

## Chapter 6

# Economic Development



## **A Vision for Economic Development**

*Lake Stevens will embrace an equitable and sustainable local economy by supporting a varied job sector for residents, promoting excellent shopping and service options, providing a stable and predictable permitting process and fostering accountable government oversight of public funds.*

### **INTRODUCTION**

Simply stated, the Economic Development Element evaluates Lakes Steven's local economy and its financial capacity to support economic growth and a high quality of life. Economic development is essential to ensure the city of Lake Stevens has balanced revenue sources and a diverse tax base, enabling the city to attract businesses and residents, maintain service levels and operations, and construct thoughtful infrastructure. Economic vitality relies on partnerships and investments by the private sector and other agencies who help the city complete its economic development strategy.

The city's economic goals and policies promote sound financial principles; a predictable, business-friendly climate, enabling economic opportunities for all; and allowing the Lake Stevens economy to remain competitive. The goal for the city is to improve the living standards of the community by promoting sustainable and equitable access to local jobs, retail and personal services.

This element aims to identify the strengths and weaknesses within the local economy and marketplace and builds upon existing economic strategies at county and regional levels, emphasizing the importance of collaboration in economic planning. The goals and policies at the end of the chapter provide the framework for the city's economic vision for 2044.

### **PLANNING CONTEXT**

#### ***State Planning***

Per RCW 36.70A.070(7), each comprehensive plan shall include an economic development element establishing local goals, policies, objectives and provisions for economic growth and vitality and a high quality of life. This chapter uses a multi-faceted approach to describe the local economy encompassing demographics, employment patterns, income levels, business sectors and sales data; identifies strengths and weaknesses and proposes policies, programs,

and projects to foster economic growth and address future needs. WAC 365-196-435 states the element should 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.

### **Regional Planning**

The Puget Sound Regional Council (PSRC) addresses Economic Development on a regional scale through Vision 2050. The Multi-County Planning Policies (MPPs), embedded in Vision 2050, are designed to stimulate and sustain economic expansion throughout the area focuses on the following goals:

- Opening economic opportunities to everyone,
- Competing globally, and
- Sustaining a high quality of life.

The city of Lake Stevens has a smaller role to play in the region as it relates to large-scale employment; however, the city provides other unique opportunities to support the regional and county economic condition. MPPs directly relate to economic development and recognize the need of each jurisdiction to attain fiscal responsibility in Washington State and in the PSRC regional context.

### **County Planning**

Countywide planning policies (CPPs) support economic development while balancing other land use and growth objectives. The Economic Development and Employment Goal and its 18 underlying policies were adopted in 2021 and developed with input from Lake Stevens and other local jurisdictions and provide important direction for this element.

### **Economy**

**Goal:** The region has a prospering and sustainable regional economy by supporting businesses and job creation, investing in all people and their health, sustaining environmental quality, and creating great central places, diverse communities, and high quality of life.

*Source: PSRC*

Snohomish County prioritizes economic development to ensure its residents have access to living wage jobs and affordable housing. Key economic strengths of the county include its transportation infrastructure, workforce development and skilled workforce, and support for advanced manufacturing and high-tech industries. The county has also created several initiatives that aim to bolster tourism. Each jurisdiction, including Lake Stevens, has a vital role to play to support Snohomish County's economic growth. The city participates with Economic Alliance Snohomish County (EASC). EASC supports economic growth and opportunity through leadership, partnerships and business advocacy acting as the countywide chamber of commerce and economic development organization.

### ***Lake Stevens Planning***

The city of Lake Stevens maintains its commitment to invest in strategies and programs to support economic growth, including subarea planning and planned actions, and will continue these planning efforts. The city has also taken on a leadership role in efforts to coordinate utility and other service provider investments so that public dollars are spent judiciously and wisely for the public's benefit.

## **ECONOMIC DEVELOPMENT STRATEGY**

Prior to 2006, Lake Stevens' boundaries were limited to the northeastern portion of the city and contained limited retail service and employment opportunities in the historic downtown and adjacent Hartford District. The city formulated an economic development strategy and annexation plan to grow the city's population and local economy. Between 2006 and 2010, the city annexed over 4,300 acres of land, bringing over 17,000 new residents into the city. Annexations of the Lake Stevens Center along SR-9 in 2006 and the 20<sup>th</sup> Street SE corridor in 2009 added greater economic opportunities for the city.

The 2010 economic analysis assessed economic conditions and characteristics of the city and its urban growth area. The analysis provided a retail forecast, fiscal outlook, market profiles, and overall economic assessment. Out of this effort, the city developed its Growth Centers Strategy to prioritize planning efforts in major commercial and mixed-use areas with a goal of reducing local market deficits and enhance revenues. The growth strategy contemplated the strategic value of each center related to the others.

To help implement the city's economic growth strategy, the city has adopted three subarea plans (Downtown Lake Stevens, Lake Stevens Center and the 20<sup>th</sup> Street SE Corridor) and a framework plan for the Lake Stevens Industrial Center.

These plans aim to increase citywide retail, service, and employment opportunities and support the city's financial sustainability. The subarea plans include planned action ordinances that shifted environmental review to the planning stage with an aim to streamline economic development.

### Downtown Lake Stevens Subarea Plan



July 10, 2018  
Ordinance No. 1026

In addition, the city has updated its market and retail forecasts and supplemented the growth strategy with a Beautification Plan to establish community design preferences for public amenities. The city has also worked with consultants to identify remaining areas in the city where economic productivity can be increased and to represent the city at trade shows and connect business with property owners.

