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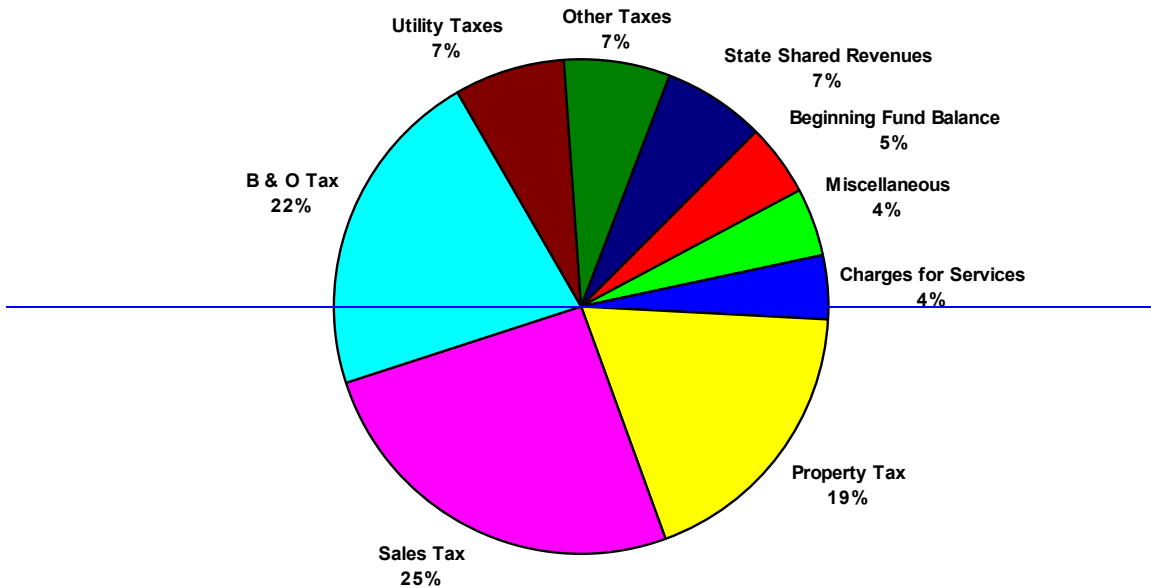
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CHAPTER 7 ECONOMIC DEVELOPMENT

I. Introduction

Cities have an interest in economic development because jobs are important to their citizens, and because economic health 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.

Figure 1 1993 General Government 2004 Revenue



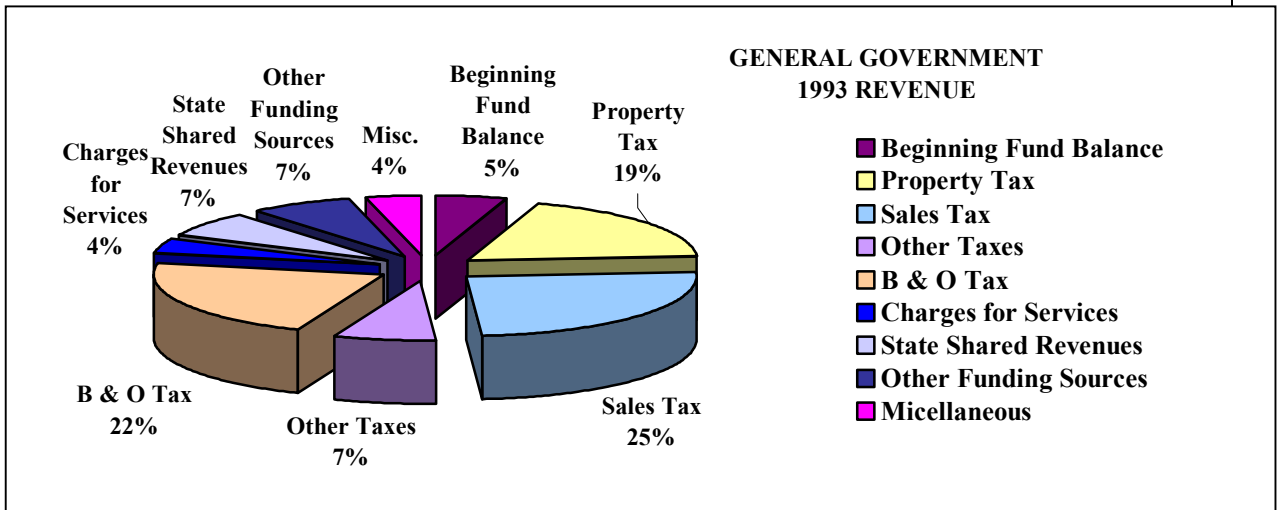
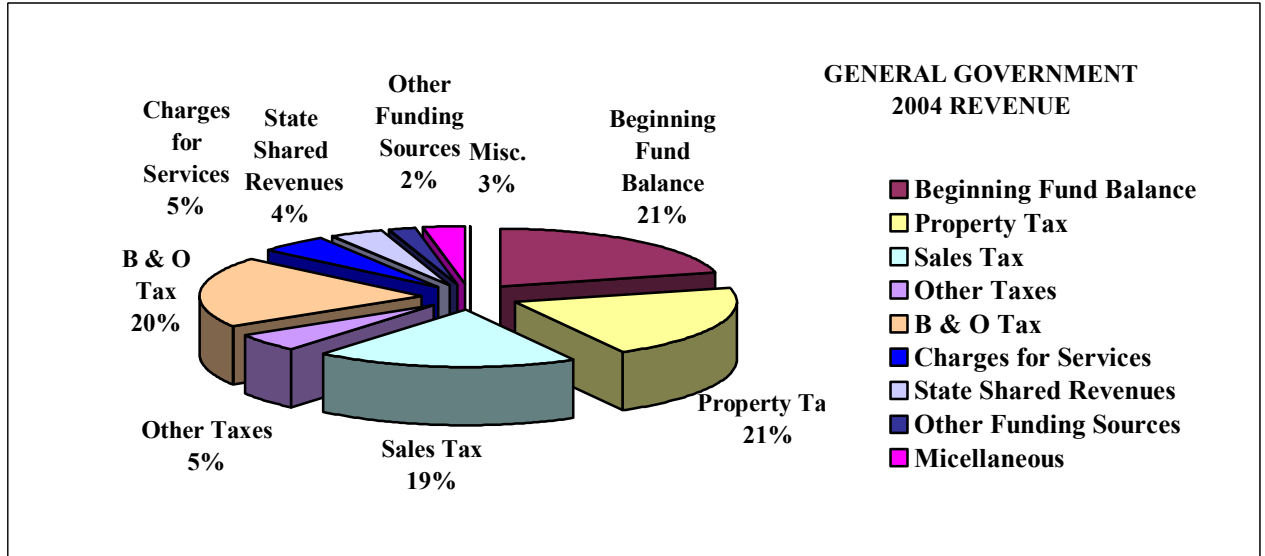
GENERAL GOVERNMENT 1993 REVENUE

About ~~two-thirds~~ sixty percent of Everett's revenues come from a combination of sales tax, business and occupation (B&O) tax, and property tax. The land use pattern for the various land uses--single-family, multi-family, commercial, and industrial--affect the tax revenues received by the City. Typically, non-residential uses generate more tax revenue than do residential uses.

