



**CITY OF EDGEWOOD
ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)
MEETING AGENDA**

Monday, December 2, 2024 – 6:00 PM ♦ City Hall – 2224 104th Avenue East ♦ Edgewood, WA

Meeting Link: <https://zoom.us/j/92275379112>

- 1. CALL TO ORDER**
- 2. CONSENT AGENDA:** *All matters listed under Item 2, Consent Agenda, are considered routine in nature and will be enacted by one motion. Individual discussion of these items is not planned. A member, however, may remove any item to discuss as an item for separate consideration under New Business.*
 - A. Meeting Minutes of November 4, 2024**
- 3. CITIZEN COMMENT PERIOD:** *Reserved for the public to comment on items not on the agenda. The Board may invite additional public comment on agenda items noted for discussion later in the meeting.*
- 4. ITEMS OF BUSINESS**
 - A. 2025 Work Plan**
- 5. STAFF UPDATES/BOARD MEMBER COMMENTS**
- 6. ADJOURN**

This meeting is accessible to persons with disabilities. For individuals who may require special accommodations, please contact City Hall at (253) 952.3299, 24 hours in advance.



**CITY OF EDGEWOOD
ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)
MEETING AGENDA SUMMARY**

Monday, November 4, 2024 – 6:00 PM ♦ City Hall – 2224 104th Avenue East ♦ Edgewood, WA

1 CALL TO ORDER

Chair Wiesenfeld called the meeting to order at 6:15pm.

Present: Andrew Wiesenfeld, Steven Weiss, Amanda Weidman, Shawn Olesen, Kelsey Morgan (Joined after approval of Consent Agenda at 7:03pm) **Excused:** Michael Pearce **Staff Members Present:** Senior Planner Dörner, Planning Manager Josh Kubitz, Community Development Director Metzler

2 CONSENT AGENDA:

A. Meeting Minutes of October 7, 2024

Motion: As Read **Action:** Approve, **Moved by:** Commissioner Weiss **Seconded by:** Commissioner Olesen **Motion Passed** 4-0

3 CITIZEN COMMENT PERIOD:

There were no citizen comments.

4 ITEMS OF BUSINESS

A. 2025 Work Plan

Board members and staff had and in depth discussion on the details of the Work Plan.

5 ADJOURN

Chair Wiesenfeld adjourned the meeting at 7:04pm.

DRAFT 2025 Work Plan*

1. Town Center and Greater Meridian Corridor Improvement

- a. Provide input for the Town Center Subarea Plan to Planning Commission and City Council relating to planning for public spaces to help facilitate an Edgewood Marketplace through programs of events promoting and "Shop Local" initiatives and goals as they relate to Work Plan Item #5 below.

2. Meridian Corridor Economic Development

- a. Edgewood Market (ex. food truck court/farmers market).
- b. Small retail building incentives.
- c. Enhance walkability and increase pedestrian safety.
- d. Improve Curb Appeal and Safety for pedestrians along the Meridian Corridor.
- e. Re-evaluate the 2022 EDAB recommendation for a hotel feasibility study.
- f. Continue to promote parallel road network.
- g. Place-making and wayfinding
- h. Explore future opportunities and coordination of maintenance responsibilities along the Meridian Corridor

3. Collaborate with the Planning Commission and PRAB

- a. Collaborate with Planning Commission and Parks and Recreation Advisory Board (PRAB) to incorporate Economic Development goals in land use and recreation planning.

