

Chapter 8

ECONOMIC DEVELOPMENT ELEMENT

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8.04

PURPOSE AND RELATIONSHIP TO GMA

The purpose of the economic development element is to provide guidelines for maintaining and enhancing economic vitality in appropriate locations in Sedro-Woolley's urban growth area so as to guarantee and ensure adequate selection and availability of employment opportunities and ensure adequate selection and availability of goods and services for all of Sedro-Woolley's residents. The economic development element outlines the City's economic development goals and policies and serves as a road map to achieve those economic goals and policies. The element also helps prospective business owners and investors understand the City's economic development needs and investment opportunities within the City as well as acknowledging the importance of supporting local businesses and the development of new industry in the City of Sedro-Woolley.

The Growth Management Act requires the inclusion of an economic development element. Section 36.70A.070(7) of the Revised Code of Washington (RCW), requires:

“An economic development element establishing local goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life. The element shall include: (a) A summary of the local economy such as population, employment, payroll, sectors, businesses, sales, and other information as appropriate; (b) a summary of the strengths and weaknesses of the local economy defined as the commercial and industrial sectors and supporting factors such as land use,

transportation, utilities, education, workforce, housing, and natural/cultural resources; and (c) an identification of policies, programs, and projects to foster economic growth and development and to address future needs. A city that has chosen to be a residential community is exempt from the economic development element requirement of this subsection.”

The Act also requires countywide planning policies to address economic development and employment. Skagit County's policies as they address economic development are set forth in Section 5 of the Skagit County Countywide Planning Policies, adopted in October, 2007. The next required update to the Countywide Planning Policies is in 2016. The following Countywide Planning Policies are particularly salient to the City's economic development plan:

Policy 5.5. A diversified economic base shall be encouraged to minimize the vulnerability of the local economy to economic fluctuations.

Policy 5.6. Commercial, industrial and residential acreage shall be designated to meet future needs without adversely affecting natural resource lands, critical areas, and rural character and lifestyles.

Policy 5.15. The comprehensive plan shall support and encourage economic development and employment to provide opportunities for prosperity.

The city is also a retail service center that, due to the increase of the service area population, has grown at a steady rate. It is anticipated that the population in the city's service area will increase more than the urban growth area population, resulting in an

increase in the demand for space for commercial and service activities in the city's urban growth area.

If Sedro-Woolley is reasonably expected to increase the level of employment experienced by its citizens, and also to provide employment opportunities to people who live close by, it will be necessary to provide ample lands for commercial and industrial expansion. It is also necessary that the city be aggressive in its effort to attract new businesses and industrial activities that provide living wage jobs for Sedro-Woolley residents.

The city's vision statement includes language stating that the city will be a full service community where there are ample opportunities to work, live, shop and play within the same geographic area. Adequate commercial and industrial area with site plan control must be provided for a diversified commercial and industrial base.

This economic development element will discuss the city's commercial and industrial designations. It will then present an inventory and analysis of the city's commercial/industrial lands. This inventory and analysis will then be followed by the city's economic development strategy. Finally, the city's economic development goals and policies will be set forth.

COMMERCIAL AND INDUSTRIAL LAND DESIGNATIONS

COMMERCIAL

There are two commercially-oriented zoning designations in the city: the central business district (CBD) and the Mixed Commercial zone (MC). The designations, intended to implement the goals and policies of the economic development element, allow a diversity of commercial options and provide for appropriate separations between potentially conflicting uses. Intensities for commercial uses refers to a combination of factors, such as visual appearance and building size, traffic generation, noise, dust, light, and economic value.

Commercial areas, including professional services (office-oriented) and tourist-related facilities, should be compact with easy access and adequate off-street parking, and loading facilities. Retail commercial areas, should be whenever possible, convenient to major routes of transportation, tourism commercial and professional office service areas should also be convenient to and along major routes of transportation. Each commercial area should be designed to adequately serve the public while discouraging the movement of disruptive traffic through residential areas.

