



City of Edmonds Economic Development Plan

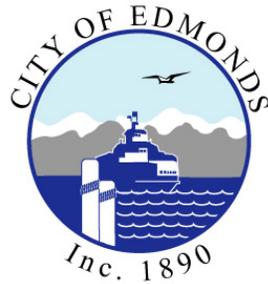
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City of Edmonds
Economic Development Element



Adopted
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Edmonds Economic Development Comprehensive Plan Element

The purpose of the Economic Development Element is to state the city's economic development policies clearly in one place, thereby guiding local policymakers and informing the public about issues relating to the local economy.

The chapter is divided three major sections: Introduction and Approaches to Economic Development, The Edmonds Economy, and Economic Development Goals and Policies.

I. Introduction and Approaches to Economic Development

A. Why do economic development?

Economic development in Edmonds can be defined as “the city's policies and services for growing the local economy in order to enhance the quality of life”. Economic development is essential to preserving the existing level of service and attaining long-range goals for sustainable growth and community vitality.

In general, economic development affects the local economy by broadening and strengthening the local tax base and by providing meaningful employment and entrepreneurial opportunities.

An increasing number of communities around the region have economic development policies and staff. Community economic development priorities vary widely, but may include: creating affordable housing, adding employment, downtown or commercial revitalization, small business assistance, business recruitment and site selection help, community marketing, historic preservation, tourism generation, public relations, streamlining permit processes, and special development or streetscape projects (including public art).

Communities are realizing that there is no such thing as a “static” or fixed economy; local economies are always changing. They are also impacted by countless forces: national and state economic cycles, competition from surrounding cities for desirable businesses, local and regional land use changes, residential and commercial real estate market trends, and other forces. Without change and adaptability, a community can become stagnant or even decline. Successful communities today acknowledge their past and allow a vision for the future to guide them through the changes needed to prosper.

B. Past economic development efforts and local stakeholders

The Edmonds Alliance for Economic Development was formed in 1995 as a coalition of businesspeople and property owners to promote the city and recruit businesses. It undertook analysis, strategic planning, and projects through 2004.

In 1996, the City of Edmonds, the Port of Edmonds, and the Greater Edmonds Chamber of Commerce crafted the “Edmonds Economic Development Strategic Action Plan”, which was adopted by reference. This element updates and replaces that work.

The city’s economic development efforts continued to focus primarily on the downtown, and in 1999, downtown economic development specialists Hyett-Palma were selected for a downtown study. The study, Edmonds Downtown Economic Enhancement Strategy – 1999, outlined several strategies for dealing with economic development in downtown Edmonds. They noted that the future of downtown Edmonds should not be “boiled down to an either or decision”, but instead Hyett-Palma identified the challenge for downtown as follows:

“Keep Downtown “the same” — by maintaining its charm, quaintness, and small town ambiance — while at the same time managing change in a way that allows Edmonds to take advantage of economic opportunities that will benefit the community.”¹

They concluded that avoiding change will, in fact, not keep downtown “the same”. That will only result in a downtown that will not stay the same or flourish to be more attractive.² They also identified several recommended actions, such as:

- Reserving the first floor, by city zoning ordinance, in a downtown core specialty cluster for retail;
- Developing a large number of housing units in the downtown through mixed-use developments;
- Adding design guidelines;
- Helping existing businesses to expand and open additional ventures; and
- Ensuring that aesthetics add to the downtown ambiance through high quality public and private signage, art and streetscape elements.

¹ Hyett Palma. Edmonds Downtown Economic Enhancement Strategy. P. 11

² Hyett Palma. Edmonds Downtown Economic Enhancement Strategy. P. 12

Many of the Hyett Palma conclusions resurfaced during a 2004-2005 Downtown Plan Comprehensive Plan Update, for which additional study was completed by Heartland LLC and by Mark Hinshaw at LMN Architects.

In 2004, the City also added the first Economic Development Director on staff under the Mayor. This position works in close collaboration with local and regional economic development stakeholders. Prior to the development of the Economic Development Element, initial staff priorities were set involving: business recruitment and retention, tourism development, creating a more business-friendly regulatory environment, and addressing barriers to development in business districts around the entire city. This Economic Development Element will provide further guidance for staff and council on economic development priorities.