According to data from PSRC, the Washington State Office of Financial Management (OFM) and the 2023 Snohomish County Growth Monitoring Report, city employment increased almost 70% between 2010 and 2023, from 4,086 jobs to 6,826 jobs, with nearly all increases (other than the 2021 Machias Industrial Area annexation) attributed to job growth as opposed to annexation. Implementation of this growth strategy has also added approximately 10,000 new residents and 1,800 acres of land since 2010. As of April 2024, Lake Stevens was the fourth largest city in Snohomish County.

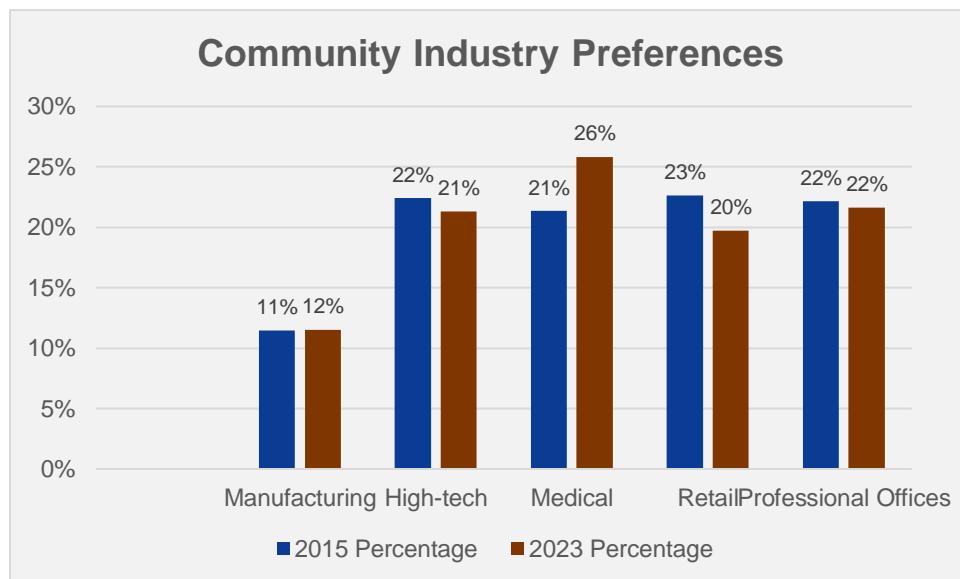
|                        | 2010 Estimate | 2023 Estimate | 2010-2023 Increase |
|------------------------|---------------|---------------|--------------------|
| Population (People)    | 31,316        | 41,260 (2023) | 9,944              |
| Acres (excluding lake) | 5,763         | 7,542 (2023)  | 1,779              |
| Employment (Jobs)      | 4,086         | 6,826 (2023)  | 2,740              |

**Table 6.1 - City Growth, 2010-2023 (Sources: PSRC, OFM, Snohomish County)**

Through each phase of implementation, the city has had extensive public engagement for each subarea plan and the industrial analysis to solicit input on appropriate commercial, mixed-use and industrial land uses to support local jobs and a vibrant local economy. In 2015, community members were asked to pick which industries would be most important to Lake Stevens over the next 20 years. As part of this update, the city held open houses in

2023 and 2024 and conducted a similar survey to gauge whether community priorities had changed.

The 2015 and 2023 surveys yielded similar results – each showed a preference for high-tech, medical, retail and professional offices at a near equal rate as shown in Figure 6.1, with support for the manufacturing sector about half that of other sectors. These preferences align with market trends for the city and reflect common public concerns about compatibility between manufacturing and nearby residential uses.



