



**Land Use & Economic
Development
Committee Agenda**
**Mukilteo City Hall - 11930 Cyrus
Way**
Tuesday, May 4, 2021
5:30 PM-7:00 PM
Zoom Virtual Meeting

Join Zoom Meeting

<https://us02web.zoom.us/j/84006796607?pwd=MDIyQi9HQmRNMzF6eDFhVmMyMGR3Zz09&from=addon>

By Phone

Dial by your location

+1 253 215 8782 US (Tacoma)

+1 669 900 9128 US (San Jose)

Meeting ID: 840 0679 6607

Passcode: 066151

CALL TO ORDER - 5:30 PM

Meeting Objectives:

1. Mr. Garry Clark, President & CEO, Economic Alliance Snohomish County
2. Economic Recovery (*Standing Agenda Item*)
3. American Rescue Plan (ARP) Funding - Business Roundtable Feedback

ADJOURNMENT - 7:00 PM

Next Meeting Date/Time: Tuesday, June 1, 2021, 5:30PM

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- For accessibility information and for accommodation requests, please call the ADA Coordinator at (425) 263-8005 (or TRS (800) 833-6384 or dial 711), or visit <https://mukilteowa.gov/departments/executive/ada-program/>.

LAND USE & ECONOMIC DEVELOPMENT COMMITTEE AGENDA REPORT	
SUBJECT TITLE: Economic Alliance Snohomish County (EASC) - President and CEO Garry Clark	FOR AGENDA OF: May 4, 2021
Contact Staff: David Osaki	EXHIBITS: 1. January 19, 2021 Herald Article, “Economic Alliance Snohomish County names new CEO” 2. April 15, 2021 Herald Article, “At a tough time, a new CEO leads local economic development” 3. Mukilteo Comprehensive Plan excerpts
Department Director: David Osaki	

BACKGROUND

At its April 6, 2021 meeting, the Land Use & Economic Development (LU&ED) Committee indicated that it would like to invite Garry Clark, the new President and CEO of the Economic Alliance Snohomish County, to a LU&ED Committee meeting.

In response to the LU&ED Committee’s discussion, Economic Alliance Snohomish County President and CEO Garry Clark will attend the May 4, 2021 LU&ED Committee meeting. As background, attached are a January 19, 2021 and an April 15, 2021 Everett Herald Business Journal articles about Mr. Clark (**see Exhibits 1 and 2**).

Information about the Economic Alliance Snohomish County may be found here:

<https://economicalliancesc.org/>

As additional background on economic development, the City of Mukilteo Comprehensive Plan’s “Vision” statement, “Goals to Achieve a Livable Mukilteo” and Economic Development Element are attached (**See Exhibit 3**).

Industry specific City of Mukilteo Comprehensive Plan Economic Development Element policies and sub-policies include:

ED1: PROGRAMS THAT ATTRACT, SUPPORT, AND ENCOURAGE BUSINESSES THAT WILL COMPLEMENT THE CITY'S VISION AND DIVERSIFY ITS TAX BASE SHALL BE INVESTIGATED AND SHOULD BE IMPLEMENTED IF FEASIBLE.

ED1a. Businesses that create family-wage jobs, or provide services to Mukilteo residents, or allow residents to live and work in Mukilteo, or have a positive impact on city finances shall be supported and encouraged.

ED1b. Actions should be undertaken that:

- Support aerospace employment and activity; and

- Contribute towards making Mukilteo a visitor destination and build on the city's cultural, historic and recreational resources; and
- Encourage knowledge-based, arts-based, and creative-based businesses to locate in Mukilteo.

ED1c. Programs that will attract businesses that support tourist activities, including hotels and other types of visitor accommodations, should be supported and encouraged.

ED1d. To assist in attracting arts and creative based businesses, adoption of a cultural arts strategic plan should be considered.

Further, Comprehensive Plan Economic Development policy ED-3 speaks to City collaboration and states,

“ED3: TO FOSTER ECONOMIC DEVELOPMENT THE CITY SHOULD WORK IN COLLABORATION WITH OUTSIDE AGENCIES, MUNICIPALITIES AND ORGANIZATIONS, BOTH PUBLIC AND PRIVATE.”

A LU&ED Committee meeting with the Economic Alliance Snohomish County is consistent with this policy.

ALTERNATIVES

None.

Exhibit 1

Economic Alliance Snohomish County names new CEO

After nationwide search, Garry Clark, a Nebraska business advocate, will take the helm in February.

by [Janice Podsada](#)

Tuesday, January 19, 2021 1:30am

[HERALD BUSINESS JOURNALLOCALNEWSEVERETT](#)

EVERETT — He's an author and a business advocate in the Omaha area and, now, he's moving west to lead Economic Alliance Snohomish County.

After a nationwide search, Economic Alliance, a nonprofit that promotes economic growth, has chosen Garry Clark as its next president and CEO.

Clark served most recently as president and CEO of the Greater Fremont Development Council, a group that's affiliated with the Greater Omaha Chamber of Commerce.

Before that, Clark worked as the Nebraska Investment Finance Authority's opportunity fund manager in Omaha and, earlier, as economic development director of Cuming County in northeast Nebraska.

Clark received a Midlands Business Journal's 40 under 40 award in 2018 for a campaign that helped raise nearly \$2 million to fund a rural workforce housing program in Fremont.

He is also the author of the "Unlikely Viking: From the D.C. Projects to Rural Nebraska" a memoir recounting his childhood struggles. "Viking" refers to the Dana College mascot, where Clark earned a bachelor's degree and was inducted into the college's Hall of Fame for Track and Field. Dana College, which was located in Blair, Nebraska, closed in 2010.

Clark will take the helm on February 16, replacing Chris Mefford, interim president and CEO for the past six months.