Central Business District Designation - (CBD)

The central business district designation is for medium intensity commercial areas and is designed to allow those normal commercial uses that are consistent with a pedestrian-oriented business area. The designation is intended for the established commercial areas of the city which lie generally between State and Warner Street to the South and the

Burlington Northern Railroad to the north. A small section of CBD designated area lies between the Burlington Northern Railroad and State Route 20 between the Burlington Northern Railroad to the west and Murdock Street to the east. In general, the east/west perimeters of the central business district are State Routes 9 and 20 to the west and Haines Avenue and Fifth Street to the east.

Much of the traditional CBD encompasses the historic downtown located between the Burlington Northern Railroad to the north and State Street to the south, and between the Burlington Northern Railroad on the west and Puget Street on the east. Many historic buildings are located in this area including the Bingham-Holland Building built in 1905, the Schneider Building built in 1914, and the Livermoore Building built in 1915. Outside of this traditional area single-family residential and multi-family uses are located in the central business district. Some of these areas are in a transitional stage with commercial structures gradually making an in-road into the residential areas.

The City's historic downtown area is centered in the heart of the CBD, along Metcalf Street, beginning about one half mile south of State Route 20. The historic downtown is an active commercial district serving many of the commercial and retail needs of the City's residents, but also maintains an early 1900's architecture that makes the downtown area a significant destination for visitors and tourists. Because the CBD is not directly adjacent to the major State Routes through the City, it is possible that visitors can pass through town without being aware of the City's central business district, including the impressive historic downtown area. Improved access and directional signage to the CBD and historic downtown can help stimulate new development in the area.

Parking requirements should be created to acknowledge that, with space provided for off-street parking limited, areas

within this designation may require shared parking and that more and better parking facilities are needed. Commercial development in the central business district zone must conform to design standards that have been developed for this zone. The development process includes review by a design review committee responsible for the application of the downtown design standards.

Mixed Commercial Zone – (MC)

The intent of the MC zone is to encourage a compatible mix of commercial and residential development. Standards are intended to present an attractive and welcoming appearance to visitors at the entrances to the city and at selected nodes along major roads; manage traffic impacts; encourage more non-motorized trips and reduce stormwater runoff. Commercial development should be scaled down when adjacent to residential areas to improve compatibility between uses.

An Urban Village Mixed Use (UVMU) overlay has been designated for a portion of the MC zone north of State Route 20, west of Trail Road, and east of Brickyard Creek. The UVMU overlay allows for and encourages higher density residential and commercial development in the MC zone when the development includes additional open space and pedestrian amenities. The overlay is intended to encourage a higher concentration of development while improving the overall quality of the development. The intent is to create a pedestrian oriented commercial and residential environment similar to that of a traditional downtown commercial district, as opposed to auto-oriented commercial development that is more typically associated with commercial development of the past 50 years.

Specific guidelines for UVMU overlay development are in the process of being written and are yet to be adopted. The overlay exists only on the Comprehensive Land Use map and Land-Use Element of the

Comprehensive Plan; it has not been included on the Zoning map or in the Development regulations in the Sedro-Woolley Municipal Code.

INDUSTRIAL

Industrial uses should have ready access to primary transportation corridors and utilities with sites large enough to accommodate off-street parking, loading and reasonable expansion. Industrial areas should be compatible with surrounding land uses and be buffered from conflicting uses. The industrial areas in Sedro-Woolley are vibrant and provide a wide-array of skilled, living-wage jobs. The goods developed by the City's industrial businesses are a source of pride to area residents. The City has one zoning designation for all types of industrial activities.

Industrial activities are also subject to landscaping and buffering requirements as set forth in the city zoning code when adjacent to residential and commercial zones. The intent of the industrial zone is to provide appropriately located areas for manufacturing, warehousing, distribution, and office uses to enhance the city's economic base in a manner that minimizes impacts to surrounding non-industrial zones. The standards recognize the market preferences and construction techniques characteristic of this type of use. Commercial, retail, and residential uses are permitted at a limited scale so as to preserve the majority of land in this category for industrial and business uses.

