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CHAPTER 7 ECONOMIC DEVELOPMENT

I. Introduction

Under the Vision 2040 Regional Growth Strategy, Everett is the Metropolitan City in Snohomish County and has a significant job base and population. Southwest Everett / Paine Field is designated by Vision 2040 as a Manufacturing / Industrial Center with a significant amount of regional employment and manufacturing jobs. The Manufacturing/Industrial Center is directly supported by the Port of Everett's international seaport. The economic health of a city affects the city's ability to provide services. Considering the Growth Management Act (GMA) goal for economic development,¹ Everett is in a position to promote economic opportunity and to encourage economic growth. An economically healthy City helps support its own public services, as well as county and state programs through employment and the tax revenues. A strong employment base provides an opportunity for city residents to earn a living, which in turn, supports local businesses that generate additional tax revenues.

About fifty-three percent of Everett's revenues in 2013 came from a combination of sales tax, business and occupation (B&O) tax, and property tax. This is down from sixty percent in 2004 and sixty-six percent in 1993. The revenue shift is a result of property tax initiatives, B&O tax reductions for the Boeing Company to keep production of the 777X in Everett, reduction in state shared revenues to local government, and the effects of internet sales affecting sales tax revenue.

II. The Economic Development Element of the Comprehensive Plan

The City of Everett has chosen to include an Economic Development Element in the Comprehensive Plan. Over the years feedback from the community has emphasized the need for diversifying Everett's economic base and more economic opportunities for all citizens. The purpose of the Economic Development Element is to ensure that Everett's long-range planning policies reflect the community's desire and need for a healthy local economy. Everett's policies are compatible with the adopted Economic Development Policies of the Snohomish Countywide Planning Policies.

The city's economic development priorities will influence the policies of other elements of the comprehensive plan. Everett must coordinate and integrate economic development planning with all other elements of the Comprehensive Plan. The future economic fortunes of Everett and its neighbors will be substantially influenced by the planning decisions made by the city, Snohomish County, other local jurisdictions, and the Port of Everett in conjunction with the private sector.

¹ The GMA goal states: "Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, promote the retention and expansion of existing businesses and recruitment of new businesses, recognize regional differences impacting economic development opportunities, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the State's natural resources, public services, and public facilities."

III. City of Everett's Role in Economic Development

Everett, like other cities and counties, plays a significant, though limited role in shaping how the local economy performs. Regional, national and global economies and events have a much greater impact on the local economy than land use policies or infrastructure investment the city might implement. The economic recession, from which we are still recovering, showed how national policies and regulations can have a dramatic effect on our regional and local economy.

The Port of Everett provides a critical link to international trade and is an effective partner to provide business and developers access and key contacts in the Pacific Rim. Becoming known as a city engaged in international trade is an important factor for businesses relocating and, more importantly, expanding.

Seventy percent of new jobs will come from those companies already here, according to the Brookings Institute in their study of the Puget Sound Region. This has played out in the most recent company expansions, mergers and new site opportunities. The City has a critical advantage, given its size and distance from Seattle and lower costs. It is key that the city provide ample land opportunities for these growing firms and an expedient and predictable permitting process. Quality lifestyles with access to the arts and recreation, low crime, good schools, and efficient traffic handling are extremely important in making the City a place where businesses and its employees will want to stay and grow.

Given the lessons learned from the economic recession and current budget realities, there are four key areas in which the city can take a leadership role to promote economic development for the benefit of its citizens. These are: 1) land use (zoning, development standards, permit processing); 2) public facility and service investments (utilities, transportation improvements, public safety, etc.); 3) marketing, cooperation and coordination with other entities (Port of Everett, Economic Alliance Snohomish County, citizens and property owners, businesses, etc.); and 4) recruitment and retention of business in Everett. This element of the comprehensive plan will focus on these four areas.

IV. General Status of Everett and the Planning Area Economy

In our Everett community, opportunities are heavily influenced by our natural resources. Everett is home to The Boeing Co.'s massive manufacturing complex, a magnet that draws numerous aerospace and technology companies to the area. In 2014, Everett was selected to be the assembly and manufacturing center for the 777X and its wing. This decision, along with the 787 siting in 2003, solidifies Everett's status as the aerospace manufacturing capital in North America for decades.

Everett is also home to the Port of Everett, the only international seaport in the City and Snohomish County. This natural deep-water port is a national asset that supported nearly \$22.7 billion in exports in 2013 and supports more than 34,000 jobs. In the late 1980s, the Port sold 110 acres of its trade facilities to the U.S. Navy, which allowed for the construction of Naval Station Everett that opened in 1994. Today, Naval Station Everett is the County's second largest employer, and accounts for approximately 2% of the total employment in Snohomish County.

The navy base is home the aircraft carrier USS Nimitz, along with other destroyers, frigates, military cargo ships and the U.S. Coast Guard. Everett is one of only five carrier ports in the nation.

The health services and higher education fields are emerging as significant growth centers in Everett. Providence Health & Services, which has a large presence in north Everett, is the largest health care provider in Washington with hospitals, clinics, senior care centers, hospice and home health services in the Everett community. Everett is also home to the Everett Clinic, which is a growing healthcare option in our community. On the educational side, Everett Community College, Washington State University, Western Washington University and Trinity Lutheran College are expanding access to higher education.

Unlike other jurisdictions, Everett's economy remained relatively stable during the recent recession and actually gained jobs from 2007-2011 due to hiring by Boeing. From 2004 to 2013, covered employment in Everett increased from 67,640 to 91,358. Covered employment is employment covered by unemployment insurance and is typically 85 – 90% of total employment. Total employment in Everett was estimated to be about 101,509 in 2013.

Snohomish County's economy, while expanding and diversifying, is still dominated by the fortunes of the aerospace industry, and more specifically, the Boeing Company. The 787 Dreamliner is assembled at the Boeing plant in Southwest Everett. The next generation 777X Boeing aircraft will be assembled in Everett using the latest carbon fiber technology. The health services field in Everett has had significant growth with the expansion of Providence Regional Medical Center Everett along with medical clinics, which will continue to have strong growth.

