

# Economic Development

## 1. INTRODUCTION

### 1.1 Growth Management Act

The state Growth Management Act (GMA) recognizes the importance of planning for economic development, and has included it as one of its thirteen planning goals:

*“Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, promote the retention and expansion of existing businesses, recognize regional differences impacting economic development opportunities, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state’s natural resources, public services, and public facilities.”*

### 1.2 Countywide Planning Policies

King County and Pierce County Countywide Planning Policies (CWPPs) give Pacific the opportunity to establish guiding policies for sustained economic growth, and require estimates of the type and number of jobs that will be available in Pacific by the year 2022. The City is asked to manage job increases by providing for and encouraging economic activity that will produce a diverse, stable, and vital local economy, as well as contributing to the economies of both counties and the state.

The City of Pacific has expanded the mandate for forecasting economic growth into the broader concept of “economic rebirth”. This innovative strategy expresses a new vision of what constitutes a strong economy and favorable business climate, which in turn, will make Pacific great place in which to work and reside.

#### *Defining Economic Development*

The adopted King County Countywide Policies define economic development as “growth and change in the economy whereby the economic health of the region—its people, its business, its governments—is enhanced.” An important component of achieving economic development is “the purposeful undertaking of public and private actions designed to achieve:

- ◆ maintenance of a strong economic base;
- ◆ diversification of the economy;
- ◆ improved job training and educational opportunities;
- ◆ protection of the natural environment;
- ◆ empowerment of economically disadvantaged citizens and neighborhoods;
- ◆ partnership between the private and public sectors; and
- ◆ maintenance and creation of higher (family) wage jobs.”

This element reflects King County and Pierce County Countywide Planning Policies, and provide a vision and policy direction for the entire City of Pacific.

### 1.3 Community Vision

The City's vision for economic rebirth is based on preserving the existing small town residential character while absorbing the dramatic growth of a potential Regional Employment Center designation for the southern 40% of its land area lying within Pierce County, along with balancing and mitigating environmental impacts.

Economic development may damage a city's existing residential character by increasing traffic, noise and air pollution, light and glare, and public services. Pacific proposes managing commercial and industrial growth to create a financial base for the economic health and quality of life of the entire community. The City is committed to ensuring that all of the components that contribute to the quality of life (affordable housing, natural environment, good schools, efficient government and excellent infrastructure) are available for current and future generations. In this way the City may continue to attract, retain and encourage growth of local and regional businesses.

### 1.4 Community Values

The Pacific community values local government that is efficient and works with business; high quality public services and excellent infrastructure; affordable and quality housing; good schools and child care services; diverse cultural and human resources; the natural environment and recreational activities. These all contribute to the overall quality of life and provide for a vibrant and diverse economy.

### 1.5 Framework Goals

The Economic Development Framework Goal is to infuse the local economy by:

- ◆ Providing a predictable development atmosphere,
- ◆ Emphasizing diversity in the range of goods and services, and
- ◆ Ensuring that as the economy changes, employment opportunities are balanced with a range of housing opportunities.

## 2. EXISTING CONDITIONS

Pacific has historically been a predominantly residential community containing small, mainly locally-owned, businesses.

Until 1995, the largest employer in town was the Auburn School District, followed by the Pacific City government. In 1995 and 1997 the City of Pacific annexed a total of approximately 400 acres of mostly vacant industrial and commercial land in Pierce County, and the economic potential of the community changed significantly. Gordon Trucking/Valley Freightliner, Pacific's largest employer, is located in the Pierce County portion of the city.

The City of Pacific's 2002 assumption of the Webstone Water District gave it the means to provide reliable water service in Pierce County, thereby making the area more attractive for a variety of businesses. In the recent past, larger regional and international businesses have located in Pacific adding a new dimension to Pacific's economic fabric.

**TABLE ED-1  
TYPES & PERCENTAGES OF EMPLOYMENT  
IN PACIFIC COMPARED WITH KING AND PIERCE  
COUNTY PERCENTAGES  
Based on 2000 U.S. Census Data**

<b>Types of Jobs of Pacific Residents</b>	<b>City of Pacific</b>	<b>King County</b>	<b>Pierce County</b>
<b>Agriculture (9)</b>	.3%	.4%	1.0%
<b>Construction (272)</b>	10.0%	5.7%	7.7%
<b>Manufacturing (577)</b>	21.2%	12.6%	12.6%
<b>Wholesale (132)</b>	4.9%	4.3%	4.4%
<b>Retail (417)</b>	15.3%	11.9%	12.5%
<b>Transportation (161)</b>	5.9%	5.3%	6.9%
<b>Information (47)</b>	1.7%	5.5%	2.3%
<b>Finance/Insurance (94)</b>	3.5%	7.3%	5.8%
<b>Professional (98)</b>	3.6%	13.3%	7.4%
<b>Education (355)</b>	13.1%	17.7%	20.8%
<b>Arts/ Entertainment (230)</b>	8.5%	8.1%	7.7%
<b>Other (188)</b>	6.9%	4.6%	5.1%
<b>Public Admin. (139)</b>	5.1%	3.3%	5.8%
<b>TOTAL (2,719)</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

