



EVERETT

WASHINGTON

Everett City Council Preliminary Agenda 12:30 p.m., Wednesday, July 23, 2025 City Council Chambers

Roll Call

Pledge Of Allegiance

Land Acknowledgment

Approval Of Minutes: July 16, 2025

Mayor's Comments

Public Comment

Council Comments

Administration Update

City Attorney

CONSENT ITEMS:

(1) Adopt Resolution Authorizing Claims Against The City Of Everett In The Amount Of \$5,332,463.40 For The Period Ending July 5, 2025 Through July 11, 2025.

Documents:

[RES_CLAIMS PAYABLE 07.11.25.PDF](#)

(2) Authorize The Mayor To Sign Amendment #1 To The Professional Services Agreement With HDR Engineering, Inc. For The Lexington-Broadway Stormwater Improvements Phase 1 Project For The Amount Of \$399,610.

Documents:

[HDR_LENORAREGIONALSTORMWATERFACILITY_AMEND NO.1.PDF](#)

(3) Award And Authorize Approximately \$400,000 To Be Spent Annually With Various Awarded Suppliers From Washington State Department Of Enterprise Services Contract #29023/City Of Everett Contract #2025-026 For Illumination, Traffic Signal, And Intelligent Transportation Systems Equipment.

Documents:

[TRAFFIC SYSTEMS EQUIPMENT AUTHORIZATION.PDF](#)

PROPOSED ACTION ITEM:

(4) CB 2507-40 – 1st Reading - Adopt An Ordinance Creating A Special Improvement Project Entitled "Lion's Park Skate Dot", Fund 354, Program 098, To Accumulate All Design, Permitting And Construction Costs For The Project In The Amount Of \$360,000. (3rd & Final Reading 8/13/25)

Documents:

[CB 2507-40.PDF](#)

ACTION ITEM:

(5) Concur With The Mayor's Re-Appointment Of The Hearing Examiner And Authorize The Mayor To Sign Amendment #2 To The Personal Services Contract With Sharon Rice As The Land Use And Code Enforcement Hearing Examiner For A Term Of Four Years Beginning August 1, 2025.

Documents:

[HEARING EXAMINER AMENDMENT NO. 2.PDF](#)

BRIEFINGS:

(6) South Everett Economic Development Strategy Report

Documents:

[SOUTH EVERETT ECONDEV STRATEGY.PDF](#)
[SOUTH EVERETT ECONDEV STRATEGY PRES.PDF](#)

(7) Permit Process Informational Briefing

Documents:

[PERMIT PROCESS INFORMATIONAL BRIEFING.PDF](#)
[PERMIT SERVICES COUNCIL PRESENTATION 2025.PDF](#)

Executive Session

Adjourn

PARTICIPATION IN REMOTE COUNCIL MEETINGS

- Participate remotely via Zoom by registering to speak at everettwa.gov/speakerform. You must register no later than 30 minutes prior to the meeting. You may contact the Council office at 425.257.8703 or aely@everettwa.gov and identify the topic you wish to address.
- Provide written public comments by email to Council@everettwa.gov or mail to 2930 Wetmore Avenue, Suite 9A, Everett, WA 98201. Emailing comments 24 hours prior to the meeting will ensure your comment is distributed to councilmembers and appropriate staff.
- Persons seeking to comment on non-agenda items may be asked to submit the comments in writing if the comment does not address an issue of broad public interest.

AGENDAS, BROADCAST AND RECORDINGS

- The Council agendas and meeting recordings can be found, in their entirety, at everettwa.gov/citycouncil.
- Watch live meetings and recordings at [YouTube.com/EverettCity](https://www.youtube.com/EverettCity).

CONTACT THE COUNCIL

If you do not wish to participate in the meeting, we provide these other methods of contacting your elected officials: Email the Council at Council@everettwa.gov or call the Council offices at 425.257.8703.

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Whereas the claims payable by check against the City of Everett for the period July 5, 2025 through July 11, 2025, having been audited and approved by the proper officers, have been paid and the disbursements made by the same, against the proper funds in payment thereof, as follows:

[illegible]

Councilperson introducing Resolution

Passed and approved this _____ day of _____, 2025

Council President

Project title: Authorize the Mayor to sign Amendment #1 to the professional services agreement with HDR Engineering, Inc. for the Lexington-Broadway Stormwater Improvements Phase 1 project.

Council Bill #

Project: Lexington-Broadway Stormwater Improvements Phase 1 (aka Lenora Regional Stormwater Facility)

Agenda dates requested:

Partner/Supplier: HDR

Briefing
Proposed action
Consent 07/23/25
Action
Ordinance
Public hearing
Yes ☒ No

Location: Lenora St. between S 3rd Avenue and BNSF RR

Preceding action: Lexington-Broadway Stormwater Improvements PSA – [Approved 5-1-24](#)

Fund: 336 – Utilities Fund, Program 030

Budget amendment:

Yes ☒ No

PowerPoint presentation:

Yes ☒ No

Attachments:

Amendment to Lexington-Broadway Drainage Improvements Phase 1 PSA

Fiscal summary statement:

The amendment adds additional services to the original PSA in order to provide consultant support for the bidding and construction phases of the project. Most of the expenditures under the amendment will be eligible for reimbursement through a grant from the Washington Department of Ecology.

Original PSA amount	\$877,460
Amendment amount	\$399,610
Total contract amount	\$1,277,070

Department(s) involved:

Public Works

Contact person:

Tom Hood

Phone number:

425-257-8809

Email:

THood@everettwa.gov

Project summary statement:

This project will construct a stormwater treatment facility in the Lowell neighborhood and replace approximately three blocks of undersized stormwater pipe on Lenora St. Once subsequent stormwater projects are completed the treatment facility will remove pollutants from stormwater runoff generated by more than 250 acres of the city prior to discharge to the Snohomish River. The project also includes interpretive pedestrian facilities, landscaping and restoration of disturbed streets and property.

Amendment #1 to the HDR contract funds completion of design and consultant support during bidding and construction phases. The previous contract was for partial design and permitting only and did not include bidding and construction period support services. The amendment also extends the expiration date of the agreement to allow for the completion of the additional work.

Initialed by:

RLS

Department head

Administration

Council President

Recommendation (exact action requested of Council): Authorize the Mayor to sign Amendment #1 to the Professional Services Agreement with HDR Engineering, Inc. for the Lexington-Broadway Stormwater Improvements Phase 1 project for the amount of \$399,610.



**AMENDMENT NO. 1
PROFESSIONAL SERVICES AGREEMENT**

This Amendment to Professional Services Agreement ("***Amendment***") is effective as of the date of last signature below, and is between the City of Everett, a Washington municipal corporation (the "***City***"), and the Service Provider identified below ("***Service Provider***"). The City and Service Provider are parties to the Professional Services Agreement described below, as may have been previously amended ("***Agreement***"). In consideration of the covenants, terms and conditions set forth below, and for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the City and Service Provider agree to amend the Agreement as set forth below:

Service Provider	HDR Inc.
City Project Manager	Erik Emerson
	eemerson@everettwa.gov
Original Agreement Date	5/6/2024

AMENDMENTS		
New Completion Date	If this Amendment changes the Completion Date, enter the new Completion Date: 12/31/2027 If no new date is entered, this Amendment does not change the Completion Date.	
New Maximum Compensation Amount	If this Amendment changes compensation, complete the following table. If the table is not completed, this Amendment does not change compensation.	
	Maximum Compensation Amount Prior to this Amendment	\$877,460
	Compensation Added (or Subtracted) by this Amendment	\$399,610
	Maximum Compensation Amount After this Amendment	\$1,277,070

Changes to Scope of Work	Scope of Work is changed by ADDING the work in the attachment to this Amendment Leaving selection as "Click for Dropdown Menu" means no change to Scope of Work.
Other Provisions	Enter other changes to the Agreement, if any.
Standard Amendment Provisions	Regardless of the date(s) on which this Amendment is signed by the parties, and regardless of any Agreement completion date(s) that may have been in the Agreement prior to this Amendment, the parties agree that the Agreement is deemed continuously in effect since the Original Agreement Date.
	This Amendment may be signed in counterparts, each of which shall be deemed an original, and all of which, taken together, shall be deemed one and the same document. AdobeSign signatures are fully binding. Any ink, electronic, faxed, scanned, photocopied, or similarly reproduced signature on this Amendment will be deemed an original signature and will be fully enforceable as an original signature.
	All provisions in the Agreement shall remain in effect except as expressly modified by this Amendment. From and after the effective date of this Amendment, all references to the Agreement in the Agreement are deemed references to the Agreement as modified by this Amendment.

SIGNATURES ON FOLLOWING PAGE

IN WITNESS WHEREOF, the City and Service Provider have executed this Amendment.

**CITY OF EVERETT
WASHINGTON**

HDR INC.

Cassie Franklin, Mayor

Signature: _____

Name of Signer: Olivia Williams

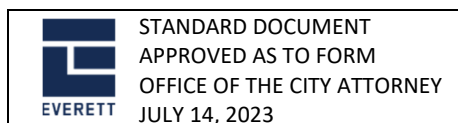
Signer's Email Address: Olivia.williams@hdrinc.com

Title of Signer: Vice President

Date

ATTEST

Office of the City Clerk



City of Everett
Lexington-Broadway Stormwater Improvements
Phase 1 Lenora Regional Stormwater Facility Design
Amendment 1

Scope of Services

July 1, 2025



555 110th Avenue NE
Suite 1200
Bellevue, WA 98004
(425) 450-6200



**555 110th Avenue NE
Suite 1200
Bellevue, WA 98004
(425) 450-6200**

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EXHIBIT A

SCOPE OF SERVICES

Background

The Lexington-Broadway Regional Stormwater Facilities Project is divided into the following three phases:

- **Phase 1:** Lenora Regional Stormwater Facility
- **Phase 2:** 52nd Street Combined Sewer Separation
- **Phase 3:** Lexington Broadway Flooding Reduction

The purpose of this task order amendment is to provide additional services to:

- Extend project management through the completion date for this contract of December 31, 2026
- Finalize Phase 1 design in response to grant negotiations with the Washington State Department of Ecology (Ecology)
- Pause permit negotiations and final deliverables for Phase 2 permitting
- Provide design support services during bid and construction phases

Scope of Services

Task 100 Project Management

Objective

The objective of Task 100 is to monitor, control, and adjust scope, schedule, and budget and to provide monthly status reporting, accounting, and invoicing for the extended contract duration.

Consultant Services

HDR Engineering, Inc. (the Consultant) will provide the following services under Task 100:

1. Contract amendment initiation and record keeping
2. Prepare the following upon receipt of a Notice to Proceed (NTP):
 - A. Updated Project Management Plan (PMP)
 - B. Updated Gantt project schedule
 - C. Updated Health and Safety Plan (HASP) with Job Hazard Assessment (JHA)
 - D. Continuation of project management activities enumerated in the original contract for the extended contract duration as noted below

City Responsibilities

As noted in the original contract

Assumptions

The following was assumed for Task 100:

1. Project management time extends from June 2025 to December 2026.

Deliverables

The following deliverables will be produced under Task 100:

1. Updated schedule

Task 200 Survey and Utility Location

Objective

Under Task 200, the City of Everett (City) intends to conduct additional potholing to locate the sewer force main in the project vicinity.

Consultant Services

David Evans and Associates (DEA) continues to provide surveying services for this project.

Following completion of the City's additional potholing, upon notification that the work is complete, DEA will survey the marked locations of potholing information. Consultant will incorporate that information into the survey computer-aided design and drafting (CADD) files for use in final design.

City Responsibilities

The City is responsible for the following activities under Task 200:

1. Coordinate and conduct potholing.
2. Notify the Consultant when potholing activities will occur so that the survey crew may visit the site the following day to collect new survey data
3. Place marks in the field during potholing to allow for the survey team to capture location information
4. Provide the data summarizing the City's measure-downs from the ground surface to the underground utilities identified.

Assumptions

The following was assumed for Task 200:

1. The survey fieldwork will be one two-person crew for 8 hours.
2. No access to private property will be required. No locations in trafficked lanes requiring flagging or other safety considerations will be required.

Deliverables

The following deliverables will be produced under Task 200:

-
3. Updated survey and CADD deliverable to reflect additional potholing information provided by the City and pothole locations marked in the field. This update will be in the electronic deliverable from the surveyor to HDR and incorporated into the final design drawings.

Task 300 Geotechnical Engineering Services

Objective

The objective of Task 300 is to provide additional services to support final design.

Consultant Services

HWA GeoSciences, Inc. (HWA) is being retained as a subconsultant to provide the following services under Task 300:

1. As the design team evaluates the preferred cost-effective approach to retaining walls on both the west and east sides of the site supporting 1st Avenue and the new maintenance access road, provide geotechnical engineering analysis for retaining wall options under consideration.
2. Provide maintenance access road design support:
 - A. Develop a plan and coordinate a field exploration program for dynamic cone penetration (DCP) testing and hand auger borings
 - B. Conduct public and private utility locates and conduct DCP testing and hand auger borings
 - C. Revise the stability analysis for the maintenance access road
 - D. Provide recommendations for road design with consideration of driving a fully loaded eductor truck along the road for performing maintenance of the stormwater facilities
3. Utilizing the trench and excavation dewatering recommendations already completed, develop a dewatering memorandum for internal use by the City for the purpose of estimating dewatering rates and costs and updating the specifications
4. Conduct up to two days of field observations during potholing to inform the geotechnical report
5. Incorporate the information above in the final geotechnical report

City Responsibilities

The City is responsible for the following activities under Task 300:

1. Notify Consultant of planned additional potholing

Assumptions

The following was assumed for Task 300:

1. Up to 2 days (16 hours plus travel expenses) of field observations during potholing

-
2. All explorations for this scope amendment can be completed within an 8-hour day during daylight hours and will be within City Right of Way or property for which right of entry has already been secured.

Deliverables

The following deliverables will be produced under Task 300:

1. Draft and Final Dewatering memorandum
2. Final geotechnical report

Task 500 Project Reports

Objective

Ecology's review process required multiple iterations of the design report in the form of amendments. Those amendments were separate documents to facilitate expediting Ecology review. The objective of Task 500 is to assemble the amendments into a final report for use by the City.

Subtask 510 Design Report Update

Consultant Services

The Consultant will provide the following services under Subtask 510:

1. Summarize the changes that were incorporated into the final design through the value engineering process that was completed in a memorandum to Ecology. Support the City in responding to comments that may arise from that summary.
2. Assemble a final design report that incorporates the final design and each of the amendments that were developed to meet Ecology grant requirements.

City Responsibilities

The City is responsible for the following activities under Task 500:

1. Provide written consolidated, conflict-resolved comments for the draft final design report.

Assumptions

The following was assumed for Task 500:

1. The report will not undergo Ecology review

Deliverables

The following deliverables will be produced under Task 500:

1. Draft and final design report

Task 700 Final Design Services

Objective

The objective of Task 700 is to incorporate additional information collected through other tasks in this scope amendment into the final design.

Consultant Services

The Consultant will provide the following services under Task 700:

1. Incorporate information about the sewer force main that will be collected through the City's additional potholing and incorporated by the survey in Task 200
2. Apply the analysis from the additional geotechnical engineering services described in Task 300 to the final design; update the specifications and opinion of probable construction cost (OPCC) to reflect updated dewatering recommendations
3. Reevaluate the scope of Phase 1 in response to Ecology comments to move some project elements into Phase 2.
4. Revise final design in response to additional Ecology comments.

City Responsibilities

As noted in the original contract

Assumptions

As noted in the original contract

Deliverables

As noted in the original contract

Task 800 Bid Phase Support

Objective

The objective of Task 800 is to provide engineering design support services during project bidding and award. The City will lead the construction contract advertising/bidding/award activities. When requested, the Consultant will provide support services during bidding including answering bidder questions, preparing addenda, attending a pre-bid walk with prospective contractors, and evaluating substitution requests. The Consultant will not communicate directly with bidders during the bid period.

Consultant Services

The Consultant will provide the following services under Task 800:

-
1. Prepare for, attend, and provide support for the project pre-bid meeting to assist the City with providing an overview of the project scope and assist with questions from potential bidders.
 2. Provide support during the bid phase including the following:
 - A. Review information and respond to questions from potential bidders, upon request from the City.
 - B. Prepare up to three project addenda.

City Responsibilities

The City is responsible for the following activities under Task 800:

1. Initiate request for support services through the Consultant's project manager.
2. Facilitate bid and award activities including directing bidder questions to the Consultant team as deemed necessary for support and releasing responses to bidder questions and addenda.
3. Evaluate bids for responsiveness and responsibility.
4. Facilitate construction pre-bid meeting and site walk, preparing agendas and notes.
5. Advertise the bid and prepare, print, and distribute the final bid document package and addenda to interested bidders.

Assumptions

The following was assumed for Task 800:

1. The pre-bid meeting (virtual):
 - A. Will be 2 hours in duration and will be attended by up to five Consultant team members. A total of 25 hours of Consultant time is assumed for meeting attendance, preparation, and notes.
 - B. Will be scheduled and facilitated by the City project manager.
2. Bid phase support budget is based on providing the following equivalent Consultant staff:
 - A. Project manager at a total of 45 hours
 - B. Civil/structural/electrical/structural/traffic engineer at a combined total of 109 hours.
 - C. Geotechnical engineer at a total of 20 hours.
 - D. CADD designer at a total of 30 hours.
 - E. Administrative and support staff at a total of 10 hours.
3. Should more time be required, or additional services be requested for support, the parties agree to review the budget and adjust the fee as mutually agreed via amendment.

Deliverables

The following deliverables will be produced under Task 800:

1. Participation in pre-bid site walkthrough and pre-bid meeting.
2. Responses to bidder questions, to be sent to the City project manager via email.
3. Special provisions and revisions of drawings to support the City's bid addendum preparation; drawings and special provisions will be delivered via email.
4. Conformed set. Drawings, specifications, bid addenda and applicable bidding information will be packaged into a single PDF deliverable.

Task 900 Engineering Support during Construction

Objective

The objective of Task 900 is to provide engineering support during construction specifically as it pertains to drawings, specifications, and contract documents that were prepared by the Consultant for the project.

Consultant Services

The Consultant will provide the following services under Task 900:

1. Engineering support during construction:
 - A. **Attend an in-person pre-construction conference:** Consultant senior design engineer and up to three additional Consultant or subconsultant staff to attend the pre-construction conference to provide support and respond to design-related questions, if needed. The pre-construction conference will be scheduled and facilitated by the City construction services project manager.
 - B. **Submittal review:** Review shop drawings, diagrams, illustrations, catalog data, schedules and samples, the results of tests and inspections, and other data that the Contractor is required to submit. These shall be reviewed for conformance to the design intent of the project and for compliance with the information given in the contract documents.
 - C. **Request for information (RFI):** Provide responses to questions by the Contractor on the drawings, specifications, or other contract documents.
 - D. **Field inspection** of plant material upon delivery and layout.
 - E. **Geotechnical Inspection.** Geotechnical engineer up to three four-hour site visits to respond to geotechnical related issues.
 - F. **Construction closeout:** The Consultant senior design engineer and up to one additional Consultant staff member will assist the City with substantial completion walkthrough and in development of the substantial completion punch list.

-
2. The following additional services are anticipated and will be provided upon request, subject to available budget as may be adjusted through Task 1100:
 - A. **Schedule of values review:** assist the City project manager with the review of the Contractor's schedule of values (cost breakdown) by comparison to the engineer's OPCC to establish a reasonably balanced distribution of costs to the various elements of the total construction to serve as a basis for progress payments and determination of cost impact of changes
 - B. **Attend virtual weekly project construction contractor meetings,** upon request from the City construction services project manager
 - C. **Additional site visits** in support of RFI or other related needs
 - D. **Construction closeout:** the Consultant senior design engineer and up to one additional Consultant staff member will assist the City with final completion walkthrough

City Responsibilities

The City is responsible for the following activities under Task 900:

1. Initiate request for support services through the Consultant project manager

Assumptions

The following was assumed for Task 900:

1. Construction duration will be 9 months and will occur in 2025 and 2026.
2. The City will prepare agendas and summary notes for meetings.
3. The pre-construction meeting (in person) will be up to 2 hours in duration with up to 4 hours of travel time. The meeting will be attended by the Consultant senior engineer and up to two support staff.
4. The construction coordination meeting (virtual) attendance will be up to 1 hour in duration and 1 hour for preparation for up to 30 meetings (60 hours) and will be attended by the Consultant senior engineer. The Consultant project manager will attend up to four coordination meetings. Up to six of the coordination meetings are in person which will require an additional 12 hours of travel time.
5. Site visits, submittal reviews, and RFI response budgets are based on providing the following equivalent Consultant staff:
 - A. Project manager at the rate of 2 hours per month
 - B. Senior civil engineer at the rate of 12 hours per month
 - C. Structural engineer at the rate of 4 hours per month
 - D. Electrical engineer at the rate of 3 hours per month
 - E. Landscape/irrigation staff at the rate of 4 hours per month
 - F. Administrative and support staff at the rate of 5 hours per month

-
- G. Schedule of values review will be a total of 4 hours
 - H. Geotechnical engineering review of submittals for 30 hours.
6. Should additional time be required, or additional services be requested for support, the parties agree to review the budget and adjust the fee as mutually agreed via amendment.
 7. The City project manager, construction manager, or their authorized agent will initiate work assignments by written request. Verbal requests will be confirmed in writing by the Consultant and captured in a change log.
 8. Travel expenses from a local HDR office will be included for pre-construction, substantial completion walkthrough, in person coordination meetings, and requests for support activities that require in-person attendance.
 9. Submittal review:
 - A. The Consultant will not review or comment on submittals related to temporary items and construction aids such as shoring, formwork, and dewatering. Receipt of these submittals is to confirm compliance with the contract requirements for submittal only and the Consultant will not review for content, compliance, or calculations. The Consultant is not responsible for the content of the submittal.
 - B. Reviews of requests for substitution will be addressed as Unanticipated Services.
 - C. Actual review time may vary depending upon the complexity of the shop drawing or submittal.
 - D. If a submittal is determined to be incomplete, it will be rejected.
 10. RFIs:
 - A. The Consultant's review of RFIs regarding the design will be advisory and complementary to the design intent.
 - B. Actual review and response time may vary depending upon the clarity and complexity of the RFI.
 11. Site visits:
 - A. The Consultant's observation of the work performed under the construction contract shall not relieve the Contractor from responsibility for performing work in accordance with applicable contract documents.
 - B. The Consultant shall not control or have charge of, and shall not be responsible for, construction means, methods, techniques, sequences, procedures of construction, health or safety programs, or precautions connected with the work and shall not manage, supervise, control, or have charge of construction.
 - C. The Consultant shall not be responsible for the acts or omissions of construction Contractor(s) or other parties on the project.
 - D. Observations will be performed in accordance with industry-recognized standard practices.
-

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11. Field review of plant material upon delivery and layout is assumed to include two field reviews that are up to 3 hours in duration with up to 4 hours of travel time. It is assumed that the field reviews will be completed by the Consultant senior landscape architect in cooperation with City staff.
 12. Punchlist walkthrough:
 - A. The Consultant has not included staff or costs for more than one observation.
 - B. The budget assumes that the site review and punch list preparation will be for 6 hours with up to 4 hours of travel time per person. The site review will be attended by the Consultant senior civil, structural, and electrical engineers.
 - C. The Consultant is providing observations in an advisory role to the City and not for compliance.
 - D. The Project Manager and Senior Engineer will attend a final site review upon completion.

Deliverables

The following deliverables will be produced under Task 900:

1. Annotated schedule of values.
2. Responses to RFI and shop drawing response submittals (emailed Portable Document Format [PDF] file).
3. Punch list items for the Consultant-prepared discipline sheets (emailed PDF file) in support of the City's punchlist.
4. Site visit inspection report (emailed PDF file).

Task 1000 Permitting

Objective

The objective of this amendment to Task 1000 is to remove the balance of Phase 2 permitting, deferring completion of those deliverables to a future Phase 2 contract.

During the course of this project, some of the Phase 1 work required more labor than anticipated, specifically to produce the additional deliverables noted below. Some of the Phase 2 work required more labor than allowed within the assumed budget constraints. Since the City is moving forward with the Phase 2 project soon, the City is electing to include the remaining Phase 2 work within a future separate contract. The Phase 2 deliverables deferred to a future project are noted below. No additional budget is requested for this task.

Consultant Services

The Consultant will provide the following additional services under Task 1000:

1. Develop an abbreviated Critical Areas Report for use in Phase 1 Permitting

-
2. Finalize submittal of Draft and final Phase 1 City permit application materials as noted in the original scope, but pause Phase 2 permitting in March 2025 with the intent of completing those deliverables in a future contract associated with Phase 2 Design

City Responsibilities

As noted in the original contract.

Assumptions

As noted in the original contract

Deliverables

The following deliverables will be produced under Task 1000:

1. Critical Areas Report for use in Phase 1 permitting
2. Phase 1 State Environmental Policy Act (SEPA) checklist

Draft and final Phase 1 City permit application materials

The following final deliverables that were included in the original scope will be paused and documentation will be maintained to support a future effort to finalize the deliverables under a separate contract:

1. Phase 2 SEPA checklist
2. Joint Aquatic Resources Permit Application (JARPA)
3. Ecology Section 401 pre-filing request and 401 Water Quality Certification request forms
4. Draft and final City permit application materials for Phase 2 construction (in electronic PDF formats, and Word format as applicable)

Task 1100 Unanticipated Services (Optional)

Objective

The objective of Task 1100 is to provide supplemental design and support services at the City project manager's written request. The specific scope of services estimated labor and associated expenses are to be negotiated in advance and agreed upon by both the City and Consultant in writing prior to NTP.

Consultant Services

The Consultant will provide the following services under Task 1100:

1. To be determined when the supplemental services tasks are defined and mutually agreed upon in writing.

City Responsibilities

The City is responsible for the following activities under Task 1100:

-
1. To be determined when the supplemental services tasks are defined and mutually agreed upon in writing.

Assumptions

The following was assumed for Task 1100:

1. A budget of up to \$50,000 for this work
2. Other assumptions to be determined when the supplemental services tasks are defined and mutually agreed upon in writing.

Deliverables

The following deliverables will be produced under Task 1100:

1. To be determined when the supplemental services tasks are defined and mutually agreed upon in writing.

Schedule

The anticipated schedule is provided in the table below.

Anticipated Schedule

Milestone	Date
Potholing	July 2025
Final Design	July – August 2025
Bid phase support	August–November 2025
Design support during construction	November 2025–November 2026

Fee

The estimated total contract amount to provide professional services identified in the scope of services is offered on a time-and-materials basis, not to exceed \$399,610, as shown in the table below.

Task Number	Description	Estimated Fee
100	Project Management (bid and construction phases)	\$64,170
200	Survey and Utility Location	\$5,690
300	Geotechnical Engineering Services	\$45,850
500	Project Reports	\$19,400
700	Final Design Services	\$26,510
800	Bid Phase Support	\$57,470
900	Engineering Support during Construction	\$131,470
1000	Permitting	\$0
1100	Unanticipated Services (optional)	\$50,000
Total not to exceed		\$399,610

*Subconsultants and expenses will be billed at a 5% markup.

HDR ENGINEERING, INC. STAFF

City of Everett: Lexington-Broadway SW Improvements Phase 1, Amendment 1

Billing Rates			
	STAFF	PROJECT ROLE	HOURLY RATES*
1	Martin, Erik Paul	Managing Principal	406.18
2	Bergstrom, Eric C	PIC	386.14
3	Hitch, Stephen James	PM	317.18
4	Bromberg, Kevin Matthew	Project Accountant	125.25
5	Kern, Benjamin Taylor	Design Engineer	181.44
6	Norberg, Edward R	Sr. Civil	264.8
7	Kinzer, Cindy Jean	Sr. Civil	269.5
8	Dexheimer, Jessica Jeanne (Jess)	Civil EIT	134.37
9	Schmidt, Adam Michael	CAD / Drafter	183.81
10	Golbuff, Graham	Landscape Architect	137.82
11	Smith, Caitlin May	Landscape & Irrigation EIT	111.55
12	Napiorkowski, Tomasz William (Tom)	Traffic Designer	182.21
13	Draheim, Daniel P (Dan)	Technical Editor	160.42
14	Rincon, Isabel C	Electrical QC	340.29
15	Gonzalez-Flores, Luis Manuel	Electrical Engineer	186.05
16	Nishimura, Shawn S	Electrical CAD	205.95
17	Johnson, Michelle Kathy	Project Coordinator	134.43
18	Rhodes, James G (Jim)	QC Lead	276.74
19	Adair, Tina M	Technical Editor	182.72
20	Megrđitchian, John William	Stormwater QC	229.54

*Rates in effect January 1, 2025 through December 31, 2027

Project title: Award and Authorize Approximately \$400,000 to be Spent Annually with Various Awarded Suppliers from Washington State Department of Enterprise Services Contract #29023/City of Everett Contract #2025-026

Council Bill #**Agenda dates requested:**

Briefing

Proposed action

Consent 7/23/25

Action

Ordinance

Public hearing

Yes ☒ No ☐**Budget amendment:**Yes ☒ No ☐**PowerPoint presentation:**Yes ☒ No ☐**Attachments:**

List of Suppliers Awarded

Department(s) involved:Procurement and
Information Technology**Contact person:**

Theresa Bauccio-Teschlog

Phone number:

425-257-8901

Email:

tbauccio@everettwa.gov

Initialed by:

HB

Department head

Administration

Council President

Project: Award and Authorize approximately \$400,000 to be Spent Annually with Various Awarded Suppliers from the Washington State Department of Enterprise Services Contract #29023/City of Everett Contract #2025-026

Partner/Supplier: Various

Location: N/A

Preceding action: N/A

Fund: 024

Fiscal summary statement:

Funds used to purchase illumination, traffic signal, and intelligent transportation systems equipment are from fund 024, Engineering and Public Services. Procurement estimates that approximately \$400,000 will be spent annually through this contract. City Procurement Policy requires Council authorization of awards greater than \$250,000.

Project summary statement:

The Traffic Division of Public Works needs illumination, traffic signals, and intelligent transportation systems equipment. The equipment is being purchased to replace equipment damaged by knockdowns over the past three years or that has reached the end of its service life due to outdated internal components.

The equipment is available through the Washington State Department of Enterprise Services (WA DES) contract #29023/City of Everett contract #2025-026. As of this date, WA DES has awarded 28 suppliers, with some supplier contracts still pending.

The City has an Interlocal Agreement with the Washington State Department of Enterprise Services that allows for purchases from its competitively awarded contracts in lieu of soliciting bids on our own.

Recommendation (exact action requested of Council):

Award and authorize approximately \$400,000 to be spent annually with various awarded suppliers from Washington State Department of Enterprise Services contract #29023/City of Everett contract #2025-026 for illumination, traffic signal, and intelligent transportation systems equipment.

