



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

Monday, August 2, 2021, 6 p.m. • Virtual Zoom Meeting*
Meeting Link: (<https://zoom.us/j/92275379112>)

1. Call to Order

- a. Attendance *(by presence, not roll call)*
 - i. Position 1: Scott Kilmer
 - ii. Position 2: Andrew Wiesenfeld
 - iii. Position 3: Lora Butterfield
 - iv. Position 4: Deanna Clark
 - v. Position 5: Angel Swanson
 - vi. Position 6: Dawne Swanson
 - vii. Position 7: Jason Neil

2. Chair and Vice-Chair Appointments

- 3. 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. Agenda Approval or Modifications
 - b. Approval of Meeting Minutes for June 7, 2021
 - c. Review of Planning Commission Meeting Minutes for June and July
 - d. Review of June Development Review Reports

- 4. 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.*

5. Old Business

- a. Town Center
- b. Business Survey
- c. Edgewood Marketplace

6. New Business

- a. Action Items:
 - i. Retail Recruitment
- b. Discussion Items
 - i. 2021 Work Plan

7. Staff Comments

8. Board Member Updates

9. Adjourn

*NOTE: August 2021 board and commission meetings will remain virtual with the anticipation that September 2021 meetings will offer a hybrid option between Zoom and in-person at City Hall.



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

Monday, June 7, 2021, 6 p.m. • Virtual Zoom Meeting
Meeting Link: (<https://zoom.us/j/92275379112>)

1. **CALL TO ORDER:** Chair Butterfield called the meeting to order at 6:04 p.m.
 - A. **Members Present:** Kilmer; Wiesenfeld; Butterfield; Clark; Swanson; Neil
 - B. **Commissioners Absent:** Clark; Position 5 VACANT; Neil
 - C. **Staff Member(s) Present:** Emily Arteche, Planning Manager
Evan Hietpas, Associate Planner
 - D. **Others Present:** Council Member Wise
Council Member Tomy
2. **CONSENT AGENDA**
 - A. **Agenda Approval or Modifications**
 - B. **Approval of Meeting Minutes for May 3, 2021**
 - C. **Review of May Development Review Reports**
 - i. Swanson moved to approve, as presented.
 - ii. Wiesenfeld seconded.
 - iii. The Board voted 4-0 to approve the Consent Agenda.
3. **CITIZEN COMMENT PERIOD:**
 - A. Jeanette Jorgensen spoke to the board regarding small businesses in Edgewood, specifically related to food trucks.
4. **NEW BUSINESS**
 - A. **Discussion Item(s)**
 - i. Town Center
 - a. Hietpas introduced Town Center and provided a presentation on the City's anticipated efforts to create a Town Center Subarea Plan.
 - b. Discussion ensued.

Board Member Swanson notified Chair Butterfield that she needed to leave the meeting. This would result in the EDAB no longer achieving a quorum. Chair Butterfield recommended deferring the remaining agenda items to the next meeting. The EDAB does not have a regular scheduled meeting in July due to a City-observed holiday on Monday July 5th. The Board requested a special meeting on Wednesday July 14th. The July meeting will include the same agenda items as the June meeting.

AGENDA ITEMS DEFERRED TO THE JULY MEETING

- A. **Discussion Item(s)**
 - i. *Edgewood Marketplace*
 - ii. *Edgewood Marketplace Flyer*
 - iii. *2021 Work Plan*
 - B. **Action Item(s)**
 - i. *Edgewood Marketplace Flyer*
6. **STAFF COMMENTS:** None
 7. **BOARD MEMBER UPDATES:** None
 8. **ADJOURN:** Chair Butterfield adjourned the meeting at 6:59 p.m.



CITY OF EDGEWOOD

PLANNING COMMISSION MEETING MINUTES

Monday, June 14, 2021 – 6 p.m. • Edgewood City Hall – 2224 104th Ave. E

Meeting Held Virtually via Zoom

1. **CALL TO ORDER:** Chair Overfield called meeting to order at 6:03 PM
 - A. **Commissioners Present:** Guillory; Overfield; Greene; Wagner; Pincas; Ramirez; Slate
 - B. **Commissioners Absent:** None
 - C. **Staff Member(s) Present:** Emily Arteche, Planning Manager
Evan Hietpas, Associate Planner
Jeremy Metzler, Public Works Director
 - D. **Others Present:** Councilmember Tonym
Councilmember Wise
2. **CONSENT AGENDA:** Slate moved to APPROVE as presented, Guillory seconded.
Commission voted 7-0 to approve the Consent Agenda.
3. **CITIZEN COMMENTS:** None
4. **PUBLIC HEARINGS:**
 - A. Traffic Concurrency Management Code Amendment
 - i. Chair Overfield opened public hearing at 6:05.
 - ii. No public comment received.
 - iii. Chair Overfield closed public hearing at 6:06.
 - B. Traffic Impact Fees Code Amendment
 - i. Chair Overfield opened public hearing at 6:06.
 - ii. No public comment received.
 - iii. Chair Overfield closed public hearing at 6:08.
5. **NEW BUSINESS:**
 - A. **Action Items:**
 - i. Traffic Concurrency Management Code Amendment
 - a. Chair Overfield requested a motion to approve the code amendment, as presented.
 - b. Greene motioned to approve. Guillory seconded. Planning Commission voted 7-0 recommend approval of the code amendment, as presented.
 - ii. Traffic Impact Fees Code Amendment
 - a. Chair Overfield requested a motion to approve the code amendment, as presented.
 - b. Guillory motioned to approve. Pincas seconded. Planning Commission voted 7-0 recommend approval of the code amendment, as presented.

B. Discussion Items:

i. Town Center

- a. Hietpas opened the discussion.
- b. Commission and city staff discussed the anticipated efforts related to the development of a Town Center subarea plan in the coming months.

ii. Street Light Standards

- a. Hietpas briefed the Commission on city staff's efforts related to the adoption of street light standard regulations.

iii. Development and Public Works Standards

- a. Arteché and Metzler presented a proposed code modification related to streetscape requirements, to be adopted at a later date.
- b. Commission and city staff discussed the proposed code modification.

iv. Sewer Plan Update

- a. Metzler briefed the Commission that the City Council will be updating the City's Sewer Plan, related to higher density zoning boundaries.

v. Reappointments

- a. Hietpas and Arteché recommended that Positions 4-7 should be re-appointed to serve another two (2) year term on the City's Planning Commission.
- b. All four (4) Commissioners agreed to serving another term.
- c. Chair and Vice Chair selections will made at the July meeting.

vi. Planning Commission Handbook

- a. Hietpas and Arteché introduced the new "Planning Commission Handbook". The handbook includes important information to help Commissioners be successful in their role and educate the public on the importance of what the Planning Commission does.
- b. Discussion ensued.

vii. 2021 Work Plan

- a. Commission and city staff discussed various Work Plan items.

6. **STAFF COMMENTS:** Hietpas introduced the City's new public engagement program, the "Edgewood Experience". This program will allow five (5) local high students to work with city staff members for six weeks in the summer to learn about what local municipalities do to serve a community, explore careers in public service, and explain how to become active community leaders.

7. **COMMISSIONER COMMENTS:** None

8. **ADJOURN:** Chair Overfield adjourned meeting at 7:31 PM.



CITY OF EDGEWOOD

PLANNING COMMISSION MEETING MINUTES

Monday, July 12, 2021 – 6 p.m. • Edgewood City Hall – 2224 104th Ave. E

Meeting Held Virtually via Zoom

1. **CALL TO ORDER:** Chair Overfield called meeting to order at 6:03 PM
 - A. **Commissioners Present:** Guillory; Overfield; Greene; Wagner; Pincas; Ramirez; Slate (6:06)
 - B. **Commissioners Absent:** None
 - C. **Staff Member(s) Present:** Darren Groth, CED Director
Emily Arteche, Planning Manager
Evan Hietpas, Associate Planner
 - D. **Others Present:** Councilmember Tomyn
Councilmember Wise
2. **CONSENT AGENDA:** Pincas moved to APPROVE as presented, Ramirez seconded. Commission voted 6-0 to approve the Consent Agenda.
3. **CITIZEN COMMENTS:** None
4. **PUBLIC HEARINGS:** None
5. **OLD BUSINESS:**
 - A. Sewer Connection Requirements
 - i. Hietpas and Overfield opened the discussion.
 - ii. Discussion ensued about the long-term maintenance of community septic systems, and the city-wide sewer plan update.
 - B. Streetscapes Code Amendment
 - i. Arteche opened the discussion and recommended holding a public hearing at the August 9th Planning Commission meeting.
 - ii. Planning Commission agreed with staff's recommendation. Public hearing will be scheduled for August 9th.
 - C. Town Center
 - i. Hietpas introduced the Town Center subarea planning activity that City staff will be facilitating with five high school students in the Edgewood Experience program.
 - ii. Discussion ensued. The Commission will review the proposed boundaries of the TC subarea plan.
 - D. PC Handbook
 - i. Groth introduced the purpose of creating a handbook for the Planning Commission.



CITY OF EDGEWOOD

PLANNING COMMISSION MEETING MINUTES

Monday, July 12, 2021 – 6 p.m. • Edgewood City Hall – 2224 104th Ave. E

Meeting Held Virtually via Zoom

6. NEW BUSINESS:

A. Action Items:

i. Chair and Vice Chair Appointments

- a. Planning Commission discussed this agenda item to determine appointments until July 2022.
- b. Slate moved to APPOINT Overfield as Chair and Pincas as Vice-Chair. Greene seconded the motion. Planning Commission voted 7-0.

B. Discussion Items:

i. Transitional Housing and State of Washington House Bill (HB) 1220

- a. Groth opened the discussion and recommended holding a public hearing on the required code amendment(s) as soon as possible to ensure compliance with the WA State House Bill.
- b. Planning Commission discussed the impacts of this House Bill and agreed with staff's recommendation.

ii. Temporary Signs in Rights-of-Way

- a. Groth opened the discussion about a possible code amendment related to temporary signs.
- b. Planning Commission discussed the possible code amendment and recommended to not make any changes at this time.

iii. 2021 Work Plan

- a. Commission and city staff discussed the 2021 Work Plan. It was determined that the establishment of EMC Title 17 should be delayed until the City adopts a Town Center subarea plan and an updated Comprehensive Plan.

7. STAFF COMMENTS: None

8. COMMISSIONER COMMENTS:

- A. Commission and City staff discussed current proposed developments in Edgewood.
- B. Commission discussed their preferred method of facilitating monthly meetings. (virtual, hybrid, in-person)

9. ADJOURN:

Chair Overfield adjourned meeting at 7:53 PM.

Pending Projects - Planning and Engineering Permits

36 Permits

Exported: 06/01/2021

Permit #	Project	Site Address	Parcel	Department	Type	Status	Submitted	Last Activity
BLA								
21-1144	PROLOGIS PARK BLA	4120 90TH AV E	420163702	PLANNING	BLA	UNDER REVIEW	03/24/2021	05/26/2021
CLEAR AND GRADE								
21-1111	K.M.S DRIVEWAY	8217 34TH ST E	420175007	ENGINEERING	CLEAR AND GRADE	INCOMPLETE	03/04/2021	04/01/2021
CODE UPDATES AND CHANGES								
20-1663	RECONCILE COMPREHENSIVE PLAN AMENDMENT UPDATES			PLANNING	CODE UPDATES AND CHANGES	APPLICATION	12/28/2020	04/13/2021
20-1667	NATURAL ENVIRONMENT CHAPTER UPDATE	2224 104TH AV E	420102012	PLANNING	CODE UPDATES AND CHANGES	APPLICATION	12/30/2020	04/13/2021
20-1668	LAND USE GROWTH TARGETS UPDATE	2224 104TH AV E	420102012	PLANNING	CODE UPDATES AND CHANGES	APPLICATION	12/30/2020	04/13/2021
21-1125	830 WEST VALLEY HIGHWAY QUAZI-JUDICIAL REZONE	830 West Valley Highway E		PLANNING	CODE UPDATES AND CHANGES	INCOMPLETE	03/16/2021	04/20/2021
21-1188	TRAFFIC CONCURRENCY THRESHOLD CODE AMENDMENT			PLANNING	CODE UPDATES AND CHANGES	APPLICATION	04/28/2021	05/04/2021
21-1237	TRAFFIC IMPACT FEES CODE AMENDMENT			PLANNING	CODE UPDATES AND CHANGES	APPLICATION	05/24/2021	05/25/2021
DESIGN STAND REVIEW								
20-1348	DHALIWAL TC LANDING DESIGN STANDARDS REVIEW	1914 MERIDIAN AV E	420091134	PLANNING	DESIGN STAND REVIEW	WAITING ON REVISIONS	07/13/2020	03/30/2021
NEIGHBORHOOD MEETING								
21-1195	NWP TOWNHOMES NEIGHBORHOOD MEETING	3117 MERIDIAN AV E	420103072	PLANNING	NEIGHBORHOOD MEETING	APPLICATION	04/30/2021	05/27/2021
PRE APP								
21-1169	OLYMPIC ROCKERIES PRE-APPLICATION	12620 JOVITA BLVD E	420021022	PLANNING	PRE APP	INCOMPLETE	04/09/2021	05/05/2021
21-1248	WOOD SHORT PLAT PRE-APP	2504 TO 2508 112TH AVE E	420104043	PLANNING	PRE APP	APPLICATION	05/27/2021	05/27/2021
SHORT PLAT - FINAL								
20-1615	DODDS SHORT PLAT FINAL SHORT PLAT	4902 EDGEWOOD DR E	420235048	PLANNING	SHORT PLAT - FINAL	WAITING ON REVISIONS	11/24/2020	05/28/2021
21-1213	ABEL SHORT PLAT FINAL PLAT	12321 16TH ST E	420027027	PLANNING	SHORT PLAT - FINAL	INCOMPLETE	05/11/2021	05/28/2021
SHORT PLAT - PRELIMINARY								
20-1034	SMITH SHORT PLAT PRELIMINARY PLAT	2506 117TH AV E	420108013	PLANNING	SHORT PLAT - PRELIMINARY	UNDER REVIEW	01/23/2020	05/25/2021
20-1533	CONNOLLY SHORT PLAT PRELIMINARY SHORT PLAT	1711 122ND AV E	420112155	PLANNING	SHORT PLAT - PRELIMINARY	UNDER REVIEW	10/26/2020	05/31/2021
20-1566	RUSEV SHORT PLAT PRELIMINARY PLAT	11516 8TH ST E	420038004	PLANNING	SHORT PLAT - PRELIMINARY	WAITING ON REVISIONS	11/06/2020	04/06/2021
21-1170	BREYER SHORT PLAT PRELIMINARY PLAT	2110 TO 2114 95TH AVCT E	420095023	PLANNING	SHORT PLAT - PRELIMINARY	UNDER REVIEW	04/09/2021	05/25/2021
SITE DEVELOPMENT								
17-1527	NORTHWOOD ESTATES WEST PHASE II SITE DEVELOPMENT	9609 24TH ST E	420091136	ENGINEERING	SITE DEVELOPMENT	UNDER REVIEW	12/05/2017	04/23/2021
19-1401	BEREZNYOV SHORT PLAT SITE DEVELOPMENT	8904 20TH ST E	420096012	ENGINEERING	SITE DEVELOPMENT	UNDER REVIEW	08/16/2019	04/20/2021
20-1131	WAGNER SHORT PLAT SITE DEVELOPMENT	11226 18TH ST E	9770000069	ENGINEERING	SITE DEVELOPMENT	WAITING ON REVISIONS	03/18/2020	08/14/2020

