



# OUR COMMUNITY



# Chapter 4

# ECONOMIC DEVELOPMENT

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# Economic Development Snapshot



## Public and Private Investment

The last two decades have been characterized by historic investments by city leadership in planning and infrastructure. These investments have encouraged over \$197 million in private sector commercial and industrial construction from 2011 to 2023. This has attracted numerous businesses and jobs to the city.



## Balancing Jobs and Housing

Marysville is transforming from a bedroom community to a city with a healthy balance of jobs and housing. In 2010, the city's jobs to housing ratio was 0.42. Steady job growth resulted in the jobs to housing ratio improving to 0.60 by 2020. The gap between jobs and housing is expected to close further by 2044 with a projected jobs to housing ratio of 0.82 resulting in 33,000 jobs in the City.



## Downtown Revitalization

For several decades, the City of Marysville has been planning for the revitalization of downtown and the waterfront. In 2021, the City updated the Downtown Master Plan and adopted a Strategic Plan to catalyze redevelopment. Construction of the Civic Center, improvements to Comeford Park, the extension of the Ebey Waterfront Trail, and various infrastructure improvements are helping garner renewed interest in the Downtown and Waterfront.



## Cascade Industrial Center

The Cascade Industrial Center (CIC) has long been slated for industrial development. In 2019, the CIC received its official designation as a manufacturing and industrial center from the Puget Sound Regional Council. The CIC offers significant advantages for industrial and manufacturing businesses. The CIC has experienced booming growth since 2018 with only 27.8 percent of land in the CIC not yet developed or entitled.



## Competitive Sectors and Target Industries

Snohomish County has a strong position relative to Washington state in the manufacturing, construction, and retail sectors. Target industries for the city include aerospace, advanced manufacturing, eco-tourism, food processing, and maritime. The city aims to attract living-wage jobs—particularly those in manufacturing—so that residents can both live and work in the community.



## Assets, Challenges, and Opportunities

The city has numerous assets, including great access to the port of Everett and regional transportation networks, PSRC's center designation for the CIC, a strong regulatory environment, and a talented workforce. Many challenges and opportunities also face the city including Downtown and Waterfront redevelopment, and improvements to the transportation network, and attracting businesses in desired industry clusters.



## Section 4.1

# INTRODUCTION

**For over 130 years, the City of Marysville has prided itself as a place of progress, making critical community investments to advance its strategic initiatives.**

Marysville is Snohomish County's second-largest city and is anticipated to grow from its 2023 population of 73,780 to nearly 100,000 by 2044. The last 20 years have been characterized by historic investments by City leadership, and unprecedented business, employment, and population growth within the City. The City's longstanding plans for a manufacturing and industrial center; a revitalized Downtown and Waterfront; living wage jobs; and a greater balance between population and employment are all coming to fruition. The City's robust commercial base and wise financial stewardship have enabled the City to provide quality government services while maintaining low taxes and a good lifestyle.

The overarching goal of the Economic Development Element is to actively promote economic growth and prosperity within the City by advancing initiatives that attract, support, and retain businesses and living wage jobs, and foster a vibrant, healthy, and livable community for all.

The Growth Management Act indicates that the Economic Development Element should establish local goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life (WAC 365-196-435).

The Economic Development Element should include:

- A summary of the local economy such as population, employment, payroll, sectors, businesses, sales, and other information as appropriate;



*Longstanding plans for a manufacturing and industrial center taking shape in the Cascade Industrial Center.*

## WHAT IS ECONOMIC DEVELOPMENT?

Economic development is, “The intentional practice of improving a community’s economic well-being and quality of life. It includes a broad range of activities to attract, create, and retain jobs, and to foster a resilient, pro-growth tax base and an inclusive economy.”

*Source: International development council*

- A summary of the strengths and weaknesses of the local economy defined as the commercial and industrial sectors and supporting factors such as land use, transportation, utilities, education, workforce, housing, and natural/cultural resources; and
- An identification of policies, programs, and projects to foster economic growth and development and to address future needs.

## Section 4.2

# CURRENT CONDITIONS AND FUTURE PROJECTIONS

Marysville has grown significantly in both population and employment over the past two decades, and is anticipated to grow steadily through 2044 as shown in Figure 4.1.

## Voices from the Community

Community members want to see more entertainment (56%) and sit-down dining (54%) options in town.

The community wants to see more jobs in the city in these areas: Arts, culture, entertainment, and recreation (58%); professional, scientific and management (45.5%); healthcare and social services (43.6%); and retail, restaurant, and hospitality (43.6%).

Future economic opportunities in the City were characterized as moderate (42%) or strong (38%), while current job opportunities were characterized as good (25%), adequate (36%), or fair (28%).

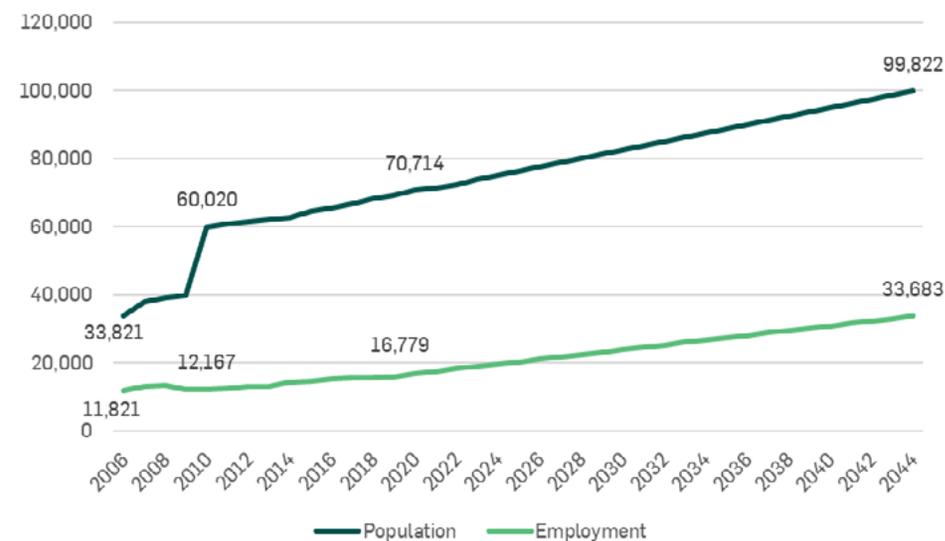
The importance of focusing on a strong economy in the city is rated as 4.3 on a scale of 1 to 5.

Downtown revitalization (62%), supporting existing business retention and expansion (57%), and access to affordable housing (41%) are the key areas that survey takers want the city to prioritize.

## Population

In 2006, the City's population was approximately 33,821 people. With the 2009 Central Marysville Annexation, the City gained just over 20,000 residents leaping from 39,628 people in 2009 to 60,020 people in 2010. Since 2010, the City has had an average annual population growth rate of 1.59 percent which equates to 1,058 additional residents each year. The City's 2023 population is 73,780, and is expected to continue growing at a 1.44 percent average annual rate approaching 100,000 people by 2044.

**Figure 4.1**  
Marysville Population and Employment – Existing (2006 – 2023) and Projected (2024 – 2044)



Source: Washington State Office of Financial Management April 1 Population Projections and Snohomish County 2012 and 2021 Buildable Lands Reports



# Employment

The Marysville Urban Growth Area (UGA)<sup>82</sup> had an estimated 11,821 jobs in 2006. Between 2006 and 2019, employment within the UGA grew at an annual average rate of 2.34 percent or approximately 319 additional jobs each year. The Great Recession (2007 – 2009) resulted in job losses throughout the country; Marysville was no exception, shedding approximately 984 jobs between 2008 and 2011. Employment in the Marysville UGA is anticipated to continue growing between 2020 and 2044 at an average annual growth rate of approximately 3.03 percent representing 708 additional jobs per year. Most of this growth (up to 76 percent) is anticipated to be in the Marysville portion of the Cascade Industrial Center (CIC).<sup>83</sup>

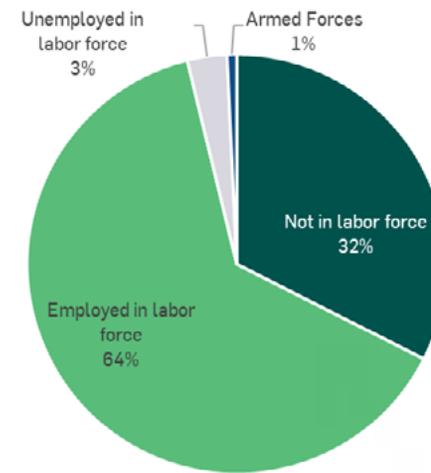
## Labor Force and Employment Rate

Within the City in 2021, approximately 55,869 residents are over 16 years old with 37,731 residents, or 68 percent, in the labor force as shown in Figure 4.2. The employment rate of the labor force is approximately 95.4 percent.

## Jobs to Housing Ratio

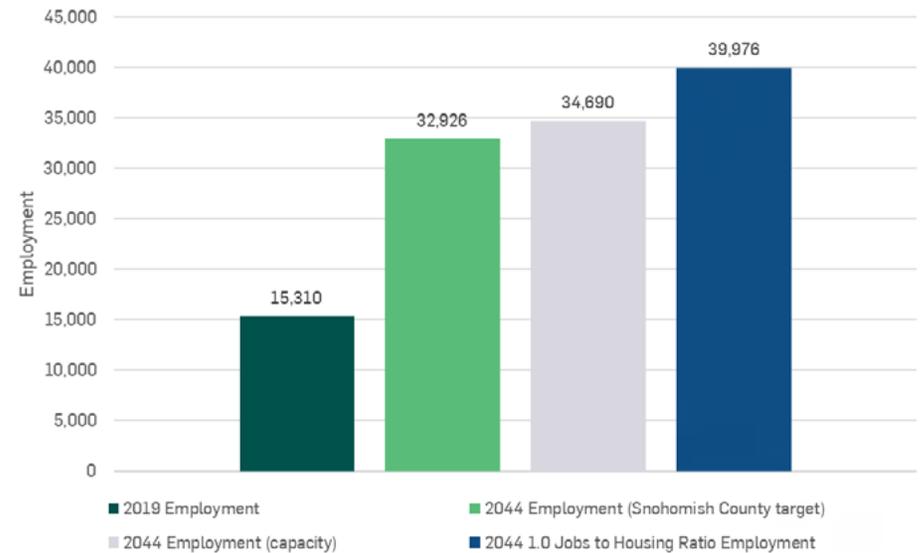
Achieving a greater jobs to housing balance has been a long-standing objective of the City. In 2005 the City established a goal of achieving a jobs to housing ratio of 1.0 by 2035 which represented a significant shift in historic patterns of residential and employment growth. A jobs to housing ratio of 1.0 reflects an equal number of employed residents and jobs in Marysville (i.e. no net exportation of jobs). While a balance of employed residents and jobs (i.e. no net commuting) is improbable and unlikely given Marysville's current ratios, a more balanced mix of housing and employment is necessary. An imbalance in residents and jobs results in fiscal and economic problems for the City which relies on sales and property taxes from commercial and industrial properties to provide necessary services for the community. In addition, the imbalance increases traffic impacts outside of the City due to longer commutes.