**Figure 6.1 - Community Industry Preferences Comparison, 2015 and 2023**

*Source: 2015 and 2023 Lake Stevens Community Surveys*

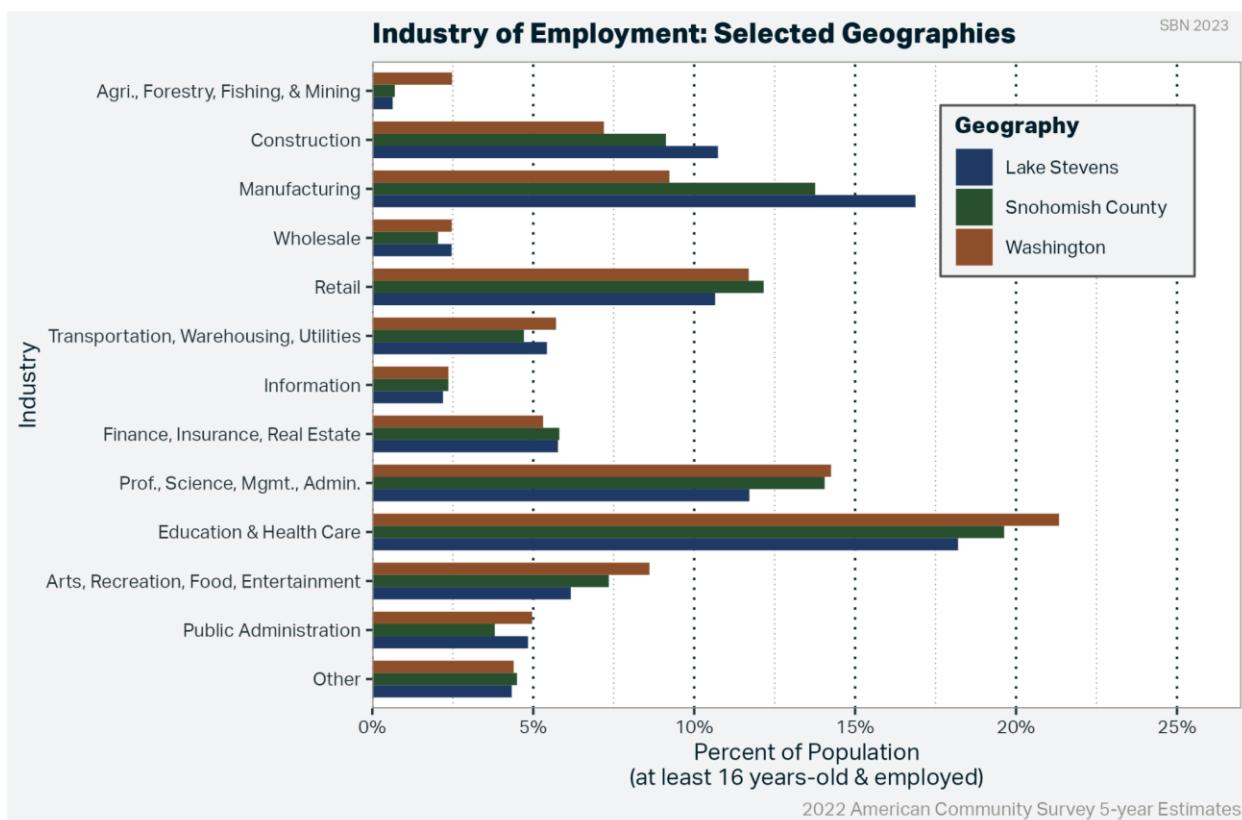
## CURRENT ECONOMIC CONDITIONS

### ***Covered Employment and Top Employers***

PSRC produces and compiles *covered employment estimates* to help communities understand current employment trends by sector. In 2015, employment in Lake Stevens was less diversified across job sectors compared to neighboring communities, such as Snohomish, Arlington, or Monroe. Since the last periodic update, there has been a shift in job distribution, indicating more balanced employment opportunities and growth in various industry sectors per the American Community Survey data, as shown in Figure 6.2.

Figure 6.2 shows the top job sectors in Lake Stevens as of 2022. In 2015, education-sector jobs comprised nearly half (45%) of the city's employment base, whereas in 2022 education and healthcare were just below 20% of the aggregate market. Manufacturing has grown to

over 15% percent of the market. Combined professional, management and science jobs make up over 10% of the local market. Retail sales has increased to over 10% of the market, which has resulted in a more balanced tax portfolio for the city. Construction continues to also be a significant part of the industry sector in the city.



**Figure 6.2: 2022 Employment Industry Comparison for the City, County and State**

Source: 2022 American Community Survey 5-Year Estimates

Breaking this down beyond the industry sectors, the top employers in the Lake Stevens area are the Lake Stevens School District, city of Lake Stevens, Safeway, Target, Haggen, Cobalt Enterprises and Costco. This summary of top employers generally aligns with the primary industry sectors shown in Figure 6.2.

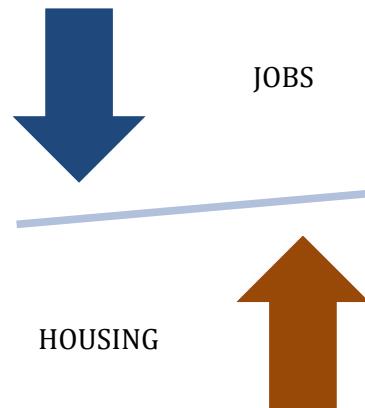
### Employment Capacity and Jobs to Housing Ratio

For the planning period between 2019 and 2044, Snohomish County is projected to add 171,818 jobs, with 3,219 of those jobs allocated to Lake Stevens. Supported by a targeted growth of 167,443 housing units and 308,352 people, these targets suggest the county will continue to see consistent economic growth in the coming years.

Lake Stevens is currently one of many “bedroom communities” in the central Puget Sound. Annexations have added a significant number of housing units to the city, adding over 3,600 people since 2019 according to the Growth Monitoring Report. Housing construction also contributed to housing growth, with nearly 1,200 units built between 2019 and 2022, increasing the number of housing units in the city to 14,417 units.

As noted above, the city was estimated to have 6,511 jobs and 14,417 housing units as of 2022. This offers a job-to-housing ratio of 0.45 as illustrated in Figure 6.3. The jobs-to-housing ratio for Snohomish County UGAs was 1.05 in the same report. A community like Lake Stevens, with a jobs-to-housing ratio of less than 1.0, typically sees labor exported to other cities where greater employment opportunities exist, which affects commute patterns and impacts air quality and traffic congestion. The ratio demonstrates that the city has a local labor force that new or growing businesses in the city could tap into for expansion, provided there is an alignment in skills and market.

0.45 JOB-TO-HOUSING RATIO



**Figure 6.3 Jobs-to-Housing Ratio**

*Source: OFM, Snohomish County*

Recent years have seen a better balance between housing and employment growth. Between 2019 and 2022, the city added approximately 835 jobs to go along with the 1,200 new housing units, a 0.7 jobs to housing ratio that is nearly 50% higher than the 0.45 ratio identified above.

### ***Education***

Comparatively, the city of Lake Stevens has a reasonably educated population. As shown in Table 6.2, 24.6 percent of the population are high-school graduates with a similar rate for individuals with some college, which is higher than the county average. Nearly 32% percent of city residents have a bachelor's degree or higher, which is below the county and state average.