The establishment of Naval Station Everett in 1994 has had a significant positive impact on the economy of Everett and Snohomish County. Naval Station Everett is the County's second largest employer, and accounts for approximately 2% of the total employment in Snohomish County. Boeing is expected to continue as the largest industry in Everett through the planning horizon.

Even with Boeing dominating the private sector in Snohomish County, we have an increasingly diverse and growing economy. It is important to continue to diversify Everett's economy and minimize impacts of recession.

Along with the economic diversification and resulting growth, our road systems have become more congested, and other transportation demands are increasing, including that of air travel. More High Occupancy Vehicle (HOV) lanes are needed on I-5 to continue north to Marysville. The US 2 trestle is also a significant bottleneck for commuters traveling to jobs in Everett and points south and north. The Sound Transit Board of Directors, in December, 2014, determined that the light rail alignment north of Lynnwood will serve Southwest Everett and the Everett downtown. However, it is not clear at this time if light rail will be constructed within the 2035 timeframe of this plan.

While Everett's current economic outlook appears to be healthy, there should be a continued focus on keeping and expanding existing core industries and attracting new businesses to the community.

According to data from the Puget Sound Regional Council (PSRC), in 2011 there were approximately 94,000 jobs in the city limits and about 5,000 jobs in the unincorporated Municipal Urban Growth Area (MUGA). The Vision 2040 Regional Growth Strategy anticipates that in 2035 there will be over 145,000 jobs within the current (2015) city boundaries, and over 8,000 jobs in the MUGA. Combined, these targets represent an increase of over 50% for the entire Everett planning area within the planning period.

The City's comprehensive planning process will shape land use patterns. Public sector actions that implement the comprehensive plan will interact with private sector development decisions to determine how well Everett's economic capacity is utilized. Measures of private sector economic growth include the number and type of jobs, business and personal income, business investment, population change, and numbers of housing units. Public sector indicators of growth in the economy include tax revenues, government spending for public services, and long-term debt capacity.

The Preferred Alternative reaffirms and strengthens the city's commitment to a diversified economy that builds on the considerable strengths of Everett's land and infrastructure base. It provides sufficient land use capacity to accommodate the job growth expectation of the region, as stated in Vision 2040 (145,000 jobs in the current city limits), but establishes a slightly lower target of 140,000 jobs due to uncertainty the timing of the light rail extension to Everett.

V. Economic Development Issues

The following section describes several issues related to future economic growth in Everett.

A. Economic Diversity

Boeing is the major employer in Everett and Snohomish County and is home to the 747, 767, 777, 777X, and 787 aircraft production lines. When Boeing has cutbacks in orders, Everett needs to be able to rely on other industries to sustain the economic health of the area. Thus, one of Everett's economic goals is to identify ways it can help the local economy become more diverse. Since the last plan update in 2005, Kimberly Clark closed its paper mill in Everett. This had an economic impact on the community. The City adopted a re-use plan for the Kimberly Clark area to encourage redevelopment and increase diversity of the industrial base. This plan update includes a Port of Everett Marine Terminal Element. Everett's downtown has seen growth of multiple family apartments and hotels with the addition of the Hampton Inn and Marriot Garden Court.

Small businesses are an important part of Everett's economy and should be encouraged to locate and grow in Everett. Small businesses create jobs which are important for future growth of the economy.

Everett has several advantages upon which it can capitalize to promote further growth, such as an excellent water supply and transportation system, an international seaport, a large inventory of industrial land area to provide space for new industry, and a large supply of underdeveloped land zoned for higher density commercial, residential, or mixed use.

The city's role in promoting economic diversity is to ensure that land use policies, infrastructure and regulations help the private sector to realize that it is a good business decision to expand or locate their businesses in Everett.

B. Community Image

A positive image serves as a strong Economic Development and marketing tool. A look at Everett today, one sees:

- a city with beautiful views,
- attractive neighborhoods with parks, open spaces, and gathering places,
- a good industrial base
- health care facilities, hospitals and numerous clinics,
- educational opportunities from kindergarten to post graduate education, with the expansion of education facilities at Everett Community College including the branch campus of Washington State University, Trinity Lutheran College, and the Applied Technology Center,
- an active deep-water port and a barge pier for Boeing parts,
- a sizable and expanding, protected marina with all services for pleasure boaters,
- a railroad, an interstate highway, Everett Station and expanded transportation services, a nearby airport;
- a reviving downtown with new market rate housing, an updated and expanded library, community theater, the Xfinity events center and community ice arena, a renovated historic theater, a Children’s Museum, rehabilitated and new multi-story buildings containing office, hotel, retail, and residential uses,
- new waterfront developments, Waterfront Place on the harbor side and riverfront combining housing with retail, job-creating industry and public access and recreation opportunities,
- a vibrant arts and cultural scene,
- a varied inventory of housing and substantial capacity for new housing development, especially for multiple family housing, and
- a rich historical past which includes the native American Tribes including the Tulalip Tribes.

Other advantages Everett has include a skilled and educated labor supply, large amount of land for industry and commerce, transportation systems, quality of life, resources--including a good water supply, and an attractive business climate.

The city's role in upgrading the image of Everett as a business center should continue to include:

- aesthetic improvements to the city's most visible business districts (downtown and arterial corridors) through public improvements, and code requirements for businesses to provide improvements when building or remodeling.
- engaging and cooperating with the Economic Alliance Snohomish County or other promotional entities to advertise the benefits of locating businesses in Everett. This includes connecting with regional leaders to develop strategic partnerships and to develop more private/public partnerships.

- coordinating transportation and beautification improvements with WSDOT, Sound Transit, developers, existing businesses and neighborhoods to create more attractive gateway entry corridors into the city.
- enforcement of property maintenance standards.
- respond to employer needs related to expansion, locating in Everett, and education of employees.