C. Current national thinking in economic development

Across the country, many past economic development efforts focused either on providing major tax breaks to entice large corporations or on government provision of significant infrastructure projects geared towards assisting industry. Today's general outlook on economic development recommends a more balanced approach with an emphasis on long-term planning for a vital, sustainable community.

Support locally-owned businesses

States and municipalities are increasingly establishing policies to bolster smaller, locally-owned businesses. Economic development expert Michael Shuman, an economist and attorney, focuses on creating self-reliant communities. In his book "Going Local", Shuman highlights ways in which municipalities can bolster locally-owned companies and increase local spending. Recent research has begun to highlight the positive "multiplier effect" associated with prioritizing the growth of local companies. The multiplier effect describes how the expenditure of a dollar generates more than a dollar of activity. A worker who receives a check might spend a portion of it at a local restaurant or shop, thereby resulting in more transactions within that community. The local multiplier effect stops when the transaction leaves the local community. Shuman writes,

"The primary virtue of import substitution, community corporations, and local investment is that these strategies increase the likelihood of the economic multiplier's staying at home."³

³ Shuman, Michael. Going Local. P. 50

While it is impossible today to substitute many of our “imports” locally, many improvements are achievable. Some examples of common practices in line with this school of thought include procurement policies that favor local companies (if within a range of price competitiveness) and “shop local” programs.

Create vibrant places

Another movement in economic development has produced a shift towards creating vibrant places where today’s workforce will want to live, as documented by public policy and economic development expert Richard Florida. Florida’s research demonstrates how today’s “creative class” of workers choose location first, and employment second. In this line of thinking, corporations are increasingly forced to locate to where the desirable, educated workforce resides, not necessarily whichever locale offers the largest tax break.

In the following segment, Florida describes what today’s workforce seeks in a place to live.

”What’s there: the combination of the built environment and the natural environment; a proper setting for pursuit of creative lives
Who’s there: the diverse kinds of people, interacting and providing cues that anyone can plug into and make life in that community
What’s going on: the vibrancy of the street life, café culture, arts, music, and people engaging in outdoor activities – altogether a lot of active, exciting creative endeavors”⁴



⁴ Florida, Richard. [The Rise of the Creative Class](#), p.232

Consequently, municipalities and regions engaged in economic development must think about nurturing environments for businesses *and* people in order to grow a local economy.

II. The Edmonds Economy

A. Analysis of local economy

A good understanding of the local economy helps a community to effectively guide policies, investments, staff resources, and future plans. The analysis completed for the Economic Development Element offers a background on local business characteristics and a summary of city revenues.

Local business characteristics

Edmonds is home primarily to a small business economy. In 2005, City records counted 1,791 licensed businesses located in Edmonds. Claritas consumer research, which provides detailed information not collected locally, recorded 1,526 businesses. Some summary employment statistics are listed below.

Table 1:
Median # of employees: 3
Average # of employees: 8
Total employees: 12,693
Source: Claritas

While most Edmonds businesses employ a small number of workers, larger local employers include Stevens Hospital, the Edmonds School District, and the City of Edmonds.

Stevens Hospital, with 217 beds and 888 full-time employees, serves as an anchor to the greater health care industry in Edmonds. In 2005, there were 209 related health care and social assistance businesses.

Edmonds is also home to a large number of retail and professional service businesses, ranging from small shops and restaurants to nationally-known architectural, engineering and technical firms.

Table 2 shows the number of Edmonds businesses by NAIC code.

Table: 2
 Number of Businesses in Edmonds by NAIC Code in 2005

<u>Description</u>	<u>NAIC Code</u>	<u>Business Count</u>
Retail	44-45	231
Professional, Scientific, and Technical Services	54	229
Health Care and Social Assistance	62	209
Other Services (except Public Administration)	81	172
Construction	23	114
Finance & Insurance	52	107
Accommodation and Food Services	72	102
Real Estate & Rental Leasing	53	72
Administrative, Support & Waste Management & Remediation Svcs	56	58
Wholesale Trade	42	53
Educational Services	61	41
Manufacturing	31-33	33
Arts, Entertainment, and Recreation	71	29
Public Administration	92	21
Transportation and Warehousing	48-49	18
Information	51	18
Utilities	22	2
Agriculture, Forestry, Fishing and Hunting	11	2
NAICs Total		1,511
All businesses in Edmonds		1,526

*15 businesses were non-classifiable
 Source: Claritas

North American Industry Classification System (NAICS) replaced the U.S. Standard Industrial Classification (SIC) system.