¹ The GMA goal states: "Encourage economic development throughout the state that is consistent with adopted ~~c~~Comprehensive ~~P~~Plans, ~~promotes~~ 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 encourages growth in areas experiencing insufficient economic growth, all within the capacities of the State's natural resources, public services, and public facilities."

The costs to the City for serving these uses differ, but generally residential uses need more services than non-residential.

Figure 1: General Government Revenue, 1993 and 2004



[-Figure 1 compares the funding sources, tax revenues and service charges, for general City government operations between 2004 and 1993.](#)

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. 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 should be generally compatible with the adopted Economic Development Policies of the Snohomish ~~County-Wide~~ Countywide Planning Policies, which recognize that "...coordination of economic development planning with the other required

elements of comprehensive plans is vital to attracting new business, promoting economic diversity, and encouraging existing business expansion.”²

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 the Land Use, Transportation, Housing, and Capital Facilities 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, and other local jurisdictions in conjunction with the private sector. This will, in turn, influence the growth potential of the Puget Sound region in the global and Pacific Rim economy.

III. Historical Framework for the Economic Development Element

Economic development planning isn't new to Everett. In 1984, the City Council adopted economic development priorities that included proposed actions in five areas:

- Industrial Development and Trade;
- Tourism and Cultural Development;
- Redevelopment;
- Waterfront Development; and
- Diversification³

In 1983, A Central Business District (CBD) Data Base and Market Study⁴ was prepared, and in 1987, a Development Plan for Everett's Central City was adopted.⁵ As part of the development of the Comprehensive Plan, Everett hired Apogee Research, Inc. to prepare a background report for the Economic Development Element of the plan. [The background report was revised by city staff for this 2005 update of the Comprehensive plan.](#)

IV. 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.

However, there are three key areas in which the city can take a leadership role to promote economic development for the benefit of its citizens. These are land use (zoning, development standards, permit processing), public facility and service investments (utilities, transportation improvements, public safety, etc.), and marketing, cooperation and coordination with other entities (Port of Everett, Chamber of Commerce, Economic Development Council, citizens and

² Countywide Planning Policies for Snohomish County. February 4, 1993.

³

⁴ "Everett CBD Data Base and Market Study." Thoresen Peterson Planning Group, April 1983.

⁵ "A Development Plan for Everett's Central City." Thoresen Peterson Planning Group and Makers: Architecture and Urban Design. Adopted July 29, 1987.

property owners, businesses, etc.). This element of the comprehensive plan will focus on these three areas.

V. General Status of Everett and the Planning Area Economy

Currently, the Everett area economic community is healthy relatively stable compared to other regions of the state and nation. For example, in 1992, Everett received an improved bond rating. Over 22,000 manufacturing jobs have been lost since the employment peak in 1998. Despite these job losses, employment has still grown at an annual rate of 2.1% since 1990. Everett has one/seventh (1/7) of the County population but collects one/fourth (1/4) of the retail sales tax in the County. In 19902001, almost one-half (48%) forty percent of all jobs in Snohomish County were located within the Everett Planning Area. The major employer, Boeing, has announced that the next generation of jetliner, the 787 Dreamliner will be assembled at enlarged their Paine Field plant site in Southwest Everett, to begin production of the new 777 Airliner. The health services field in Everett has had significant growth in the last couple of decades, and continues to show strong growth.

The Navy has completed initial development establishment of Naval Station Everett to serve as in 1994 has had a significant positive impact on the economy of Everett and Snohomish County a port facility for an aircraft carrier and support ships. Naval Station Everett is the County's second largest employer, and accounts for approximately 2% of the total employment in Snohomish County. Over time, the area has become more diverse. Aerospace (Boeing) and related employment is expected to stabilize or grow; however, such Such employment will not grow as rapidly as other manufacturing and service industries grow. Orders for Boeing aircraft built in Everett are heavily influenced by international orders. As a result of increased automation and productivity, Boeing's operations are becoming less labor intensive. Nevertheless, 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, the Puget Sound Region, and the State, we have an increasingly diverse and growing economy. It is important to encourage diversity and minimize impacts of recession.

Along with the improved diversity 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 reach the downtown Everett area and to continue further north. Officials are considering a regional vote on Aa Regional High Capacity Transit (HCT) system that would include stations in Everett near major employment centers, remains in the planning stages, but may not reach Everett during the timeframe of this plan.

These issues can affect the Everett economy as the City develops more intense uses in response to the Growth Management Act and as it grows in geographic area. Alternative means to accomplish and fund an improved transportation system are now under consideration.

Table 1: 2001 Employment by Sector – Percentage Comparison

SIC Category	Total employment Everett	Everett employment as % of Snoh. Co. Employment-by Industry	Everett	Snoh. Co.	Region *	State
Manufacturing	29,068	55.5%	39.6%	24.9%	12.3%	13.5%
Retail	9616	23.9	13.1	19.2	17.3	17.9
Govt/Edu	9848	29.2	13.4	16.1	16.5	17.0
WTCU	4800	38.7	6.5	5.9	11.4	10.7
FIRES	17,642	33.3	24.1	25.2	36.2	32.0
Constr/ Resources	2326	12.8	3.5	8.7	6.3	8.9
Total	73,301	34.9%	100%	100%	100%	100%

*--Region is Central Puget Sound, includes King, Kitsap, Pierce and Snohomish Counties

Source: Puget Sound Regional Council

While Everett's current economic outlook appears to be healthy, there are some needs that can be addressed, in part, through implementation of the Comprehensive Plan. These issues are described in the next section based on points made in [Consultant Ben Frerichs' "Background Report of the Economic Development Element of the Everett Comprehensive Plan, February 19932005."](#) The Goals, Objectives, and Policies section also relies heavily on [Frerichs' the Background Report](#).