**Income**

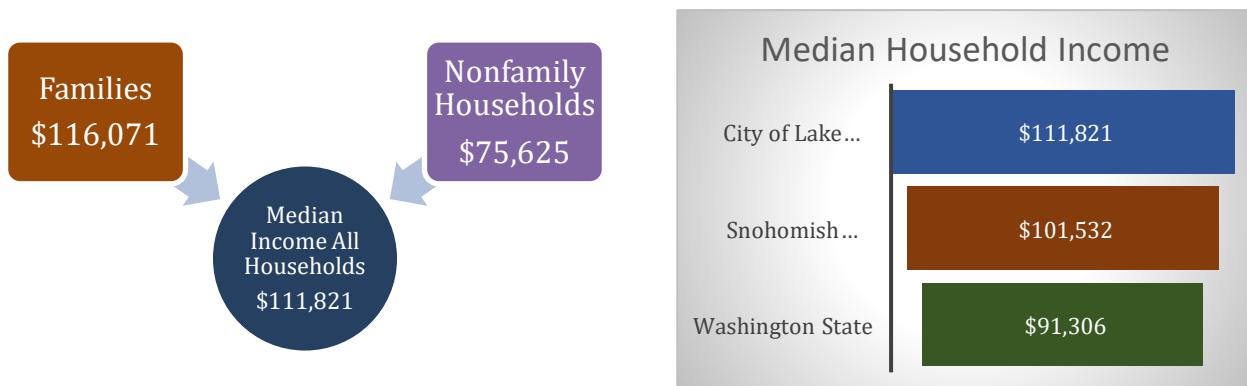
The city of Lake Stevens has an average household median income of \$111,821, outperforming Snohomish County and Washington State as shown in Figure 6.4. Median income (AMI) defines the midpoint of the city's income levels for households. Stated another

| <b>Education Attainment (Population 25 Years and Older)</b> |              |
|---|--------------|
| <b>Measure</b>  | <b>Value</b> |
| High school or equivalent degree                            | 24.6%        |
| Some college, no degree                                     | 25.7%        |
| Associate's degree  | 12.1%        |
| Bachelor's degree   | 22.0%        |
| Graduate or Professional degree                             | 10.2%        |

**Table 6.2 - Lake Stevens Education Attainment**

*Source: 2022 American Community Survey 5-Year Estimates*

way, 58.6% of households have a median income \$100,000 or greater. This includes families and married couples. For nonfamily households the median income drops to \$75,625, but this is still above the county average of \$63,136.



**Figure 6.4 Median Household Income in Lake Stevens, Snohomish County and Washington** *Source: 2022 American Community Survey 5-Year Estimates*

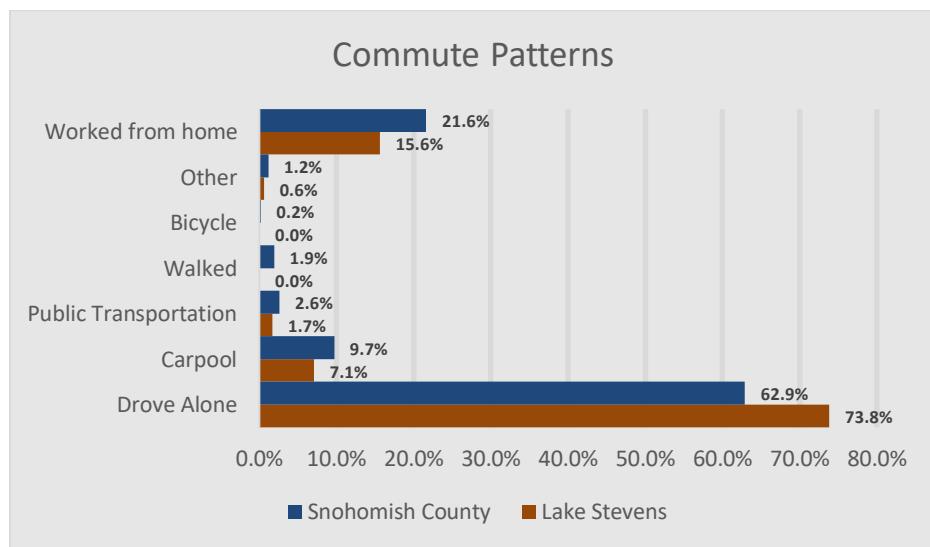
At the lower end of the economic spectrum, according to the 2022 American Community Survey 5-Year Estimates, Lake Stevens has a poverty rate of 5.3%, which is about half of the Washington average. Gender, age and education do not significantly differ from the city average. However, the poverty rate increases for those identifying as Black/African American to the county average. Those who identify as Two or More Races or Hispanic/Latino exceed the county average.

These statistics generally suggest a strong local economy with a greater earning potential for residents. This economic climate presents an opportunity to attract new businesses and industries. Higher disposable incomes translate to increased spending within the city, fostering a thriving local business community and generating additional sales tax revenue for reinvestment into city infrastructure and services.

### Commute Patterns

According to the 2022 American Community Survey 5-Year Estimates, the average commute time for workers in Lake Stevens is 35.1 minutes. This exceeds the county (30.5 minutes) and state (26.3 minutes) averages. This is not surprising as the county's main employment centers are in Everett, other parts of Snohomish County and King County. Approximately 80% of commuters drive to work with over 73 percent driving alone and nearly seven percent carpooled.