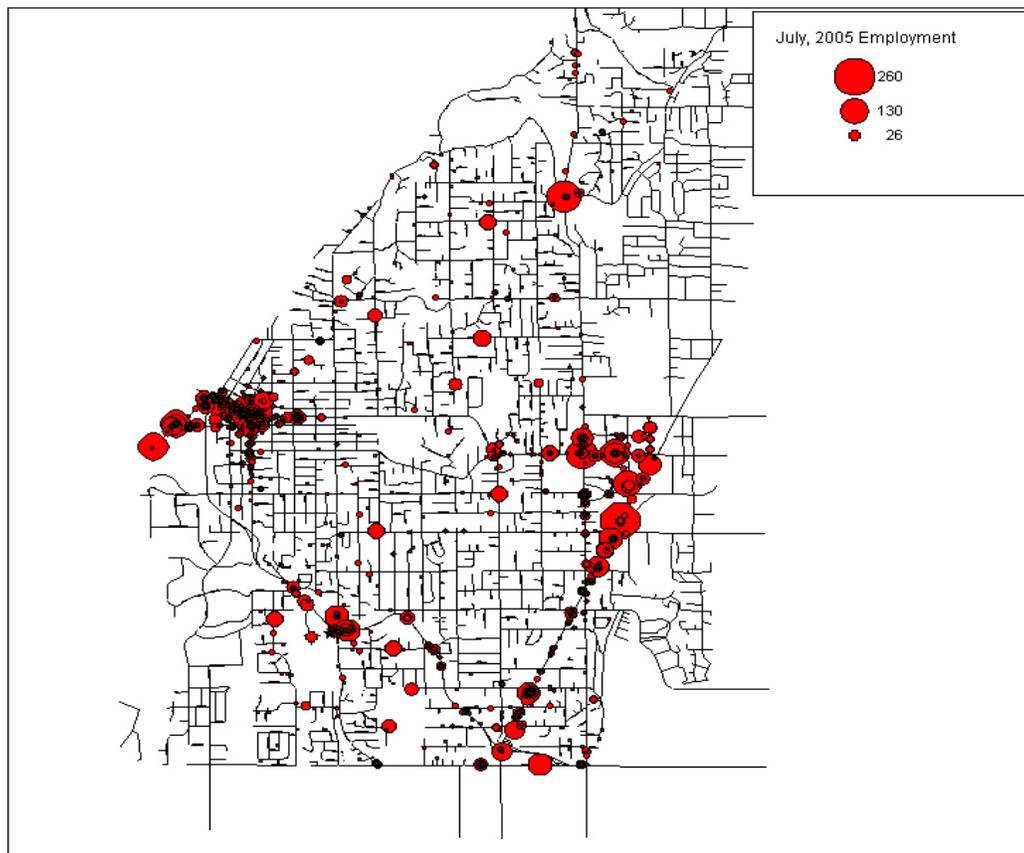
Edmonds is also home to many businesses in fields that are experiencing dramatic growth in self-employment across the nation. Nationally, the number of businesses with no paid employees grew from 17.6 million in 2002 to more than 18.6 million in 2003, a growth rate of 5.7 percent, according to a report issued by the U.S. Census Bureau. This represents the biggest rate of increase in self-employment since the Census Bureau began releasing such statistics in 1997.

If Edmonds is indeed experiencing the same trend locally, it may be part of the reason why Edmonds has a relatively high percent of workers who live and work within Edmonds. According to the 2000 Census, 18.5% of Edmonds' working population chose to live and work in Edmonds. Comparatively, that figure was only 10.8% for Lake Forest Park, 15.1% for Mukilteo, 9% for Mountlake Terrace and 12.8% for Mill Creek. Perhaps due to its large amount of commercially zoned land and therefore number of businesses, 23.4% of Lynwood's workers worked and lived within the city.

New business development in Edmonds will likely continue to be dominated by small businesses and self-employed persons, unless significant land use changes are made to encourage the development of larger office buildings or other commercial uses.

Geographically, employment is currently spread throughout the city's downtown, neighborhood business districts and along Highway 99.