Pending Projects - Planning and Engineering Permits

36 Permits

Exported: 06/01/2021

Permit #	Project	Site Address	Parcel	Department	Type	Status	Submitted	Last Activity
20-1236	JENNA ACRES SHORT PLAT SITE DEVELOPMENT	1419 114TH AV E	420034061	ENGINEERING	SITE DEVELOPMENT	UNDER REVIEW	05/20/2020	03/04/2021
20-1568	EAST PIERCE FIRE STATION 118 SITE DEVELOPMENT	10105 24TH ST E	420091025	ENGINEERING	SITE DEVELOPMENT	UNDER REVIEW	11/06/2020	05/05/2021
20-1624	DHALIWAL TC LANDING SITE DEVELOPMENT	1914 MERIDIAN AV E	420091134	ENGINEERING	SITE DEVELOPMENT	WAITING ON REVISIONS	11/30/2020	04/12/2021
20-1657	MICKELSON SUBDIVISION SITE DEVELOPMENT	2804 90TH AV E	420093089	ENGINEERING	SITE DEVELOPMENT	WAITING ON REVISIONS	12/22/2020	03/12/2021
21-1017	THE LEARNING EXPERIENCE SITE DEVELOPMENT	527 MERIDIAN AV E	420036070	ENGINEERING	SITE DEVELOPMENT	WAITING ON REVISIONS	01/15/2021	04/21/2021
SITE PLAN REVIEW								
21-1031	PROLOGIS PARK SITE PLAN REVIEW (PHASE I AND II)	4120 90TH AV E	420163702	PLANNING	SITE PLAN REVIEW	WAITING ON REVISIONS	01/22/2021	05/26/2021
21-1090	1315 MERIDIAN SITE PLAN REVIEW	1315 TO 1327 MERIDIAN AV E	7420000013	PLANNING	SITE PLAN REVIEW	WAITING ON REVISIONS	02/11/2021	05/04/2021
21-1129	NIGHTSIDE DISTILLERY SITE PLAN REVIEW	2908 MERIDIAN AV E	420094151	PLANNING	SITE PLAN REVIEW	UNDER REVIEW	03/17/2021	05/18/2021
SUBDIVISION - FINAL								
21-1051	ESTATES ON CALDWELL SUBDIVISION FINAL PLAT	4423 127TH AV E	6755000020	PLANNING	SUBDIVISION - FINAL	UNDER REVIEW	01/28/2021	05/27/2021
21-1159	EDGEWOOD ESTATES SUBDIVISION FINAL PLAT	12220 12TH ST E	420023062	PLANNING	SUBDIVISION - FINAL	UNDER REVIEW	03/31/2021	05/27/2021
SURFACE WATER								
19-1423	EDGEWOOD DR / SUMNER HEIGHTS DR INTERSECTION REPAIR & IMPROVEMENTS	5629 SUMNER HEIGHTS DR E	420234033	ENGINEERING	SURFACE WATER	UNDER REVIEW	09/09/2019	05/26/2021
TRAFFIC CONCURRENCY								
21-1167	29TH ST APARTMENTS TRAFFIC CONCURRENCY	XXX 29TH ST E	3625000372	ENGINEERING	TRAFFIC CONCURRENCY	UNDER REVIEW	04/07/2021	05/21/2021
21-1192	BRIDGE POINT TRAFFIC CONCURRENCY	XXX 98TH AV E	420164096	ENGINEERING	TRAFFIC CONCURRENCY	UNDER REVIEW	04/29/2021	05/03/2021
21-1214	NWP MERIDIAN TRAFFIC CONCURRENCY	3117 MERIDIAN AV E	420103072	ENGINEERING	TRAFFIC CONCURRENCY	UNDER REVIEW	05/11/2021	05/21/2021
TUP								
21-1220	FIREFLY FIREWORKS TUP	909 MERIDIAN AV E	420033077	PLANNING	TUP	APPLICATION	05/14/2021	05/24/2021

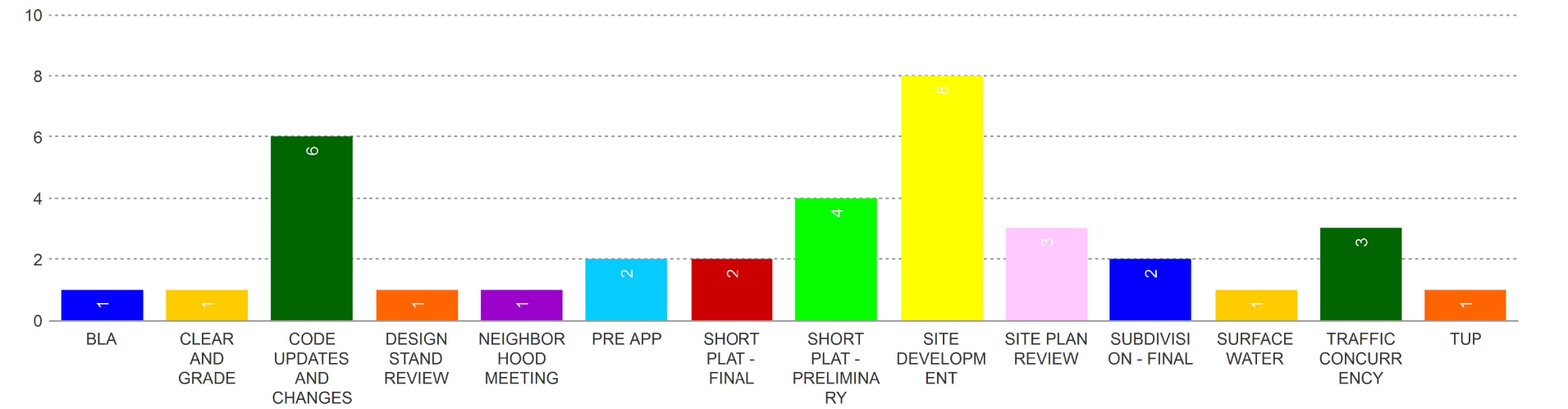
Pending Projects - Planning and Engineering Permits

36 Permits

Exported: 06/01/2021

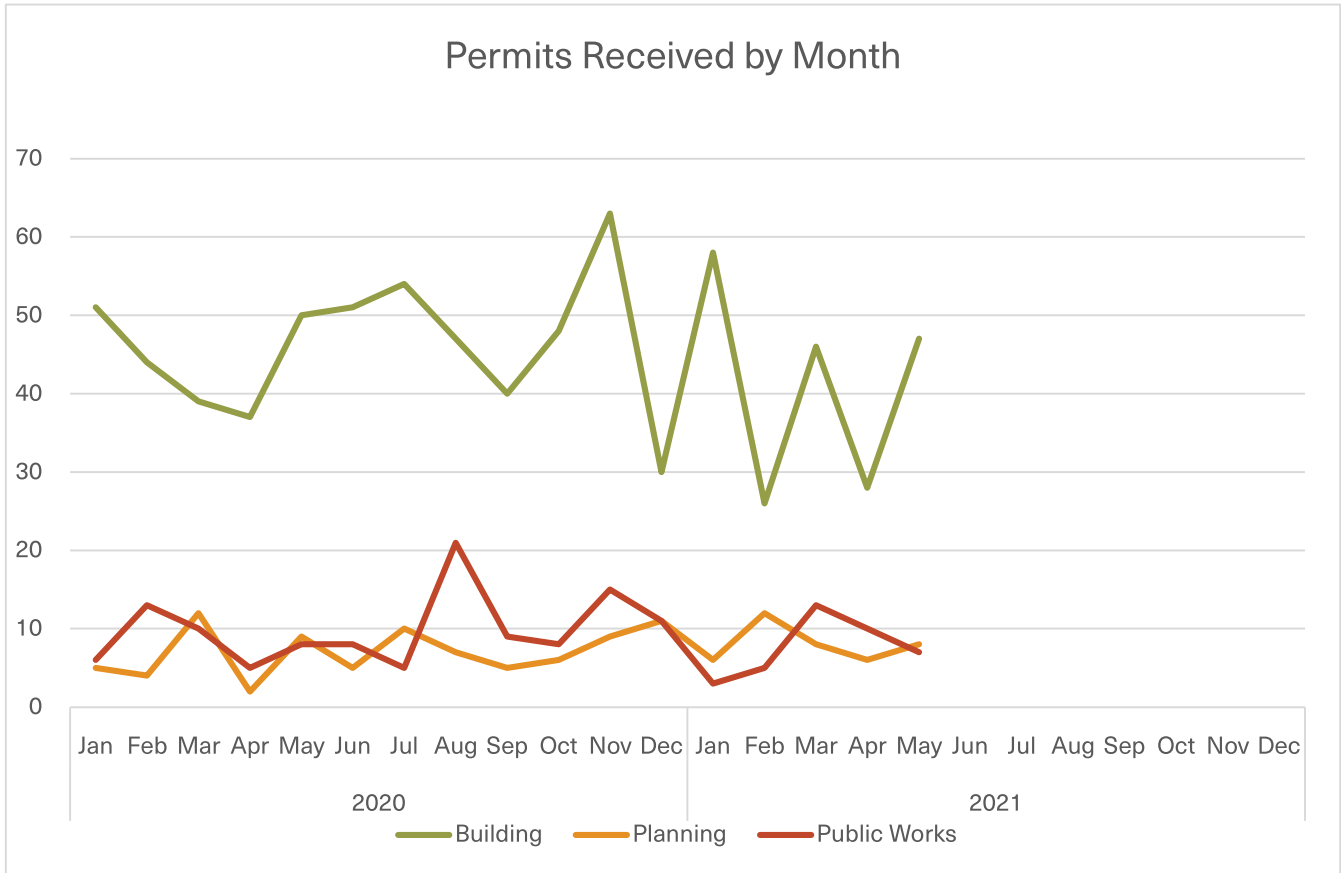
Permit #	Project	Site Address	Parcel	Department	Type	Status	Submitted	Last Activity
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Permits by Type



May 2021

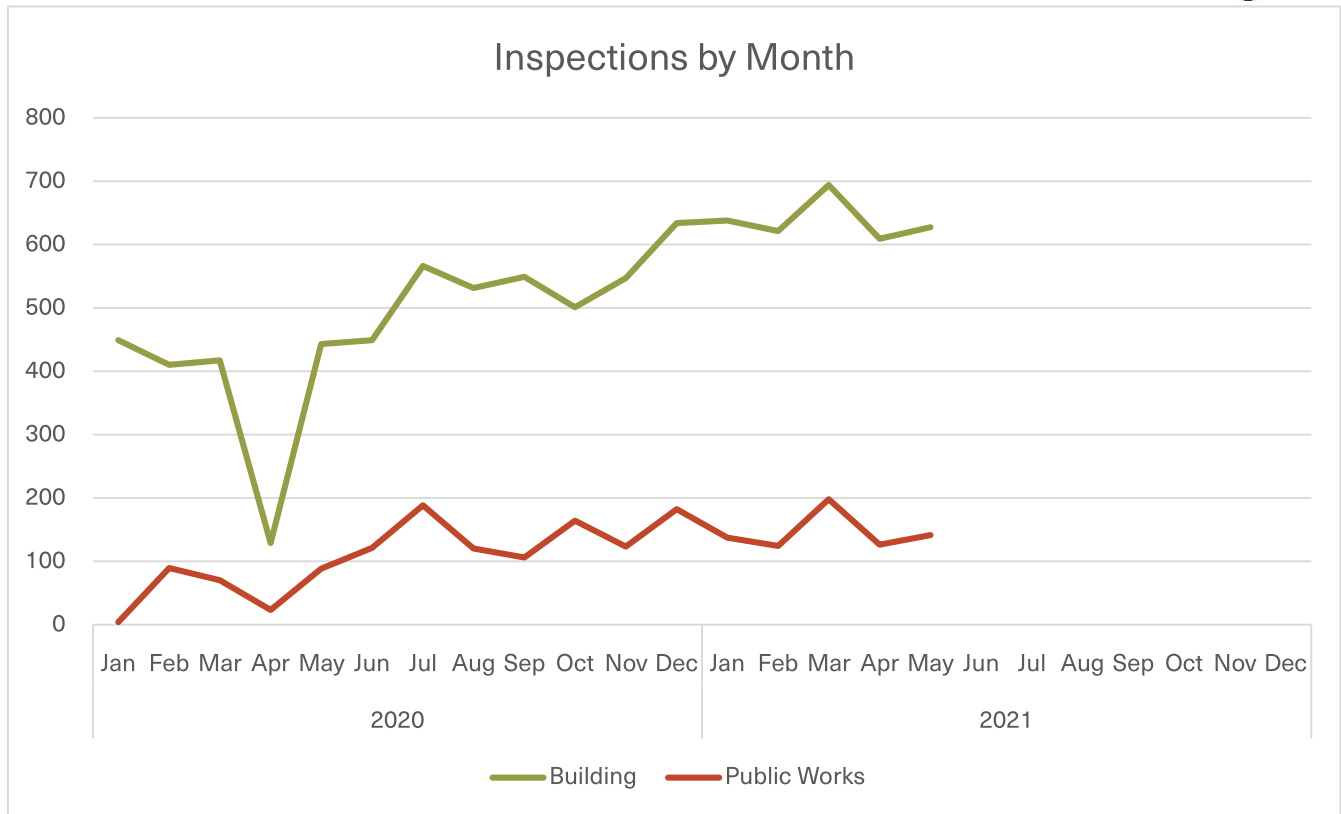
Monthly Development Report



Permits	Building		Planning		Public Works	
	Received	Issued	Received	Issued	Received	Issued
May 2021	47	32	8	1	7	7
May 2020	37	19	2	4	5	3
Average 2021	41	43	8	3	8	7
Average 2020	43	28	6	2	9	7
YTD 2021	205	214	40	15	38	35
YTD 2020	221	139	32	12	42	32
	Building		Planning		Public Works	
	Month	Received	Month	Received	Month	Received
Highest Month 2021	Jan	58	Feb	12	Mar	13
Highest Month 2020	Nov	63	Mar	12	Aug	21

