

# Hat Island Community Association

## Strategic Planning Report

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Prepared by



**MARKETING SOLUTIONS**

research-based growth strategies

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## Situation Analysis

This Situation Analysis outlines the core Strengths and Weaknesses (internal conditions within the Community Association's control), as well as Opportunities and Threats (external conditions outside the Community Association's control) as assessed by the Hat Island Community Association (HICA) members from June 23 to July 3, 2023. The Sample size (number of HICA members completing the online survey) was 171.

**Key:** the numbers in parentheses represent the number of times each condition was mentioned...they are listed in priority order. Only comments with a frequency of 5% or more of the sample for each of the four SWOT categories are listed.

### ***Strengths N=450***

- > Great community – safe, people, friendly, helpful (112)
- > Very good staff – management and oversight (55)
- > Privacy (49)
- > Infrastructure – marina, maintenance, water, and power (40)
- > Great communications from board, committees, and office (33)
- > Island beauty – green space, beaches, nature (32)
- > Activities – mostly golf, with gardening and events included (28)
- > Ferry – the crew, schedule, management (25)

### ***Weaknesses N=369 \****

- > Rules, CCRs & By laws (69)
  - Not following or enforcing the rules
  - Rules out of date, too stringent
  - Specifically related to unsightly homes, junk vehicles
  - People driving too fast
- > Ferry system (32)
  - Lack of adequate/daily schedule
- > Board and communications (28)
  - Cliques and favoritism
  - Lack of transparency
  - Old guard, no new blood

- > Aging, inadequate infrastructure and plan (26)
  - Water
  - Drainage plan
  - Equipment
- > Lack growth management, development plan, growing too fast (24)
- > Absence of services (23)
  - Mostly a store was listed
  - Others included supplies, repair, and maintenance
- > Marina issues (20)
  - Getting full
  - Dock repairs and lighting
  - Lack of year around revenue
  - Moorage rules too stringent
  - In adequate parking
- > Dirt roads, drainage, dust, and mud (18)
- > Preservation and management of environment, e.g. clear cutting (18)
- \* Weaknesses were far more dispersed, hence the subcategories

### ***Opportunities N=269 \****

- > More ferry, transportation service (36)
  - Seven days a week
  - Barge service
  - Landing craft rental
  - Community boat
  - Partnerships with other marinas, e.g. Langley
- > A small general store (18)
- > Conservation plan, protect green spaces (15)
- > Look into government grants, County and PUD funding (13)
- > Come to agreement on growth plan/limits (12)
- > Better and less costly parking options in Everett (8)
- > Collect what Matt Z owns (8)
- \* Opportunities were extremely dispersed, went below 5%.

Threats on the following page

## **Threats N=245 \***

- > Growth management and need for limitations, overbuilding (31)
- > Bluff/cliff erosion and landslides (25)
- > Climate change, rising seas, extreme weather (20)
- > Fire (18)
- > Electrical services and loss (9)
- > Animal control, rabbits, rats, off leash dogs (9)
- > Everett dock, parking, costs (8)
- > Economy and inflation (7)
- \* Threats were very dispersed, went below 5%.

## **Aggregated Results**

These are dominant themes that showed up when aggregating results from all four SWOT categories...positive or negative, they represent the biggest assets and issues. The numbers in parentheses represent the total number of times each condition was mentioned...they are listed in priority order.

- > **Growth management and related infrastructure (109)**
- > **Hat Island ferry system (93)**
- > **CCRs and rules in general (69)**
- > **Conservation, preserve natural environment (65)**
- > **A small general store (41)**

## **Parking Lot**

- > Do name tags next time, with name and lot number
- > Start to increase community composting
- > The board should review and discuss rules and enforcement
- > The parking at Everett Marina is too far from the ferry, no ACA
- > Marina capacity and management...the Marina parking is full
- > Standardized and predictable ferry schedule for every service day
- > Safety is its own category

The goals and strategies matrix begins on the next page.