# Passport to 2044: Economic Development

September 7, 2022

Puget Sound Regional Council

Washington State Department of Commerce

## Passport to 2044 Series

- Comprehensive Planning – June 15
- Climate – August 17
- **Economic Development** – September 7
- **Transportation** – October 18
- **Housing** – October 26
- **Equity**– November 8
- **TOD and Centers** – December 13
- **Critical Areas** – tbd
- **Tribal Coordination** – tbd
- **Elected Officials and Planning Commissions** – tbd

# Program

- **10:00** Welcoming Remarks and Introduction
- **10:15** What's Happening in Our Regional Economy
- **10:45** Data Resources to Understand Your Local Economy
- **11:15** Developing Local Economic Development Policies
- **11:45** Local Example of Economic Development Planning
- **12:00** Conclude

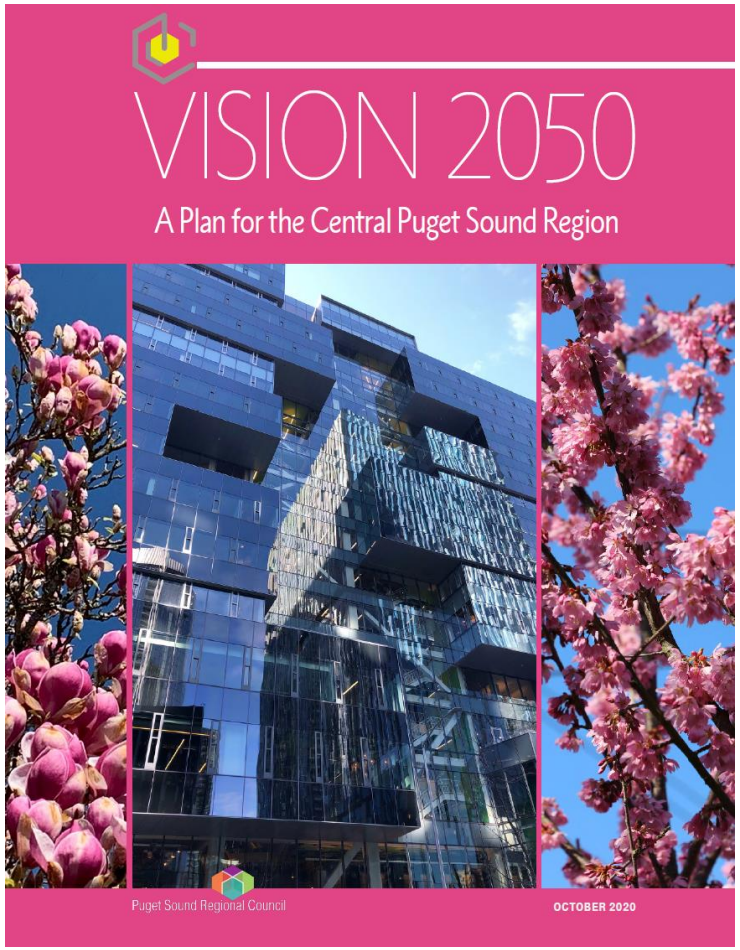
# Logistics

- The recording for today's meeting and all presentations will be shared after the meeting
- Have a question? Ask in the "Q&A"

# PSRC and Local Comprehensive Plans

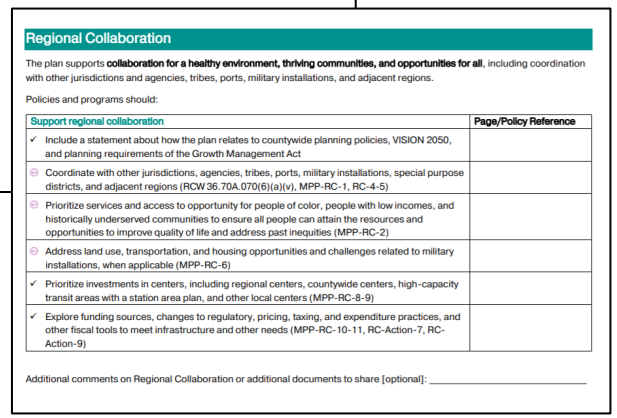
**Provide resources to help you create local plans** that advance regional goals around mobility, climate change, housing affordability, racial equity, and more!

# Key Policy Themes from VISION 2050




- Increase **housing** choices and affordability
- Provide **opportunities** for all
- Sustain a strong **economy**
- Significantly reduce greenhouse gas **emissions**
- Keep the region **moving**
- Restore the health of **Puget Sound**
- Protect a network of **open space**
- Growth in **centers** and near **transit**
- Act **collaboratively** and support **local efforts**

# Plan Review Manual



**Regional Collaboration**

The plan supports **collaboration for a healthy environment, thriving communities, and opportunities for all**, including coordination with other jurisdictions and agencies, tribes, ports, military installations, and adjacent regions.

Policies and programs should:

| Support regional collaboration | Page/Policy Reference |
|---|---|
| ✓ Include a statement about how the plan relates to countywide planning policies, VISION 2050, and planning requirements of the Growth Management Act | |
| ⊖ Coordinate with other jurisdictions, agencies, tribes, ports, military installations, special purpose districts, and adjacent regions (RCW 36.70A.070(6)(a)(v), MPP-RC-1, RC-4-5) | |
| ⊖ Prioritize services and access to opportunity for people of color, people with low incomes, and historically underserved communities to ensure all people can attain the resources and opportunities to improve quality of life and address past inequities (MPP-RC-2) | |
| ⊖ Address land use, transportation, and housing opportunities and challenges related to military installations, when applicable (MPP-RC-6) | |
| ✓ Prioritize investments in centers, including regional centers, countywide centers, high-capacity transit areas with a station area plan, and other local centers (MPP-RC-8-9) | |
| ✓ Explore funding sources, changes to regulatory, pricing, taxing, and expenditure practices, and other fiscal tools to meet infrastructure and other needs (MPP-RC-10-11, RC-Action-7, RC-Action-9) | |

Additional comments on Regional Collaboration or additional documents to share [optional]: _____

Plan Review & Certification Webinar hosted on June 30, 2021

Available at https://www.psrc.org/our-work/plan-review

# VISION 2050 Consistency Tools

Tools should be used throughout the planning process

Go-to resources for VISION 2050 and Plan Review process

## VISION Consistency Tool for Local Comprehensive Plans

Note: The tool shown here is for illustrative purposes. To fill out the tool, visit www.psrc.org/our-work/plan-review.

This tool is intended to help cities and counties integrate VISION 2050 into their local comprehensive plans. VISION 2050's multicounty planning policies serve as the adopted regional guidelines and principles required in state law to guide both regional and local planning. The tool also identifies transportation planning requirements of the Growth Management Act (GMA). The tool may be used at various times in the local planning process:

**Plan Update Scoping:** Use checklist items as guidance for scoping the extent of plan element updates. New or expanded issue areas in VISION 2050 are identified to support this process.

**Draft Plan Review:** Submit draft plans to PSRC prior to Planning Commission and Council review. Completing and submitting this tool and providing early drafts to PSRC help identify potential consistency issues early in the process.

**Certification Review:** Along with the adopted plan, the tool will assist in PSRC's review of the plan. Demonstrating inclusion of the necessary information in the checklist helps facilitate certification. *Note: The PSRC Executive Board is the final decision-making body for plan certification.*

**Regional Collaboration:** The tool provides cities and counties an opportunity to highlig
supports sharing of best practices across the region and benefits jurisdictions as they

### Resources

- Regional Plans: VISION 2050, Regional Transportation Plan, and Regional Econo
- VISION 2040 to VISION 2050 – summary of what changed in VISION 2050
- VISION 2050 Policy Matrix – a comparison of multicounty planning policies and a
- Plan Review Manual webpage – access more information about the review and c
and other resources by policy area. See previous certification reports for areas f

Look for (!) or NEW in the tools

## Regional Collaboration

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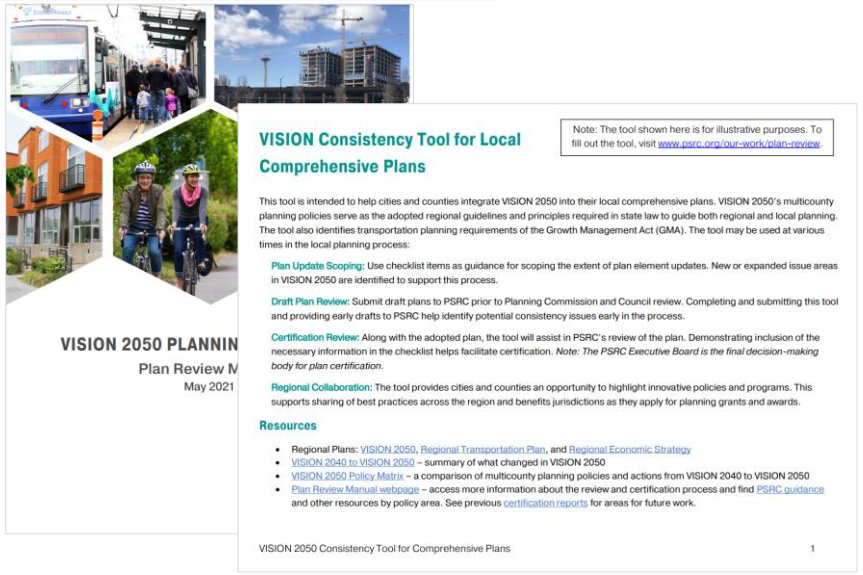
Additional comments on Regional Collaboration or additional documents to share [optional]: _____