Though some uses may be outright allowed in the industrial zone, the city's Essential Public Facilities (EPF) ordinance (Chapter 17.88 SWMC) sets additional review measures for uses that potential may have a negative impact on surrounding neighborhoods and uses. The EPF ordinance requires that new EPFs obtain a conditional use permit, which requires broader public notice and public hearings. An EPF is defined as a facility owned or operated by a

governing body, public utility, private utility, transportation company, or any other entity that provides a public service as its primary mission, and is difficult to site.

PROFILE OF PLANNING AREA

Skagit County Profile

In terms of population and economic vitality, Skagit County is one of the fastest growing counties in the State. The county benefits from its location between Seattle and Vancouver, B.C., along the I-5 corridor. Firms that might have automatically located a King County or Snohomish County location are discovering less expensive, less congested neighboring counties like Skagit. The county is well positioned to take advantage of this situation to enhance its economic development.

The focus of Skagit County economic development efforts have not been merely job growth and diversification, but also the establishment of Skagit County as an economic entity unto itself. In addition, Skagit County has aimed to do so while not sacrificing its natural resource environment. In the past, the county has been heavily impacted if major manufacturers relocated. Strategies and policies have been formed to mitigate the impact of these types of

fluctuations through a wider scale diversification of business activities.

Despite all the attention paid to Skagit County's urban and suburban economic development, it is important to remember that the county still has a significant natural resource base. In fact, it is diversified in two areas: logging and lumber, and agriculture and dairying.

Sedro-Woolley Profile

In terms of population, Sedro-Woolley is one of the fastest growing cities in Skagit County. Between 1990 and 2010, the population of Sedro-Woolley increased from 6,031 to 10,540, an increase of 74.7% (US Census Data). The State Office of Financial Management estimates the April 1, 2015 population at 10,700, an increase of 77.4% from 1990.

In 2014 the Skagit Council of Governments (SCOG) and Skagit County commissioned BERK Consulting to work in conjunction with the SCOG planners group to develop an allocation for population and jobs among the counties jurisdictions. The table that follows shows the jobs allocation for Sedro-Woolley over the planning horizon:

2012	Net Growth 2012-2015	Resource	Retail	Ind	Service s	Govt/ Edu	Tech	Net Growth 2015-2036	Total 2036	% Growth 2015-2036
4,594	158	0	46	368	592	566	2,855	4,427	9,179	93.1%

The 2,855 jobs allocated to the Technology Sector are the anticipated job growth associated with the Center for Innovation and Technology (proposed for the Northern State Hospital Campus). Job growth in Sedro-Woolley is anticipated to nearly double over the planning horizon primarily to the growth of the Technology Sector.

The city benefits from its close location to I-5 corridor and its location adjacent to two state highways and the Burlington Northern Railroad. Small firms that might have located in other parts of the county are discovering less expensive, less congested neighboring cities. The city is well positioned to take advantage of this situation to enhance its economic development.

In the past the city has been hampered by its dependence on logging and lumber operations and on the activities taking place at the Skagit Plant site. When economics forced a slow down in logging and related activities and in the closure of the manufacturing site, the city faced severe economic impacts. Likewise, the closure of the former Northern State Hospital heavily impacted the city with its loss of employment opportunities. The city is now attempting to develop a more diversified economic base along with an increase in the number of job opportunities. The Skagit Plant is now a vibrant industrial park, renting out portions of the facility to smaller, independent businesses. The City has just completed construction of a round-about on State Route 20 that provides much needed truck and vehicular traffic to the Skagit Plant and new access to the industrial lands to the north of the State Route 20. The new access to two of the largest parcels of industrial land to the busiest state route (S.R. 20) in Skagit County is expected to spur increased manufacturing, warehousing, distribution, and office uses in the center of Sedro-Woolley. The transfer of

the former Northern State Hospital property into local control and the proposed Center for Innovation and Technology is expected to help diversify the City's economy and reinvigorate economic activity at the former Hospital Campus.

The focus of Sedro-Woolley economic development efforts have not been merely job growth and diversification, but also the establishment of the city as an economic entity unto itself. In addition, city has aimed to do so while not sacrificing its natural environment and community values.