C. Balancing Environmental Quality and Economic Health

The city is committed to the development of efficient and effective regulations which will both protect critical environmental resources and provide certainty and predictability for development. This has been demonstrated in the Southwest Everett Industrial area and Downtown Everett with the city environmental work the city did ahead of development. This is accomplished through the Planned Action process under State Law. A specific example is the expansion of the Boeing plant for the 777 X project. The expedited permit process was helpful in keeping the next generation of Boeing planes to be manufactured and assembled in Everett.

Upon adoption of this comprehensive plan update, the city will evaluate and update its development regulations as necessary. These regulations are periodically reviewed to ensure that the plan is implemented and that our codes do not present an onerous burden to those projects that are consistent with the plan.

D. Everett's Role in the Region

Everett will continue to be home of many of the largest employers in Snohomish County (Boeing, Naval Station Everett, Providence Regional Medical Center Everett, Snohomish County government, Everett Clinic, Snohomish County PUD, Everett Community College, school districts). Everett’s large supply of industrial and re-developable commercial land provides opportunity for businesses to establish, relocate and grow. The Vision 2040 regional growth strategy designates Everett and one of 5 metropolitan cities in the region, and projects an additional 50,000 jobs in Everett by 2035, more than 37% of all job growth within the county during this time frame. The City’s land use plan provides sufficient capacity for this growth, but the adopted targets for population and employment growth are lower than the guidance provided in Vision 2040. See growth targets discussion in the Introduction chapter of the comprehensive plan.

E. Transportation

Economic activity depends on transportation systems to travel to work; deliver raw materials; and move goods to markets. People and goods are moved by road, rail, water and air. In order for Everett to grow as Vision 2040 suggests, the Sound Transit light rail system must be extended from Lynnwood to Everett before the end of the planning horizon to keep people moving and to serve job centers in Everett. The decisions about the light rail alignment and station locations can either support or thwart Everett’s ability to grow consistent with the region’s expectations. An alignment along Interstate 5 that does not serve the southwest job center and other stations in Everett will not benefit Everett nearly as much as it benefits employers and job growth in communities located south of the city. In December, 2014, Sound

Transit adopted an update to its long-range plan indicating that the light rail alignment from Lynnwood to Everett would serve southwest Everett and downtown.

1. Port

The Port of Everett's long-term plans foresee an increase in Port activity and development. Seaports are a critical component of the regional, state and national economies as they are a vital link in the transportation network for the economic export and import of goods and materials. The Port of Everett's deep-water marine terminals on Port Gardner Bay are an important component in the marine transportation network on the West Coast, and have the capacity and the potential to play an even greater role. However, to maximize that capacity and potential role, it will be very important for the Port to be able to eventually expand its existing deep-water marine terminals into this last remaining deep-water location. Planning, financing, permitting, and construction of major deep marine terminal facilities almost always require years to complete. In the case of the Port's shipping facilities, environmental remediation will be a key piece of any major capital project. The City's Comprehensive Plan Marine Port element recognizes the Port will need to expand to keep pace with the changing shipping industry. The Port had already taken some modest measures to position itself as a multi-purpose niche container and break-bulk port by the re-commissioning of the two ship-to-shore gantry cranes at Pacific Terminal, investments in rolling stock, and a heavy-lift rubber-tired harbor crane, designed to efficiently handle both containerized and break-bulk cargoes.

The Port Commission adopted the Marine Terminals Master Plan in 2008 that built upon the Port's recent success in handling niche cargoes while recognizing the operational and community constraints of its uplands. To continue to support the growing aerospace and project cargo demands, larger berths are required to support the transition to larger vessels, which need berth lengths in excess of 1,200 feet. Since 2008 when the MTMP was adopted, the size of the typical cargo vessel has continued to increase. Panamax class vessels also continue to increase in size. A Panamax vessel is now defined to include a length of up to 965 feet. This is longer than the length of the MTMP planned expansion of South Terminal. Also of significance, because of the expansion of the Panama Canal now underway, the Panama Canal Authority has established a new category to define larger cargo vessels that will be able to transit the expanded canal. This category is called New Panamax. It will include ships up to 1,200 feet in length and 161 feet wide. Additional dockside terminal land area is also needed to stage and handle the increasing cargo volume generated by these increasingly larger ships as well as the cargo handling equipment to support them.

On the recreational side, the Port is pursuing the mixed-use development called Waterfront Place Central. The intent of the project is to unify the marina and surrounding property as one economic unit to create a sustainable and unique commercial, recreation and residential community. This new community is pedestrian-oriented and takes full advantage of its attractive waterfront and recreational boating setting. It also supports the final phases of the Port's state-of-the-art regional boat sales and services center in the state's largest marina.

When fully realized, the Waterfront Place Development is expected to generate 2,075 family-wage jobs. The project's private development will generate \$8.6 million annually in state and local sales taxes; in addition to the temporary construction jobs, sales tax and building permit revenues.

Other Port-owned properties are expected to redevelop within the planning horizon, including industrial, commercial and recreational uses.

2. Transit Network

The public transit system serving Everett will become increasingly important for workers living outside the city to commute to jobs in the city. The Swift Bus Rapid Transit route from Everett Station south has been a very successful and important improvement. Additional transit service and bus rapid transit routes are expected to improve commuter and citizen access to employment and activities in Everett. Everett Station has been an important improvement for regional transportation needs and the area around the station is planned for mixed use redevelopment oriented to the station. This area should not be allowed to become merely a parking lot for transit users. Economic development activities benefiting from proximity to the station are encouraged in the station area.

3. Rail Systems for Commuters

The Sounder Commuter Rail started service between Everett, Mukilteo, Edmonds and Seattle utilizing the BNSF existing tracks in 2003. This is an important service and needs to be expanded as demand increases. Sound Transit 2 will bring Light Rail to Lynnwood by 2023 and must be expanded to Everett within the planning horizon of this plan for Everett to accommodate the Preferred Alternate population and jobs.