May 2021

Monthly Development Report



<i>Inspections</i>	Building		Public Works	
May 2021	627		141	
May 2020	443		88	
Average 2021	638		145	
Average 2020	469		107	
YTD 2021	3189		726	
YTD 2020	1848		274	
	Building		Public Works	
	Month	Insp.	Month	Insp.
Highest Month 2021	Mar	694	Mar	198
Highest Month 2020	Dec	634	Jul	188

Plat Construction Tracking Report- June 2021

Preliminary Plat					Site Development	Final Plat		Buildout		
Submitted	Project	Address	Total Lots	Status	Status	Status	Lots Recorded	Completed Homes #	Completed Homes %	Completion Date
2021	BREYER SHORT PLAT	2114 95TH AVCT E	5	APPLICATION						
2020	HUNTINGTON SHORT PLAT	9605 18TH STCT E	3	APPROVED	APPLICATION					
	RUSEV SHORT PLAT	11516 8TH ST E	2	APPLICATION						
	CONNOLY SHORT PLAT	1711 122ND AV E	3	APPLICATION						
	TEBALDI SHORT PLAT	4625 126TH AV E	2	APPROVED	N/A					
	PADEN SHORT PLAT	1302 114TH ST E	2	APPROVED						
	HARRISON SHORT PLAT	12121 42ND ST E	2	APPROVED						
	PHILLIPS RIDGE SUBDIVISION	XXX 86TH AVCT E	14	APPROVED	ISSUED					
	DODDS SHORT PLAT	4902 EDGEWOOD DR E	2	APPROVED	N/A	APPLICATION				
	SMITH SHORT PLAT	2506 117TH AV E	2	APPLICATION						
2019	BJERK SHORT PLAT	9815 31ST ST E	2	APPROVED	N/A	APPROVED	2	1	50%	
	ESTATES ON CALDWELL SUBDIVISION	XXX CALDWELL RD E	6	APPROVED	FINALED	APPLICATION				
	JENNA ACRES SHORT PLAT	1419 114TH AV E	4	APPROVED	APPLICATION					
	SELLERS SHORT PLAT	11215 13TH ST E	2	APPROVED						
	WAGNER SHORT PLAT	11226 18TH ST E	3	APPROVED	APPLICATION					
	RAMSAUR SHORT PLAT	9505 24TH ST E	4	APPROVED	N/A	APPROVED	4	1	25%	
	BECKER SHORT PLAT	4122 CALDWELL RD E	2	APPROVED	APPLICATION	APPROVED	2	1	50%	
2018	BARTH SUBDIVISION	XXX 96TH AV E	37	APPROVED	ISSUED					
	T GARRETT SHORT PLAT	10412 36TH ST E	2	APPROVED	FINALED	APPROVED	2	1	50%	
	GRUBB SHORT PLAT	12325 48TH ST E	3	APPROVED						
	HEART & SOUL SHORT PLAT	9725 18TH STCT E	4	APPROVED	FINALED	APPROVED	4	1	25%	
	MICKELSON SUBDIVISION	2804 90TH AV E	10	APPROVED	APPLICATION					
	CHUMAKIN SHORT PLAT	2005 112TH AV E	4	APPROVED	FINALED	APPROVED	4	1	25%	
	BEREZNYOV SHORT PLAT	8904 20TH ST E	4	APPROVED	APPLICATION					
	ABEL SHORT PLAT	12321 16TH ST E	6	APPROVED	ISSUED	APPLICATION				
2017	CIRILIUM (RESERVE AT HILLCREST) SUBDIVISION	12311 31ST ST E	18	APPROVED	FINALED	APPROVED	18	0		
	WOLF POINT SUBDIVISION	XXX MERIDIAN AV E	56	APPROVED	ISSUED					
	GAGNON SHORT PLAT	2620 110TH AV E	2	APPROVED	FINALED	APPROVED	2	1	50%	
2016	VOLENTE SUBDIVISION	8626 33RD ST E	15	APPROVED	ISSUED	APPROVED	15	0		
	DOMUS TOWNHOMES PRD (THE WOODLANDS)	10525 11TH ST E	55	APPROVED	FINALED	APPROVED	55	17	31%	
	EDGEWOOD VIEW ESTATES SUBDIVISION PHASE 2	8224 20TH ST E	67	APPROVED	FINALED	APPROVED	67	34	51%	
	GERVAIS SHORT PLAT	1607 112TH AVE E	3	APPROVED	APPROVED					
	NORTHWOOD ESTATES WEST SUBDIVISION- PHASE 2	9623 24TH ST E	41	APPROVED	APPLICATION					
	PASCOLO ESTATES SUBDIVISION	2806 117TH AVE CT E	19	APPROVED	FINALED	APPROVED	19	1	5%	
	EDGEWOOD TERRACE SUBDIVISION	2907 122ND AVE E	28	APPROVED						
2015	NICKLAUS (ASTER POINT) SUBDIVISION	2305-2307 94TH AVE CT E	38	APPROVED	FINALED	APPROVED	38	13	34%	
	CALIBER SHORT PLAT	3312 106TH AVE E	6	APPROVED	FINALED	APPROVED	6	2	33%	
	EDGEWOOD ESTATES SUBDIVISION	12220 12TH ST E	14	APPROVED	ISSUED	APPLICATION				
	VIEW POINTE SUBDIVISION	10413 13TH ST E	44	APPROVED	FINALED	APPROVED	44	43	98%	
	MAPLE GROVE SUBDIVISION	2613 87TH AVE CT E	8	APPROVED	FINALED	APPROVED	8	6	75%	
	CURRAN ESTATES SUBDIVISION	412 114TH AVE E	9	APPROVED	FINALED	APPROVED	9	2	22%	
2014	LISITSYN SHORT PLAT	11120 COUNTY LINE RD E	6	APPROVED	FINALED	APPROVED	6	3	50%	
2013	WESTRIDGE SUBDIVISION	FREEMAN RD	360	APPROVED	FINALED	APPROVED	284	250	88%	



**CITY OF EDGEWOOD
STAFF REPORT
EDAB AGENDA ITEM**

Date: August 2, 2021

Title: Town Center

Attachments:

- 1) Planning Commission April Recommendation
- 2) Buxton Consumer Propensity Data – Shopping
- 3) Matrix Multifamily National Report – Summer 2021

Submitted By: CED Director Darren Groth, AICP, CPM

Introduction:

Town Center is defined as the “Heart of Edgewood” in the City’s Comprehensive Plan and is intended to be the densest area of the city. Mixed-use development is encouraged, meaning that commercial and residential development should be built together. Town Center seeks to promote development that will serve the entire community.

Background:

Previous Plans and Studies

The conceptual plan for Town Center originated in the North Hill Community Plan, adopted on October 17, 1990. The plan encouraged both commercial and dense residential development along existing arterials (Meridian Ave). The vision for Town Center has remained consistent in subsequent City of Edgewood Comprehensive Plans. Additionally, numerous studies have been conducted to provide further analysis on economic development within Town Center.

The most recent study completed in April 2020 is entitled, *Planning and Economic Development Study for the Town Center and Mixed Use Residential Districts*, by BERK Consulting, Inc. This report incorporates all previous studies on Town Center to provide policy and development code recommendations for the City’s considerations.

Planning Commission

On May 26, 2020, City Council adopted the 2020 Planning Commission Work Plan, which included Town Center. The work plan item is meant to focus on attracting community-based development, which requires thoughtful and strategic planning efforts.

The Commission has been discussing Town Center since December 14, 2020. Following these discussions, the Commission recommended three actions to City Council on April 12, 2021 (see attachment 1). These three actions are intended to help Edgewood attract desirable mixed-use development.

Discussion:

City staff and the Planning Commission will be leading a robust public engagement process in the coming months. This process will provide opportunities for public participation as the City creates a Town Center subarea plan. City staff would like to discuss these efforts with the Economic Development Advisory Board to determine how the EDAB can become involved in this planning process.

The EDAB is being asked to help identify the market for Town Center, e.g., the types of businesses and visitors to attract, and to also identify methods to retain and allow successful expansions of existing businesses. Attachment 2 includes Buxton data regarding the purchasing habits of Edgewood residents. Attachment 3 provides the summer quarterly update for the national multi-family housing outlook. By using data sources like the two Attachments, the EDAB can help recognize the appropriate level and mix of commercial, retail, office, residential, business, civic, and other uses for Town Center.

In order to promote desirable Town Center (TC) development consistent with the City's Comprehensive Plan, the Planning Commission voted 6-0 to recommend to City Council that the City pursue the following three actions. These three actions should take place simultaneously. If the City Council agrees with these three actions, the Planning Commission will continue discussions on Town Center with these objectives in mind.

Action 1. Establish meaningful relationships with diverse stakeholders

- Edgewood citizens: Increase community education and engagement efforts.
- Parks and Recreation Advisory Board: Establish a trail and open space network.
- Economic Development Advisory Board: Market TC to attract businesses and visitors, and identify methods to retain current TC businesses.
- City of Milton Planning Commission: Promote compatibility between jurisdictions.
- Development community: Identify potential investors and partners. Establish a predictable public-private partnership process to develop community-based projects.

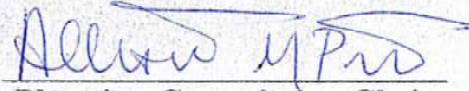
Action 2. Create a Town Center subarea plan

- Build on existing Comprehensive Plan goals to create the "Heart of Edgewood"
- Determine the geographic area to focus TC planning efforts (may include Public zoned parcels)
- Set a clear development plan for the City Hall campus (Parcel 0420102012)
- Outline essential City-initiated actions (immediate, near future, and long-term)
- Confirm appropriate SEPA exemption thresholds for TC properties (EMC 20.05.120)
- Represent the City's design standards through 3-D modeling (EMC 18.95)
- Emphasize parallel road network connection requirements
- Establish a "greenway" network (open spaces/ multi-modal trails)
- Highlight Town Center's designation as a Center of Local Importance (COLI)
- Target desired uses (business incubator, housing types, civic uses)
 - Include parcel information, ownership, development potential, etc.
 - Establish implementation plans for development type

Action 3. Resolve development regulation recommendations presented by Berk

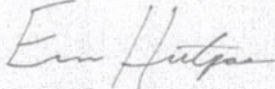
- Allow flexibility in land uses that can be regulated through strategic site planning, such as local craft manufacturing and commercial uses. (EMC 18.70.050)
- Encourage appropriate mixed-use development (ratio, scale, building and site design) (EMC 18.80.080.D.Table 1)
- Incentivize site features that achieve the Town Center vision, such as: open spaces, parallel road connections, and pedestrian amenities (EMC 18.80.080.D.Table 2)

**RECOMMENDED BY THE CITY OF EDGEWOOD PLANNING
COMMISSION ON THE 12TH DAY OF APRIL 2021.**



**Planning Commission Chair
(Vice-Chair Allison Pincas)**

Attest by:



**Evan Hietpas
Associate Planner**

CATEGORY	DESCRIPTION	RESIDENTIAL
SHOPPING	PURCHASED ROWING MACHINE DURING LAST 12 MONTHS	144.98
SHOPPING	PURCHASED SKI POLES DURING LAST 12 MONTHS	133.82
SHOPPING	PURCHASED BOWLING BALL DURING LAST 12 MONTHS	133.44
SHOPPING	OWN SNOWBOARD	132.94
SHOPPING	VISITED STRIP MALLS 6-7 TIMES DURING LAST 4 WEEKS	129.49
SHOPPING	PURCHASED STAIR CLIMBING MACHINE DURING LAST 12 MONTHS	128.86
SHOPPING	OWN ROWING MACHINE	127.19
SHOPPING	PURCHASED GOLF CLUBS DURING LAST 12 MONTHS	125.20
SHOPPING	PURCHASED GOLF GLOVES DURING LAST 12 MONTHS	124.26
SHOPPING	PURCHASED SKI BOOTS DURING LAST 12 MONTHS	123.76
SHOPPING	SHOPPED AT JO-ANN STORES DURING LAST 3 MONTHS	123.13
SHOPPING	OWN GOLF GLOVES	122.60
SHOPPING	PURCHASED TREADMILL DURING LAST 12 MONTHS	121.88
SHOPPING	PURCHASED GOLF BALLS DURING LAST 12 MONTHS	121.17
SHOPPING	SPENT \$41-50 ON AVERAGE PER WEEK ON GROCERY SHOPPING	120.67
SHOPPING	PURCHASED TENNIS RACQUET DURING LAST 12 MONTHS	120.54
SHOPPING	PURCHASED SNOWBOARD DURING LAST 12 MONTHS	120.27
SHOPPING	OWN SNOW SKIS	119.46
SHOPPING	OWN SKI BOOTS	119.41
SHOPPING	OWN RACQUETBALL RACQUET	118.88
SHOPPING	OWN SKI POLES	118.81
SHOPPING	OWN GOLF CLUBS	118.75
SHOPPING	OWN GOLF BALLS	118.47
SHOPPING	PURCHASED CROSS COUNTRY SKI EXERCISER DURING LAST 12 MONTHS	118.45
SHOPPING	PURCHASED SNOW SKIS DURING LAST 12 MONTHS	117.97
SHOPPING	OWN BACKPACKING EQUIPMENT	117.70
SHOPPING	OWN TENNIS BALLS	117.20
SHOPPING	PURCHASED AN AIRGUN DURING LAST 12 MONTHS	117.12
SHOPPING	PURCHASED HOME GYM EQUIPMENT DURING LAST 12 MONTHS	116.73
SHOPPING	OWN TENNIS RACQUET	116.72
SHOPPING	OWN BOWLING BALL	116.32
SHOPPING	OWN RACQUETBALL BALLS	116.25
SHOPPING	VISITED STRIP MALLS 4-5 TIMES DURING LAST 4 WEEKS	116.01
SHOPPING	PURCHASED BACKPACKING EQUIPMENT DURING LAST 12 MONTHS	115.85
SHOPPING	OWN CROSS COUNTRY SKI EXERCISER	115.14
SHOPPING	SHOPPED AT WHOLE FOODS DURING LAST 4 WEEKS	114.85
SHOPPING	SPENT \$31-40 ON AVERAGE PER WEEK ON GROCERY SHOPPING	114.12
SHOPPING	PURCHASED HOME ELECTRONICS DURING LAST 4 WEEKS	114.09
SHOPPING	SPENT \$61-70 ON AVERAGE PER WEEK ON GROCERY SHOPPING	113.85
SHOPPING	PURCHASED WOMENS APPAREL FROM A CATALOG DURING LAST 12 MONTHS	113.17
SHOPPING	PURCHASED STATIONARY BICYCLES DURING LAST 12 MONTHS	112.97
SHOPPING	SPENT \$30 OR LESS ON AVERAGE PER WEEK ON GROCERY SHOPPING	112.94