The drive alone rate is nearly 11 percent higher in Lake Stevens than Snohomish County. Drive alone commuting have a greater impact on roads, bridges, and highways. Car commuting also increases emissions and carbon affecting environmental health. An additional 3.4 percent used other modes of transportation to commute to work including public transit, walking or other. This is also not surprising as the public transit system connecting greater Snohomish County to Lake Stevens is limited. The survey data also suggests 15.6 percent of workers worked from home, which is below the county average of 21.6 percent.



**Figure 6.5 Commute Patterns Comparison: Lake Stevens and Snohomish County.**

Source: 2022 American Community Survey 5-Year Estimates

### **Workforce Demographics**

According to PSRC, workforce demographics provides a detailed description of what groups are included in the local economy considering age, race, ethnicity and gender, etc. Lake Stevens has a lower median age (34.5) relative to Snohomish County (38.2) with a higher concentration of young families as shown in Figure 6.6. As these families mature, they will need diverse employment opportunities. Forecasting career trajectories of this younger demographic, the city can plan for diverse job sectors, such as technology, healthcare, and green industries. The presence of young families highlights a need for education and childcare facilities, parks, and family-friendly community programs to support the workforce's needs.

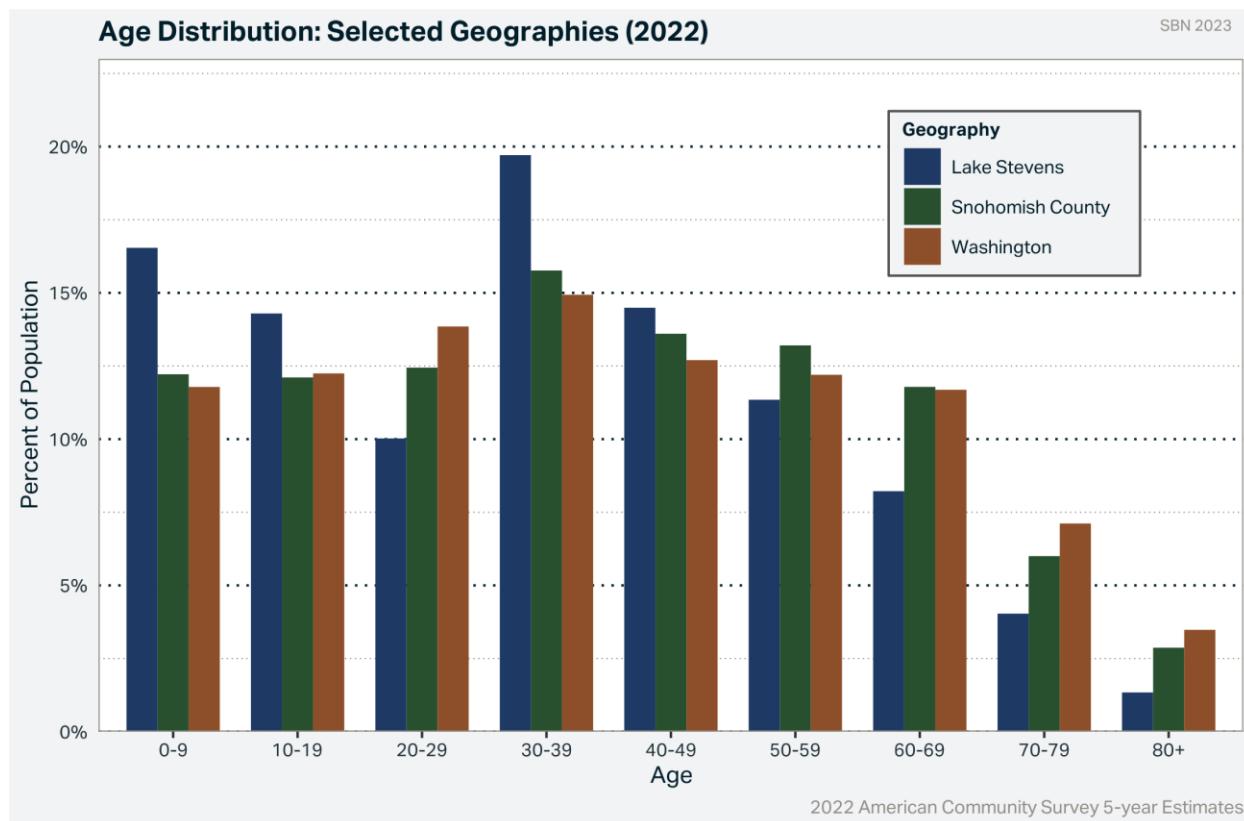
When compared to Snohomish County and Washington State, Lake Stevens' the city's distribution by race indicates the population of Lake Stevens is more homogenous with most residents (74.3 percent) identifying as white – Hispanics/Latinos comprise the second largest racial demographic at 11.04 percent of the population. This group is closer to the county and state average. The distribution of males to females is roughly equal with males making up 50.45 percent of the populations and females making up 49.55 percent of the population. Overall, Lake Stevens has an employment rate of 68.3 percent with over 20,000 people in the labor market. The state average is 61.1 percent. Females 16 or older make up 62.6 percent of the labor market.

### **Retail Sales**

The city monitors its long-term financial position using a 6-year forecast to ensure fiscal responsibility. Economic Development is a priority and budget decisions are made based on benefit and viability. Taxable retail sales are a valuable gauge of consumer spending and the health of the local economy. Increased retail sales suggest consumer confidence and a robust economy, while a downturn may indicate economic decline. Tracking the direction and momentum of retail sales is crucial for forecasting revenue, budgeting for city services and planning for infrastructure needs. Understanding taxable retail sales by industry type offers insights into the business mix of Lake Stevens.