King and Pierce county Buildable Lands statistics indicate there were approximately 1,940 jobs in the City of Pacific in the year 2000. It is anticipated that over 2,800 jobs will be added by the year 2022. Pierce County projected an increase of 2,248 jobs (from 1,052 to 3,300), in that portion of Pacific between 1999 and 2017. The King County 2001-2022 Employment Target for Pacific was 108 jobs, however, the 2002 Buildable Lands Report shows a potential job capacity of 572 beyond year 2000 employment (885). This indicates a potential for 1,457 jobs in King County, and a total potential of 4,757 jobs within the City.

1999 data from King and Pierce County Assessors Offices

Pacific's challenge will be to balance new growth with existing businesses and established residential areas. Achieving a balance of large and small businesses is vital to maintaining a healthy, vibrant economy and preserving Pacific's small town charm.

**TABLE ED-2  
CITY OF PACIFIC MAJOR EMPLOYERS**

EMPLOYER	SERVICE	EMPLOYEES*
Gordon Trucking:	Freight Shipping	1,015
Auburn School District #408		50
Valley Freightliner:	Truck Sales & Repairs	130
UPS:	Distribution Center	120
Firesystems West:	Service	100
Chemlawn:	Lawn Care & Maintenance	75
Apply-A-Line:	Traffic Pavement Markings	45
City of Pacific	City Government	45

\*Full Time Employees: Numbers are approximate

The Boeing Company plant adjacent to the Pacific City Limits in Auburn once employed hundreds of people. Safeway has purchased this property for use as a distribution facility. Safeway facilities in Bellevue and Tacoma will be consolidated in Auburn. The City of Pacific is likely to benefit from employment and commercial opportunities associated with this new facility.

**TABLE ED-3  
CITY OF PACIFIC - PRINCIPAL TAXPAYERS  
Listed by Service or Product**

Real Estate	9.40%
Trucking	2.75%
Sales & Service	2.00%
Manufacturing	1.50%
Office/Warehouse	.50%

### 3. FUTURE NEEDS

In keeping with the City's commitment to the preservation of its quality of life, Pacific's future economic strategy rests on:

1. Optimizing Pacific's strategic location among expected growth areas for quality residential and commercial development;
2. Using a large amount of relatively scarce flat land for commercial and industrial parks that is currently undeveloped or underdeveloped;
3. Generating a significant tax base to enhance public services and facilities at service levels that enhance the quality of life for the community;
4. Encouraging a diversity of local businesses to attract and enhance regional tourism, with more dining and cultural opportunities, and events such as the Pacific Days Festival and a Public Market;
5. Creating better accessibility to regional employment and residential areas;
6. Providing residents with quality natural settings and preserving the City's small town atmosphere;
7. Balancing sustainable growth and development that incorporates resource efficiency in design, development, construction and maintenance by minimizing damage to and improving the quality of the environment, community, and economy;
8. Balancing economic vitality with other elements such as transportation and human services;

9. Fostering a regulatory framework and providing incentives to encourage appropriate economic development; and
10. Addressing affordable housing concerns to provide opportunities for those employed in retail or service jobs to live close to their places of employment.

## 4. ECONOMIC DEVELOPMENT STRATEGIES

### 4.1 Providing a Predictable Development Atmosphere

Pacific's strategy for "economic rebirth" includes providing a predictable development atmosphere by:

- ◆ Emphasizing diversity in the range of goods and services,
- ◆ Ensuring that as the economy changes, employment opportunities are balanced with a range of housing opportunities,
- ◆ Encouraging the type of growth and development that supports and complements quality of life,
- ◆ Facilitating economic activity in order to achieve the economic vitality necessary to achieve the community's vision,
- ◆ Creating incentives to concentrate new growth and development into specific Activity Areas, such as the Neighborhood Center, Ellingson Road, Pacific/Sumner Station, and the Pacific/Sumner Employment Center as defined in the Land Use Chapter.

The resulting tax base from business activity and high quality residential areas will enable the City to provide an improved level and quality of services and facilities.