SHOPPING	ORDERED PRODUCT ONLINE DURING LAST 12 MONTHS	112.88
SHOPPING	VISITED STRIP MALLS DURING LAST 4 WEEKS	112.67
SHOPPING	OWN FREE WEIGHTS/DUMBBELLS	111.70
SHOPPING	OWN HOME GYM EQUIPMENT	111.66
SHOPPING	OWN OTHER CAMPING EQUIPMENT	111.55
SHOPPING	VISITED STRIP MALLS 1-3 TIMES DURING LAST 4 WEEKS	111.09
SHOPPING	OWN GYM BAGS	111.02
SHOPPING	PURCHASED MENS APPAREL FROM A CATALOG DURING LAST 12 MONTHS	110.91
SHOPPING	VISITED A SHOPPING MALL 4-5 TIMES DURING LAST 4 WEEKS	110.80
SHOPPING	SPENT \$51-\$60 ON AVERAGE PER WEEK ON GROCERY SHOPPING	110.63
SHOPPING	SHOPPED AT ONLINE STORE DURING LAST 3 MONTHS	110.55
SHOPPING	REDEEM CENTS-OFF COUPONS AT RESTAURANTS/FAST FOOD CHAINS	109.93
SHOPPING	OWN CAMPING LANTERNS	109.72
SHOPPING	USE CENTS-OFF COUPONS FOR FAST FOOD/RESTAURANT	109.71
SHOPPING	PURCHASED FREE WEIGHTS/DUMBBELLS DURING LAST 12 MONTHS	109.14
SHOPPING	VISITED STRIP MALLS 10 OR MORE TIMES DURING LAST 4 WEEKS	109.02
SHOPPING	USE CENTS-OFF COUPONS FOR BEAUTY/GROOMING PRODUCTS	108.52
SHOPPING	SPENT \$81-\$100 ON AVERAGE PER WEEK ON GROCERY SHOPPING	108.26
SHOPPING	PURCHASED RACQUETBALL RACQUET DURING LAST 12 MONTHS	108.02
SHOPPING	USE CENTS-OFF COUPONS FROM INTERNET OR E-MAIL	107.88
SHOPPING	PRIMARY SHOPPERS GENDER: MALE	107.81
SHOPPING	PURCHASED COOLERS DURING LAST 12 MONTHS	107.57
SHOPPING	USED AN ON-SHELF COUPON MACHINE	107.49
SHOPPING	OWN CAMPING TENTS	107.34
SHOPPING	USE CENTS-OFF COUPONS FOR BEVERAGES	107.26
SHOPPING	USE CENTS-OFF COUPONS FOR PAPER GOODS	107.21
SHOPPING	USE CENTS-OFF COUPONS FOR FOOD/GROCERY PRODUCTS	106.53
SHOPPING	USE CENTS-OFF COUPONS HANDED OUT IN OR NEAR STORE	106.23
SHOPPING	REDEEM CENTS-OFF COUPONS AT SUPERMARKET/GROCERY/CONVENIENCE STORES	106.20
SHOPPING	PURCHASED FOOTWEAR/SHOES FROM A CATALOG DURING LAST 12 MONTHS	106.19
SHOPPING	USE CENTS-OFF COUPONS IN OR ON PACKAGES	106.11
SHOPPING	PURCHASED ANY SPORTING GOODS DURING LAST 12 MONTHS	106.10
SHOPPING	USE CENTS-OFF COUPONS FROM COLOR LEAFLETS INSERTED IN NEWSPAPER	106.03
SHOPPING	PURCHASED OTHER CAMPING EQUIPMENT DURING LAST 12 MONTHS	106.03
SHOPPING	OWN BICYCLE	105.87
SHOPPING	PURCHASED PERSONAL WATERCRAFT (IE JETSKI) DURING LAST 12 MONTHS	105.73
SHOPPING	USE CENTS-OFF COUPONS FROM COLOR LEAFLETS RECEIVED BY MAIL	105.73
SHOPPING	OWN COOLERS	105.72
SHOPPING	USE CENTS-OFF COUPONS FOR HOUSEHOLD CLEANING PRODUCTS	105.60
SHOPPING	USE CENTS-OFF COUPONS FROM OTHER ITEMS RECEIVED BY MAIL	105.57
SHOPPING	VISITED A SHOPPING MALL 1-3 TIMES DURING LAST 4 WEEKS	105.46
SHOPPING	USE CENTS-OFF COUPONS FOR DRUG PRODUCTS	105.20
SHOPPING	OWN BASEBALL/SOFTBALL EQUIPMENT	105.10
SHOPPING	BOUGHT HOME ELECTRONICS DURING LAST 12 MONTHS	104.83

SHOPPING	SHOPPED AT ANY HARDWARE STORE DURING LAST 3 MONTHS	104.76
SHOPPING	VISITED A SHOPPING MALL DURING LAST 4 WEEKS	104.68
SHOPPING	REDEEM CENTS-OFF COUPONS AT DRUG STORES	104.56
SHOPPING	OWN STATIONARY BICYCLE	104.49
SHOPPING	VISITED STRIP MALLS 8-9 TIMES DURING LAST 4 WEEKS	104.34
SHOPPING	OWN TREADMILL	103.90
SHOPPING	USE CENTS-OFF COUPONS	103.78
SHOPPING	OWN ANY SPORTING GOODS	103.74
SHOPPING	OWN SOCCER EQUIPMENT	103.72
SHOPPING	PURCHASED BASEBALL/SOFTBALL EQUIPMENT DURING LAST 12 MONTHS	103.54
SHOPPING	SHOPPED AT 7-ELEVEN CONVENIENCE STORE DURING LAST 4 WEEKS	103.34
SHOPPING	PURCHASED CAMPING TENTS DURING LAST 12 MONTHS	103.32
SHOPPING	BOUGHT SPORTING GOODS DURING LAST 12 MONTHS	103.31
SHOPPING	SPENT \$71-80 ON AVERAGE PER WEEK ON GROCERY SHOPPING	103.25
SHOPPING	USE CENTS-OFF COUPONS FROM MAGAZINES	103.19
SHOPPING	USE CENTS-OFF COUPONS FROM OTHER NEWSPAPER INSERTS/ADVERTISEMENTS	103.10
SHOPPING	SHOPPED AT A CONVENIENCE STORE 4-9 TIMES LAST 4 WEEKS	102.92
SHOPPING	PURCHASED BICYCLE DURING LAST 12 MONTHS	102.74
SHOPPING	SHOPPED AT A CONVENIENCE STORE 1-3 TIMES LAST 4 WEEKS	102.33
SHOPPING	USE CENTS-OFF COUPONS FOR PET FOODS	102.32
SHOPPING	BOUGHT AUTOMOBILE DURING LAST 12 MONTHS	102.30
SHOPPING	PURCHASED RACQUETBALL BALLS DURING LAST 12 MONTHS	102.19
SHOPPING	ORDERED PRODUCT VIA MAIL/PHONE ORDER DURING LAST 12 MONTHS	102.03
SHOPPING	OWN AIRGUN	101.87
SHOPPING	PURCHASED HOME LINENS FROM A CATALOG DURING LAST 12 MONTHS	101.71
SHOPPING	OWN FOOTBALL(S)	101.16
SHOPPING	OWN BASKETBALL(S)	100.40
SHOPPING	SPENT \$101-\$124 ON AVERAGE PER WEEK ON GROCERY SHOPPING	100.05
SHOPPING	PURCHASED FACTORY LOADED AMMUNITION DURING LAST 12 MONTHS	99.89
SHOPPING	OWN FISHING REEL	99.78
SHOPPING	BOUGHT MAJOR HOUSEHOLD APPLIANCES DURING LAST 12 MONTHS	99.44
SHOPPING	OWN FISHING ROD	98.88
SHOPPING	SHOPPED AT ANY CONVENIENCE STORE DURING LAST 4 WEEKS	97.76
SHOPPING	SPENT \$125-\$149 ON AVERAGE PER WEEK ON GROCERY SHOPPING	96.78
SHOPPING	PURCHASED AUTOMOTIVE FROM A CATALOG DURING LAST 12 MONTHS	96.59
SHOPPING	OWN STAIR CLIMBING MACHINE	96.09
SHOPPING	PURCHASED GENERAL MERCHANDISE FROM A CATALOG DURING LAST 12 MONTHS	95.66
SHOPPING	VISITED A SHOPPING MALL 6-7 TIMES DURING LAST 4 WEEKS	95.53
SHOPPING	PURCHASED AIRGUN DURING LAST 12 MONTHS	95.16
SHOPPING	PURCHASED ACCESSORIES FROM A CATALOG DURING LAST 12 MONTHS	94.77
SHOPPING	SHOPPED AT KINKOS DURING LAST 3 MONTHS	93.85
SHOPPING	OWN FACTORY LOADED AMMUNITION	93.67
SHOPPING	PURCHASED GYM BAGS DURING LAST 12 MONTHS	93.01
SHOPPING	PURCHASED CAMPING LANTERNS DURING LAST 12 MONTHS	92.71

SHOPPING	OWN SKATEBOARD	92.02
SHOPPING	USE CENTS-OFF COUPONS FOR DISCOUNT STORES	91.97
SHOPPING	SHOPPED AT A CONVENIENCE STORE 10 OR MORE TIMES LAST 4 WEEKS	91.87
SHOPPING	PURCHASED BASKETBALL(S) DURING LAST 12 MONTHS	91.87
SHOPPING	OWN SHOTGUN FOR HUNTING	91.81
SHOPPING	PURCHASED SOCCER EQUIPMENT DURING LAST 12 MONTHS	91.55
SHOPPING	USE CENTS-OFF COUPONS FOR TOBACCO PRODUCTS	90.36
SHOPPING	VISITED A SHOPPING MALL 8-9 TIMES DURING LAST 4 WEEKS	90.16
SHOPPING	OWN RIFLE FOR HUNTING	89.82
SHOPPING	OWN HUNTING CLOTHES	89.39
SHOPPING	OWN PERSONAL WATERCRAFT (IE JETSKI)	88.96
SHOPPING	PURCHASED FISHING ROD DURING LAST 12 MONTHS	87.94
SHOPPING	SPENT \$150 OR MORE ON AVERAGE PER WEEK ON GROCERY SHOPPING	87.93
SHOPPING	PURCHASED SHOTGUN FOR HUNTING DURING LAST 12 MONTHS	85.70
SHOPPING	PURCHASED FISHING REEL DURING LAST 12 MONTHS	85.40
SHOPPING	PURCHASED RIFLE FOR HUNTING DURING LAST 12 MONTHS	82.09
SHOPPING	PURCHASED HUNTING CLOTHES DURING LAST 12 MONTHS	81.77
SHOPPING	VISITED A SHOPPING MALL 10 OR MORE TIMES DURING LAST 4 WEEKS	81.13
SHOPPING	REDEEM CENTS-OFF COUPONS AT NEWSSTANDS/TOBACCO STANDS	79.81
SHOPPING	PURCHASED FOOTBALL(S) DURING LAST 12 MONTHS	77.78
SHOPPING	PURCHASED SKATEBOARD DURING LAST 12 MONTHS	68.54



U.S. Multifamily Outlook

Summer 2021

Multifamily Emerges Strong From the Pandemic

Rent Growth Surges Nationally

Gateway Markets Rebound

Capital Providers Favor Apartments



Market Analysis

Summer 2021

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Conditions Ripe for Strong Second-Half Performance

- Multifamily has emerged from COVID-19 in an extremely strong position. While the pandemic had a negative impact on demand and performance, particularly in urban core submarkets, on a national level rents in most metros remained positive. Pent-up demand and the recovering economy have produced robust rent growth this spring.
- The U.S. economy is growing at its fastest rate in decades, as progress with the COVID-19 vaccine has allowed people to resume normal activities. The huge uptick in savings during the pandemic and federal stimulus—combined with pent-up demand for restaurants, travel and entertainment—has turbocharged growth. Potential headwinds include rising inflation and whether employers can find enough workers.
- Fueled by robust demand, rent growth came roaring back in the first half of 2020. Some 174,000 units were absorbed nationally through May, putting 2021 on track to be among the hottest years since the 2008 recession. Eye-popping second-quarter growth put asking rents up 6.3% year-over-year as of June. Many secondary markets continued to post dazzling increases, and gateway markets such as New York and San Francisco are rapidly rebounding from the pandemic.
- New supply, which dipped only moderately during the pandemic, is expected to bounce back to about 334,000 units in 2021. Solid growth is almost across the board in fast-growing secondary metros such as Dallas and Phoenix, tertiary metros such as Northwest Arkansas and Wilmington, N.C., and gateway metros like Miami and Boston. The rising cost of materials is complicating the pipeline and could lead to a slowdown in starts.
- Capital markets remain one of the strongest aspects of the multifamily business. Buoyed by the optimistic demand expectations, stability of income and high returns relative to other investment segments, investors have flocked to multifamily. Also helping matters is the liquidity in the debt markets, with a bevy of lending options led by Fannie Mae and Freddie Mac, CMBS, life companies and private equity lenders. Loan coupons are near all-time lows.