In the last decade, the city has seen a marked growth in housing related building and construction. It has also experienced noticeable increase in general merchandise and grocery items indicating expanded local goods and services with the potential to attract more

residents and businesses. Increased sales within the city translate to higher tax collections, which support enhanced city services and infrastructure investments.



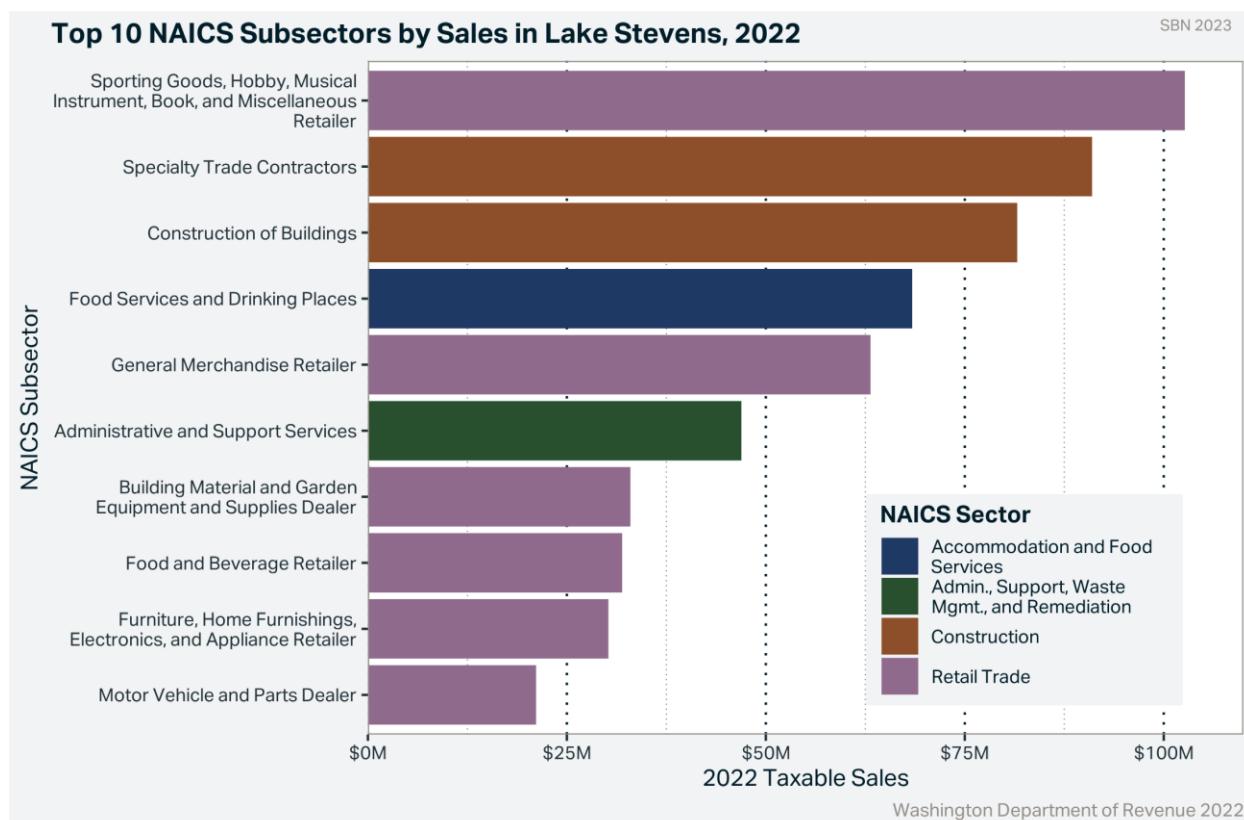
**Figure 6.6 Age Comparison: Lake Stevens, Snohomish County, Washington**

Source: 2022 American Community Survey 5-Year Estimates

## STRENGTHS AND WEAKNESSES

The city's economic strengths and attractions are the beautiful lake and the special events that take place because of the unique venue, a family-friendly environment, a school district with a great reputation and a community grounded in civic involvement.

Throughout this element, the city has described the economic conditions of the city including demographics, workforce, industry sectors and most importantly the implementation of its growth strategy. As shown earlier, the job sector in Lake Stevens has become more balanced since the last major plan update and the city has seen an increase of over 300,000 square feet of new commercial construction between 2015 and 2024. This is an important indicator showing the city's growth strategy and community investments have been successful.



**Figure 6.7 Top 10 NAICS Subsectors by Retail Sales in Lake Stevens, 2022**

Source: Washington Department of Revenue

With an educated workforce, strong financial capacity and a growing commercial sector, Lake Stevens is poised to continue improving its local economy. The biggest opportunity for success is for the city to continue promoting its economic growth strategy. Expansion of goods, services and employment in the Lake Stevens Center, 20th Street SE Corridor, Downtown Lake Stevens and the Lake Stevens Industrial Center will continue to provide the greatest benefit to the community.

Several attributes increase the potential attractiveness and efficacy of Lake Stevens as a location for economically stimulating development, making it a contender for needed commercial and employment opportunities already enjoyed by its neighboring jurisdictions. These included:

- Good highway access with convenient connections to Interstate 5 as well as to US Highway 2 across the Cascades to eastern Washington.
- Potential for large contiguous parcels. Large land parcels greatly simplify the development of uses for which land is a significant required resource.