### 4.2 Keeping Up with Growth

Enhancing the City's economic health while it grows will require a variety of other strategies, such as:

- ◆ Balancing future development with the preservation of natural systems and sensitive areas that can accommodate limited uses;
- ◆ Allowing a mix of uses through redevelopment, infill, subarea planning and master planning;
- ◆ Developing and implementing clear economic policies; and
- ◆ Encouraging interaction between the private sector and the community.

### 4.3 Encouraging Economic Activity

Pacific can foster a regulatory environment that supports diverse businesses, property owners, and regional and local developers by providing:

- ◆ Adequate and well maintained city services, infrastructure, and facilities;
- ◆ Consistent and predictable planning, regulatory and permitting processes;
- ◆ Flexible City requirements such as zoning and development regulations that are responsive to market forces; and
- ◆ Efficient processing of applications and a healthy economic atmosphere.

This type of environment can accommodate and retain economic activity attracted to the community by local and regional market forces.

The Economic Development element is based on the City's Vision and Comprehensive Plan and Land Use Policies, as expressed in the City's Framework Goals. "Economic Rebirth" emphasizes enhancement of the City's character and location, both built and natural, which provide Pacific with a unique advantage in attracting jobs and residents.

## 5. GOALS & POLICIES

GOAL ED -1: Plan for sufficient economic growth and development to provide for an appropriate balance of land uses that will provide a sound financial future for the City of Pacific.

ED-1: Encourage land uses that increase the City's tax base.

*Discussion:* The City should maintain a sound budget by broadening its tax base and attracting revenue sources that comply with its regulations.

ED-2: Encourage economic development that provides a reasonable balance between public costs and benefits.

*Discussion:* In implementing this policy, the City should emphasize attracting living wage jobs to the community and encourage high tech businesses.

ED-3: Preserve the community's unique qualities through the concentration of new commercial and industrial development, in both King and Pierce Counties, while protecting the residential areas in King County.

*Discussion:* See the Land Use Element, Community Center, Commercial, and Industrial policies and designations.

ED-4: Support the growth of home telecommuting options and home employment opportunities that are compatible with the character of single-family neighborhoods.

*Discussion:* The City should encourage home-based businesses provided that signage, parking, storage, and noise impacts are compatible with adjacent land uses and comply with appropriate City codes.

ED-5: Support regional policies for balancing commercial and residential development in Pacific.

ED-6: Increase and improve the City's economic base to encourage Pacific residents to work and shop in the community.

ED-7: Encourage a mixture of businesses that complement each other and provide variety to the community to create activity and economic momentum in the Community Center.

ED-8: Ensure that land use and zoning provisions support businesses and industry.

ED-9: Promote and retain existing businesses for the optimum development of commercial and industrial property.

ED-10: Promote new industry by attracting light industry which offers secure, quality employment opportunities, sensitivity to community values and development of attractive facilities.

ED-11: Ensure a customer service approach in City services to commercial improvements, expansions, and developments.

*Discussion:* The City will continue a customer service approach to the delivery of City services, including economic development and permitting activities. The process and timing of building permit review will be expedited under this approach and under the provisions of RCW 36.70B. In addition to the processing of permit requests, the City will hold pre-development meetings with prospective developers and business owners to identify, facilitate, and expedite proposals that are consistent with the adopted zoning and Comprehensive Plan.

GOAL 2: Enhance the image of Pacific as a great place in which to work, shop, live, and recreate.

ED-12: Improve the character and function of Community Center, business and industrial districts, neighborhoods.

*Discussion:* Businesses with attractive site, landscaping, and building designs improve the character of the community. Design standards and zoning regulations can encourage high quality commercial development. The City can implement this policy by cooperating with the business community.

ED-13: Promote the image of Pacific through an active advertising campaign supported by the Hotel Tax.

ED-14: Work with other organizations to promote civic and community events which foster community pride and promote the downtown and other critical commercial areas.

ED-15: In conjunction with transit agencies, explore linking community center with the other parts of the City with a community based transit system which compliments the special needs of the community center.

ED-16: Work with building owners to create incentives and opportunities for the viable use of second floors of existing buildings.

ED-17: Encourage increased density of housing near commercial districts.

ED-18: Use incentives to ensure quality development that enhances the image of the City.

*Discussion:* Examples of incentives include development agreements, tax credits, infrastructure improvements, expediting permitting processes, transfers of development rights and grants, loans, or revenue bonds. The City can also engage in public/private partnerships and facilitate Local Improvement Districts.

ED-19: Recognize Ellingson Road as an important economic commercial corridor of the City with potential for development and revitalization, providing services, employment and opportunities, while becoming an activity center for Pacific.