**Figure 4.2**  
Marysville Residents in Labor Force, 2021



Source: ACS 5-Year Data Tables, 2017 – 2021

**Figure 4.3**  
Marysville Existing Employment and Employment Targets, 2019 and 2044



Source: US Census Bureau, On the Map Census

82. Since various annexations have occurred since 2006, and the Snohomish County Buildable Lands Report largely outlines employment for the overall UGA, not just the City, employment in this section is discussed in terms of the UGA. Figure 4.4, however, provides an employment target of nearly 33,000 jobs and capacity for nearly 35,000 jobs based on the annexed City.

83. The 2018 Arlington-Marysville MIC Subarea Plan contemplated up to 25,000 additional jobs in the CIC in a high job growth scenario. This figure is a combined figure for the entire CIC which is shared by Marysville and Arlington.

In 2010, the City had a jobs to housing ratio of 0.42, reflecting substantial employment leakage to other areas. Due to strong job growth within the City, the jobs to housing ratio increased to 0.60 by 2020. Using the jobs and housing targets allocated by Snohomish County to the City, the jobs to housing ratio is projected to further improve to 0.82 by 2044. To achieve the goal of a jobs to housing ratio of 1.0 by 2044, 7,050 more jobs need to be created in the City than are projected under Snohomish County's 2044 targets as shown in Figure 4.3.<sup>84</sup>

A comparison of the jobs to housing ratios of both neighboring cities, and cities that are a comparable distance from the Seattle urban center (e.g. Federal Way and Puyallup), is provided in Figure 4.4. While Marysville has a significantly lower jobs to housing ratio than most comparison communities, growth in employment is placing the City on a path similar to Federal Way, with the gap between employment and housing closing – a positive trend that the City will continue to promote.

## Commuting Patterns

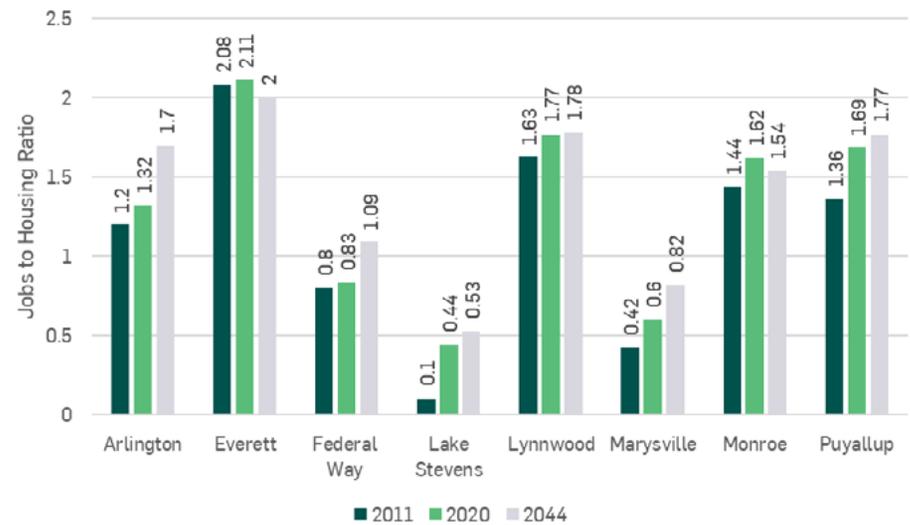
Employment inflow and outflow for Marysville workers is depicted in Figure 4.5. “Outflow” reflects the workers living in the City but employed outside of it, “inflow” reflects the workers that live outside of the City but are employed inside of it, and “interior flow” reflects the workers that both live and work in the City. Approximately 8,725 workers commute in, 24,900 workers commute out, and 2,006 workers both live and work in the City. The primary destinations that Marysville residents commute to for work are Everett, Seattle, Arlington, and Bellevue as shown in Figure 4.6.

A major destination for those commuting to Everett is The Boeing Company (Boeing) and supporting industries, while the Arlington Municipal Airport area hosts significant manufacturing businesses. Those commuting to Seattle and Bellevue may live in Marysville for lower housing costs or may work remotely.

Driving alone is the primary commute mode (77 percent) followed by carpooling/vanpooling (11 percent), and working from home (see Figure 4.7). The mean travel time to work for Marysville residents is 31.4 minutes.

**Figure 4.4**

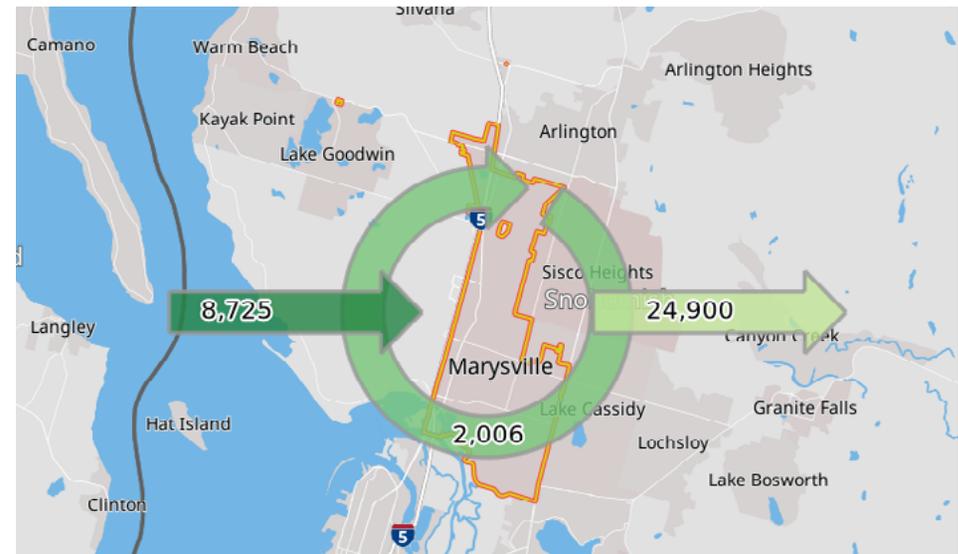
**Jobs to Housing Ratio, Marysville and Comparable Cities, 2011 to 2044**



Source: Office of Financial Management April 1 Population Projections, 2021 Snohomish County Buildable Lands Report, 2021 King County Urban Growth Capacity Report, and 2022 Pierce County Buildable Lands Report

**Figure 4.5**

**Marysville Commuter Flows, 2021**

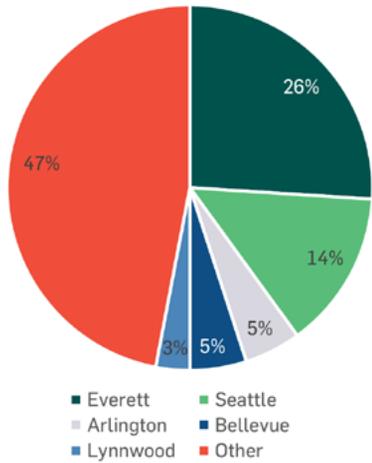


Source: US Census Bureau, On the Map Census

84. While the jobs that are ultimately created within the City are determined by the free market, the Arlington-Marysville MIC Subarea Plan and adopted City codes, policies and incentives, encourage the creation of living wage jobs in sectors including, but not limited to, advanced manufacturing, aerospace, food processing, and mass timber. Jobs in research, health services, and other sectors that have higher incomes and other positive impacts are also encouraged.

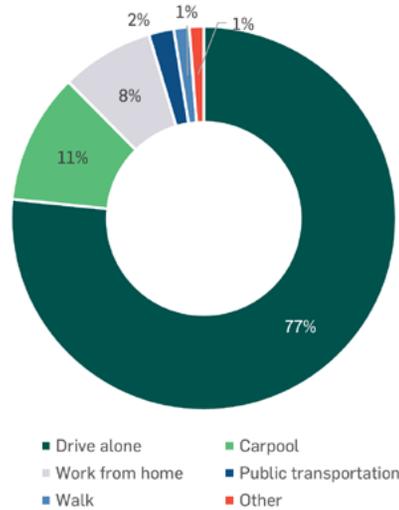


**Figure 4.6**  
Outflow Commuter Destinations,  
2021

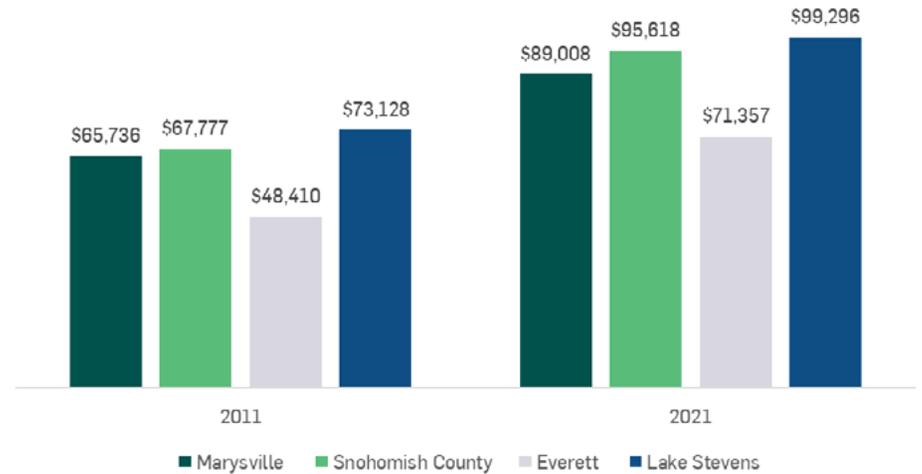


Source: ACS 5-Year Data Tables, 2017 – 2021

**Figure 4.7**  
Commute Modes, 2021



**Figure 4.8**  
Change in Median Household Income, Marysville & Snohomish County, 2011 – 2021



Source: ACS 5-Year Data Tables, 2007 – 2011, 2017 – 2021

## Median Household Income

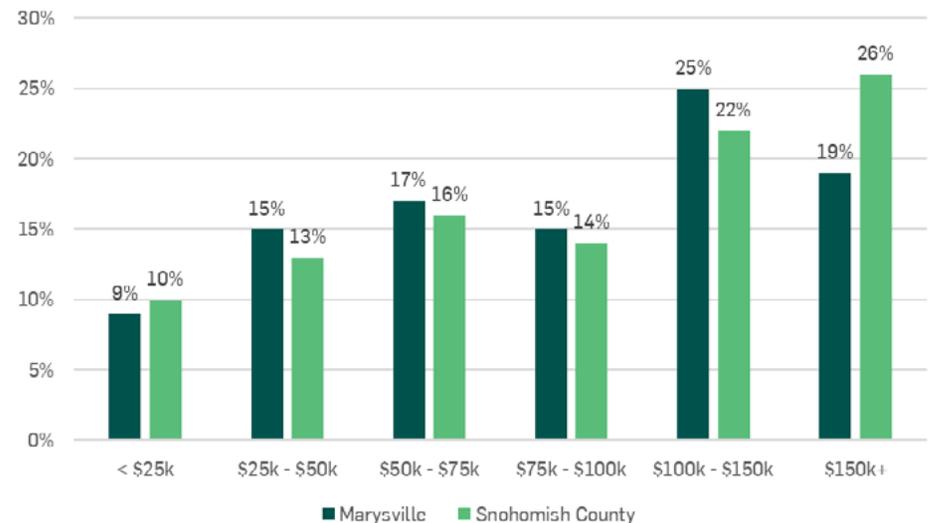
In 2021, Marysville's median household income was about \$89,000 which is an approximately 35 percent increase from the 2011 median income of just under \$66,000 as shown in Figure 4.8. This increase is partially driven by wage increases for existing residents but is also due to in-migration of higher income households.