Contractor Contact Information

Effective March 1, 2025

Advanced Traffic Products, Inc	Name	Phone Number	e-mail address
Estimating	Jeff Sullivan	(425) 347-6208	jeff@advancedtraffic.com
Procurement	Catarina Garza	(425) 347-6208	catarina@advancedtraffic.com
Purchasing	PO Box	(425) 347-6208	po@advancedtraffic.com

Effective June 1, 2025

Advanced Government Services	Name	Phone Number	e-mail address
Account Manager/Estimator	Brian Balopoulos	(253) 290-7866	brian@advancedgovernmentservices.com

Effective March 24, 2025

AI Waysion	Name	Phone Number	e-mail
Billing/invoicing, procurement, grant/proposal management, technical support, partnerships/business development	Wei Sun	352-226-7646	wsun@aiwaysion.com
Orders, sales, customer support, account management, partnerships/business development	Brian Brooke	360-990-8292	brian@aiwaysion.com
Technical support, customer support, logistics/shipping, grant/proposal management	Luyang Gong	253-240-6319	luyang@aiwaysion.com

Effective March 1, 2025

AM Signal Company	Name	Phone Number	e-mail
Contract Manager	Lael Hoops	(720) 681-6913	Lael@amsignal.com
PNW Sales Rep	David Shahon	(253) 906-6499	david@amsignal.com

Effective May 1, 2025

Anixter	Name	Phone Number	e-mail
Account Manager	Kody Gross	971-506-2509	kody.gross@anixter.com
Account Support	Aden Markwell	206-850-8019	aden.markwell@anixter.com
Sales Manager	Drew Cook	205-317-3200	drew.cook@anixter.com

Effective March 1, 2025

CLR Analytics	Name	Phone Number	e-mail
Sales	lianyu Chu	(949) 864-6696	lchu@clr-analytics.com

Effective March 1, 2025

Coral Sales Company	Name	Phone Number	e-mail
Western Washington	Jamie Bernstein	503-344-1782	jamie@coralsales.com
Eastern Washington	Keith Johnson	503-344-1781	keith@coralsales.com
Backup	Orders Desk	503-655-6351	orders@coralsales.com

Effective March 24, 2025

Daktronics, Inc	Name	Phone Number	e-mail
Sales	Kyle Niemeyer	(970) 413-4978	kyle.niemeyer@daktronics.com

Effective March 1, 2025

High Leah Electronics, Inc	Name	Phone Number	e-mail
All Areas of Contract	Beth Ann Ritz	541-782-3903	beth@diamondtraffic.com

Effective April 15, 2025

Eco-Counter	Name	Phone Number	e-mail
Lead, Client Development	Neal Poku	866-518-4404	sales@eco-counter.com

Effective March 1, 2025

Econolite Control Products, Inc.	Name	Phone Number	e-mail
Washington	Jeff Wolf	206-276-6283	jwolf@econolite.com
Oregon	Marc Lichty	503-550-7964	mlichty@econolite.com

Effective April 15, 2025

Evergreen ITS, Inc.	Name	Phone Number	e-mail
Washington & Oregon	Justin Cox	(760) 803-5248	justin@evergreen-its.com
Washington & Oregon	Hank Ferguson	(360) 560-3661	hank@evergreen-its.com

Effective March 24, 2025

ITS Plus, Inc.	Name	Phone Number	e-mail
Order Processing	Rhiannon Brookwell	562-360-4762	Rhiannon.brookwell@itsplus3.com
Sales	Mona Morrisy	817-966-2661	Mona.morrisy@itsplus3.com
President	Staci Ingram	817-404-9287	Staci.ingram@itsplus3.com

Effective April 15, 2025

K&K Systems, Inc.	Name	Phone Number	e-mail
WA/OR	George Legorreta	662-255-6642	g.legorreta@k-ksystems.com
Information		888-414-3003	info@k-ksystems.com
Sales		888-414-3003	sales@k-ksystems.com

Effective March 1, 2025

Kar-Gor, Inc.	Name	Phone Number	e-mail
Sales, Ordering, Customer Service	Craig Moore	253-229-3972	craigm@kargor.com
Ordering, Accounting, Contract Admin	Christy Fagan	503-315-9899	christyf@kargor.com

Effective April 15, 2025

MH Corbin, LLC	Name	Phone Number	e-mail
	Bill Corbin	614-873-5216	bcorbin@mhcorbin.com

Effective March 1, 2025

Miovision Technologies Incorporated	Name	Phone Number	e-mail
Miovision ITS Products and Solutions	Joseph Lubliner	503-799-6069	jlubliner@miovision.com
Miovision Opticom Products and Solutions	Wade Santra	303-249-2348	wade.santra@miovision.com

Effective April 15, 2025

Modern Networks	Name	Phone Number	e-mail
Sales, contract management	Mike Turner	602-882-5801	mturner@modernnetworks.com

Effective April 15, 2025

Pi Variables, Inc. dba Pi-Lit	Name	Phone Number	e-mail
Sales/Administration	Denise Boucher	(949)415-9411	Denise@pi-lit.com

VP Sales/Operations	Daniel Selevan	(949)415-9411	Daniel.Selevan@pi-lit.com
---------------------	----------------	---------------	---------------------------

Effective March 1, 2025

International Road Dynamics Corporation (IRD)	Name	Phone Number	e-mail
All	Scott Sherwood	815-675-1430	ssherwood@quarterhill.com

Effective June 1, 2025

Rhythm Engineering	Name	Phone Number	e-mail
Western Territory Manager	Martin Carter	913-227-0603	martin@rhythmtraffic.com

Effective April 15, 2025

Sierra Transportation Technologies	Name	Phone Number	e-mail
Estimator	Kathy Coke	971-344-0779	kathy@sierratt.com
Territory Manager (Oregon)	Jason Spencer	971-330-1216	jason@sierratt.com
Territory Manger (Washington)	Shane Burbridge	360-954-4862	shane@sierratt.com

Effective March 1, 2025

SWARCO McCain, Inc.	Name	Phone Number	e-mail
Washington	Artie Santisteban	425-219-1242	artie.santisteban@swarco.com
Washington, Oregon	Tony Wheeler	760-509-5805	tony.wheeler@swarco.com
Oregon	Dalk Lenderman	503-510-5113	dalk.lenderman@swarco.com

Effective March 1, 2025

Traffic Safety Supply Company	Name	Phone Number	e-mail
Key Account Manager	Tammy Stonebrink	(800) 547-8518	tstonebrink@tssco.com
Key Account Rep.	Susan Gerkin	(800) 547-8518	sgerkin@tssco.com

Effective April 15, 2025

URS Electronics, Inc	Name	Phone Number	e-mail
Sales	Nick Callahan	503.820.6119	Nick.callahan@ursele.com
Sales	Tracey Morla	503.820.6105	Tracey.morla@ursele.com
Sales	Aemilius Morgan	503.820.6107	Aemilius.morgan@ursele.com
Sales / Product Mgr	Brian Leschorn	503.820.6112	Brian.leschorn@ursele.com
President	Mark Twietmeyer	503.820.6113	mdt@ursele.com

Effective March 24, 2025

Vaisala, Inc.	Name	Phone Number	e-mail
North America West Coast	Kenberley Field	720-237-8586	Kenberley.field@vaisala.com
Sales Assistant North America	Teresa Loper (ALT)	720-304-4404	Teresa.loper@vaisala.com

Effective March 24, 2025

Western Systems, Inc.	Name	Phone Number	e-mail
Southern WA, OR	Kai Antrim	425-530-9017	kantrim@westernsystems-inc.com
Inside Sales	Rose White	425-438-1133	rwhite@westernsystems-inc.com

Effective March 1, 2025

Zumar Industries, Inc	Name	Phone Number	e-mail
Washington	David Stullick	800-426-7967	davids@zumar.com
Oregon	Carol McGuire	800-426-7967	carolynn@zumar.com

Project title:

An Ordinance Creating a Special Improvement Project Entitled “Lion’s Park Skate Dot”, Fund 354, Program 098, to Accumulate All Design, Permitting and Construction Costs for the Project in the Amount of \$360,000

Council Bill #

CB 2507-40

Agenda dates requested:

Briefing

Proposed Action 7/23/25

Proposed Action 8/06/25

Consent

Action 8/13/25

Ordinance ☒

Public hearing

Yes ☒ No ☐

Budget amendment:

Yes ☒ No ☐

PowerPoint presentation:

Yes ☒ No ☐

Attachments:

Funding Ordinance

Department(s) involved:

Parks & Facilities

Contact person:

Bob Leonard

Phone number:

425-257-8335

Email:

bleonard@everettwa.gov

Initialed by:

RML

Department head

Administration

Council President

Project: Lion’s Park Skate Dot

Partner/Supplier: N/A

Location: 7530 Cascade Drive, Everett

Preceding action: None

Fund: Fund 354, Program 098 (CIP-3)

Fiscal summary statement:

The proposed Ordinance will provide funding for the design, permitting, and construction costs for the Lion’s Park Skate Dot feature.

The source of funds for this project is Fund 354, Program 098 (CIP 3) and a grant in the amount of \$80,000 from Snohomish County REET 2 Funds. REET 2 funding from Snohomish County is a reimbursable grant that will be paid back into CIP-3 after the project is completed.

All related design, and permitting, and construction costs are estimated at \$360,000.

Project summary statement:

The City of Everett will construct a first-of its-kind Skate Dot within Lion's Park. This innovative Skate Dot strategy will maximize available resources by distributing a fun and challenging skate opportunity within an existing park and green space. In doing so we will help meet the ever-growing popularity of skating. At approximately 2,000 square feet, the Skate Dot will include a small half pipe, small quarter pipe and grinding curb and 150 lineal feet of dedicated meandering skate sidewalk.

Recommendation (exact action requested of Council):

Adopt an Ordinance creating a Special Improvement Project entitled “Lion’s Park Skate Dot”, Fund 354, Program 098, to accumulate all design, permitting and construction costs for the project in the amount of \$360,000.



ORDINANCE NO. _____

An ORDINANCE creating a special improvement project entitled, “Lion’s Park Skate Dot”, Fund 354, Program 098, to accumulate all design and permitting and construction costs for the project.

WHEREAS,

- A.** The City Council recognizes the need to maintain and improve City Park amenities.
- B.** The City Council recognizes the value and need to provide Everett residents and visitors with recreation spaces.
- C.** The City Council recognizes the need for more community access to skating amenities within the park system.

NOW, THEREFORE, THE CITY OF EVERETT DOES ORDAIN:

Section 1. A special improvement project fund is hereby entitled “Lion’s Park Skate Dot”, Fund 354, Program 098.

Section 2. Authorization is hereby granted to the Parks and Facilities Department Director under the administration of the Mayor, to assume full responsibility for conducting all tasks and performing all necessary steps to accomplish the actions authorized by this Ordinance.

Section 3. The estimated cost of design, permitting and construction is \$360,000.

Section 4. The sum of \$360,000 is hereby appropriated to Fund 354, Program 098, “Lion’s Park Skate Dot”, project.

A. Use of Funds		
Design, Permitting & Construction		<u>\$360,000</u>
Total		\$360,000
B. Source of Funds		
CIP 3		\$280,000
Grant--Snohomish County REET2 Funds		<u>\$ 80,000</u>
Total		\$360,000

- C. The appropriation shall not lapse but shall be carried forward from year to year until fully expended or the purpose has been accomplished or abandoned without the necessity of reappropriation.

Section 5. The City Clerk and the codifiers of this Ordinance are authorized to make necessary corrections to this Ordinance including, but not limited to, the correction of scrivener's/clerical errors, references, ordinance numbering, section/subsection numbers, and any internal references.

Section 6. The City Council hereby declares that should any section, paragraph, sentence, clause or phrase of this ordinance be declared invalid for any reason, it is the intent of the City Council that it would have passed all portions of this ordinance independent of the elimination of any such portion as may be declared invalid.

Section 7. The enactment of this Ordinance shall not affect any case, proceeding, appeal or other matter currently pending in any court or in any way modify any right or liability, civil or criminal, which may be in existence on the effective date of this Ordinance.

Section 8. It is expressly the purpose of this Ordinance to provide for and promote the health, safety and welfare of the general public and not to create or otherwise establish or designate any particular class or group of persons who will or should be especially protected or benefited by the terms of this Ordinance. It is the specific intent of this Ordinance that no provision or any term used in this Ordinance is intended to impose any duty whatsoever upon the City or any of its officers or employees. Nothing contained in this Ordinance is intended nor shall be construed to create or form the basis of any liability on the part of the City, or its officers, employees or agents, for any injury or damage resulting from any action or inaction on the part of the City related in any manner to the enforcement of this Ordinance by its officers, employees or agents.

Cassie Franklin, Mayor

ATTEST:

City Clerk

PASSED: _____

VALID: _____

PUBLISHED: _____

EFFECTIVE DATE: _____



Project title: Re-Appointment Concurrence and Personal Services Contract Amendment #2 for Land Use and Code Enforcement Hearing Examiner

Council Bill #**Agenda dates requested:**

Briefing
Proposed action
Consent
Action 07/23/25
Ordinance
Public hearing
Yes X No

Budget amendment:

Yes X No

PowerPoint presentation:

Yes X No

Attachments:

Contract Amendment #1

Department(s) involved:

Legal, Planning

Contact person:

David Hall

Phone number:

425-257-8700

Email:

Dhall@everettwa.gov

Initialed by:

Department head

Administration

Council President

Project: Hearing Examiner Contract Amendment #1

Partner/Supplier: Sharon Rice

Location:

Preceding action: Contract Approval - April 26, 2017; Amendment No. 1 – July 28, 2021

Fund:

Fiscal summary statement:

No change to contract compensation previously authorized in 2017 and 2021 (\$6,000 per month)

Project summary statement:

The current term for the Hearing Examiner, Sharon Rice, ends on July 31, 2025. The Mayor recommends confirmation of the re-appointment of Sharon Rice, who has been providing pro tem services to the City since 2007 and has been the contracted Hearing Examiner since 2017. Sharon is well respected in the profession and staff highly recommend continuing to contract for her services.

This appointment is for a four-year term as per Chapter 2.23 of the Everett Municipal Code.

Recommendation (exact action requested of Council):

Concur with the Mayor's re-appointment of the Hearing Examiner and authorize the Mayor to sign Amendment #2 to the Personal Services Contract with Sharon Rice as the Land Use and Code Enforcement Hearing Examiner for a term of four years beginning August 1, 2025.



**AMENDMENT NO. 2
PERSONAL SERVICES AGREEMENT**

This Amendment to Personal Services Contract ("***Amendment***") is effective as of the date of last signature below, and is between the City of Everett, a Washington municipal corporation (the "***City***"), and the Service Provider identified below ("***Service Provider***"). The City and Service Provider are parties to the Personal Services Contract described below, as may have been previously amended ("***Contract***"). In consideration of the covenants, terms and conditions set forth below, and for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the City and Service Provider agree to amend the Contract as set forth below:

Service Provider	Hearing Examiner Sharon Rice
Original Contract Date	5/16/2017

AMENDMENTS	
New Expiration Date	Hearing Examiner Sharon Rice has been reappointed by the Mayor and City Council for an additional four years. The Contract is amended so that the Contract expires on July 31, 2029. Compensation remains \$6000/month.
Standard Amendment Provisions	Regardless of the date(s) on which this Amendment is signed by the parties, and regardless of any Contract expiration or completion date(s) that may have been in the Contract prior to this Amendment, the parties agree that the Contract is deemed reinstated and continuously in effect since the Original Contract Date.
	This Amendment may be signed in counterparts, each of which shall be deemed an original, and all of which, taken together, shall be deemed one and the same document. AdobeSign signatures are fully binding. Any ink, electronic, faxed, scanned, photocopied, or similarly reproduced signature on this Amendment will be deemed an original signature and will be fully enforceable as an original signature.
	All provisions in the Contract shall remain in effect except as expressly modified by this Amendment. From and after the effective date of this Amendment, all references to the Contract in the Contract are deemed references to the Contract as modified by this Amendment.

SIGNATURES ON FOLLOWING PAGE

IN WITNESS WHEREOF, the City and Service Provider have executed this Amendment.

**CITY OF EVERETT
WASHINGTON**

HEARING EXAMINER SHARON RICE

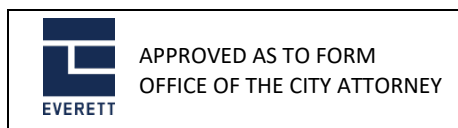
Cassie Franklin, Mayor

Signature: _____

Date

ATTEST

Office of the City Clerk





City Council Agenda Item Cover Sheet

Project title: Briefing on the South Everett Economic Development Strategy Report

Council Bill # *interoffice use*

Agenda dates requested:

Briefing 07/23/25

Proposed action

Consent

Action

Ordinance

Public hearing

Yes X No

Budget amendment:

Yes X No

PowerPoint presentation:

X Yes No

Attachments:

South Everett Economic
Development Strategy

Department(s) involved:

Economic Development

Contact person:

Dan Eernisse, Director

Phone number:

425-257-8681

Email:

deernisse@everettwa.gov

Initialed by:

DE

Department head

Administration

Council President

Project: South Everett Economic Development Strategy

Partner/Supplier: ECONw Consulting and Local Initiative Support Corporation (LISC)

Location: South Everett

Preceding action: South Everett Economic Development Strategy update, Oct 30, 2024

Fund: Covid Relief Program: Fund 155, Subfund 325

Fiscal summary statement:

None.

Project summary statement:

South Everett is home to the largest manufacturing facility in the world, the newest commercial airport in the state, the highest concentration of Spanish-speaking residents in Snohomish County, and among the lowest urban housing costs in the greater Seattle metroplex. Sound Transit's Everett Link Extension will bring billions of dollars in investment to South Everett, further transforming the area's economy and landscape with four light rail stations and Sound Transit's north operation and maintenance facility.

While these factors will bring unprecedented economic opportunities to South Everett residents and business owners, enthusiasm is mixed with significant concerns about displacement and change. The city recognized the need to help shape the economic future of South Everett to be as equitable and sustainable as possible. To support that goal, Council authorized use of ARPA funds to contract with a consulting team to assist in crafting a South Everett Economic Development Strategy.

Beginning in January 2024, ECONw led a consulting team that worked closely with city staff to shape actionable recommendations that help shape this generational opportunity facing South Everett. This briefing will present the final report.

Recommendation (exact action requested of Council):

N/A



ECOnorthwest

LISC
PUGET SOUND

May 2025

South Everett

Economic Development Strategy

City of Everett

Prepared for: City of Everett

ECOnorthwest

222 SW Columbia Street • Suite 1600 • Portland, OR 97201 • 503-222-6060

Acknowledgments

ECONorthwest prepared this report with support from the guidance and input of several partners, including members, staff, and leadership of the City of Everett.

Most notably we appreciate the involvement and input of Dan Eernisse. Other firms, agencies, and staff contributed to other research that this report relied upon, specifically Local Initiatives Support Corporation (LISC) Puget Sound.

That assistance notwithstanding, ECONorthwest is responsible for the content of this report. The staff at ECONorthwest prepared this report based on their expertise and knowledge of economic development, station area planning, corridor planning and place-based economic development. ECONorthwest staff contributing to this study included Barrett Lewis, Kryn Sausedo, Morgan Shook, Oscar Sausedo-Andrade, and Rebecca Chen. ECONorthwest also relied on information derived from government agencies, private statistical services, the reports of others, interviews of individuals, or other sources believed to be reliable. ECONorthwest has not independently verified the accuracy of all such information and makes no representation regarding its accuracy or completeness. Any statements nonfactual in nature constitute the authors' current opinions, which may change as more information becomes available.

For more information about this report please contact:

Kryn Sausedo

sausedo@econw.com
ECONorthwest
503-222-6060

Oscar Sausedo-Andrade

saucedo@econw.com
ECONorthwest
503-200-5081

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Executive Summary

South Everett is a community of contrast and opportunity. It is home to a diverse and growing population, a strong workforce, and a network of small businesses that contribute to the local economy. However, despite its proximity to major regional employers like Boeing, Paine Field, and a growing innovation cluster in advanced manufacturing and clean energy, many residents remain disconnected from higher-wage career opportunities and long-term wealth-building pathways.

Today, South Everett faces a critical turning point. Housing affordability, workforce development, and small business stability are pressing challenges that, if left unaddressed, will continue to limit economic mobility. At the same time, major investments—including the Sound Transit Everett Link Extension, transit-oriented development opportunities, and emerging industries—create a unique window that allows South Everett the tools and control needed to drive sustainable economic growth. The challenge is clear: how can South Everett build a stronger, more connected economy where residents and businesses thrive together?

This strategy lays out a bold, actionable roadmap to ensure that South Everett's growth is locally driven, equitable, and designed to benefit the community for generations to come. By equipping residents with the tools and resources to pursue high-wage careers, supporting small business owners in securing long-term stability, and leveraging public assets for development, this strategy ensures that the community's economic future is not left to chance—but actively shaped by those who live and work here.

Key Strategic Priorities

- 1. Build Wealth Through Ownership and Enterprise**
- 2. Expanding Access to Quality Jobs and Careers**

This strategy is more than a plan—it's a commitment to creating a future where all South Everett residents and businesses have the opportunity to succeed. By investing in people, places, and partnerships, this approach ensures that economic growth is not just happening in South Everett, but actively benefiting the people who live, work, and do business here.

Through collaboration between public agencies, businesses, investors, and community organizations, South Everett can transition from a rent-dominated commercial landscape to one that prioritizes local ownership, economic stability, and inclusive opportunity. The strategies outlined here bridge the gap between existing challenges and the future potential of this dynamic and diverse community—making South Everett a regional model for equitable and sustainable growth.

By taking deliberate action now, the City of Everett and its partners can shape a future that empowers residents, strengthens businesses, and ensures that economic prosperity is shared across the entire community.

1. South Everett at a Glance: People, Places, and Potential

This Study

The South Everett Economic Development Project represents a collaborative effort to chart a path forward for one of Everett's most dynamic and evolving communities. This study aims to unlock South Everett's potential by examining its economic landscape, pinpointing growth opportunities, and formulating specific strategies to increase economic vitality and improve residents' quality of life.

This report is structured around a clear and methodical process. The journey begins with a detailed analysis of market dynamics and community needs, framed through two lenses: a comprehensive economic analysis of South Everett and a qualitative review of specific topic areas. These findings flow into a SWOT analysis, which distills the strengths, weaknesses, opportunities, and threats that shape the area's economic landscape.

From this foundation, the project branches into two key focus areas: people focused with a priority on pathways to prosperity, place focused, with a priority on development that works for current and future residents alike. Each focus area culminates in tailored recommendations designed to guide public policy, resource allocation, and stakeholder engagement. Together, these steps weave a cohesive strategy for South Everett's future, balancing growth with equity and ensuring that the benefits of growth and development are shared widely.

The Challenge

South Everett is a growing, diverse community with a strong workforce and proximity to major economic drivers like Boeing and Paine Field. However, despite these advantages, economic opportunity remains uneven. Many residents work in lower-wage service jobs, homeownership rates are low, and local businesses struggle to gain a foothold in commercial real estate.

This section examines the key factors shaping South Everett's economic future:

- **Demographics:** A diverse and expanding population seeking greater economic mobility.
- **Housing & Business Landscape:** A high concentration of renters and limited local business ownership, restricting long-term investment.
- **Industry & Workforce Gaps:** A disconnect between South Everett's labor force and the region's high-paying jobs in aerospace, advanced manufacturing, and technology.

Addressing these challenges requires strategic action to strengthen homeownership, expand workforce opportunities, and support local businesses. The following chapters outline a path forward—one that builds on South Everett’s strengths to create lasting economic stability and growth. In the subsequent sections, we present demographic and related data between South Everett, the City of Everett, and Snohomish County. This triangulation of data enables us to understand South Everett’s distinct characteristics and its influence on the broader region, such as Snohomish County.

DEMOGRAPHICS: A YOUNGER AND MORE DIVERSE POPULATION DRIVES WORKFORCE POTENTIAL

South Everett’s younger, more diverse population positions it as a key driver of regional workforce growth. A significant share of residents are working-age (18-39), creating a strong labor force. However, median household income lags behind—\$67,000 in South Everett compared to \$77,800 in Everett and \$104,000 in Snohomish County—highlighting economic disparities and the need for targeted workforce and business development efforts. Exhibit 1 provides a comparative look at key demographic trends across these areas. Approximately 64 percent of South Everett residents are renters, significantly higher than the citywide average (31 percent for the County and 51 for the City). This rental-heavy dynamic implies a transient population, potential housing instability, and a greater need for affordable housing policies. A predominantly renter population can attract retail and service businesses catering to lower to middle-income earners. While the high proportion of renters can contribute to workforce mobility, it also signals housing cost burdens, reducing disposable income compared to owners in the region.

Exhibit 1. Demographics Profile of South Everett, Comparing to the City of Everett and Snohomish County

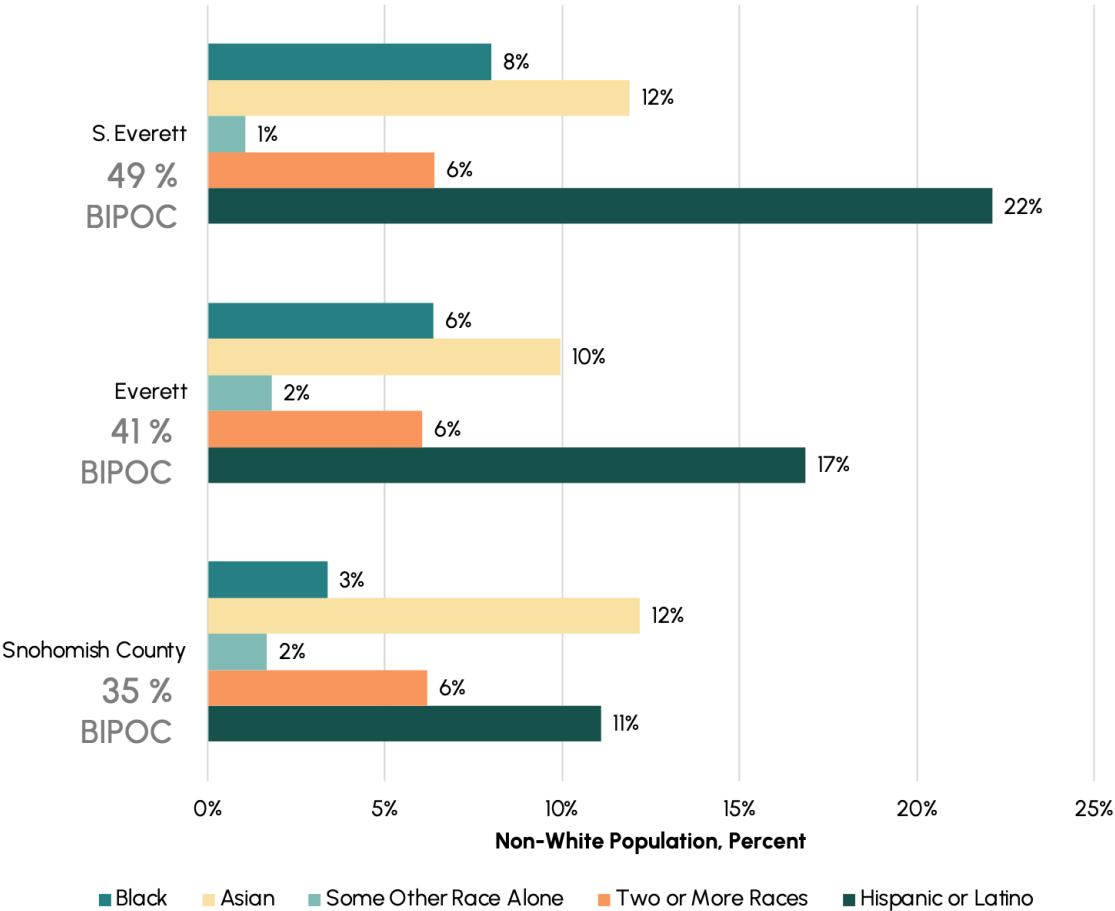
	SNOHOMISH COUNTY	CITY OF EVERETT	SOUTH EVERETT
Population	828,337	110,847	48,723
Population Share to City of Everett	-	-	44%
Share of Population 18 to 39	30%	34%	39%
Share of Population Over 60 Households	307,643	43,840	20,018
Households	307,643	43,840	20,018
Avg. Household Size	2.66	2.44	2.42
Share Owner-Occupied Homes	69%	49%	36%
Share Renter-Occupied Homes	31%	51%	64%
Median Household Income	\$104,083	\$77,806	\$67,195

Source: 2018-2022 American Community Survey 5-Year Estimates

Additionally, the percentage of Black, Indigenous, and People of Color (BIPOC) community in South Everett is higher than those in the County and the City, with Hispanic and Latino populations composing 22 percent of the total population, double the percentage of the Hispanic and Latino population in Snohomish County as shown in Exhibit 6. This demographic composition creates the unique context for economic strategy planning,

requiring a culturally nuanced approach that reflects the community’s diversity. South Everett’s diversity enhances the vibrancy of the area but can also pose challenges, particularly for recent immigrants who may face language and cultural barriers that limit their access to a full range of employment opportunities.

Exhibit 2. BIPOC Population in South Everett, City of Everett, and Snohomish County

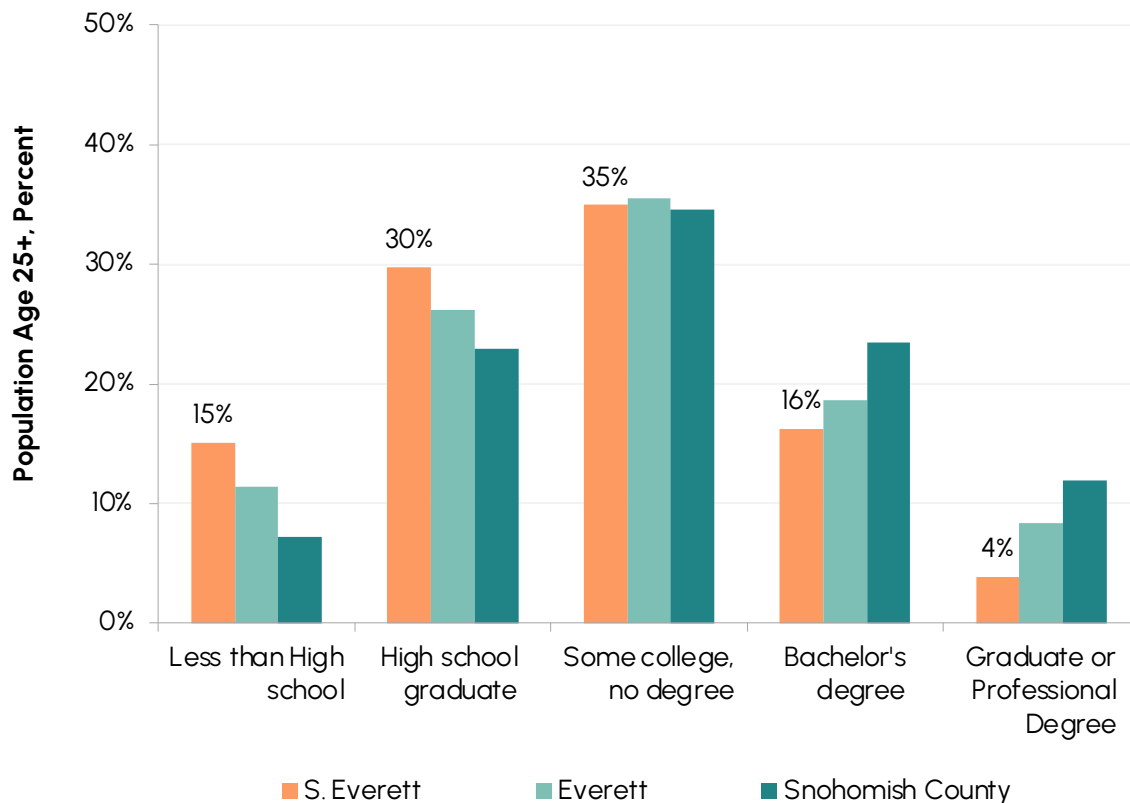


Source: 2018-2022 American Community Survey 5-Year Estimates

LOWER EDUCATION LEVELS INDICATE OPPORTUNITIES FOR TRAINING OPTIONS

The educational attainment levels in South Everett highlight the community’s workforce needs and economic realities. As shown in Exhibit 3, South Everett has a higher share of residents with a high school diploma (30 percent) or some college education, but no degree (35 percent) compared to Everett and Snohomish County. Conversely, fewer residents hold a bachelor’s degree (16%) or a graduate/professional degree (4 percent), indicating a skills gap for entry into higher-paying, specialized industries.

Exhibit 3. Population Age 25+ and their Education Attainment in in South Everett, City of Everett, and Snohomish County



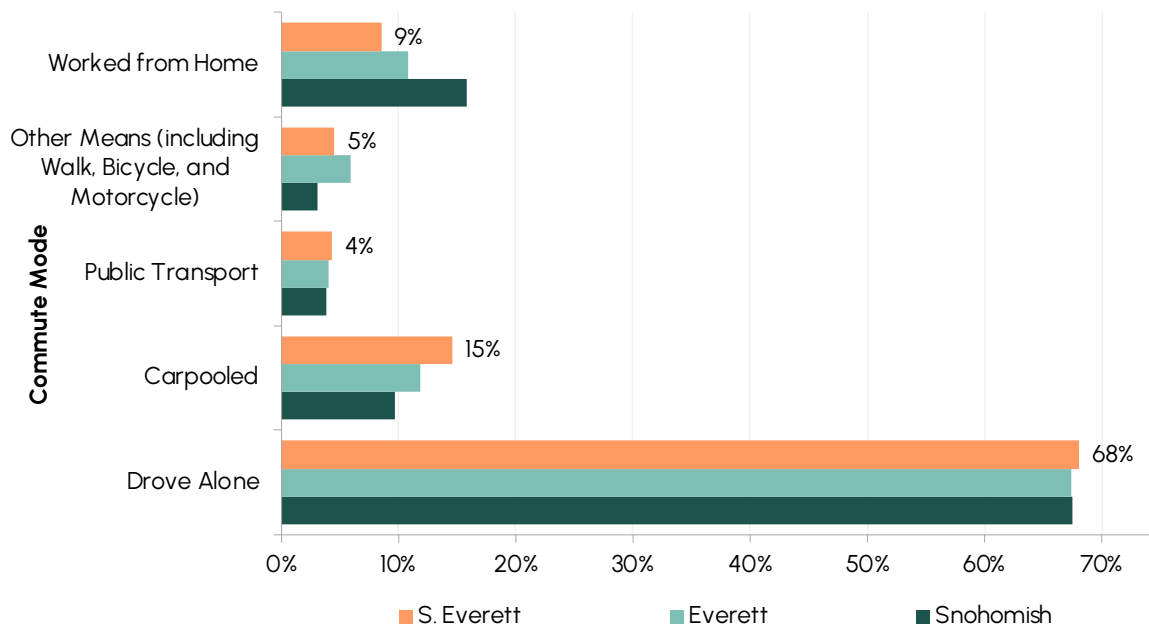
Source: 2018-2022 American Community Survey 5-Year Estimates

CONNECTING SOUTH EVERETT: TACKLING TRANSIT CHALLENGES

South Everett is a critical node in the regional commuting landscape. The area faces challenges with circuitous local transit routes and limited pedestrian and bicycle infrastructure, leaving many residents reliant on personal vehicles. According to Census estimates, over 75 percent of residents commute outside of South Everett for work, highlighting the need for efficient regional transit options. With 64 percent of households renting and high rates of cost-burdened residents, affordable and accessible commuting solutions are essential. The anticipated Sound Transit Everett Link Extension promises to enhance connectivity, offering sustainable alternatives for residents and supporting the area's growing workforce.

Commuting modes of residents in South Everett generally are on par with the rest of the County and City, with slightly higher percentage of the residents carpooled and a lower percentage of residents work from home.