Economic Outlook

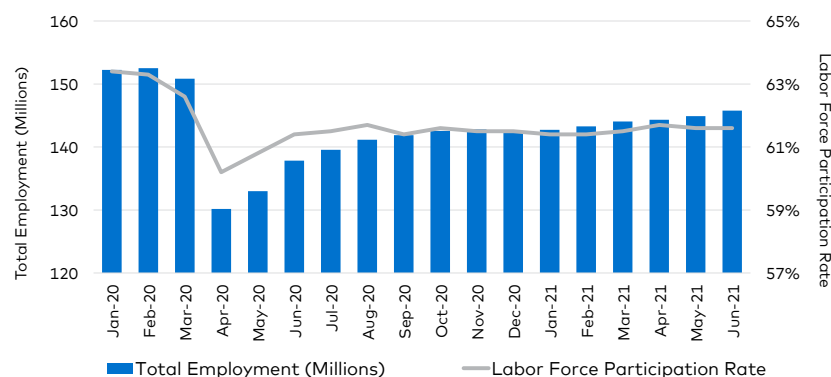
As the U.S. emerges from the COVID-19 pandemic, significant volatility is developing across economic sectors. The strong initial wave of vaccinations propelled a spate of business reopenings in the second quarter, and much of the U.S. economy has returned to its pre-COVID capacity. However, there have been some major pitfalls as a result.

One glaring issue is the supply and demand balance of workers, especially in service industry sectors hit hard by the pandemic. Restaurants, for example, are struggling to rehire staff and meet demand, as Americans rush back to in-person dining. Many other service industries are facing the same challenge, as workers have either found new career opportunities or chosen to wait before they re-enter the workforce.

Reasons for the hesitation to return to work are myriad. Some lack access to affordable childcare or continue to have concerns about health. In many states, extended unemployment benefits helped offset loss of income, which in turn encouraged some workers to remain unemployed even as the economy reopened. Those additional benefits are being pulled back, which could incentivize workers to return to their jobs.

In office-using employment sectors, the discussion is centered around the future of remote work, as many employees adapted and relished their opportunity to work from home or from anywhere. As companies begin reopening offices with an expectation that employees return to their desks to at least some degree, many workers are considering job changes. Before COVID, many tech companies touted the benefits and amenities

Employment Recovering, But Labor Participation Remains Flat



Source: Bureau of Labor Statistics

provided at the office, including free meals, access to fitness facilities, childcare and more. Now the most sought-after perk may be a flexible schedule, with the ability to work from home full time or on a hybrid model. As companies attract talent, they may have to embrace flexibility to stay competitive in the job market.

Employment, however, is not the only volatile sector of the economy. Inflation has surged in 2021, although the large increases in headline inflation can be attributed to a comparison to 2020's weak economy. Many economists—including Federal Reserve Chair Jerome Powell and Treasury Secretary Janet Yellen—believe that the current inflationary environment will be transitory and expect prices to stabilize in the next year. But not to be overlooked is the importance of the global supply chain. The U.S. has begun a strong recovery, perhaps faster than other countries, but COVID-19 is still a significant issue worldwide, especially as new variants of the virus emerge.

As different countries approach reopening in their own way, previously smooth-running supply chains continue to be disrupted. The result will be additional challenges sourcing raw materials

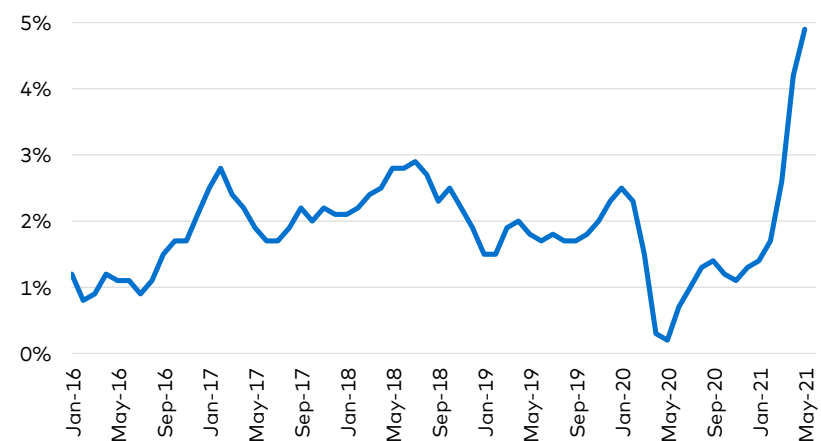
and finished goods in the U.S. As it relates to multifamily, steel, lumber and copper prices have all risen dramatically, with copper and lumber prices more than doubling from this time last year. Not only is demand for building materials coming back in full force but pandemic restrictions are making it more difficult to obtain them.

Volatility is likely to continue for a few years as the world fights to contain the virus, until global vaccine implementation allows economies to fully recover and return to pre-pandemic stability. However, that does not mean there won't be strong economic growth in certain sectors and geographies in the short term.

Despite inflationary pressures and economic volatility, U.S. Treasury rates have remained fairly stable in 2021. The Federal Reserve has intimated that it may start winding down its easy money policies sooner than expected, but any change in Fed policy will not likely materialize until 2022 or 2023. Consequently, borrowing costs for commercial and multifamily real estate will remain very low by historical standards.

The U.S. economy stands on solid footing and is poised to begin a new growth cycle. The employment market was strongly going into the pandemic and is recovering quickly as COVID restrictions are lifted. Multifamily has weathered this storm particularly well. New development will continue despite increased construction costs, and a favorable borrowing environment will continue to drive value for owners, developers and investors alike.

Consumer Price Index (% Change YoY)



Source: Bureau of Labor Statistics

Rent Growth Trends

The multifamily industry had an extremely strong first half of 2021, as national asking rents rose 5.8% in the first six months of the year. Nationally, year-over-year asking rent growth is well above pre-pandemic performance at 6.3% as of June 2021. Many tech hub and tertiary metros have even surpassed pre-pandemic performance, and most metros in the Southwest and Southeast are seeing asking rent growth pushed to levels not seen in decades. Gateway markets—which took a big hit in the last three quarters of 2020—have begun to recover, as well, posting extremely strong rent increases starting in March of this year.

Fast-growing tech hubs in the Southwest and Southeast such as Phoenix (17.0% YoY rent growth as of June 2021), Tampa (15.1%), Las Vegas (14.6%) and Atlanta (13.3%) have benefited from in-migration and fewer restrictions during the pandemic than the gateway markets, allowing a faster reopening. Job losses were much more modest in most of these metros, contributing to robust local economies.

Rent growth will not be able to continue at these levels indefinitely, but conditions for above-average growth in these metros are likely to persist for months. With rents increasing by almost double digits in many markets on a year-over-year basis, the cost-of-living gap between what were considered "lower-cost cities" and gateway markets is starting to narrow. People migrating into these cities can afford the large price increases. But longtime residents are deeply affected by the accelerated rent growth.

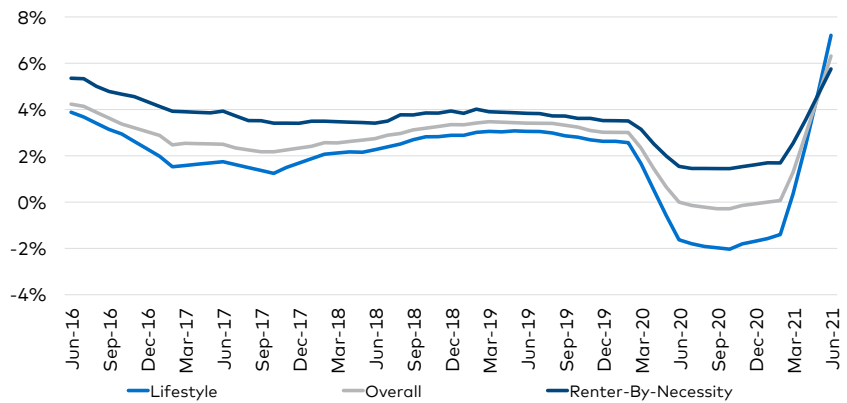
Rents are driven by buoyant demand. Absorption has been solid this year, with more than 173,000 units, or 1.2% of stock, nationally absorbed year-to-date and 378,000 units absorbed in the 12 months through May 2021. Absorption is almost certain to surpass 275,000 units in 2020. On the metro level, top markets for absorption this year are fast-growing metros like Miami (8,500 units absorbed, 2.7% of stock), Charlotte (4,500 units, 2.4%) and Orlando (4,900 units, 2.1%). Surpris-

ingly, Chicago also tops the list, with almost 7,800 units absorbed this year, or 2.2% of stock.

The recovery of the gateway markets has varied by metro but has been healthier than many initially projected. New York has had a strong first half of the year, with rents up 6.0% in the first six months of 2021. New York is home to many large financial institutions that are requiring employees to return to work in the office in the coming months. The return to work, coupled with the full reopening of the city, has brought back people who fled during the pandemic.

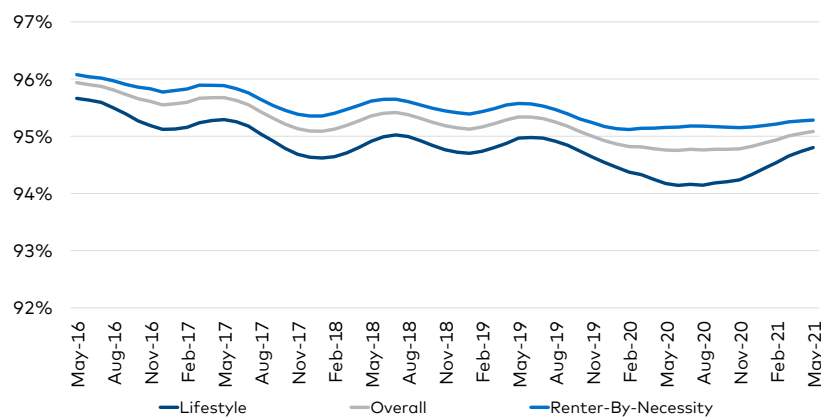
San Francisco is not recovering as quickly, but still at a decent rate, with rents increasing by 3.4% during the first six months of 2021. San Francisco has a large concentration of technology companies that have not been as adamant about their employees being in the office. This has likely led the people who relocated during the pandemic to reconsider whether they want to

U.S. Multifamily Rent Growth (% Change YoY)



Source: Yardi Matrix

National Multifamily Occupancy Rate



Source: Yardi Matrix

return to San Francisco or continue working from a lower-cost location. Recovery is in full swing in other gateway markets, with rents up 6.5% in Chicago, 6.4% in Miami, 5.0% in Boston, 4.0% in Los Angeles and 3.3% in Washington, D.C., during the first half of 2021.

Supply

Deliveries in 2021 are off to a strong start, with almost 213,000 units, or 1.5% of stock, delivered through mid-year. New supply was not as severely impacted in 2020 as many initially projected, with 285,000 units delivered, down 7% from 307,000 units in 2019. This year we expect about 334,000 new units to be delivered in the U.S., up about 17% from last year.

The large number of projects in the pipeline—some 863,500 units are currently under construction, representing 6.0% of existing stock—pose a challenge for gateway markets that are still in the process of recovering. Among the gateway markets, Miami has the most forecasted deliveries at 3.7% of stock, followed by Boston (3.6%), San Francisco (3.3%), Los Angeles (2.6%), Washington, D.C. (2.3%), New York (1.8%) and Chicago (1.3%). These new projects might have a difficult time leasing up, as there is already much supply in these metros with limited new demand, especially in the Lifestyle segment.

Among the leaders in completions in the past 12 months as a percentage of stock are Austin (4.4% of total stock), Charlotte (4.3%), the Twin Cities (3.7%) and Raleigh (3.6%). Earlier this year, Charlotte was the only metro among the top four that was able to sustain strong rent growth while dealing with a surge in deliveries. However, rent growth has picked up substantially in all these metros in the last few months, driven by immigration and a surge in demand for apartments.

Rent Growth by Metro

Metros	YoY Rent Growth June 2021
National—All Markets	6.3%
Phoenix	17.0%
Tampa	15.1%
Inland Empire	15.1%
Las Vegas	14.6%
Atlanta	13.3%
Sacramento	12.6%
Miami Metro	11.2%
Charlotte	10.6%
Raleigh	10.2%
Baltimore	9.0%
Austin	8.9%
Orlando	8.1%
Denver	8.1%
Portland	7.8%
Nashville	7.7%
Orange County	7.5%
Dallas	7.3%
Indianapolis	7.2%
Philadelphia	7.0%
Kansas City	5.2%
Houston	4.7%
Chicago	4.1%
Los Angeles	3.5%
Boston	2.4%
Twin Cities	1.9%
Wash DC	1.8%
Seattle	0.9%
San Francisco	-3.2%
New York	-5.7%
San Jose	-5.8%

Source: Yardi Matrix

Looking at all 136 Matrix markets, the fastest growth in stock is coming in tertiary metros. Northwest Arkansas leads the list with 8.8% of stock expected to be delivered this year, followed by Wilmington, N.C. (7.0% of stock expected to be delivered this year) and the Southwest Florida Coast (6.8%). Northwest Arkansas and Wilmington, N.C., have limited existing supply, so any new projects delivered look large as a percentage of stock.

On an absolute basis, the metros with the most forecasted deliveries for 2021 include Dallas (21,318 units, 2.6% of existing stock), Phoenix (15,846 units, 5.0%), Houston (15,760 units, 2.2%) and Washington, D.C. (12,607 units, 2.3%). Dallas, Phoenix and Houston will likely be able to absorb the new deliveries, while Washington, D.C., might struggle. Washington lacks demand, in part due to remote work and migration out of the metro.

Urban cores are still forecasted to deliver the most units over the next few years, compared to the suburban or rural markets. But suburban population growth is likely to pick up due to lower prices or more space per unit, so we expect construction there to increase to meet the demand.