The median household income within Marysville increased at the same pace as in Lake Stevens (35 percent) which is a slower rate than was experienced in Snohomish County (41 percent) and Everett (47 percent). The 2021 median income in Marysville is lower than in Lake Stevens and Snohomish County overall, but is significantly higher than in Everett.

## Median Household Income Distribution

The distribution of household incomes for Marysville and Snohomish County are depicted in Figure 4.9 below. The largest income categories in both jurisdictions are households earning between \$100,000 to \$150,000 annually and greater than \$150,000 annually, while the smallest income category is households earning less than \$25,000 annually.

**Figure 4.9**  
Household Income Distribution, Marysville and Snohomish County, 2021

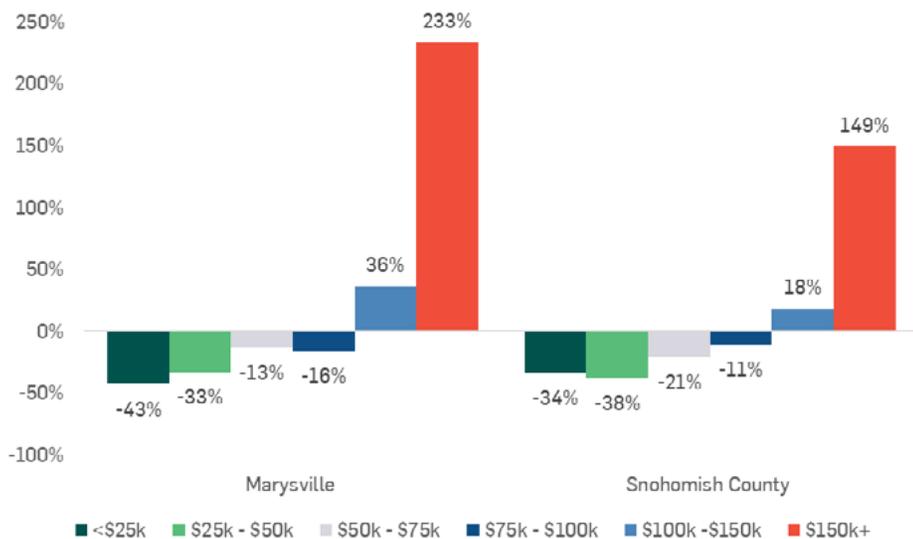


Source: ACS 5-Year Data Tables, 2017 – 2021

The change in the distribution of household incomes in both Marysville and Snohomish County is shown in Figure 4.10. Between 2011 and 2021, there was a 233 percent increase in the number of households earning \$150,000 or more annually. In contrast, Snohomish County saw a 149 percent increase in the number of households earning \$150,000 or more annually. The share of households represented in the lower four income brackets shown in Figure 4.10 saw decreases ranging from 13 to 43 percent in Marysville, and 11 to 38 percent in Snohomish County. These changes are likely driven by an influx of new high earning residents moving from other areas in response to high housing costs and homeownership opportunities, but they can also be attributed in part to inflation effects.

Additional analysis on median household income trends and comparisons to local jurisdictions can be found in the Housing Element ([page 87](#)) and [2023 Housing Action Plan](#).

**Figure 4.10**  
Change in Median Household Income Distribution, Marysville and Snohomish County, 2011 – 2021

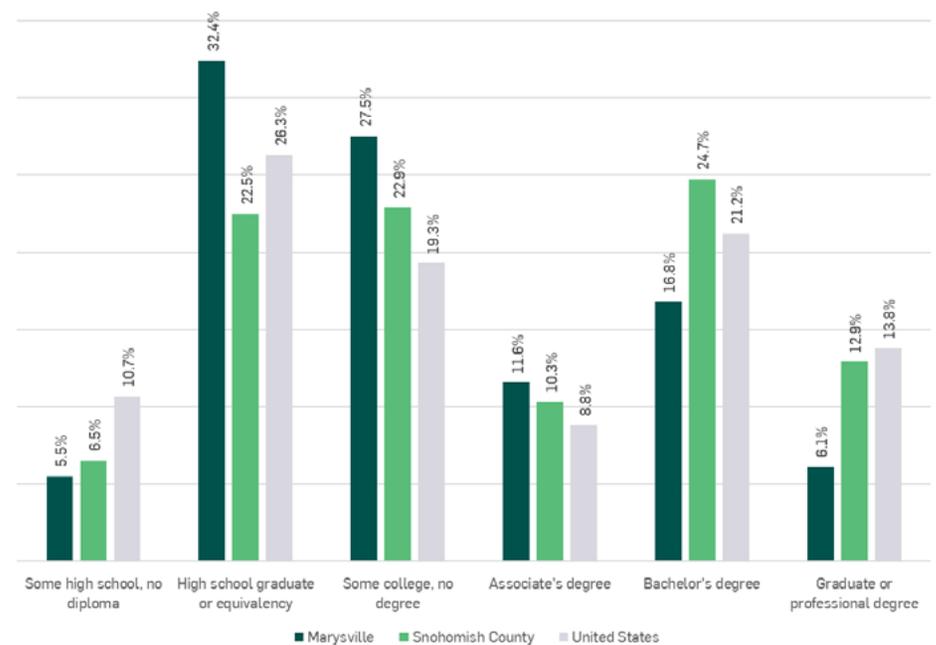


Source: ACS 5-Year Data Tables, 2007 – 2011, 2017 – 2021

## Educational Attainment

Over 94.5 percent of Marysville residents have a high school diploma or greater educational attainment exceeding national (89.9 percent) and Snohomish County (93.5 percent) levels as shown in Figure 4.11. Over 32 percent of Marysville residents are high school graduates, while 39.1 percent have either some college or an Associates degree. A smaller proportion of Marysville residents have a Bachelor's degree (16.8 percent) or graduate degree (6.1 percent) than in either Snohomish County or nationally. With in-migration of higher income earners from other areas that often have greater educational attainment, this gap is anticipated to decrease in the future.

**Figure 4.11**  
Educational Attainment of Residents, Marysville and Snohomish County, 2021



Source: ACS 1-Year Data Table, 2021

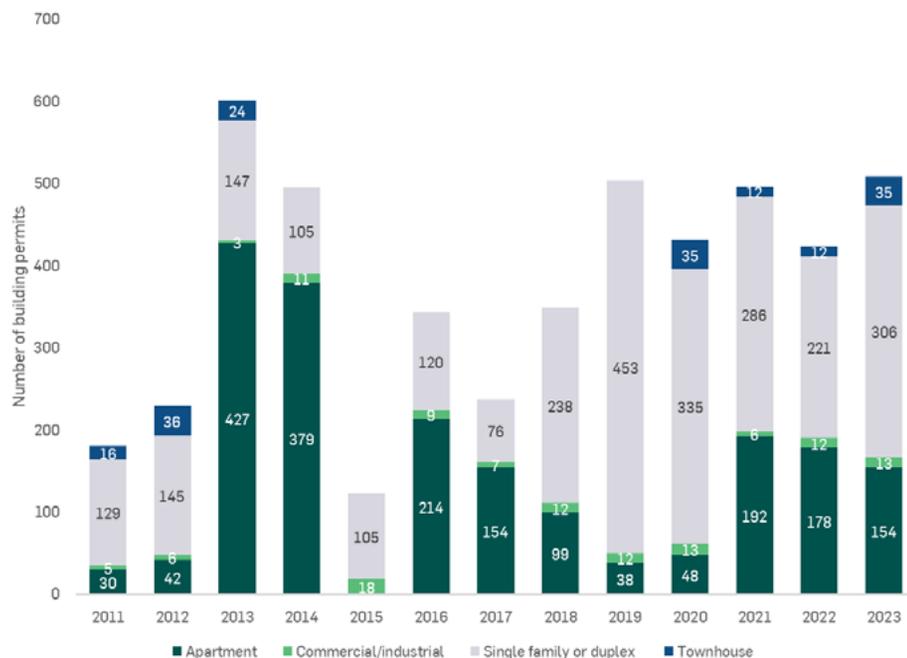


# Permits, Licenses, and Sales Tax

## Permit and Business License History

The high volume of building permits for commercial/industrial and residential projects (see Figure 4.12), and business licenses received since 2011, underscores the considerable growth that the City has experienced over the past decade plus. Between 2011 and 2023, the City's housing stock increased by 19 percent while 2.2 million square feet of commercial and industrial buildings or additions were constructed, representing over \$197 million in private sector investment in Marysville. From 2011 through 2022, over 10,000 business licenses were issued – an average of 839 business licenses each year. In 2021 and 2022, Marysville received 195 and 361 new home based business licenses respectively.<sup>85</sup>

**Figure 4.12**  
**Building Permits for New Commercial, Industrial and Residential Buildings, 2011 - 2023**



Source: Marysville Central Square Permitting Software



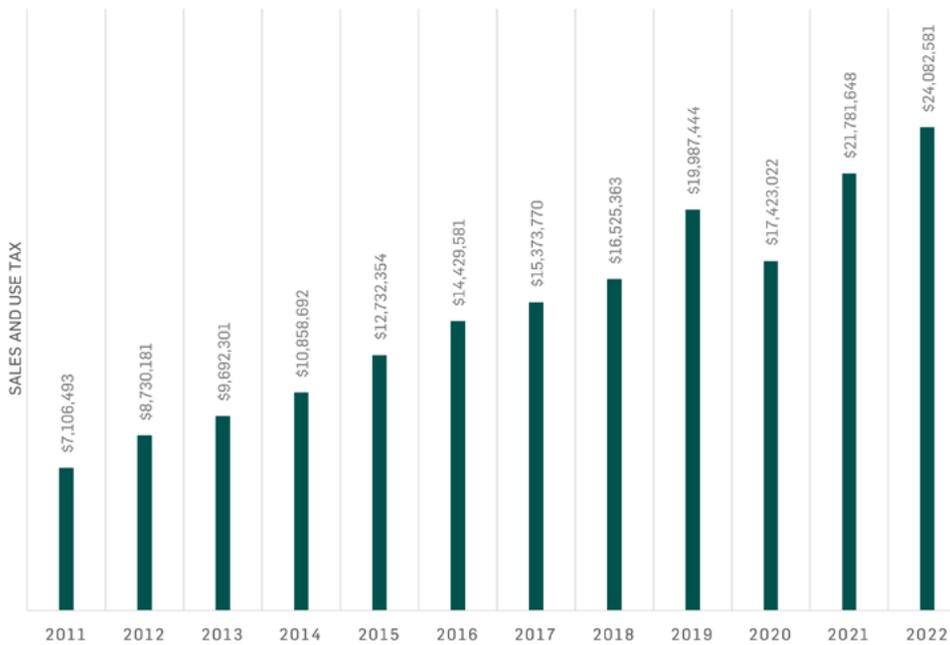
Northsound Industrial Park, a new 337,000 square foot light industrial warehouse in the Cascade Industrial Center.