4. Comprehensive Plan Update – Economic Development Element

- a. Edgewood has experienced relatively rapid growth and extensive development since the adoption of its last Comprehensive Plan, impacting the City's businesses, residents and the City's service levels. This has brought forward the need to strategically approach economic development to create an environment which will help attract and retain desired businesses that will simultaneously create a sustainable tax base to maintain service levels to residents and businesses.
- b. Work with City staff, businesses, and the community to create an Economic Development Element for the City of Edgewood Comprehensive Plan.
- c. Develop a vision, goals, and policies for Economic Development in Edgewood to identify a strategic approach to fostering economic development in the community. Implementation measures outline specific actions that can be undertaken to make the community vision for economic development a reality.
- d. Use existing studies performed to analyze Economic Development in Edgewood and conduct updated or new studies as needed to provide background for the Economic Development Element.
- e. Conduct a business survey to understand what businesses the community wants and needs.
- f. Develop a SWOT Analysis to develop strategic plan use findings to attract more businesses to Edgewood.
- g. Conduct public outreach and provide public involvement opportunities for the public, business community, and stakeholders (ex. events, open houses and workshops).

5. Shop Local

- a. Effort connecting Edgewood businesses to the community and being involved in public events and activities.
- b. Create resources for the public to easily find local businesses (Example – Edgewood Business Map on City website for residents to find local businesses.)
- c. Local business 'spotlights' in the Edgewood Magazine.

6. Serve as Business Retention and Recruitment Ambassadors

- a. Visit existing businesses to understand what it is like doing business in Edgewood and bring forward findings to the Board and City staff. Encourage business owners to attend meetings and speak to their business activity, ideas, issues, or needs.
- b. Determine if they are looking to expand – if so, can you find another place for them in Edgewood?
- c. If they may be looking to leave – find out why and see what can be done to keep them in Edgewood.
- d. Business recruitment and economic development

7. Promote Diversity, Equity, and Inclusion in recommendations to City Council

8. Increase Public Engagement Efforts

* This is a DRAFT work plan. The new or revised items on this work plan have not been approved or authorized by City Council. This DRAFT work plan is subject to change and is not final.

Taken from the spreadsheet, for reference:

Read Me: Commissioner's Briefing

1. **Workbench.** I've polished the prototype you saw and turned it into a somewhat more useful tool. It carries the most current version of the Work Plan and a method for prioritizing the items.

2. **The task at hand.** We will be using the Workbench to prioritize our Work Plan elements for Council's examination and ideally approval. Your input will be of these types...

- **Benefits.** The benefits frame economic outcomes we are recommending as important to the City's economic health; what we seek economically for our City in pursuit of strong, vital economic development. The benefits will be the metrics against which we measure the Workplan items. At the moment, all of the current benefits speak to directly or indirectly driving revenue toward the City.

More benefits? The "Thoughts?" benefit in the list is for additional ideas. Please think about other kinds of benefits which don't specifically drive revenue, but could positively influence the City's economic health and well-being and other benefits that do drive revenue. In sum, the benefits aren't necessarily complete yet. You are encouraged to offer amendments for discussion. Each benefit statement is in effect saying that this is a thing that EDAB wants to turn its attention to, or wishes to recommend that Council turns its attention to.

- **Benefits Weighting.** Each benefit has an assigned weight. I think of weights as a measure of importance of each benefit relative to the others. Please weight each benefit according to your sense of its economic value to the City. Range is zero to ten. If you think that a weight should be zero you are indicating that you think that the benefit is, economically, completely non-beneficial which is okay. That kind of input is valuable.

- **Scoring.** The scoring is a determination of how well each work item contributes to a benefit. A score of zero indicates that that the activity or topic of the work item does not contribute to the goal at all. There will be a lot of those. At the other extreme is a score of ten which suggests that the benefit is completely supported by the activity. I'm thinking that the ratios between the weights will count more than the precise values individually. See the "Scoring Example" tab where the "Expanding Bax Base" benefit is twice as important as the "Shaping" benefit. That would be the case whether the relative values were 8 and 4 or 15 and 7.5. I found it easiest to find the most important one, give it a ten and rate the others relatively from that.

Mindset. The vocabulary has been updated largely to phrase all work items as a "do something" statement of action. That way the mindset as we are scoring can be "does this action item contribute to realizing the benefit being scored against?" and score accordingly. These changes made it easier for me to think about scoring. Hopefully you too.