Factors Influencing the Planning Area

As part of the Puget Sound Economic Region, Skagit County and Sedro-Woolley will be impacted over the next twenty (20) years by several important factors:

- Developing Pacific Rim nations use the Puget Sounds as a destination for goods and services. The pent-up demand for goods and services in the Pacific Rim will fuel active markets throughout the northwest over the next twenty (20) years.
- Skagit County and Sedro-Woolley are located in the "next tier" of industrial development in the Puget Sound. As King County and Snohomish County become saturated with business activity and as land prices increase in the areas closer to the urban centers of the Puget Sound, companies will seek homes for business outside of the first tier suburbs. Many of the industrial parks located in these areas are either full or filling up rapidly. It is expected that this activity will materially impact Skagit County, including Sedro-Woolley within the next five years.
- The tourist and recreation industry is markedly increasing as a result of

continued growth in leisure-time activities. The aging of the “baby boomers” will result in an increase in this trend.

- Sedro-Woolley has unique resources: proximity to the I-5 corridor, location astride two state highways, the railroad, a historic downtown, and as a “gateway” to the North Cascades. These resources can be put to work to create a dynamic and healthy environment for economic growth.
- Center for Innovation and Technology. “The Center” is a planned research and Development facility on the grounds of the Northern State Hospital (AKA North Cascades Center).

Inventory and Analysis

The following discussion includes an inventory and analysis of the socio-economic characteristics of Sedro-Woolley.

Employment Government/Education

Historically the single largest employment category in Sedro-Woolley has been government jobs. The unusually large percentage of the work force in the public sector is due in large part to the public schools, the presence of the Department of Natural Resources office, the North Cascades National Park headquarters, the United States Forest Service office and local government offices within the city limits. In terms of its share of total employment, public sector employment is expected to decrease over the planning period as retail trade and service, and industrial activities increase their share of total employment faster than any other sector. Due in large part to the location of the United General Hospital (including the health service offices surrounding the hospital) and several assisted/senior living facilities (including Birchview Memory Care, Country Meadow Village and the Life Care Center) within Sedro-Woolley, health care and social

assistance jobs make up the second largest category of employment in the City. The former Northern State Hospital property lies in the City’s urban growth area. The campus is still used by many social assistance organizations including Job Corps and Pioneer Human Services’ treatment center. Though these employers are not actually located within the City limits, they are none-the-less significant contributors to the health care and social assistance industry in Sedro-Woolley’s geographic and economic sphere of influence.

The majority of the employment is located in the commercial corridor along Highway 20 and the downtown area, industrial uses, including manufacturing and wholesale trade activities are located in the two industrial parks and at smaller light industrial sites within the urban growth area. There are a large number of home occupations scattered throughout the community.

Technology and Innovation

Sedro-Woolley’s Innovation and Technology sector is a fast growing section of the local employment sector. Companies serving the aerospace and green technologies are an important driver of future employment opportunities in Sedro-Woolley. The Center for Innovation and Technology is a 225 acre property owned by the state and managed by the Port of Skagit. The Center is designed to accommodate research, development and ancillary activities associated with the technology and innovation. This sector is projected to be by far the fastest growing sector of the City’s economy over the planning period accounting for 64% of all of the projected job growth.

Retail Trade

The existing retail activity in the urban growth area is a product of numerous years of development in the downtown core and a commercial corridor located along portions of State Route 20 and State Route 9. The central business district is quite large

comprising one hundred forty-five (145) acres. The Mixed Commercial zoning along the highway is limited to certain areas along the highways and is comprised of approximately one hundred and forty six (146) acres. While the CBD is intended to accommodate medium intensity commercial development and is designed to allow those normal commercial uses that are consistent with a pedestrian-oriented business area, the Mixed Commercial zone is intended to accommodate auto oriented retail development (i.e. gas stations, fast food restaurants) with the potential for residential uses above commercial uses. Commercial activities are intended to serve both local and regional residents and pass-through motorists traveling across the North Cascades Highway (State Route 20) and State Route 9 for recreational activities.