Exhibit 4. Commuting Modes of Residents in South Everett, City of Everett, and the County of Snohomish



Key Observations: While the demographic composition offers a strong potential labor pool in South Everett, limited educational attainment and significant housing cost burdens present challenges to economic mobility. Addressing this imbalance might involve fostering stronger connections between South Everett’s workforce and the broader region’s manufacturing hubs, as well as promoting vocational training and partnerships with local employers to diversify and expand job opportunities in higher-wage sectors.

What are the Current Residential Housing and Commercial Real Estate Conditions in South Everett?

Balancing Rising Housing Costs with Housing Accessibility in South Everett

As stated in the previous section, those who live in South Everett tend to have a median household income significantly below the citywide median, as many residents face the dual pressures of rising housing costs and limited economic mobility – nearly half of all households are cost-burdened while one in four renters spend over half their income on housing. These figures reveal the economic challenges confronting South Everett, while also underscoring the need for strategies that prioritize affordable housing, foster workforce readiness, and promote pathways to family-sustaining wages. As the area continues to grow, its demographic and economic realities provide both a challenge and an opportunity to craft solutions that ensure an inclusive and thriving future.

Rents and home prices in South Everett tend to be more affordable when compared to the rest of Everett and the county, shown in Exhibit 5.

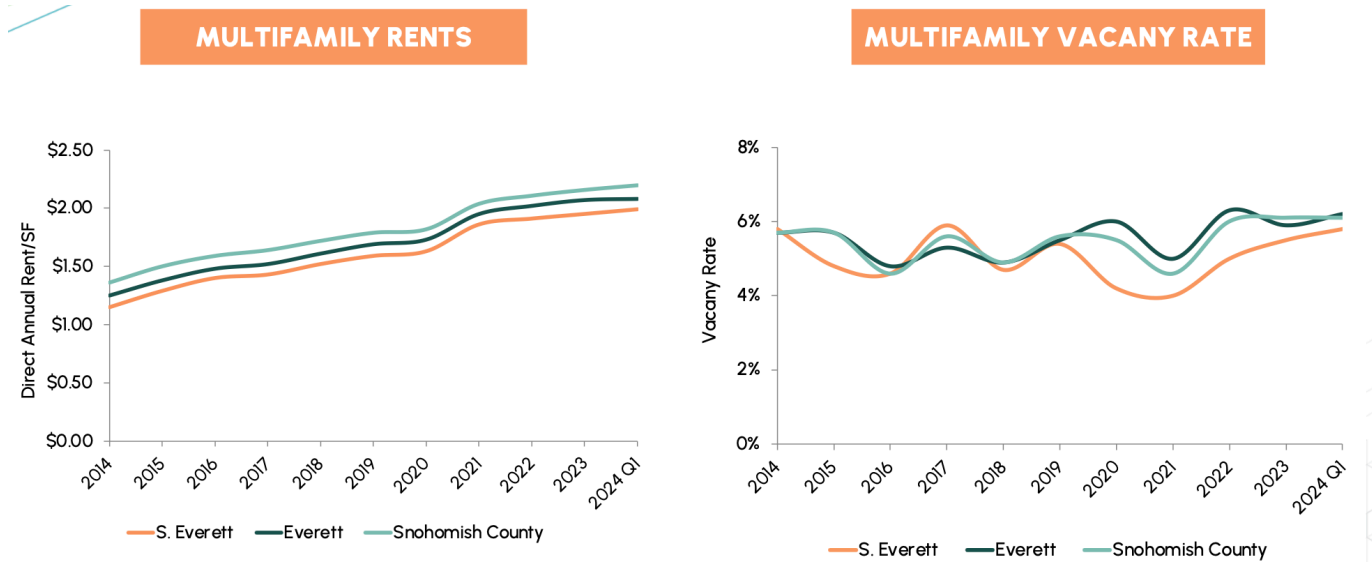
Exhibit 5. Average Rent and Median Sale Price in South Everett, in Comparison to the Prices in City of Everett



Source: CoStar

Historically multifamily rents have steadily risen at the same rate as the City of Everett, however at a lower price point, as shown in Exhibit 6. Vacancy rates have hovered at about five percent since 2014, slightly lower than the rest of Everett, indicating a strong demand for housing.

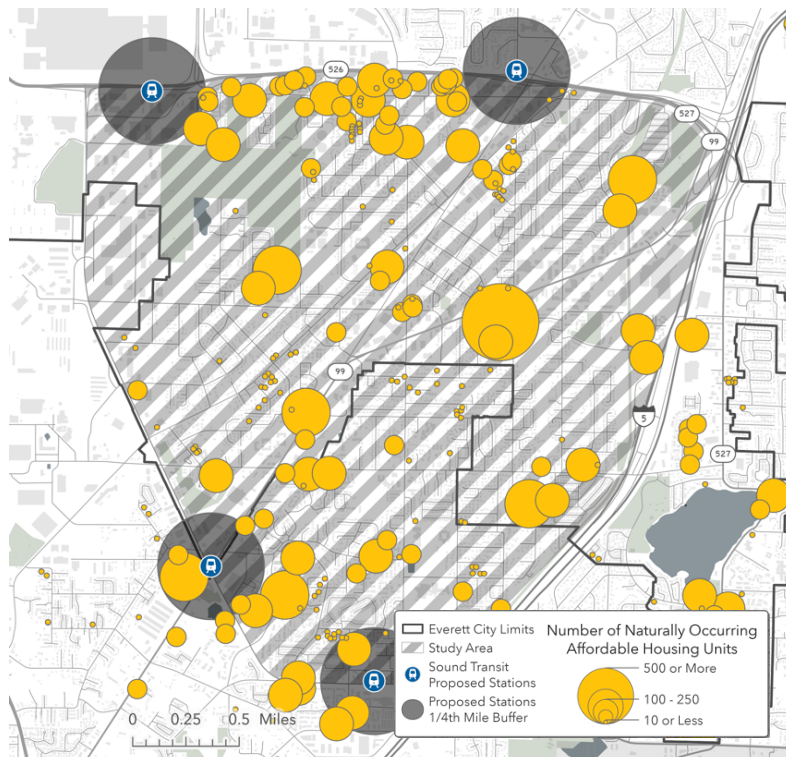
Exhibit 6. Multifamily Rents and Vacancy Rate in South Everett, City of Everett, and Snohomish County, 2014 – 2024 Q1



Source: CoStar, 2014-2024Q1

South Everett also tends to have one of the largest concentrations of naturally occurring affordable housing (NOAH) stock in the city. This type of housing generally refers to older, lower-cost rental units that are affordable without government assistance but can become more expensive if they become renovated and market conditions change. Additionally, South Everett is home to over 1,400 regulated affordable housing units that provide crucial housing for low- and moderate-income households, as shown in Exhibit 7

Exhibit 7. Naturally Occurring Affordable Housing in South Everett



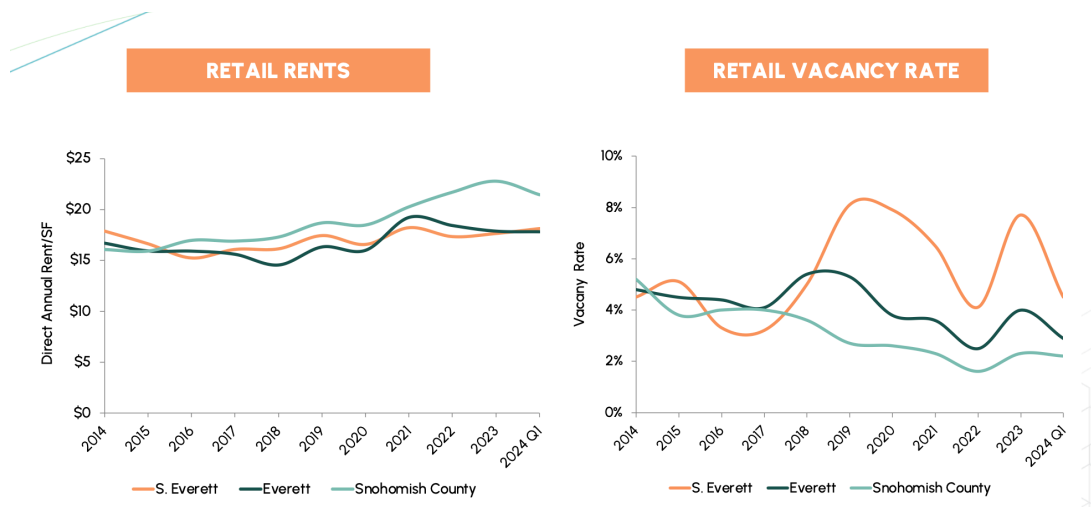
Commercial Real Estate: Balancing Affordability and Opportunity

South Everett's commercial real estate market reflects a dynamic balance between affordability and accessibility, making it an attractive option for businesses seeking cost-effective locations. With a strong mix of retail, office, and industrial spaces, the area supports a diverse range of businesses, from small legacy businesses serving the Latino/Hispanic community to one of the world's largest aerospace companies, Boeing. This section explores the trends shaping the market, highlighting opportunities for continued growth while addressing challenges such as vacancy rates and alignment with local economic needs.

RETAIL MARKET

Retail rents in South Everett remain consistently lower than those in Everett and Snohomish County, making the area an attractive option for businesses seeking cost-effective locations. Over the past decade, retail rents have shown steady growth, reflecting an improving market, but they still lag slightly behind broader regional trends. Vacancy rates, however, tell a more complex story. South Everett has experienced significant fluctuations in retail vacancy, with noticeable spikes during certain periods. Despite these challenges, vacancy rates have recently declined, signaling increasing demand for retail spaces. This trend, combined with its affordability, positions South Everett as a prime location for businesses looking to capitalize on future growth near transit nodes.

Exhibit 8. Retail Rents and Vacancy Rate in South Everett, City of Everett, and Snohomish County, 2014 – 2024 Q1



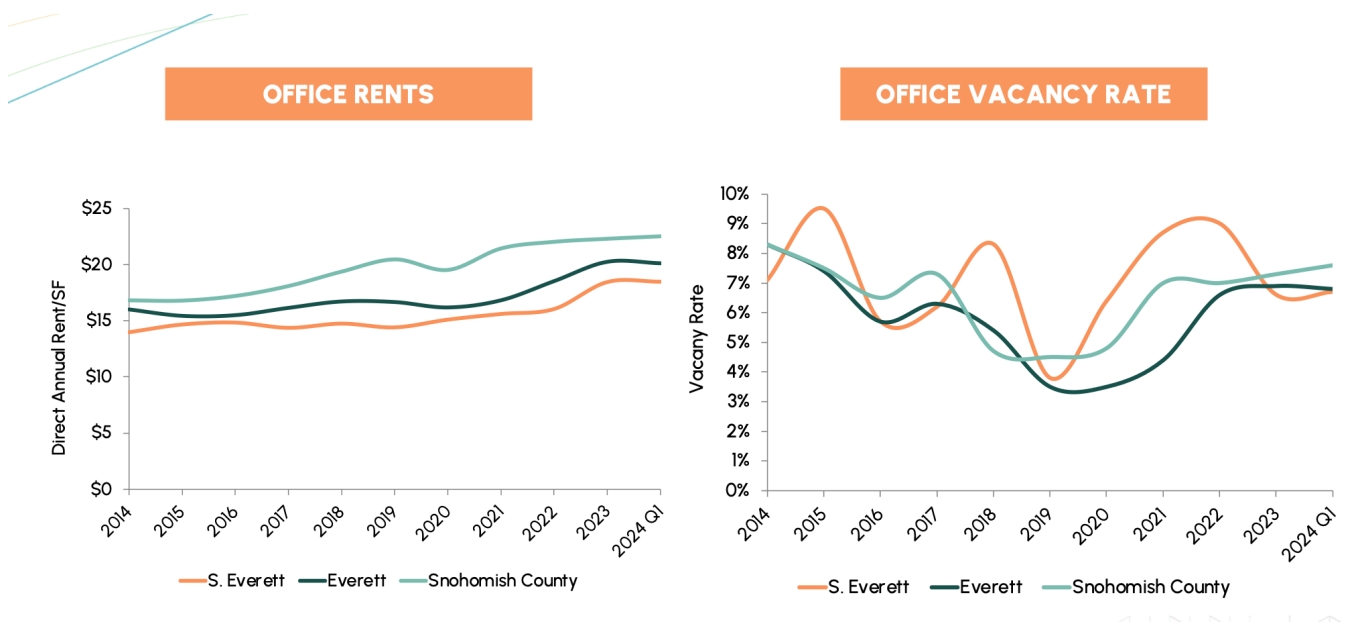
Source: CoStar

OFFICE MARKET

South Everett's office market follows a similar pattern of affordability, with rents consistently lower than Everett and Snohomish County averages. This affordability creates an opportunity for businesses that require office space but face financial constraints in other parts of the region. However, higher vacancy rates in South Everett's office market suggest that demand

has not yet caught up with supply. This could point to a need for more targeted efforts to attract businesses that align with the area's workforce and economic profile. Nationally, office markets have faced growing vacancy rates as remote work trends and hybrid work models reshape demand. Prompting a shift toward more flexible and adaptive office solutions.

Exhibit 9. Office Rents and Vacancy Rate in South Everett, City of Everett, and Snohomish County, 2014 – 2024 Q1

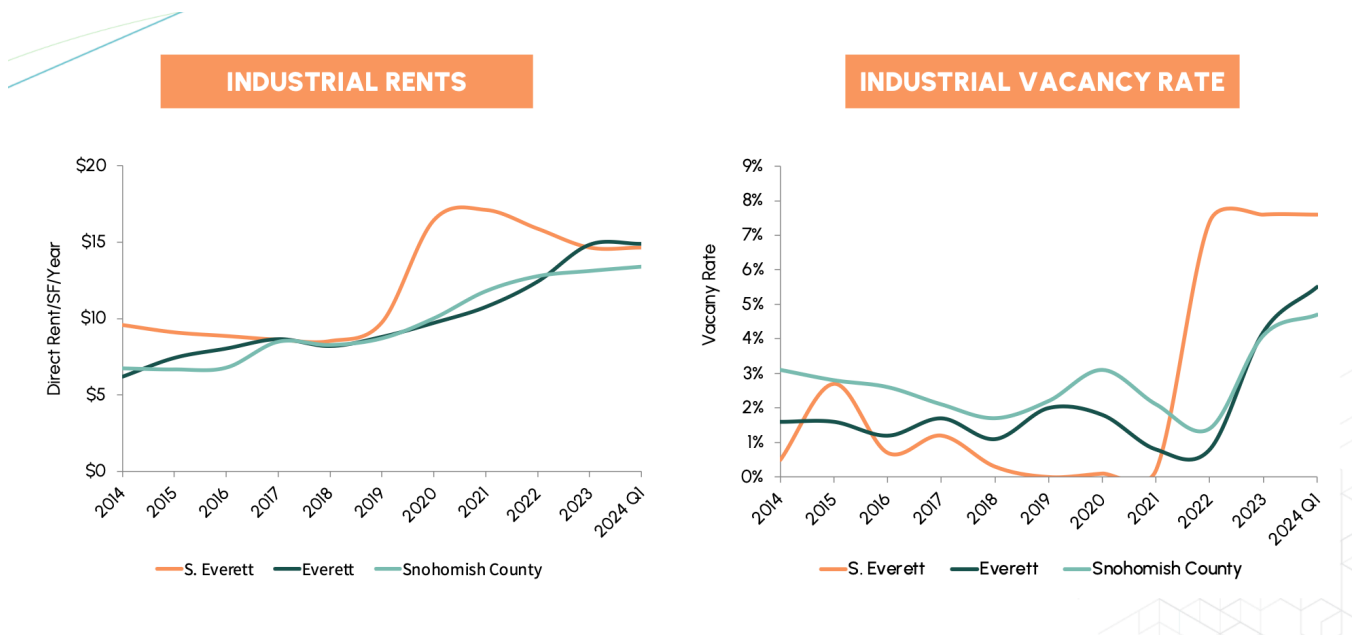


Source: CoStar

INDUSTRIAL MARKET

South Everett's industrial sector presents a stark contrast to its retail landscape. Concentrated around key areas, particularly near Paine Field and along major transit corridors, industrial employers offer higher wages and more sustainable career paths compared to the retail sector. These jobs often provide opportunities in manufacturing, aerospace, and logistics—industries that support long-term economic stability and professional growth.

Exhibit 10. Retail Rents and Vacancy Rate in South Everett, City of Everett, and Snohomish County, 2014 – 2024 Q1



Source: CoStar

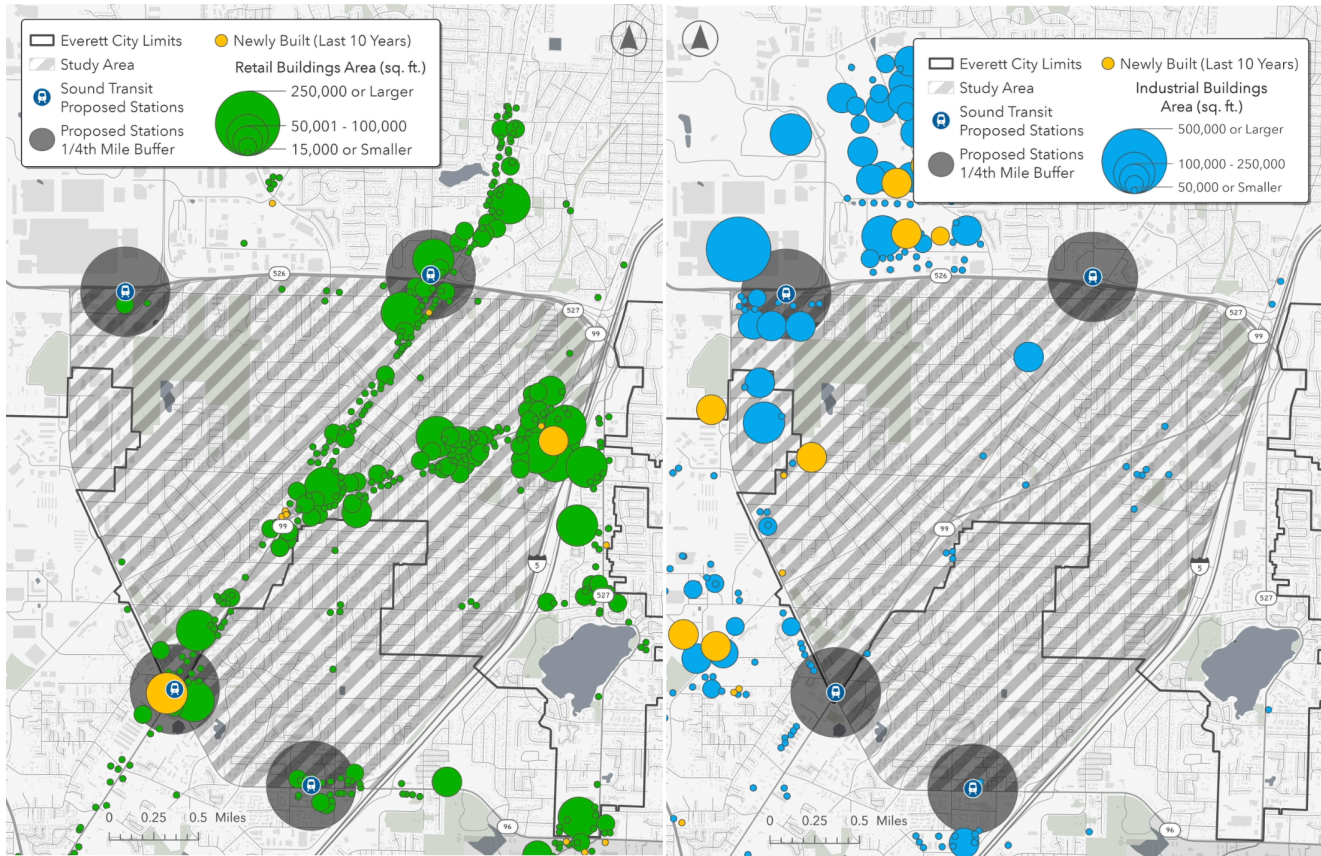
The industrial real estate market in South Everett has experienced significant shifts in recent years, reflecting its growing importance as a regional hub. Industrial rents in South Everett have steadily increased and are now competitive with those in Everett and Snohomish County, highlighting rising demand for industrial space. However, vacancy rates have shown volatility, particularly in the past two years, suggesting challenges in maintaining a balance between supply and demand. This volatility could be attributed to the rapid pace of industrial growth and the increasing specialization of industries like aerospace and logistics.

TRANSIT-ORIENTED DEVELOPMENT AND GROWTH POTENTIAL

The Sound Transit Everett Link Extension presents a major opportunity for transit-oriented development (TOD) in South Everett, enabling mixed-use revitalization near planned stations. Increased transit access can boost demand, stabilize vacancy rates, and drive economic growth, but it also risks commercial displacement as rising property values challenge small, locally owned businesses. Strategic planning will be essential to balance revitalization with affordability, ensuring that TOD benefits both businesses and residents.

South Everett's retail corridors—Casino Road, Evergreen Way, and SW Everett Mall Way—are vital economic anchors, providing essential goods, services, and jobs. However, with the sector dominated by low-wage positions, economic mobility remains limited. Maximizing TOD's potential requires a deliberate focus on preserving local businesses, supporting workforce advancement, and ensuring long-term affordability. Exhibit 11 illustrates South Everett's TOD growth opportunities.

Exhibit 11. Transit-Oriented Development and Growth Potential



Source: ECONorthwest's analysis of CoStar

Key Observations: A balanced development approach in South Everett would promote new commercial activity while creating affordable spaces for local businesses. This not only supports the growth of the local economy but would also help alleviate displacement pressures, ensuring that existing businesses can continue to thrive alongside new ventures as South Everett's economy grows.

CONNECTING MAJOR EMPLOYERS TO SOUTH EVERETT'S WORKFORCE OVERVIEW

Within South Everett, service-producing industries, such as retail, healthcare, education, and financial services, dominate the types of jobs available, accounting for 94 percent of all employment. Within this category, key sectors include retail (23 percent) various service industries (40 percent), and education (14 percent), which collectively provide the majority of employment opportunities. Meanwhile, goods-producing industries such as construction and manufacturing make up only 6 percent of total jobs, a significantly smaller share compared to the broader city of Everett, where manufacturing alone makes up a substantial 35 percent of employment. Although manufacturing accounts for only about 1 percent of the jobs located within South Everett, approximately 15 percent of its residents are employed in this sector, underscoring the significant role that manufacturing plays in the local workforce.

This stark difference highlights South Everett's reliance on service-oriented jobs, many of which tend to offer lower wages and limited opportunities for upward mobility. This industrial profile matches the educational profile, which is reflective of the South Everett's job market, where service-producing roles dominate and often require less formal education. Expanding workforce training programs, particularly in sectors like healthcare, technology, and advanced manufacturing, is critical to bridging this gap.

Furthermore, education initiatives tailored to local industries such as aerospace and logistics could open pathways to sustainable, higher-paying careers, strengthening South Everett's economic base.

Exhibit 12. Industry Profile in South Everett, 2024

Industry	# Jobs	% of Jobs
Good Producing	855	6%
Construction and Resources	718	5%
Manufacturing	137	1%
Service Producing	14,228	94%
Finance, Insurance, and Real Estate	482	3%
Retail	3,530	23%
Services	6,080	40%
Wholesale Trade, Transportation, and Utilities	1,318	9%
Government	676	4%
Education	2,142	14%
Total	15,083	100%

Source: U.S. Census Bureau

MAJOR INDUSTRIAL EMPLOYERS

South Everett is also home to several prominent industrial employers, particularly in the aerospace and manufacturing sectors due to its proximity to the Boeing Everett facility and the Paine Field Airport, shown in Exhibit 13. The top three employers in the region include Boeing, with approximately 30,000 employees, Providence Swedish, with 7,350 employees, and Naval Station Everett, with 4,300. The other major employers in South Everett include Mukilteo Schools, Fluke Corp., Everett Mall, and Walmart.

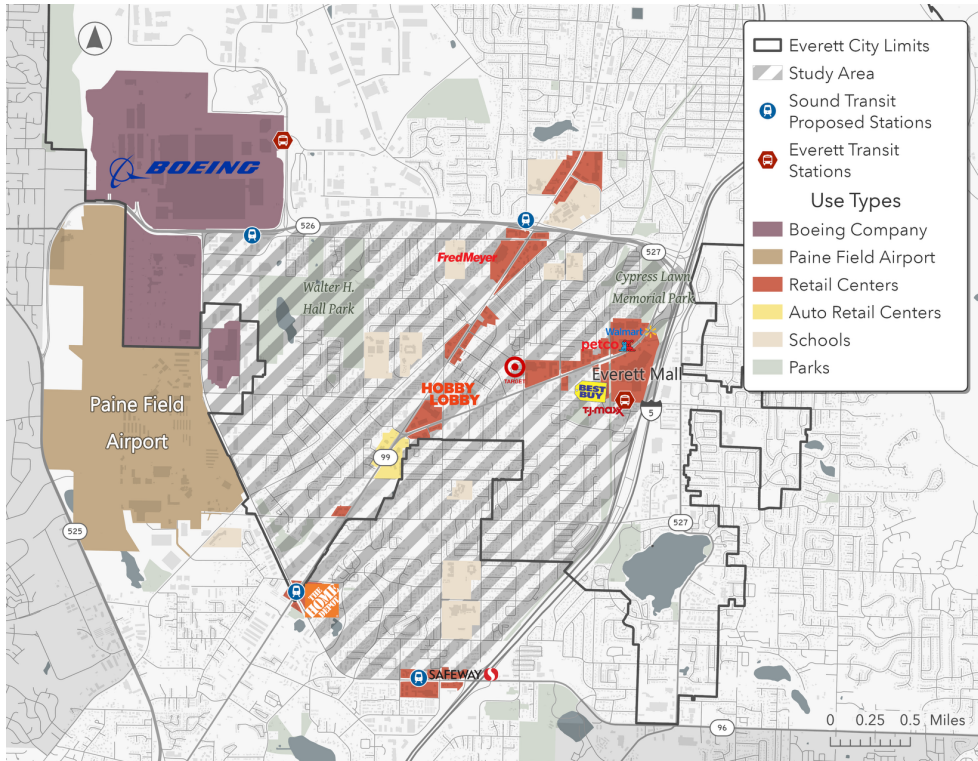
In particular, Boeing's Everett campus anchors South Everett's industrial landscape as a major global producer of commercial airplanes. Surrounding Kasch Park is a dynamic network of industrial employers, including Boeing's corporate campus, GXO logistics, Collins Aerospace for manufacturing, ATS for aerospace component repair, and smaller manufacturers of specialized products like safety gear and hardware. Community Transit's campus and maintenance facility further enhance the area's economic vitality. Nearby Paine Field Airport complements this ecosystem with its focus on aviation maintenance, repair, and overhaul (MRO) services. Aviation Technical Services operates one of the largest MRO facilities in the U.S., while companies like Korry Electronics and ZeroAvia specialize in precision manufacturing, avionics, and hydrogen-based zero-emission engines. The area also hosts unique assets such as the Museum of Flight Restoration Center, Flying Heritage & Combat Armor Museum and aerospace engineering firms, all of which bolster South Everett's status as a hub for innovation and high-wage industrial employment. Additionally, the Boeing's Future of Flight exhibit attracts about 500,000 visitors per year to the area.

ZeroAvia, founded in 2017, has grown from a small startup to a major player in the aerospace sector with its innovative hydrogen-electric propulsion systems. Initially operating out of a modest research facility, the company recently opened a state-of-the-art 136,000-square-foot Propulsion Center of Excellence near Paine Field in Everett, Washington. The expansion marks a sevenfold increase in their workspace and solidifies ZeroAvia's transition from research-focused operations to full-scale manufacturing of clean aviation technology.

The new Everett center represents a significant milestone in ZeroAvia's mission to decarbonize aviation. It will be the company's largest site by footprint and workforce, producing hydrogen-electric powertrains for commercial use.



Exhibit 13. Major Industrial Employers in South Everett



Key Observations: Industrial, manufacturing, and engineering employers can address their workforce needs by connecting with local workforce training providers and institutions. Partnerships with training providers can align skills development with industry demands, creating pathways to higher-paying positions and ensuring a robust talent pipeline.

2. What We Heard

During the creation of this plan, LISC Puget Sound collaborated with diverse groups to explore the unique challenges and opportunities facing South Everett. The team worked with the City to facilitate several engagement activities, including interactive workshops, focus groups, and one-on-one discussions. The purpose of these engagement activities was to intentionally engage with city staff, small businesses, workforce service providers, employers, and development experts in the area to gather perspectives on what the City should prioritize as it relates to the project goals of workforce development, small business needs, transit-oriented development, and expanding the innovation economy in South Everett.

Key Engagement Activities and Timeline

4 Focus Areas	
 Workforce	14 Stakeholders • Aerospace, education, healthcare, and workforce training organizations
 Small Business	25 Businesses were visited • Multiple sectors, including retail, service, and construction • 11 in-depth interviews conducted in English and Spanish
 Inclusive Development	16 Participants • Topics: Residential, commercial transportation, parks
 Innovation Economy	5 Stakeholders • Energy, Sustainable Aviation Fuels, Renewable Energy

T

This section provides an overview of the stakeholder engagement process conducted for this project. Key participants involved in the consultation included representatives from non-profit organizations, government agencies, and business leaders. These stakeholders contributed their insights and expertise on three pivotal topics: workforce development, small business

environment, and inclusive development. Their valuable input has been instrumental in shaping the outcomes of the project and informing the proposed strategies to address the identified challenges.

Workforce Development

Process:

The City of Everett engaged 14 key stakeholders from workforce programs, local employers, and educational institutions in a 90-minute interactive workshop. The session explored barriers to employment, existing resources, and opportunities for collaboration.

Findings:

- **Automation and Upskilling:** Employers emphasized the growing need for automation preparedness, particularly in manufacturing and maintenance.
- **Apprenticeships and Pathways:** There is strong interest in expanding hands-on learning through apprenticeships and non-traditional career pathways.
- **Holistic Support:** Participants highlighted the need for wraparound services, including affordable childcare, transportation, and behavioral health resources.
- **Soft Skills Gap:** Employers stressed the importance of integrating teamwork, communication, and emotional resilience into workforce training.
- **Local Partnerships:** Public colleges like Everett Community College, Edmonds College, and Sno-Isle Tech emerged as critical partners for workforce development.

Ideas that Emerged:

- Develop a **city-convened workforce roundtable** to foster collaboration between employers and training programs.
- Launch a **pilot apprenticeship program** tailored to South Everett's key industries, such as aerospace and healthcare.
- Increase city support for **career readiness workshops** targeting youth and transitioning workers in high-demand sectors.
- **Seek grants** to support workforce development initiatives, leveraging the City's role as a resource aggregator.

Small Business Support

Process:

Engagement relied on in-person interviews with over 25 small businesses across South Everett's key corridors, supplemented by a bilingual survey distributed through local outreach efforts.

Findings:

- **Public Safety Concerns:** Business owners highlighted vandalism, theft, and active drug use as major challenges.
- **Permitting Challenges:** Navigation of zoning and permitting processes was described as burdensome.
- **Lack of Awareness:** Many businesses were unaware of existing resources, such as small business loans and technical assistance programs.
- **Community Assets:** Strip malls and commercial hubs foster collaboration among co-located businesses, presenting an opportunity for formalized networking.

Ideas that Emerged:

- Establish a **Business Improvement District (BID)** to address safety and cleanliness while fostering collaboration among businesses.
- Provide regular **"business navigator"** visits to assist owners with permitting, grants, and technical resources.
- Create a **South Everett Small Business Association** to enhance advocacy and resource-sharing.
- Host biannual **small business expos** to connect entrepreneurs with funding, training, and networking opportunities.

Catalytic Redevelopment

Process:

Walter E. Hall Golf Course, located near the proposed Everett Link Extension transit station, could be a key site for addressing South Everett's housing, connectivity, and recreational needs. In a session facilitated by LISC Puget Sound and ECONorthwest, City of Everett leaders discussed the redevelopment potential of the City property, ranging from maintaining the status quo to full transformation into a mixed-use, transit-oriented development.

Findings:

- **Significant Opportunity:** Walter Hall offers a unique chance to expand housing and community amenities in South Everett, a priority area for investment.
- **RCO Agreement Constraints:** Current Recreation and Conservation Office obligations limit redevelopment flexibility and require equivalent recreation-focused replacement land for non-recreational uses.
- **Connectivity Needs:** Redevelopment must prioritize improved street grids, pedestrian pathways, and multimodal transit options to enhance access and mobility.
- **Green Space Integration:** Balancing redevelopment with green space preservation and ecological enhancements, such as wetland restoration, is critical.

- **Community Engagement:** Broad engagement will be needed to manage potential pushback, especially from golf advocates, and to co-create a vision aligned with neighborhood priorities.

Ideas that Emerged:

- **Negotiate flexibility in the RCO Agreement** to enable mixed-use redevelopment while meeting recreational goals and preserving public benefits.
- **Explore chartering a Public Development Authority** to lead redevelopment efforts, including transit-oriented housing and infrastructure improvements.
- **Attract an anchor tenant** to drive economic activity, focusing on a culturally significant or community-driven business.
- **Integrate green space and flood mitigation efforts** into the site, creating public amenities like trails, restored wetlands, and ecological education areas.
- **Collaborate with Sound Transit** to align station-area planning with redevelopment, leveraging infrastructure investments for greater community impact.