Branding and Shaping. Branding is a familiar concept. It's one of the benefits but may be unfamiliar. Shaping is positively altering the way a brand; how entity views itself and how the world views it. It has many of the elements of branding because its goal is to make the brand better. It incorporates an assortment of marketing, promotional and influencing methods. "I love NY" is iconic shaping messaging. The shaping activity that would fall on EDAB would be regarding aspects of identity and brand and, at minimum, yield a viable, common vision we can share and socialize, as an Economic Development point of concern. Ideally Edgewood should be top of mind whenever X is mentioned or considered. Figuring out of what the one or more X are will be an interesting discussion. :)

How To: User's Notes

Briefing. This workbench provides a method to help establish priorities for recommendation to Edgewood's City Council regarding EDAB's draft Work Plan using a weighted scoring protocol. The variable elements are (1) the benefits that will be scored against (2) a scoring weight for each benefit and (3) the scores themselves. The range of values scores is zero to ten. Fractions are okay. Weights values are more than zero and ten or less. A weight, if zero, causes each score to be treated as zero, but won't otherwise change the relative magnitude of the weighted scores. All it will do is cause that benefit to not be factored in.

As an FYI, the "Quality of Life" benefit has two aspects, the one one may initially think of, more restaurants, better parks, and the and another more pointedly economic one. Those qualities of life, and innumerable others are dependent on a city capable of attracting or funding them; it's why the Scoring Example

Illustrations. I've included a scoring example on the (you guessed it) the Scoring Example tab as a kick-off. The values in there are, I think, directionally correct, but not all that well honed. They are more to give you a sense of direction only. The Scoring tab is blank and ready to go for your scoring.

Scores. Raw and weighted scores are calculated. Raw score is a simple average. The weighted average is the average of the sum of the product of each benefit's weight and score. For weighted averages, a weight of zero causes all scores for that Goal or Benefit to be zero. Also, the raw score matches the weighted score where all weights are one.

As I was scoring I noticed that I scored an item and then looked at the weighted score to see what happened. On at least one occasion I wanted to change the benefit scores to make the weight different (more or less) based on how I felt about the item as a whole. Then I discovered that I was unwilling to change the benefit scores because they seemed 'right.' And I was unwilling to amend the weights for the same reason. I then stopped looking at the weighted score while scoring. I was happily surprised at how a number of small defensible decisions result in an unexpected but defensible outcome that wouldn't have otherwise occurred. Yay!

Workplan Drilldown. The complete workplan is included in the Workbench in two levels. Level 1, the heading level, is marked by a plus sign in Column A. Level 2, the detail level, is marked by a number in Column A, which selects the second level content, the workplan item's text itself. Use the filter configuration dropdown in A3 .

- select only the heading level by selecting "+" or
- both levels by selecting "(Select All)" or
- select any combination of numbers to see their section details.

Be sure that the "+" filter remains checked or headings will disappear.

Adding Goals. If you wish to add additional benefits and explore outcomes, you can do that by adding a Column for the goal after Column C and before column F. The scoring formulas will update correctly. Adding a question before Column C and after column F will require an adjustment to the score formulas manually.

Rev	Initial	EDAB 2025 Work Plan with prioritization								
Filter	Item	Benefit	Maintains and/or expands a sustainable revenue base.	Makes local businesses attractive (visibility, convenience, safety, parking).	Brings cost of development competitively in line with surrounding municipalities.	Shapes the Edgewood brand.	Improves Citizen's quality of life.	Thoughts?	Raw Score	Weighted Score
+		Weight								
+	1	Town Center and Greater Meridian Corridor Improvement		Element moved to item 3 because it's a collaboraton item						
+	2	Meridian Corridor Economic Development								
2		a. Develop an Edgewood Marketplace e.g. a food truck court, farmers market, crafts market or ...								
2		b. Vigorously encourage, facilitate and enable off-but-near Meridian commerce toward developing high income commercial focal point(s) that the city needs but that the fragmentation of available lands on Meridian itself makes difficult if not impossible.								
2		c. Enhance walkability, improve curb appeal and increase pedestrian safety.								
2		d. Re-evaluate the 2022 EDAB recommendation for a hotel feasibility study.								
2		e. Continue to endorse and promote parallel road network.								
2		f. Install place-marking and wayfinding for service organizations serving EW								
2		g. Explore future opportunities and coordination of maintenance responsibilities along the Meridian Corridor								
+	3	Collaboration with City Commissions and Boards								
3		a. Collaborate with Planning Commission and Parks and Recreation Advisory Board (PRAB) to incorporate Economic Development goals in land use and recreation planning.								
		b. Provide input for the Town Center Subarea Plan to Planning Commission and City Council relating to planning for public spaces in part to help facilitate an Edgewood Marketplace.								
+	4	Comprehensive Plan Update -- Economic Development Element		Completed. No scoring required.						