The largest portion of retail sales activities occurred in food stores, eating and drinking establishments, building materials and hardware, and automotive dealerships.

Shopping facilities in Sedro-Woolley provide a primary source for many retail items north, south, and east of the city. The city's retail trade area encompasses the city, State Route 20 east past Newhalem to the county line, north to Alger, and south to Big Lake.

There is one community shopping center located near the intersection of State Route 20 and Cook Road, anchored by a grocery store and an automotive parts store. The existing central business district (CBD) encompasses a large number of retail activities including automobile sales and service, drinking and eating establishments, a pharmacy, hardware stores, clothing stores, specialty shops, several antiques stores, and a number of smaller establishments. There is commercially zoned land located within the central business district that is either vacant or under-utilized.

In addition to the community shopping center and central business district, there are a number of facilities serving automobile traffic adjacent to State Routes 20 and 9. Examples of businesses located along the highways include automobile service and sales, two major drug stores, a hardware store, gasoline/convenience stores, eating and drinking establishments, and a number of smaller establishments. There are several vacant or underutilized commercial properties along State Route 20. Except where State Routes 9 and 20 share the same path, there is little commercial property along State Route 9.

Service Industries

Sedro-Woolley's professional service sector continues to assume a greater role in the local economy. This sector is comprised primarily of professional office, financial, insurance, medical/dental, legal, and real estate services provided to the growing construction and retail trade sectors and to the growing population within Sedro-Woolley and the surrounding area. Service sector employment generally depends upon a strong retail and manufacturing base to supply ancillary support services and a strong population base.

There are many service industries located in the CBD, including several banks, professional offices (including at least three professional engineering companies), salons/barbers, insurance and realty businesses, dental and doctor offices, heating and plumbing companies, law offices and other services. The Mixed Commercial properties focused along State Route 20 are primarily retail, serving automotive traffic.

Industrial

Industrial business continues to grow slightly in the urban growth area. Industrial business generally is through activities located in the industrial parks and from a large food production company based in the central business district.

There has been a movement of King and Snohomish County business outward to less developed areas including Skagit County. This shift in development is projected to continue early into the new millennium, making Skagit County and Sedro-Woolley increasingly attractive for firms requiring a combination of office warehousing, research and development, or light industrial manufacturing space.

The bulk of the industrial activities in Sedro-Woolley take place in either the old Skagit Plant site, the Industrial properties on the east side of town or Sunset Industrial Park. The old Skagit Plant site formerly housed the Skagit Steel and Iron Works (later Skagit Steel Company) that manufactured a gas-powered hoist used in the logging and farming industries. With this innovation and other products for mining, logging, and other industries, the Steel Company, later Bendix Corporation continued to manufacture projects until the site closed in 1985. Since its purchase by Sealand Development, Corp, the site has been cleaned up and has gradually developed into heavy industrial uses, including manufacture of components for the aerospace industry, a modular office manufacturer, a boat manufacturer, a traffic equipment manufacturer, and a number of smaller light and heavy industrial manufacturers.

A large section of industrial property lies north of State Route 20, just west of Fruitdale Road. This area hosts a perfume manufacturer, an aerospace industry contractor and other industrial uses. Another smaller industrial park site, Sunset Industrial Park, is located in the southern portion of the city adjacent to State Route 20. Activities in this park include a number of small heavy and light industrial activities and commercial activities (related to the industrial development).

A number of areas are zoned for industrial uses which are not yet industrially developed but have the potential of being developed. One forty acre parcel is north of Moore Street (State Route 20) and is zoned Industrial. Other Industrial zoned areas include the two large sawmill sites in the city. Another undeveloped industrial site is located between State Route 9 and Maple Street. Other light industrial areas are located adjacent to State Route 20 on the south side of the city.