4. Air Travel

Paine Field is a county owned general aviation airport, serving general aviation needs, corporate and business aviation, repair and refurbishing of large aircraft and the Boeing Plant operations. Paine Field and the Southwest Everett sub-area were designated as a Regional Manufacturing / Industrial Center in 2002. Everett supports passenger air service to Paine Field as a regional alternative to Sea-Tac International Airport.

The Paine Field / Southwest Everett area can provide more industrial space related to aircraft and aviation. Suitable infrastructure, utilities, plans, and zoning are already in place for additional airport related industrial and commercial development to occur.

F. Land Availability

Everett can't increase jobs and a tax base significantly unless we have enough land and space available to accommodate new economic activity. Aside from a healthy supply of industrial, Everett is at a stage where there is very little undeveloped commercial land available for new development. Most future commercial development will be in the form of redevelopment of currently developed properties with higher density uses. Even with the undeveloped industrial land inventory in Everett, it will be necessary for currently developed industrial land to be redeveloped to accommodate the additional 50,000 jobs projected for Everett by 2035.

Everett City Council passed Resolution No. 6274 which reaffirmed the importance of Land Use Policies calling for the preservation of industrial land in Southwest Everett for future economic growth. The City will discourage conversion of industrial land to non-industrial uses in this regionally recognized industrial area.

G. Areas Suited for Further Economic Development

This section describes some of the potential areas within Everett's Planning Area for expanded economic growth.

1. Harbor and Snohomish River Waterfronts

Everett has two major waterfront areas on the peninsula bounded by the Snohomish River and Port Gardner Bay.

Few places along the extensive Puget Sound shoreline allow or encourage commercial or industrial development. Everett, however, presents some rare opportunities for commercial and industrial development on either the Port Gardner Bay harbor front or the riverfront. Everett has a deep-water port where water dependent activities are encouraged, and a barge channel, adjacent to developable industrial land, which is maintained by the Corps of Engineers.

On the riverfront (the river continues around the peninsula and is separated from the sound by Jetty Island), a mix of water dependent and water related uses is encouraged. Large industrial tracts located along the Snohomish River have undergone a transition from active manufacturing areas to vacant parcels of land. Everett's Shoreline Master Plan has stated a vision for a variety of potential uses for all its shorelines.

The Riverfront project south of Pacific Avenue is moving ahead with housing development in the first phase, and commercial development to follow. The Land Use Element calls for additional study of the area from Pacific Ave north to the Port of Everett Riverside business park following completion of the 2015 10-Year update of the comprehensive plan. A look of the future of this area would be very beneficial to the Riverfront project and underutilized property to the north.

The Port's Riverside Business Park has more than 35 acres available for light to heavy industrial business expansion now that an environmental cleanup has been completed. The Port is putting resources into local, national and international outreach to attract employers to this location and to diversify the economy.

2. Everett Mall and Everett Mall Way

This area has been developed on large parcels at the junction of highways. The Everett Mall and Everett Mall Way area is the retail center of Everett. This area will figure prominently in the city's future growth plans as additional retail and residential development intensify the area. Further study is needed to help determine the economic development potential and optimum use of properties within the area.

3. Everett Downtown

The Downtown has emerged as a major redevelopment area. Since the 2005 major update of the comprehensive plan an Everett Downtown plan, a Downtown Historic Preservation Plan and a Downtown Everett Streetscape Plan were adopted with strong community support. The city has taken significant steps to revitalize and enhance the downtown area, and with a continuation of these efforts, the commercial and residential redevelopment that is occurring in the Downtown should continue over the next twenty years.

4. North Everett

North Broadway has seen positive change due to the growth of Providence Regional Medical Center Everett (Colby Campus) and the new buildings at Everett Community College. This had been a delicate effort so the new development co-exists along with quality residential areas. Washington State University (WSU) establishing a branch campus co-located with Everett Community College (ECC) is a very positive development. The Land Use Element calls for a subarea plan for this area so the ECC and WSU may expand over time while being sensitive to the existing residential neighborhoods. As a part of its long-range planning process Sound Transit shows light rail going from Everett Station to the North Broadway College area.

5. I-5 - Downtown "Gateway"

The area on both sides of I-5 from the Snohomish River to businesses on Broadway and from 41st to Everett Avenue has a mix ranging from hotel to warehouse to the City's public works facility and transit maintenance center, to retail and office use to lumber operations. In addition to three major arterials connecting to I-5, the area is served by rail. From I-5, the view is active, but lacks in "curb appeal." To some extent, this image takes away from the belief that Everett is an attractive community with quality neighborhoods, an historic downtown core, and beautiful views of water and mountains. Everett Station was the first step in the transformation of the area.

While many businesses will continue to operate in the area, there will be increasing opportunities for infill development, adaptive re-use of structures and redevelopment of properties for new businesses and housing. The Land Use Element calls for development of a subarea plan for the Urban Center, which includes downtown and the Everett Station area, after the 2015 10-Year Update of the comprehensive plan is completed. This planning effort will address a variety of economic development, land use, housing and transportation issues for the area.

6. Paine Field/Southwest Everett

The Southwest area of Everett will continue to grow as a major employment center led by Boeing and a diverse group of businesses. Paine Field and the surrounding area will provide more industrial space related to manufacturing and aviation. The City of Everett supports commercial air service to Paine Field. Transportation improvements are needed to the area which includes highway improvements in the SR 526 corridor, and light rail extension to serve the Southwest Everett Manufacturing cluster and other transportation investments. There is substantial land capacity for additional industrial growth in this area.