How to use the tools:

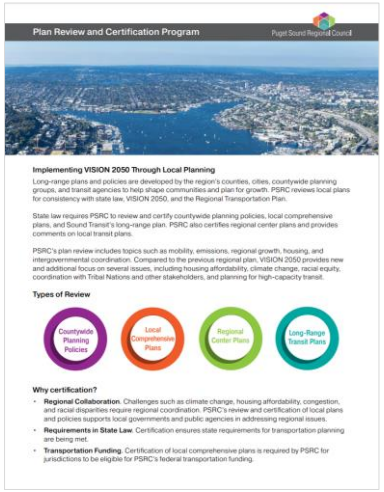
- Fill out tools using Formsite and submit with drafts and adopted plans

# VISION 2050 Resources

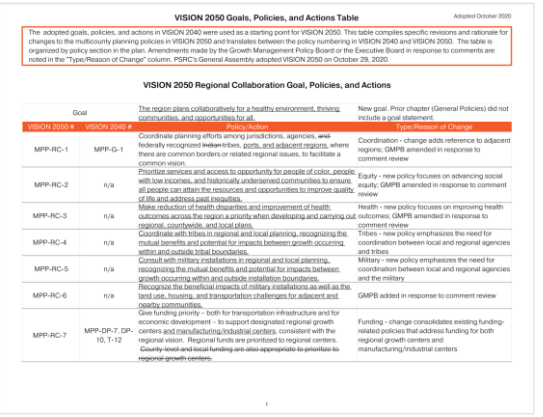
## Plan Review Manual



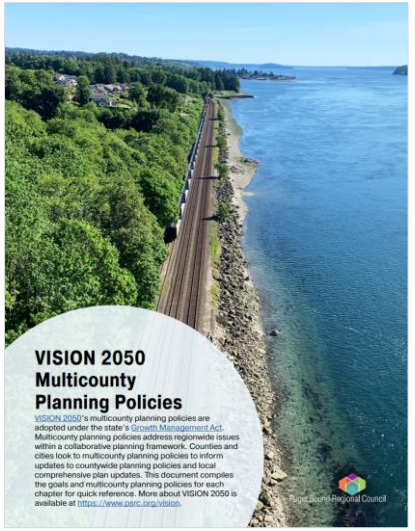

## Plan Review Handout




## V2050 Policy Matrix & Updates Summary




## Compiled MPPs




## Recorded Webinar

## VISION 2050 Booklet

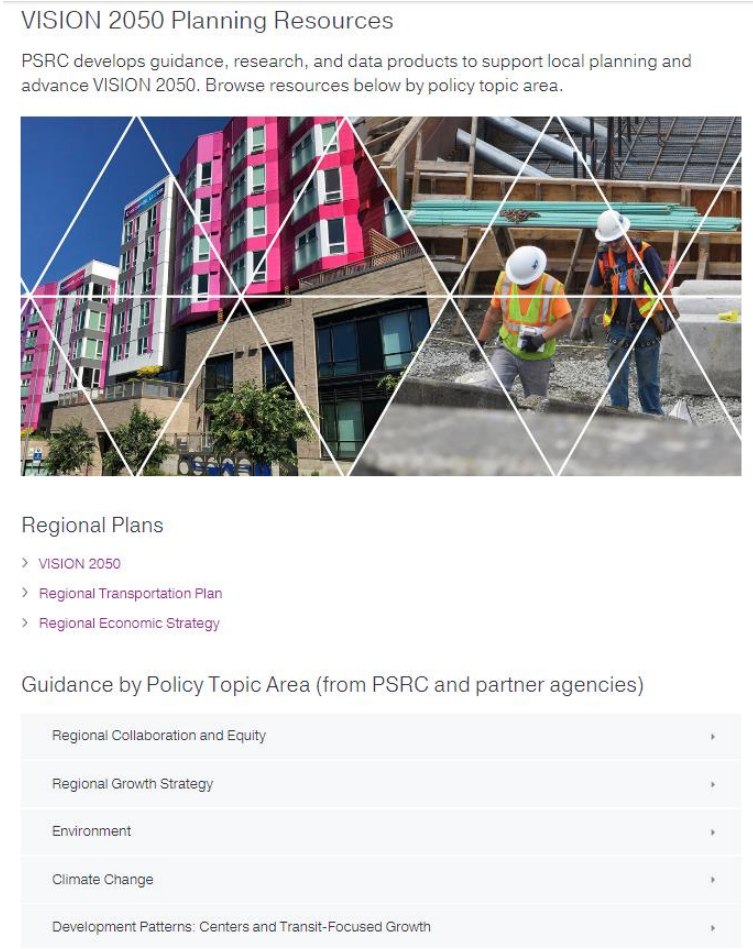
# PSRC Guidance and Resources

## Available Now:

- Conservation Toolkit
- Growth Target Guidance
- Economic Development Element Guide
- Tribal Coordination
- Community Data Profiles
- Equitable Engagement
- Climate Change Guidance (draft)
- TOD + Centers Guidance (draft)

## Upcoming this Fall:

- Growth Outreach Toolkit
- Housing Guidance
- Equity Planning Resources
- Land Use Vision Forecast
- Multimodal Concurrency [update]




VISION 2050 Planning Resources

Previous Certification Reports

# Useful Data for Understanding Your Local Economy

# Useful data for understanding your local economy

| | |
|---|---|
| **Businesses & Job Mix** | • Covered Employment Estimates<br>• Top Employers<br>• Key Regional Export Industries<br>• Taxable Retail Sales |
| **Commuting Patterns** | • Jobs/Housing Ratio<br>• Workforce Commute Patterns |
| **Workforce Characteristics** | • Educational Attainment<br>• Workforce Demographics |
| **Equity Considerations** | • Income and Poverty<br>• Opportunity Mapping |
| **Availability & Affordability of Space** | • Commercial Affordability<br>• Employment Capacity |

# Covered Employment Estimates

## Estimates of the number of payroll workers by industry sector

**How it's useful:** Can be used to understand the mix of employment in an area. Understanding the employment mix can help ensure that land use planning matches to economic goals. Can also be used to understand employment within the county, or in neighboring or peer jurisdictions.

**How to access:** PSRC annually publishes covered employment data at the city and census tract level.

Puget Sound Regional Council

# Covered Employment Estimates

| Sector | Employment |
|---|---|
| Construction & Resources | 2,834 |
| Finance, Insurance and Real Estate (FIRE) | 364 |
| Manufacturing | 2,968 |
| Retail | 1,739 |
| Services | 2,227 |
| Wholesale Trade, Transportation, and Utilities (WTU) | 9,082 |
| Government | 238 |
| Education | 458 |
| Total | 19,909 |

# Top Employers

The entities within a geographic area who employ the most people

**How it's useful:** Provides more specific information about employers and the industries they represent in the local or regional economy. Can be leveraged for business retention and expansion efforts.

**How to access:** Usually requires direct outreach. Other organizations such as chambers of commerce Associate Development Organizations (ADOs), or media sources often compile these lists at the county or regional level.