The rising cost of construction materials is a wild card that looms over apartment development. Lumber futures more than doubled year-over-year as of late June, only to have 2021 gains wiped out recently. Prices for granite, insulation and concrete blocks have increased, as well. Construction has yet to slow down much, likely because these higher costs are passed on to renters and because projects are already underway. But if material prices continue to stay high, new starts will likely slow and developers will be forced to choose between raising rents and reducing profit margins.

2021 Forecasted Completions by Metro

Metros	Top Markets 2021 Forecast Completions	2021 Completions as a % of Stock
National—All Markets	334,053	2.3%
Dallas	21,318	2.6%
Phoenix	15,846	5.0%
Houston	15,760	2.2%
Washington DC	12,607	2.3%
Austin	11,919	5.0%
Los Angeles	11,761	2.6%
Atlanta	11,409	2.5%
Miami	11,235	3.7%
Charlotte	10,803	6.0%
Orlando	10,139	4.6%
San Francisco	8,841	3.3%
Boston	8,626	3.6%
Twin Cities	8,355	3.8%
Northern New Jersey	8,354	3.7%
Tampa	8,002	3.6%
Denver	7,479	2.6%
New York	7,141	1.8%
Raleigh–Durham	6,597	4.2%
Seattle	6,595	2.5%
San Jose	5,625	4.4%
Richmond–Tidewater	5,543	2.5%
Kansas City	4,967	3.1%
SW Florida Coast	4,872	6.8%
Philadelphia	4,762	1.6%
Jacksonville	4,659	4.4%

Source: Yardi Matrix

Capital Markets

Commercial real estate's recovery from the global financial crisis in the 2010s was fueled by a so-called "wall of capital" that created liquidity and pushed prices higher. After a brief pause when COVID-19 started, the capital has come roaring back into multifamily and may be as strong as ever. Property values and acquisition yields have remained at record-high levels, while property owners have a plethora of favorably priced debt options.

Transaction activity increased in the first half of 2021 compared to the previous year. Some \$56.0 billion of deals closed, up more than 50% over the first half of 2020, when deal flow ground to a halt in the spring as COVID-19 lockdowns began in March. A strong second half could put the market near the \$128.4 billion closed in 2019.

The only limit to deal flow is a dearth of sellers, since the ranks of buyers are plentiful. Anecdotes abound about properties put on the market getting dozens of bids from all types of buyers, including private equity, REITs, high-net-worth individuals and large institutions. Plus, foreign capital is increasingly abundant, with non-U.S. investors moving into secondary and tertiary markets they have avoided in the past. One

industry expert called it "a perfect storm of money coming from everywhere."

The explosion of capital is driven by a variety of factors. One is the strength of multifamily fundamentals. Outside of a handful of submarkets in primary metros, occupancy rates and rents remained consistent during the pandemic, and investors are optimistic that property performance will be healthy in coming years.

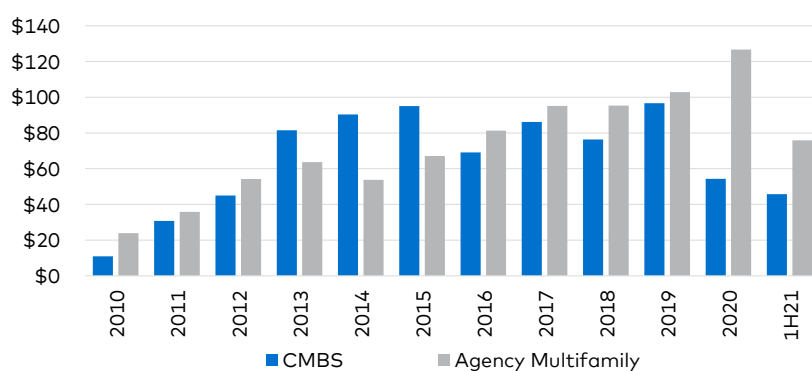
Another big driver is that investors are eager to increase holdings of commercial real estate in general, and multifamily is seen as a safe bond-like investment and hedge against inflation. Multifamily's steady dividends are attractive in a low-interest-rate environment relative to sovereign debt or corporate bonds. Multifamily and industrial are the darlings of the real estate world, as prospects are mixed for office, retail and hotel. Capital is also flowing to niche sectors such as student housing and senior living.

Capital flow has produced low acquisition yields—4% to 5% in most markets, but in the 3% range for quality properties and in-favor markets. Low yields have helped drive growth in private equity debt, by investors attracted to very similar yields in a more senior portion of the capital stack. With so much capital looking for investments,

there remains a substantial amount of dry powder in both equity and debt markets. The dry powder includes capital looking for COVID-19-related distress, which has yet to materialize because of stronger-than-expected cash flow, lender forbearance policies and federal pandemic aid.

Facilitating the growth of private equity lenders in 2021 is the increased demand for floating-rate debt. Many borrowers are

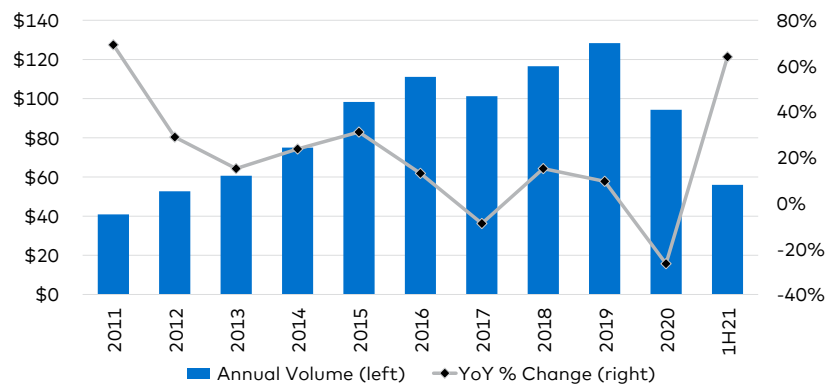
CRE Securitization Volume (Bil)



Source: Commercial Mortgage Alert

taking out short-term loans on the bet that cash flow growth will increase after the economy improves post-pandemic, and at that point they can refinance at a higher dollar amount. Variable-rate debt is also convenient for value-add property owners that are buying, fixing and re-leasing properties with higher rents. In addition, CMBS has taken advantage of investor demand for floating-rate paper with increased issuance of single-borrower floating-rate deals.

U.S. Multifamily Sales Volume (Bil)



Source: Yardi Matrix

All types of lenders, including banks and life companies, are all-in on multifamily. Government-sponsored enterprises Fannie Mae and Freddie Mac had allocations slashed by \$10 billion in 2021 to \$70 billion, so they have had to manage originations to avoid running out of money in the second half, but they are seeing as much business as they can handle.

Although lenders have been relatively disciplined on leverage and debt-service coverage, loan spreads are extremely tight. Loan coupons typically range between 2.75% and 3.75%, depending on loan-to-value and term, and pricing on mezzanine debt is also extremely tight by historical standards. There are concerns that competitive pressures will lead to an erosion of terms. For example, GSEs no longer require loan reserves that borrowers had to provide in the wake of the pandemic. But to date, frothiness is limited.

Conclusion

Multifamily's remarkable fundamental performance can't continue indefinitely, but in the short term, conditions for the above-par growth are likely to persist. Yet demand, rent growth and healthy capital markets conditions are likely to last due to drivers such as migration to markets with lower costs and attractive lifestyles, the post-pandemic recovery of gateway markets, weakness in new supply, and investor demand based on bullish projections.

Definitions

Lifestyle households (renters by choice) have wealth sufficient to own but have chosen to rent. Discretionary households, most typically a retired couple or single professional, have chosen the flexibility associated with renting over the obligations of ownership.

Renter-by-Necessity households span a range. In descending order, household types can be:

- A young-professional, double-income-no-kids household with substantial income but without wealth needed to acquire a home or condominium;
- Students, who also may span a range of income capability, extending from affluent to barely getting by;
- Lower-middle-income ("gray-collar") households composed of office workers, policemen, firemen, technical workers, teachers, etc.;
- Blue-collar households, which may barely meet rent demands each month and likely pay a disproportionate share of their income toward rent;
- Subsidized households, which pay a percentage of household income in rent, with the balance of rent paid through a governmental agency subsidy. Subsidized households, while typically low income, may extend to middle-income households in some high-cost markets, such as New York City;
- Military households subject to frequency of relocation.

These differences can weigh heavily in determining a property's ability to attract specific renter market segments. The five-star resort serves a very different market than the down-and-outer motel. Apartments are distinguished similarly, but distinctions are often not clearly definitive without investigation. The Yardi® Matrix Context rating eliminates that requirement, designating property market positions as:

Market Position	Improvements Ratings
Discretionary	A+ / A
High Mid-Range	A- / B+
Low Mid-Range	B / B-
Workforce	C+ / C / C- / D

The value in application of the Yardi® Matrix Context rating is that standardized data provides consistency; information is more meaningful because there is less uncertainty. The user can move faster and more efficiently, with more accurate end results.

The Yardi® Matrix Context rating is not intended as a final word concerning a property's status—either improvements or location. Rather, the result provides reasonable consistency for comparing one property with another through reference to a consistently applied standard.

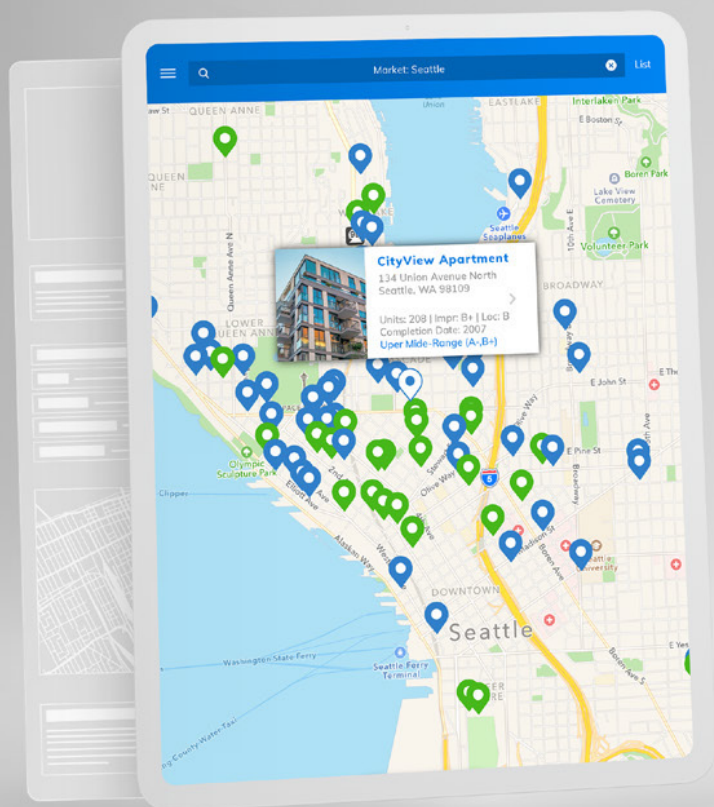
To learn more about Yardi® Matrix and subscribing, please visit www.yardimatrix.com or call Ron Brock, Jr., at 480-663-1149 x2404.

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Yardi® Matrix

Power your business with the industry's leading source for originating, pre-underwriting and managing assets for profitable loans and investments.



Yardi Matrix Multifamily provides accurate data on 19+ million units, covering over 90% of the U.S. population.

Key features

- Pierce the LLC every time with true ownership and contact info
- Leverage patented improvement and location ratings, unit mix, rental, occupancy and current manager information
- Gain complete new supply pipeline information at the asset, competitive set and market level
- Find acquisition prospects based on in-place loans, maturity dates, lenders and originators
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**CITY OF EDGEWOOD
STAFF REPORT
EDAB AGENDA ITEM**

Date: August 2, 2021

Title: Business Survey(s)

Attachments: 1) 2021 Pierce County Business Survey

Submitted By: CED Director Darren Groth, AICP, CPM

Discussion:

The Economic Development Advisory Board (EDAB) 2021 Work Plan includes an item regarding the creation, distribution, and analysis of a restaurant or other preferred business survey. In May, the EDAB favorably discussed this item to plan a course of action. The discussion included mentions of a recent survey conducted by Pierce County. The 2021 Pierce County Business Survey is attached to this staff report. This agenda item is intended to allow the board to formulate a game plan regarding the logistics of those surveys.

Recommendation:

Discuss the next steps regarding any potential Edgewood business survey(s).

2021 Pierce County Business Survey

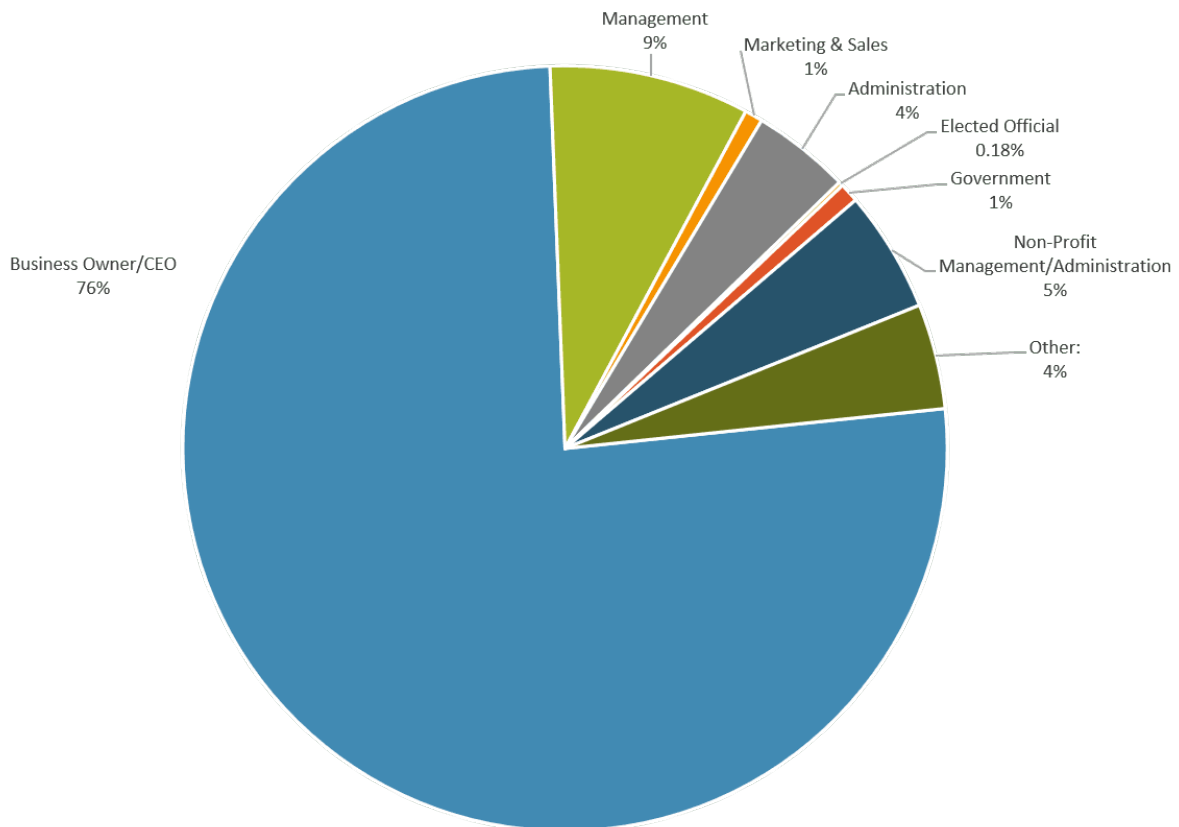
Pierce County businesses were surveyed recently regarding the assistance they have utilized since the beginning of the COVID-19 pandemic. We also asked what type of support and services they need in 2021. This survey closed March 2.