7. Strip Retail/Commercial Areas

Traditionally, retail uses have hugged the arterials, including Evergreen/Rucker, Broadway, Hewitt, Everett Mall Way and 19th Avenue SE. In areas along these arterials there are concentrations of retail and service businesses that seem to be thriving, while other sections remain underutilized and unattractive. The car dealerships on Evergreen Way and Everett Mall Way are an example of an area that is thriving, and is very important to the local economy, while Broadway is an area that is underutilized. Public input provided in previous visioning exercises and the 2015 plan update process have emphasized the need to improve the strip retail/commercial areas from an aesthetic standpoint. At the City-sponsored developer's forum in 2013, panelists stated that improving the arterials coming into the Downtown would be important for investment in the community.

H. Human Resources.

Any economy depends on an educated, healthy, labor force. Labor in the U.S. is highly mobile, but the local systems and institutions that provide ways to support human resources are very important for community economic development. For example:

- Good schools attract families and are an important variable when firms decide where to locate.
- Many firms rank an adequate amount and quality of labor supply as an important characteristic for choosing a community or remaining in a community.
- Availability of post-secondary training that can be tailored to a particular employer's or industry's needs is important for location decisions.
- Research or institutions of higher education "spin-out" or can generate new business. This has been a factor in the growth of high technology, communications, and biomedical firms in King and Snohomish Counties. Four-year educational institutions provides employment, and attract businesses that support student needs, want the expertise that is available at a four-year school, and want a young, well-trained source of entry-level employees.
- Retraining and remedial human resource programs add to the quality of life for all residents.
- Opportunities for continuing education enhance quality of life with courses for preparation for retirement, general interest courses, hobby training. Continuing education classes also help maintain current work force skill levels.
- Cost of housing relates to human resources. To attract business and employees, the area should have a good supply of reasonably priced housing at a reasonable commute distance.
- An effective transportation system supports access to employment. Extending light rail service to the southwest Everett Manufacturing and Industrial Center, downtown Everett and to the ECC / WSU area on north Broadway would help support the Vision 2040 projected employment growth of 50,000 additional jobs the PSRC expects to be located in Everett.

I. Sustainable Development

Sustainable development is a set of building techniques that can begin with low impact site development, and continues through the design and construction phases to a final product that is healthy, productive and attractive for its occupants and neighbors. Energy efficiency, water conservation, waste minimization, pollution prevention, resource-efficient materials, and indoor air quality concerns and impacts are addressed during design and construction, and these aspects are also managed throughout the course of the building's life. Sustainable development benefits the regional environment, while increasing the assessed valuation on individual properties. Sustainable development improves the desirability of the workplace for employees, and can improve productivity, while enhancing the customers' image of the company. This plan update addresses sustainable development in the Climate Change and Sustainability Element as well as throughout the various elements. Examples include the Urban Design and Historic Preservation Element (preserving historic structures and creating a vibrant, livable community), the Capital

Facilities and Utilities Element (water and energy conservation, solid waste reduction), and the Land Use Element (protecting critical areas and air quality, cleaning up and redeveloping brownfields sites, providing access to healthy food).

VI. Economic Development Element -- Goals, Objectives, and Policies

A plan for Economic Development will help provide a strategy that increases access to family wage jobs for Everett's citizens and revenue for the City. The city's periodic visioning exercises have always identified the need for continued diversification of the economy. This was reinforced by the public outreach efforts for the 2015 10-Year update of the comprehensive plan.

The following section contains the goals, objectives and policies for the Economic Development Element of the Everett Growth Management Comprehensive Plan. The statements of “goals, objectives and policies” are intended to guide the public and those who make decisions about our future. Goals are broad statements of the community’s desires. The objective statements are more descriptive and imply actions or programs that will move the City toward attainment of the goal. The policy statements describe specific actions to be undertaken for the City to realize the objectives and goals.

Everett's Goals, Objectives, and Policies for Economic Development cover:

1. Economic Health and Diversity,
2. Metropolitan Center Development,
3. Redevelopment and Enhancement Opportunities,
4. Waterfront Development,
5. Quality of Life,
6. Human Resources,
7. Information Base for Economic Development, and
8. Meeting Growth and Development Needs.

A. Economic Health and Diversity

Goal 7.1 The City of Everett will promote economic diversity in order to enhance the economic health of the community.

Objective 7.1.1 To increase the total number of firms and employees, while increasing the proportion represented by non-aerospace industries.

Objective 7.1.2 To participate in marketing efforts with the private sector, Snohomish County, the Economic Alliance of Snohomish County, the Port of Everett, and other partners to attract new businesses to the city.

Objective 7.1.3 To recruit new businesses while retaining existing Everett businesses and trade activity.

Objective 7.1.4 To support and enhance trade activity and the movement of freight, primary and secondary aerospace manufacturing, ship building, as well as industries employing new technologies.

Objective 7.1.5 To expand tourism, medical services, high tech, biotech, composites manufacturing, and electronics employment.

Objective 7.1.6 To provide timely, efficient processing of development permits and ensure reasonable development regulations while protecting the environment and private property interests.

Objective 7.1.7 To attract businesses that provide family wage jobs and support the economic well-being of the city.

Objective 7.1.8 To leverage existing business and retain them as they grow.

Objective 7.1.9 To develop a more diverse economy, leveraging the aerospace industry's competency in advanced composites to become a world-leader in the development of advanced composites for a variety of industries including aerospace, clean energy and transportation industries.

Objective 7.1.10 To improve exporting opportunities for the agricultural community, in partnership with the Port and the County.

Objective 7.1.11 To leverage the City of Everett as a portal to tremendous recreational opportunities and encourage the growth of high-end manufacturing of recreational products.

Objective 7.1.12 To encourage small businesses to start up in Everett and create a vibrant expanding economy.

The City should:

Policy 7.1.1 Aggressively secure a greater place in global commerce and innovation by closing the existing skills gap and attracting international investment.

Policy 7.1.2 Attract research and higher education institutions especially in sciences, technology, engineering and mathematics (STEM) that will form the foundation for new job opportunities and innovation.