Economic Alliance SNOHOMISH COUNTY

THE CHAMBER seattle metropolitan chamber of commerce

KITSAP ECONOMIC DEVELOPMENT ALLIANCE

edb ECONOMIC DEVELOPMENT BOARD TACOMA PIERCE COUNTY

# Top Employers

## Kitsap Economic Development Alliance

KITSAP ECONOMIC DEVELOPMENT ALLIANCE

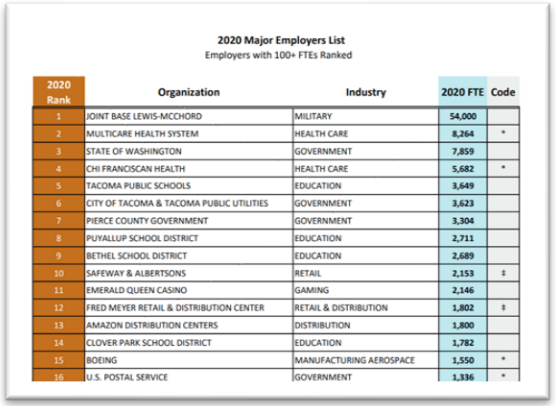
Kitsap County

2021 TOP EMPLOYERS

| Company/Organization | Sector | Total |
|---|---|---|
| Naval Base Kitsap *(19,922 Civilian and 11, 220 Active-Duty Military, 313 Contractors)* | Public | 36,978 |
| St. Michael Medical Center/ Franciscan Medical Group | Private | 1,901 |
| Central Kitsap School District[1] | Public | 1,582 |
| Kitsap County | Public | 1,307 |
| South Kitsap School District[2] | Public | 1,150 |
| North Kitsap School District | Public | 944 |
| Olympic College | Public | 914 |
| Bremerton School District | Public | 751 |
| Port Madison Enterprises[1] | Private | 628 |
| Haselwood Auto Group | Private | 556 |
| Noo-Kayet Gaming Corporation (Port Gamble S'Klallam Tribe) | Private | 511 |
| YMCA of Pierce and Kitsap Counties[1] | Private | 497 |
| Lowes[2] | Private | 466 |
| Town & Country Markets (Corp. Office, 2 stores) | Private | 450 |
| Fred Meyer (2 stores)[3] | Private | 432 |

(Link)

## Tacoma-Pierce County EDB



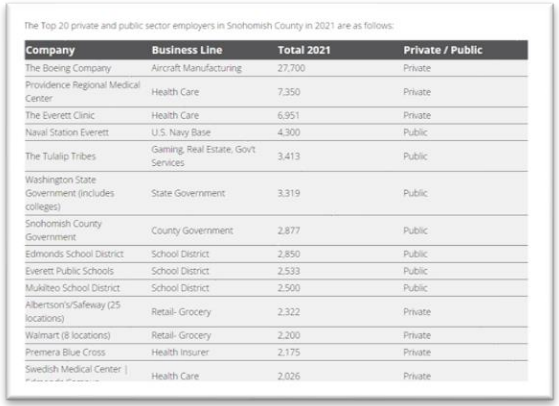
2020 Major Employers List

Employers with 100+ FTEs Ranked

| 2020 Rank | Organization | Industry | 2020 FTE | Code |
|---|---|---|---|---|
| 1 | JOINT BASE LEWIS-MCCHORD | MILITARY | 54,000 | |
| 2 | MULTICARE HEALTH SYSTEM | HEALTH CARE | 8,264 | * |
| 3 | STATE OF WASHINGTON | GOVERNMENT | 7,859 | |
| 4 | CHI FRANCISCAN HEALTH | HEALTH CARE | 5,682 | * |
| 5 | TACOMA PUBLIC SCHOOLS | EDUCATION | 3,649 | |
| 6 | CITY OF TACOMA & TACOMA PUBLIC UTILITIES | GOVERNMENT | 3,623 | |
| 7 | PIERCE COUNTY GOVERNMENT | GOVERNMENT | 3,304 | |
| 8 | PUYALLUP SCHOOL DISTRICT | EDUCATION | 2,711 | |
| 9 | BETHEL SCHOOL DISTRICT | EDUCATION | 2,689 | |
| 10 | SAFEWAY & ALBERTSONS | RETAIL | 2,153 | ‡ |
| 11 | EMERALD QUEEN CASINO | GAMING | 2,146 | |
| 12 | FRED MEYER RETAIL & DISTRIBUTION CENTER | RETAIL & DISTRIBUTION | 1,802 | ‡ |
| 13 | AMAZON DISTRIBUTION CENTERS | DISTRIBUTION | 1,800 | |
| 14 | CLOVER PARK SCHOOL DISTRICT | EDUCATION | 1,782 | |
| 15 | BOEING | MANUFACTURING AEROSPACE | 1,550 | * |
| 16 | U.S. POSTAL SERVICE | GOVERNMENT | 1,336 | * |

(Link)

## Economic Alliance Snohomish County

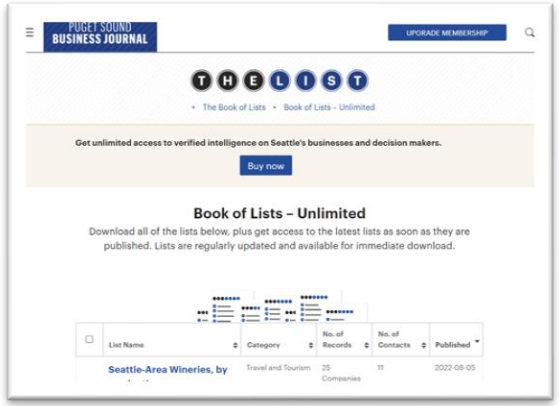


The Top 20 private and public sector employers in Snohomish County in 2021 are as follows:

| Company | Business Line | Total 2021 | Private / Public |
|---|---|---|---|
| The Boeing Company | Aircraft Manufacturing | 27,700 | Private |
| Providence Regional Medical Center | Health Care | 7,350 | Private |
| The Everett Clinic | Health Care | 6,951 | Private |
| Naval Station Everett | U.S. Navy Base | 4,300 | Public |
| The Tulalip Tribes | Gaming, Real Estate, Gov't Services | 3,413 | Public |
| Washington State Government (includes colleges) | State Government | 3,319 | Public |
| Snohomish County Government | County Government | 2,877 | Public |
| Edmonds School District | School District | 2,850 | Public |
| Everett Public Schools | School District | 2,533 | Public |
| Mukilteo School District | School District | 2,500 | Public |
| Albertson's/Safeway (25 locations) | Retail- Grocery | 2,322 | Private |
| Walmart (8 locations) | Retail- Grocery | 2,200 | Private |
| Premera Blue Cross | Health Insurer | 2,175 | Private |
| Swedish Medical Center \| | Health Care | 2,026 | Private |

(Link)

## Puget Sound Business Journal



PUGET SOUND BUSINESS JOURNAL

UPGRADE MEMBERSHIP

THE LIST

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Download all of the lists below, plus get access to the latest lists as soon as they are published. Lists are regularly updated and available for immediate download.

| List Name | Category | No. of Records | No. of Contacts | Published |
|---|---|---|---|---|
| Seattle-Area Wineries, by | Travel and Tourism | 25 Companies | 11 | 2022-08-05 |

(Link)

# Key Regional Export Industries

The industries in the region that focus on goods and services for export

**How it's useful:** Locally focused businesses such as retail, restaurants, and services scale to accommodate the local population. Jobs in export focused industries can be located many places in a global marked and regions compete for these jobs. Can help add specificity to employment growth targets.

**How to access:** The Regional Economic Strategy identifies key industry that focus on exporting goods and services to other regions.

**Regional Industry Clusters**

- Aerospace
- Information & Communication Technology
- Maritime
- Military & Defense
- Life Sciences & Global Health
- Tourism
- Transportation & Logistics
- Business Services

# Taxable Retail Sales

The dollar amount of retail sales within a jurisdiction by industry category

**How it's useful:** Gives a direct indication of consumer spending in the jurisdiction, highlighting the local business mix. Understanding taxable retail sales also helps calculate city tax revenues and determine tax levels.

**How to access:** The Washington State Department of Revenue provides quarterly and annual reports for retail sales at the city and county levels.

Department of Revenue
Washington State

# Taxable Retail Sales

| Retail Sector (NAICS title) | Taxable Retail Sales (in millions) |
|---|---|
| Cars & Other Vehicle Dealers | $ 152.2 |
| Food Service, Caterers, Bars | $ 87.0 |
| Food/Beer/Wine/Liquor Stores | $ 29.0 |
| Construction (new housing) | $ 25.0 |
| Apparel/Accessories/Jewelry Stores | $ 22.8 |
| Health Care and Social Assistance | $ 17.3 |
| Auto/Personal/Household Goods Repair | $ 16.2 |
| Used Merchandise/Pet/Art/Gift/Office Stores | $ 14.3 |
| Construction (exterior, finishing, equipment) | $ 10.9 |
| Pharmacies/Beauty/Personal Care Stores | $ 10.5 |


19

# Jobs/Housing Ratio

The amount of employment compared in a specific geographic area compared to the amount of housing

**How it's useful:** Providing better balance between jobs and housing connects residents with more employment opportunities. Helps jurisdictions to plan for improved geographic distribution of housing and employment opportunities addressing both housing needs and job growth needs.

**How to access:** The American Community Survey (ACS) and U.S. Census provide this data. PSRC compiles ACS data for jurisdictions.