85. The Washington State Department of Revenue's Business Licensing Service appears to have improved their tracking of home-based business licenses in 2021 which is why the data cited above is limited to 2021-2023. Due to both the impacts of the pandemic and the growth of ecommerce platforms, home based businesses are surging nationally. In many cases, these businesses represent substantial economic activity even though employees and supply chains are highly decentralized. This is a trend that may require additional future study.

## Sales and Use Tax

Marysville's sales and use tax receipts grew steadily from 2011 to 2019. In 2020 the sales and use tax receipts dipped significantly due to the expiration of the Washington state sales tax credit that the City received as a result of the 2009 Central Marysville Annexation (CMA). However, the decline does not appear to have been driven by the pandemic, and growth in sales and use tax receipts has resumed in 2021 as shown in Figure 4.13. The Retail Trade and Other: Criminal Justice (CJ), Transportation Benefit District (TBD), Streamline, Central

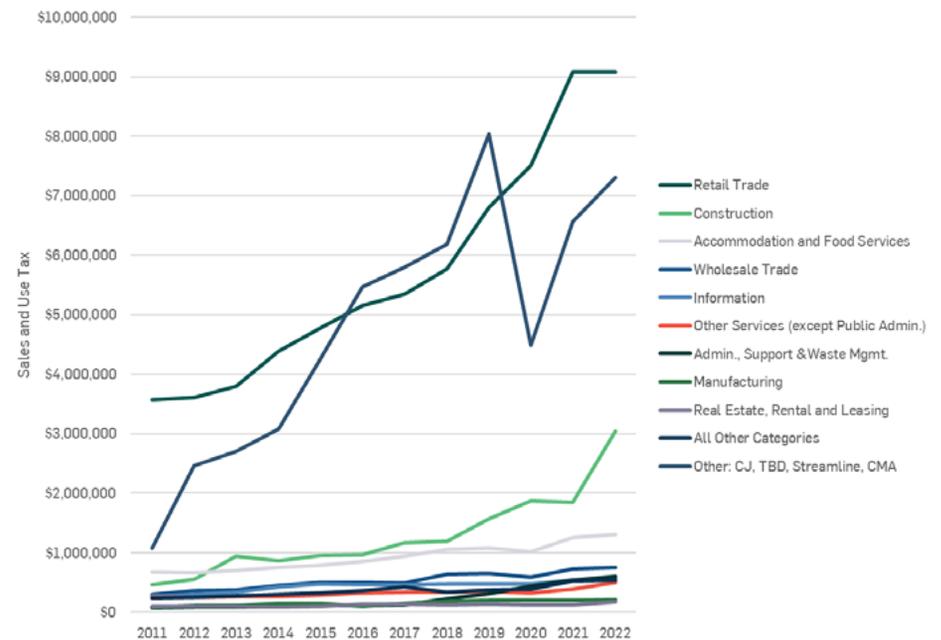
**Figure 4.13**  
Total Annual Sales Tax Receipts, 2011 – 2022



Source: ACS 5-Year Data Tables, 2007 – 2011, 2017 – 2021

Marysville Annexation (CMA) categories comprise the greatest share of sales and use tax as depicted in Figure 4.14 below. In 2020, with the expiration of the Washington state sales tax credit, the Other: CJ, TBD, Streamline, CMA sales tax category plummeted as the CMA sales tax credit receipts were included in this category. Then between 2021 and 2022, tax receipts from Retail Trade were stagnant, which deviates from the trend observed over the prior decade. This stagnation in Retail Trade tax receipts is likely attributable to post-pandemic supply change issues and trade disruption.

**Figure 4.14**  
Annual Sales Tax Receipts by Industry, 2011 - 2022<sup>86</sup>



Source: ACS 5-Year Data Tables, 2017 – 2021

86. The CJ, TBD, Streamline, CMA category is comprised of funds for Criminal Justice(CJ), the Transportation Benefit District (CBD), Streamline, and the sales tax credit collected for the Central Marysville Annexation(CMA). Streamline is a sales tax for products purchased online (e.g. Amazon, Costco, etc.) that is sent to a jurisdiction based on the delivery address for the product.



## Section 4.3

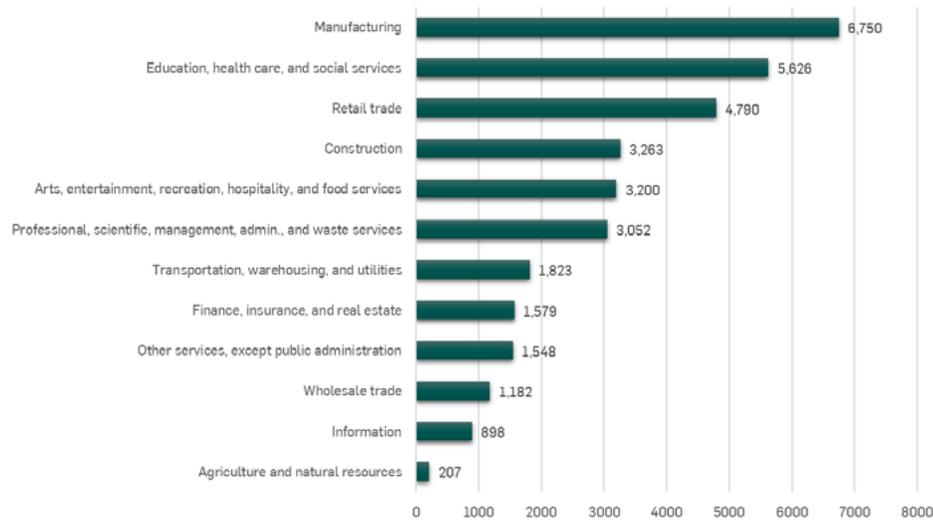
# EMPLOYMENT AND WAGES BY INDUSTRY

## Marysville Residents – Employment by Industry

Marysville residents are employed in a diverse array of industries. In 2021, the primary industries employing Marysville residents were manufacturing; education, health care, and social services; and retail trade as shown in Figure 4.15. Construction; arts, entertainment, recreation, hospitality, and food services; and professional, scientific, management, and administrative services had roughly the same number of residents employed, rounding out the top six industries.

**Figure 4.15**

**Marysville Residents – Employment by Industry, 2021**



Source: ACS 5-Year Data Tables, 2017 – 2021



Construction workers repave 132nd Street NE as part of the City's pavement preservation program.



Children play as construction workers.

## Marysville Companies and Employees by Industry

In 2021, the City of Marysville was home to approximately 2,400 companies. The top four industries for Marysville companies by number of people employed are: retail trade; construction; professional, scientific, management, and administrative services; and education, health care, and social services (see Figure 4.16). Two industries which provided significant employment relative to the number of companies in their industry are:

- Arts, entertainment, recreation, hospitality, and food services with 183 companies employing nearly 2,800 people; and
- Manufacturing with 92 companies employing nearly 1,100 people.

## Wages by Industry

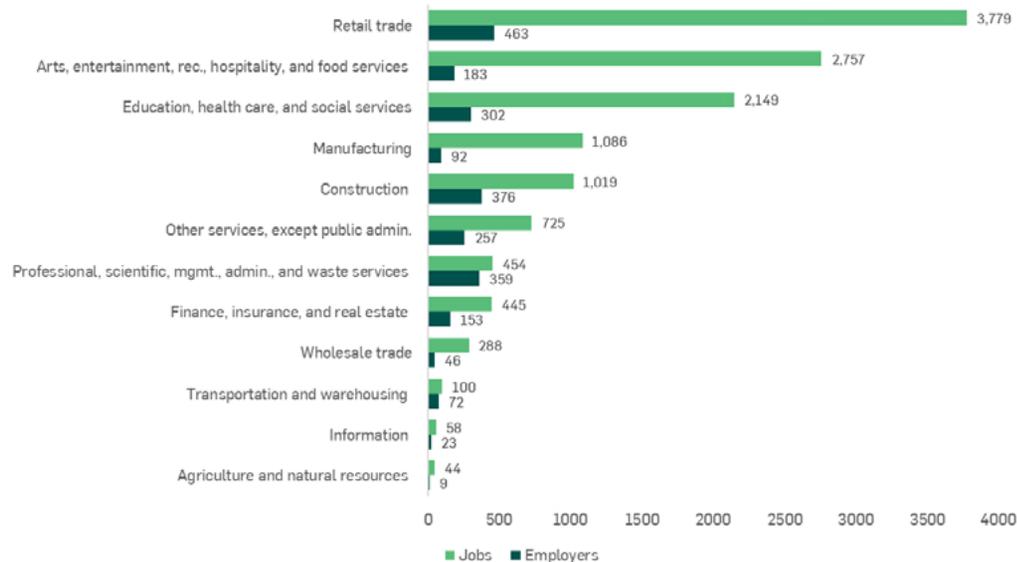
Between 2017 and 2021, employee wages increased across most industries within Marysville, Snohomish County, and Washington state (see Figure 4.17 below). The rate of wage increase was generally comparable, although not uniform, at the local, County, and State level for five of the 13 industries. Wage growth in six industries within Marysville lagged behind increases at the County and State level though.

Three notable sectors experiencing wage growth in Marysville include:

- The agricultural and natural resource sector which experienced a 110 percent increase in wages compared to 12 percent in the County and 20 percent in the State;
- The construction industry which saw a 47 percent increase in wages compared with the 15 and 18 percent increases observed in the County and State respectively. This is notable as the construction, mining and logging sector has grown more than other sectors, and is a competitive sector for the City as detailed in the next section (see also Figure 4.18); and
- The manufacturing sector, which is the third best compensated sector in Marysville, has experienced wage growth in the City on par with the growth observed in the County and the State. While there has been a decrease in manufacturing employment within Snohomish County, it remains a competitive sector in the County and a target industry for the State, County and City (see Figure 4.19). The City anticipates growth in both manufacturing and WTU employment in Marysville over the next two decades.

**Figure 4.16**

**Marysville Residents – Employment by Industry, 2021**



Source: Marysville business license history January 2023 with NAICS codes



The City is actively pursuing living wage jobs in the CIC, such as the fabrication job shown here.