Innovation Economy: Emerging Technologies and Climate-tech

Process:

Engagement efforts included discussions with leaders from ZeroAvia, TerraPower, and ZT1 Technology, as well as other stakeholders in aerospace, green energy, and advanced manufacturing. These conversations explored the challenges and opportunities for Everett to become a hub for innovative industries, leveraging its proximity to Boeing, Paine Field, and local workforce development programs.

Findings:

- **Workforce Needs:** Companies like ZeroAvia and TerraPower emphasized the importance of local talent pipelines for specialized technical roles and high-value R&D positions, highlighting existing gaps in workforce readiness and retention.
- **Industrial Land and Infrastructure:** Access to large industrial spaces and streamlined permitting processes were cited as critical factors in attracting and retaining innovation-focused businesses.
- **Cluster Potential:** The region's established aerospace ecosystem provides an opportunity to develop an innovation cluster around sustainable aviation, green energy, and advanced manufacturing.
- **Barriers to Growth:** Stakeholders highlighted high operational costs, limited incentives, cost of housing and the lack of a cohesive innovation support system as challenges to expansion.

- **Ecosystem Gaps:** There is a demand for shared prototyping facilities, startup incubators, and industry collaboration hubs to support early-stage companies and attract new investments.

Ideas:

- Designate Paine Field and nearby industrial areas as **an innovation hub**, focusing on sustainable aviation and climate technology, with targeted zoning, tax incentives, and infrastructure improvements to attract businesses like ZeroAvia and TerraPower.
- **Establish a public-private prototyping and innovation center** equipped with tools for aerospace and energy startups, reducing barriers for small companies to scale.
- **Partner with local schools**, such as the WATR Center, to expand training in sustainable energy, aerospace R&D, and advanced manufacturing, focusing on reducing barriers for underserved communities.
- **Implement expedited permitting and development** processes for innovation-driven businesses to reduce costs and improve speed-to-market.
- **Convene local business leaders, industry advocates, and policymakers** to collaborate on securing state and federal funding, addressing infrastructure needs, and promoting Everett as a premier innovation destination.

Next Steps

The engagement process illuminated critical insights by combining data-driven analysis with the lived experiences of community members, stakeholders, and businesses. This hybrid approach ensures that strategies are grounded in both measurable trends and the realities facing South Everett's residents and organizations. As we move forward, these findings converge in a comprehensive SWOT analysis, which integrates quantitative data and qualitative perspectives to set the stage for exploring South Everett's two priority areas: people focused with a priority on pathways to prosperity, place focused, with a priority on development that works for current and future residents alike.

3. Why South Everett Needs its own Economic Development Plan

The Goal of Economic Development

Market needs balance to operate well. A healthy economy is not self-sustaining by default—it requires the intentional balance of private investment, public infrastructure, and community participation. In South Everett, the economic landscape reflects imbalances that prevent the market from functioning equitably or efficiently. While the area is home to major regional employers like Boeing and Paine Field, most local jobs are concentrated in low-wage service sectors, with 94% of employment in service-producing industries and just 6% in goods-producing sectors like manufacturing and construction. This disconnect between workforce potential and job quality highlights the need for interventions that realign market forces toward greater inclusivity and economic mobility.

The presence of large public land, auto-oriented commercial corridors, and large concentrations of cost-burdened renters demonstrates that the current market is not meeting the full needs of residents or businesses. This is where economic development becomes essential—to serve as a catalyst for community-driven growth that reflects local aspirations and regional opportunities.

Economic Development Catalyzes Market Health

Economic development strategies serve as levers for correcting structural inequities and unlocking local potential. In South Everett, this means aligning land use, housing, infrastructure, and workforce training to expand opportunity for historically underserved populations. Targeted investments in infrastructure, small business support, and job training can reduce vacancy, strengthen retail corridors, and connect residents to higher-wage employment opportunities.

Strengths and Limitations of a City

Limitations

Cities like Everett face inherent limitations in shaping economic outcomes on their own. Global and national trends—ranging from inflation to corporate consolidation—can have significant impacts on local businesses and employment. Cities do not control the decisions of major employers or the pace of regional investment. Moreover, municipal budgets are

constrained and often depend heavily on sales and property taxes, which are subject to economic cycles.

Additionally, regulatory obligations, such as those attached to public lands like the Walter E. Hall Golf Course (acquired using RCO funds), complicate redevelopment options. These lands require replacement recreation space if repurposed, creating legal and financial barriers to adaptive reuse. Finally, zoning, permitting, and service delivery systems can slow or inhibit development if not updated to reflect current needs and market dynamics.

Strengths

Despite these constraints, cities hold a critical set of tools and assets that can shape their local economies. These include:

Control over land use and infrastructure investments: Through zoning, capital improvements, and redevelopment strategies, cities can influence where and how growth occurs. Everett's control over public land in South Everett is a powerful asset for catalyzing equitable development.

Convening power and partnerships: The City of Everett has already demonstrated its capacity to bring together stakeholders—from small businesses and education providers to industrial employers and nonprofit leaders—to define priorities and pilot solutions.

Workforce development partnerships: With institutions like Everett College, Sno-Isle Tech, and industry players like Boeing and ZeroAvia, the city has access to a strong talent pipeline and training ecosystem to prepare residents for emerging opportunities in advanced manufacturing, healthcare, green energy, and construction.

Commitment to equity and place-based investment: The City's investment in the South Everett Economic Development Strategy reflects a broader goal: to ensure that growth in South Everett is not just a byproduct of regional trends, but a reflection of local needs, voices, and aspirations.

SWOT Assessment

Crafting an effective economic development strategy requires more than just analyzing numbers—it calls for integrating what the data shows with the voices of the community. This section explores the core questions:

- **What are South Everett's true opportunities?**
- **What role should the city play?**
- **How can strategies align with shifting market dynamics?**

To lay the groundwork for our four focus areas, we begin with a foundational analysis using the traditional SWOT framework. By examining Strengths, Weaknesses, Opportunities, and Threats, this analysis synthesizes findings from economic and demographic data, housing

market trends, commercial real estate insights, and stakeholder engagement. These building blocks provide a clear, actionable picture of South Everett's economic position and inform the strategies to follow.

Strengths

South Everett's assets provide a solid foundation for targeted strategies.

- **Affordable Housing:** Naturally occurring and subsidized housing options support workforce retention and diversity.
- **Major Employers:** Aerospace (Boeing) and manufacturing provide stable, high-wage jobs.
- **Community Diversity:** A large BIPOC population enhances cultural vibrancy and innovation.
- **Lower Commercial Rents:** Attracts small businesses and startups.
- **Unique Transportation Assets:** Paine Field, light rail plans, and vehicular connectivity boost accessibility.
- **Educational Infrastructure:** Public schools and technical skills centers promote workforce readiness.
- **Retail Corridors:** Established retail hubs provide opportunities for redevelopment.
- **Entrepreneurial Environment:** Easy permitting processes encourage business growth.
- **Innovation Potential:** Proximity to Boeing and Paine Field supports advanced manufacturing and aerospace R&D, along with affordable industrial properties.
- **Public Land Assets:** Large public landholdings create opportunities for community-centered redevelopment.
- **Demographics:** Large percentage are young and workforce age

Weaknesses

Persistent barriers require targeted interventions for equitable and sustainable growth.

- **Educational Attainment:** Lower levels of education and/or training limit access to higher-wage industries.
- **Predominance of Low-Wage Jobs:** Retail and low-pay service sectors dominate employment of residents.
- **Underdeveloped Commercial Areas:** Limited investment reduces market data to foster interest in commercial development.

- **Infrastructure Gaps:** Limited bike and pedestrian networks hinder connectivity, public amenities.
- **Safety Perceptions:** Concerns about crime and addiction deter investment.
- **Aging Retail Centers:** Declining malls and big-box stores reduce retail appeal.
- **Street Connectivity:** Challenging north-south connections limits walkability.
- **Lack of Small Business Coordination:** No formal mechanisms for small businesses to network or access resources.

Opportunities

Emerging opportunities align well with strategic goals for South Everett's development.

- **Transit-Oriented Development (TOD):** Future light rail stations create mixed-use development potential.
- **Public Land Redevelopment:** Walter E. Hall Golf Course and other sites offer room for housing, commercial space, and recreation.
- **Innovation Partnerships:** Aerospace R&D, sustainable aviation fuel (SAF), and carbon-free energy initiatives can expand local industries.
- **Workforce Development:** Existing specialized training and certification programs are available to upskill South Everett residents.
- **Affordable Housing Preservation:** Stabilizing housing through permanent affordability ensures long-term community retention.
- **Small Business Growth:** Increased support for entrepreneurs strengthens economic resilience.
- **Boeing and Paine Field Growth:** Tapping into regional and global aviation demand supports job creation.
- **Stronger Regional Ties:** Collaboration with Mukilteo and neighboring cities enhances economic and social connections.

Threats

South Everett must mitigate risks to ensure inclusive and sustainable development.

- **Displacement Risks:** Rising housing costs and redevelopment pressures could displace residents and businesses.
- **Economic Dependency:** Overreliance on traditional aerospace makes the economy vulnerable to market fluctuations.

- **Infrastructure Strain:** Traffic congestion and limited transit coverage could hinder growth.
- **Crime and Safety Concerns:** Ongoing public safety issues undermine investment and community confidence.
- **Cultural Erosion:** Rapid redevelopment may dilute local identity and community ties.
- **Retail Volatility:** Shifts in retail and commercial trends threaten stability.

Bringing It All Together

These insights translate into a clear set of strategic priorities for the City of Everett, shaping initiatives that strengthen local ownership, support small businesses, and expand workforce opportunities. By leveraging South Everett's unique assets while addressing key challenges, the City can implement targeted, actionable strategies for long-term, healthy growth.

- **Strengths:** Major employers, growing transit access, diverse workforce.
- **Weaknesses:** High rental rate, low-wage service jobs, lack of business ownership.
- **Opportunities:** Sound Transit expansion, employer-driven homeownership programs, small business development.
- **Threats:** Displacement from rising costs, lack of long-term wealth-building opportunities.

While South Everett's strengths offer major growth opportunities, these weaknesses and threats limit long-term stability. The City has a critical role in convening partners, shaping policy, and investing in key areas—but some economic levers require regional collaboration and private-sector leadership.

Given these factors, the City will focus on two primary economic development priorities:

1. Build Wealth Through Ownership and Enterprise, and
2. Expanding Access to Quality Jobs and Careers

With these priority areas identified, we now dive deeper into specific strategies to drive economic stability and opportunity in South Everett. The following sections outline actionable steps to strengthen local ownership, connect residents to high-wage industries, and ensure inclusive, long-term growth. By leveraging the City's role as both a facilitator and leader, we can implement solutions that are responsive to local needs and aligned with Everett's broader economic vision.

Core Objective: Local Ownership & Economic Mobility

A resilient local economy is built on stable homeownership, thriving small businesses, and access to high-wage career opportunities. In South Everett, the high percentage of renters and small businesses without property ownership creates economic vulnerability, limiting wealth-building opportunities and long-term investment in the community. Strengthening local ownership—both residential and commercial real estate and business ownership—can help anchor economic stability, ensuring that residents and businesses create and enjoy a lasting stake in the area’s growth.

At the same time, economic mobility remains a challenge for many South Everett residents. Despite the presence of major aerospace, technology, and advanced manufacturing employers nearby, a significant portion of the local workforce remains concentrated in lower-wage service jobs. Without stronger pathways to these high-growth industries, many residents will continue to face financial instability. Expanding workforce training, apprenticeships, and access to housing near employment centers will be essential in closing this gap. For employers, South Everett residents bring valuable qualities to the workforce. Their youth, diversity, and proximity to employment centers make them well-suited for roles in the manufacturing industry, where they can thrive and contribute significantly to the economic vitality and long-term success of the South Everett Manufacturing Industrial Center.

The following sections explore these two focus areas in depth. The first outlines strategies for expanding home and business ownership, ensuring long-term community investment. The second examines workforce development initiatives and housing strategies aimed at connecting residents to high-wage industries. Together, these priorities can create a more vibrant and sustainable economic future for South Everett.

4. Priority One: Building Wealth Through Ownership and Enterprise

Anchoring Wealth in South Everett

Why Local Ownership Matters

Local ownership is a cornerstone of long-term economic stability and community investment. Homeownership builds generational wealth, stabilizes neighborhoods, and strengthens local economies; small business owners give back to the community, provide leadership in civic affairs, and become mentors for aspiring entrepreneurs; local business property ownership provides predictable space for small businesses, keeps profits local, and fosters commercial corridors that serve community needs.

In South Everett, however, low homeownership rates and a lack of locally owned commercial property present significant challenges. Only 36% of South Everett residents own their homes, compared to 57% in Everett and 65% in Snohomish County. This high rental rate means many families lack the opportunity to build equity, and neighborhoods see greater turnover, weakening long-term community investment. Similarly, almost no South Everett small businesses lease their spaces from local landlords or own their spaces, making them vulnerable to rent increases and displacement and limiting their ability to reinvest in the local economy.

Expanding homeownership and increasing business and commercial property ownership will help anchor economic growth in South Everett, ensuring that rising prosperity benefits residents and local businesses rather than flowing out of the community. By creating pathways for residents to buy homes and for small businesses to own their commercial spaces, South Everett can transition from a high-turnover, rental-heavy area into a more economically resilient and self-sustaining community.

Homeownership Strategies

Expanding homeownership opportunities in South Everett is essential to fostering long-term economic stability and community investment. By leveraging state and county housing programs, strategic land use, and financial education, the city can create pathways for residents to transition from renting to owning, ensuring that economic growth directly benefits local families.

Role of the City: The City can play a key role in connecting residents to these existing resources by improving outreach, simplifying program navigation, and working with housing partners to ensure eligible families are aware of and can access available opportunities.

Strengthening these connections will help more residents transition from renting to homeownership, fostering long-term economic stability in South Everett.

STRATEGY 1.1: HOMEOWNERSHIP PROGRAMS

Many South Everett residents face barriers to homeownership, particularly in saving for a down payment or securing affordable mortgage options. Expanding access to existing state and county homeownership programs can help bridge this gap by providing financial assistance, education, and loan support.

Washington State and Snohomish County offer a range of programs designed to assist first-time and moderate-income homebuyers, including:

- **Down Payment Assistance Programs** – These programs provide financial aid to cover purchase costs.
 - **Washington State Housing Finance Commission (WSHFC) Down Payment Assistance** offers various programs providing up to \$15,000 in down payment assistance to eligible first-time homebuyers.
 - **Snohomish County HOME Investment Partnerships** provides down payment assistance to low-income, first-time homebuyers within Snohomish County, which includes Everett.
- **Homebuyer Education & Counseling** – Helping residents understand the homebuying process and manage finances effectively.
 - **WSHFC Homebuyer Education Seminars** offers free seminars to educate potential homebuyers on the purchasing process.
- **Low-Interest Loan & Mortgage Programs** – Offering affordable financing options for eligible buyers.
 - **WSHFC Home Advantage Program** provides affordable first mortgage loans combined with down payment assistance for eligible buyers.

Driving Catalytic Redevelopment of Walter E. Hall Golf Course

The redevelopment of Walter E. Hall presents a unique opportunity to introduce for-sale workforce housing in South Everett. By ensuring that a portion of new housing development is reserved for first-time buyers and middle-income workers, this project can help counteract rising rental rates and provide stability for local families. Coordinating with developers, public agencies, and financing partners will be crucial in making homeownership accessible within the project.

STRATEGY 1.2: SUPPORT REDEVELOPMENT OF WALTER E. HALL AND PRIORITIZING FOR-SALE WORKFORCE HOUSING

Unlocking the Walter E. Hall Golf Course for development can serve as a cornerstone for advancing South Everett's transformation into a thriving, and well-connected community. The golf course is now surrounded by rental housing, so strategically leveraging this site offers a unique opportunity to address housing needs, stimulate economic growth, align development with sustainable mobility solutions, and strategically mitigate for displacement pressures.

The Walter E. Hall Golf Course presents one of the few means the City has to actively increase homeownership in South Everett. Mixed-income housing developments, including townhomes, missing-middle housing, and affordable single-family homes, can provide pathways for first-time homebuyers.

To successfully transform the Walter E. Hall, the City of Everett must take a phased approach that prioritizes community input, regulatory alignment, private sector partnerships, and sustainable development practices. The subsequent actions serve as a preliminary roadmap for the city to embark upon, fostering a collaborative vision for the Walter E. Hall Golf Course and think through how to best position the property for redevelopment. The following strategy actions provide a framework toward a successful transformation of Walter E. Hall:

1.2.1 Establish a Community-Backed Development Vision

- Conduct community workshops, surveys, and focus groups to gather resident priorities.
- Balance housing affordability, commercial opportunities, green space preservation, and active park lands.

1.2.2 Master Plan the site

- The City of Everett should be the master developer responsible for site permitting, infrastructure design, and design guidelines.
- Recognize parks, trails, and wetlands as core community assets.
- Implement ecological restoration strategies, including stormwater management and biodiversity enhancements.
- Develop accessible public spaces, gathering areas, access to transit and amenities, and pedestrian-friendly corridors to support a walkable neighborhood.
- Ensure zoning and comprehensive plan matches vision.
- Address or eliminate any land use restrictions tied to the Washington State Recreation and Conservation Office (RCO) agreement.

1.2.3 Secure Private Development Partners

- Issue a Request for Proposals (RFP) targeting partners with experience and commitment to well-designed for-sale workforce housing, sustainability, and public-private collaboration.
- Structure Development Agreement to ensure infrastructure funding, additional park acquisition, and long-term community benefits. Monitor partner performance.

Path Forward

The success of Walter E. Hall's redevelopment hinges on strategic planning, strong public-private collaboration, and continued community engagement. By aligning land use policy, economic development goals, and sustainability principles, this project can serve as a model for inclusive, transit-oriented growth in South Everett.

Boosting Small Business Success

Small businesses form the lifeblood of South Everett's economy, bringing vitality and a personal touch to the community's main corridors like Evergreen Way, Casino Road, and Everett Mall Way. These enterprises add color and variety to the neighborhood, offering everything from authentic global cuisine to family-run auto shops. Yet their significance goes far beyond goods and services—they create pathways for residents to build wealth, support their families, and contribute to the cultural fabric of the area. For many microentrepreneurs, small businesses offer a flexible means of earning a living, balancing family caregiving needs with financial stability.

South Everett's commercial landscape, with its older building stock and modestly priced retail spaces, provides fertile ground for experimentation. Entrepreneurs can test business ideas in small, comparatively affordable spaces, building momentum without the burden of significant overhead. Whether it's a first-generation immigrant opening a bakery on Everett Mall Way or a clothing store focusing on regional styles on Casino Road, the area is teeming with potential for economic growth and innovation.

Despite this vibrancy, small businesses in South Everett face challenges that often hinder their growth. Public safety concerns, complicated permitting processes, and limited awareness of available resources frequently emerge as obstacles. However, these barriers also highlight opportunities for targeted support—whether through technical assistance programs, accessible funding options, or community-focused initiatives like business expos and networking events. Enhancing connections between entrepreneurs and these resources could unlock even more potential across the small business community.

STRATEGY 1.3: BUSINESS SUPPORT PROGRAMS

Investing in small business support programs is a high-impact, community-aligned strategy. It fosters inclusive economic development, helps retain cultural assets, and offers residents

meaningful paths to financial stability and mobility—all while complementing broader economic development and workforce efforts.

The Role of the City in Small Business Development

Small businesses are the foundation of South Everett's economy, but to thrive, they need an environment free from unnecessary barriers and full of accessible opportunities. Many business owners prefer minimal direct interaction with the City, valuing a system where processes are clear and quick, and resources are within easy reach. The City's role is to lighten the load by removing barriers such as complex permitting and safety concerns, and to lift businesses higher by connecting them with tools, networks, and resources that foster growth and sustainability.

Running a small business can be like piloting a hot air balloon: the owner has control over some elements—such as getting the enterprise off the ground and preparing its journey—but many forces are beyond their control. Winds of change, like fluctuating markets, shifting customer preferences, or rising costs, can blow the balloon off course. The weight of burdens such as regulatory complexities, public safety issues, or bureaucratic hurdles can simply add additional weights that stop the balloon from rising. To stay aloft and succeed, small businesses need the support of a favorable environment where barriers are reduced, and growth is encouraged. The City, acting as a reliable ground crew, can help lighten the load and provide the lift necessary for small businesses to thrive.

Everett's economic ecosystem already includes a wide range of organizations and stakeholders equipped to provide direct services. Rather than duplicating these efforts, the City can align and amplify existing resources, helping to bridge gaps and elevate the entire small business community.

1.3.1: Increase Access to Funding and Financial Services to Businesses

These programs provide financial assistance to existing business owners to help with expanding their business as well as support resident entrepreneurs get started with their business. Resources include:

- **Expand Grant Opportunities:** Partner with community organizations to offer grants to businesses for equipment, training, or physical upgrades for businesses affected by public safety issues or still unforeseen circumstances such as COVID-19.
- **Support Businesses with Micro-Enterprise Development Grants.** Work with local non-profits and chamber of commerce to offer microenterprise grants for first-time entrepreneurs, especially for minority-owned and immigrant-owned businesses.

1.3.2: Connect and Convene Partnership

To help small businesses to thrive, the City can play a vital role not only as a service provider, but most importantly as a connector and convener—bringing together the

right mix of organizations, resources, and relationships. The following are elements the City can work toward to strengthen small business ecosystems through partnerships and collaboration:

- **Convene ad South Everett Small Business Roundtable:** To build trust and two way communication amongst businesses, business owners, local chamber of commerce, non-profits organizations, workforce development providers, and commercial property managers to identify common challenges and collaborate to co-design policies and program that are responsive to community needs.
- **Establish a Small Business Resource and Innovation Hub:** Create a physical space in South Everett to serve as a Small Business Center that includes community amenities such as a commercial kitchen, co-working spaces, and resource hubs to support local entrepreneurs, particularly BIPOC and immigrant-owned businesses. Co-locate with workforce development services and business navigators to provide technical assistance, licensing support, grant application help, and multilingual guidance materials.
- **Offer Digital Tools and E-Commerce Support.** Provide grants or subsidies to local small businesses to adopt e-commerce tools and digital marketing platform to increase their competitiveness in the online marketplace.

1.3.3: Business Improvement Districts (BID) & Community Investment Trusts

A Business Improvement District (BID) allows local businesses to pool resources to improve their commercial area, funding security, streetscape enhancements, and marketing efforts. Establishing a BID in South Everett would help strengthen commercial corridors like Evergreen Way and Casino Road, making them more attractive to customers and investors.

Additionally, a Community Investment Trust (CIT) enables local residents and small businesses to invest in shared commercial properties, keeping ownership within the community while reducing financial risk for individual business owners. The City can support this effort by facilitating partnerships with nonprofit lenders and economic development organizations.

STRATEGY 1.4: STRENGTHEN LOCALLY-OWNED COMMERCIAL PROPERTIES:

Expanding commercial and business ownership in South Everett is critical to ensuring long-term economic stability and keeping wealth within the community. By helping local businesses transition from renting to ownership, fostering collaborative investment structures, and leveraging public development tools, South Everett can create a more resilient and locally driven commercial landscape.

Incentives for Transitioning Businesses from Renting to Ownership

Many small businesses in South Everett lease commercial spaces, often from non-local property owners, making them vulnerable to rent increases and displacement. Providing

financial incentives, low-interest loans, and technical support can help these businesses purchase their spaces, securing their long-term stability. Potential strategies include:

1.4.1: Small Business Real Estate Assistance Programs

These programs help businesses access capital for purchasing commercial properties, allowing them to build equity and avoid rising lease costs. Resources include:

- **Economic Alliance Snohomish County (EASC):** Provides support for businesses seeking commercial loans and funding opportunities.
- **Washington Small Business Credit Initiative (WSBCI):** Offers low-interest loans and loan guarantees to help businesses finance property acquisitions.
- **U.S. Small Business Administration (SBA) 504 Loan Program:** Provides long-term, fixed-rate financing for purchasing commercial real estate with lower down payments.

1.4.2: Tenant-to-Owner Transition Support

Helping small businesses transition from leasing to ownership ensures long-term affordability and economic stability. Resources for tenant-to-owner transitions include:

- **Snohomish County Small Business Development Center (SBDC):** Offers free advising on business expansion, property acquisition, and financing.
- **Community Development Financial Institutions (CDFIs) like Craft3 & Business Impact NW:** Provide flexible lending options tailored to small business owners, especially those from underrepresented backgrounds.
- **Technical Assistance Grants:** Washington State's Department of Commerce provides funding to help businesses navigate the property-buying process.

1.4.3: City-Backed Incentives for Commercial Property Ownership

To make commercial property ownership more accessible, the City of Everett can explore financial incentives that help reduce costs and encourage investment. These may include:

- **Tax Abatements for Business Property Purchases:** Reducing property tax burdens for small business owners investing in commercial spaces.
- **Commercial Property Stabilization Fund:** Offering low-interest gap financing for business owners purchasing their property.
- **Opportunity Zone & New Market Tax Credits:** Encouraging investment in underserved areas by reducing capital gains taxes for long-term property ownership.
- **Loan Guarantees:** The City of Everett, in partnership with local banks, credit unions, and community lenders, can provide loan guarantees that reduce risk for financial institutions while making commercial real estate financing more accessible to small business owners. The City guarantees a portion (e.g., 20-

40%) of the loan, reducing lender risk and increasing approval rates for small business borrowers.

1.4.4: Commercial Ownership Mentorship Program

The City can convene and pair aspiring or current small-scale property owners with experienced real estate investors, developers, or non-profit housing/commercial leaders to provide investment mentorship around:

- One-on-one mentorship on acquisition, due diligence, and financing
- Workshops on lease structuring, property management, and tenant selection
- Support navigating city regulations, zoning and permitting
- Partner with mission-driven investors and developers to provide education and cohort based-training on commercial real estate fundamentals

1.4.5: Public Development Authority (PDA) to Acquire Commercial Spaces for Local Business Use

A Public Development Authority (PDA) can help South Everett acquire and manage commercial real estate, ensuring spaces remain affordable for local businesses rather than being sold to outside investors. A PDA could:

- Buy and hold key commercial properties to lease or sell to local business owners.
- Support cooperative ownership models where multiple businesses share commercial space.
- Leverage public-private partnerships to ensure long-term affordability and business stability.

By establishing a PDA, South Everett can shift from a rent-dominated commercial environment to a more locally owned and community-driven business sector, ensuring that economic growth benefits residents and small businesses for years to come.

5. Priority Two: Expanding Access to Quality Jobs and Career Pathways

Strengthen Career Pathway for South Everett Residents

Everett's manufacturing and aerospace sectors have long been the backbone of the local economy, but these industries are facing a significant workforce transition. With baby boomers retiring at an accelerating pace, major employers like Boeing and advanced manufacturing firms must quickly fill positions requiring specialized skills and years of experience. At the same time, South Everett's young, diverse, and growing population presents an opportunity to develop a new generation of skilled workers—if given the right access to training and career pathways. Without proactive investment in workforce development, gaps in technical expertise could threaten economic stability and limit opportunities for local residents to secure high-wage jobs.

Despite the presence of major employers, many South Everett residents remain disconnected from the region's highest-paying industries, often working in lower-wage service jobs with limited career mobility. The challenge is twofold: equipping local workers with in-demand skills while ensuring they can access career pathways in manufacturing, aerospace, and clean energy. Language barriers, lack of awareness about training programs, and the cost of education create additional obstacles, especially for the area's BIPOC and immigrant communities. Addressing these gaps requires industry-aligned training, expanded apprenticeships, and workforce housing strategies that enable residents to build stable, long-term careers close to home.

The following recommendations outline strategic investments in workforce development, employer partnerships, and skills training to help South Everett residents transition into high-wage, high-demand careers while ensuring the region's industries remain globally competitive.

STRATEGY 2.1: EMPOWER WORKFORCE DEVELOPMENT SYSTEMS

While workforce development is a shared priority in Everett, many initiatives operate in silos, limiting their effectiveness. Employers struggle to find skilled talent, while workforce training programs often fail to align with industry needs. This disconnect hinders economic growth and restricts opportunities for South Everett residents seeking stable, well-paying careers.

The City of Everett can play a central role in bridging these gaps, ensuring that workforce development efforts are better coordinated, more inclusive, and directly tied to employer demand. By acting as a convener, connector, and resource promoter, the City can strengthen

partnerships, expand access to training, and remove systemic barriers that prevent residents from accessing high-wage jobs. A key part of this strategy is ensuring that workforce programs are aligned with real-world industry needs so that training efforts translate into tangible economic opportunities.

Key Roles the City Can Play in Workforce Development

Workforce development is essential to Everett's prosperity, but it requires a collective effort. While schools, nonprofits, and workforce organizations are best equipped to manage programs that train workers, offer vital support services, and connect residents to career opportunities, the City can play a crucial role as a collaborator and advocate in this endeavor.

With limited resources, the City must focus on where it can make the biggest difference. By educating employers, connecting providers, and promoting opportunities to the community, the City can foster collaboration and alignment, ensuring workforce efforts meet the needs of local industries and residents alike. Everett can also help raise awareness of opportunities, especially for those facing barriers, while advocating for regional solutions to challenges like transit and childcare.

Rather than trying to address every gap, the City's role is to amplify what's working, bridge connections where needed, and ensure that workforce development is part of a broader strategy to build a stronger, more inclusive economy. By being strategic and supportive, Everett can help empower its workforce and create opportunities that benefit the entire community.

2.1.1: Acting as a Workforce Connector

Goal: Foster collaboration between employers, training providers, and workforce organizations.

- Host regular convenings between employers, training institutions, and workforce agencies to align training curricula with current and future industry demands.
- Establish a South Everett Workforce Advisory Council to bridge the gap between employer demand and workforce training programs.
- Facilitate public-private partnerships that encourage investment in apprenticeship programs, technical training, and career pathways for underserved communities.
- Work with regional workforce boards and economic development organizations to ensure training efforts are coordinated, complementary, and not duplicative.

Outcome: A coordinated workforce ecosystem that ensures training efforts match real job opportunities.

"We need to create a broad variety of on-the-job training programs where people can earn as they build their skills."
Workforce Development Advocate

2.1.2: Expanding Employer-Training Partnerships

Goal: Ensure workforce programs align with employer needs and career pathways.

- Develop apprenticeship and on-the-job training programs with aerospace, advanced manufacturing, and green energy employers.
- Help medium and large businesses co-design workforce training programs with local colleges and technical schools.
- Facilitate employer commitments to hire locally trained workers, creating direct hiring pipelines from training programs into high-wage jobs.
- Pilot sector-based job training initiatives that target high-growth industries like clean energy, logistics, and healthcare.
- Promote non-traditional career pathways, including paid apprenticeships and fast-track credential programs that allow workers to earn while they learn.

Outcome: Increased job placements, career advancement opportunities, and employer satisfaction with local talent.

2.1.3: Expanding Access & Equity in Workforce Development

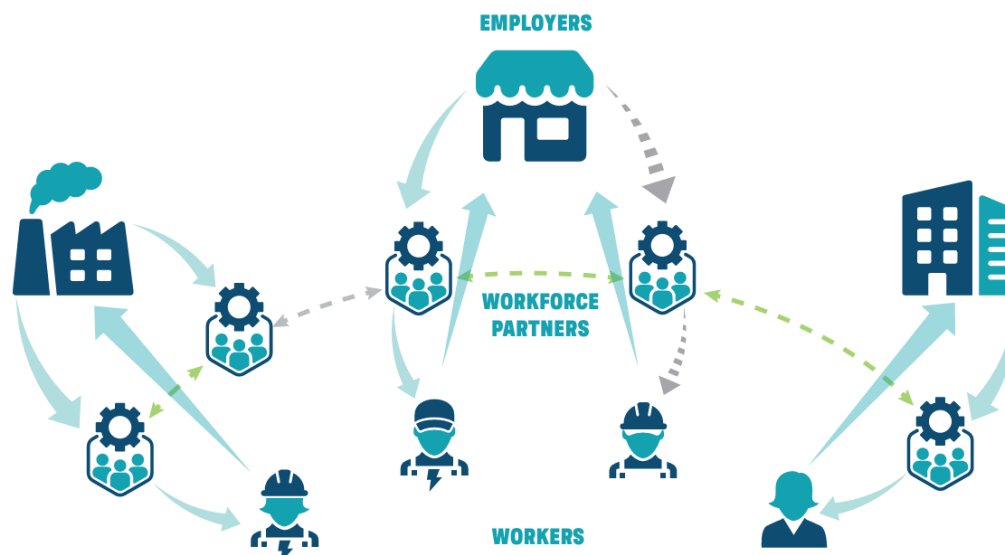
Goal: Ensure workforce programs reach underrepresented communities and underserved populations.

- Launch a BIPOC Workforce Access Initiative to expand language-accessible training programs and culturally tailored career services.
- Provide funding support for childcare, transportation, and digital literacy resources to remove workforce participation barriers.
- Promote targeted workforce incentives (grants, tax credits) for businesses that hire and train South Everett residents.
- Increase outreach efforts by working with trusted community organizations to ensure South Everett residents are aware of career advancement opportunities.

Outcome: A more inclusive economy where workforce programs serve all residents equitably.