Source: OFM, PSRC

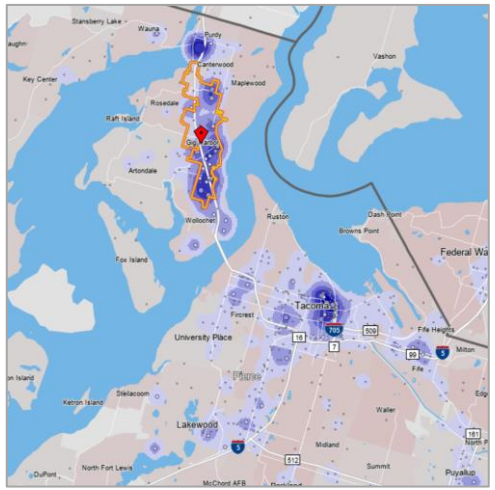
# Workforce Commute Patterns

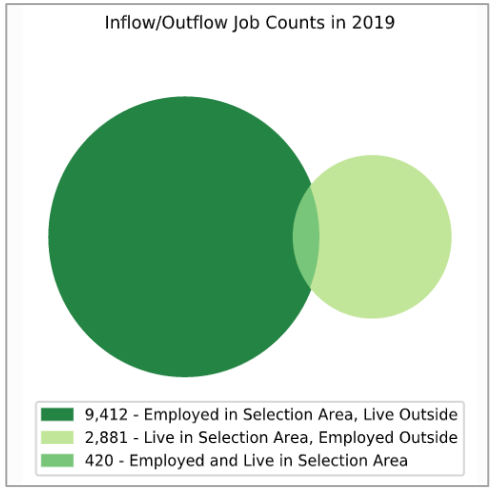
Commute patterns of local workers and residents, identifying where people live compared to where they work

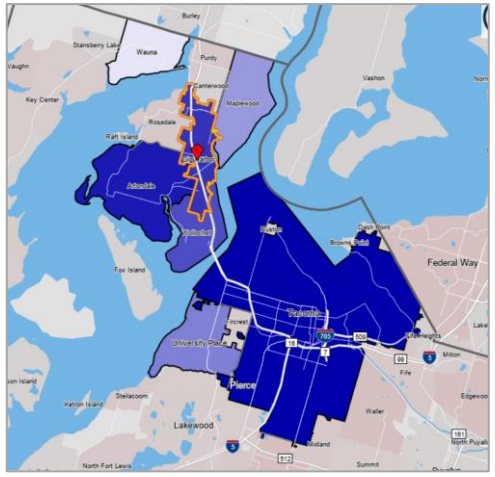
**How it's useful:** Can help identify where a jurisdictions residents work and what industries they work in. Can help target job growth opportunities to provide options for residents live and work in the same community. Commute patterns also have transportation system implications and can help jurisdictions make informed decisions on how to grow and sustain the transportation network.

**How to access:** The U.S. Census provides detailed workforce commute statistics via the Longitudinal-Employer Household Dynamics survey, including a visualization tool.

# Workforce Commute Patterns





**Job Counts by NAICS Industry Sector**

| | 2019 Count | 2019 Share |
|---|---|---|
| Total All Jobs | 3,301 | 100.0% |
| Agriculture, Forestry, Fishing and Hunting | 28 | 0.8% |
| Mining, Quarrying, and Oil and Gas Extraction | 0 | 0.0% |
| Utilities | 18 | 0.5% |
| Construction | 196 | 5.9% |
| Manufacturing | 182 | 5.5% |
| Wholesale Trade | 156 | 4.7% |
| Retail Trade | 324 | 9.8% |
| Transportation and Warehousing | 189 | 5.7% |
| Information | 79 | 2.4% |
| Finance and Insurance | 89 | 2.7% |
| Real Estate and Rental and Leasing | 55 | 1.7% |
| Professional, Scientific, and Technical Services | 200 | 6.1% |
| Management of Companies and Enterprises | 30 | 0.9% |
| Administration & Support, Waste Management and Remediation | 205 | 6.2% |
| Educational Services | 299 | 9.1% |
| Health Care and Social Assistance | 510 | 15.4% |
| Arts, Entertainment, and Recreation | 89 | 2.7% |
| Accommodation and Food Services | 312 | 9.5% |
| Other Services (excluding Public Administration) | 151 | 4.6% |
| Public Administration | 189 | 5.7% |

# Educational Attainment

## Summary of resident's highest level of education achieved

**How it's useful:** Can help educational institutions better tailor programs to prepare the workforce for local industries. Historically, educational attainment has varied across racial groups and this data can demonstrate educational gaps between white and BIPOC residents.

**How to access:** The American Community Survey (ACS) and U.S. Census provide this data. PSRC compiles ACS data for jurisdictions

United States™ Census Bureau

Puget Sound Regional Council

# Workforce Demographics

Characteristics of the local workforce by age, race, ethnicity, gender identification, and others

**How it's useful:** Provides a detailed description of what groups are included in the local economy. Can be used to inform local economic development goals such as goods and service needs, workforce training, and housing.

**How to access:** The American Community Survey (ACS) and U.S. Census provide this data. PSRC compiles ACS data for jurisdictions.

United States™ Census Bureau

Puget Sound Regional Council

# Income and Poverty

The level of income earned and a measurement of falling below a certain threshold lacking the financial resources to meet the cost of living

**How it's useful:** Understanding community income levels are essential to understanding economic health and opportunity. Income and poverty are correlated with a vast number of indicators related to health, education, and quality of life. Analyzing income and poverty statistics for different demographic groups is critical to informing policies that are effective in correcting past economic injustices.

**How to access:** The American Community Survey (ACS) and U.S. Census provide this data. PSRC compiles ACS data for jurisdictions

United States™ Census Bureau

Puget Sound Regional Council

# Opportunity Mapping

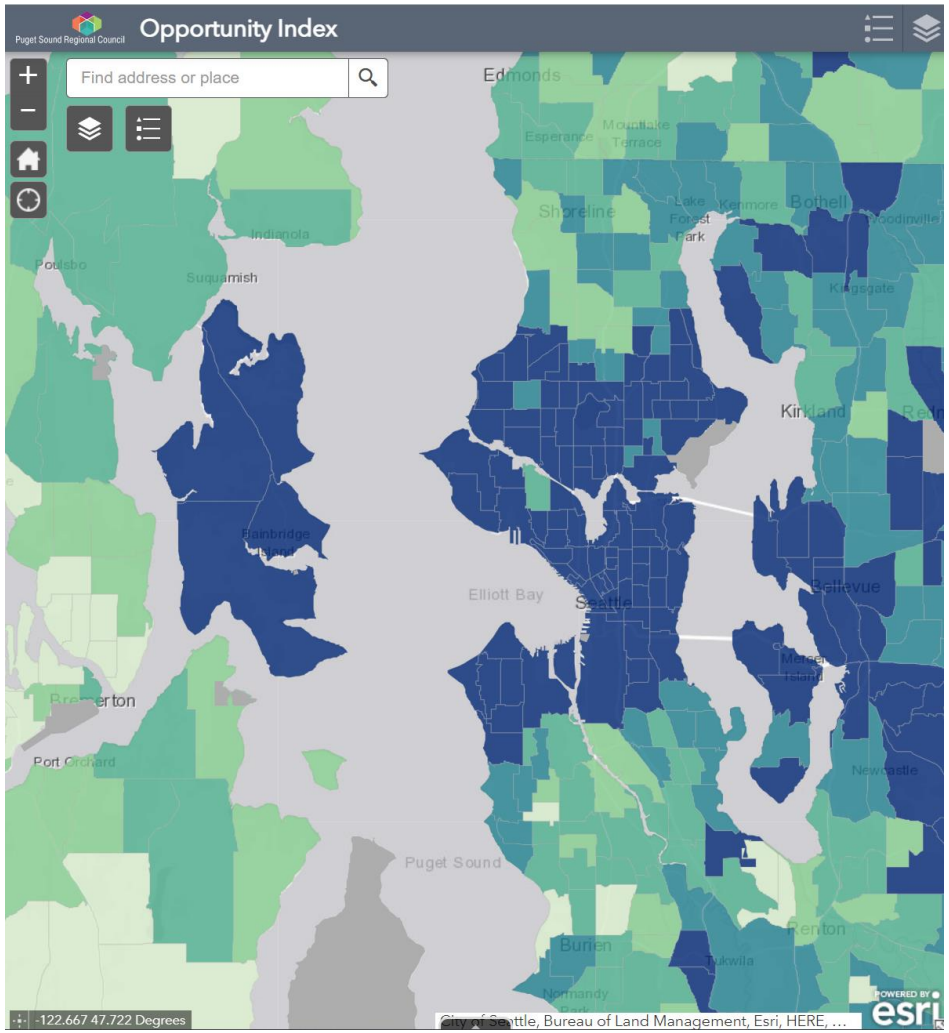
A map of geographic areas analyzed by indicators that impact economic opportunity