Policy 7.1.3 Support and foster investment in technical and vocational programs that enhance the local skilled workforce (e.g. maritime, manufacturing, trade, tourism, etc.)

Policy 7.1.4 Actively attract new business / manufacturing sectors that include technologies and products that will be needed on a global basis to reduce greenhouse gases and the impacts of climate change, including, but not limited to, clean fuel production and carbon sequestration. Encourage training programs related to these technologies.

Policy 7.1.5 Treat industrial lands as a critical and limited resource and protect this resource with land use policies.

Policy 7.1.6 Provide incentives for mixed uses in designated mixed-use corridors and activity centers.

Policy 7.1.7 Work with the Port of Everett and private business to retain and protect industrial land area as well as increase usable industrial land area through wetland mitigation and banking.

Policy 7.1.8 Invest in infrastructure improvements that provide sufficient utility capacity, transportation facilities, and public services necessary to support economic development, job growth and development of an adequate supply of affordable housing.

Policy 7.1.9 Continue to provide an adequate supply of high quality water and be prepared to supply new industry.

Policy 7.1.10 Recognize tourism potential by supporting tourism development and promoting Everett as an attractive place to live for workers in high demand occupations.

Policy 7.1.12 Encourage sustainable development, where feasible.

Policy 7.1.13 Protect existing industrial lands from encroachment and incompatible uses in order to support the economy's industrial base.

B. Metropolitan Center Development

Goal 7.2 To make the Metropolitan Center an active, economically viable place to live, shop, conduct business and government and enjoy cultural and recreational events.

Objective 7.2.1 To increase the numbers of employees and residents in the Metropolitan Center.

Objective 7.2.2 To promote quality redevelopment in the Metropolitan Center which will result in increased property values, sales, and business activity.

The City should:

Policy 7.2.1 Maintain public areas in an attractive and safe condition to encourage increased business activity, cultural activities and residential development in the Metropolitan Center.

Policy 7.2.2 Encourage multi-family residential uses in the Metropolitan Center as well as in the surrounding high density areas.

Policy 7.2.3 Invest in public improvements and infrastructure to meet economic development, housing, land use, transportation, urban design and historic element goals.

Policy 7.2.4 Improve the physical, aesthetic and visual connection between the Metropolitan Center, I-5, both waterfronts, and other redevelopment areas including wayfinding and overall city signage.

Policy 7.2.5 Integrate Transportation Demand Management (TDM) to provide good service to Metropolitan Center employees, frequent visitors, and residents. Manage the parking supply so parking is available to the occasional visitor, client, and shopper.

Policy 7.2.6 Assist redevelopment efforts by creating development incentives for owners to assemble parcels.

Policy 7.2.7 Seek private investment in the redevelopment of the Metropolitan Center.

Policy 7.2.8 Improve the visual qualities of the following corridors that connect downtown with Interstate 5, with streetscape improvements such as street tree plantings, landscaping on private properties as they develop or redevelop, and redevelopment with attractive buildings and site development, while retaining and enhancing our freight access routes:

Broadway (north of 41st Street), Everett Avenue, Hewitt Avenue, and Pacific Avenue

Policy 7.2.9 Encourage development of an adequate supply of quality hotel space in the Metropolitan Center.

Policy 7.2.10 Encourage property owners to maintain their properties through enforcement and pro-active collaboration with downtown business organizations and the Downtown Business Improvement Association (BIA).

C. Redevelopment and Improvement Opportunities

Goal 7.3 The City of Everett shall encourage redevelopment and improvements to promote economic development and improve the quality and character of Everett's neighborhoods and business districts.

Objective 7.3.1 To strengthen code enforcement efforts to clean up the community and encourage investment.

Objective 7.3.2 To preserve significant historic structures by rehabilitation, renovation, and adaptive reuse.

Objective 7.3.3 To continue to improve Everett's image.

Objective 7.3.4 To maximize existing investments in transportation and utility infrastructure of existing commercial and industrial areas.

Objective 7.3.5 To integrate needed housing in close proximity to businesses, services, and public transportation.

The City should:

Policy 7.3.1 Identify and map sites appropriate for redevelopment and improvement. Select areas to do more detailed Subarea Plans for the areas where redevelopment is needed.

Policy 7.3.2 Work with the Economic Alliance Snohomish County and the Port of Everett to identify potential redevelopment and enhancement strategies.

Policy 7.3.3 Continue the City's special valuation property tax reduction program for rehabilitation of historic buildings.

Policy 7.3.4 Identify and prioritize key areas, such as portions of the riverfront, the Metropolitan Center, the I-5 corridor, various arterials and other commercial areas for redevelopment and improvement.

Policy 7.3.5 Link transportation infrastructure and public improvements to encourage growth in identified redevelopment areas.

Policy 7.3.6 Promote residential densities, property tax incentives and development standards in areas where residential growth is desired that warrant redevelopment investment; and allow a wide range of suitable uses in areas with redevelopment potential.

Policy 7.3.7 Continue to improve Everett's image by encouraging property owners to improve and maintain landscaping and, as a City, plant trees and maintain landscaping in commercial-industrial gateway areas.

Policy 7.3.8 Utilize design standards and development incentives to retain Everett's historic image and encourage development of pedestrian-oriented gathering places.

Policy 7.3.9 Develop subarea plans as needed to encourage redevelopment in areas identified for additional housing and employment growth.

Policy 7.3.10 Integrate public facilities along with private improvements into re-development and enhancement projects.

Policy 7.3.11 Encourage development of community and neighborhood business centers to support surrounding residential areas.

Policy 7.3.12 Encourage land assembly in redevelopment areas by use of regulatory and financial incentives.

D. Waterfront Development

Goal 7.4 To encourage river and port uses that continue to support and enhance international trade, enhance the tax base while protecting the natural environment and promoting increased public access to the shoreline.

Objective 7.4.1 To utilize waterfront areas as a means to increase economic diversity.