As detailed in the Land Use Element (Chapter 2), the city has identified a few land use map amendments and reasonable measures to address its projected deficit in zoned employment capacity when compared to its 2044 employment growth target of 8,894 jobs. The proposed amendments and existing zoning appear to offer the capacity needed to keep up with regional development targets and broader market trends. One of the major questions that remain in Lake Stevens surrounds what types of commercial and industrial development the city can attract. Over the next 20 years, as the population continues to grow, demographics may shift, and broader regional markets could impact local industries. The city should ensure it has a stable foundation and the flexibility to accommodate adjustments to employment demand by maintaining a diverse mix of land uses and zoning designations.

### ***Employment Uses Associated with Fiscal Benefit***

Specific employment land uses that should be considered for their fiscal benefit are discussed below. A diversity of housing types should also continue to be promoted.

- **Offices and flex-space**, particularly larger uses. Office businesses contribute sales and utility taxes through their operation and B&O taxes and generate spillover sales or other activity driven by their employees. In addition, offices typically impose lower demands on city infrastructure and services than other use types. Smaller office-type businesses serving local needs will typically generate relatively lower net fiscal benefits than would larger companies. Large companies generally look for large blocks of office space that can allow employees to be in proximity and can be reconfigured to suit changing needs. Buildings with large floor plans are the most common approach to this need.
- **Retail and general commercial, particularly retailers focusing on high-value items, unique items, or high volumes.** Retailers that sell high-value items can produce large sales tax revenues while requiring relatively less service costs. Similarly, businesses that sell more unique products can attract customers from a broader region, effectively expanding the tax base the city is able to draw upon. Certain larger businesses, such as big-box stores, can generate significant levels of sales as well. However, such volume-oriented retailers involve higher numbers of trips, with commensurately higher infrastructure and city service costs per dollar of tax revenue generated. Large retailers prefer locations with high visibility and high traffic volumes. Large retail businesses require large land areas with good access and visibility from major roads and traditionally demand extensive parking, generally making them incompatible with denser, walkable mixed-use environments. Pedestrian access is of primary importance.

- **Entertainment-oriented commercial uses.** Entertainment-oriented commercial uses, such as restaurants, theaters, and the like can generate substantial direct revenue for the city and spur greater visitation and activity in the area, producing a synergistic effect that benefits other nearby businesses as well. A well-designed and well-planned entertainment or mixed-use center can maximize this potential for such positive spillover effects. Entertainment-oriented commercial developments require relatively large areas within which to arrange a mix of complementary uses and activities that give such areas their energy.
- **Educational Facilities.** Higher education facilities, such as community colleges or small, local four-year colleges, can have spillover effects that generate fiscal benefits. The siting of higher education facilities is typically not market driven. Rather, sites tend to be selected based on criteria specific to the educational facilities' needs. Small campuses tend to support on-site multi-family housing and a small amount of retail, such as a campus bookstore and student-based food service. Depending on the size of the campus and the number of students, additional off-site multi-family housing may be necessary to fill demand. The amount that students and faculty contribute to the local economy depends on the number and type of amenities provided on campus as well as existing shopping facilities within a short drive. Technical colleges are one alternative that may leverage nearby technical business needs and may work well within a light-industrial development as a supportive use. The city should coordinate with higher education providers to collaborate on mutually beneficial actions.
- **Industrial uses.** Industrial businesses typically generate lower direct fiscal benefits than do residential and retail uses that provide property and sales taxes. In addition, to the extent that industrial businesses export products beyond the city itself, the shift to a destination-based sales tax system will reduce local sales tax revenues. However industrial businesses can bring countervailing advantages: for example, value-adding manufacturing companies may pay relatively high wages that spill over into other areas of the city such as higher retail spending or higher residential property values. The ultimate net fiscal impact of industrial development thus depends on the specifics of what businesses can be grown or induced to locate in the city. Light industrial users will need larger plots with good transportation connectivity. Common to all industrial uses is a need for good transportation access and a need to be somewhat remote from residential and even other commercial users who may complain about the noise and traffic impacts industrial businesses may generate. Because of this, industrial users often cluster together where they not only do not experience such potential complaints but can also benefit from potential synergies among different companies. These characteristics can make industrial uses well suited for locations located on the fringe of an urban core and adjacent to major transportation corridors. Medical

facilities often cluster together in a campus-like setting, providing a benefit by sharing specialized resources and equipment. Medical facilities can also provide a wide range of high-quality employment and educational opportunities.

## **GOALS AND POLICIES**

### **GOAL 6.1 IMPROVE THE CITY'S ECONOMIC CONDITIONS FOR A HEALTHY VIBRANT, AND SUSTAINABLE COMMUNITY WITH A HIGH QUALITY OF LIFE**

#### ***Policies***

- 6.1.1 Maintain responsible financial stewardship and accountability.
- 6.1.2 Invest in and promote public infrastructure and services that are cost effective and efficient that support Economic Development goals.
- 6.1.3 Preserve and protect the natural beauty including the lake and the spectacular mountain and scenic views.

### **GOAL 6.2 MANAGE COMMERCIAL GROWTH IN CENTERS**

#### ***Policies***

- 6.2.1 Concentrate commercial development within established subareas and growth centers: Downtown Lake Stevens, the 20th Street SE Corridor, Lake Stevens Center, and the Lake Stevens Industrial Center.
- 6.2.2 Identify the role each center has in the city's economic balance.