Sedro-Woolley supports a range of industries in aerospace, construction, and natural resources. Some of the largest representative industries include the following:

**Sedro-Woolley
Major Industrial Employers**

Company Name	Type of Industry
Thermacor Process, LP	Insulated Pipe Manufacturing
Rothenbuler Engineering	Electrical Engineering and Manufacturing
Janicki Logging and Construction	Logging & Construction
Janicki Industries	Aerospace, Marine and Transportation Component Engineering and Manufacturing
Janicki Bioenergy	Alternative energy development processes
Seven Sisters	Electrical Contractor
Truss Engineering	Roof Truss Manufacturing
Fathom Yachts	Yacht Manufacturing
Truck Vault	In-Vehicle Storage Manufacturing
Snelson Industries	Contractor

ECONOMIC DEVELOPMENT STRATEGY

It has often been asked “Why should the public sector contribute to economic development efforts?” The most obvious reason is to promote job opportunities for its citizens. Less apparent is the role in providing necessary services to promote a higher quality of life. It has been well documented that commercial and industrial land uses more than pay for themselves (i.e. generate more taxes than the value of the services consumed). Therefore, expanded economic growth benefits every Sedro-Woolley resident by reducing the amount of ad valorem taxes that would otherwise be borne by the residential taxpayer.

As a result of Washington’s Growth Management Act and the city’s growth rate over the last decade, the city has a need for greater infrastructure improvements including roads, water, and sewer services and a host of community-related facilities. Solutions to these problems are complex. However, a part of the solution is the need to expand the city’s tax base by attracting development that will more than pay for its growth.

The overall purpose of the economic development strategy is to improve the quality of life within the city. Public investment made to stimulate economic development helps to provide for permanent employment, increase personal income, and improve the general business climate. A more direct result of local public investment is an enhancement of the tax base, which improves the financial capacity of the city. The major thrust of the city’s economic development strategy is to convince businesses to start, expand, or locate within the city. Unfortunately, because we live in an imperfect world, not every business has complete and accurate data on the attributes of every community where it might locate.

Many businesses have needs that could be met by many of the communities in Skagit County. Unless these businesses are made aware of Sedro-Woolley opportunities, they may go elsewhere. Economic development (i.e. seeking new or expanded employment opportunities) has grown increasingly competitive. Sedro-Woolley, too, must maintain an aggressive economic development strategy in order to provide opportunities for new business.

Economic priorities for Sedro-Woolley should include the following:

1. Enhance the city’s tax base and encourage higher-income job opportunities by aggressively promoting industrial/commercial development in the city’s business/industrial parks and industrially zoned lands. To achieve this goal, Sedro-Woolley needs to identify suitable lands, establish zoning districts compatible with the neighboring zones – especially residential zones – that encourage industrial use, maintain an adequate supply of suitable commercial/industrial land, and provided infrastructure to support it.
2. Work with the property owners in the downtown area to continue to establish the identity of downtown Sedro-Woolley by providing a framework for which the retail and commercial economy can evolve into a civic and retail specialty area that incorporates the unique Metcalf Street character of Sedro-Woolley with vital and diverse specialty retail and service businesses. To accomplish this, the city will develop a Downtown Design Plan to create a pedestrian-friendly downtown environment, including street and sidewalk improvements, a Town Center Park, the addition of Sedro-Woolley identified features (i.e. murals,

carvings), beautification, and a funding source for continuing improvements, maintenance, and marketing for downtown businesses and events.

Encourage retail uses in the storefronts along Metcalf Street which allows window-shopping and engages passers-by. Retail uses in the storefronts gives pedestrian more to look at than service uses and offices, therefore allowing pedestrians to participate in the streetscape and adding to the pedestrian-friendliness of the downtown shopping core. Seek opportunities to improve pedestrian friendly infrastructure such as sidewalks and walking routes allowing access to and connectivity within the downtown district.

3. Support of the Sedro-Woolley library system will also contribute to the local economy. Investment in library facilities attracts local employees, their families and management to the community. Libraries are places where new ideas are discovered, databases and other reference data and information is available free of charge and where job seekers can go for assistance. A good library is a valuable tool brings visitors and additional revenue to the city.