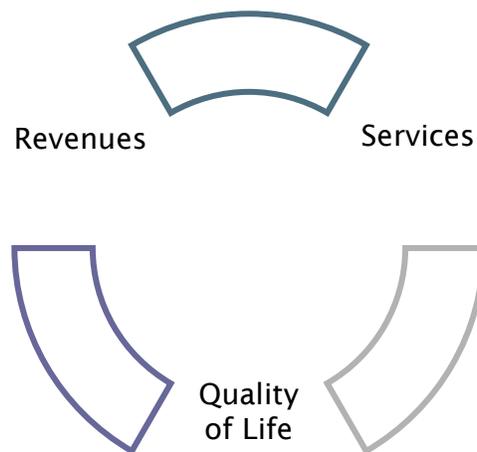
City of Edmonds
Geographic Employment Patterns



Source: Claritas data

City revenues & sustainability

Each year, budget season arrives and usually some difficult choices are made about what to fund and what to cut. Throughout the year, land use decisions are also made, according to staff reports, regulations, public testimony, and other factors. Rarely do we stop to consider the bigger picture: the linkage between each year's budgetary constraints and the ongoing land use decisions. This connection affects the revenues generated, the services the city is able to offer, and the quality of life enjoyed by residents and businesses.



Edmonds is heavily reliant on taxes as a source of General Fund income. In 2005, roughly 73% of General Fund revenues were generated from three tax sources: property, sales, and utility. While this dependence on taxes is not new, one percent property tax limitations on local governments have acted as a major fiscal drain in largely residential communities such as Edmonds.

In conformity with I-747, Edmonds is limited to a one percent annual property tax increase. Prior to I-747, property taxes could rise up to six percent annually. This has led Edmonds and many other municipalities to pursue economic development agendas to diversify their revenue base, including but not limited to increasing sales taxes.

The city receives sales tax from two main sources: the sale of consumer goods and construction materials. Sales tax revenues vary from city to city, depending on commercial development patterns, construction activity and other factors. In Bothell, for example, sales tax is the city's largest revenue source. In Lynnwood, it accounts for 46% of general fund revenues. In Edmonds, it accounts for roughly 19.3 % of the General Fund. A table with sample cities and their sales tax revenues is listed

below. The per capita sales tax generated is also included, although a more detailed analysis would need to be done to determine how much of the sales tax revenue is generated by local residents versus visitors.

2005			
	Population	Sales Taxes	Per Capita
Shoreline	52,740	\$ 6,016,940	\$ 114
Kirkland	45,800	\$ 14,309,796	\$ 312
Edmonds	39,620	\$ 4,746,814	\$ 120
Lynnwood	34,540	\$ 17,419,531	\$ 504
Bothell	30,930	\$ 8,885,688	\$ 287
Mountlake Terrace	20,390	\$ 1,360,097	\$ 67
Mukilteo	19,220	\$ 1,814,520	\$ 94
Arlington	14,700	\$ 3,683,440	\$ 251
Snohomish	8,585	\$ 2,383,186	\$ 278
Port Townsend	8,535	\$ 1,591,514	\$ 186
<i>Source: WA State Dept. of Revenue</i>			

It is simple to state the goal of increasing sales tax revenues, but somewhat more complex when determining how to implement that goal. Many cities have focused on development because of its positive impact on sales *and* property taxes.

Quality development/ redevelopment increases:

- Property values, resulting in additional property tax revenues.
- Construction activity, which subsequently adds sales tax revenues.
- The number of utility customers, resulting in higher consumption and additional utility tax revenues.⁵

Because Edmonds is largely built out, emphasis in the business districts should be on redevelopment, where appropriate. This does not imply a need for “wholesale” redevelopment of entire districts, but rather an emphasis on realizing growth around important but limited opportunities, such as the Harbor Square and Edmonds Shopping Center areas. On a smaller scale, the recent closure of a gas station at 5th Avenue South and Dayton Street presents an opportunity to close the gap between neighboring uses and encourage pedestrian linkages. Moreover, increased mixed-use development would also benefit the city because “more density equals more customers”, as Hyett Palma pointed out in 1999.⁶

⁵ City of Bothell budget revenue narrative

⁶ Hyett Palma. Edmonds Downtown Economic Enhancement Strategy. P. 16

The strategy of encouraging redevelopment in all of the business districts falls in line with the geographic distribution of business revenues around the city. Downtown, successful restaurants and retailers occupy many of the ground level commercial units. In the neighborhood business districts, grocery stores, drug stores and convenience retail dominate. On Highway 99, larger “box” retailers, car dealerships, and restaurants bring in substantial revenues.