**Figure 4.17**

**Change in Wages by Industry, 2017 – 2021, Marysville, Snohomish County, and Washington State**

Industry	MARYSVILLE			SNOHOMISH COUNTY			WASHINGTON STATE		
	2017	2021	% Change 2017 - 2021	2017	2021	% Change 2017 - 2021	2017	2021	% Change 2017 - 2021
Agriculture and natural resources	\$29,032	\$60,938	110%	\$42,192	\$47,331	12%	\$31,711	\$38,164	20%
Construction	\$53,085	\$77,827	47%	\$60,581	\$69,936	15%	\$55,176	\$64,977	18%
Manufacturing	\$65,717	\$75,239	14%	\$73,309	\$83,134	13%	\$62,091	\$71,769	16%
Wholesale trade	\$50,379	\$52,267	4%	\$51,826	\$59,389	15%	\$51,333	\$58,423	14%
Retail trade	\$39,310	\$45,477	16%	\$41,629	\$50,105	20%	\$40,877	\$48,229	18%
Transportation and warehousing, and utilities	\$60,432	\$62,188	3%	\$60,842	\$65,702	8%	\$56,600	\$64,276	14%
Information	\$65,884	\$70,106	6%	\$73,816	\$88,883	20%	\$76,861	\$104,703	36%
Finance, insurance, and real estates	\$52,413	\$63,663	21%	\$60,920	\$67,436	11%	\$56,814	\$69,749	23%
Professional, scientific, management, administrative, and waste services	\$53,241	\$58,500	10%	\$65,151	\$82,017	26%	\$73,186	\$89,790	23%
Education, health care, and social services	\$42,801	\$46,096	8%	\$50,867	\$58,253	15%	\$50,023	\$58,255	16%
Arts, entertainment, and recreation, and accommodation and food services	\$36,412	\$33,634	-8%	\$34,605	\$39,264	13%	\$31,058	\$38,332	23%
Other services except public administration	\$44,821	\$51,735	15%	\$42,747	\$49,805	17%	\$40,408	\$47,992	19%
Public administration	\$66,978	\$76,071	14%	\$70,919	\$77,221	9%	\$62,448	\$74,447	19%
<b>Total</b>	<b>\$51,118</b>	<b>\$58,271</b>	<b>14%</b>	<b>\$56,958</b>	<b>\$65,879</b>	<b>16%</b>	<b>\$52,448</b>	<b>\$63,384</b>	<b>21%</b>

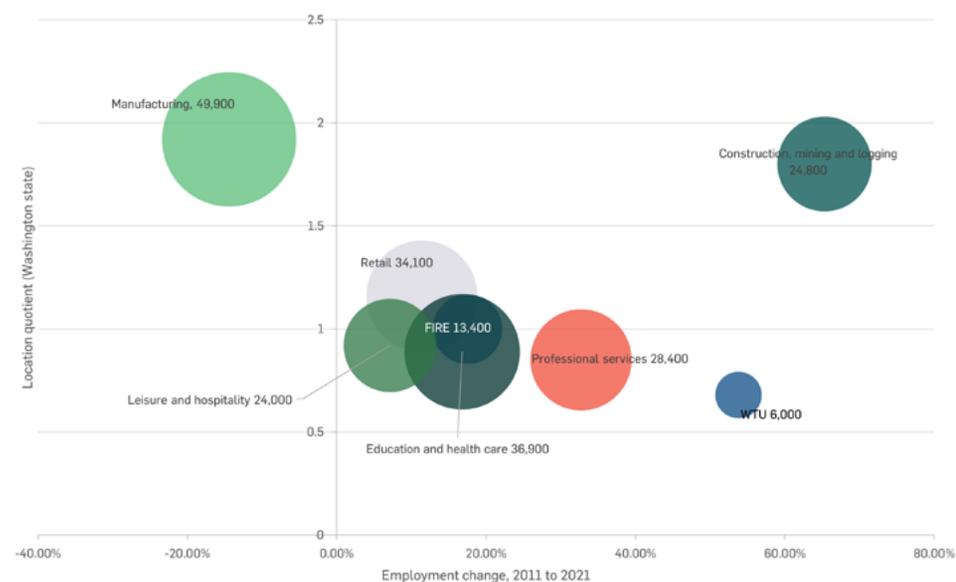
Source: ACS 5-Year Data Tables, 2017 – 2021

## Section 4.4

# COMPETITIVE SECTORS AND TARGET INDUSTRIES

Industries in which Snohomish County and the City of Marysville have a strong position relative to Washington State, and key industries that the City would like to target, are discussed in this section.

**Figure 4.18**  
**Snohomish County Competitive Sectors, 2021**



Source: Employment Security Department, Washington State and Snohomish County employment by industry 2011 and 2021

## Snohomish County Competitive Sectors

Snohomish County has a strong position (location quotient)<sup>87</sup> relative to Washington State overall in the manufacturing, construction, and retail industry sectors. The County has seen significant growth in the construction sector and modest growth in the retail sector, although the manufacturing sector has seen some declining employment since 2011. Snohomish County's position is on par with the State overall in the Finance, Insurance and Real Estate (FIRE) sector, which has seen modest growth in the County since 2011. Snohomish County's position is less strong than the State's overall in the leisure and hospitality; education and health care; professional and business service; and warehousing, trade and utilities sectors (WTU); however, each of these sectors has grown within Snohomish County since 2011, and with the exception of WTU, their location quotient is only modestly below one. In particular, Marysville anticipates growth in clean technology and aerospace related clusters over the next 20 years.



The construction sector, which employs workers in projects that range from buildings to infrastructure, such as the Downtown Stormwater Treatment Facility under construction here, has a strong position in Snohomish County and has seen significant growth.

87. A location quotient (LQ) is an analytical statistic that measures a region's industrial specialization relative to a larger geographic unit (usually the nation). An LQ is computed as an industry's share of a regional total for some economic statistic (earnings, employment, etc.) divided by the industry's share of the national total for the same statistic. For example, an LQ of 1.0 in mining means that the region and the nation are equally specialized in mining; while an LQ of 1.8 means that the region has a higher concentration in mining than the nation. Source: United States Bureau of Economic Analysis. The LQ shown in Figure 4.18 was calculated based on Snohomish County's share of Washington State's employment by industry.



# Target Industries

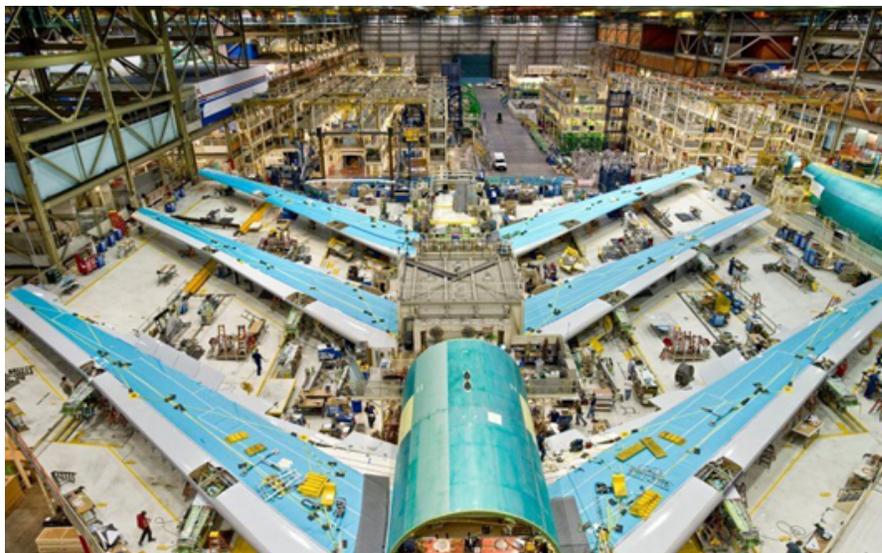
The central Puget Sound Region “is home to an important set of key export focused industries”<sup>88</sup>. Key export focused industries identified by the Puget Sound Regional Council (PSRC), that are also identified by the Economic Alliance for Snohomish County as target industries, include:<sup>89</sup>

- Aerospace.
- Information & Communication Technology;
- Life Sciences & Global Health; and
- Maritime or Blue Economies.

The City has committed significant resources to identify and promote target industries in which the City has a strategic advantage. In 2016, the Arlington-Marysville Manufacturing Industrial Center Market Study was prepared for the Cascade Industrial Center<sup>90</sup> which was followed by the 2018 Arlington-Marysville MIC Subarea Plan (AMMIC Subarea Plan) and the 2021 Waterfront Strategic Plan. Target industry clusters identified in these Plans, which the City has and will continue to pursue include the following.

## Aerospace

“The Boeing Company is one of the leading aerospace companies in the United States. The regional supply chain for the aerospace industry includes 600+ companies, supporting Boeing, as well as Airbus, Bombardier, Comac, Embraer, Sukhoi, and Mitsubishi.” Forty six (46) percent of all aerospace workers in the State of Washington are employed in Snohomish County.<sup>91</sup> Given the proximity of Marysville to “Boeing’s Paine Field, the strength of the aerospace industry in Snohomish County, and growing shortage of land viable for industry, the



Boeing, an aerospace industry leader, manufacturing planes.

## DID YOU KNOW?

The Boeing Everett Assembly Plant is the largest building in the world by volume and has delivered the 747, 767, KC-45A Pegasus Tanker, and 777 models to worldwide customers since 1967.

Source: Economic Alliance Snohomish County.

CIC is anticipated to be attractive for advanced aerospace manufacturers and suppliers. The presence of several businesses in the aerospace sector, engaged in materials fabrication, coating, machining, and process engineering, is another benefit.<sup>92</sup> Potential aerospace businesses for Marysville to pursue include those engaged in activities related to commercial/military airplanes, unmanned aerial vehicles/systems, space exploration maintenance, repair and overhaul, aviation biofuel, air travel and cargo. Notable aerospace firms operating within Marysville include SAFRAN (formerly Zodiac) and Gravitics, an aerospace component manufacturing firm that constructs large, next-generation space station modules.

88. Source: Puget Sound Regional Council (PSRC), Regional Economic Strategy, adopted December 2021. PSRC also identifies Military & Defense, Clean Technology, Tourism, Transportation & Logistics, and Business Services as key export industries in the region.

89. Source: Economic Alliance for Snohomish County Target Industries in Snohomish County, WA (economicalliancesc.org)

90. The CIC was called the Arlington-Marysville Manufacturing Industrial Center (AMMIC) at the time that the study was prepared.

91. Source: Economic Alliance Snohomish County.

92. Arlington-Marysville MIC Subarea Plan – Existing Conditions Report.

## Advanced Manufacturing and Cleantech

“Advanced manufacturing includes businesses engaged in activities that depend on the use of information, automation, computation, software, sensing, and networking, and/or make use of cutting edge materials and emerging capabilities. It involves both new ways to manufacture existing products, and the manufacture of new products emerging from new advanced technologies”.<sup>93</sup> Clean Technology or Cleantech “is any process, product or service that reduces negative environmental impacts through significant energy efficiency improvements, the sustainable use of resources, or environmental protection activities. Clean technology includes a broad range of technology related to recycling, renewable energy, information technology, green transportation, electric motors, green chemistry, lighting, grey water, and more.”<sup>94</sup> Several other industry sectors noted in this section employ advanced manufacturing or cleantech techniques. SAFRAN, which is engaged in composites manufacturing, is an example of a Marysville business that uses advanced manufacturing techniques.



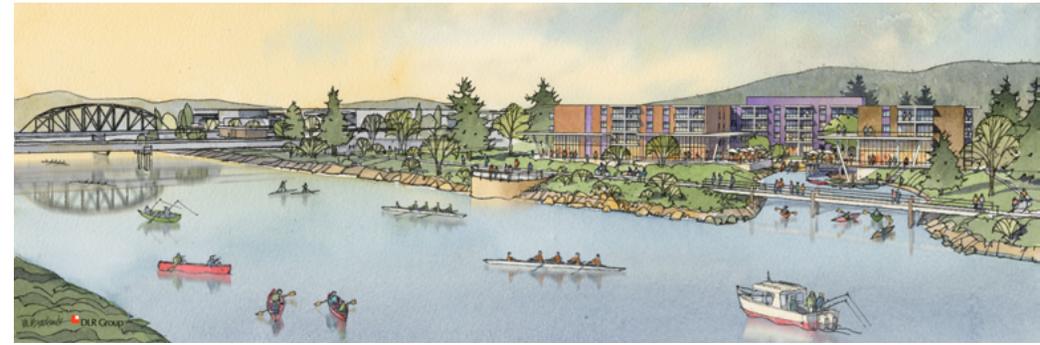
City Council inside Gravitics' advanced space station module which is manufactured in Marysville.