Support inter-modal connectivity by planning for an Inter-modal Transportation Center/Hub in or near the CBD. Work with and encourage SKAT to offer a city bus that circulates around Sedro-Woolley and syncs with a link route from the Inter-modal Transportation Center to Burlington.

4. To encourage a multi-modal transportation system that allows local residents to move easily from their homes to their jobs to the necessary services without exclusive dependence upon the single-occupancy vehicle.

Encourage new park and ride facilities and improvements to the existing park and ride facilities. Foster new partnerships with the Skagit Transit (SKAT), Van-Go and other transit organizations for increased service in and around Sedro-Woolley, especially to the Central Business District and Industrial zoned properties. Seek opportunities to encourage “express” service between Sedro-Woolley and the major city centers of Anacortes, Burlington and Mount Vernon.

5. Provide economic diversification and a broader range of higher-income employment opportunities by providing space for manufacturing and professional office development. Promote more job development in Sedro-Woolley in order to reduce costs for residents who travel elsewhere to work and to increase the share of spending in the local economy versus money being spent in other areas by local residents.
6. Encourage employers to support bicycle and pedestrian commuting. The City assists in supporting bicycle commuting by implementing the Bicycle and Pedestrian section of the Transportation Element of the Comprehensive Plan. Incorporate access to the city via the County trail system into the city economic development and tourism strategies.
7. Promote tourism to enhance and increase the economic vitality of Sedro-Woolley. Promote the use of the theme “Gateway to the North Cascades.” Create partnerships with like cities on the east side of the North Cascade Pass, such as Winthrop or Twisp, in order to promote each other and what lies between to capture dollars that might be spent elsewhere. Encourage the re-envisioning of the “Trolley Park” idea.

Encourage redevelopment of unused or underutilized properties for more tourism retail opportunities. Encourage the creation of CBD hotels/motels, bed and breakfasts, or other lodging prospects.

8. Encourage employment opportunities at the Center for Innovation and Technology.

ECONOMIC DEVELOPMENT GOALS, POLICIES, AND ACTIONS

The city has actively planned for an expanding light industrial/commercial economic base. While detailed manufacturing-related economic impacts have not been recorded for the city, projections of employment indicate a growing industrial/manufacturing/commercial base can be expected for the city.

Goal E1: To develop a sound fiscal base.

Policy E1.1: Create employment opportunities within the Sedro-Woolley economy, particularly for residents who now commute to other distant employment areas.

Policy E1.2: Participate with other public agencies and private interests in labor force training programs that take advantage of traditional resources.

Policy E1.3: Identify and promote sites which can be developed for a variety of local employment projects. Promote development of business and industrial parks, office and professional centers, and specialized commercial and entertainment centers.

Policy E1.4: Work with property owners to determine the effective development capacity of sites having employment center possibilities.

Policy E1.5: Withhold Sedro-Woolley services to areas outside the incorporated city limits, sewer in particular, unless potential property developers agree to annexation and the payment of local property or other revenue taxes, and associated impact fee assessments.

Policy E1.6: Pursue a policy, in conjunction with the county, to expand the acreage for

heavy and light industrial activities within the Sedro-Woolley urban growth area.

Goal E2: To increase economic opportunities.

Policy E2.1: Encourage local business development opportunities and utilization by the private and public sector, particularly for small start-up businesses owned by or employing Sedro-Woolley residents. Promote local use of special small business financing and management assistance programs.

Policy E2.2: Identify facilities which may be used for small businesses. Assist efforts to reuse older buildings, redevelop vacant property, and revitalize the existing central business district (CBD).

Policy E2.3: Assist private groups to establish special improvement districts including parking and business improvement authorities, local improvement districts (LID's), or other programs necessary to the effective revitalization of the existing business and commercial districts of Sedro-Woolley.

Policy E2.4: Participate in special public/private ventures that provide public benefits and are appropriate to Sedro-Woolley's long range goals.

Policy E2.5: Reserve certain capable lands and sites for employment-related developments. Provide a suitable supply of commercial, retail, business, office and industrial lands within Sedro-Woolley to reduce commuting requirements to outside areas for employment opportunities.