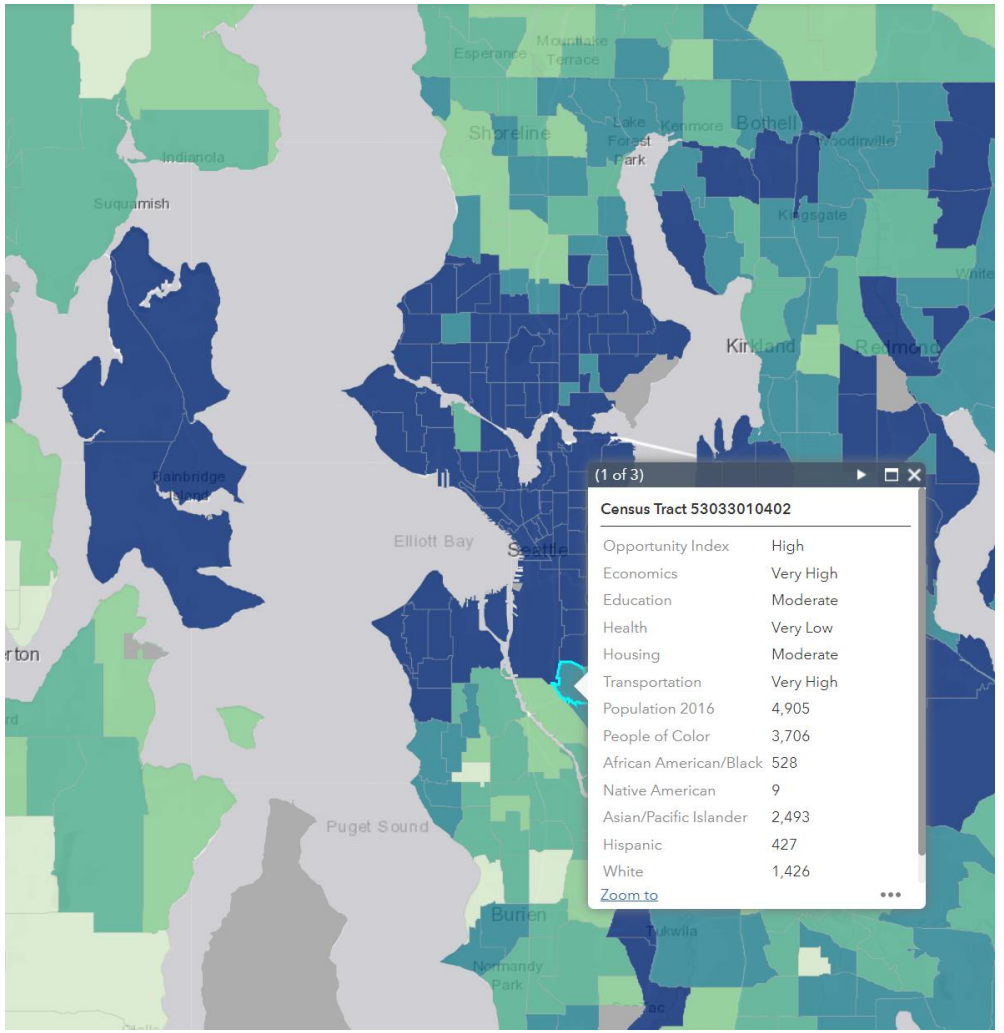
**How it's useful:** Geographic mapping of opportunity shows where opportunity-rich communities exist and who has access to them, which is critical to understanding what groups and areas have inherent opportunity advantages. Tracks indicators such as education, economic health, housing, transportation, health, and the environment. Establishes a foundation for improving outcomes in low opportunity areas and increasing access to high opportunity areas.

**How to access:** PSRC has developed an opportunity mapping tool.

Puget Sound Regional Council

# Opportunity Mapping



# Commercial Affordability

Measures the cost of leasing commercial space for business owners

**How it's useful:** Indicates trends in real estate prices to determine if specific areas are becoming unaffordable for small businesses. Most commonly reported in average price per square foot. A lack of affordable commercial space is one of the key drivers of small business closure and/or displacement.

**How to access:** The most popular source of data for the commercial rent market is CoStar, which requires a paid subscription. Another option for tracking commercial affordability are quarterly reports from private firms like Kidder Matthews. These reports distill CoStar data into regional and county-level analysis and can be accessed free of charge.

CoStar

km Kidder Mathews

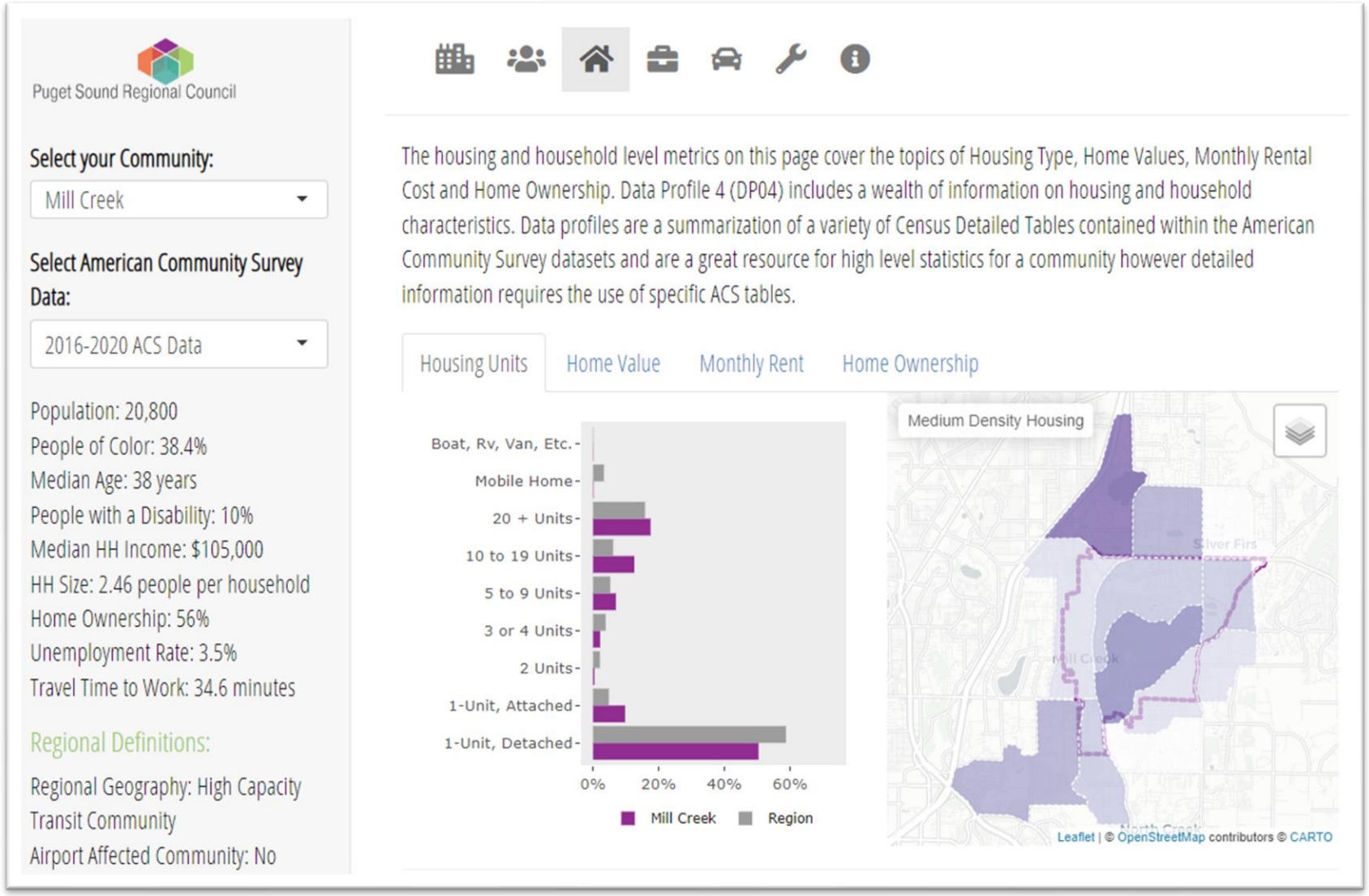
# Employment Capacity

The number of jobs that a given area can accommodate given existing infrastructure and availability of land

**How it's useful:** Is critical for economic growth and accommodating job growth targets in a city, county, or subarea. If a gap exists between the job targets and capacity, identifying the gap helps identify planning needs to accommodate the growth target. Employment density can vary depending on the type of business model local employers have and what industries they are in.

**How to access:** Employment capacity is tracked through countywide Buildable Lands Reports required by the Growth Management Act.