### **GOAL 6.3 ENHANCE RETAIL AND PERSONAL SERVICES GROWTH TO ADDRESS THE COMMUNITY'S NEEDS AND EXPAND THE CITY'S RETAIL SALES TAX BASE**

#### ***Policies***

- 6.3.1 Focus business recruitment efforts toward the needs of the Lake Stevens community demographic.
- 6.3.2 Use available retail recapture data for advancing recruitment targets.
- 6.3.3 Develop a Business Retention and Expansion program to foster and grow local business.
- 6.3.4 Strive to improve the jobs-to-housing balance by supporting policies to attract living wage jobs to promote economic opportunity and sustainability for residents
- 6.3.5 Create destination shopping experiences where feasible, such as downtown, that take advantage of the community assets.
- 6.3.6 Develop incentives to entice businesses to locate in Lake Stevens.

**GOAL 6.4 SUPPORT EMPLOYMENT GROWTH IN THE CITY**

***Policies***

- 6.4.1 Develop zoning strategies for employment/business areas that is flexible to support diverse employment growth and large employers.
- 6.4.2 Identify sectors of the economy where opportunities exist to create additional jobs and identify potential strategies for attracting employment.
- 6.4.3 Ensure the city retains sufficient and strategically allocated industrial/business zoned land to improve the city's jobs-to-household balance.
- 6.4.4 Encourage office uses in industrial zones to balance existing service, retail, and industrial based jobs.
- 6.4.5 Attract and develop industry clusters that can capitalize on existing businesses in the city and region, including those recognized in the Regional Economic Strategy.

**GOAL 6.5 ENHANCE AND SUPPORT TOURISM IN LAKE STEVENS AS A PREMIER DESTINATION**

***Policies***

- 6.5.1 Grow the city's tourism through special events that are consistent with the community's values.
- 6.5.2 Promote tourism using multiple media outlets and highlight the community assets.
- 6.5.3 Explore expanding additional options for tourist lodging.
- 6.5.4 Invest in public spaces and recreational facilities to attract tourists.
- 6.5.5 Support and promote the arts within the Lake Stevens.

**GOAL 6.6: PARTICIPATE IN AND FOSTER PUBLIC AND PRIVATE PARTNERSHIPS**

***Policies***

- 6.6.1 Engage with other public agencies to partner in projects that would benefit the public and support.
- 6.6.2 Allow for opportunities to create public/private partnerships when feasible.
- 6.6.3 Encourage public and private partnerships to sponsor and promote public improvement programs, community events, and support implementation of the Beautification Plan.

6.6.4 Support education and training programs to enhance the local workforce in coordination with regional organizations, institutions, businesses, and other stakeholders to expand higher education and employment resources.

**GOAL 6.7: PROVIDE A PREDICTABLE AND EFFICIENT DEVELOPMENT ATMOSPHERE**

***Policies***

6.7.1 Create streamlined process for licensing and permitting development projects that meet the city's land use goals.

6.7.2 Create clear fair and equitable development standards and permissible uses.

6.7.3 Identify municipal code provisions that may preclude emerging industries, technologies, and services that promote environmental sustainability, especially addressing climate change and resilience from entering the city.

**GOAL 6.8: SUPPORT BUSINESSES AND JOB CREATION, INVESTING IN ALL PEOPLE, SUSTAINING ENVIRONMENTAL QUALITY, AND CREATING GREAT CENTRAL PLACES, DIVERSE COMMUNITIES AND HIGH QUALITY OF LIFE**

***Policies***

6.8.1 Promote economic activity and employment growth that creates widely shared prosperity and sustains a diversity of living wage jobs for the city residents.

6.8.2 Support business startups, small businesses and locally owned businesses to help them continue to prosper.

6.8.3 Address unique obstacles and special needs – as well as recognize the special assets – of disadvantaged populations in improving the region's shared economic future.

6.8.4 Foster appropriate and targeted economic growth in distressed areas to create economic opportunity for residents of these areas.

6.8.5 Conduct a business equity analysis to understand economic disparities that may impacting disadvantaged or underrepresented communities.

6.8.6 Develop strategies and programs that aim to minimize the displacement of existing businesses due to new development and redevelopment.

**GOAL 6.9 SUPPORT EQUITABLE AND DIVERSE BUSINESS OPPORTUNITIES**

***Policies***

6.9.1 Coordinate with local organizations to facilitate networking and knowledge-sharing events that expand access for underrepresented communities to resources and mentors and minimize the risk of displacement.

- 6.9.2 Encourage volunteer programs where experienced business leaders share their expertise with startups from underrepresented communities.
- 6.9.3 Encourage retention and recruitment of locally, women-, and minority-owned small businesses and start-ups and established and emerging industries, technologies, and services that promote environmental sustainability.
- 6.9.4 Encourage local businesses to consider flexible work arrangements to accommodate a diverse range of employee needs and lifestyles.
- 6.9.5 Recognize and celebrate the role of culturally diverse communities in contributing to the economic vitality of the city.

**GOAL 6.10 PROMOTE SUSTAINABLE ECONOMIC DEVELOPMENT ACTIVITIES WHICH CONSIDER THE AREA'S ENVIRONMENTAL HEALTH, NATURAL RESOURCES, PUBLIC SERVICES, AND FACILITIES**

***Policies***

- 6.10.1 Encourage businesses to adopt green practices by offering incentives for sustainable operations and supporting the growth of “green” industries.
- 6.10.2 Collaborate with local organizations to educate and inform businesses about the importance of businesses integrating socially and environmentally responsible practices into their operation.
- 6.10.3 Use city communication channels to encourage urban planning that integrates green building practices and energy-efficient design.
- 6.10.4 Implement the Climate Sustainability Plan and encourage environmentally sound practices by the city, residents and businesses.

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