*Discussion:* The Commercial Residential Mixed Use (MC) Zoning at Ellingson Road and Milwaukee Boulevard is intended to provide incentive for development at this important node. Extensions along Ellingson Road, west toward its intersection with Frontage Road may be considered through the annual Comprehensive Plan or the parcel rezone processes.

ED-20: Recognize local neighborhood commercial areas that are ready for development and revitalization to better serve the local community.

ED-21: Recognize the potential for smaller commercial districts for improvement and revitalization.

ED-21 A Work with property and business owners and the community to create an image for the specialty manufacturing and artisan district, which is located in the Pacific portion of the Sumner-Pacific MIC, and engage owners and the community in implementing related improvements and standards.

ED-22: Support and retain small businesses for the employment and services they provide to the community.

ED-23: Develop a consistent, appropriate image for the Neighborhood Center of Pacific.

ED-24: Retain, support, and expansion of existing businesses that offer secure, quality employment, and actively participates to enhance community values.

GOAL 3: Improve the City's role in facilitating and initiating economic development opportunities.

ED-25: Maintain an inventory of commercial and industrial sites.

*Discussion:* An inventory of commercial and industrial sites is an important tool for planning purposes.

ED-26: Provide economic information to existing and potential businesses within the community.

*Discussion:* The City can implement this policy through market studies, inventories of commercial sites, and customer service.

ED-27: Involve the business community in comprehensive land use planning efforts.

*Discussion:* The City should work with its business community to create an atmosphere that helps existing businesses thrive. The City should encourage public/private partnerships and support businesses that provide services to Pacific and surrounding communities. To implement this policy, the City should cooperate with businesses to create strategies and action plans.

ED-28: The City should develop a formal economic development strategy as an element of the Comprehensive Plan to specifically identify the types of businesses most consistent with community aspirations and lay out a program to attract those businesses.

ED-29: Work jointly with other jurisdictions to stimulate business retention and implement interlocal and regional strategies.

ED-30: Create public/private partnerships with major landholders to accomplish the goals and policies of the Comprehensive Plan and enhance the economic well being of the community.

ED-31: The City should implement its economic development strategy through a partnership with the private sector.

ED-32: Actively recruit and promote new businesses and industries to take advantage of market opportunities.

*Discussion:* New businesses improve Pacific's image and provide services to Pacific and surrounding areas. The City can implement this policy by providing marketing information to businesses that would enhance the economic image of the community.

ED-33: Create public/private entities to negotiate and work jointly on projects, issues, and problems of local importance.

ED-34 The City should work with the private sector, school districts and Green River Community College to develop programs to provide training. Consideration of special needs of economically disadvantaged citizens and neighborhoods and people with physical impairments and developmental disabilities should be included in these programs.

ED-35: Coordinate and initiate financial assistance.

*Discussion:* The City can implement this policy by using county, state, and federal program funds, facility grants, loans, and revolving loan funds.

GOAL 4: Plan for sufficient capital facilities in order to maintain existing economic activities

and allow for the development of new businesses.

ED-35: Ensure adequate transportation infrastructure to support and promote economic development.

ED-36: To create a functional and thriving light industrial community south of County Line Road in Pierce County, improve infrastructure including domestic water, storm water drainage, streets, and sanitary sewer service.

ED-37: Direct capital facilities in key locations to encourage and promote node-like business districts.

*Discussion:* Focusing capital facilities improvements in designated areas can promote the City's image; create a sense of place, and a place to locate business. The City should provide for phasing of capital facilities to key locations to promote concurrent economic development. The City can implement this policy by creating physical plans to improve the appearance and function of streets, sidewalks, utilities, access points, lights, buildings, signage, landscaping, and other facilities.

ED-38: Facilitate infrastructure improvements to increase economic opportunity.

*Discussion:* The City can implement this policy through public/private partnerships.

ED-39: Make improvements to the Community Center to make it functional, attractive, and pedestrian friendly.

ED-40: Create strong pedestrian and circulation linkages between commercial areas and neighborhoods.

ED-41: Use underground utilities, where feasible, to enhance the appearance and appeal of commercial and industrial areas.

ED-42: Promote high quality transportation and transit facilities for commercial development.

ED-43: Revitalize depreciated and/or obsolete commercial and industrial sites through innovative regulations that redesign the site in accordance with modern design standards and industrial/commercial uses.

GOAL 5: Develop effective land use polices and economic development strategies that provide long-term and stable employment, increase per capita income and reduce the tax burden of Pacific residents.

ED-44 Implementation of economic development programs shall be consistent with the policies of this Plan.