The Comprehensive Planning Process will help 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, numbers of housing units. [Other economic indicators are hard to measure.](#) Public sector indicators of growth in the economy include revenues, government spending for public services, and long-term debt capacity. [The following diagram shows the public sector, private sector relationship.](#)

To a great extent, the Goals, Objectives and Policies are based on earlier planning and economic development decisions made by the City of Everett: "City of Everett Economic Development Priorities"⁸ adopted in 1984, [and](#) "Everett 2000 Vision, Goals and Actions,"

⁸Everett Community Profile, 1992
ECONOMIC DEVELOPMENT ELEMENT

adopted in 1991, [and Everett Vision 2025](#). 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.

VI. Economic Development Issues.

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

A. Economic Diversity.

Boeing is the leading industrial firm for Everett, the County, the Region and the State. Even though the region's economic health is supported by Boeing, dependence on one industry can leave the region vulnerable to changes in that industry. [If/When](#) Boeing has cut-backs 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 ~~should be~~ to identify ways it can help the local economy become more diverse.

In its early years, Everett depended extensively on forest products to support the economy. When founded, "the city was planned to offer a diverse economic base that, in the beginning, included a paper mill, an iron works, a ship building yard, a cannery, a brewery, a shoe factory and a smelter to refine ore.⁹ The forest product industry has declined. Fortunately, in addition to Boeing, other sectors of the economy have grown, such as manufacture of industrial equipment and electronic instruments, retail, health services, [education](#) and tourism. These sectors can expect to experience further growth.

Everett has several advantages upon which it can capitalize to promote further growth, such as an excellent water supply and transportation system, and a large inventory of industrial land area to provide space for new industry.

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. To those outside the Puget Sound region, Everett is sometimes obscured by the image of Seattle. Within the region, Everett's image has been as a smoke-stack city, [although this industrial image is changing](#). However, upon a closer look at Everett today, one sees:

- a city with [good-beautiful](#) views,
- attractive neighborhoods,
- a good industrial base (dominated by an aircraft manufacturing firm: Boeing),
- health care facilities, hospitals and numerous clinics,
- education facilities at Everett Community College, [continuing education programs at Everett Station, two private colleges](#) as well as at the Applied Technology Center,
- an active deep-water port with barge channel,

⁹[Everett Community Profile, 1992](#)

- a sizable and expanding, protected marina with all services for pleasure boaters,
- a railroad, an interstate highway, Everett Station and expanded transit-transportation services, a nearby airport; and
- a reviving downtown with an updated and expanded library, ~~new~~-community theater, a new public events center and community ice arena, a renovated historic theater, a new Children's Museum, rehabilitated as well as new multi-story buildings containing office, retail, and residential uses.

Other advantages Everett enjoys that ~~may~~-help upgrade its image 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 active business climate. Everett can and should continue to capitalize on its role as a "sub-regional hub" for the Puget Sound Region, being located in the I-5 corridor between Portland-Seattle and Vancouver, B.C., and as the north end of the "high-tech corridor."

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, ~~or~~and code requirements for businesses to provide improvements when building or remodeling.
- cooperating with the Chamber of Commerce, Economic Development Council or other promotional entities to advertise the benefits of locating businesses in Everett.
- coordinating transportation and beautification improvements with WSDOT, developers, existing businesses and neighborhoods to create more attractive gateway entry corridors into the city.
- enforcement of property maintenance standards.

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. The GMA provides a framework for policies to accomplish these objectives.

Upon adoption of this comprehensive plan update, the city will evaluate and update its development regulations as necessary. These regulations will be 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.

The city is already looking carefully at critical regulatory issues, including:

- ~~Integration of the State Environmental Policy Act (SEPA) with the GMA.~~
- ~~Integration of the Shoreline Management Act (SMA) with GMA.~~
- ~~Consolidation of federal, state and local wetlands regulations.~~The revision of the City's Critical Areas Ordinance
- Undertaking area-wide environmental re-views designed to expedite SEPA/permit reviews for projects that are consistent with the GMA-comprehensive plan.

- Efficient and timely reviews and processing, including coordinating internal reviews between agencies.

D. Everett's Role in the Region.

Everett, along with Snohomish County, is both an important part of the emerging, evolving Central Puget Sound metropolitan area and an important urban concentration on its own. Everett's sub-regional center role presents challenges and opens opportunities. In the future, the Everett area's role in the regional economy will increase in importance, and it will become more interdependent economically on other parts of the region.

Changes in transportation and communications technology reduce the importance of distance from the geographic and business center of the region, Seattle. Residential growth and commercial growth have extended northward. From a larger point of view, Everett is a sub-regional center on the I-5 corridor between ~~Portland~~ ~~Seattle~~ and Vancouver, B.C. Everett serves as a key location on the high-tech corridor. When movement of resources is considered, our Port is a transportation center for the greater Northwest.

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 and air. All these transportation systems are available in Everett.

1. Port.

The Port of Everett's long-term plans foresee an increase in ~~port~~ ~~Port~~ development: more pleasure boating, more cargo movement, and more industrial activity. ~~The port can also be used as a passenger ferry site. Naval Station Everett, located adjacent to the port, will stimulate additional business development in Everett and other parts of the county. The North Marina Redevelopment Project will include residential and commercial development along with expansion of pleasure boat moorage. The Rail-Barge Transfer Facility is planned for the southern end of Everett's Puget Sound waterfront to handle oversized airliner components bound for the Paine Field Boeing Plant. The Port's South Terminal is also planned for expansion to permit increased berthing and improve container cargo handling capabilities and capacities.~~

2. Transit and Road Network.

Transit systems continue to improve with the addition of new buses and routes. ~~Everett Transit has won voter approval of an increased sales tax to improve local transit service. The area freeways are~~ ~~I-5 is~~ being improved with ~~the~~ ~~additional~~ ~~of~~ High Occupancy Vehicle lanes ~~between SR 526 and US 2.-~~

3. ~~Proposed~~ Rail Systems for Commuters.