Rev	Initial	EDAB 2025 Work Plan with prioritization								
Filter	Item	Benefit	Maintains and/or expands a sustainable revenue base.	Makes local businesses attractive (visibility, convenience, safety, parking).	Brings cost of development competitively in line with surrounding municipalities.	Shapes the Edgewood brand.	Improves Citizen's quality of life.	Thoughts?	Raw Score	Weighted Score
+		Weight								
+	5	Shop Local	Item includes a "what," the first, and two "hows" thereafter. Score the "what" only, unless you think the "hows" should be scored materially differently.							
5		a. Connect Edgewood businesses to the community and involve in public events and activities:								
5		1. Create resources for the public to easily find local businesses (e.g. an Edgewood Business Map on city website for residents to find local businesses.)								
5		2. Feature local business 'spotlights' in the Edgewood Magazine and other social media platforms.								
+	6	Business Retention and Recruitment Ambassadors								
6		a. Visit existing businesses to reinforce that "Edgewood Cares" about their issues and concerns.								
		b. An "Edgewood Cares" visit could include any or all of discussing business challenges, business point-of-view opportunities and beneficial aspects of EW, and business points-of-view pain points and obstacles. Share findings to the Council and City staff. Encourage business owners to be proactive; to attend meetings and speak to their business activity, ideas, issues, and needs.								
6		b. Determine if a business is looking to expand, relocate within EW or relocate out of EW. If yes take TBD suitable action.								
6		c. Develop motivational, informational and credentialing collateral for distribution by EDAB Ambassadors and others to current and future businesses with actionable advice and information.								
		d. Emplace an Ombudsman as a (single?) pont of contact for current busnissess, future businesses, developers (and citizens?). Treat it as a help desk with problem tickets, actions and resolutions. May be initially an EDAB activity until budget permits a Staff Ombudsman.								
+	7	Diversity, Equity, and Inclusion								

Rev	Initial	EDAB 2025 Work Plan with prioritization								
Filter	Item	Benefit	Maintains and/or expands a sustainable revenue base.	Makes local businesses attractive (visibility, convenience, safety, parking).	Brings cost of development competitively in line with surrounding municipalities.	Shapes the Edgewood brand.	Improves Citizen's quality of life.	Thoughts?	Raw Score	Weighted Score
+		Weight								
7		Account for and promote diversity, equity, and inclusion in all relevant EDAB activities and in all relevant recommendations to Council.								
+	8	Public Engagement	Removed; covered adequately elsewhere.							
+	9	City Permitting and Licensing Process Optimization								
9		Evaluate barriers to business (e.g. Fee structures, workflows, timelines, availability of regulatory and how to info for filers, complexity of process and forms) and make Edgewood's permitting and licensing protocol competitive to other municipalities.								
+	10	Zoning Optimization								
10		Optimize Edgewood's zoning structure for optimum tax yield.								
+	11	EDAB Protocols and Operation								
11		Create and deploy procedures, infrastructure and protocols which facilitate and optimize the way EDAB operates. Examples include recruitment and onboarding procedure, onboarding collateral documentation, incremental, cyclic workplan upgrade with reprioritization by Council.								