93. Arlington-Marysville MIC Subarea Plan – Existing Conditions Report.

94. Clean technology - Wikipedia.

95. Arlington-Marysville MIC Subarea Plan – Existing Conditions Report.

96. Ecotourism is defined by the International Ecotourism Society as “the responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education.”



A conceptual image of the revitalized Waterfront as envisioned in the City's plans for Downtown.

## Ecotourism/Tourism

The City's Waterfront Strategic Plan identifies redefining the City as a regional recreation and ecotourism<sup>96</sup> destination as a major objective in revitalizing the City's Downtown and Waterfront. The Marysville Opera House, Ebey Slough, Ebey Waterfront Park and Marina, and Ebey Waterfront Trail are major assets that further this objective – providing recreational programming, miles of inland non-motorized waterfront, a boat launch and fishing opportunities, and miles of trails with scenic viewpoints respectively. Further, the Snohomish County Sports Commission has selected a 30-acre waterfront assemblage in Marysville as the site for an indoor sports complex which, if constructed, will create significant employment in hospitality, facility and property maintenance and management, construction, security, retail, services, and tourism. The prospective sports complex, and the tourism opportunities it affords, are described more fully in Section 4.5, Assets, Challenges and Opportunities ([page 136](#)).



The Marysville Opera House hosts a variety of cultural programming attracting visitors and citizens to Downtown.

## Food Production and Processing

The CIC has great access to many Western Washington food processors; the Port of Everett; fisheries in Alaska, British Columbia and the Pacific Northwest; and the Idaho aquaculture community.<sup>95</sup> Given this access, the CIC is anticipated to be attractive to food processing. Potential businesses in this industry could include indoor farming, hydroponics, post harvest handling, drying/dehydrating,





*Soli Organic's cutting-edge indoor, organic herb production facility.*

freezing, co-packing, central distribution/storage, poultry and meat processing. Recently Soli Organic, the number one leading national grower of fresh, organic, culinary herbs, relocated to Marysville. Their indoor organic farm is an example of an innovative food business that can flourish in Marysville's CIC.

## Maritime or Blue Economies

Growing costs of doing business in Seattle, and close proximity to the ports of Anacortes, Bellingham, and Everett, make Marysville's CIC attractive to the maritime industry. Businesses in this industry potentially could include cargo handling and logistics, commercial fishing and seafood processing, ship and boat building, repair and maintenance, passenger vessel operations, recreational boating and sport fishing, military and federal activities through the U.S. Navy, U.S. Coast Guard, and NOAA, marine technology, aquatics research, and maritime education and training programs. Salacia, a value-added seafood processing plant and cold storage warehouse, is a significant maritime business located within Marysville.

## Wood Products and Mass Timber

The strong Canadian raw timber sector coupled with U.S. tariffs on the importation of value-added<sup>97</sup> goods, has resulted in Canadian-owned companies purchasing or leasing land in Washington state for processing and shipping facilities in order to conduct value-added activities without the imposition of U.S. tariffs. Marysville's CIC is ideally situated on rail and interstate corridors and within short-haul trucking distance of Canadian distribution networks and ports of entry. Potential businesses include those engaged in the manufacture of furniture, wood products, paper, packaging and forestry, including high-value niche timber products manufacturing such as cross-laminated timber (CLT) or mass timber manufacturing.<sup>98,99</sup>

# Siting Criteria

The top siting criteria needs for each of the industrial sectors outlined above are shown in Figure 4.19 below. Marysville's portion of the CIC fulfills many of these siting criteria. Where deficiencies are present, for example improved or new interchanges on I-5, the City is proactively working to address them.

**Figure 4.19**  
Top Siting Needs of Target Industrial Uses

Industry	TOP SITE CRITERIA						
	High Skilled, Specialized Workforce	Local And Regional Truck Access	Proximity To Airport	Proximity To Suppliers And/or Markets	Rail Access	Sites Larger Than Five Acres	Water And Power
Aerospace	X	X	X	X			
Advanced Manufacturing	X	X		X	X		
Food Processing		X		X		X	X
Maritime	X	X		X		X	
Wood Products And Mass Timber	X	X		X		X	

97. A value-added product is one that has been enhanced with additional qualities that make it worth a higher price than the raw materials used to make it.

98. Arlington-Marysville MIC Subarea Plan

99. Mass timber manufacturing uses prefabricated solid engineered wood products made from layers of solid-sawn lumber or structural composite lumber.

## Section 4.5

# ASSETS, CHALLENGES AND OPPORTUNITIES

The City of Marysville has several assets that make it attractive to economic development. The City is also presented with many opportunities to build on these assets and improve economic prospects for businesses and residents of the community.<sup>100</sup> These assets and opportunities are detailed in this section.



*Tesla occupies this new warehouse, the first of nine industrial warehouses planned for the Cascade Business Park. Image Credit: Sierra Construction.*

## Assets

### Great Access to Regional Transportation Routes

Regional transportation routes including Interstate 5 (I-5), Highway 9, SR528, SR529, SR531 and Burlington Northern Santa Fe (BNSF) railway serve the City providing easy truck and freight access as well as great access for residents and workers. I-5 currently has four interchanges with two additional interchanges slated for the near future.

### Cascade Industrial Center

The Cascade Industrial Center (CIC) received its official designation as a Manufacturing and Industrial Center from the Puget Sound Regional Council in 2019. The CIC's 'Centers' designation results in "funding priority – both for transportation infrastructure and for economic development" consistent with PSRC's VISION 2050.<sup>101</sup> The CIC contains many large, flat sites buffered from residential uses that are competitive, affordable, and ideal for modern industry. The CIC is a hub for innovation and supports a wide range of mechanized and technology-driven industries. Significant advantages of the CIC include:

- City and Snohomish County property tax exemptions for eligible manufacturing/industrial businesses;
- No City business and occupation (B&O) tax and reduced State B&O tax for qualifying industries;
- Marysville North Opportunity Zone<sup>102</sup> that provides tax incentives to investors; and
- Benefits afforded by proximity to the Port of Everett's Foreign Trade Zone (FTZ) #85.

In 2023, the City was awarded the Washington Governor's Smart Communities Award for Smart Planning Legacy for its long-term planning of the CIC.



100. Assets and opportunities outlined build on those outlined in the prior Comprehensive Plan and draw heavily from the Arlington-Marysville MIC Subarea Plan.

101. Policy MPP-RC-7(p.20) of VISION 2050 indicates to, "Give funding priority – both for transportation infrastructure and for economic development – to support designated regional growth centers and manufacturing/industrial centers, consistent with the regional vision. Regional funds are prioritized to regional centers."

102. Opportunity zones are a community development tool that encourages investment in economically distressed areas in the United States in order to spur economic growth and job creation in low-income communities while providing tax benefits for investors. Opportunity Zones were created under the federal Tax Cuts and Jobs Act of 2017, and are defined by individual census tracts. The Marysville North Opportunity Zone is one of seven opportunity zones in Snohomish County and coincides with US Census Tract 53061052803.



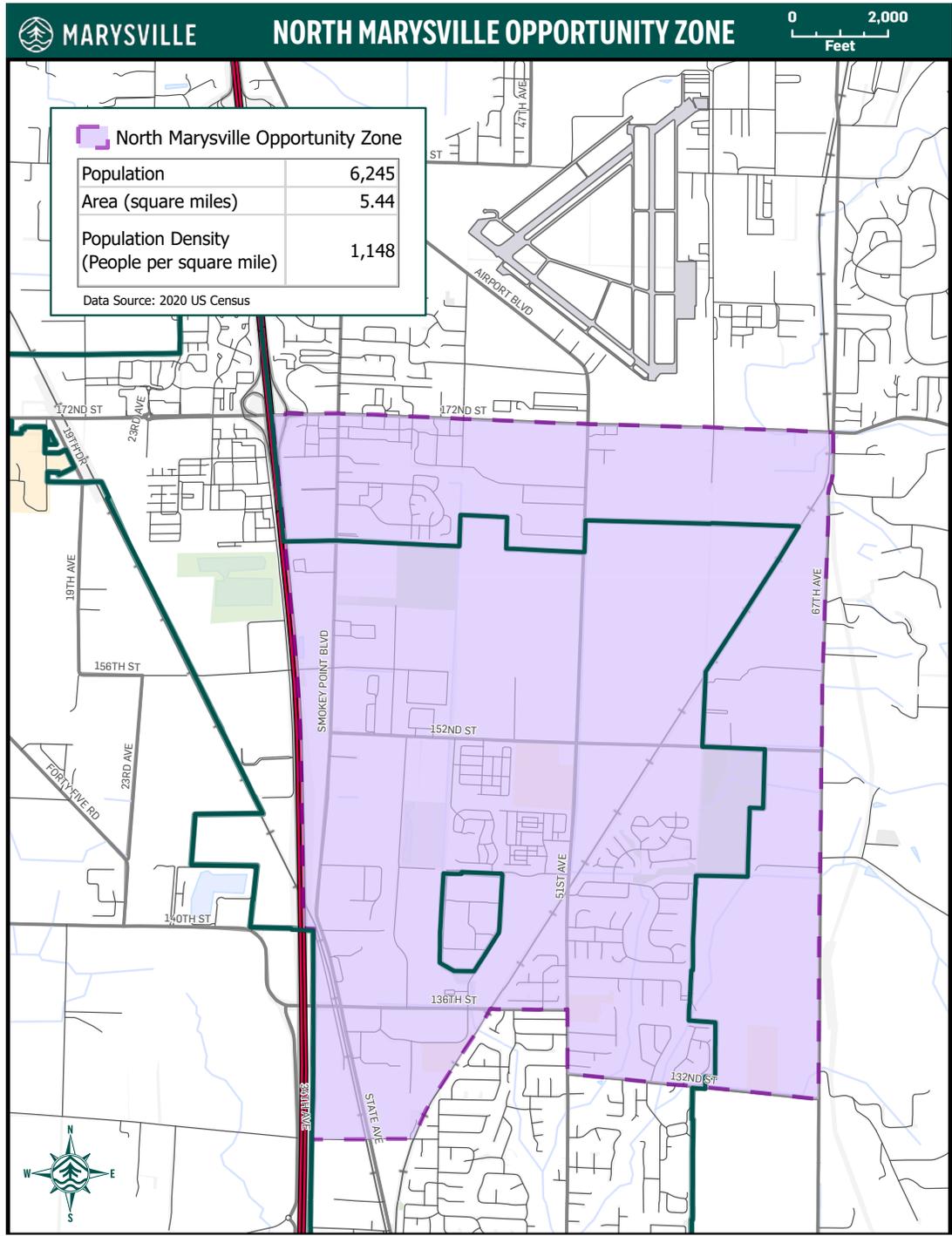
Figure 4.20

### Proactive planning and investment

The City has and will continue to proactively plan for commercial, industrial and residential development within the City. Recent efforts include the Waterfront Strategic Plan, Downtown Master Plan update, Arlington-Marysville MIC Subarea Plan and Arlington-Marysville Manufacturing Industrial Center Market Study. Planning and investment has included, but not been limited to, infrastructure (e.g. interchanges, road networks, water and sewer facilities, and regional stormwater facilities), land availability and zoning, and the business and regulatory climate.