~~The Puget Sound Council of Governments adopted Vision 2020 which included a Regional Transportation Plan. If citizens decide to approve and adopt the funding of the Regional Transportation Plan, we will have a High Capacity Transit system which will be operational within the 20-year time horizon of GMA. In 1996, voters of the central Puget Sound region approved funding for Sound Move, the first phase of Sound Transit's regional program of express bus, commuter rail and light rail capital service improvements. The majority of Sound Move projects are complete or underway.~~

~~The Sounder Commuter Rail started service between Everett, Edmonds and Seattle. The Burlington Northern proposal to utilizing the BNSF existing tracks in 2003. Beginning with one round-trip daily, a second train is being added in 2005, and plans call for two more additional trains by 2008. between downtown Everett and Tacoma along the shoreline may provide a great opportunity to test commuter interest in traveling by rail much sooner than the regional HCT system can be developed, and may support redevelopment efforts in the central business district.~~

~~Sound Transit has initiated planning for the next phase of regional projects, *Sound Transit 2*. It is in this phase that HCT (light rail) will be extended into Snohomish County and Everett. Once the planning process is completed, it is anticipated that *Sound Transit 2* will go before the voters for funding approval in late 2006 or 2007.~~

4. Air Travel.

~~Commercial air travel continues to be served at Sea-Tac International Airport, where a third runway is under construction to meet the region's commercial capacity needs. 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.~~

~~The existing role of Paine Field as a general aviation reliever airport is assumed to continue, although growth in jobs and population in the area and the region will probably lead to a renewed call to re-evaluate the 1979 Mediated Role Determination and to consider the conversion of Paine Field for commercial and cargo operations. The Mediated Role Determination was developed by a panel of concerned citizens, tenants and users of the airport, and representatives of a cross section of governmental agencies, and was adopted by the Board of County Commissioners. The determination, which has been reviewed by the County Council on several occasions since its inception, most recently in 2001, sets the policy for Paine Field's General Aviation operation. This includes policies to retain and enhance light aircraft aviation as the dominant aeronautical activity, while encouraging the continuation and expansion of aircraft related industries, business and corporate aviation, public service aviation, and air taxi and commuter service. The policies strongly discourage the expansion of supplemental/air charter passenger service (beyond 1978 levels), large transport crew training operations, air cargo aviation and military aviation, while remaining compliant with the covenants in deeds and grants from the US Government.~~

~~According to the Puget Sound Regional Council (PSRC) and the Port of Seattle, the region will need more commercial airport capacity by the year 2000. In April 1993, the PSRC voted to amend the Regional Air System Plan. The PSRC General Assembly decided to pursue a major supplemental airport and a third runway at Sea-Tac. Small supplemental airports, including Paine Field were eliminated as part of a preferred alternative.~~

The Paine Field area ~~could~~ 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.

Even with a good location and a good transportation system, Everett can't increase jobs and a tax base significantly unless we have enough land and space available to accommodate new economic activity.

Based on ~~Planning Department land use studies and vacant land inventories~~ [City of Everett Buildable Lands Report](#), Everett's planning area has approximately ~~1,700~~ 2,470 acres of ~~usable vacant and redevelopable (buildable)~~ land for industrial and similar uses. This total excludes environmentally sensitive areas.

Other ways to increase the economic land base include redevelopment, and increased density and intensity of land use. There are more than ~~500~~ 400 acres of ~~vacant and~~ under-utilized commercially zoned land in downtown and strip commercial corridors within the planning area.

G. Areas Suited for Further Economic Development.

Historically, Everett has utilized the waterfronts, the Central Business District, and major arterials for commerce and industry. The Southwest Everett industrial area had extensive planning and infrastructure investment in the late 1970's, ~~and~~ 1980's ~~and~~ 1990's. Boeing has constructed the largest building project in the state in Southwest Everett. The Everett Mall area is a major retail center for the County. This section describes some of the potential areas within Everett's Planning Area for expanded economic growth.

1. Marine 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 ~~waterfront~~ harborfront 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. ~~The examples of These~~ uses include marine services, public activity areas--boat launches, marina, marine supplies--and the retail area known as Marina Village. Because of the challenges of diversity and opportunities for growth, further development will need careful coordination to address potential conflicts between multiple uses, expansion of uses, and environmental constraints. Large industrial tracts located along the Snohomish River have undergone a transition from active manufacturing areas to vacant parcels of land. Everett's ~~waterfronts can provide additional opportunities for significant growth in diverse water dependent and water related industrial and commercial uses as well as recreational opportunities.~~ Shoreline Master Plan has stated a vision for a variety of potential uses for all its shorelines.

With the City's purchase ownership of a substantial portion of the western bank of the Snohomish River, the City not only becomes a major regulator, but the potential developer of this resource. This gives the City real control over its uses--residential, recreational, commercial, industrial, or open space. It can be converted into a number of viable uses. This

area is encouraged to redevelop with high quality development that provides public access to the river shoreline and includes a variety of activities and uses that improve this highly visible part of the city. With the reclamation of this property from its historic landfill/tire fire past, construction of the infrastructure and access roads underway, redevelopment is within the horizon of this plan.

2. Everett Mall and Everett Mall Way.

This area has been developed on large parcels at the junction of highways and freeways. The future addition of a regional high capacity transit center could further enhance it as a site of commercial and residential use. To some extent, it competes for future development potential with the Everett CBD. It is now the retail center of Everett ~~and is emerging as a new concentration of office space~~ in an area with a growing amount of multifamily development. This area will figure prominently in the city's future growth plans as additional retail and residential development intensify the area.

3. Central Business District (CBD).

~~If Vision 2020 is implemented under the Growth Management Act and Regional Transportation Plan, the Everett CBD will have emerged as a major redevelopment area. Any discussion of land use and development potential in the region uses terms that typically describe CBDs because so much is already in place. The terms include existing infrastructure, integrated uses, more dense development, high capacity transit, mixed use areas, inter-modal transfer,* central location, redevelopment, and job-housing balance. 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 CBD should continue over the next twenty years.

4. North Everett.

The North Broadway area of North Everett is under pressure to change. The two institutions with potential to grow--~~Providence General Hospital~~ Everett Medical Center (Colby Campus) and Everett Community College--delicately exist along with quality residential areas. Working out a way for all three land uses to co-exist and for the institutions to expand will be a major challenge. Both the hospital and the college are important resources for the community, and they each plan to expand over the next 15-25 years.

Near the Central Business District, Providence ~~Hospital~~ Everett Medical Center (Pacific Campus) is located between downtown and a residential area. Providence's has just completed a major most recent expansion, the Pavilion for Women and Children was completed and opened in 2002.

These institutions provide services and jobs. Along with those benefits are greater transportation impacts that include more traffic and the need for more parking, as well as a need for more transit. Increased transit service may help resolve some of the parking and traffic problems.

5. I-5 - Downtown "Gateway".

*for example: high capacity transit such as light rail to bus, bicycle to bus, bus to foot

~~The area that links I-5 to North Everett and Downtown has an active business and industry area.~~ The area on both sides of I-5 from the Snohomish River to businesses on Broadway and from ~~42nd-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. The dominant hotel adjacent to the freeway is currently going through a major renovation, and the Riverfront area stands poised for redevelopment.