It is important to recognize the significance of the city’s boundaries and commercial districts in and directly adjacent to the city. In the past, Edmonds was given the opportunity to annex large neighboring commercial areas such as the Aurora Village and James Village shopping center developments. In hindsight, this would have been a wise decision from a revenue perspective. While a recent annexation effort in the Esperence section of Snohomish County failed, there may be property owners interested in annexing by petition, such as along Highway 99. This would increase continuity to an important commercial area with complex municipal boundaries.

Another consideration pertaining to sales tax generation involves the level of “leakage” in consumer spending, or in other words, what local residents purchase outside of Edmonds. As part of the Berk & Associates consultant study performed for the Highway 99 Task Force in 2004, consumer spending in the collective trade area of Edmonds and Mountlake Terrace was analyzed. They found that residents in the Edmonds and Mountlake Terrace areas combined spend roughly \$550 million in other cities each year on retail items (all retail, excluding autos and groceries).⁷

While consumer spending patterns are influenced by national economic trends, local municipalities can nonetheless work to address compatible areas of spending leakage. A 1999 survey conducted by Hyett Palma of primary trade area residents found that people chose to come downtown primarily for eating in the restaurants and shopping. The needs of special consumption categories such as these should help guide corresponding recruitment and land use policies in order to maximize the effectiveness of efforts to recapture local spending dollars. For example, design guidelines should ensure that first floor commercial units in the downtown and throughout the city are able to physically accommodate restaurant and retail uses. Parking regulations can further “make or break” a retail and dining district.

⁷ Edmonds Highway 99 Enhancements Market Assessment, 10-04, page vi

In 1999, only 5% of the consumer survey respondents reported to come downtown for entertainment⁸. However, a modest “nightlife” might help attract young professionals, a conclusion drawn by Hyett Palma as well. The arts have a vital role to play; evening “artwalks” and performing arts events are significant draws. Creating business districts with activity into the evening can add a critical mass of potential consumers during the time of the day when Americans spend most of their money. In turn, this might encourage local retailers to stay open later.

B. Important regional trends

A major regional economic development agenda has been developed by collaboration through the Puget Sound Regional Council. “The Prosperity Partnership” identifies strengths and weaknesses in the Puget Sound economy, and calls for specific “foundation initiatives”: education, technology commercialization, new and small business support, social capital and quality of life, tax structure, and transportation. Edmonds staff and council members have attended meetings of “The Prosperity Partnership”, as Edmonds residents and businesses could clearly benefit from progress in several of these foundation initiatives.

While regional efforts continue, many cities around the region are undertaking ambitious economic development projects, from new town centers to transit oriented developments (TOD). These projects typically contain a mix of retail, office and residential uses. For example, Kent Station is a 470,000 square foot retail, entertainment, education, office, and residential project located along the Sounder commuter rail line. The City of Kent had an active role in the development of this project by purchasing property, implementing necessary zoning and land use changes, and soliciting developers.

⁸ Hyett Palma. Edmonds Downtown Economic Enhancement Strategy.

C. Developments in neighboring cities

Nearby, several major developments will likely affect the Edmonds economy by providing additional consumer options and more competition for businesses. In addition to the actual amenities offered at these locations, sophisticated “branding” and marketing campaigns accompany many of today’s center developments.

In 2005, Lynnwood’s Alderwood Mall added a “lifestyle village”, an outdoor shopping area that features upscale stores and dining options. The streetscape setting mimics older, authentic downtowns, such as Edmonds, and represents a widespread trend in mall development today. Lynnwood is also planning to take on significant additional density, and has a 20-year plan for a City Center. Buildings in the entire City Center area would house retail businesses, offices and homes, with heights up to 26 stories or 350 feet. Most of the property is privately held. The city will buy the land for the parks and a promenade, and then allow the zoning and market forces to drive development.

Just south of Edmonds, the Aurora Corridor Project is the City of Shoreline’s plan to redesign and redevelop the three miles of Aurora Avenue North (State Route 99) that run through Shoreline. The goal of the plan is to improve pedestrian and vehicle safety, pedestrian and disabled access, vehicular capacity, traffic flow, transit speed and reliability, nighttime visibility and safety, storm water quality, economic investment potential and streetscape amenities. While in an immediate sense, it may result in the dislocation of some businesses, in the long term it will likely result in more center-oriented development and the aggregation of small parcels.

