
   - Other (please explain) __________________

18. Please indicate your type of home residence
   - Apartment
   - Mobile Home
   - Single Family Home
   - Condominium
   - Duplex
   - Other (please explain) __________________

19. Including yourself, how many people live in your household?
   - 1
   - 2
   - 3
   - 4
   - 5 or more

20. Including yourself, how many persons in your household are:
   - 0 to 5 years old: ____
   - 6 to 17 years old: ____
   - 18 to 59 years old: ____
   - 60 and over: __
Appendix C: Demographics Graphs

Figure C1. Gender of respondents.

Figure C2. Age of respondents.
Figure C3. Race/ethnicity of respondents.

Figure C4. Education level of respondents.
Figure C5. Income of respondents.

Figure C6. House status of respondents.
Figure C7. Housing type of respondents.

Figure C8. Household size of respondents.
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