Since the construction and opening of Everett Station, the area has begun to take on a new look. 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.

6. Paine Field/Southwest Everett/~~and Unincorporated Areas Near the Paine Field Airport.~~

This area has both developed and vacant industrial sites, including large parcels of undeveloped lands currently zoned for industrial development. As further development occurs, the area has ~~potential-increased~~ regional implications. The Southwest area of Everett will continue to emerge grow as a major employment center led by Boeing and a diverse group of businesses. Paine Field, which is no longer located within the Everett Planning Area, and the surrounding area could provide more industrial space related to aircraft and aviation, and, if If policies change and the county moves to permit it is chosen as the site for a future commercial airportair service, other types of transportation development will be attracted to the area. Infrastructure, utilities, plans, and zoning are already in place to respond to the heavy and light industrial market for space north of Seattle. Existing high employment concentrations in parts of this area, along with the potential for significant job growth, make it a candidate for service by the regional high capacity transit system.

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 and other arterial there are concentrations of retail and service businesses that seem to be thriving, in some areas while other sections remaining underutilized and unattractive. The new car dealerships on Evergreen and Everett Mall Way, are an example of an area that is thriving, and is very important to the local economy, while North Broadway is an area that is underutilized in other sections. Within the unincorporated portion of the planning area, 128th/Airport and 19th Ave SE have potential for more commercial uses.

Everett's preferred alternativeland use concept envisions more efficient utilization of existing commercial land, more dense housing, mixed-uses, and transportation improvements in the Strip Retail/Commercial Areas. The challenge for this alternative will be the transition process, which may involve land assembly, coordination among property owners, and infrastructure investments.

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. Good schools contribute directly to improving human resources.
- 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. The area for these businesses has become our high-tech corridor. A four-year educational institution provides employment, and attracts the kinds of 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.

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.

The City currently participates in the Snohomish County Sustainable Task Force, whose members include the Snohomish County Economic Development Council, the Snohomish County PUD, Snohomish County, the Puget Sound Action Team, along with members of the architectural, building, and development communities and others. The Task Force's mission is to educate the community and its governing bodies about the benefits of sustainable building and

assist in the development of a plan to promote and utilize sustainable planning, design and construction in Snohomish County. The Task Force’s services are focused on achieving long-term economic, social and environmental vitality for development projects by professional technical assistance, education presentations, code/ordinance review and guidance through the permitting process.

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

A plan for Economic Development will help provide a strategy that increases access to **high family** wage jobs for Everett's citizens and revenue for the City. Generally, Everett's economic health appears to be good. However, Boeing dominates the economy. The city's **preferred alternatives** for the comprehensive plan emphasizes continued diversification of the economy.

According to "Everett 2000 Vision, Goals & Actions," Everett citizens want:

An economically diverse community with a thriving international port linked to a lively and well designed downtown core and growing high technology industrial area that supports a range of industries, businesses and services necessary to make Everett a regional employment center and a national and international tourist destination.

~~The statements of "goals, objectives, and policies" are intended to guide the public and those who make decisions about our future. As defined, goals are broad statements of the community's desires. Objectives are written in measurable terms. Policies describe what the City should do. Implementation programs, projects, and strategies describe potential actions necessary to achieve goals and policies.~~

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. Central Business District 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~~ Economic Health and Diversity

1. ~~Goal~~

Goal 57.1 The City of Everett will promote economic diversity in order to enhance the economic health of the community.

2. ~~Objectives~~

Objective 57.1.1 To increase the total number of firms and employees, while increasing the proportion represented by non-~~Boeing employers~~ aerospace industries.

Objective 57.1.2 To participate in marketing efforts with the private sector, the EDC, Snohomish County, the Regional Economic Partnership, and the Chamber of Commerce to attract new businesses to the city.

Objective 57.1.3 To help create an environment that attracts businesses that would benefit from the Everett area work force.

Objective 57.1.4 To utilize our resources: natural, human and transportation so we can add value to products moving through Everett.

Objective 57.1.5 To recognize and promote Everett business and trade activity.

Objective 57.1.6 To encourage industries employing new technologies.

Objective 57.1.7 To expand tourism, medical services, high tech, biotech and electronics employment.

Objective 57.1.8 To provide timely, efficient processing of development permits and ensure reasonable development regulations while protecting the environment and private property interests.

Objective 57.1.9 To attract businesses that provide high family wage jobs.

3. ~~Policies~~

The City should:

Policy 57.1.1 Develop public/private partner-ships to promote economic development and include local economic development interests in the formation of comprehensive plan policies.

Policy 57.1.2 Review and periodically update the comprehensive plan and development regulations that provide responsiveness and flexibility to new technologies and land uses and ensure timely land use review. ~~Development regulations should support the type and amount of development allowed by the Land Use Element of the comprehensive plan.~~

Policy 57.1.3 Encourage a variety of employers ~~who need a wide range of job skills~~ to locate in Everett to improve job opportunities in the community.

Policy 57.1.4 Treat industrial lands as a critical and limited resource and protect this resource with land use policies.

Policy 57.1.5 Monitor the economy to determine strengths, weaknesses, trends and opportunities and assist with identification of new industries appropriate to Everett's resources and the community's vision.

Policy 57.1.6 Improve the permit review process as needed for all developments to assure ease in establishing businesses.

Policy 57.1.7 Provide incentives for mixed uses in designated mixed-use corridors and activity centers.

Policy 57.1.8 Work with the Port of Everett and private business to retain industrial land area as well as increase usable industrial land area through wetland mitigation and banking.

Policy 57.1.9 Invest in infrastructure improvements that provide sufficient utility capacity, transportation facilities, and public services necessary to support economic development and job growth and development ~~for~~ of an adequate supply of affordable housing.

Policy 57.1.10 Analyze economic development needs and continue to work with other agencies and private enterprise to develop incentives for our region's business needsto stay and grow within the region.

Policy 57.1.11 Continue to provide an adequate supply of high quality water and be prepared to supply new industry.

Policy 57.1.12 Recognize tourism potential by supporting tourism development and by planning transportation systems and land uses for ~~the~~ touristvisitors.

Policy 57.1.13 Coordinate with the Capital Facilities Element to ensure that there is adequate funding of infrastructure improvements that support economic development.

Policy 57.1.14 Encourage sustainable development within the Planning Area by participating in and supporting the work of the Snohomish County Sustainable Development Task Force.