While not immediately adjacent to Edmonds, the Mill Creek Town Center has proved to be a significant draw to businesses and consumers from the Edmonds area. The Mill Creek Town Center Plan was initiated by the City in 1993 to implement the City’s Comprehensive Plan for a new mixed-use center in the City’s central core area. The Town Center provides for multi-storied buildings, strategically placed pedestrian plazas and parking facilities organized around a new street pattern that provides connections to adjacent neighborhoods and the existing commercial core. Today, several hundred thousand feet of retail and office space have been constructed, with anchor tenants such as Central Market and the University Book Store.

III. Economic Development Goals and Policies

A. Edmonds' current strengths, weaknesses and opportunities (SWOT) relating to economic development

In preparation of considering the goals and policies for economic development in Edmonds, a SWOT analysis was used as a planning tool to provide direction.

Strengths

- Picturesque waterfront community
- Identifiable neighborhoods and business centers
- Mass transit
- Downtown specialty retailers and food establishments
- Events and festivals
- Historic buildings
- Reputation as an arts community
- Stevens Hospital
- International business community
- Strong social capital/ community pride
- Generally low rates of unemployment and poverty



Weaknesses

- Limited trade area due to waterfront location
- State B&O tax structure implications on small business communities
- Land use and parking regulations in the business districts
- Multiple property owners and small lots in commercial areas outside the downtown BC zone

Opportunities

- Use location and “character” to leverage additional economic development, nurturing and recruiting locally-owned, unique businesses to enhance our advantage.
- Build on the existing transit hub and future Edmonds Crossing multi-modal station with transit-oriented development.



- Maximize the impact of the Edmonds Center for the Arts by developing the 4th Avenue Arts Corridor, by linking it to Main Street shops and restaurants.
- Leverage telecommunication/ technology assets to provide better service for customers and new revenue sources for the city.
- Plan and implement improvements in regulation around the business districts.

Threats

- Lifestyle villages and new town centers in nearby cities
- Wider variety of housing options and more commercial space elsewhere
- Lack of design guidelines/ regulations to protect quality first floor commercial space
- Business recruiters from other cities targeting Edmonds businesses.
- Lack of a long-term vision for sustaining or improving the Edmonds quality of life with projected revenues.

B. Goals and Policies

Goal: Foster a healthy business community that provides employment and other economic opportunities.

Policies

- 1a. Promote a results-oriented permit and licensing process, which consolidates review timelines, eliminates unnecessary steps, and maintains a strong customer service approach.
- 1b. Develop or maintain business recruitment programs, and create a tool box of incentives to encourage retail and other commercial development.
- 1c. Encourage and expand business expansion and retention programs.
- 1d. Develop a local purchasing policy that gives prioritizes doing business with locally-owned companies, if within a range of price competitiveness.
- 1e. Consider public relations tools to increase awareness of the local business community, such as annual small business awards.

1f. Continue to partner with business and economic development organizations, and address feedback from the business community.

Goal: Revitalize the city's business districts, balancing redevelopment, preservation and the need for consumer amenities.

Policies

2a. Adopt land use policies, zoning, and design guidelines that are supportive of responsible economic development.

2b. Strengthen neighborhood business centers through community planning and commercial revitalization, resulting in new regulations that will spur development.

2c. Revise parking requirements, especially downtown, to encourage business development.

2d. Develop land use regulations that will encourage Transit Oriented Development (T.O.D.) in the Harbor Square and "Old Safeway" area.

2e. Explore options such as Business Improvement Districts/ Areas (special assessment districts) as a way to help shopping areas fund marketing and beautification in a sustainable fashion.

2f. Continue to support an historic preservation program that works to identify and preserve historic architectural, archeological and cultural resources for future generations.

2g. Utilize incentives and the historic preservation building code to encourage property owners to register eligible historic buildings.

2h. Work to identify and "brand" distinct business districts, where there is a natural synergy, such as the Highway 99 International District, the Stevens Hospital Medical Corridor, and the 4th Avenue Arts Corridor.

2i. Create synergy for commercial businesses where possible, for example, by implementing a "retail core" area in the downtown.

2j. Provide a quality environment with character for patrons and residents to enjoy.