2.1.4: Promote Success Stories and/or mentors

To promote success stories and mentorship as part of Everett's workforce development strategy, the City can launch a targeted initiative that showcases local pathways to high-wage careers, amplifies voices from within the community, and fosters mentorship networks that reflect the lived experience of South Everett residents



WORKFORCE TRAINING PROCESS

STRATEGY 2.2: STRENGTHEN INDUSTRY'S CONNECTION TO SOUTH EVERETT EMPLOYEES

2.2.1: Facilitated Workforce Convenings to Align Training with Employer Demand

One of the biggest challenges in workforce development is ensuring training programs match real-world industry needs. Many local training providers offer valuable programs, but without direct employer input, workers may graduate without the skills needed for available jobs. Facilitating regular workforce convenings—bringing together employers, training institutions, and community partners—ensures that curricula are responsive to real-time labor market demands. This alignment improves the employability of South Everett residents, reduces onboarding costs for employers, and strengthens the overall pipeline between education and employment. It also helps prevent duplication across programs and maximizes the impact of limited training resources.

2.2.2: Build a Bridge Between South Everett to High-Growth Industries

South Everett residents—many of whom are young, diverse, and underrepresented in high-wage sectors—are disproportionately employed in low-wage, low-mobility service jobs. By creating intentional connections between residents and high-growth industries like aerospace, green energy, and advanced manufacturing, the City can expand access to family-sustaining wages and build community wealth. These “bridges” may include new pre-apprenticeship programs, employer site visits, or sector-based job fairs designed specifically for the South Everett community.

To bridge this gap, the City can:

- Host regular convenings between employers, training institutions, and workforce development agencies to align training curricula with industry demands.
- Facilitate employer commitments to hire locally trained workers, creating direct hiring pipelines from training programs into high-wage jobs.
- Work with regional workforce boards and economic development organizations to ensure training efforts are coordinated and not duplicative.
- Explore targeted incentive programs for businesses that commit to hiring and training South Everett residents.

2.2.3: Encourage More Manufacturing Jobs Along Evergreen Way

Enhancing land use compatibility, such as incorporating light-industrial permitted uses in mixed business zones, can create opportunities for more manufacturing jobs within South Everett. This strategic approach can revitalize Evergreen Way as a dynamic mixed commercial-industrial corridor, supporting light manufacturing, fabrication, and advanced production jobs that align with South Everett's workforce strengths and industry expertise. By fostering a diverse and complementary mix of land uses, South Everett can unlock the potential for increased economic vitality, job creation, and sustainable growth in the region.

2.2.4: Explore Incentives to Attract South Everett Employees

Offering targeted incentives—such as wage subsidies, tax credits, or hiring bonuses—to employers that hire and retain South Everett residents creates direct financial motivation for industries to invest locally. These tools are especially valuable in overcoming systemic barriers (e.g., transportation gaps, credentialing gaps) that often prevent residents from accessing opportunities close to home. Incentives can also reinforce employer commitments to inclusive hiring, local sourcing, and workforce diversity goals, advancing both economic development and equity outcomes.

2.2.5: Promote Success Stories and Mentors

Representation matters. By highlighting the stories of South Everett residents who have successfully entered and advanced in high-demand sectors, the City can inspire others to pursue similar pathways and demystify the process of entering industries like aerospace or healthcare. Mentorship—especially from people with shared backgrounds—builds confidence, provides social capital, and fosters critical guidance for navigating unfamiliar systems. Promoting these narratives also strengthens employer branding and showcases the impact of inclusive hiring and workforce development investments.

6. Case Studies for Success

In this section, we present case studies of successful initiatives implemented by cities that have effectively supported workforce training programs, bolstered local businesses, improved public safety, and driven redevelopment efforts to achieve broader city housing objectives. These examples serve as valuable models for the City of Everett looking to create positive change in Soth Everett.

This case study from **Boulder, Colorado** demonstrates how to **connect and sponsor various apprenticeships from local employers looking for specific skillsets.**

CITY: BOULDER, CO

CONNECTING & SPONSORING APPRENTICESHIPS

The Boulder Chamber of Commerce and its Economic Council serves as an intermediary sponsor for U.S. Department of Labor-registered adult apprenticeships, collaborating with industry partners and educational institutions to create career pathways that provide wage, on-the-job learning, classroom instructions, and mentorship. These apprenticeships lead to industry-recognized credentials and align with labor market needs and cultural standards.

Programs include pathways such as medical assistance, surgical technology, restaurant manager, registered nurse, line cook, and amongst other apprenticeships opportunities. Participants benefit from structured on-the-job training, classroom instruction, and support for career growth. Employers work with the Chamber to strengthen talent pipelines, tailor training courses, and foster workforce development.

Key Partners: Chamber of Commerce, Industry Employers, Front Range Community College, Workforce Boulder County, and Major Industry Employers

Businesses Supported: All

Lessons for Everett: The programs align with labor market needs and cultural standards and would provide apprenticeships that would tailor the needs of the local demand and allow participants in the apprenticeships to have a higher chance to secure jobs. The close monitoring local market needs is a takeaway for Everett to consider incorporate in their apprenticeships moving forward.



Line Cook Apprentice

Recruitment Status

Recruiting Employers

On-Job Training Hours

2000

Classroom Instruction Hours

—

Years to Complete

1

Learn About Related Instruction

Related Coursework

Find Openings or Get Updates

Current Opportunities

Previous/Current Employers

zeal

Sponsor Logo



This case study from **Portland, Oregon** demonstrates how to **connect workforce program graduates to local employers**.

CITY: PORTLAND, OR

RAPID WORKFORCE TRAINING & EMPLOYMENT FOR VULNERABLE PORTLANDERS

The goal of this program is to address the disproportionate economic impacts of the COVID-19 pandemic on vulnerable populations disconnected from the workforce. Career training programs are 12 weeks with employment opportunities upon completion of the program.

The program provides industry-specific trainings with employer partners who hire program graduates in industries like construction, waste and recycling hauling, entry-level clerical positions within hospitals and clinics, entry level IT careers, and banking customer service.

Key Partners: Worksystems, Prosper Portland, and Major Industry Employers

Businesses Supported: All

Lessons for Everett: The Rapid Workforce Training & Employment for Vulnerable Portlanders is specifically designed for people experiencing more vulnerability with a structured 12-week commitment of employment opportunities. S. Everett could benefit from having programs specifically designed for disadvantaged communities, especially given the income levels of residents in the South Everett region.



**American
Rescue Plan**
Investing in Portland

**Rapid Workforce
Training &
Employment for
Vulnerable
Portlanders**

APPLY NOW

This case study from **Pima County, Arizona** demonstrates how to a **one-stop center** can **connect qualified jobs seekers with employers**.

CITY: PIMA COUNTY, AZ

PIMA COUNTY ONE-STOP

The program is funded through the U.S. Department of Labor through the Workforce Investment Act (WIA), which connects job seekers to a network of employment, training and educational programs in Pima County. One-Stop bridges the gap between employer and job seeker by connecting qualified applicants with job openings through services, referrals and trainings. For job seekers, the program provides job search and referrals, labor market information, resume-writing assistance, career planning, etc., for businesses, support areas include job posting, job-seeker referrals to employment opportunities, labor market information, etc.

Interviews with companies revealed a shortage of precision machinists and ineffective community-college training. In response, a partnership formed to revamp Pima College's machinist program and create a student pipeline with local schools and workforce agencies.

Key Partners: Arizona Department of Economic Security, Pima County, ARIZONA@WORK, and Major Industry Employers

Businesses Supported: All

Lessons for Everett: South Everett would benefit from having structured programs that conduct interviews and studies on regular basis that monitor needs in employment opportunities. Such program would provide the community more accurate and niche demand analysis.



This case study from **Kent, Washington** demonstrates how to **support microenterprises such as BIPOC and immigrant-owned businesses**.

CITY: KENT, WASHINGTON

CONNECTING, PROMOTING, AND BEING A LIASON FOR BUSINESSES¹



KENT SUPPORTING IMMIGRANT-OWNED MICROENTERPRISES

The Kent Downtown Partnership (KDP) strengthens the local economy by supporting microenterprises, with a particular focus on immigrant- and BIPOC-owned businesses. Serving a core group of 40 businesses, KDP facilitates connections with cultural agencies, provides navigation support for city policies, and activates a network of volunteers to promote business growth.

A notable success story involved an aspiring owner of an African variety grocery store. When progress on the store stalled, KDP Executive Director Gaila Haas intervened, coordinating with local partners such as Mother Africa, the StartZone program at Highline College, and the Food Innovation Network. This collaborative effort provided the guidance and resources the business owner needed to move forward.

Amid Kent's competitive retail landscape, KDP works to raise community awareness and drive foot traffic to its downtown microenterprises, fostering a more vibrant local economy.

Key Partners: Kent Downtown Partnership (KDP), Highline College, StartZone, Food Innovation Network's Small Business Development Center

Businesses Supported: Women and BIPOC businesses

¹ <https://preservewa.org/programs/mainstreet/main-street-microenterprise/case-study-kent/>

This case study from **Denver, CO** demonstrates how to **enhance public safety through improved lighting standards for businesses.**

CITY: DENVER, CO

ENHANCING PUBLIC PARKING LOT SAFETY WITH LIGHTING STANDARDS

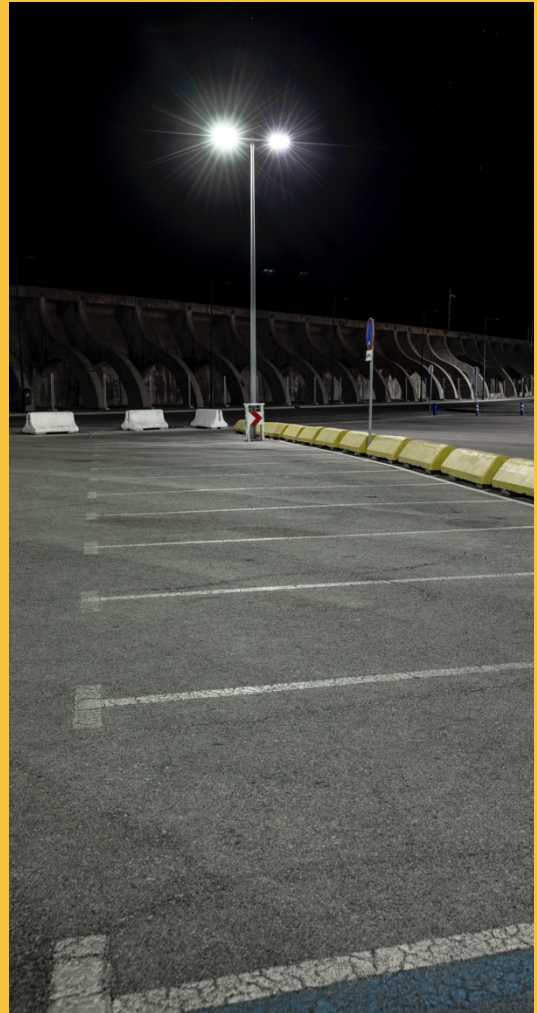
The City of Denver has introduced updated lighting requirements for licensed public parking lots to deter theft and enhance safety, especially in downtown areas. The guidance, rooted in Crime Prevention Through Environmental Design (CPTED) principles, aims to reduce criminal activity such as auto theft, carjackings, and related crimes.

Key benefits of improved lighting include increased visibility of human activity, better surveillance, reduced offender concealment, and greater public use of spaces. These enhancements align with broader crime reduction strategies that have already shown success in downtown Denver.

Initial enforcement will focus on education and outreach to help parking lot operators comply with the new standards, which may require upgrades like additional lamp posts or LED bulbs. Licensed lot operators could also qualify for free lighting upgrades through local electricity providers. Non-compliance may result in fines or license suspensions.

This initiative reinforces Denver's commitment to community safety by addressing environmental factors that contribute to criminal activity.

Key Partners: Excise and Licensing Department, Planning and Zoning Department, Xcel Energy



This case study from **Seattle, Washington** demonstrates how the city **supports businesses and programming through business improvement areas across the city.**

CITY: SEATTLE, WASHINGTON SUPPORTING BUSINESSES THROUGH BUSINESS IMPROVEMENT AREAS

COLUMBIA CITY BUSINESS IMPROVEMENT AREA

The Columbia City Business Improvement Area (CCBIA), one of 11 such districts in Seattle, focuses on maintaining and enhancing the vitality of the local business community. Supported by ratepayer funding, the CCBIA prioritizes public area maintenance, safety, and advocacy for local businesses. Key initiatives include weekly street cleaning, graffiti removal, enhanced fall leaf cleanup, and winter street lighting to improve accessibility and safety.

In collaboration with Evergreen Treatment Services' REACH program, the CCBIA also addresses homelessness by connecting unhoused individuals with vital services, including medical care, shelter, and mental health support. The organization operates a dedicated listserv to facilitate communication among property and business owners within the district, strengthening community ties and promoting economic growth

Key Partners: City of Seattle, Columbia City BIA, REACH Program

Businesses Supported: All



This case study from **Denver, Colorado** demonstrates how the to **support the reuse of a golf course park in the city into a mixed-use district.**

Park Hill Golf Course in Denver

The 18-hole, 155-acre, private golf course is in the heart of the city of Denver. The area was privately-owned by a third-party until 2019 when the golf course was closed and subsequently sold to Westside Investment Partners who has the vision to transform the area to be a mixed-use district supporting transit-oriented development, expand access to open space and create community spaces.

The new owners recognized that it was crucial to involve the community extensively in the decision-making process, maintaining close collaboration with the City, and the creation of a project vision with shared priorities. **A diverse team of planners, architects, urban designers, and community leaders worked closely with the owners and community to develop a ‘small area plan’ to help guide**



redevelopment efforts and align development regulations. The golf course is located in an area of the city that is a very diverse (Hispanic and Black) neighborhood with slightly below-average household incomes. The community and developers created a balanced plan for a large-scale regional park, affordable housing, and a neighborhood grocery store along with small businesses.

In response to community concerns, a Community Benefits Agreement (CBA) was established for the golf course redevelopment, securing:

- At least 25% affordable housing units target
- \$150K for contracting with local, BIPOC-, and women-owned businesses
- Property Tax Anti-Displacement Fund
- Partial funding of the 303 ArtWay Heritage Trail connecting the nearby transit station and surrounding neighborhoods.
- Land donation and incentives a full-service grocery store.
- Construction of community Fieldhouse and Sports Fields.
- Initiative promoting affordable homeownership.

This case study from **Seattle, Washington** demonstrates how the create a mixed-income housing district to support several housing initiatives and city households.

High Point in Seattle

The project is Seattle Housing Authority's largest family community that was redeveloped into a mixed-income community starting in the year 2000. Around 1,600 families live on this 120-acre land as an integral part of West Seattle.

The High Point was centered on three major themes: quality design, healthy environment, and an engaged community. The broader goal for the redevelopment project was also to connect the residents to the West Seattle community, with more than 450 residents and neighbors participated in a design survey and workshops that help shape the vision for the community.



A key characteristic of the community is in its mixed-income community. Among the nearly 1,600 on-site housing units, a mix of public, affordable rental, senior, and for-sale housing serves low- and very low-income residents. Most homes have private yards and porches and sit on safe streets with controlled traffic. Funding for the \$550 million project came from various sources, including private investment, tax-exempt borrowing, tax credits, partnership equity, a HOPE VI grant, and other public funding. Private developers were pivotal in High Point's transformation. The Seattle Housing Authority's master plan created a vision model for a mixed-income community, specifically for low-income residents, while funds from strategic land sales contributed to help pay for the construction costs.

This mixed-income community project features sustainable and health-focused design, including pedestrian-friendly streets, salvaging materials from deconstructed homes, and eco-friendly construction practices. It incorporates an innovative natural drainage system, Breathe Easy Homes to reduce asthma triggers, use of clean bio-diesel during construction, and preservation of over 100 mature trees along with 2,600 new plantings.

7. South Everett's Next Chapter: Built on Bold Action and Shared Success

South Everett is standing at a turning point. The pieces are here—a diverse and ambitious community, a growing small business ecosystem, and proximity to world-class industries in aerospace, advanced manufacturing, and green energy. What happens next depends on how we connect those pieces and turn them into something bigger.

Here's the challenge: too many residents are locked out of home and business ownership, missing key opportunities to build wealth. Too many workers are in low-wage jobs, despite being next door to some of the most dynamic industries in the country. Too many businesses struggle to scale because they lack access to the resources that could help them thrive. The solutions aren't out of reach, but they do require focus, investment, and a commitment to bold action.

Here's the playbook:

- **Strengthen local ownership.** Ownership builds stability. It roots people in their communities, strengthens small businesses, and creates long-term economic resilience. Expanding homeownership, business property ownership, and cooperative investment models will make sure wealth stays in South Everett.
- **Bridge the gap to high-wage industries.** The jobs are here—thousands of them. But access is the missing piece. Expanding apprenticeships, training partnerships, and employer-driven workforce development will ensure South Everett residents have real pathways to careers that pay well and last.

This isn't just a strategy—it's a commitment to a better future. It's a vision of South Everett where businesses have what they need to grow, workers have access to meaningful careers, and families can put down roots without fear of being priced out. The City, businesses, and community leaders must work together to connect the dots, take smart risks, and create opportunities that last.

BUILDING SOUTH EVERETT'S FUTURE TOGETHER

At first glance, South Everett may appear as a patchwork of residential neighborhoods, industrial corridors, and commercial strips. Yet within this landscape lies a community rich with opportunity—a place where local businesses, workforce potential, and strategic assets like Paine Field converge. This economic development strategy is not just a plan but a commitment to fostering a more connected, inclusive, and prosperous South Everett.



Through engagement and analysis, several priorities emerged as essential for creating a stronger and more resilient local economy. Key actions include:

- **Expanding workforce development initiatives** to align training programs with local industry needs, creating pathways for residents to access high-paying careers in aerospace, advanced manufacturing, and emerging sectors.
- **Establishing a Business Improvement District (BID)** to enhance public safety and support small businesses.
- **Prioritizing the development of mixed housing** near future transit stations to ensure accessibility and equity.

South Everett's diverse population and its adjacency to major economic drivers like Paine Field and the Boeing campus make it uniquely positioned to lead in innovation and sustainable growth. The upcoming Sound Transit Everett Link Extension offers a transformative opportunity to enhance connectivity and catalyze development that integrates green spaces, housing, and transit-oriented hubs. By leveraging these assets, South Everett can evolve into a hub of opportunity and innovation, setting an example for equitable and inclusive development across the region.

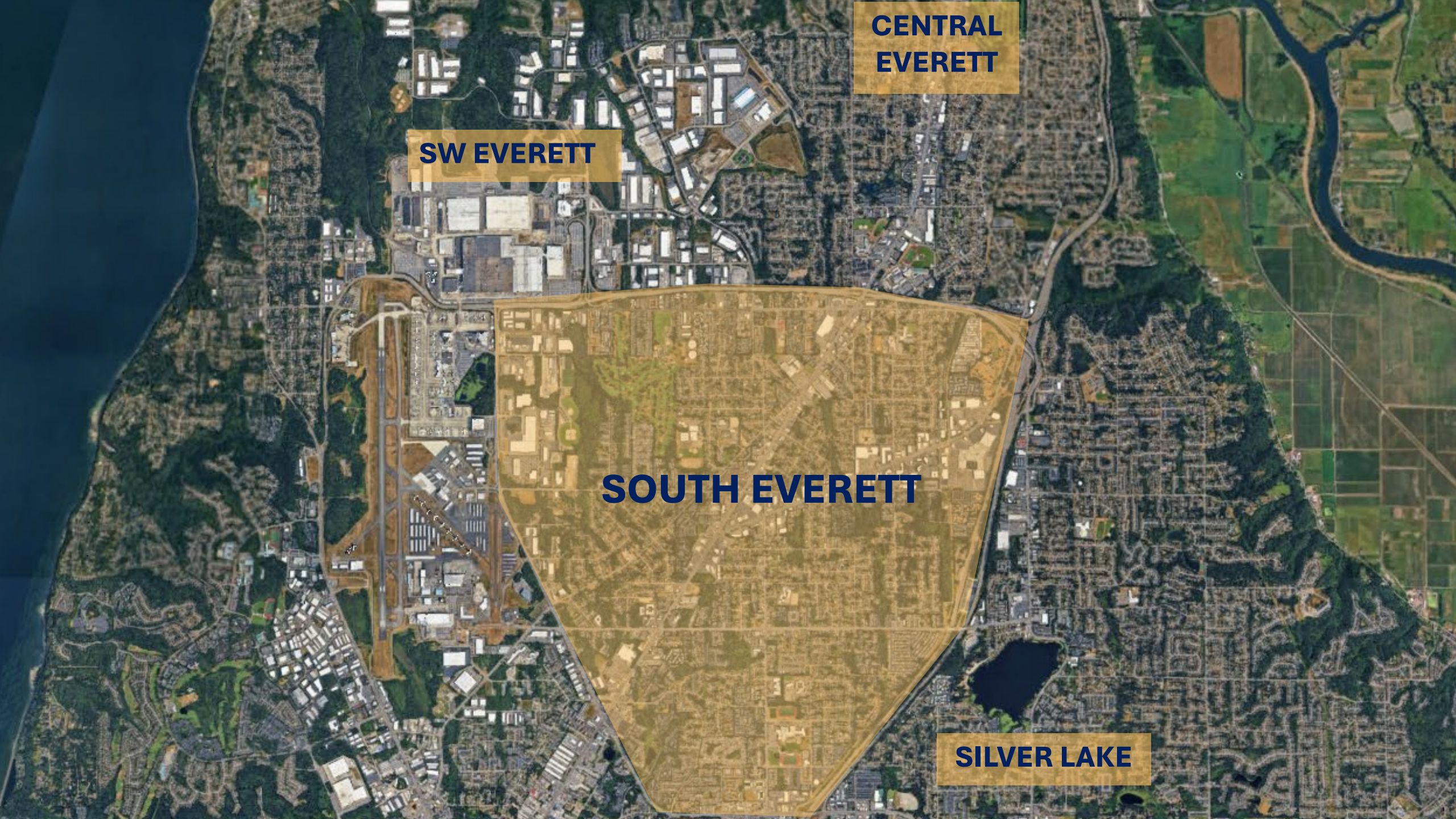
The future of South Everett is not just waiting to be shaped; it is an active, collaborative endeavor. Picture a vibrant community where families thrive in affordable, transit-accessible neighborhoods; where small businesses flourish in a safe and supportive ecosystem; and where workforce development creates pathways to careers in cutting-edge industries. This vision demands action from all stakeholders, including public entities, private investors, community leaders, and residents. Together, by investing in these critical initiatives, fostering partnerships, and maintaining a shared commitment to equity and sustainability, we can ensure that South Everett's future is not only adaptive to change but also a model for thriving, inclusive, and innovative urban development.

South Everett Economic Development Strategy

SEEDS: Rooted Ownership, Growing Opportunity

City Council Briefing

July 23, 2025



**CENTRAL
EVERETT**

SW EVERETT

SOUTH EVERETT

SILVER LAKE

Focused effort

Nov 2018	WHEB Triangle maps economic development course*
Jan 2019	Golf course allowed to be considered for redevelopment*
Jan 2022	Local Initiative Support Corporation (LISC)
Mar 2022	Urban Land Institute (ULI) Project Analysis Session
Dec 2023	South Everett Economic Development Strategy launched
Jan 2024	ECONw and LISC selected
Oct 2024	Council update*
May 2025	Report completed

* see appendix



Characteristics of a great strategy

- ✓ Grounded in the community
- ✓ Maximizes assets and resources
- ✓ Catalyzes sustainable growth
- ✓ Focused recommendations
- ✓ Broad group of implementation partners



Consultant team leaders

MORGAN SHOOK, ECONW
TINA VLASATY, LISC



How Did We Get Here? Our Data-Driven Approach

- **Objective:** Understand South Everett's economic conditions, opportunities, and barriers
 - ◆ Collected and analyzed quantitative data: demographics, housing, workforce, commercial real estate
 - ◆ Compared South Everett with City and County benchmarks
- **Purpose:** Ground the strategy in facts
 - ◆ Highlight structural barriers to economic mobility
 - ◆ Identify where public investment can have the greatest impact

	SNOHOMISH COUNTY	CITY OF EVERETT	SOUTH EVERETT
Population	828,337	110,847	48,723
Population Share to City	-	-	44%
Share of Population 18 to 39	30%	34%	39%
Share of Population Over 60	21%	20%	17%
Households	307,643	43,840	20,018
Avg. Household Size	2.66	2.44	2.42
Share Owner-Occupied Homes	69%	49%	36%
Share Renter-Occupied Homes	31%	51%	64%
Median Household Income	\$104,083	\$77,806	\$67,195

How Did We Get Here? Listening to the Community

- **Objective:** Understand lived experiences, priorities, and aspirations in South Everett
 - ◆ Facilitated workshops with employers, residents, and nonprofits
 - ◆ Conducted interviews with over 25 small businesses across key corridors
 - ◆ Distributed bilingual surveys to increase accessibility
- **Purpose:** Ensure strategies reflect real needs—not just data
 - ◆ Build trust and local ownership of the economic vision
 - ◆ Identify actionable ideas with community support

4 Focus Areas



Workforce

14 Stakeholders

- Aerospace, education, healthcare, and workforce training organizations



Small Business

25 Businesses were visited

- Multiple sectors, including retail, service, and construction
- 11 in-depth interviews conducted in English and Spanish



Inclusive Development

16 Participants

- Topics: Residential, commercial transportation, parks



Innovation Economy

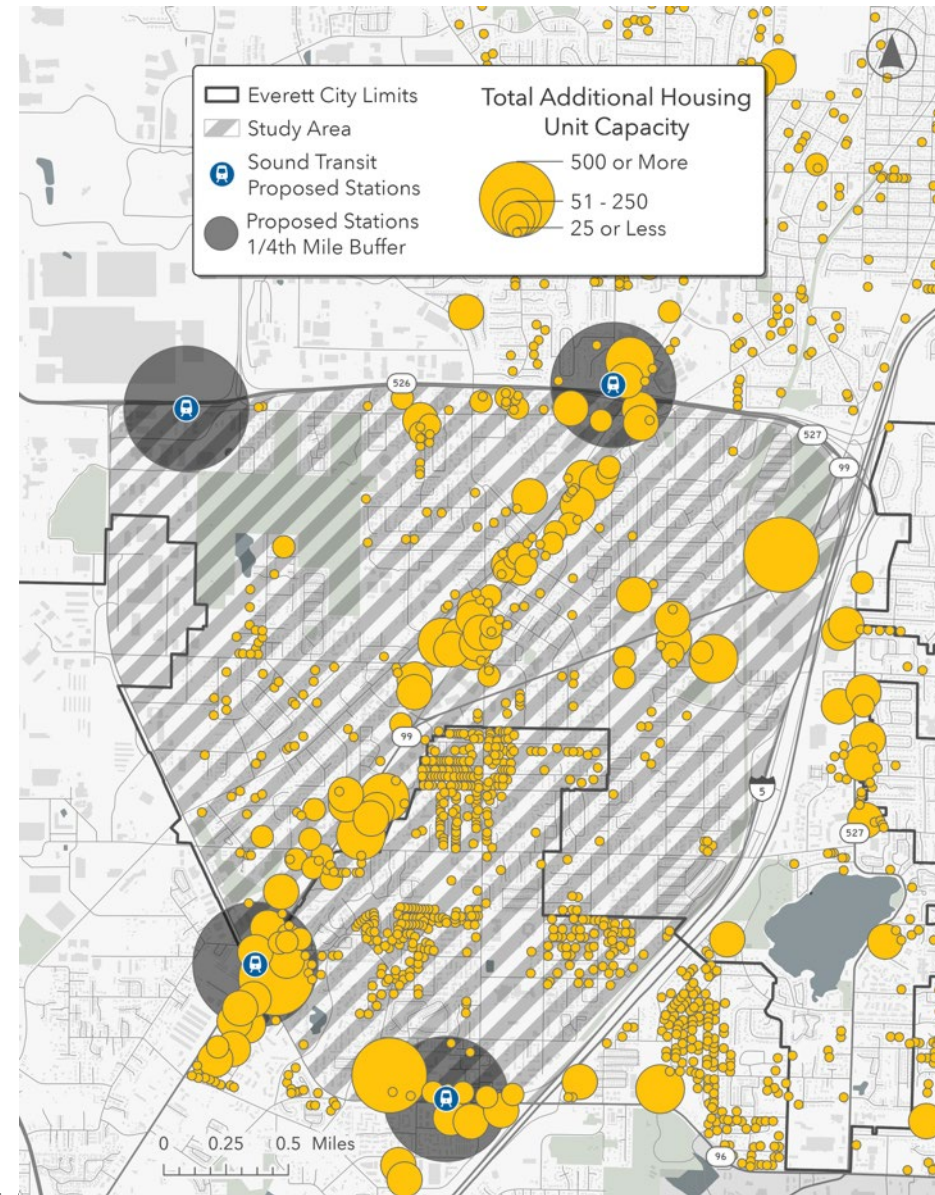
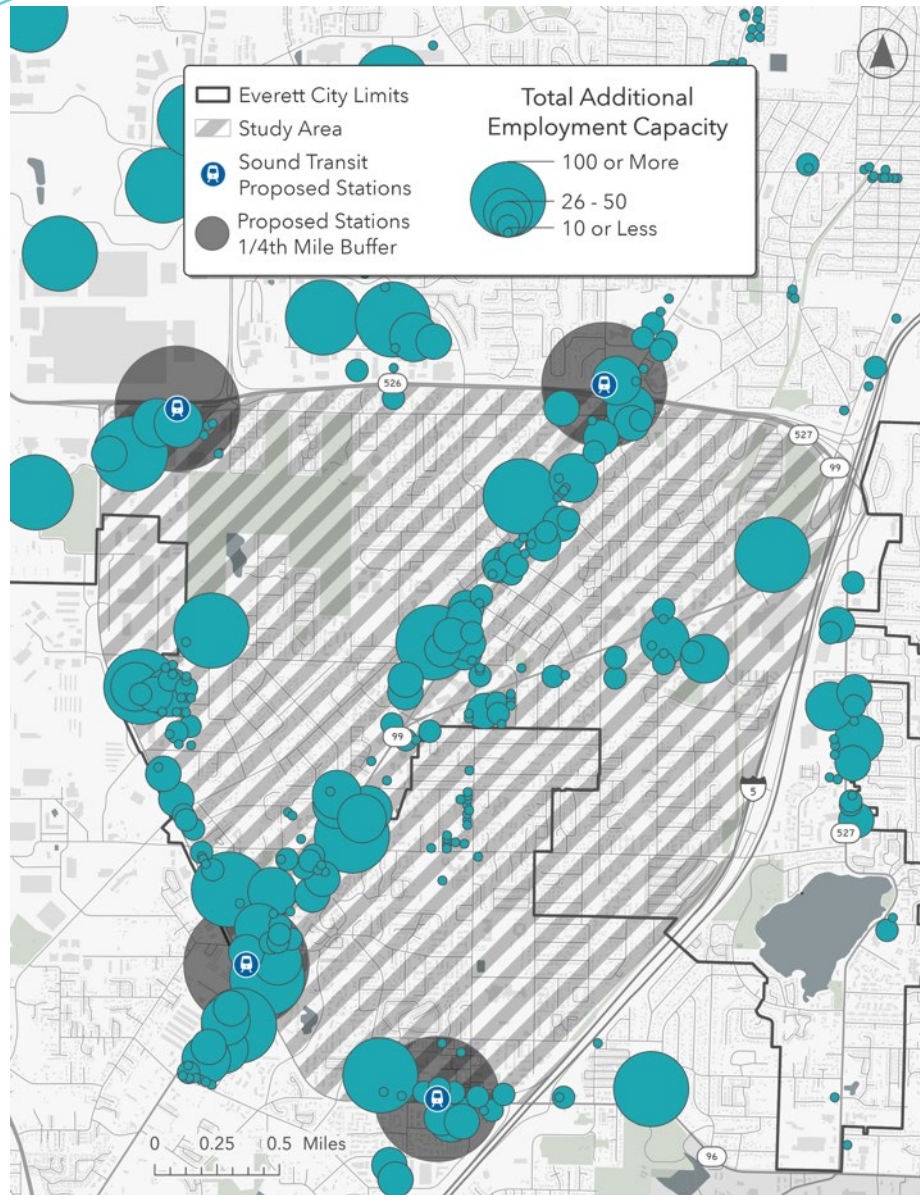
5 Stakeholders

- Energy, Sustainable Aviation Fuels, Renewable Energy

What We Learned from the Data

- Demographics:
 - ◆ Younger, more diverse, and lower-income population
 - ◆ 64% renters vs. 36% homeowners
- Housing & Business Conditions:
 - ◆ High rental burden and limited affordable ownership opportunities
 - ◆ Few locally owned commercial properties and businesses
- Workforce & Industry Mismatch:
 - ◆ Residents mostly work in low-wage service jobs
 - ◆ Disconnect from nearby high-paying sectors (aerospace, clean energy, manufacturing)

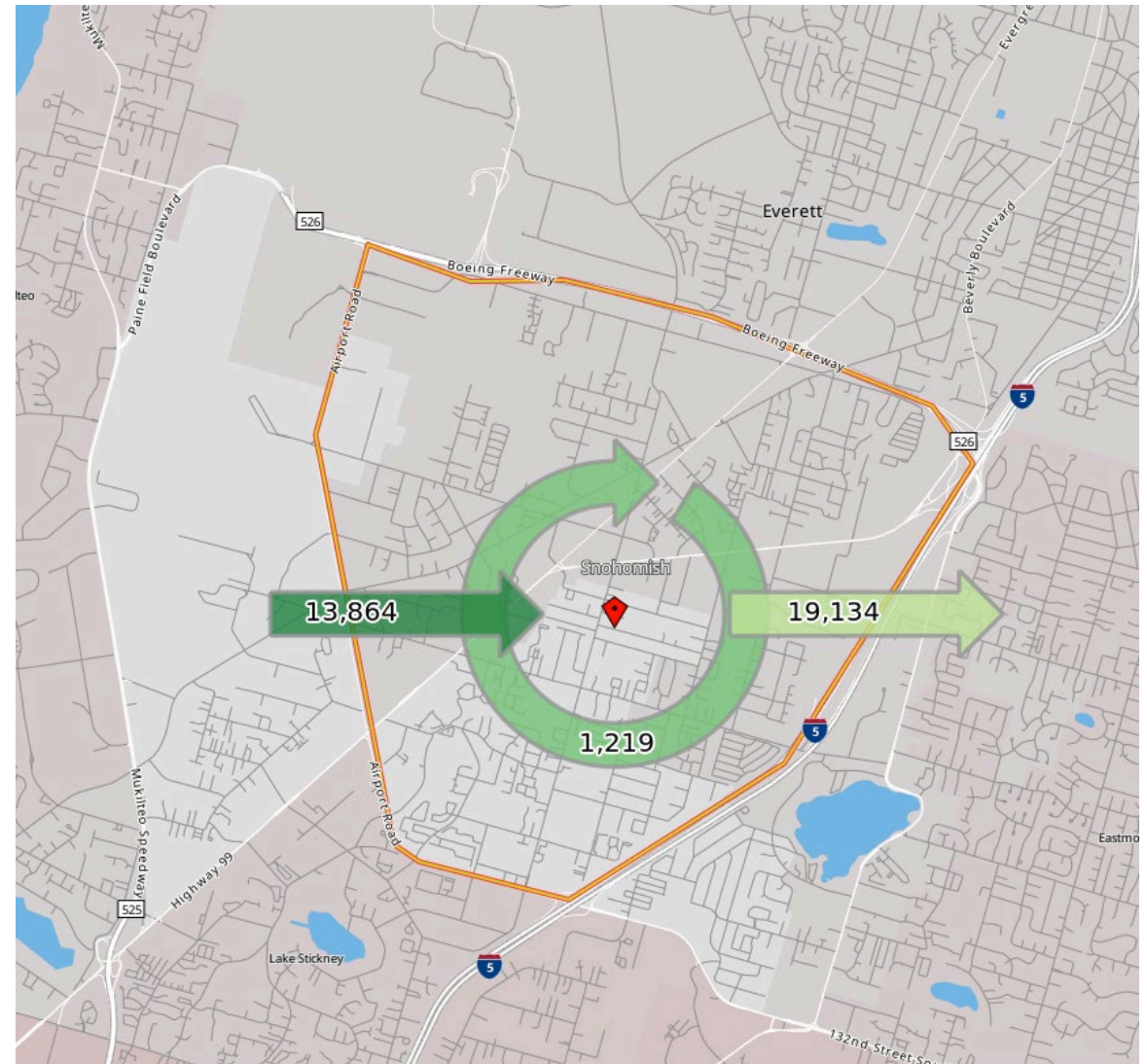
Additional Employment and Housing Capacity



Employment Inflow/Outflow Patterns

8% of the South Everett residents live and work in the study area.