B. ~~CENTRAL BUSINESS DISTRICT (CBD) DEVELOPMENT~~ Central Business District (CBD) Development

1. ~~Goal~~

Goal 57.2 To make the Central Business District an active, economically viable place to live, shop, conduct business and government ~~-and~~ enjoy cultural and recreational events.

2. ~~Objectives~~

Objective 57.2.1 To increase the numbers of employees and residents in the CBD.

Objective 57.2.2 To promote the success of downtown which will result in increased property values, sales, and business activity.

3. — Policies

The City should:

Policy 57.2.1 Develop specific plans and designs for improved infrastructure, parking, and transportation links to the region to assure access for employees, visitors and shoppers.

Policy 57.2.2 Maintain public areas in an attractive and safe condition to encourage increased ~~use of~~ business activity, cultural activities and residential development in the downtown.

Policy 57.2.3 Encourage multi-family residential uses in the CBD as well as the high density and multi-use areas near- surrounding the CBD.

Policy 57.2.4 Invest in public improvements and infrastructure to meet economic development, housing, land use, transportation, urban design and historic element goals.

Policy 57.2.5 Work with downtown businesses and property owners to improve the pedestrian environment.

Policy 57.2.6 Improve the physical and visual connection between the CBD, I-5, both waterfronts, and other redevelopment areas.

Policy 57.2.7 Integrate Transportation Demand Management (TDM) ~~into Central Business District Planning~~ to provide good service to CBD employees, frequent visitors, and residents. Ensure that parking is available to the occasional downtown visitor, client, and shopper.

Policy 57.2.8 Because it is more difficult to design and build buildings for CBD uses on small parcels, assist redevelopment efforts by helping to assemble parcels.

Policy 57.2.9 ~~Build a major multi-modal transportation hub in the downtown for consumers, employees, residents, and businesses. Seek private investment in the redevelopment of portions of the CBD.~~

Policy 57.2.10 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:

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

Policy 57.2.11 Encourage further quality hotel-motel development ~~with small to mid-size convention facilities in downtown.~~

Policy 57.2.12 Encourage use of Community Reinvestment Act Credits for loans made in the CBD for remodeling, purchasing, redeveloping or for new construction.

Policy 57.2.13 Encourage property owners to maintain their properties through enforcement and pro-active collaboration ~~with enforcement and~~ with downtown business organizations like the Chamber of Commerce and the Business Improvement Association.

Policy 7.2.14 Develop a CBD plan with a strong marketing element in conjunction with downtown business associations.

C. ~~REDEVELOPMENT AND ENHANCEMENT OPPORTUNITIES~~ Redevelopment and Enhancement Opportunities

1. ~~Goal~~

Goal 57.3 The City of Everett shall use redevelopment and enhancement to encourage economic development and improve the quality and character of Everett's neighborhoods and business districts.

2. ~~Objectives~~

Objective 57.3.1 To use land more efficiently within industrial and commercial areas.

Objective 57.3.2 To preserve significant historic structures by rehabilitation, renovation, and adaptive reuse. This objective will serve retail and service businesses in established business areas.

Objective 57.3.3 To further-continue to improve Everett's image.

Objective 57.3.4 To maximize existing investments in transportation and utility infrastructure of existing commercial & industrial areas.

Objective 57.3.5 To integrate needed housing in close proximity to businesses, services, and public transportation.

3. ~~Policies~~

The City should:

Policy 57.3.1 Identify and map sites appropriate for redevelopment and enhancement.¹²

Policy 57.3.2 Work with the Chamber of Commerce and the Economic Development Council to identify potential redevelopment and enhancement strategies.

¹²~~All commercial areas and many industrial areas of the Everett Planning Area are candidates for re-development. As used here, redevelopment means rebuilding, expansion, remodeling, intensification or demolition for the purpose of new construction.~~

Policy 57.3.3 Continue the City's special tax evaluation program for rehabilitation of historic buildings.

Policy 57.3.4 Identify and prioritize key areas, such as portions of the riverfront, the CBD, the I-5 corridor, various segments of arterials and other commercial areas for redevelopment and enhancement.

Policy 57.3.5 Link transportation infrastructure and public improvements to serve redevelopment and enhancement areas.

Policy 57.3.6 Promote residential densities and development standards in areas where residential growth is desired that warrant redevelopment investment; and allow a wide range of suitable uses in zoning designations for areas with redevelopment potential.

Policy 57.3.7 Continue to improve Everett's image by encouraging property owners to spruce up-improve and maintain landscaping and, as a cityCity, plant trees and maintain landscaping in commercial-industrial gateway areas.

Policy 57.3.8 Utilize design standards and development incentives to retain Everett's historic image and encourage pedestrian-oriented activity centers.

Policy 57.3.9 Develop plans and urban design criteria for redevelopment areas with mixed-use potential.

Policy 57.3.10 Integrate public facilities along with private improvements into re-development and enhancement projects.

Policy 57.3.11 Encourage development of community and neighborhood business centers to support surrounding residents.

Policy 57.3.12 Assist or encourage land assembly efforts in redevelopment areas.

D. WATERFRONT DEVELOPMENT Waterfront Development

1. Goal

Goal 57.4 To encourage river and port uses that continue to enhance the tax base while protecting the natural environment and promoting increased public access to the shoreline.

2. Objectives

Objective 57.4.1 To utilize waterfront areas as a means to increase economic diversity.

Objective 57.4.2 To create a business and waterfront environment that will increase public access to and enjoyment of the waterfront.

Objective 57.4.3 To promote businesses, especially those which are water dependent and water related, that increase the number of people employed on the waterfronts harborfront and riverfront.

3. — Policies

The City should:

Policy 57.4.1 Assist the Port with development and implementation of land use and public access plans consistent with the Growth Management Act and Shoreline Master Programs.

Policy 57.4.2 Work with the Port to promote tourism activities.

Policy 57.4.3 Plan and design open space and recreation compatible with continued industrial use, Naval Station Everett and new commercial activities in waterfront areas.

Policy 57.4.4 Invest in public improvements to support economic growth and to upgrade the visual qualities of non-industrial shoreline areas.

Policy 57.4.5 Provide transportation links for water-oriented tourist uses, such as pedestrian, bicycle, bus, and launch vehicle access.

E. QUALITY OF LIFE Quality of Life

1. Goal

Goal 57.5 To encourage and/or provide recreation, improved transportation choices, cultural activities and maintenance of the city's attractive environment for visitors and citizens, which will also benefit the business community.

2. — Objectives

Objective 57.5.1 To increase development of recreational areas and use of parks, port recreation areas, and commercial recreation activities for residents, employees, visitors and tourists.