Who participated in the survey?

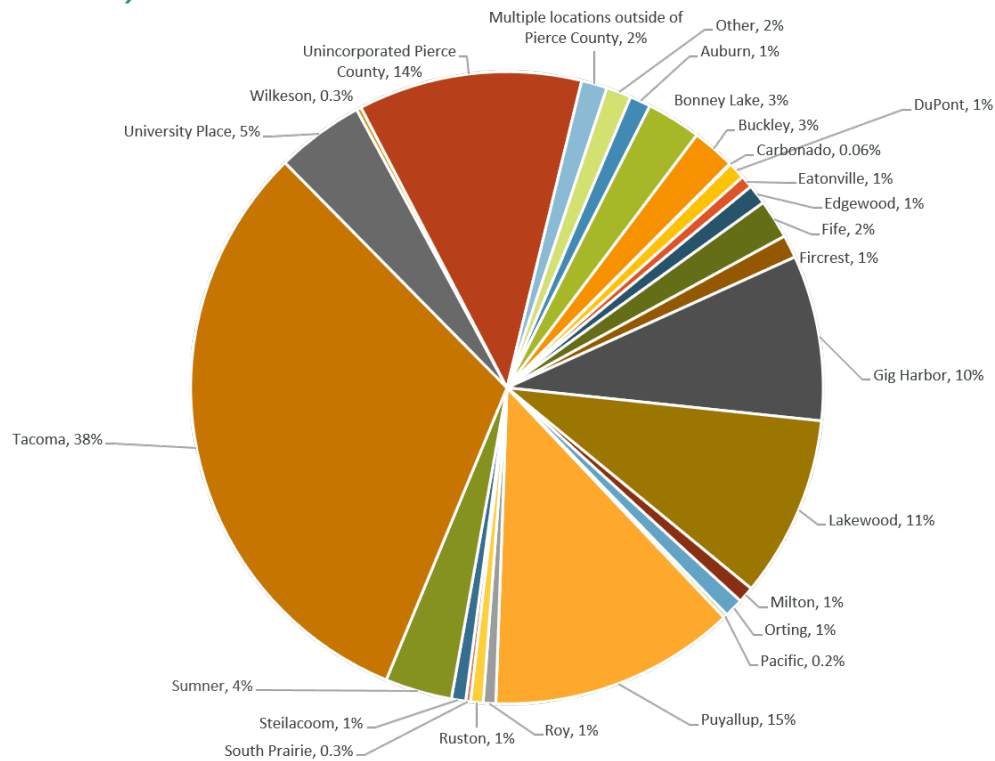
- Over 1,700 business leaders representing businesses across all sectors located throughout Pierce County completed the survey
- The majority are small businesses, 77% have 10 or fewer employees
- 57% have been in business for 11 or more years
- 31% are minority-owned businesses
- 51% are women-owned businesses

Survey Results

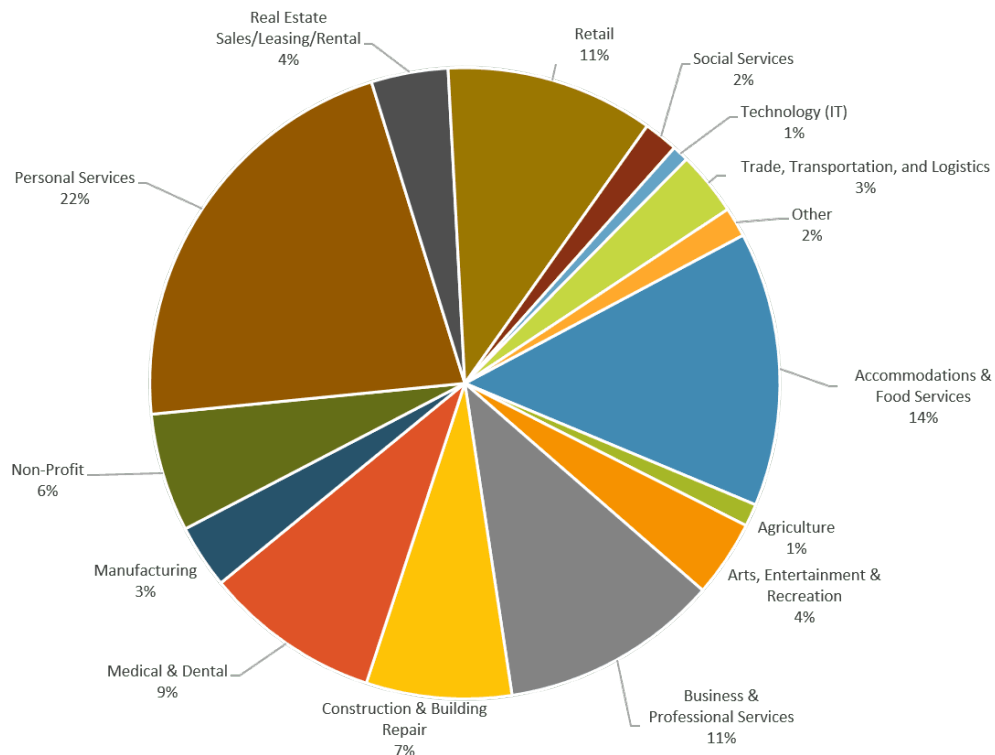
Q: The role or occupation that best describes me is:



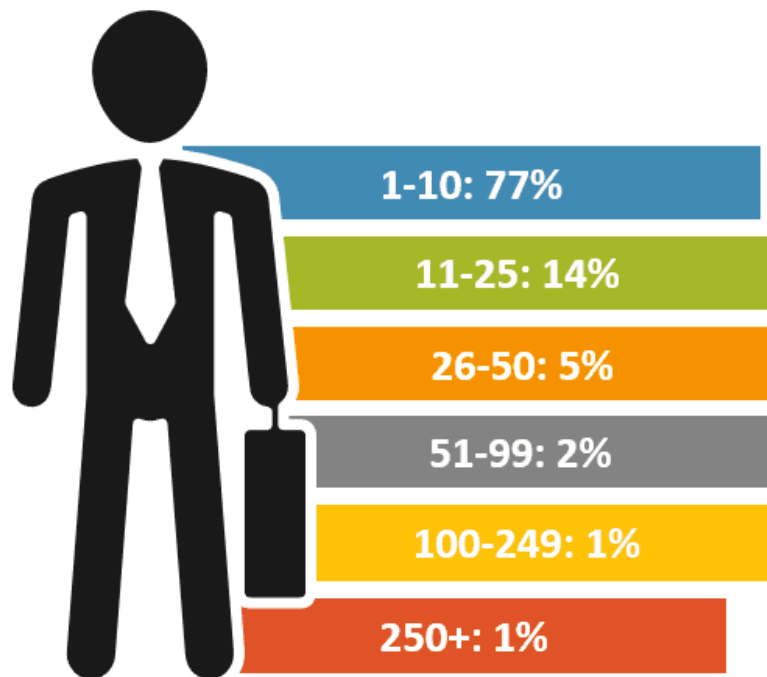
Q: My Pierce County business is located in (you may check more than one box):



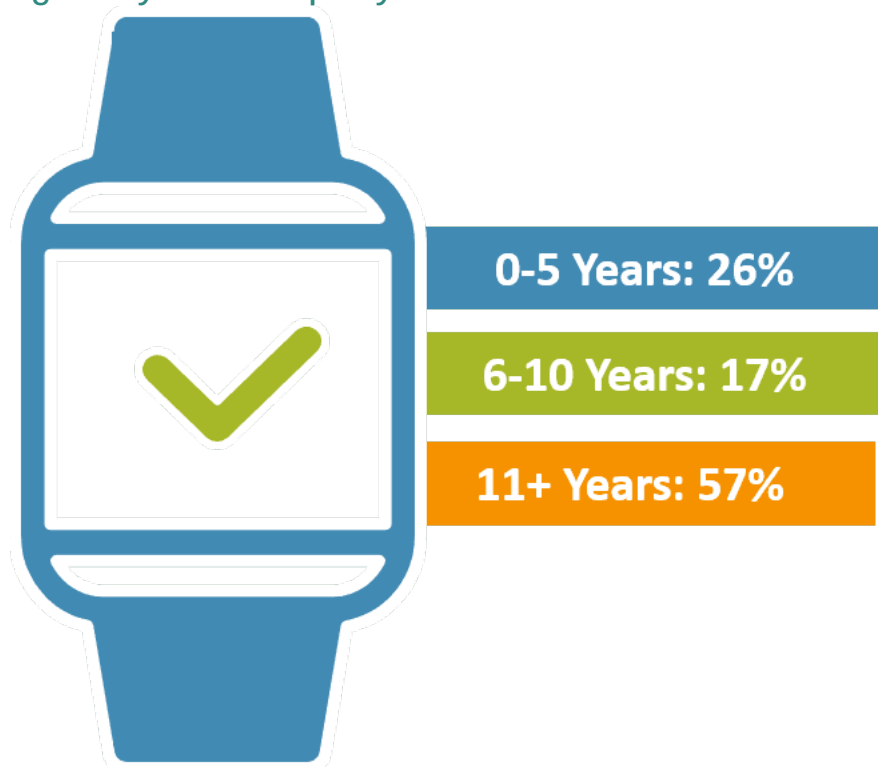
Q: What industry category best describes your business?



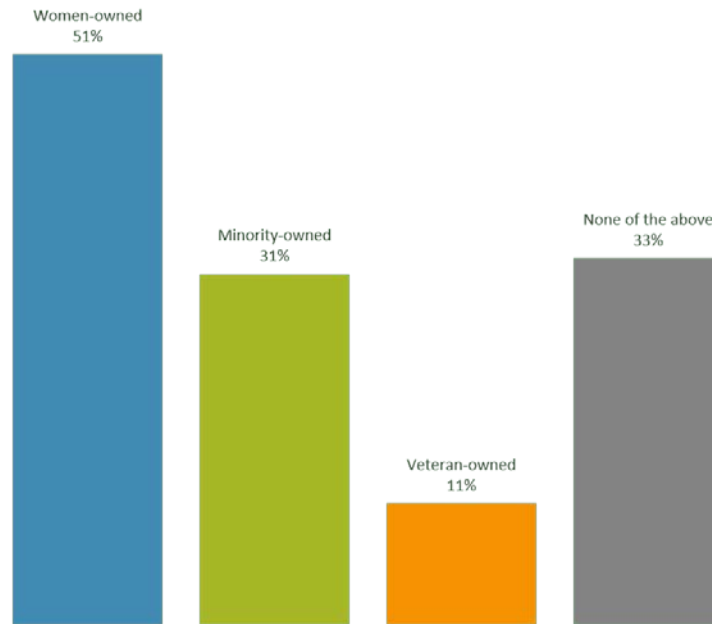
Q: How many employees does your business have in Pierce County?



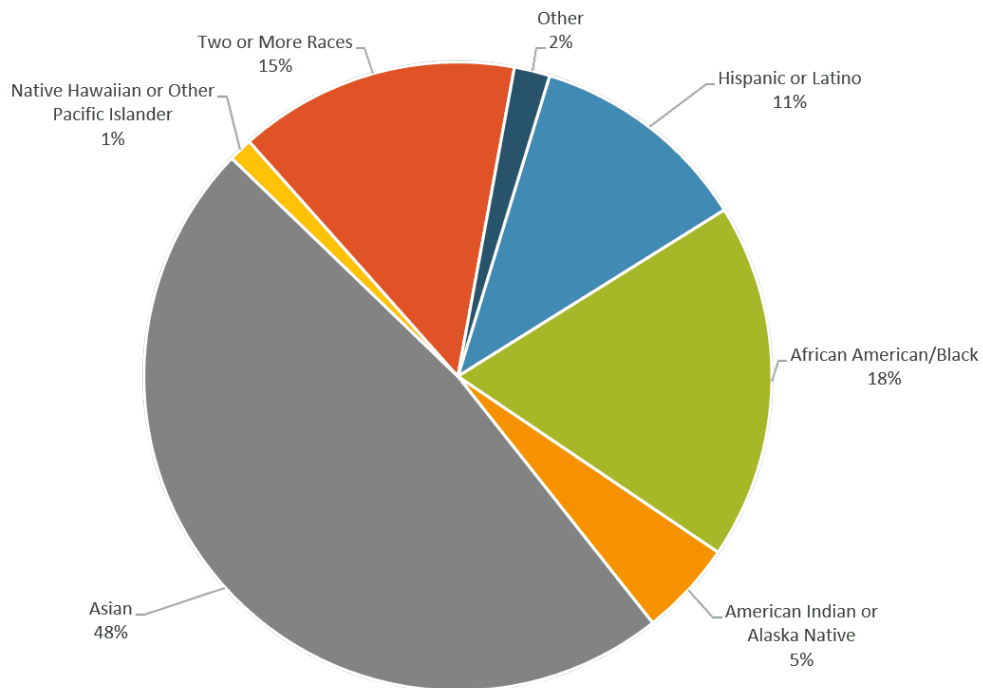
Q: How long has your company been in business in Pierce County?