Inflow/Outflow Job Counts in 2021
All Workers



Themes from Community Conversations

- **Workforce Barriers:** Need for apprenticeships, soft skills, and wraparound support
- **Business Needs:** Public safety, easier permitting, and visibility of resources
- **Desire for Local Ownership:** Businesses and residents want more control over land and property
- **Big Ideas:**
 - ◆ Leverage city property to address growth
 - ◆ Create a business hub and/or business improvement area
 - ◆ Form partnerships to acquire community-managed assets

Strengths

- Major regional employers nearby
- Strong and expanding transit access
- Diverse, young, and growing workforce

Opportunities

- Transit-oriented community potential
- Employer-driven housing/training initiatives
- Small business development momentum

Challenges

- Higher rental rate, lower homeownership
- Job base concentrated in lower-wage services
- Lower level of business/property ownership

Threats

- Displacement pressures from rising costs
- Growth without community wealth-building
- Loss of cultural identity + local business

To create shared prosperity, the City must ground policy, partnerships, and investment with these realities—anchoring growth in South Everett's people, places, and potential.

What's Holding South Everett Back?

- High rental cost burdening → housing and economic instability
- Limited local business owner engagement → lack of coordination and community investment
- Job and skills mismatch → underemployment, commuting
- Aging retail corridors and limited small business support systems
- Safety concerns that suppress investment

Why We Focused on Two Priorities

Rooted Ownership: Build wealth through home, business, and commercial ownership

Growing Opportunity: Connect residents to quality nearby jobs and career pathways

Both priorities

- reflect the structural realities and the community's vision
- offer near-term wins and support long-term change

Action – Support for Small Businesses

Strengthen Local Business Ecosystems

- Establish Business Improvement Areas (e.g., Casino Rd., Evergreen Way, Everett Mall Way)
- Partner with nonprofits for technical assistance and microgrants
- Create a small business hub with shared services and navigators
- Inspired by Columbia City BID and Kent Downtown Partnership



Action – Expand Homeownership

Emphasize For-Sale Housing

- Investigate tools to deliver affordable, for-sale workforce housing
- Explore ways to redevelop public properties modeled on Park Hill (Denver) and High Point (Seattle)
- Establish a foundation to offer down-payment incentives funded by industry



Action – Community-Owned Property

Stabilize Small Business Space

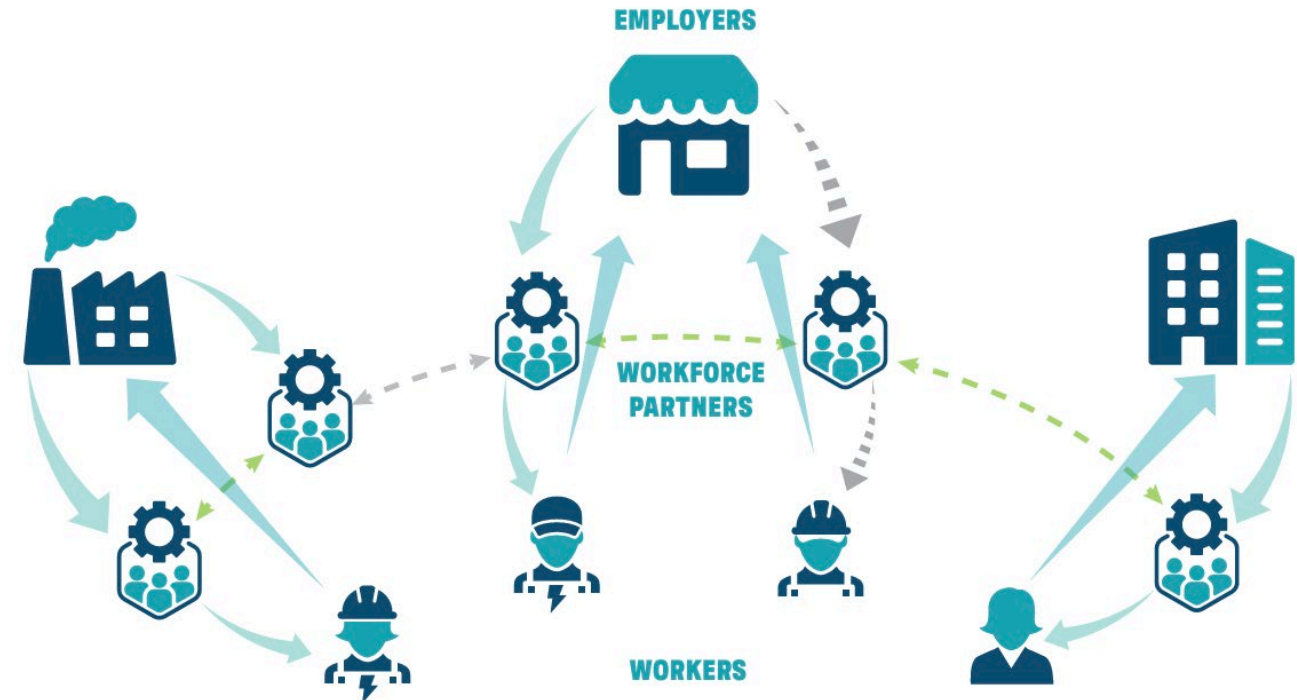
- Long-term control over commercial space leads to wealth retention
- Support local entrepreneurs and protect against displacement
- Launch foundation for cooperative or trust-based ownership models
- Partner with nonprofit to acquire/manage Casino Square



Action – Connect Residents to Quality Jobs

Grow Win/Win Employment Opportunities

- Sponsor apprenticeships in high-demand sectors (Boulder, CO model)
- Connect and convene on-going workforce roundtable to align training with employer needs
- Support wraparound services (childcare, transportation, etc.)
- Highlight local success stories and mentorship networks



Next steps

- 4-year work plan for South Everett
 - Efforts to encourage local ownership
 - Efforts to connect SW Everett jobs with S Everett residents
- White papers to support grant applications
- Connect and convene implementation partners



SEEDS: Rooted Ownership, Growing Opportunity

DISCUSSION



Council Presentations from 2018, 2019, and 2024

APPENDIX



WHEB TRIANGLE MAPS AN ECONOMIC DEVELOPMENT COURSE

NOV 28, 2018, COUNCIL BRIEFING EXCERPT





***The Westmont-Holly-Evergreen-Boeing (WHEB)
Triangle maps an economic development course to
capitalize on its unique opportunities***



WHEB Triangle maps economic course

1. Promote the WHEB Triangle
2. Conduct a public process to create WHEB-specific economic development recommendations
3. Explore enhancement and redevelopment options of WHEB park properties



WHEB Triangle maps economic course

4. Launch land use planning of the two WHEB light rail station areas
5. Enforce compliance policies that eliminate blight
6. Dispel misperceptions of the area



WHEB Triangle maps economic course

7. Investigate annexation options south of the WHEB
8. Collaborate with Snohomish County Tourism to grow tourist destinations and spending
9. Help establish #PAE as the region's preferred destination

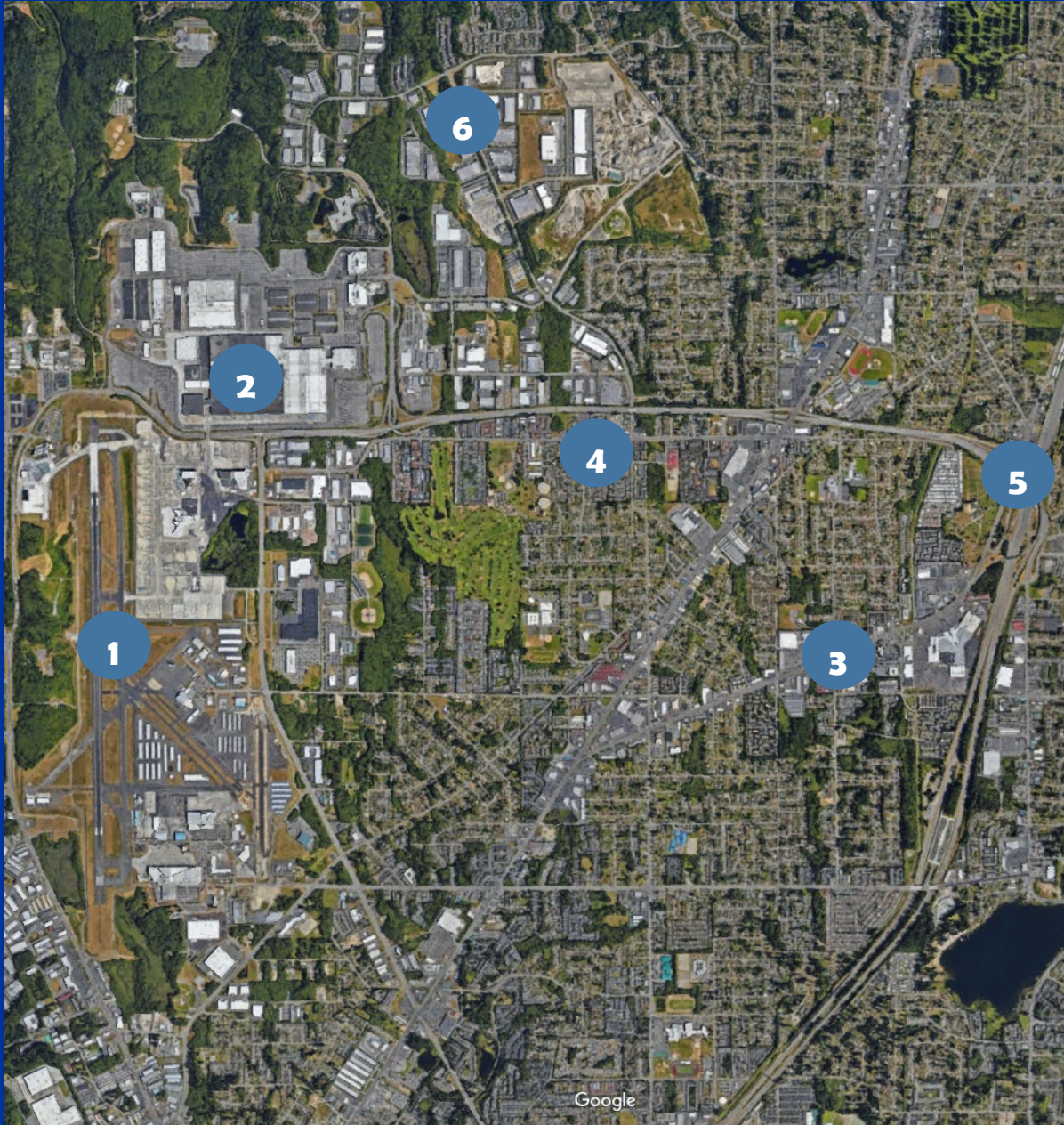
WHEB TRIANGLE MAPS AN ECONOMIC DEVELOPMENT COURSE

JAN 29, 2019, COUNCIL RETREAT





Premise:
The City of Everett can
shape a sustainable
economic future for the
WHEB Triangle by
employing its assets,
processes, and tools
to harness the economic
forces affecting the area



**Economic forces
driving change
in the WHEB Triangle**

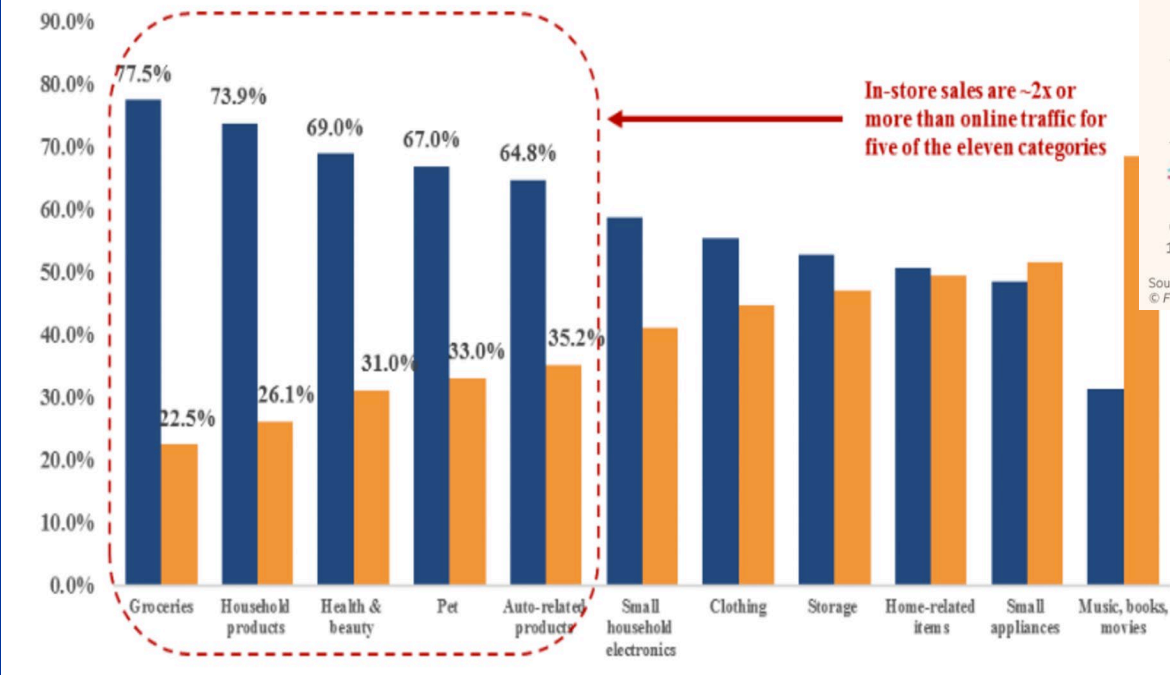
1. PAE provides opportunity to boost hospitality spending and establish new airport-dependent industries



2. Automation reduces manufacturing opportunities for assembly line workers while growing tech industry opportunities



3. Evolving consumer habits create a volatile real estate climate along Evergreen Way and Everett Mall Way



American online retailing is growing rapidly

% of core retail sales



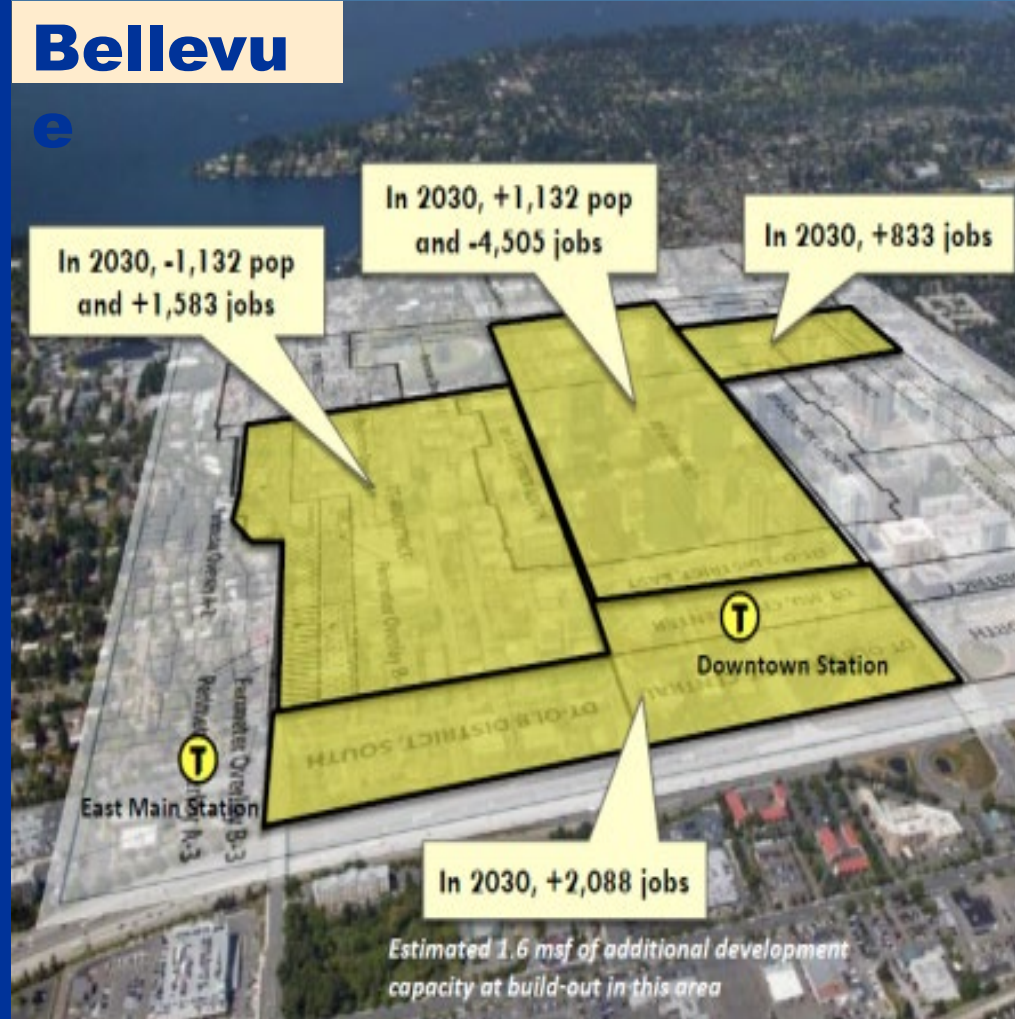
Sources: Haver, IIF
© FT

4. Dramatic regional growth plus changing demographics drive demand for walkable, amenity-rich, multi-modal communities



5. Traffic congestion drives investment in employment centers directly served by high-capacity transit

Bellevue



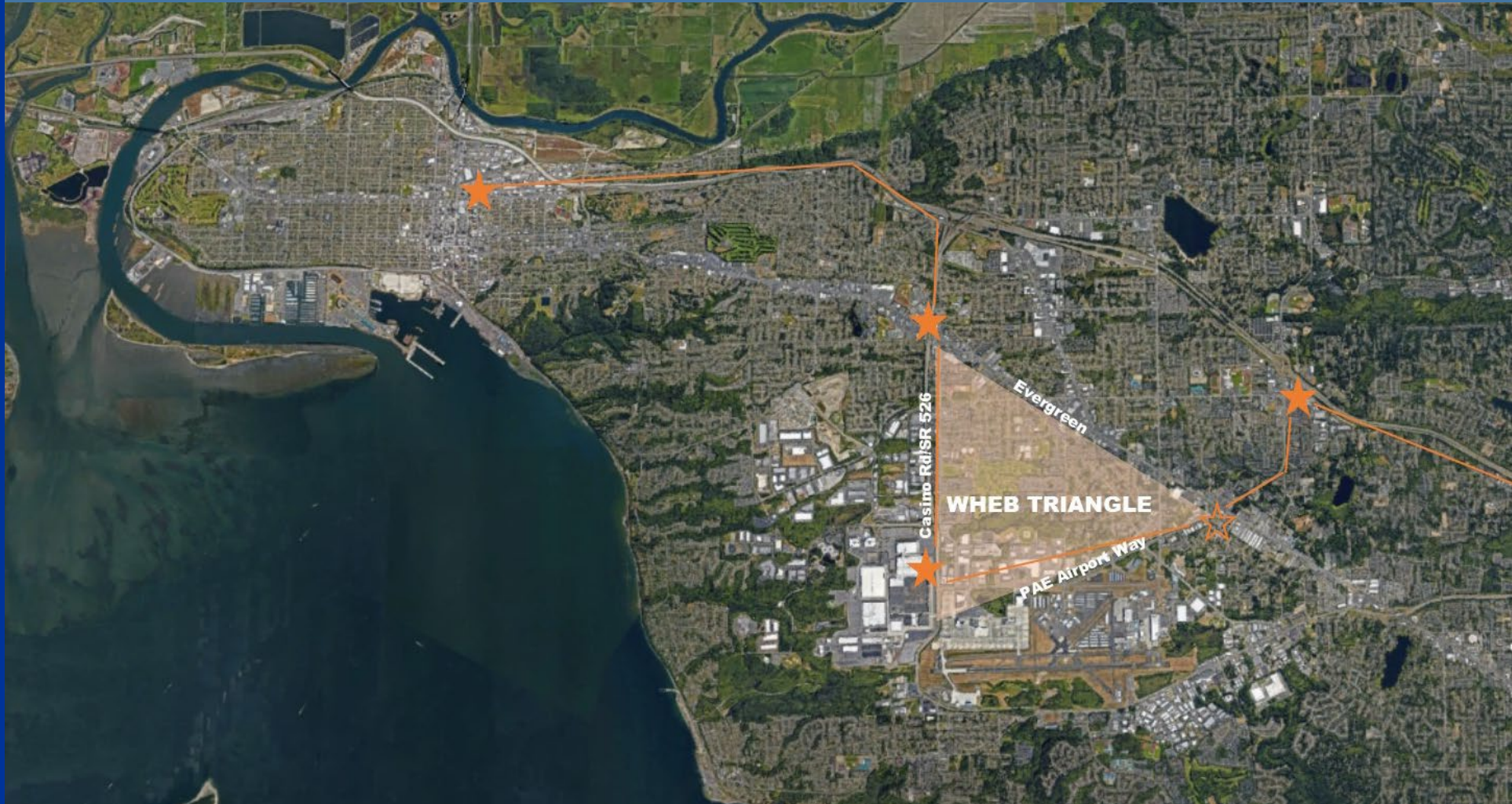
Northgate



6. Demand for Distribution Centers consumes large industrial properties while providing few jobs and community impact

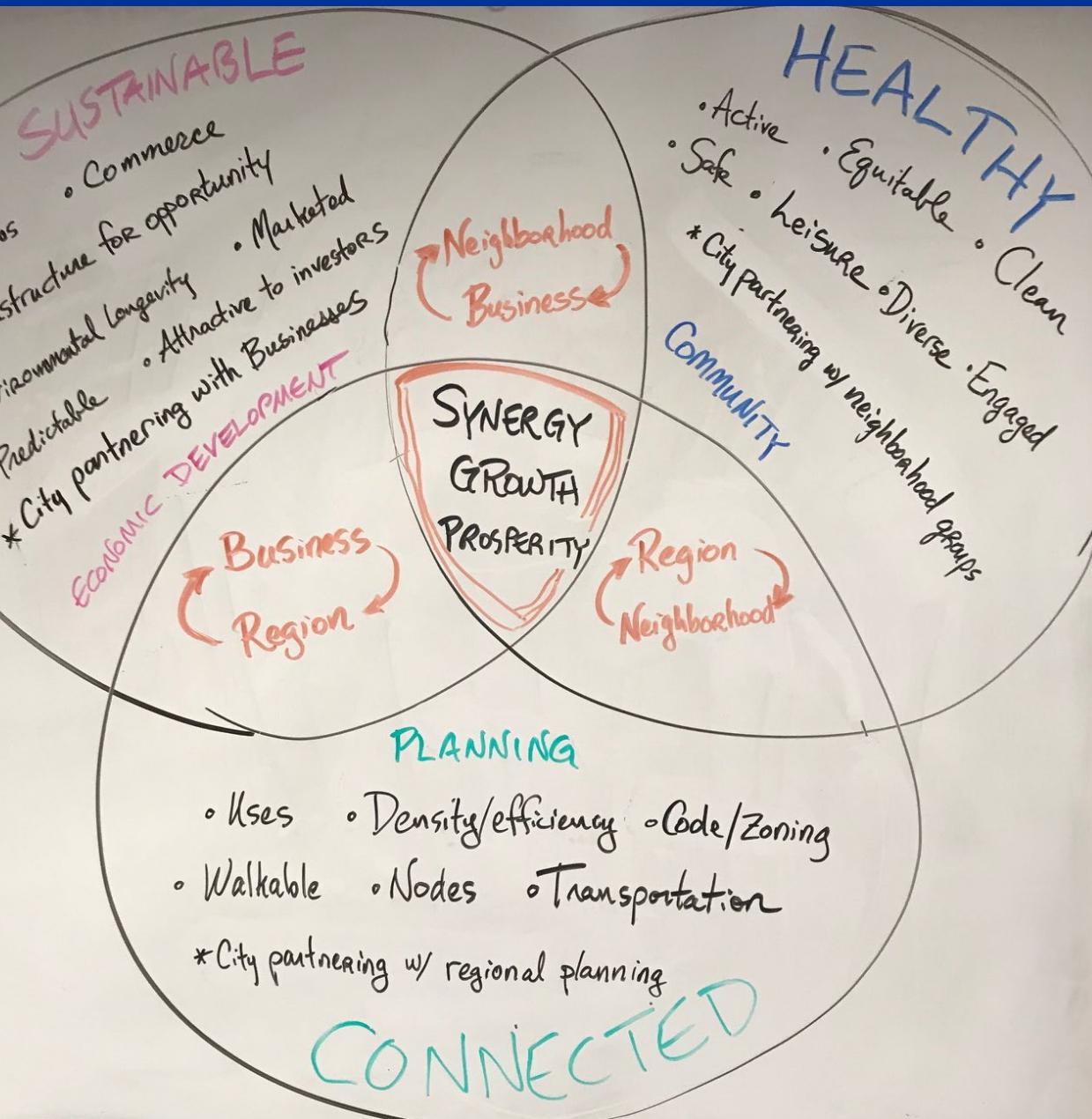


7. Voter passage of \$50 billion Sound Transit 3 provides funding for 2037 light rail service to the WHEB Triangle

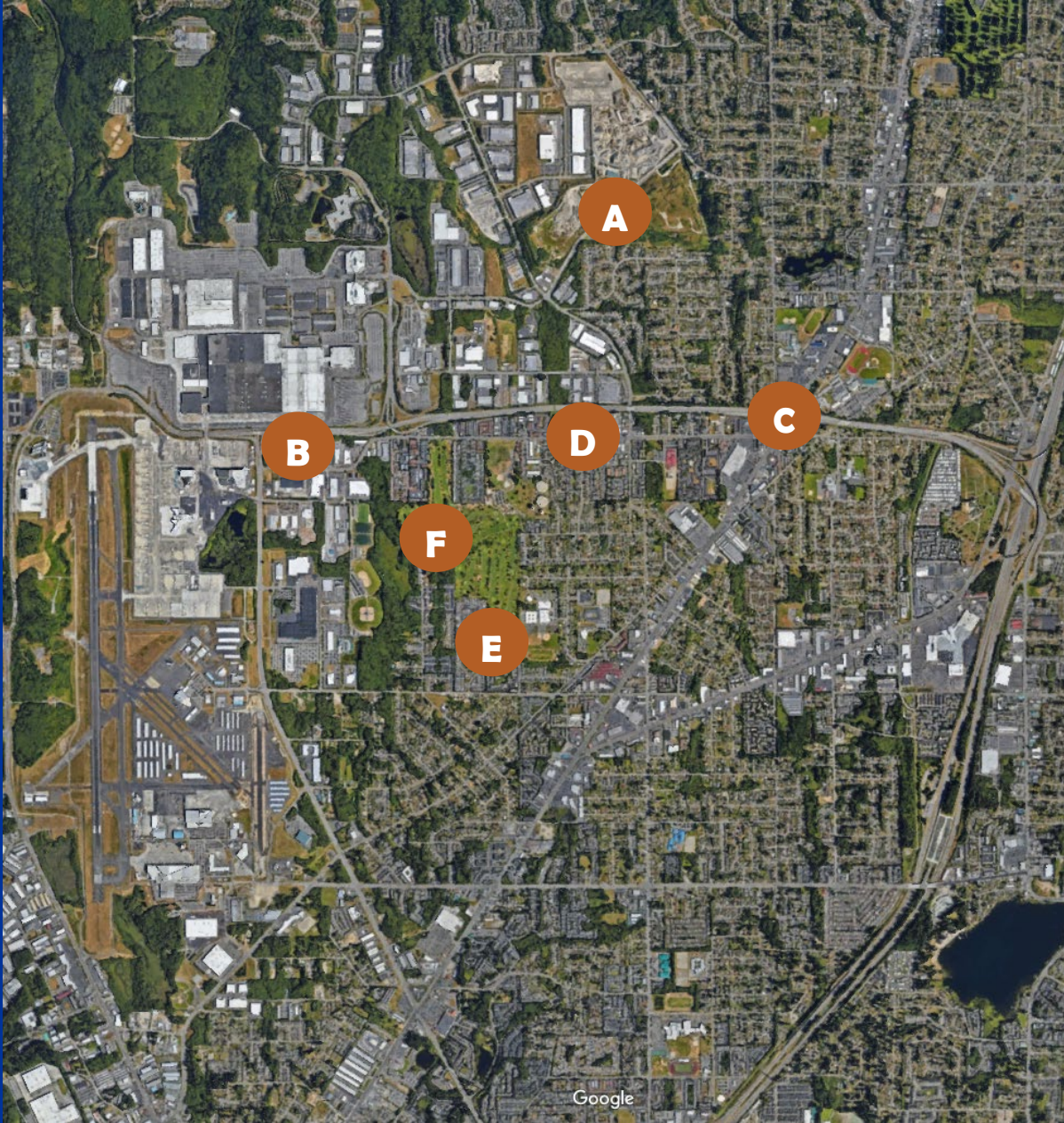


8. A widening housing affordability gap displaces renters and reduces home ownership as neither supply nor income growth keep pace with the rising rents and sale prices





The Office of Community, Planning, and Economic Development work to shape a sustainable, healthy, and connected future



City assets, tools and processes being considered to shape a sustainable economic future for the WHEB

A. Plan and fund improvements of the two new Evergreen park properties into an attractive multi-activity complex that accommodates growth in the surrounding neighborhoods



B. Plan the transformation of the Boeing Link Station Area into a walkable street grid cityscape designed for dense employment to create decades of job growth and investment



Boeing Link Station Area overlaid on Downtown Everett



**C. Plan the transformation of the Evergreen Link Station Area
into a walkable community built around dense housing and
ample transportation, school, park, retail, and service options**