Objective 57.5.2 To promote an increase in cultural, recreational and entertainment events and tourism activity.

Objective 57.5.3 To balance economic development activity with protection of important environmental features.

Objective 57.5.4 To improve Everett's internal and external image.

Objective 57.5.5 To improve the environment for living, working, playing, and investing in Everett.

Objective 57.5.6 To encourage a greater range of transportation choices for residents, employees and consumers.

3. Policies

The City should:

Policy 57.5.1 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 57.5.2 Protect the valuable natural functions and aesthetic benefits provided by environmentally sensitive areas and open space lands.

Policy 57.5.3 Continue the Office of Neighborhoods' programs and neighborhood participation to promote a sense of community and citizen involvement in city government.

Policy 57.5.4 Continue to improve the transit system.

Policy 57.5.5 Encourage the private sector to develop facilities for recreation, tourism, and cultural events.

Policy 57.5.6 Invest in recreation, open space, and public facilities, as well as encourage shared use of public facilities.

Policy 57.5.7 Promote improved cultural facilities in the Central Business District and greater recreational opportunities in shoreline areas.

Policy 57.5.8 Ensure that the proposed regional high capacity transit (HCT) system serves Everett's major employment, activity centers, and the Central Business District.

Policy 57.5.9 Provide public streetscape improvements and strongly encourage private property improvements to maintain and improve the attractiveness of the city.

Policy 57.5.10 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 Identify the components of livability, and seek to make Everett an even more livable community.

Policy 7.5.12 Identify and seek high quality business and industrial development for employment growth.

F. HUMAN RESOURCES Human Resources

1. Goal

Goal 57.6 To encourage employers to make use of the local work force and increase opportunities for citizens to have access to local employment.

2. Objectives

Objective 57.6.1 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 57.6.2 To recognize and respect cultural diversity in ~~City Comprehensive Plans, Policies, and Regulations in~~ order to utilize the special perspectives of Everett's ~~developing human diversity in our economy-increasingly diverse population.~~

Objective 57.6.3 To encourage women, minorities, and handicapped to compete for work and contracts to serve city government.

Objective 57.6.4 To encourage programs in the private sector and establish programs in the City to address the needs of the unemployed and under employed. ~~Underemployment not only diminishes self-respect, it means the economy is missing vital skills. Correcting underemployment optimizes industry's potential.~~

Objective 57.6.5 To continue efforts for a diverse housing supply to meet the needs of all family types and income levels.

Objective 57.6.6 To recognize the value of education as an important economic development tool.

Objective 57.6.7 To train the workforce to develop skills for new technologies and higher wage jobs.

3. Policies

The City should:

Policy 57.6.1 Work with schools, business and labor interests to establish programs for improving the competitive opportunity in the job market for all citizens.

Policy 57.6.2 ~~Cooperate-Coordinate~~ with human and social service agencies to achieve human resource goals.

Policy 57.6.3 In cooperation with the Economic Development Council, Chamber of Commerce, Port, and the Private Industry Council, encourage and promote the use of the workforce present in the Everett Planning Area when recruiting new industry.

Policy 57.6.4 Encourage Everett Community College and school districts to further provide vocational and technical training needed by area businesses.

Policy 57.6.5 Periodically review land use policies and zoning requirements for child and senior day care programs to assure a reasonable supply of safely located sites.

Policy 57.6.6 Plan for the housing needed for employees of local businesses and provide good transportation service to employment centers.

Policy 57.6.7 Encourage links between schools and social service agencies for training and job skill programs.

Policy 57.6.8 Encourage the siting of a four-year educational facility within the Everett Planning Area, preferably on the Simpson site.

Policy 57.6.9 Consider ~~cost of~~ housing affordability when adopting plans and regulations for residential uses.

Policy 57.6.10 The City should work with non-profit agencies and private developers to increase the supply of affordable housing.

Policy 7.6.11 Establish a higher education task force to examine and articulate the region's higher education needs, and advocate for the resources to meet these needs within Everett and Snohomish County through public higher education. The preferred option is a university campus.

G. ~~INFORMATION BASE FOR ECONOMIC DEVELOPMENT~~ Information Base for Economic Development

1. Goal

Goal 57.7 The City shall use ~~the best information available to develop and~~ maintain an up-to-date information base for planning and economic development.

2. Objectives

Objective 57.7.1 To continue ~~development improvement~~ of the City's Geographic Information System (GIS) capabilities.

~~**Objective 5.7.2**—To keep the system updated with accurate information.~~

Objective 57.7.32 To make the information available to the public and city for use in planning programs and implementation of plans for infrastructure, land use, development, recreation, library services planning, and public safety.

Objective 57.7.43 To continue maintenance and expansion of the City Library business reference and career center services and collections.

3. Policies

The City should:

Policy 57.7.1 Continue to develop and maintain the GIS system for use in planning and implementation programs.

Policy 57.7.2 Maintain the library hours, collection, and information services.

Policy 57.7.3 Help identify areas with development and redevelopment potential.

Policy 57.7.4 Use GIS to monitor industrial and commercial land development.

Policy 57.7.5 Expand library collection and services for businesses, marketing research, and career planning.

H. Meeting Growth and ~~development~~Development Needs

~~1.~~ Goal

Goal 57.8 The City shall strive to meet the land use needs, utility and transportation requirements to encourage businesses to locate and grow in Everett.

~~2.~~ Objectives

Objective 57.8.1 To continue infrastructure improvements for storm drainage and treatment, for sanitary sewage needs, for industrial waste treatment.

Objective 57.8.2 To continue efforts to allow a wide range of housing types.

Objective 57.8.3 To preserve the existing base of usable industrial lands, treating these lands as a resource with policies that protect it.

Objective 57.8.4 To continue to provide a sufficient water supply.

Objective 57.8.5 To maintain and improve an efficient development review processes.

~~3.~~ Policies

The City should:

Policy 57.8.1 Continue efforts to maintain and develop adequate infrastructure and transportation facilities, and promote affordable housing.

Policy 57.8.2 Work with the private sector to make infrastructure improvements that encourage economic growth and the development of affordable housing.

Policy 57.8.3 ~~Encourage~~Adopt regulations and provide infrastructure necessary to -encourage the development of housing near employment centers.

Policy 57.8.4 Cooperate with other economic development organizations to define the types of industry most suited to expand or locate in Everett.

~~Policy 57.8.5 Prepare special studies Master EIS's for selected business areas such as Expand on the use of SEPA Planned Actions and Subarea Plans downtown and southwest Everett to expedite the future permitting process for employment generating activities in areas like the downtown, the riverfront and the Broadway and Evergreen Way corridors.~~

Policy 57.8.6 Consider the economic impact of proposed policies and regulations to ensure that the public interest is served; and such policies and regulations is-are balanced with the public interest in realizing economic development goals.