# PSRC Data Profiles



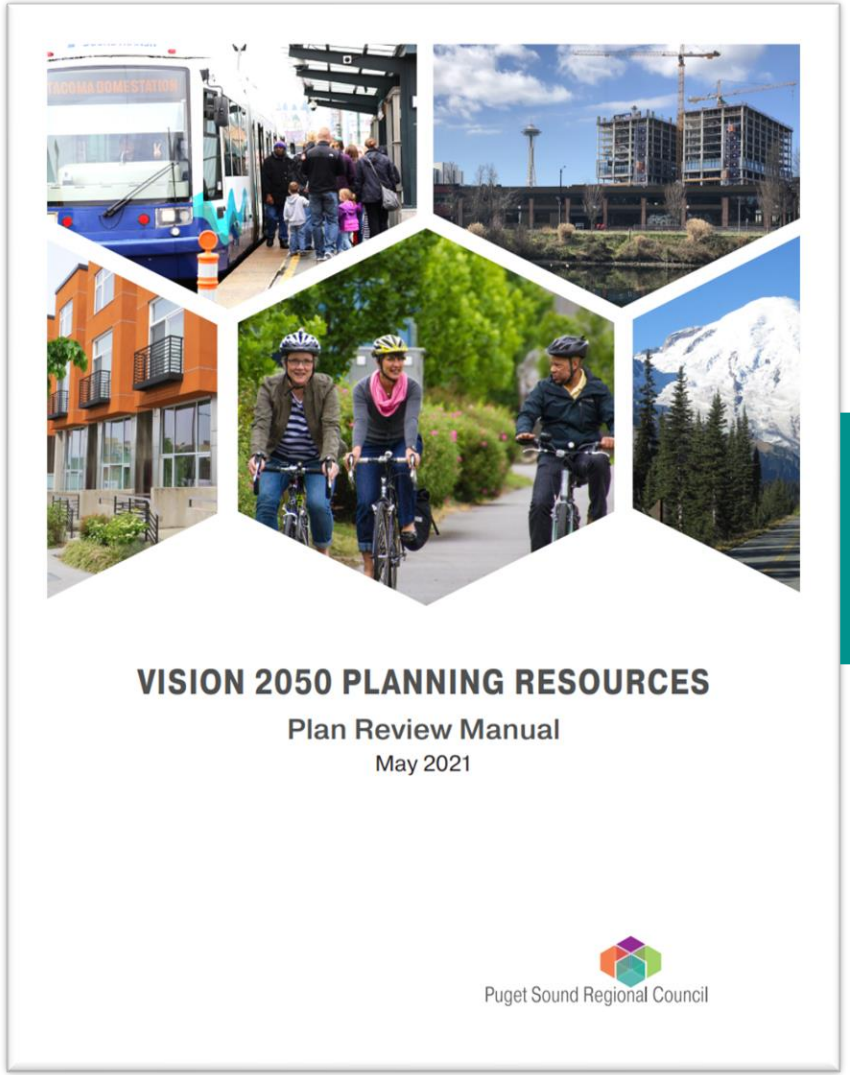
# Economic Development Element Guide

# Developing Economy Policies

# VISION 2050 Economy Goal

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

# VISION 2050 Plan Review Manual




## Economy

The plan includes an **economic development element (Ec-Action-5)** that promotes a **prospering and sustainable economy** by supporting **businesses and job creation and investing in all people**.

Policies and programs should:

| Promote a prosperous and sustainable economy for all people | Page/Policy Reference |
|---|---|
| ✓ Identify and enhance industry clusters, including those recognized in the Regional Economic Strategy that provide goods and services for export (MPP-Ec-3, Ec-4) | |
| ✓ Focus retention and recruitment efforts and activities to foster a positive business climate and diversify employment opportunities by specifically targeting:<br>• Businesses that provide living wage jobs<br>○ Locally, women-, and minority-owned small businesses and start-up companies<br>○ Established and emerging industries, technologies, and services that promote environmental sustainability, especially those addressing climate change and resilience (MPP-Ec-1, Ec-3, Ec-4, Ec-7, Ec-9, Ec-16) | |
| ○ Promote strategies and policies that expand access to opportunity and remove barriers for economically disconnected communities (MPP-Ec-13-14) | |
| ○ Address and prevent potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure (MPP-Ec-12) | |
| ✓ Develop a range of employment opportunities to create a closer balance between jobs and housing (MPP-Ec-18) | |
| ○ Promote environmental and socially responsible business practices, especially those addressing climate change, resilience, and improved health outcomes (MPP-Ec-8, Ec-16) | |
| ○ Support, recognize, and empower the contributions of the region's culturally and ethnically diverse communities, institutions, and Native Tribes (MPP-Ec-15, Ec-17, Ec-20) | |

# What has changed from VISION 2040 to VISION 2050?

Increased focus on:

- Retention and recruitment of locally, women-, and minority-owned small businesses and environmentally sustainable businesses
- Expanding access to opportunity
- Addressing commercial displacement
- Promoting environmentally and socially responsible business practices
- Recognizing the contributions of the region's culturally and ethnically diverse communities, institutions, and Native Tribes

**Side by-side policy comparison available**

| VISION 2050 # | VISION 2040 # | Policy/Action |
|---|---|---|
| MPP-Ec-11 | MPP-Ec-10 | Ensure that the region has high quality and accessible training programs that give people opportunities to learn, maintain, and upgrade skills necessary to meet the current and forecast needs of the regional and global economy. |
| MPP-Ec-12 | n/a | Identify potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure. Use a range of strategies to mitigate displacement impacts to the extent feasible. |
| MPP-Ec-13 | MPP-Ec-11 | ~~Address unique obstacles and special needs – as well as recognize the special assets – of disadvantaged populations in improving the region's shared economic future.~~ Promote equity and access to opportunity in economic development policies and programs. Expand employment opportunity to improve the region's shared economic future. |
| MPP-Ec-14 | MPP-Ec-12 | Foster appropriate and targeted economic growth in ~~distressed~~ areas with low and very low access to opportunity to improve access to ~~create economic~~ opportunity for current and future residents of these areas. |
| MPP-Ec-15 | MPP-Ec-13 | Support and recognize the contributions of the region's culturally and ethnically diverse communities and Native Tribes, including ~~in~~ helping the region continue to expand its international economy. |

https://psrc.org/sites/default/files/vision-policy-matrix.pdf

# VISION 2050 Economy Policy Objectives

1. Identifying industries to grow
2. Recruiting, retaining, and expanding businesses
3. Expanding access to opportunity
4. Mitigating displacement of businesses
5. Expanding availability of jobs for residents
6. Promoting responsible business practices
7. Leveraging local cultural assets

# #1: Identifying industries to grow

VISION 2050 Policy Objective:

**Identify and enhance industry clusters, including those recognized in the Regional Economic Strategy that provide goods and services for export**

- The region has several **key industries** that export goods and services to other regions.
- These industries bring dollars into the region helping to **sustain a strong economy**.
- **Tapping into an existing regional industry** concentration or a regional supply chain can help a community meet its economic goals.
- Goals for business and job growth are **more attainable if they are tied to specific** target industries.

# #1: Identifying industries to grow

## Policy considerations:

- Local plans and policies should recognize a community's **critical industrial areas or airports**.
- Local transportation plans and investments should support manufacturing **supply chains that require efficient movement of materials** and products through the region.
- Policies can **leverage partners** like trade organizations, educational institutions, and major employers.
- **County-specific economic development plans** should be reviewed in local goal setting.

## Useful information:

- Covered Employment Estimates
- Top Employers
- Regional Economic Strategy

# #1: Identifying industries to grow

| Policy Example | Why this works |
| --- | --- |
| *Continue working with the Port of Poulsbo to provide and promote Poulsbo as a destination for the boating community, and to assist the Port, where feasible, to improve their facilities including additional parking for port use.*<br><br>City of Poulsbo Comprehensive Plan | ▸ Identifies an opportunity to build on regional industry cluster (Maritime & Tourism)<br><br>▸ Identifies a key partner (Port of Poulsbo)<br><br>▸ Specific implementation outcome (facility infrastructure improvement) |
| *Actively seek investments to grow Tacoma's presence in the following target industries: a. Bio-medical and medical; b. Information technology and cyber security; c. Professional services; d. Industrial and manufacturing; e. Tourism and hospitality; f. Creative economy; g. International Trade; h. Finance and Insurance.*<br><br>City of Tacoma Comprehensive Plan | ▸ Identifies regional clusters in city to target efforts for attracting and retaining employers<br><br>▸ Focused on industries that provide living-wage jobs to promote jobs/ housing balance |

# #2: Recruiting, retaining, and expanding businesses

## VISION 2050 Policy Objective:

**Focus retention and recruitment efforts and activities to foster a positive business climate and diversify employment opportunities by specifically targeting:**

- **Businesses that provide living wage jobs;**
- **Locally, women-, and minority-owned businesses and start-up companies;**
- **Established and emerging industries, technologies, and services that promote environmental sustainability, especially those addressing climate change and resilience**

- VISION 2050 calls for the support of **locally, women- and minority-owned businesses and start-up companies**.
- VISION 2050 also calls for increased attention to retaining and **expanding environmentally sustainable industries**, technologies, and services.
- **Targeting living wage jobs** for growth can help strengthen the local and regional economy.