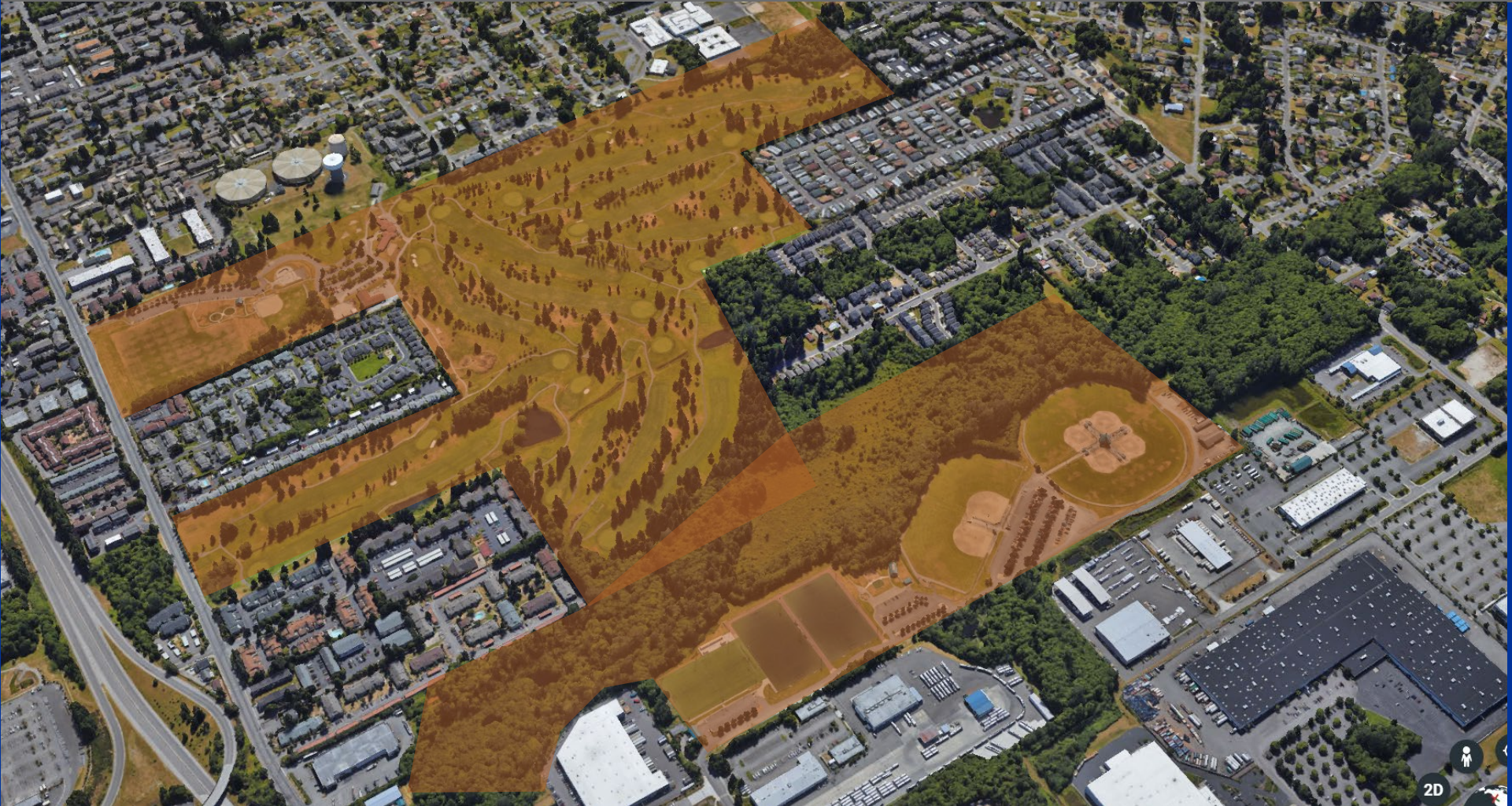
D. Foster on-going efforts along Casino Road to create a stable, attractive, and opportunity-filled environment that lifts both the area and its constituents



E. Collaborate with regional partners and subject-matter experts to enact effective incentives, codes, and marketing initiatives to attract investment, commerce, and long-term residents



F. Partner with private sector to redevelop WEH golf course into a master-planned mix of market-rate housing and public park amenities designed to serve nearby neighborhoods



SOUTH EVERETT ECONOMIC DEVELOPMENT STRATEGY

OCT 30, 2024, COUNCIL UPDATE





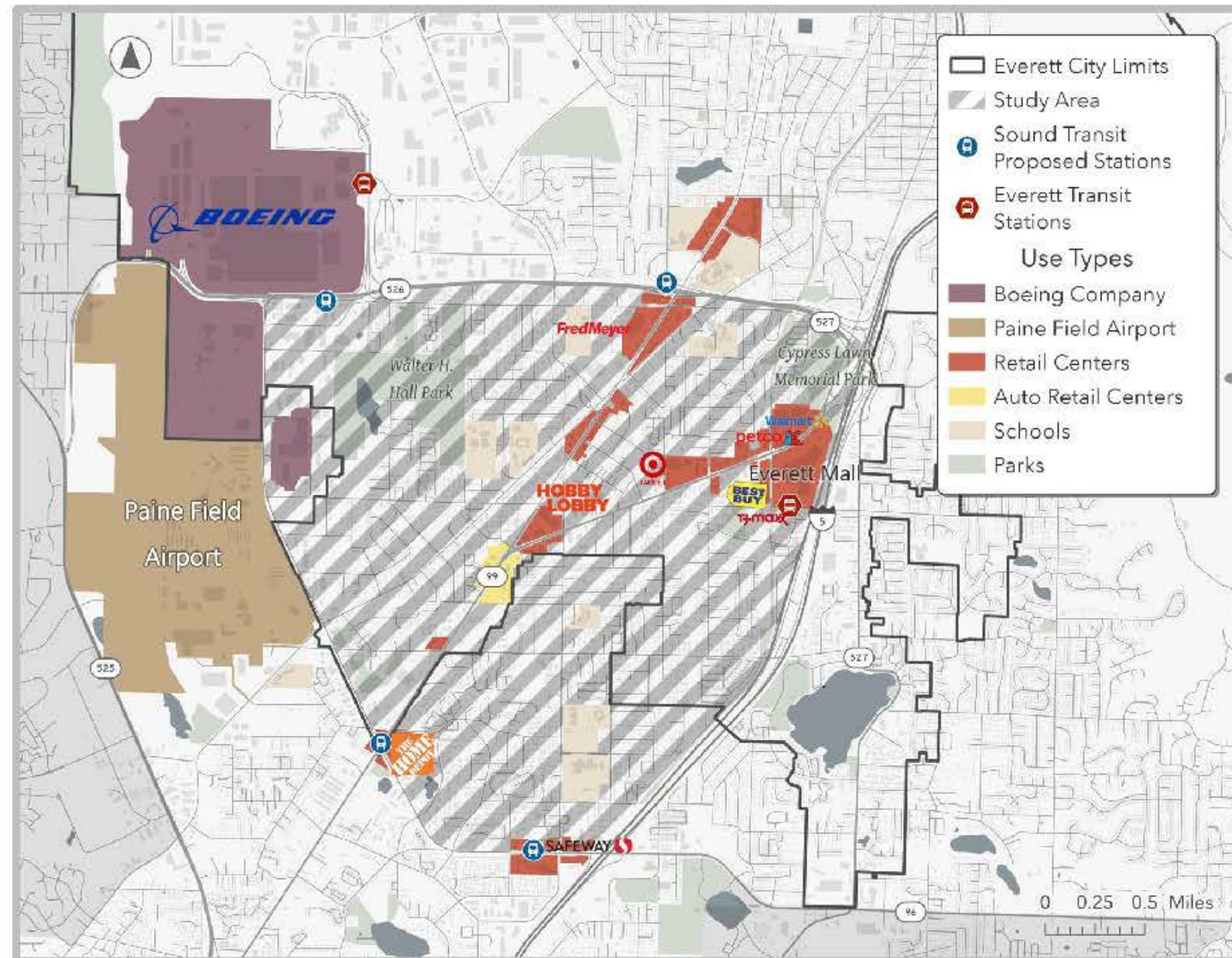
South Everett Economic Development Study

Existing Conditions

October 2024



Focus Area: Casino Road, Evergreen, Airport Rd



Goals: Diverse, Resilient Economy



Promote inclusive economic growth that benefits all residents of South Everett.



Create pathways for high-wage employment opportunities in the region.

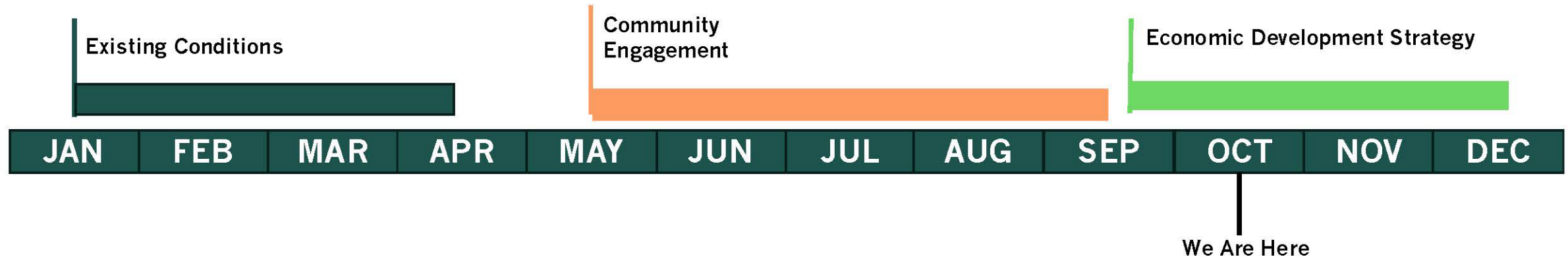


Address and mitigate potential displacement risks due to transit expansion.



Explore opportunities to optimize the use of public land for equitable development.

Timeline: Turning Analysis to Actions



Goals



What Does the Data Tell Us?

More Diverse, Lower Income

Median Household Income

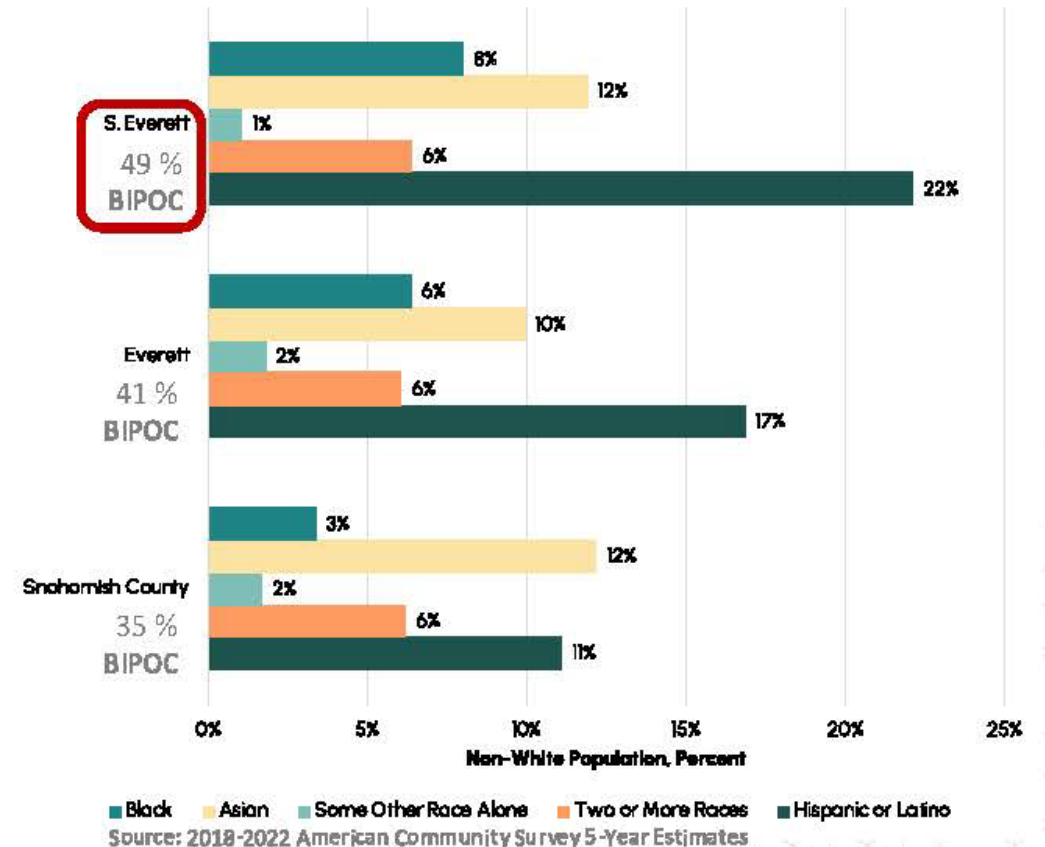
\$67,195

Snohomish County: \$104,083, Everett: \$77,806

	Snohomish County	Everett City	S. Everett
Population	828,337	110,847	48,723
Households	307,643	43,840	20,018
Average Household Size	2.66	2.44	2.42
Owner-occupied Homes	210,931	21,267	7,160
Percent Owner-Occupied Homes	69%	49%	36%
Renter-Occupied Homes	96,712	22,573	12,858
Percent Renter-Occupied Homes	31%	51%	64%
Per Capita Income	\$49,215	\$40,215	\$34,711

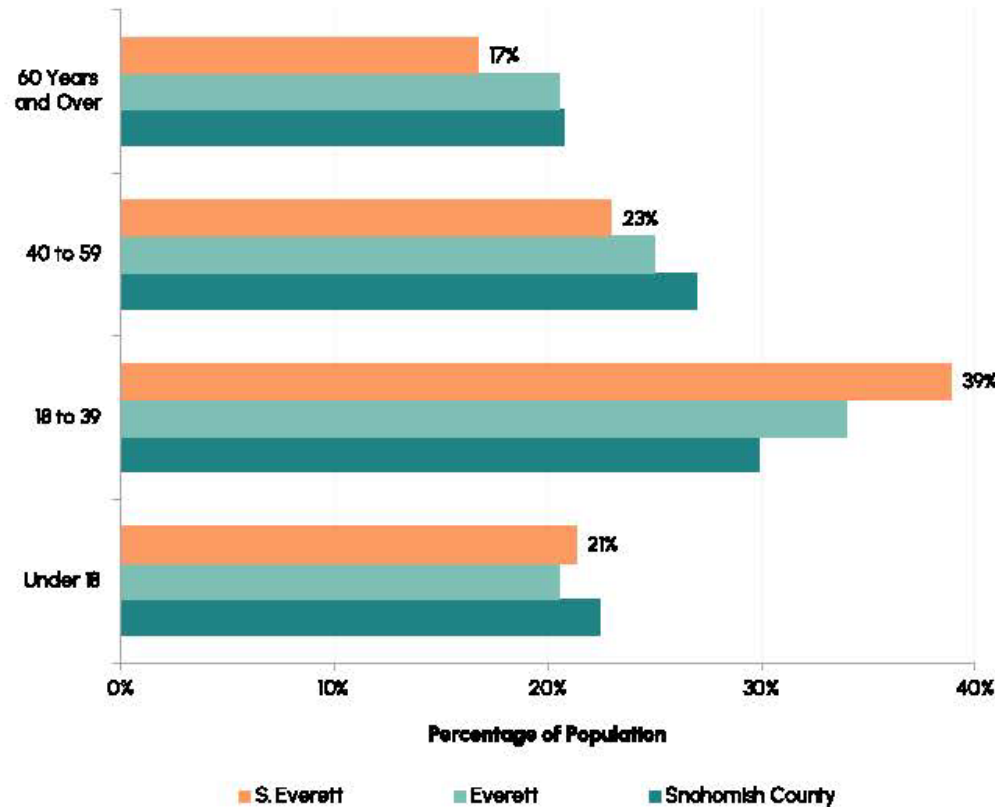
Source: 2018-2022 American Community Survey 5-Year Estimates

Composition of BIPOC population



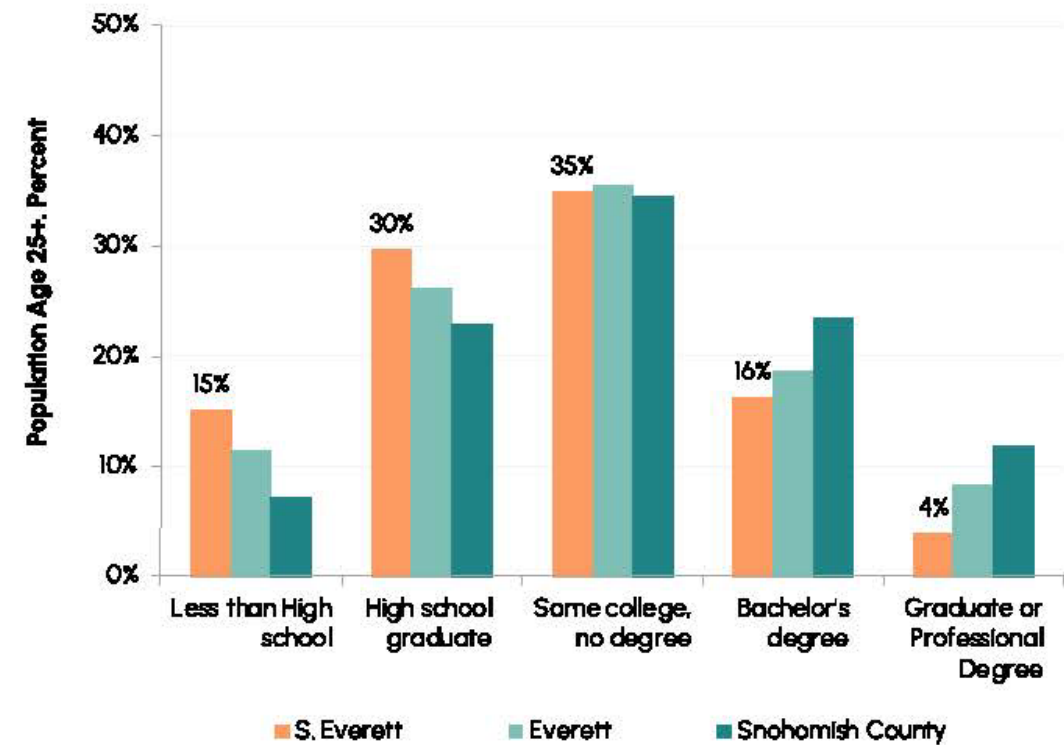
Younger Population, Less Educated

39% of the S. Everett population is between age 18-39



Source: 2018-2022 American Community Survey 5-Year Estimates

20% of the S. Everett population achieved a Bachelor's degree or more



More Service Workers, Less Manufacturing

Unemployment Rate

7.4%

Snohomish County: 3.6%, Everett: 3.9%

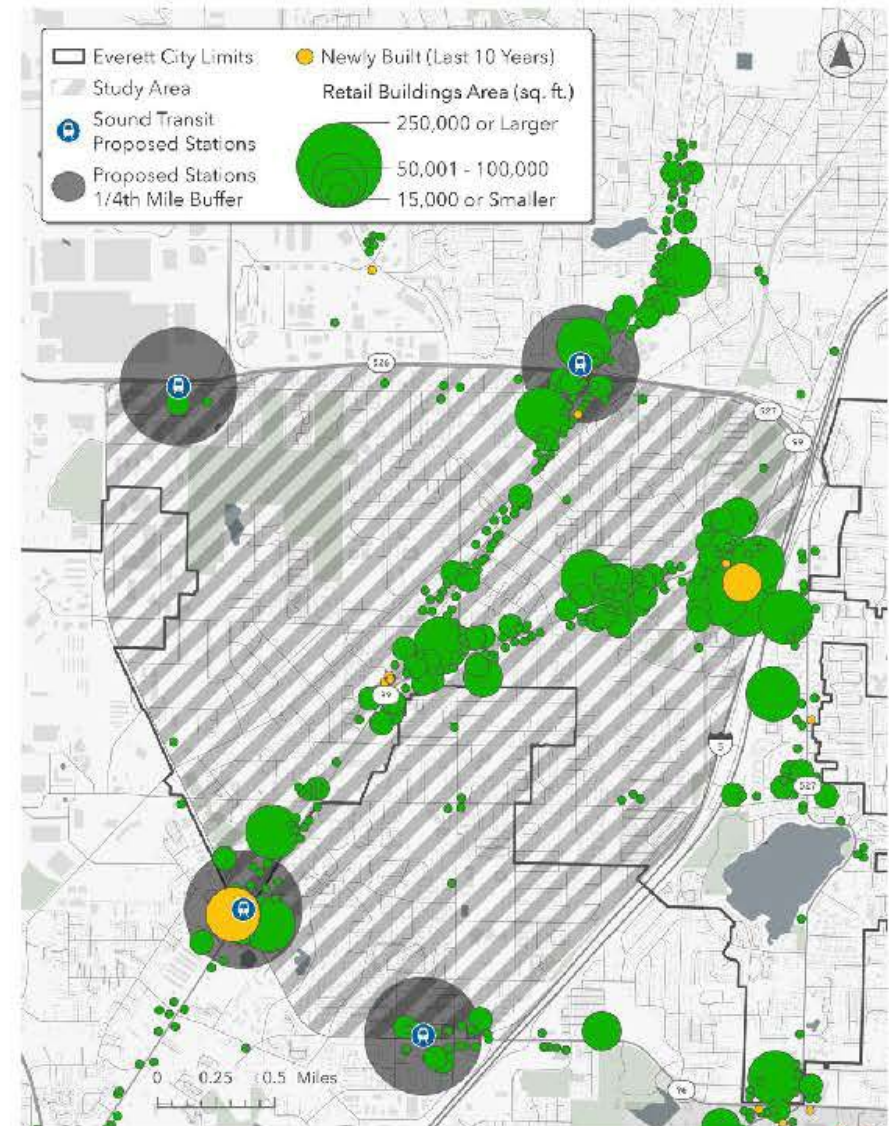
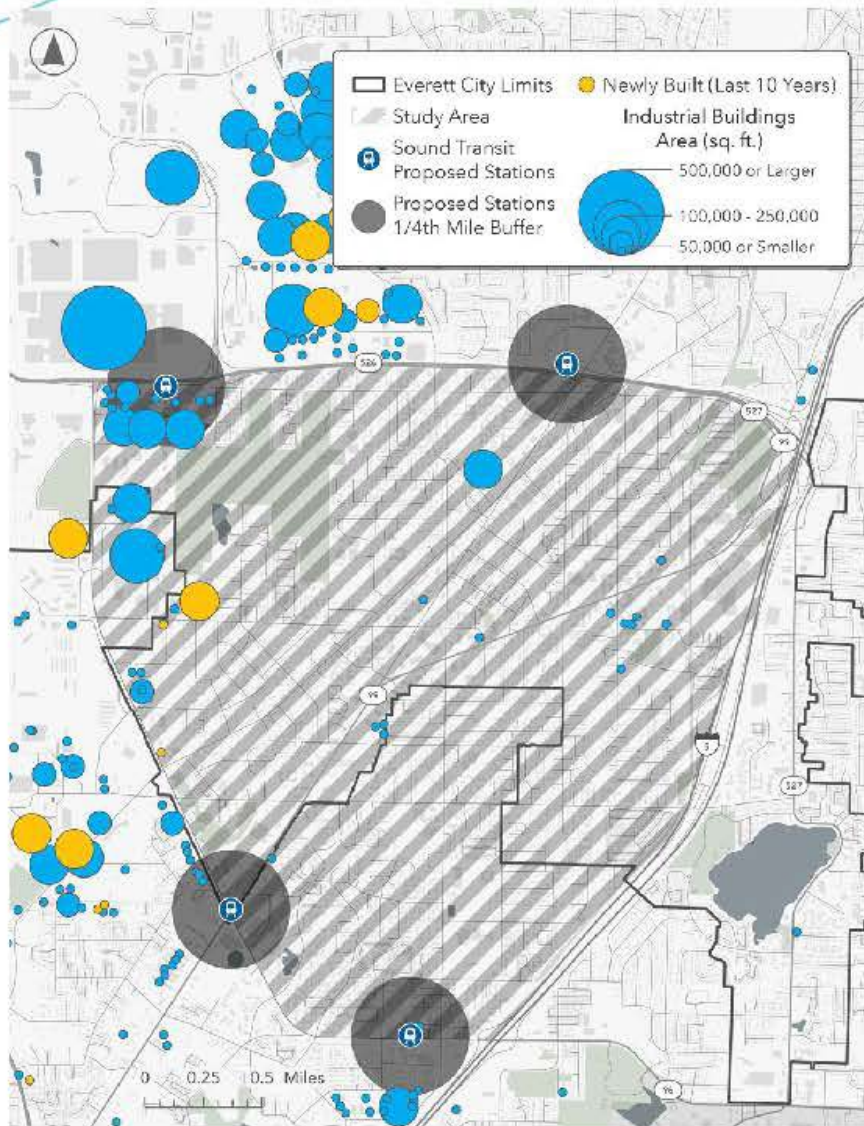
South Everett Employment

Industry	# Jobs	% of Jobs
Good Producing	855	6%
Construction and Resources	718	5%
Manufacturing	137	1%
Service Producing	14,228	94%
Finance, Insurance, and Real Estate	482	3%
Retail	3,530	23%
Services	6,080	40%
Wholesale Trade, Transportation, and Utilities	1,318	9%
Government	676	4%
Education	2,142	14%
Total	15,083	100%

Everett Employment

Industry	# Jobs	% of Jobs
Good Producing	34,517	38%
Construction and Resources	3,329	4%
Manufacturing	31,188	35%
Service Producing	55,600	62%
Finance, Insurance, and Real Estate	2,521	3%
Retail	7,039	8%
Services	28,805	32%
Wholesale Trade, Transportation, and Utilities	7,012	8%
Government	5,560	6%
Education	4,663	5%
Total	90,117	100%

Industrial Employers vs. Retail Corridors



More Affordable (but not by much for renters)

AVERAGE RENT

\$1,840

CITY OF EVERETT

\$1,910

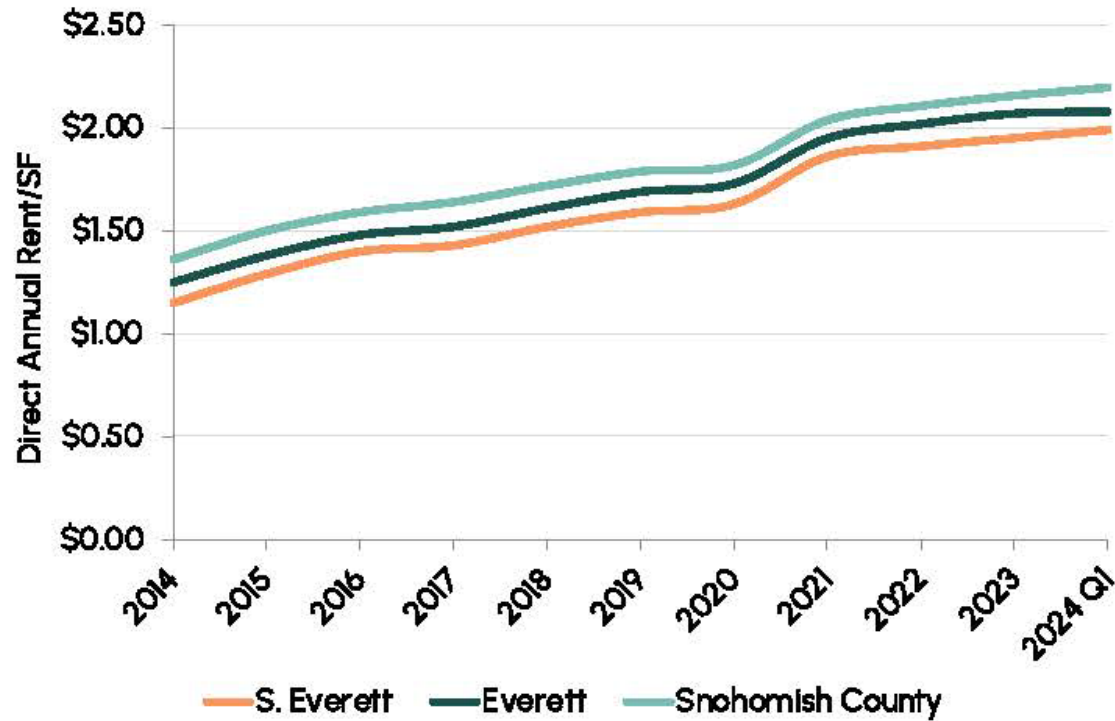
MEDIAN SALE PRICE

\$400,000

CITY OF EVERETT

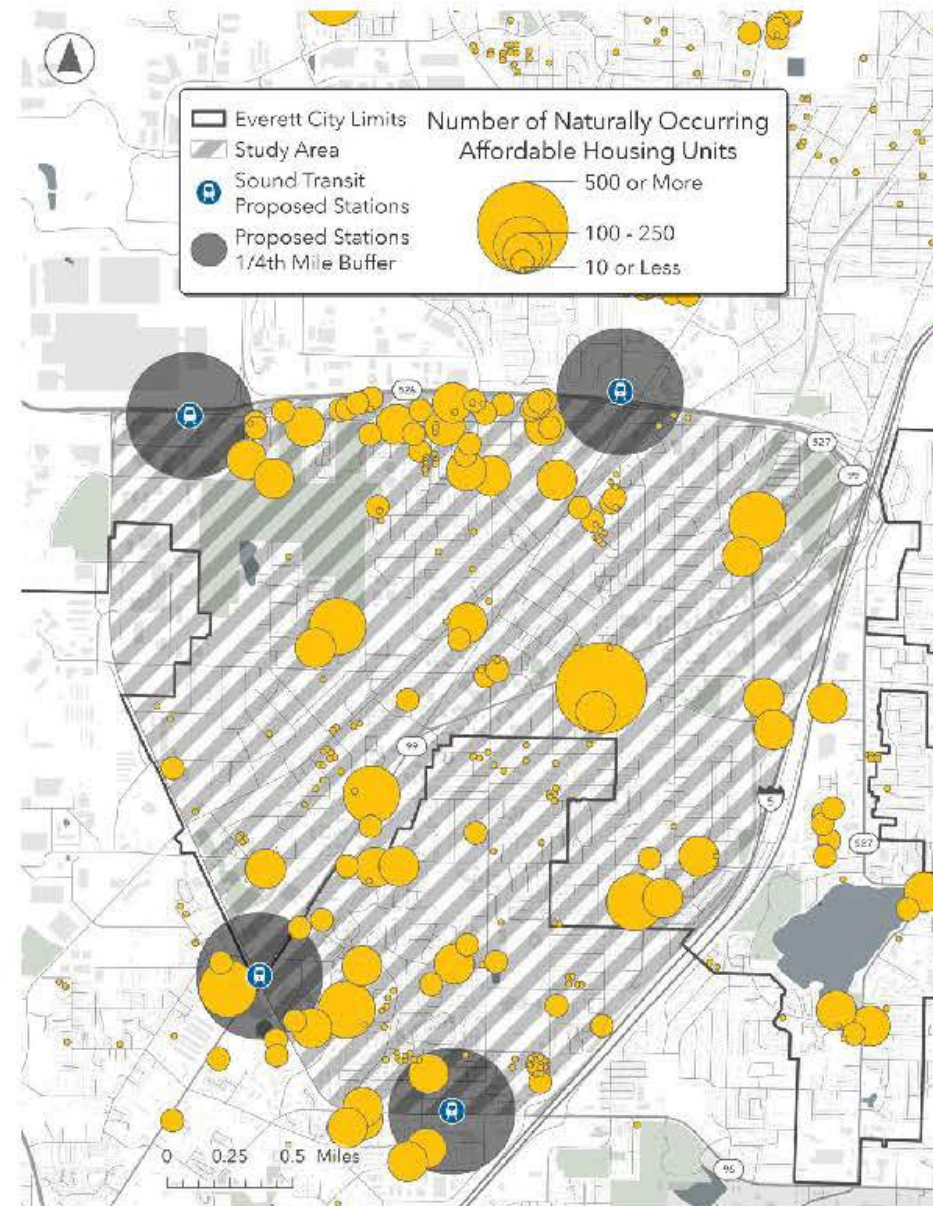
\$600,000

MULTIFAMILY RENTS



- Currently, **56%** of Everett householders are renters while **44%** are homeowners.
- Just under half of all Everett households are cost-burdened with nearly one-quarter paying over half of their income to rent.