Policy 7.8.7 Establish a public development authority mechanism to assist with infrastructure, transportation, and other capital projects.

VIII. Potential Implementation Programs and Strategies

A. Economic Health and Diversity Implementation Programs and Strategies

1. Continue to Work-work with Port of Everett, the Chamber of Commerce, Snohomish County, PSRC and Economic Development Council to promote economic development efforts within the Everett Planning Area.

2. Continue to maintain and improve~~Maintain~~ an efficient permit review process to minimize uncertainty and unnecessary delays.

3. Continue research and discussion 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. Since health related services are expected to increase, encourage these uses by identifying and designating areas and standards for medical offices, clinics, and special needs housing for the elderly or others that have a regular need for health related services.~~

54. Assist land assembly through policies, regulations, and sharing information.

~~65. Develop tourism opportunities and provide for destination attractions in the Comprehensive Plan and Zoning Map and Standards.~~ Utilize hotel/motel tax dollars to support visitor information programs.

76. Retain the existing industrial land base.

87. Seek grants or other funding for the purpose of supporting cooperative economic development activities.

~~108.~~ Consider tax increment financing or revolving fund programs to encourage new business investment and expanding business expansion of existing businesses.

~~11. Work with existing businesses to resolve expansion problems.~~

129. Prepare basic environmental information such as a programmatic EIS for special study areas to assist project review and approval for industrial and commercial uses.

~~13. Maintain an Economic Development Activity success notebook at libraries, city information sites, and Public Works and Planning and Community Development counters.~~

~~14. Ensure adequate infrastructure in anticipation of industrial and commercial development.~~

~~15. Analyze and provide sufficient land area for business and industry employment activities.~~

~~16. Place heavy industrial land use designations in areas sufficiently separated from residential uses to minimize incompatibility. Maintain a sufficient land area for heavy industrial uses.~~

1710. Encourage new technologies; including technologies that utilize, conduct research and development, or manufacture usable materials or goods from recycled materials.

1811. Work with other organizations to plan and fund for incubator sites to encourage diverse new enterprises that provide employment.

1912. Work with other organizations to identify and encourage relocation or growth of industries that add value through processing.

2013. Promote the value of our water supply to encourage new and diverse industries.

~~21. Promote Everett as a key location in the global market place. Recruit enough users to justify investment in a Foreign Trade Zone.~~

~~22. Adopt one ordinance to address impacts, mitigation costs, and concurrency based on the Comprehensive Plan as developed under the Growth Management Act. If economic development goals for certain employment opportunities and residential needs can be met by special formula for mitigation and impact costs or by waiving developer responsibility, the concurrency ordinance should clearly state the criteria for such decisions.~~

B. Central Business District Implementation Programs and Strategies

1. Support promotional community events such as Salty Sea Days the Fourth of July celebration, and cultural activities like the Arts Council and the Everett Symphony.

2. Continue informal out-of-door events such as musical events, arts, crafts and markets in the summer months.

3. When possible, coordinate Downtown events with Community Theater presentations.

4. Further study parking needs and consider development of additional low-cost public parking.

5. Assist development of and support a Downtown Business Improvement District.
6. Continue to improve ~~Improve~~ the pedestrian environment with additional plantings, benches, waste receptacles, and transit shelters.
- ~~7. Increase sense of safety with additional foot and bicycle police patrols.~~
- ~~8. Clean and maintain streets and sidewalks more often through a Business Improvement District or other City program.~~
97. Encourage additional Downtown events, day and evening, to increase business activity in restaurants and shops.
108. Promote the Downtown views of mountains and sound to multi-family, restaurant, and office complex developers.
119. Encourage restoration of historically significant and interesting structures and promote Special Valuation opportunities for Historic Structures.
1210. Promote the library, Events Center, Children's Museum and the ~~community theater~~Performing Arts Center as downtown destinations.
1311. Promote development of more "people places" such as a city square, movie theater, or ~~sports facility~~ community center. ~~For example, a skating rink is a place where people can watch or participate and where vendors can serve the public.~~
1412. ~~Create~~Continue and expand shuttle services or transit feeder lines for pedestrians.
1513. Improve pedestrian access from business and residential properties in and near downtown to link the businesses on Pacific, Hewitt, California and Everett to Downtown and the Port, Marina Village and the Navy base.
1614. Develop a recognizable pedestrian route from Downtown to the Port areas. Tie the riverfront to the ~~salt waterfront~~harborfront by extending sidewalks and bicycle lanes, tree plantings and other "gateway" design features between the two waterfronts.
1715. Locate residential uses to minimize the impacts of street noise and require noise attenuation in residential structures.
1816. Develop incentives for childcare facilities.
1917. Plan for the special parking needs associated with entertainment that lasts two to three hours plus time for a visit to restaurants and shops.
2018. ~~Assist the creation~~Support the operation of a Business Improvement Area (BIA), which can build and operate parking structure(s).

~~21.—To improve the CBD as a destination, encourage hotel and motel development. This will serve performers and visitors to the Community Theater, which has soon to be recognized notable acoustics. With another hotel, Everett will have another source of hotel-motel tax revenue.~~

~~2219.~~—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.

~~2320.~~—Encourage the development of more housing in and around the Central Business District.

C. Waterfront Implementation Programs and Strategies

1. Identify historically significant structures, activities, or sites along the waterfront and promote their adaptive reuse.
2. Promote employment uses and public access in the ~~Port~~ harborfront and river-front areas.
3. Identify wetland mitigation areas and plans with other public agencies to maximize the development potential of Everett's ~~waterfronts~~ 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 total community: business and industry, developers, and residents.
2. Support Everett Symphony, Cultural Commission, Parks, Museums, and Libraries.
3. Develop alternative transportation choices for consumers and employees.
4. Promote development of recreation and entertainment activities to respond to the needs of the growing and changing population, especially ~~the~~ youth.

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

1. Survey employers and residents regarding existing skills, education, and training. Use the results to promote Everett area employees when recruiting new industry and for designing new course work.
2. Encourage the siting of a four-year educational facility within the Everett Planning Area, ~~preferably on the Simpson site.~~
3. 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.

4. Maintain and expand the informational and educational resources available at the library related to economic development, careers and job opportunities.
5. Encourage vocational training and technological education programs in the local school district programs, the Applied Technology Center, and Everett Community College.
6. 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.