Objective 7.4.2 To create a business and waterfront environment that will increase public access to and enjoyment of the waterfront.

Objective 7.4.3 To promote businesses, especially those which are water dependent and water related that increase the number of people employed on the harborfront and riverfront.

The City should:

Policy 7.4.1 Implement land use and public access plans consistent with the Shoreline Master Program.

Policy 7.4.2 Work with the Port to increase international trade on the waterfront, to promote tourism activities at Waterfront Place and to keep the Navy on the waterfront.

Policy 7.4.3 Preserve the deep-water working waterfront and plan and design open space and recreation compatible with continued industrial use, Naval Station Everett, and new commercial activities in waterfront areas.

Policy 7.4.4 Invest in public improvements to support economic growth and to upgrade the visual qualities of shoreline areas.

Policy 7.4.5 Provide transportation access for water-oriented tourist uses, such as pedestrian, bicycle, bus, and launch vehicle access.

Policy 7.4.6 Provide transportation links for freight routes carrying international trade goods, such as the 41st Street Freight Corridor.

Policy 7.4.7 Develop and implement a strategy to provide needed infrastructure for Smith Island to better utilize its substantial amount of underutilized industrially-designated land.

E. Quality of Life

Goal 7.5 To encourage and/or provide recreation, improved transportation choices, cultural activities and maintenance of the city's attractive environment for visitors and citizens.

Objective 7.5.1 To increase development of recreational areas and use of parks, port recreation areas, and commercial recreation activities for residents, employees, visitors and tourists.

Objective 7.5.2 To promote an increase in cultural, recreational and entertainment events and tourism activity.

Objective 7.5.3 To promote a diverse mix of water-related recreational activities within the city.

Objective 7.5.4 To improve the environment for living, working, playing, and investing in Everett.

Objective 7.5.5 To encourage a greater range of transportation choices for residents, employees and consumers.

The City should:

Policy 7.5.1 Continue with the Historic Overlay District zoning process for both residential and commercial areas to preserve the character of historic areas and to recognize our past.

Policy 7.5.2 Protect the valuable natural functions and aesthetic benefits provided by environmentally sensitive areas and open space lands.

Policy 7.5.3 Continue the Office of Neighborhoods' programs and neighborhood participation to promote a sense of community and citizen involvement in city government.

Policy 7.5.4 Continue to improve the transit system.

Policy 7.5.5 Encourage the private sector to develop facilities for recreation, tourism, and cultural events.

Policy 7.5.6 Invest in recreation, open space, and public facilities, as well as encourage shared use of public facilities.

Policy 7.5.7 Promote improved cultural facilities in the Downtown and greater recreational opportunities in shoreline areas.

Policy 7.5.8 Ensure that the Sound Transit Light rail system serves the Southwest Everett/Paine Field manufacturing center, the Downtown and Everett Community College/Washington State University branch campus.

Policy 7.5.9 Provide public streetscape improvements and strongly encourage private property improvements to maintain and improve the attractiveness of the city.

Policy 7.5.10 Encourage commercial and residential property owners to maintain their properties through pro-active enforcement of regulations, neighborhood clean-up campaigns and recycling events.

Policy 7.5.11 Continue to focus on business retention and recruitment of high quality business and industrial development.

F. Human Resources

Goal 7.6 To encourage employers to make use of the local work force and increase opportunities for citizens to have access to local employment.

Objective 7.6.1 To identify organizations and programs that provide social services, education and training, and involve them in developing City plans and policies that affect their mission.

Objective 7.6.2 To recognize, support contributions of, and respect cultural diversity in order to utilize the special perspectives of Everett's increasingly diverse population.

Objective 7.6.3 To encourage women, minorities, and handicapped to compete for work and contracts to serve city government.

Objective 7.6.4 To encourage programs in the private sector and establish programs in the City to address the needs of the unemployed and under employed.

Objective 7.6.5 To continue efforts for a diverse housing supply to meet the needs of all household types and income levels.

Objective 7.6.6 To recognize the value of education, research and innovation as important economic development tools.

Objective 7.6.7 To educate the workforce to develop skills for new technologies and higher wage jobs.

The City should:

Policy 7.6.1 Work with schools, non-profits business and labor interests to establish programs for improving the competitive opportunity in the job market for all citizens.

Policy 7.6.2 Address obstacles and special needs, and special assets of disadvantaged populations in improving the economic future in distressed areas. Target economic growth in distressed areas to create economic opportunity.

Policy 7.6.3 In cooperation with the Economic Alliance Snohomish County, WorkSource Snohomish County and the Port of Everett, encourage and promote the use of the workforce present in the Everett Planning Area when recruiting new industry.

Policy 7.6.4 Encourage Everett Community College, Washington State University, and school districts to further provide vocational and technical training needed by area businesses.

Policy 7.6.5 Plan for the housing needed for employees of local businesses and provide good transportation service including Sound Transit light rail to serve Southwest Everett/Paine Field, Downtown Everett, and Everett Community College/Washington State University Everett Branch campus.

Policy 7.6.6 Encourage links between schools and social service agencies for training and job skill programs.

Policy 7.6.7 The City should work with non-profit agencies and private developers to increase the supply of affordable housing.

G. Information Base for Economic Development

Goal 7.7 The City shall use maintain an up-to-date information base for planning and economic development.

Objective 7.7.1 To continue improvement of the City’s Geographic Information System (GIS) capabilities.

Objective 7.7.2 To continue maintenance and expansion of the City Library business reference and career center services and collections.

The City should:

Policy 7.7.1 Continue to develop and maintain the GIS system for use in planning and implementation programs.

Policy 7.7.2 Maintain the library hours, collection, and information services.

Policy 7.7.3 Help identify areas with development and redevelopment potential.

Policy 7.7.4 Expand library collection and services for businesses, marketing research, and career planning.