Goal 3. Diversify the tax base and increase revenues to support local services.

Policies

- 3a. Address barriers to redevelopment in the business districts, and encourage mixed-use development.
- 3b. Leverage technology assets, such as existing fiber connections, to pursue new revenue streams.
- 3c. Implement regulations and/or design guidelines that will ensure the development of quality retail and commercial space that can physically accommodate a variety of future users.
- 3d. Focus recruitment and “buy local” community marketing on consumer spending segments in which there is significant “leakage”, and also a strong possibility of recapturing spending.
- 3e. Pursue private and public grant or sponsorship funding for programs, where possible.
- 3f. Encourage longer hours of business operation and/or more evening uses in the business districts to add options during “peak” hours of consumer spending.
- 3g. Expand tourism efforts to take advantage of regional trends, such as nature tourism.

Goal 4. Strengthen the quality of life and vitality of the community for residents, workers and visitors to enjoy.

Policies

- 4a. Develop a housing strategy that plans for a variety of housing options, both in design and affordability, around the city. Consider housing options for artists.
- 4b. Promote the visitor/tourism sector. Sustain and develop facilities that attract tourists, conferences, professional training, sporting events and other recreational opportunities.

- 4c. Consider building incentives that may encourage environmentally-friendly construction (or LEED certified), a percent set-aside for the arts, public spaces, and affordable housing.
- 4d. Provide leadership on technology issues in order to ensure that Edmonds residents and businesses have fast, affordable service.
- 4e. Foster an open and accepting community culture that respects diversity.
- 4f. Expand social, cultural, artistic, recreational and other learning activities for all generations.
- 4g. Strive to improve communications with the public.

C. Implementation

The policies in this document were constructed to provide a supportive foundation for future economic development projects, legislation and decisions. Implementing the city's policies will require cooperative involvement on the part of the City Council, Mayor, commissions and boards, committees, and staff. In the past, several studies have recommended a number of strategies for implementation, and yet few of these recommendations have actually been realized. At the same time, the city's long term financial outlook has only worsened. It is therefore imperative that real progress be made in setting the course for economic development in Edmonds.

Phased implementation could be achieved through a series of legislative actions and ongoing administrative services.

Legislative

The City Council ultimately decides on many land use and other regulations that greatly affect the ability for economic development to take place. As the policy-making body, the City Council must also act in the best interest for Edmonds residents and businesses today - and far into the future. This involves balancing immediate community feedback, the results of expert studies, staff recommendations, and the need for long term vision and planning for Edmonds' future financial picture and quality of life.

In the spring of 2006, the City Council formed an Economic Development Committee, which acts as the liaison between the City Council and the Economic Development Director. The Committee works to ensure that the Council as a whole has a deeper understanding of the economic development issues facing the City.

As described in this Economic Development Element, a great deal of economic development involves "setting the stage" for economic growth to occur in a way that will enhance the community.

Currently, a number of studies and community planning efforts are either underway or were recently completed that recommend revisions to various zoning regulations. Below are the short term implementation action items for the City Council.

- Adopt design guidelines that ensure quality commercial space;
- Resolve downtown zoning and height regulations consistent with an expressed vision;

- Approve recommended reforms stemming from the work of the Highway 99 Task Force;
- Study and approve updated Comprehensive Plan language and zoning regulations for the neighborhood business districts;
- Study and adopt a package of incentives for use in business recruitment and retention efforts; and
- Adopt a local purchasing policy, setting a priority for doing business with local companies, if within a specified range of price competitiveness.

Services

While staffing at the City of Edmonds has been streamlined significantly due to budgetary constraints in recent years, the city also recognizes that economic development contributes positively to the revenue outlook, local employment, and the quality of life for residents.

The city should provide adequate resources for the following services to implement economic development in Edmonds:

- Long-range planning for commercial areas
- Site selection assistance and business recruitment
- Community marketing
- Business expansion and retention efforts
- Public relations involving economic development
- Data collection and analysis

In cooperation with the city, the Greater Edmonds Chamber of Commerce is also involved in economic development through a special subcommittee and the many festivals and business networking services that contribute positively to the local economy.

Where relevant, the City of Edmonds should work in collaboration with the Greater Edmonds Chamber of Commerce and other business groups, local economic development stakeholders, and regional alliances to further the economic development policies outlined in this Economic Development Element.