# #2: Recruiting, retaining, and expanding businesses

## Policy considerations:

- Recruitment and retention activities can be **done directly by the local jurisdiction or with support from other local organizations**.
- Expansion efforts should **align with policies from other economic goals** related to industry clusters, expanding economic opportunity, and businesses that support living wage jobs.
- Activities can be paired with **branding and marketing, hiring policies, and strategic partnerships** with industry groups, educational institutions, trade unions, and others.

## Useful information:

- Business Births & Deaths
- Taxable Retail Sales
- Income and Poverty
- Workforce Demographics
- Associate Economic Development Organizations (ADOs)

# #2: Recruiting, retaining, and expanding businesses

| Policy Example | Why this works |
| --- | --- |
| *Proactively recruit new businesses to locate in the City of Poulsbo. Examples of proactive recruitment activities include development of marketing and promotional printed and digital materials, and staffing for implementation activities.*<br><br>City of Poulsbo Comprehensive Plan | ► Includes specific examples of recruitment efforts |
| *Increase the market elasticity and diversity of businesses by supporting a wide variety of commercial uses within the designated mixed use Centers throughout the City.*<br><br>City of Bremerton Comprehensive Plan | ► Works to diversify businesses in city<br>► Advances local economic resiliency<br>► Attracts growth to existing centers |

# #3: Expanding access to opportunity

VISION 2050 Policy Objective:

**Promote strategies and policies that expand access to opportunity and remove barriers for economically disconnected communities**

- VISION 2050 calls for local plans to **expand access to opportunity** and advance racial equity through economic policies.
- Access to opportunity **plays a significant role in life outcomes**.
- Opportunity mapping tools can help **identify existing disparities and evaluate planning decisions**.

# #3: Expanding access to opportunity

## Policy considerations:

- **Educational policies** can partner a community's economic goals with approaches to the local public education system.
- Communities home to post-secondary training programs can work to **connect targeted communities** with these opportunities.
- **Infrastructure investments** can be targeted towards geographic areas that are most disconnected from economic opportunity.
- Being intentional with **how to spend public** funds, including **government contracting** can help cultivate underrepresented businesses.

## Useful information:

- PSRC Opportunity Mapping

# #3: Expanding access to opportunity

| Policy Example | Why this works |
| --- | --- |
| *Prioritize assistance to commercial districts in areas of lower economic opportunity with high concentrations of small locally-owned businesses.*<br><br>City of Seattle Comprehensive Plan | ▸ Recognizes the importance of small and locally-owned businesses<br><br>▸ Prioritizes support to low opportunity areas to increase opportunity in neighborhoods in the long-term |
| *Improve access to contracting opportunities for minority-owned, woman-owned, and emerging small businesses.*<br><br>City of Tacoma Comprehensive Plan | ▸ Recognizes the role in government contracting in supporting small businesses<br><br>▸ Integrates racial equity into the municipal budgeting process |

# #4: Mitigating displacement of businesses

VISION 2050 Policy Objective:

**Address and prevent potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure**

- VISION 2050 recognizes that **rising land values** and population and job growth contribute to a commercial displacement crisis.
- Commercial displacement can result when business owners are **priced out of local real estate markets**, as either rent or property tax increases become unaffordable.
- **Small business owners are most at risk** and are often located in communities of color.

# #4: Mitigating displacement of businesses

## Policy considerations:

- Through **zoning codes**, jurisdictions can create size-restricted districts that preserve smaller commercial spaces.
- Jurisdictions can also **subsidize expenses such as streetscape and façade improvements** through loans and matching grant programs.
- Jurisdictions can provide **relocation assistance** to businesses looking to reestablish themselves in more affordable locations.
- Policies and initiatives should be paired with business **outreach, technical assistance, and education** efforts.

## Useful information:

- Commercial Affordability
- Business Births & Deaths
- Surveys & focus groups with existing and former business owners and residents

# #4: Mitigating displacement of businesses

| Policy Example | Why this works |
| --- | --- |
| *Promote the local use of special small business financing and management assistance programs. Help identify facilities which may be used for small business start-ups, including older structures which may be suitably reused for business purposes.*<br><br>City of Gig Harbor Comprehensive Plan | ▸ Specific actions to alleviate financial burdens for small businesses<br><br>▸ Specific programs that can be tracked over time to monitor business activity and outcomes |
| *Seek new tools to support the creation of spaces attractive and affordable to businesses threatened with displacement so that small locally-owned businesses are able to remain in their neighborhoods.*<br><br>City of Renton Comprehensive Plan | ▸ Recognizes the need for new and innovative tools to support small businesses<br><br>▸ Targeted specifically at at-risk businesses |

# #5: Expanding availability of jobs for residents

VISION 2050 Policy Objective:

**Develop a range of employment opportunities to create a closer balance between jobs and housing**

- VISION 2050 and the Regional Growth Strategy strive to achieve an **improved jobs-housing balance**.
- A better balance **provides numerous community benefits**, including reduced traffic congestion, air emissions, and commute times.
- Can be improved by addressing both **housing for workers**, and **jobs for working residents**.
- Unaffordable housing markets can **negatively impact recruitment and retention efforts**.

# #5: Expanding availability of jobs for residents

## Policy considerations:

- Seek to **develop and expand employment opportunities** for current residents.
- Policies and programs should **operate in tandem with policies in the Housing Element** of comprehensive plans to establish a proper balance within a community.

## Useful information:

- Jobs/Housing Ratio
- Workforce Commute Patterns
- Income and Poverty
- Covered Employment Estimates
- Housing Innovations Program (HIP)

# #5: Expanding Availability of jobs for residents

| Policy Example | Why this works |
| --- | --- |
| *Determine reasonable jobs-to-housing balance by coordinating land use and development policies to help achieve the designated balance of adequate affordable housing near employment centers.*<br><br>City of Gig Harbor Comprehensive Plan | ▶ Recognizes the importance of jobs-housing balance and access to affordable housing |

# #6: Promoting responsible business practices

VISION 2050 Policy Objective:

**Promote environmental and socially responsible business practices, especially those addressing climate change, resilience, and improved health outcomes**

- VISION 2050 and the Regional Economic Strategy both acknowledge that the region's **natural environment is a unique asset** to attract talent and strengthen the economy.
- VISION 2050 also recognizes the **impacts of climate change** on the economy.
- **Promoting a healthy, resilient environment and communities** is key to continued economic success.
- The **state and region are working to support development** of established and emerging industries focused on resilience and climate change.

# #6: Promoting responsible business practices

## Policy considerations:

- Economic development planning **should prioritize environmental and social responsibility** to build sustainability into the local economy.
- Communities should **prioritize businesses that promote environmental and social responsibility** when working with partners to attract new businesses.
- Communities can recognize the importance of their **natural environment as an economic asset**.
- **Target job growth** in industry sectors that are working to address climate change.

## Useful information:

- Business Births (tracking specific industries)
- Opportunity Index

# #6: Promoting responsible business practices

| Policy Example | Why this works |
| --- | --- |
| *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.*<br><br>City of Everett Comprehensive Plan | ▸ Acknowledges global issues begin with local action<br><br>▸ Identifies clear technologies and products to combat climate change<br><br>▸ Encourages investment in education to prepare workforce |
| *Further the provisions of Creating Renton's Clean Economy. Attract low-carbon and clean-energy sectors and promote green job development. Encourage economic activity that is highly resource-efficient and minimizes the generation of waste and pollution.*<br><br>City of Renton Comprehensive Plan | ▸ Supports the continued implementation of a climate change economic development plan (Creating Renton's Clean Economy) |

# #7: Leveraging cultural assets

VISION 2050 Policy Objective:

**Support, recognize, and empower the contributions of the region's culturally and ethnically diverse communities, institutions, and Native Tribes**

- VISION 2050 recognizes that the region's **culturally and ethnically diverse communities contribute to vibrant local economies**.
- These unique assets help create jobs and opportunities, but **opportunities and resources are not allocated equitably**.
- **Jurisdictions know the value of local historical and cultural context** best, and local plans can recognize, preserve, and empower cultural and ethnic communities, institutions, and Native Tribes.

# #7: Leveraging cultural assets

## Policy considerations:

- Communities can set **intentional goals and policies** that advance racial equity and strive for inclusion of all.
- **Equitable outreach** strategies should be used to ensure policies are community-led and supported.
- **Highlighting the achievements and innovation of these groups and supporting cultural events**.
- Provide **funding opportunities for arts and cultural institutions, programming, and education**.
- **Create pathways for under-resourced communities** to start businesses, access commercial real estate, and sustain economic assets.