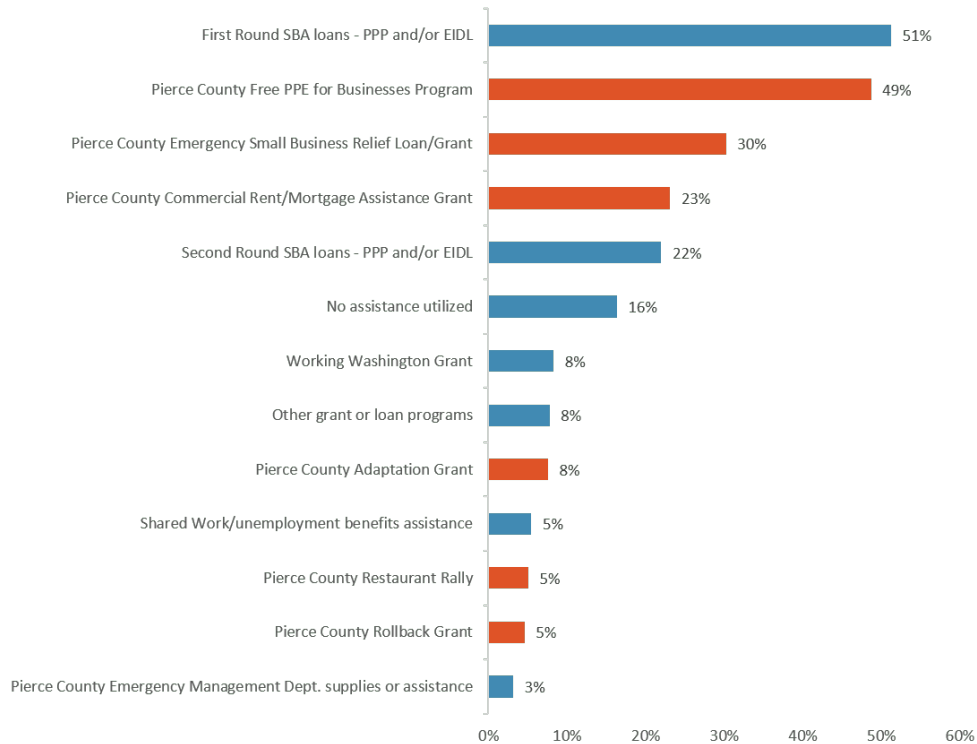
Q: Is your company women, minority, or veteran-owned? (select all that apply)



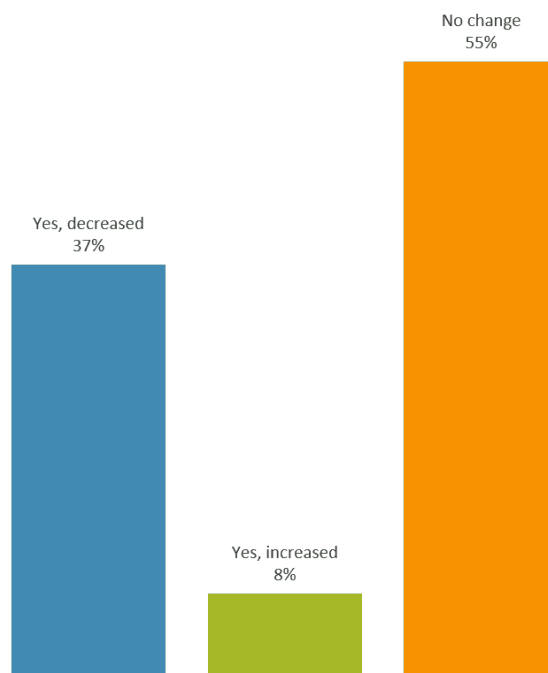
Q: If your business is minority-owned, please specify your business ownership race/ethnicity:



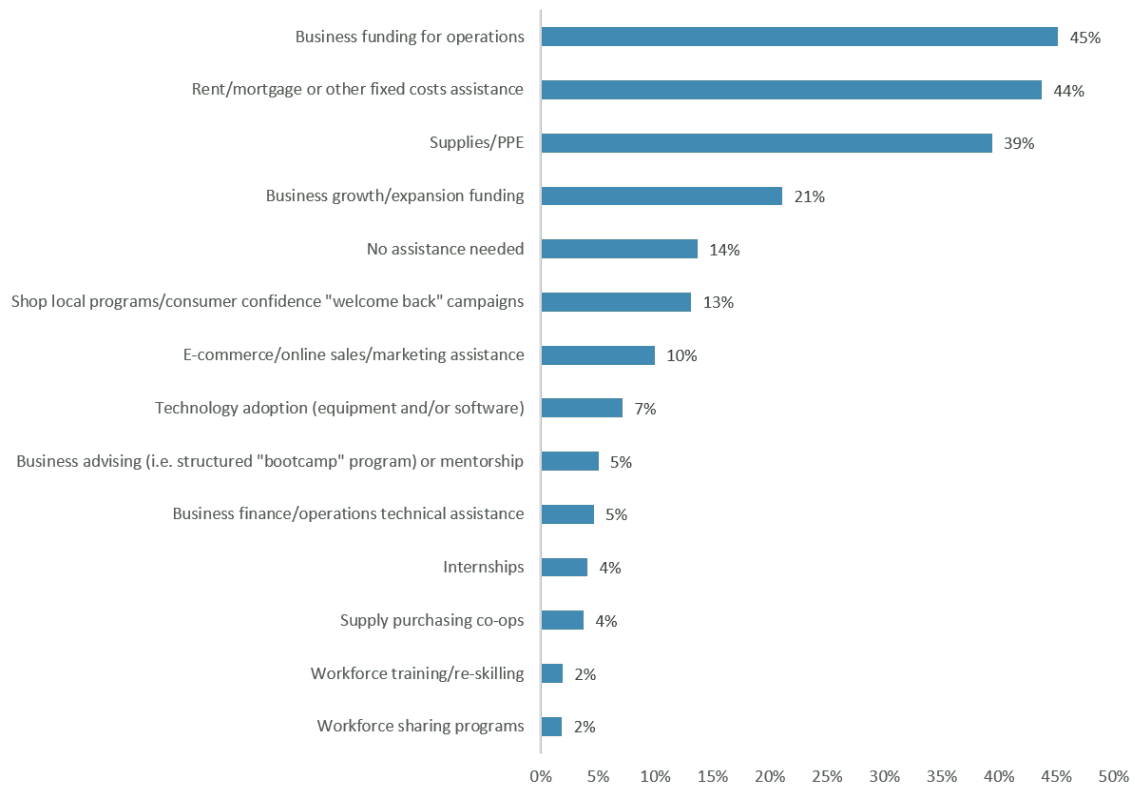
Q: Which programs and services has your business utilized?



Q: Has your business had a change in the number of employees in the past six months?



Q: What programs or services would most help your business in 2021?





**CITY OF EDGEWOOD
STAFF REPORT
EDAB AGENDA ITEM**

Date: August 2, 2021

Title: Edgewood Marketplace

Attachments: Exhibit 1 – Edgewood Marketplace Flyer

Submitted By: CED Director Darren Groth, AICP, CPM

Discussion

On November 2, 2020, the Economic Development Advisory Board (EDAB) reconvened after a seven month hiatus under an order of proclamation from the Governor caused by COVID-19. During the November meeting, the EDAB members and staff discussed the mission, role, and goals of the EDAB moving forward. One main topic emerged from the discussion, which was the concept of an Edgewood Marketplace.

The Edgewood Marketplace or Market, as it was discussed, would be an annual event that provides an opportunity to showcase Edgewood businesses. The location could be at the City Hall campus or a City park. The City would provide the space and obtain any necessary permits to host the event, but scheduling, coordinating, and running the event would all happen from the participants—possibly through a supervising committee or the EDAB members. In addition to the physical event, the Marketplace would serve as an opt-in directory of local businesses that have a tie to the City and EDAB.

The Marketplace itself would have a page on the City’s website, could possibly use data and marketing resources available to the City, and would have a presence in the quarterly Edgewood magazine. In order to take the first steps in creating the directory and pulling together businesses that would help make the event a success, the EDAB will devise recruitment tools and establish a plan once the businesses sign up.

The EDAB agenda included a discussion item for the Edgewood Marketplace concept in December, January, February, March, April, and May. This agenda item is intended to allow the board further discussion and, if they’re ready, to finalize the flyer in preparation for the next steps.

Recommendation

Hold a discussion and finalize the Edgewood Marketplace flyer, if necessary.

Calling All Edgewood Business Owners

- Are you an Edgewood business owner looking for new ways to promote your business?
- Would you like to meet like minded business professionals to bounce ideas off of?
- If the City offered you a place to collaborate with other business owners would you be interested?
- Would you like to participate in a free annual event to showcase what your business has to offer?



**IF YOU ANSWERED YES TO ANY OF THOSE QUESTIONS
THEN SIGN UP TODAY FOR:**

EDGEWOOD MARKETPLACE

FOR MORE INFORMATION CONTACT
CITY OF EDGEWOOD
COMMUNITY & ECONOMIC DEVELOPMENT
COMDEV@CITYOFEDGEWOOD.ORG



**CITY OF EDGEWOOD
STAFF REPORT
EDAB AGENDA ITEM**

Date: August 2, 2021

Title: Retail Recruitment

Attachments: 1) Example of Retail Strategies Performance Tasks

Submitted By: CED Director Darren Groth, AICP, CPM

Discussion:

The City's partnership with Buxton Company expired on June 30, 2021. In lieu of renewing the Buxton contract, staff vetted alternatives that more closely match the current retail recruitment needs. While Buxton provided great analytical information and both matched Edgewood with several commercial companies that fit our growth profile and initiated contact with those companies, fostering the ongoing relationship and brokering a deal between those companies and land owners and developers was left to the City. Armed with all of the Buxton data and company contacts, the next step is to properly grow the relationships and be ready to close a deal with all of the stakeholders when the time is right. One such potential partner (Retail Strategies) is well suited to help the City with this next step.

An example of what Retail Strategies can provide their customers is attached as Exhibit 1. While Edgewood will not need all these steps, due in large part to the data already acquired from Buxton, the items in Steps B and C will provide a benefit to Edgewood's retail recruitment efforts.

Recommendation:

Hold a discussion and make a recommendation to City Council regarding an agreement with Retail Strategies.

Example of Retail Strategies Performance Tasks

A. Research

1. Identify market retail trade area using political boundaries, drive times and radii and custom boundary geographies
2. Perform market and retail GAP analysis for trade area (i.e. leakage and surplus)
3. Conduct retail peer market analysis
4. Competition analysis of identified target zones trade area(s)
5. Tapestry lifestyles – psychographic profile of trade area / market segmentation analysis
6. Customized retail market guide including aerial map with existing national retailer brands and traffic counts
7. Retail competitor mapping/analysis
8. Analysis of future retail space requirements in relation to the retail market analysis, the market's growth potential and trends in the retail industry
9. Identification of at minimum 30 retail prospects to be targeted for recruitment yearly, over a three-year engagement
10. Updates provided on retail industry trends
11. Custom on-demand demographic research – historical, current, and projected demographics – to include market trade areas by radius/drive time, and custom trade area

B. Boots on the Ground Analysis

1. Identify/Evaluate/Catalog priority commercial properties for development, re-development and higher and best use opportunities
2. Identification of priority business categories for recruitment and/or local expansion
3. Perform competitive analysis of existing shopping centers and retail corridors
4. Active outreach to local brokers and land owners

C. Retail Recruitment

1. Pro-active retail recruitment for targeted zones
2. Will contact a minimum of 30 retailers, restaurants, brokers and/or developers each year of the partnership.
3. Updates on new activity will be provided to Client's designated primary point of contact (Sec. II-A) via Basecamp, telephone, or email on a monthly and/or as needed basis
4. One market visit per calendar year included in agreement, any travel outside of the agreement shall be approved and paid for by the contracting entity
5. ICSC conference representation- updates provided according to the yearly conference schedule



**CITY OF EDGEWOOD
STAFF REPORT
EDAB AGENDA ITEM**

Date: August 2, 2021

Title: Work Plan

Attachments: 2021 Work Plan

Submitted By: CED Director Darren Groth, AICP, CPM

Discussion:

For the past several meetings, the Economic Development Advisory Board (EDAB) worked to identify their work plan agenda items for 2021. On February 1, 2021, the EDAB members agree to present their finalized draft plan to City Council during their joint Study Session meeting on February 16, 2021.

On February 23, 2021, City Council voted 7-0 to adopt and set EDAB's 2021 Work Plan as presented in Exhibit 1. This agenda item is a standing item to allow EDAB members to discuss the work plan throughout the year.

Recommendation:

Review and discuss the 2021 Work Plan, as necessary.



CITY OF EDGEWOOD ECONOMIC DEVELOPMENT ADVISORY BOARD 2021 WORK PLAN

2021 Work Plan Items

1. Edgewood Marketplace

- a. Finalize recruitment
- b. Create directory
- c. Develop a governing structure
- d. Partner with PRAB and/or Friends of the Park regarding 2022 event

2. Business [garden] tour

- a. Ticketed event(s)
- b. Proceeds serve as a business fundraiser
- c. Different deliverable at each stop (germane to the specific Edgewood business)
- d. Annual/Semi-Annual/Quarterly event that rotates businesses

3. Create, distribute, and analyze a restaurant or other preferred business survey

- a. Optional methods of distribution include: Survey Monkey, publishing in the local paper; copies at Chamber of Commerce; a new webpage on the City's website; or a separate website or landing page.
- b. Seek [anecdotal] information to give to a targeted restaurant or eatery, e.g., "Our recent survey showed that 72% of the respondents wanted XYZ Café in Edgewood."
- c. End result may be a press release or new marketing materials.

4. Develop a SWOT Analysis

- a. Schedule economic development workshops, at least two
 - i. *1st workshop – ask for input from stakeholders*
 - ii. *2nd workshop, at least a month later so the analyses can be completed – present the findings.*
- b. Use SWOT Analysis to develop strategic plan, and SWOT findings to be used in business attraction.

5. Serve as Business Retention Ambassadors

- a. Visit existing businesses and conduct a survey or see if they will provide testimonials, i.e., what is it like doing business in Edgewood.
- 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.

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

7. Collaborate with the Planning Commission

8. Increase Public Engagement Efforts