Naturally Occurring Affordable Housing Exists, For Now



Centre Pointe Greens: A Common Case Study

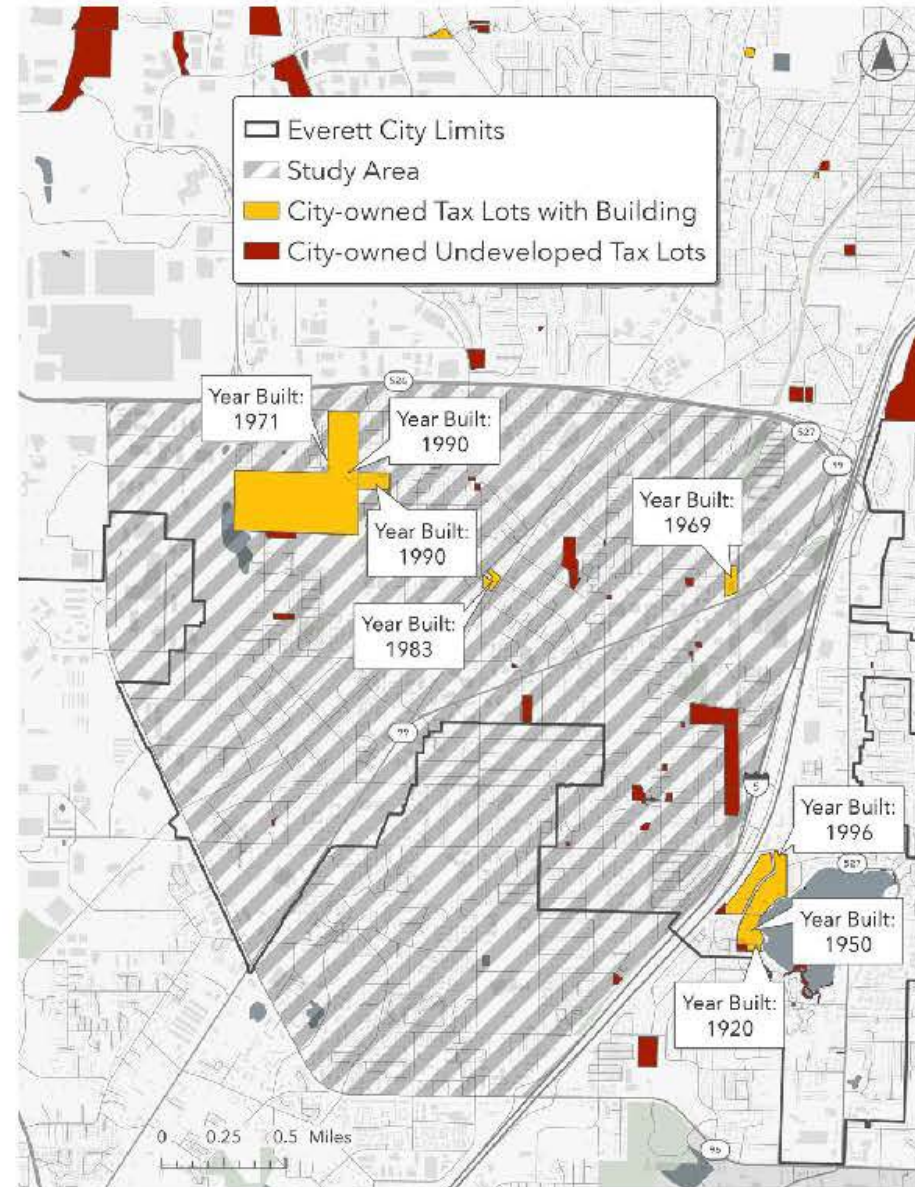
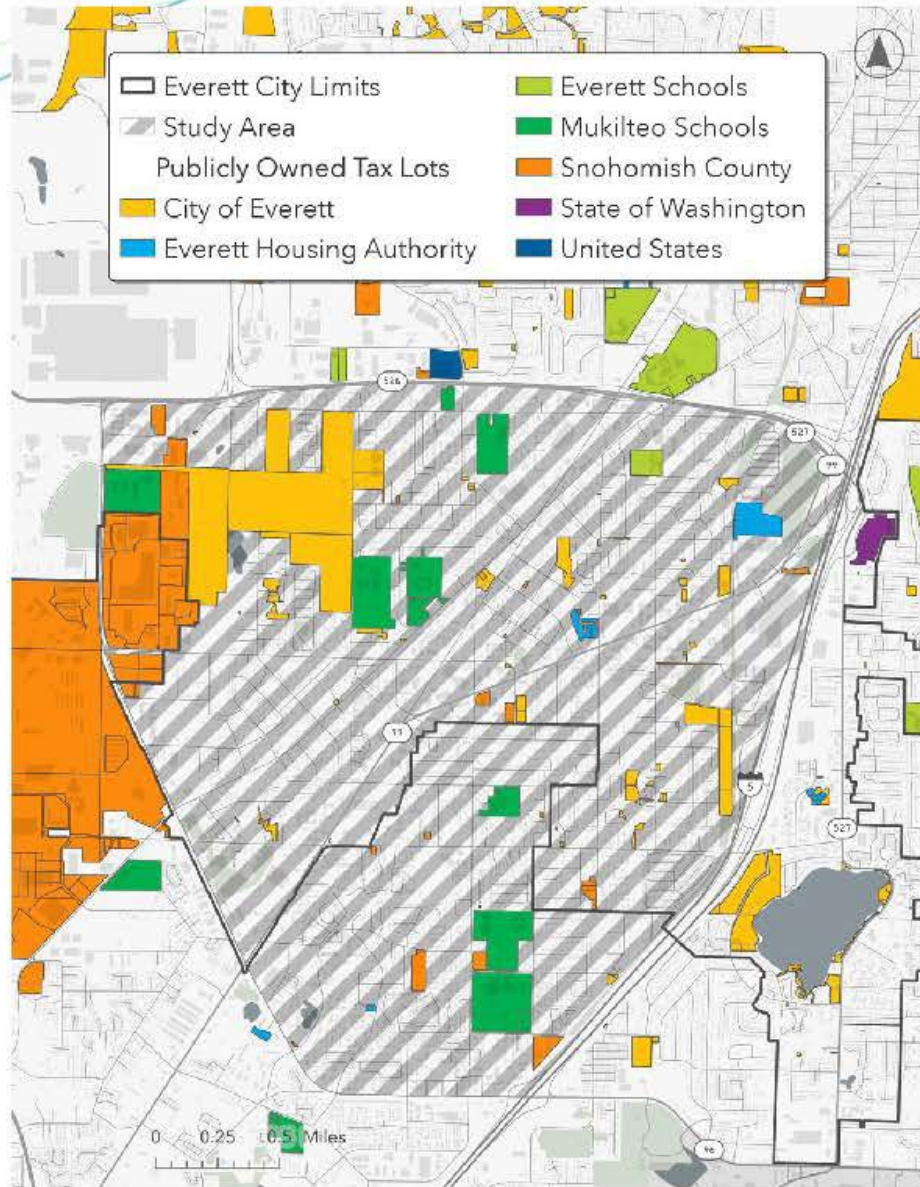
- *“Currently, no projects exceeding 100 units are under construction in Everett, positioning the property to benefit from a projected supply shortage over the next five years,’ said CBRE’s Hanacek.”*



- **Property:** 186-unit garden-style multifamily in Everett, WA
- **Buyer:** Undisclosed
- **Status:** Recent sale. The majority of the units at Centre Pointe Greens have been updated and are achieving rent premiums.
- **Location:** 8600 18th Ave. W
- **Built:** 1990; Features updated one-, two-, and three-bedroom units (avg. 835 sq. ft.)
- **Amenities:** Renovated fitness center, clubhouse, indoor pool/spa, playground, dog park
- **Surroundings:** Adjacent to Kasch Park and Walter E. Hall Park and Golf Course

Source: https://www.connectors.com/stories/cbre-facilitates-sale-of-186-unit-everett-mf-property/?utm_medium=email&_hsmt=324605903&utm_content=324605903&utm_source=hs_email

City Assets: Publicly Owned Parcels



What Did People Tell Us?

Takeaways:

- **Automation & Upskilling**: Employers emphasize the need for automation preparedness and hands-on training.
- **On-the-Job Training**: Expanding apprenticeships and alternative training pathways.
- **Collaboration & Coordination**: Greater coordination between employers, workforce programs, and support services is needed.

Considerations:

- **City as Convener**: Foster employer-program relationships for stronger workforce alignment.
- **City as Connector**: Link new industries with local training programs to build a sustainable employment pipeline.

Small Business Assistance

Takeaways:

- **Public Safety Issues:** Vandalism, drug addiction, and break-ins are major concerns for small businesses.
- **Supportive Business Community:** Businesses report a generally positive, stable environment, with good neighboring relationships.
- **Resource Needs:** Businesses seek reliable internet, access to loans, and support with navigating permits.

Considerations

- **Establish a Business Improvement District or CDC** to address safety, cleanliness, and shared services.
- **Create a Merchant Association or local Chamber** to provide small businesses a central voice and be a conduit to resource providers.

Inclusive Development in South Everett

Takeaways:

- **Significant Housing Need:** Strategic redevelopment could help meet South Everett's need for new housing.
- **Underutilized Assets:** Public land is not reaching its full potential in terms of community value, particularly for local residents.
- **Connectivity & Green Space:** Leveraging transit improvements for new mixed-use developments and access to green.

Considerations:

- **Further Urban Planning Process** to explore feasibility and geographic scope, engage public and create redevelopment guidance.



Takeaways:

- **Strategic Location & Growth Barriers:** Paine Field and Boeing are key assets, but infrastructure limits growth for certain industries.
- **Workforce Recruitment Challenges:** Local talent is strong but attracting high-end R&D talent is difficult due to cost of living.
- **Need for Faster Processes:** Slow permitting and infrastructure adjustments hinder company expansion.

Considerations:

- **Build an Innovation Ecosystem:** Create tailored incentives, shared facilities, and support for high-tech R&D sectors.
- **Speed Up Permitting:** Continue to streamline processes for quicker approvals, reducing delays for fast-growing companies.

Challenges:

- Maintaining affordability
- Pathways to better wage jobs
- Safe small business environment
- Hurdles for high-growth companies

Assets to Leverage:

- Developable sites in public control
- High-wage employers with existing workforce programs
- Strong small business community
- Premier innovation companies in aviation and energy

A Four-Pronged Strategy





City Council Agenda Item Cover Sheet

Project title: Permit Process Informational Briefing

Council Bill # *interoffice use*

Agenda dates requested:

Briefing 7/23/25

Proposed action

Consent

Action

Ordinance

Public hearing

Yes X No

Budget amendment:

Yes X No

PowerPoint presentation:

X Yes No

Attachments:

Department(s) involved:

Public Works, Admin.

Contact person:

Building Official, Tony Lee

Phone number:

425-257-8812

Email:

TLee@everettwa.gov

Initialed by:

RS

Department head

Administration

Council President

Project: Permit Process Informational Briefing

Partner/Supplier: N/A

Location: N/A

Preceding action: N/A

Fund: 024

Fiscal summary statement:

None.

Project summary statement:

In response to Council requests, Permit Services staff will present an informational briefing on Everett's permit process.

Recommendation (exact action requested of Council):

Informational briefing.

Permit Services July 2025



Permit Services' role in the community



Help transform Everett through development

Permit and inspect private development



Help make Everett's vision come alive

Enforce City Council-adopted codes



Promote life/health safety in the built environment

Enforce state-adopted building codes

What we do

Permit Services' roles

Review

- Review development plans with adopted codes

Issue

- Issue construction permits

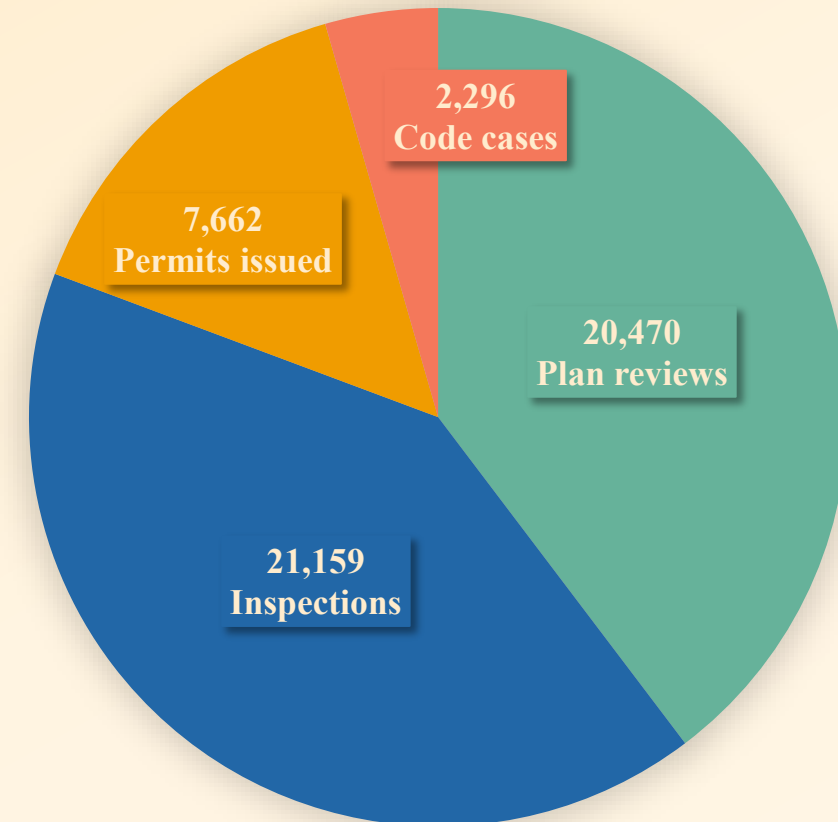
Inspect

- Inspect private development construction

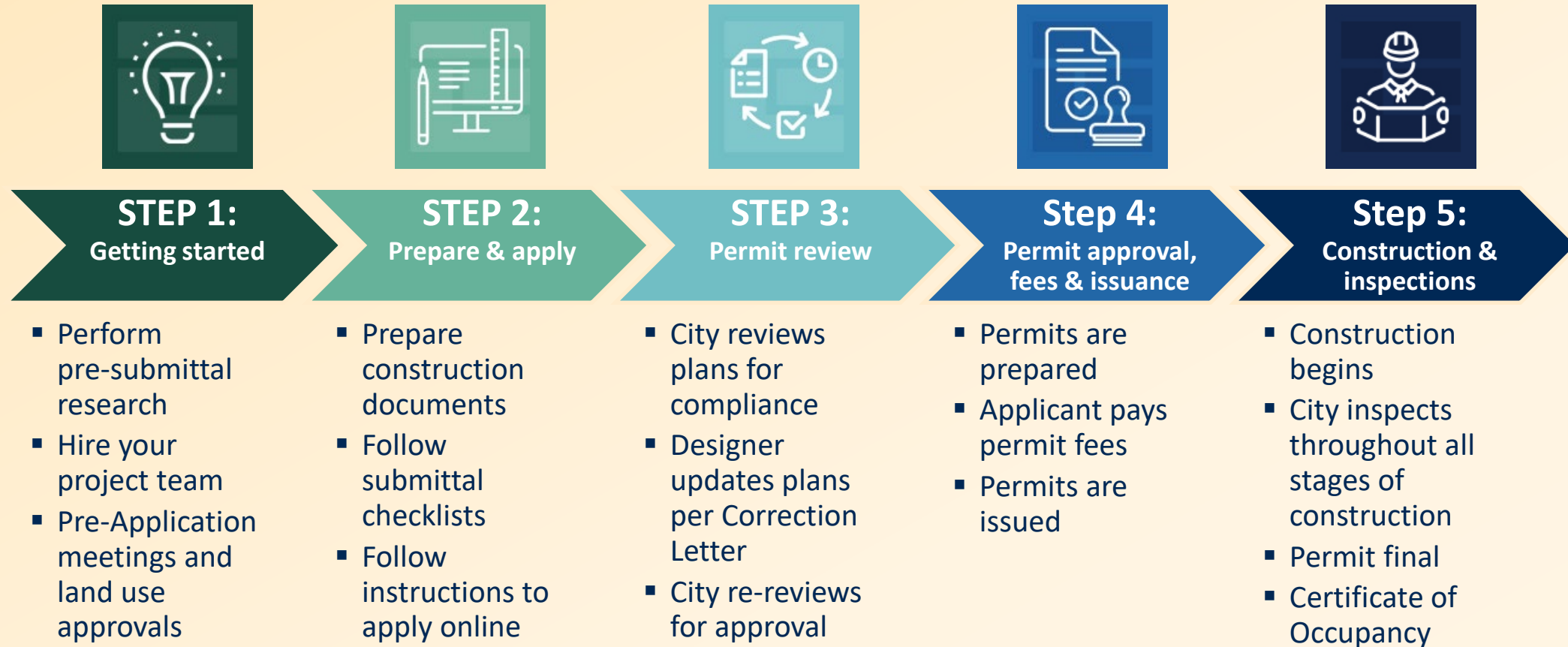
Enforce

- Enforce compliance with codes

2024 Metrics



Permitting process overview



Types of permits

- Permit Services processes over 20 different permit types, shown by permit category →
- Several permit types have multiple subtypes, for example:
 - Building permit – Deck (smaller scope)
 - Building permit – New house (larger scope)
- We permit all types of projects per adopted code requirements, including:

• Fence permits	• Commercial buildings
• New house or ADU	• Hospitals
• Subdivisions	• Schools
• Multi-family construction	• Industrial centers – Boeing and the Port

Permit categories

Permit type list

Building permits

- Demolition permit
- Residential building permit
- Commercial building permit
- Adult Family Home permit

Site work permits

- Public Works permit
- Tank permit
- Franchise Utility permit
- Traffic Street Use permit
- Annual Right-of-Way Use permit

Trades permits

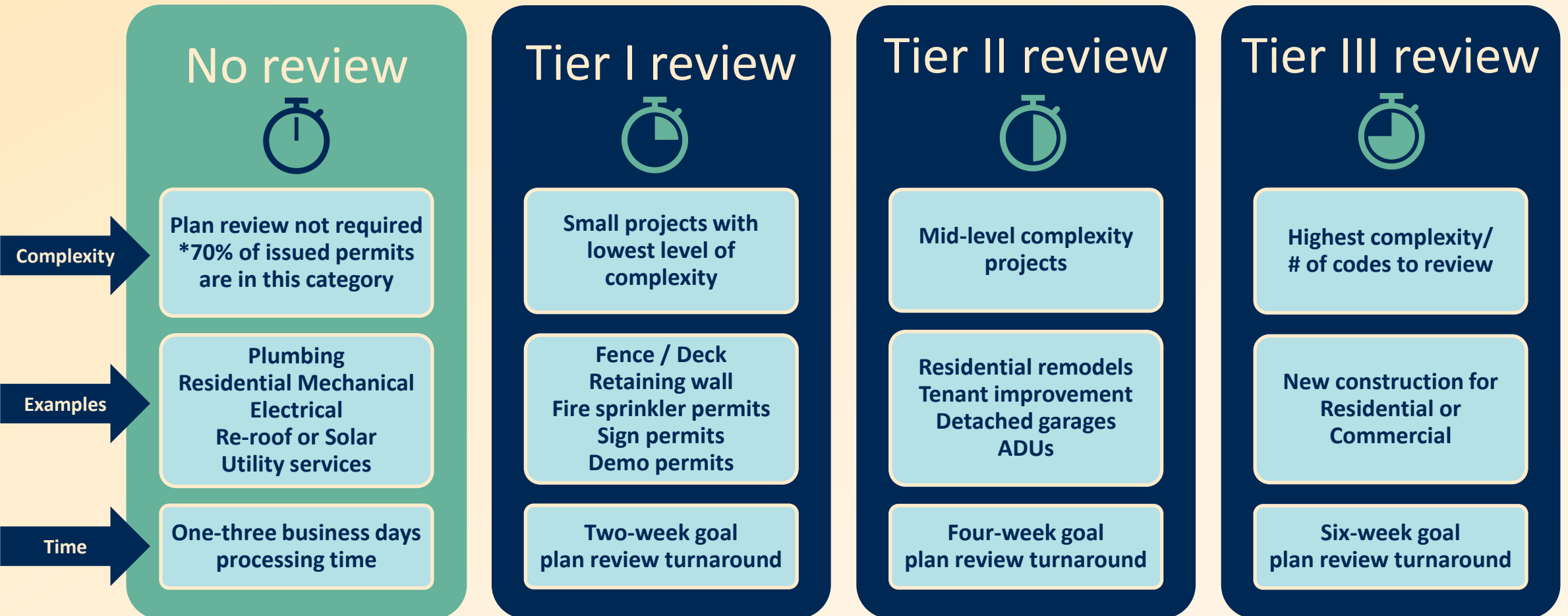
- Electrical permit
- Mechanical permit
- Plumbing permit
- Water/Sewer utility permit
- Fire alarm permit
- Fire suppression permit
- Sign permit
- Residential photovoltaic permit

Permits for other departments

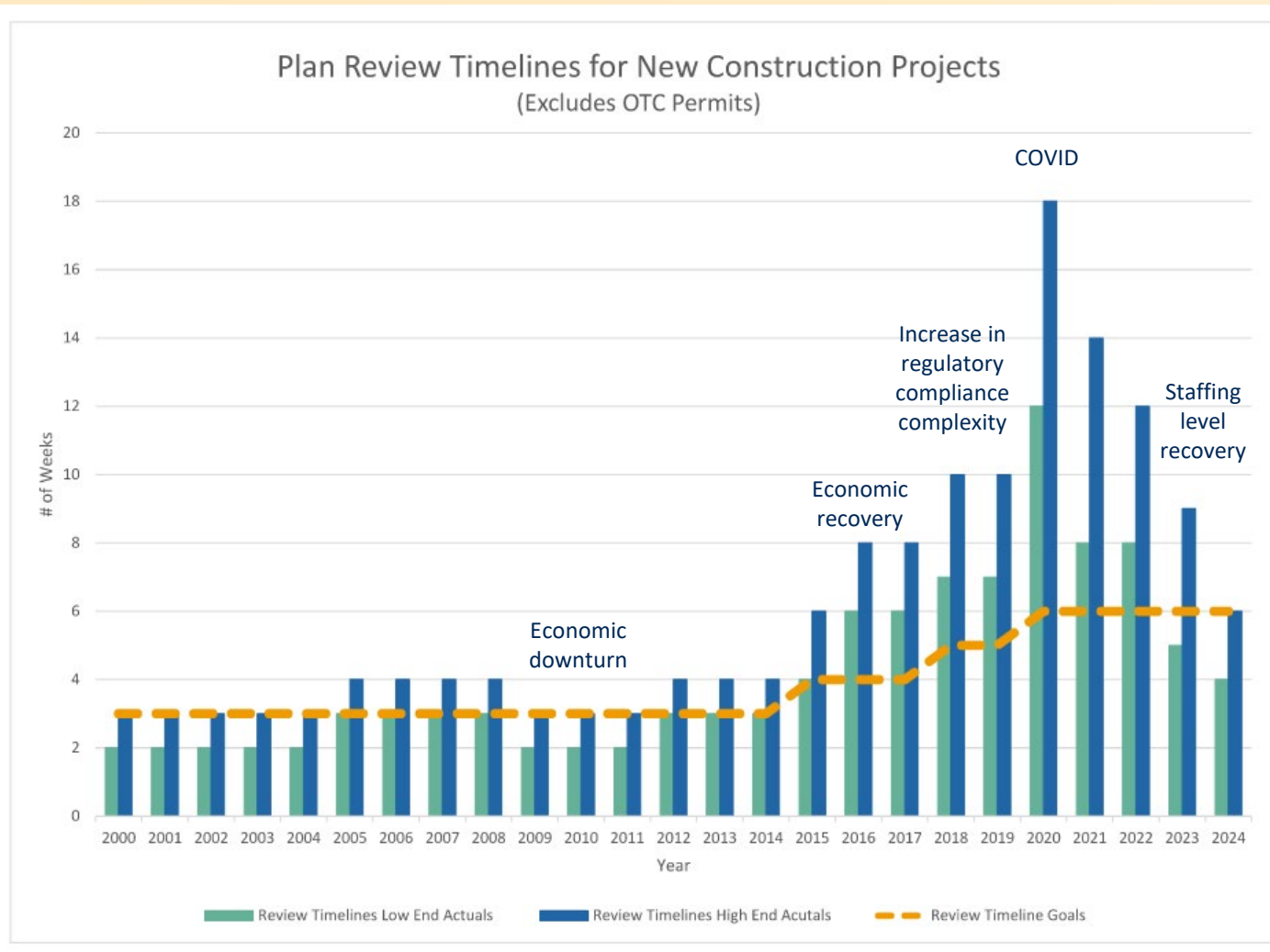
- Fire Department Operational permits
- Clerk's Office permits
- Sewer discharge authorization

Permit review timelines

Permit applications are reviewed based on plan review complexity and project size

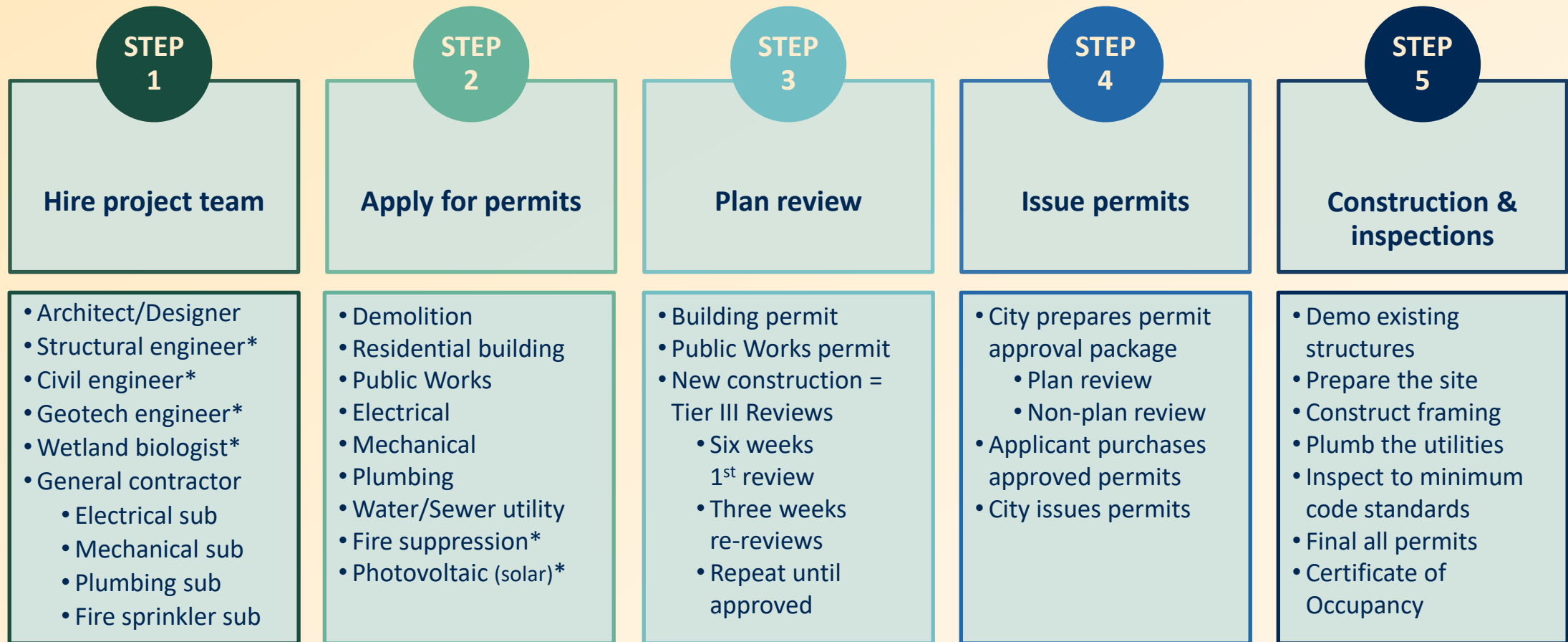


Tier III plan review timeline metrics (2000 – 2024)



- Permit timelines are given in a range for the average turnaround timelines within the year, with a realistic goal shown in orange.
- In 2015, permitting volumes started to increase with the beginning of economic recovery following the 2008 recession.
- Over time, permit timelines increased with permit volume and code complexity as regulatory compliance has increased.
- In 2020, we had our longest turnaround times due to high permitting volumes and decreased staffing during COVID.
- With Administration's support, Permit Services was able to restore and increase staffing levels over the last few years, which resulted in a decrease in plan review timelines.
- In 2024, we were back to meeting our goal timelines.

Case study: new house on an existing lot

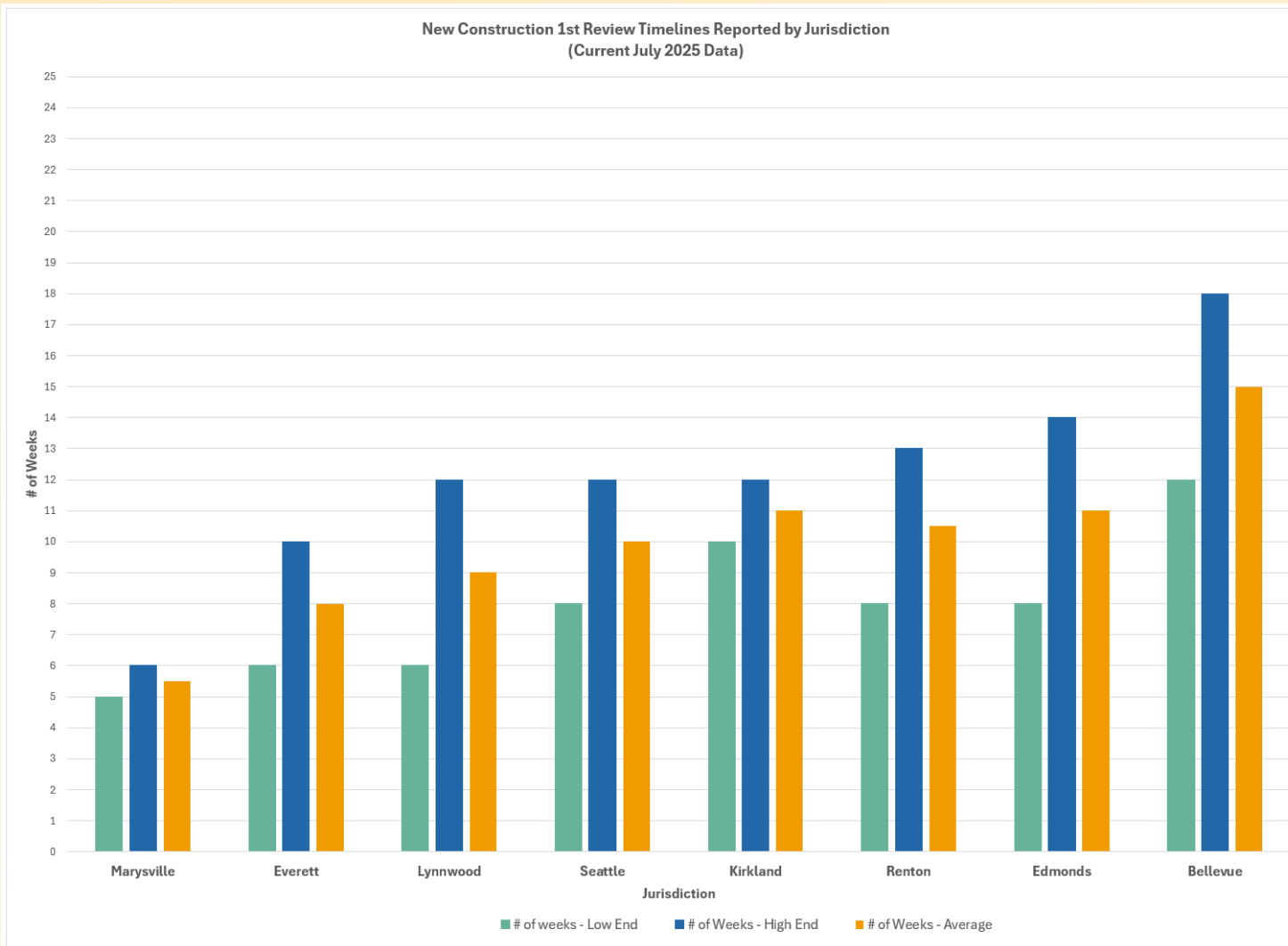


The growing complexity of permitting & construction



- The construction industry has vastly increased in complexity and volume of codes over the last 30 years.
- Regulatory requirements are continuously evolving and expanding.
- This is a highly specialized industry relying on professional designers, licensed engineers, registered architects and licensed contractors.
- Thorough plan review takes time, knowledge and diligence, and is important to ensure codes are met to promote life and health safety.

Permit review timelines by jurisdiction



- First review timelines for new construction (longest turnaround category)
- Turnaround times are provided in a range of the # of weeks from submission to review completion:
 - Low end (teal)
 - High end (blue)
 - Average turnaround time (gold)
- Current data from July 2025 as reported by the jurisdiction (at height of construction season)
- Everett's timelines are comparable to the regional jurisdictions at eight weeks on average

Tips for development project success

Utilize the City's free resources

- Outlined permitting process to set project expectations and timelines
- Informational handouts on our webpage
- Make a counter/virtual counter appointment for a free concierge service with plan review staff before applying for a permit

Hire a professional team to design and construct the project to code

- Conduct pre-submittal research
- Prepare and submit quality plans
- Ensure designs/plans meet code requirements prior to submitting and that your contractor is licensed and savvy in the scope of work being performed
- This saves time and money to put the effort in correctly up front!

Follow the outlined instructions

- Submit required documents per the submittal checklists
- Prepare the documents in accordance with the document standards for digital review and approval
- Follow the upload instructions to ensure a submittal/resubmittal is correctly made
- Do a backcheck prior to resubmittal to ensure that every correction item has been adequately addressed for code compliance

Contact Permit Services staff

- Before or during the permitting process if you need assistance
- We are the process experts who are involved in your project and can help your project get to the finish line

Thank you!

“I really appreciated all the support and partnership on the Bezos Academy Everett Transit Center. That was a fun one!”

– Ray Hughes | Helion Energy

“I wanted to reach out and say thank you for all your help. I got my permits yesterday. I am really excited to get this project out of the ground.”

– Pavel Andreyanov (Residential Developer)

“I have had the good fortune of working with a lot of talented building officials over these years; but your work, leadership and support stands out and clearly above.

I have a profound appreciation and respect for the can-do and problem-solving approach that your work and team so clearly demonstrate. It is a pleasure to work with you, and our team (and the Everett Riverfront) are the better for it. Thanks again.”

– Eric C. Evans | Shelter Holdings (Riverfront Development)

“I just wanted to send a note to say how much I appreciate all the wonderful folks there at the City of Everett Permit Services at 3200 Cedar St. I’ve been working on a garage/parking project for my home and have been in the office a few times for information and direction, and every time, without fail, I’ve been welcomed with consideration, patience, and helpful professional guidance from everyone at Permitting... I know the value of a good working team, and you have one there.” – Jan Bedle (Homeowner)



EVERETT
WASHINGTON