Policy E2.6: Create local employment, shopping and other urban service activities that reduce Sedro-Woolley's dependence upon other urban areas.

Policy E2.7: Work cooperatively with the Sedro-Woolley Chamber of Commerce to establish strong business leadership.

Policy E2.8: Perform a detailed commercial/industrial land use inventory to provide more accurate information on the usable lands available for development in the urban growth area.

Policy E2.9: Encourage local business owners to attend economic development activities, forums, etc.

Goal E3: To realize Sedro-Woolley's image as the "Gateway to the North Cascades."

Policy E3.1: Promote tourism as a means of diversifying the economy and preserving the history of the community.

Policy E3.2: Create and adopt a neighborhood plan for the central business district (CBD). Establish a local marketing strategy for the district, especially the area along Metcalf Street. Encourage retail and food service businesses to extend hours of operation past five p.m. at least a few days each week.

Policy E3.3: Work with upriver communities to identify tourism specialties to avoid direct competition with one another. Develop a tourism network that provides information on each community's specialty, along with food and lodging opportunities.

Policy E3.4: Build on the success of Loggerodeo by adding an associated music festival, such as bluegrass or folk music. Provide a winter festival based on the Santa Claus parade, and add ice sculpture contests, historic home tours, cross-country skiing or other athletic competition, a play and/or Christmas concert. Develop similar festivals to take place in the spring or fall.

Policy E3.5: Develop a flea market/craft show where local artists and crafts people can sell their work. Develop a network for artists and crafts people which would assist with business development, marketing and an apprenticeship program for local youth.

Policy E3.6: Support and recognize existing and ongoing activities and organizations such as the Farmer's Market, local festivals, parades, the Holiday Home Tour and the Sedro-Woolley Museum.

Policy E3.7: Participate in regional trails development to encourage bicycle tourism in Sedro-Woolley.

Policy E3.8: Promote bicycling as Sedro-Woolley's tourism specialty. Enhance existing facilities to accommodate bicyclists, such as providing additional tent spaces and showers at the Riverfront RV Park. Build new facilities, such as centrally-located public restrooms, on-street bicycle lanes and picnic areas.

Policy E3.9: Sedro-Woolley's tourism strategy should also capitalize upon the city's unique location and timber-industry heritage. Strive to maintain a balance between logging history and environmental education and preservation.

Policy E3.10: Include the interests and influence of the Upper Skagit Tribe in Sedro-Woolley's tourism strategy. Encourage joint operation of environmental education sites and programs. Encourage development of Native American arts and crafts shops in the central business district.

Policy E3.11: Support the development of tourist attractions within the Sedro-Woolley area, such as the Sedro-Woolley Museum.

Policy E3.12: Actively work to increase the variety and availability of overnight accommodations within the Sedro-Woolley

area including R.V. camping, hotels, motels and Bed & Breakfasts.

Policy E3.13: Provide mitigation for negative impacts associated with tourism, including nonseasonal employment, tourist-local resident conflicts and environmental aspects.

Policy E3.14: Use a variety of media to promote Sedro-Woolley tourism opportunities. Use signage and design along State Route 20 to communicate economic opportunity and attract tourism.

Policy E3.15: Promote the relocation of the fairgrounds to the county land adjacent to the Northern State campus.

Policy E3.16: Encourage signage explaining what companies/products are located/produced in the City's industrial areas to promote the viability of the City's industrial sector. Many interesting and important goods are produced in these areas

and improving the awareness of their presence can help attract prospective industrial tenants.

Policy E3.17: Increase the use of kiosks and directional signage to strategically direct visitors to City businesses and civic services.

Policy E3.18: Expand on the existing green industries and promote the City as a hub for further sustainable and green industries.

Policy E3.19: Promote the sprucing-up of the downtown business district. To instill a sense of ownership and foster long-term connections to the community, encourage youth participation in downtown revitalization.

Policy E3.20: Encourage directional signage, interpretive signage and parking for tour busses and other tourist vehicles such as R.V.s.