### Recognized aerospace industry cluster and proximity to airports

Snohomish County’s Seattle Paine Field International Airport (Paine Field) and the Arlington Municipal Airport support over 200 aerospace companies of varying sizes and 38,000 workers in Snohomish County. Given its proximity to Paine Field, existing concentration of aerospace businesses, access to skilled labor, and lower costs, the CIC enjoys a comparative advantage in the region for aerospace-related manufacturing and industrial activity. In addition, commercial flights at Paine Field Airport began in March 2019 providing an alternative to Sea-Tac for destinations on the continental west coast as well as Anchorage and Honolulu.<sup>103</sup>



103. The Seattle Paine Field Passenger Terminal currently serves the destinations of Anchorage, Las Vegas, Los Angeles, Orange County, Phoenix, San Diego, and San Francisco with seasonal service to Tuscon and Palm Springs. Service to Honolulu anticipated in late 2023. Source: Seattle Paine Field Passenger Terminal Destinations(flypainefield.com)



The Port of Everett is well-equipped to handle large cargo. Image credit: Port of Everett

## Access to the Port of Everett

The Port of Everett is located in northwest Everett on Port Gardner Bay at the mouth of the Snohomish River next to U.S. Naval Station Everett, roughly seven miles south of the CIC. The seaport “is a natural deep-water, self-operating seaport that supports nearly \$21 billion worth of U.S. exports annually”, and is the second ranked “export customs district in Washington state”<sup>104</sup> and the fifth largest US west coast port for exports. “The Port of Everett is the third largest container port in Washington state and is the region’s premier breakbulk cargo facility, handling high-value, conventional and overdimensional cargoes in support of the aerospace, construction, manufacturing, agriculture, energy, and forest product industries.” The Port creates “economic opportunities and jobs while providing maritime and marine-related services”. This natural, deepwater seaport “supports more than 40,000 jobs in the surrounding community and contributes \$433 million in state and local taxes” and provides a skilled maritime workforce.

## Affordable Workforce Housing

Adequate and affordable workforce housing is a key asset and need to further economic growth in the CIC and City generally. The 2018 Arlington-Marysville MIC Subarea Plan indicated that approximately 45 percent of AMMIC (now CIC) employees live less than 10 miles from the CIC, reflecting the appeal of immediate vicinity for employees.

104. All quotations on the Port of Everett section are attributed to information on the Port of Everett’s website: portofeverett.com.

## Strong Regulatory Environment

The City provides a strong regulatory environment with certainty of established regulations, and respected businesses who can attest to the permitting process. The City endeavors to continuously improve services and provide excellent customer service to businesses, residents, and visitors.

## Educated and Talented Workforce

Both the City and greater Puget Sound region feature a large, educated and talented workforce. More Marysville residents have a high school diploma or greater educational attainment (94.5 percent) than the national average (89.9 percent). Marysville’s share of college- and trades-educated workers is anticipated to continue increasing given the current trends of in-migration from higher income areas.



The Port of Everett. Image credit: Port of Everett



# Challenges and Opportunities

## Downtown and Waterfront Redevelopment

From 2017 – 2022, the City has invested \$90 million and will be investing \$200 million in the coming 10 years to revitalize the City's Downtown and transform the Waterfront into a regional recreation and eco-tourism destination. The City has identified 32 projects in its Waterfront Strategic Plan that are "top priority actions...to catalyze improvements in the Downtown and Waterfront areas".<sup>105</sup> The City has aggregated more than 45 acres in its Downtown Master Plan Area (DMP Area), and completed several catalyst projects including, but not limited to:

- Construction of the Marysville Civic Center and a new community center;
- 2021 Downtown Master Plan update; and
- Construction of the Downtown Stormwater Treatment Facility.

The City was recently selected by the Snohomish County Sports Commission for their multi-million dollar indoor sports tournament complex which is planned for a 30-acre waterfront assemblage and will anchor the approximately 45 acre, City-aggregated land holding.<sup>106</sup> Once funded and completed, this complex is projected to receive up to 185,000 visitors annually and generate enough demand to support a new 130 room hotel and related services. The sports complex is part of a planned development titled Riverwalk that will include expanded park, trail, and river activities. Private development is planned to include the sports facility, hotel, and multi-family residential. A prospective sports complex and hotel will generate significant employment, hotel nights, and millions in consumer spending impacts in the Downtown.

## Investments in Infrastructure

As the City and CIC develop further, infrastructure will need to continue to be planned, designed and built to support growth. Infrastructure investments can attract new development, catalyze growth and also increase the success of existing businesses. The City has made significant investments in infrastructure and will continue these efforts.



*The Marysville Civic Center – a 'one-stop' shop for government services.*



*A conceptual illustration of a redeveloped Downtown and Waterfront.*

<sup>105</sup>. Waterfront Strategic Plan 2021 to 2026.

<sup>106</sup>. The City's land holding is flanked by two major recreation areas – the Ebey Slough with miles of inland non-motorized water craft opportunities, and the Ebey Waterfront Park and Marina, which is being expanded to include additional recreational assets. It is also near the Ebey Waterfront Trail.



*Crossing over Ebey Slough – a gateway to Downtown.*

## Improvements to Transportation Network

The City will continue to improve motor vehicle circulation throughout the City. Freight and truck travel to and from the CIC need to continue to be improved to increase capacity, reduce conflicts with the Burlington Northern Santa Fe railway crossings, and improve connectivity. Improvements to 172nd Street NE, the construction of the SR529/I-5 Interchange, and 156th Street/I-5 Interchange, are high priority projects that will improve the City's transportation network and facilitate business attraction and expansion.

## Closing the Skills Gap

Access to a highly skilled workforce is a key need for the industrial and manufacturing sectors. While the City is home to a skilled workforce, filling the gaps in the manufacturing pipeline, such as in research and development, through partnerships with community colleges, schools and via other strategies, will ensure the City, and CIC, remains an attractive destination for manufacturing jobs.

## Leveraging Benefits of Aerospace Industry Cluster and Proximity to Airports

As noted in the Assets section above, the aerospace industry is an established sector in Snohomish County and the CIC. New technologies, such as cloud computing, artificial intelligence (AI), composites and advanced manufacturing, complement this sector. Building on the CIC's strengths, and investing in infrastructure and workforce training, is an opportunity to maintain and leverage this competitive advantage.

## Attract Businesses in Desired Industry Clusters

As noted in Section 7.4, the Arlington-Marysville MIC Subarea Plan identified Aerospace, Advanced Manufacturing, Food Processing, Maritime and Wood Products & Mass Timber as desired industry clusters or target industries. The City has already attracted businesses from several of these industries and will continue to pursue businesses in these industries and other desirable clusters.

## Expand Residential Choice

Providing additional middle and upper middle income housing opportunities along with affordable housing to ensure a healthier and more diverse mix of housing choices is both a challenge and opportunity for the City. Generally, quality housing that is available at different income levels, along with more housing/increased density in target areas, is desired. Some housing could directly support new manufacturing businesses while other housing could catalyze and enhance the Downtown and neighborhood livability.

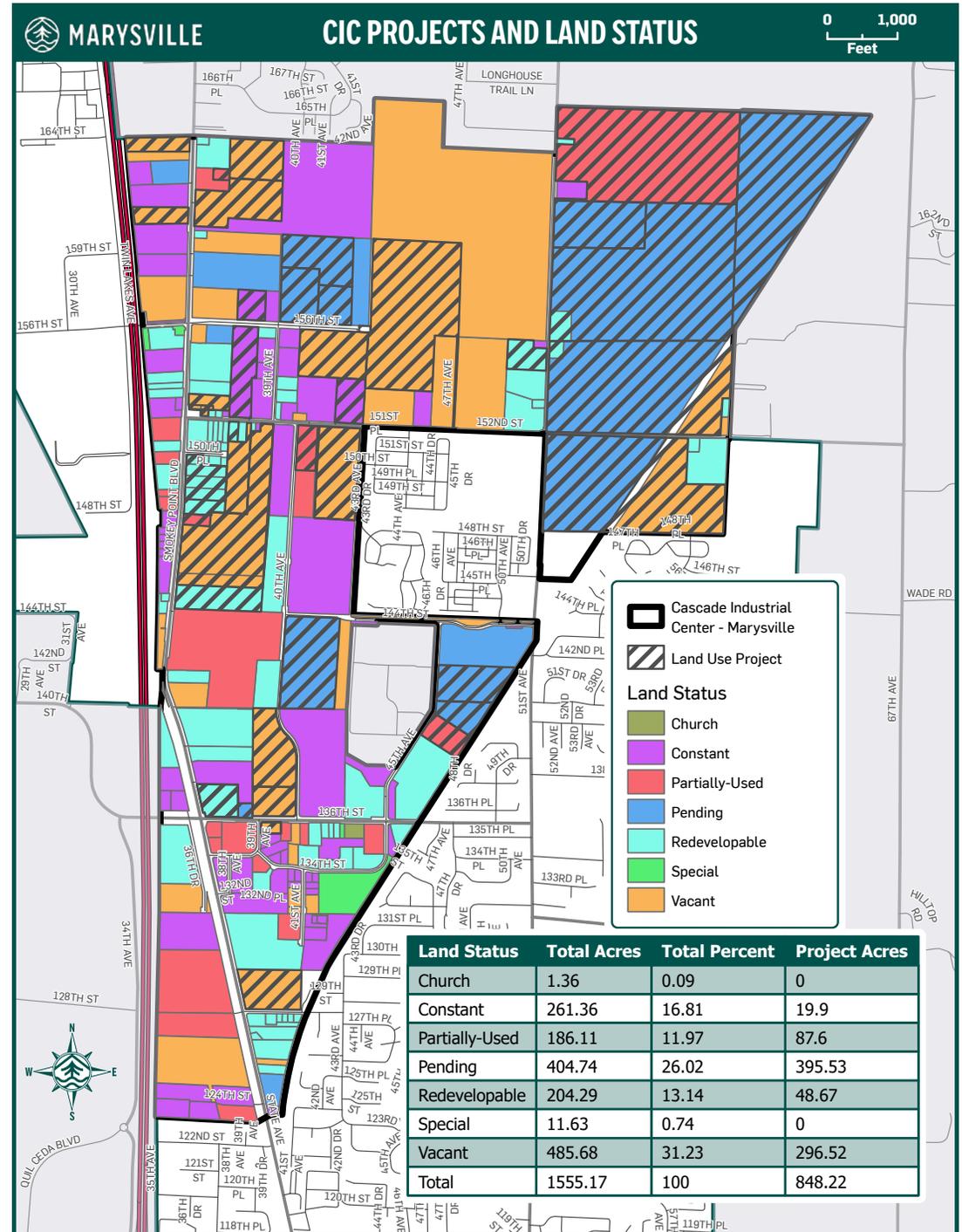


Figure 4.21

## Industrial Land Capacity

The Marysville portion of the Cascade Industrial Center (CIC) has experienced significant, sustained development since 2018. Of the 1,555 acres in the CIC, approximately 274 acres (17.6 percent) have existing stable uses with no further development potential, and 848 acres (54.5 percent) have land use entitlements. Only approximately 433 acres (27.8 percent) of the Marysville portion of the CIC is anticipated to have further development or redevelopment potential. Providing an adequate supply of industrial land is vital to ensuring that the City's employment goals are achieved. Given the limited amount of remaining land within Marysville's CIC, encouraging employment-intensive uses moving forward will be important to ensure that the City can achieve its planned jobs to housing ratio.