H. Meeting Growth and Development Needs

Goal 7.8 The City shall strive to meet the land use needs, utility and transportation requirements to encourage businesses to locate and grow in Everett.

Objective 7.8.1 To continue infrastructure improvements for storm drainage and treatment, for sanitary sewage needs, for industrial waste treatment.

Objective 7.8.2 To continue efforts to allow a wide range of housing types.

Objective 7.8.3 To preserve the existing base of usable industrial lands, treating these lands as a regional resource with policies that protect it.

Objective 7.8.4 To continue to provide a sufficient water supply.

Objective 7.8.5 To maintain and improve an efficient development review processes.

The City should:

Policy 7.8.1 Continue efforts to maintain and develop adequate infrastructure and transportation facilities, and promote affordable housing including prioritizing federal funding for transportation and economic development to Puget Sound Regional Council regionally designated centers.

Policy 7.8.2 Work with the private sector to make infrastructure improvements that encourage economic growth and the development of affordable housing linking jobs and housing.

Policy 7.8.3 Adopt regulations and provide infrastructure necessary to encourage the development of housing near employment centers.

Policy 7.8.4 Cooperate with other economic development organizations to define the types of industry most suited to expand or locate in Everett.

Policy 7.8.5 Expand on the use of SEPA Planned Actions and Subarea Plans to expedite the future permitting process for employment generating activities.

VII. Potential Implementation Programs and Strategies

The City should be proactive in its economic development initiatives, maintaining consistency with the above-stated goals and policies, with the overriding interest to diversify and strengthen Everett’s economic base and improve the quality of life for Everett citizens. This section states potential actions that would support the policies of the Economic Development Element. The actions listed below are optional and the City shall have the discretion to determine when and how implementation actions and programs are to be established. Nothing in this section mandates a specific action by the City.

A. Economic Health and Diversity Implementation Programs and Strategies

1. Continue to work with Port of Everett, Snohomish County, PSRC and Economic Alliance Snohomish County to promote economic development efforts within the Everett Planning Area.
2. Continue to maintain and improve an efficient permit review process to minimize uncertainty and unnecessary delays.
3. Continue to identify opportunities to encourage economic diversity, and be responsive to the need to amend city policies, regulations and programs that encourage economic diversity.
4. Assist land assembly through policies, regulations, and sharing information for economic growth and diversification
5. Utilize hotel/motel tax dollars to support visitor information programs.
6. Protect and grow the existing industrial land base.
7. Prepare basic environmental information such as a programmatic EIS for special study areas to expedite environmental review and approval.
8. Encourage new technologies; including technologies that utilize, conduct research and development, or manufacture usable materials or goods from recycled materials.
9. Work with other organizations to plan for incubator sites to encourage new enterprises that provide employment.
10. Work with other organizations to identify and encourage relocation or growth of industries that add value through processing.

11. Promote the value of our water supply to encourage new and diverse industries.

B. Potential Metropolitan Center Implementation Programs and Strategies

1. Support community events such as the Fourth of July celebration, and other cultural activities.

2. Continue informal outdoor events such as musical events, arts, crafts and markets in the summer months.

3. Continue to implement the transportation, public amenity and streetscape improvements identified in the Everett Downtown Plan.

4. Update the downtown parking management study and implement programs to manage the supply of on-street and off-street parking.

5. Consider expansion of the Downtown Business Improvement District.

6. Continue to improve the pedestrian environment with additional plantings, benches, waste receptacles, and transit shelters.

7. Encourage additional Downtown events, day and evening, to increase business activity in restaurants and shops.

8. Promote the Downtown views of mountains and sound to multi-family, restaurant, and office complex developers.

9. Encourage restoration of historically significant and interesting structures and promote Special Valuation opportunities for Historic Structures.

10. Promote the library Xfinity Arena, Children's Museum and the Performing Arts Center as downtown destinations.

11. Promote development of more "people places" such as a city square, movie theater, or community center.

12. Continue and expand shuttle services or transit feeder lines for pedestrians.

13. Improve pedestrian access from downtown to surrounding neighborhoods.

14. Develop a recognizable pedestrian route from Downtown to the Port areas. Tie the riverfront to the harborfront by extending sidewalks and bicycle lanes, tree plantings, wayfinding and other "gateway" design features between the two waterfronts.

15. Locate residential uses to minimize the impacts of street noise and properties and require noise attenuation in residential structures.

16. Support the operation of a Business Improvement Area (BIA), which can build and operate parking structure(s).

17. Work with property owners to develop aesthetic improvements on private properties and within the city rights-of-way along the major entry corridors into the downtown.

18. Encourage the development of more housing in and around the Central Business District.

C. Waterfront Implementation Programs and Strategies

1. Promote employment uses and public access in the harborfront and riverfront areas.

2. Identify wetland mitigation areas and plans with other public agencies to maximize the development potential of Everett's harborfront and riverfront.

D. Quality of Life Implementation Programs and Strategies

1. Maintain an information base and maps of environmentally sensitive areas for use by the community.

2. Support cultural arts and recreational activities in the community.

3. Develop alternative transportation mode choices to the single occupant vehicle.

4. Balance jobs and housing locations so commuting time to work is reduced.

E. Human Resource, Information Base, and Administrative Implementation Programs and Strategies

1. Encourage the expansion of Everett Community College and the Washington State University branch campus and create a subarea plan for this area showing expansion areas and development goals/standards.

2. Maintain up to date information on Everett's demographic, employment, land use inventory, housing stock, and utilities that will be useful to the public, potential employers, developers and others involved in promoting economic development.

3. Maintain and expand the informational and educational resources available at the library related to economic development, careers and job opportunities.

4. Encourage vocational training and technological education programs in the local school district programs, the Applied Technology Center, Washington State University, and Everett Community College.

5. Ensure that new development regulations are clear and concise, and are administered in a timely manner. Examine measures to reduce the regulatory cost of conducting business while preserving a desirable quality of life.