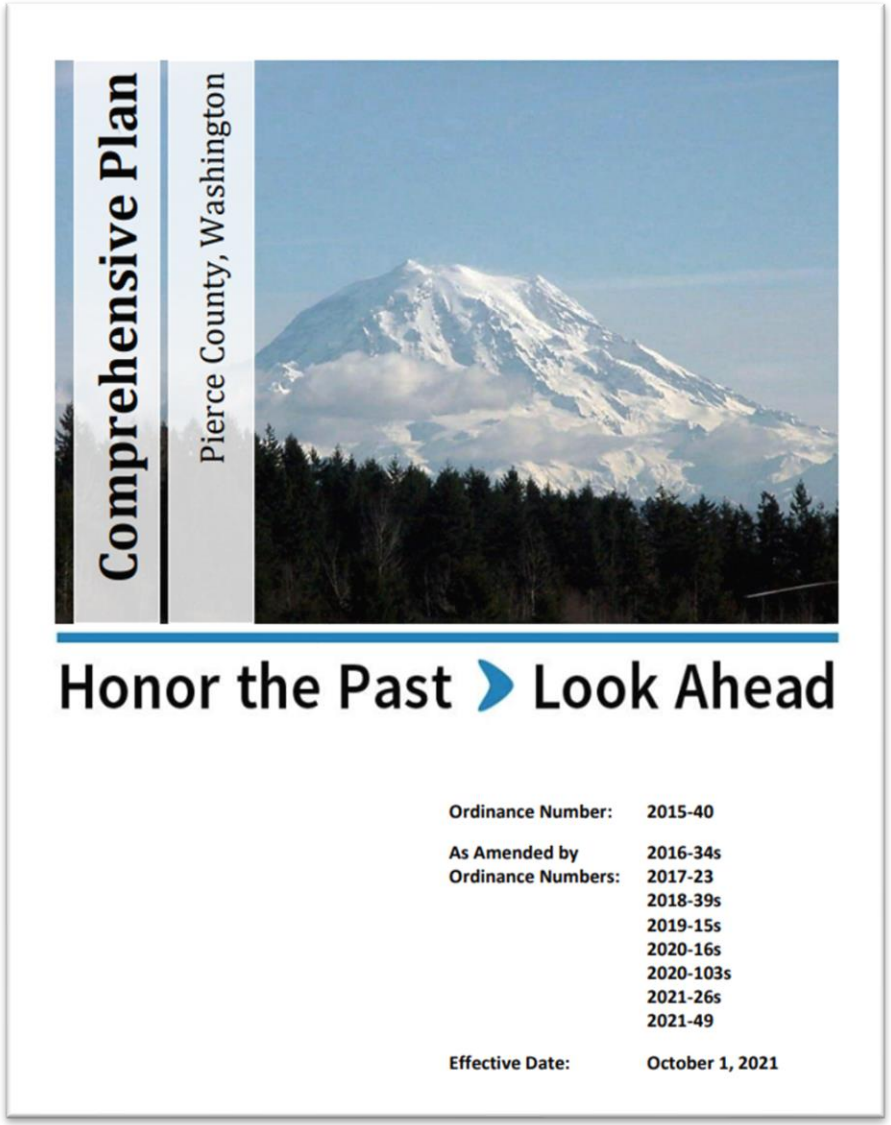
## Useful information:

- Business Births & Deaths
- Local Interviews & Focus Groups

# #7: Leveraging cultural assets

| Policy Example | Why this works |
| --- | --- |
| *Enhance arts and culture activities in order to attract creative-class workers, living wage employers, and tourists to Seattle, as well as to enrich our overall culture of innovation.*<br><br>City of Seattle Comprehensive Plan | ▸ Draws a connection between cultural activities and economic development<br><br>▸ Recognizes the value of the cultural economy on workforce recruitment<br><br>▸ Action-oriented by focusing investments into a specific area |
| *As appropriate, work with other jurisdictions and agencies such as state and federal agencies, Tribes, the Port of Bremerton, the cities, the Kitsap Economic Development Alliance (KEDA), Port Orchard Chamber of Commerce, and the Kitsap County Public Utilities Districts, in marketing and developing the City of Port Orchard.*<br><br>City of Port Orchard Comprehensive Plan | ▸ Recognized the importance of partnerships in economic development<br><br>▸ Names several institutions to work together towards a common goal<br><br>▸ Acknowledges the important role Tribes play in economic development |

# Pierce County Comprehensive Planning



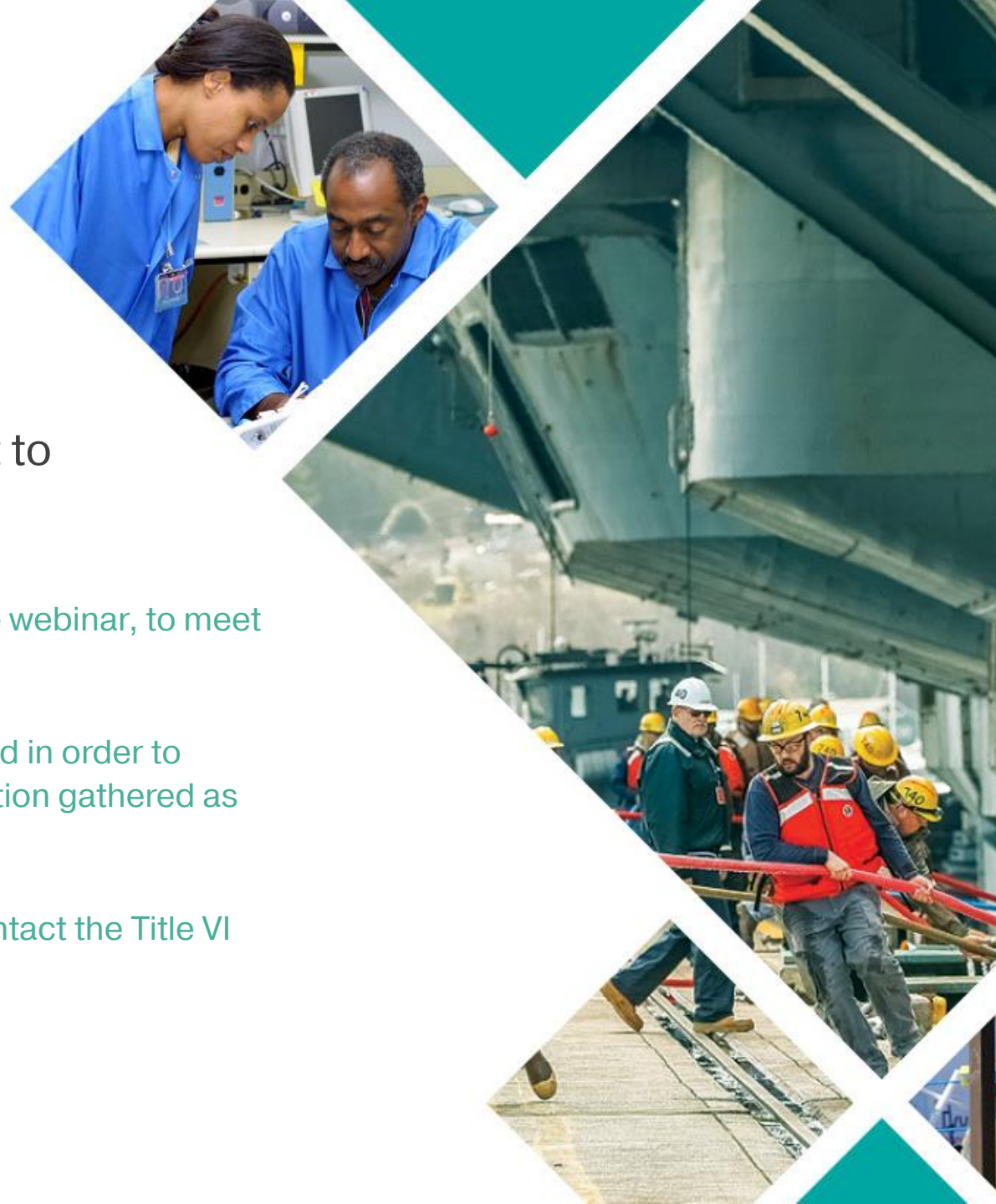

Pierce County

Robert Allen CCR
Senior Economic Development Specialist
Economic Development Department

# *Thank you for joining us today!*

If you have any questions please reach out to **PlanReview@psrc.org**

A short attendee survey will be provided at the end of the webinar, to meet PSRC's Title VI requirements.

You are not required to disclose the information requested in order to participate in this meeting. PSRC will handle the information gathered as confidentially as possible.

For further information regarding this process please contact the Title VI Coordinator at nbgrennan@psrc.org