The City may need to pursue expanding the UGA to acquire additional industrial land. This would better enable the City to accommodate demand for warehousing and distribution uses as well as manufacturers that tend to be higher employment generating businesses. Given the changing and multifaceted character of businesses, recruitment of a variety of industrial businesses in related cluster groups and representing advanced technologies may be the best way to optimize employment, wage, and business growth as well as the durability of the new employment created. This expanded land area will also need increased infrastructure to support it.



## Section 4.6

# GOALS AND POLICIES

### OVERARCHING GOAL

Actively promote economic growth and prosperity within the City of Marysville by advancing initiatives that attract, support, and retain businesses and living wage jobs, and foster a vibrant, healthy and livable community for all.

#### **ED 1 Continue the transformation of Marysville from a residentially-oriented, retail city to a regional employment center with diverse jobs and housing.**

- ED 1.1** Actively champion the Cascade Industrial Center (CIC) and the industries in which the City has a competitive advantage.
- ED 1.2** Promote increased employment opportunities in the CIC, and other industrial and commercial areas, to achieve a greater balance between population and employment growth, and improve the jobs to housing ratio.
  - ED 1.2.1** Promote the industrial/manufacturing property tax exemption allowed by MMC Chapter 3.104 to create more family living wage jobs in the City.
  - ED 1.2.2** Develop a capital financing strategy to provide a comprehensive approach to construction of infrastructure to promote equitable and proactive distribution of development costs.
  - ED 1.2.3** Promote innovative workers by leveraging area competencies in manufacturing and engineering sectors, and building resources for and networking among existing companies.
- ED 1.3** Implement recommended policies and strategies identified in the 2023 Housing Action Plan to increase the quality and diversity of housing stock available to own or rent, and ensure an adequate supply of housing for all economic segments including workforce housing.

#### **ED 2 Ensure an adequate supply of industrial and commercial land, and robust supporting infrastructure, to meet the City's business and employment needs.**

- ED 2.1** Pursue future Urban Growth Area (UGA) expansions that increase the commercial and industrial land base, and encourage annexation of UGA properties prior to their development.
- ED 2.2** Ensure an adequate supply of, and stimulate availability of vacant and infill commercial and industrial land, especially in the Downtown and CIC.
  - ED 2.2.1** Periodically prepare a report that: inventories and analyzes commercial and industrial land needs based on population growth projections; monitors demand for existing and proposed development; monitors local economic conditions; and proactively consults with business and property owners to determine levels of interest in various types of development.
  - ED 2.2.2** Promote resources to fund redevelopment of existing, functionally obsolete buildings into modern facilities.
- ED 2.3** Recognize the need for continued growth in the City's tax base from industrial and commercial development to provide quality public services and facilities for residents and businesses.
- ED 2.4** Advance the goals, policies, and implementation strategies outlined in the Arlington-Marysville MIC Subarea Plan.
  - ED 2.4.1** Establish and facilitate a stronger working relationship with the City of Arlington to further mutual goals, and promote marketing of the CIC.
  - ED 2.4.2** Pursue and support business and employment growth in desired key competitive sectors and target industries over warehousing and distribution uses to ensure a strong ratio of jobs to acreage.



**ED 2.4.3** Promote various tools and strategies outlined in the 'Assets' section to encourage competitive and target industries to location in the City.

**ED 2.5** Prioritize public infrastructure and capital facilities funds first for new and improved infrastructure in industrial and commercial areas with vacant land and secondly in areas with redevelopment and infill potential.

**ED 2.5.1** Prepare a strategic plan to support infrastructure advancement.

**ED 2.5.2** Continue to collect impact and capital improvement fees, and pursue other appropriate capital facilities financing tools and strategies such as LIDs, grants, tax increment financing, residential density incentives, etc. that allow appropriate public-private funding partnerships.

**ED 2.6** Improve traffic flow and multi-modal infrastructure and circulation by implementing the recommendations and actions outlined in the Transportation Element ([page 229](#)).

### **ED 3 Provide educational opportunities and workforce development to prepare Marysville residents for the jobs of today and tomorrow.**

**ED 3.1** Prepare Marysville residents for current and future jobs.

**ED 3.1.1** Continue to communicate with and support the public schools serving Marysville in their efforts to improve existing school systems, facilities, and educational outcomes.

**ED 3.1.2** Partner with local school districts, community colleges, universities, and trade and industry groups on opportunities to:

- Improve educational outcomes;
- Engage key business sectors in developing the future workforce through Science Technology Engineering and Math (STEM) programs and working with the Workforce Futures Alliance; and
- Promote the creation and expansion of vocational, trade school, and apprenticeship opportunities.

### **ED 4 Foster a strong business and regulatory environment.**

**ED 4.1** Actively pursue new development, businesses, and business expansions.

**ED 4.1.1** Leverage the Economic Development Manager role to facilitate a strong business climate and support the needs of existing business, development of companies, and recruitment or relocation of businesses.

**ED 4.1.2** Pursue businesses in established and emerging industries, technologies, and services that promote environmental sustainability and resilience, and address climate change.

**ED 4.1.3** Provide outreach to assist developers, property owners, and businesses understand and better navigate the development review process.

**ED 4.1.4** Expand access to opportunity by proactively connecting with economically disconnected communities and removing barriers (e.g. linguistic, cultural, physical, etc.).

**ED 4.2** Develop a Business Retention and Expansion Program that provides support to businesses to promote their success.

**ED 4.2.1** Improve communication with businesses by:

- Conducting an annual business survey that focuses on business satisfaction, and identifies service gaps and needs.
- Hosting business workshops to provide learning opportunities, and expand awareness of and access to business support programs.
- Acknowledging outstanding businesses with the Marysville Business Awards, highlighting businesses through the Marysville Business Highlights interviews, and distributing the Best in Business e-newsletter.
- Monitoring, following up, and assisting businesses that had plans for relocation and/or expansion.
- Increasing awareness of, and promoting environmentally and socially responsible business practices that address climate change, resilience, and improved health outcomes.

**ED 4.2.2** Maintain areas of the City for small and locally-owned businesses, and take actions to avoid business displacement.

- Provide outreach to, and support and empower, all businesses including locally owned, women, tribally, and minority-owned small businesses and start-up companies to ensure that their unique needs are heard, understood, and addressed.
- Cultivate strategies to address and prevent potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure.

**ED 4.3** Continuously review, evaluate and improve zoning, land use regulations and plans, development standards, and review timelines and processes, and consult with development, real estate, and business interests, to ensure that:

**ED 4.3.1** Regulations, plans, and standards are consistent, efficient, clear, flexible, predictable, and certain so that confidence is instilled in investors, applicants, and property owners;

**ED 4.3.2** Permitting is streamlined, and regulatory barriers are reduced;

**ED 4.3.3** Zoning is simplified and permitted uses are flexible so that a variety of uses that are responsive to market forces may be pursued; and

**ED 4.3.4** High quality design guidelines, infrastructure requirements, and amenities are required to ensure regional competitiveness.

**ED 4.4** Proactively identify and prioritize areas with the best potential for subarea master plans, area-wide environmental impact statements, traffic studies, and capital facilities investments, and opportunities to offset environmental mitigation costs in advance of development so that the private sector will be able to quickly and efficiently ready sites for employment and business activity.

## **ED 5 Promote the City brand, regional recognition and regional partnerships.**

**ED 5.1** Incorporate the economic development strategies of local, State and regional partners, and advance shared economic and employment initiatives, to enhance the City's image as well as knowledge and marketing of the City's economic assets.

**ED 5.2** Communicate with and collaborate on joint plans, regulations, infrastructure and utilities with local jurisdictions and tribes, public entities, and State and regional partners.

## **ED 6 Beautify the City, and promote the arts and culture, to foster a greater sense of place and to enhance the City's image and identity.**

**ED 6.1** Create a Beautification Action Plan to enhance the City's image and reputation.

**ED 6.1.1** Pursue the beautification catalyst projects outlined in the City's Waterfront Strategic Plan.

**ED 6.1.2** Honor and feature the cultural contributions of the City founders, local Native Tribal communities, and other ethnically diverse communities to the art, history and heritage of our community.

**ED 6.1.3** Promote the Community Beautification Grant Program to obtain greater participation in the program.

**ED 6.1.4** Establish and promote a Façade or Storefront Improvement Program.

**ED 6.1.5** Continuously improve design standards and pursue code enforcement for noncompliant building changes.



- ED 6.1.6** Cultivate a greater sense of place through place-making initiatives that include landscaping, gathering areas, artwork, decorative lighting, gateway and wayfinding signage, and cultural programming (e.g. festivals and events). Enhance and maintain existing historic sites and focal points, and pursue themes or motifs where appropriate.
- ED 6.1.7** Maintain and improve street amenities (e.g. lighting, benches, crosswalks, etc.) and landscaping, and create a mechanism to encourage private property owners to maintain and improve their properties.
- ED 6.1.8** Provide thoughtful transitions from commercial and industrial uses to residential uses to minimize visual, spatial, noise, and odor impacts.

## **ED 7 Cultivate a vibrant and vital Downtown that is the heart of the community for residents and a recreation and tourism destination for visitors.**

- ED 7.1** Pursue the catalyst projects identified in the City's Waterfront Strategic Plan to revitalize and cultivate further tourism, ecotourism, and recreational opportunities in the City's Downtown and Waterfront.
- ED 7.2** Improve tourism marketing
  - ED 7.2.1** Partner, or continue partnership, with the State of Washington Tourism (SWT), Snohomish County Tourism including the Industry Stakeholder Roundtable, The Greater Marysville Tulalip Chamber, and other tourist and business organizations.
  - ED 7.2.2** Pursue, and increase awareness of:
    - The Snohomish County Hotel-Motel Small Fund Grant for public and non-profit organizations' tourism marketing and promotional projects;
    - The Snohomish County Lodging Tax Program; and
    - The Snohomish County Tourism Promotion Area Fund for private, public, and non-profit entities' large multi-day events, activities, and non-capital projects that generate significant sales of hotel room nights.

- ED 7.2.3** Expand social media tourism presence while continuously improving conventional tourism marketing efforts.
  - Curate local and regional attractions both large and small and feature on social media and interactive maps.
  - Pursue or enhance presence on websites, brochures (digital and physical), mobile apps, and in The Washington State Visitor's Guide.

- ED 7.3** Expand and enhance recreation and tourism business opportunities
  - ED 7.3.1** Promote local businesses and their entertainment, shopping and dining offerings.
  - ED 7.3.2** Continue the City's robust recreation and entertainment programming.
  - ED 7.3.3** Pursue new, while continuously improving existing, recreation facilities, assets, and community events.



*Hilton Pharmacy was established in 1898 and bought by Jeffrey Hilton Sr. in 1919. While the pharmacy was discontinued a few years ago, Mr. Hilton's great-granddaughter still owns the business which is now Hilton Pharmacy & Gifts.*