The post became vacant last April when Patrick Pierce, CEO since 2016, left to take a job as economic development director of the Town of Clayton, North Carolina.

"I am extremely excited and grateful, for the opportunity to lead Economic Alliance's effort in Snohomish County," Clark said in a statement. "I have seen first-hand, the energy of the community, and the very engaged and active leadership. While I have

enjoyed my time in Nebraska, there are some exciting things taking place in Snohomish County and I can't wait to join the effort!"

Clark is a graduate of Dana College and the University of Nebraska at Omaha, where he earned a master's degree in urban studies and public administration.

Paul Dolan, board chair of Economic Alliance, said the board of trustees conducted a nationwide search "to find a candidate with strong economic development skills and an alignment to our vision of skillfully advocating with one voice for Snohomish County businesses."

"Garry's expertise, energy, and commitment align with this strategic direction," Dolan said. "He has the full endorsement of all those involved and we are all certain he will bring a fresh perspective, new ideas, and cohesive partnering across all sectors countywide."

County Executive Dave Somers said he looks forward to partnering with Clark and Economic Alliance, and pointed out that the group is on tap to play an even greater role as the region recovers from the COVID-19 pandemic. "

"We look forward to working together to support our employers and employees," Somers said in a statement.

Economic Alliance was formed in 2011 as a merger between three groups: the Economic Development Council of Snohomish County, the Greater Everett Chamber of Commerce and the South Snohomish County Chamber of Commerce.

The Alliance supports commercial airline service at Paine Field, development of the Cascade Industrial Center in Marysville and Arlington, and efforts to improve STEM education and opportunities for children.

Janice Podsada; jpodsada@heraldnet.com; 425-339-3097; Twitter: JanicePods

EXHIBIT 2

At a tough time, a new CEO leads local economic development

Garry Clark has taken the helm at Economic Alliance Snohomish County, where job one is pandemic recovery.

By [Janice Podsada](#)

Thursday, April 15, 2021 10:03am

HERALD BUSINESS JOURNAL EVERETT

EVERETT — Garry Clark, the new CEO of Economic Alliance Snohomish County, can't wait to show off the county to his family — the beaches and downtowns, the sunsets from Everett's new pedestrian bridge, and those raucous sea lions.

Clark arrived here from Nebraska in February, but his wife, Tina, a fourth-grade teacher in Omaha, and his three children, ages 4, 6 and 12, won't be joining him until later this year.

Clark, a college track star and writer, hit the ground running.

"I'm trying to get as many meetings in as possible," he said from his new Everett office, still unadorned except for some Nebraska stickers on his laptop computer.

In six weeks he's met virtually or in-person with, among others, Rich White, the senior manager of state and local government operations at the Boeing Co.; Bill McSherry, vice president of government operations for Boeing Commercial Airplanes; Lisa Lefeber, CEO of the Port of Everett; and Everett Mayor Cassie Franklin.

Economic Alliance, which serves as a development organization and countywide chamber of commerce, expects to play a key role in helping Snohomish County recover from the COVID-19 economic downturn.

"We've started this process already," Clark said. "The county, which is our partner, as well as the municipalities in the county, are all dedicated to making sure we focus on the retention and expansion of our existing businesses."

"We'll be using the funds we have, or potentially will have, to provide a bridge for businesses to continue throughout this pandemic," Clark said. "That's priority number one."

Economic Alliance was formed in 2011 in a merger between three groups: the Economic Development Council of Snohomish County, the Greater Everett Chamber of

Commerce and the South Snohomish County Chamber of Commerce. The group supports job growth, commercial airline service at Paine Field and development of the Cascade Industrial Center, which spans Marysville and Arlington.

During the COVID-19 pandemic, Economic Alliance has fostered conversation with weekly “coffee chats” — free, virtual gatherings open to all. The series has featured Boeing executives, Edmonds resident and world traveler Rick Steves, and University of Washington President Ana Mari Cauce. Attendance sometimes tops 200 or more people.

On Wednesday, the group is offering a virtual introduction to Economic Alliance.

Clark replaces Chris Mefford, interim president from October 2020 to March 2021. Before that, Dom Amor was interim president from March 2020 to September 2020. Amor stepped in after CEO Patrick Pierce’s departure last year.

Pierce, the Alliance’s CEO since 2016, left to take a job as economic development director in the Town of Clayton, North Carolina.

A nationwide quest for a replacement ensued.

The search touched down in a small town on the edge of a prairie — Fremont, Nebraska, population 26,000.

There, Clark served as president and CEO of the Greater Fremont Development Council, a nonprofit affiliated with the Greater Omaha Chamber of Commerce.

Before that, Clark worked as the Nebraska Investment Finance Authority’s opportunity fund manager in Omaha and, earlier, as economic development director of Cuming County in northeast Nebraska.

On a trip to Snohomish County in December, he stayed in downtown Everett, where he spoke with merchants and strolled along the waterfront. “I had an amazing time. Everyone was so welcoming,” he said.

Paul Dolan, chair of Economic Alliance, said the board of trustees sought a candidate with strong economic development skills and the ability to advocate for Snohomish County businesses.

Clark fit the bill.

“Garry’s expertise, energy and commitment align with Economic Alliance’s strategic direction,” Dolan said. “He has the full endorsement of all those involved, and we are all certain he will bring a fresh perspective, new ideas and cohesive partnering across all sectors countywide.”

Clark is a graduate of Dana College and the University of Nebraska at Omaha, where he earned a master's degree in urban studies and public administration.

But Nebraska represents just one part of Clark's life story. On his LinkedIn profile, Clark describes himself as a native Washingtonian. But it's not the Evergreen State he's referring to.

He spent his first 18 years growing up in 13 different homes and housing projects in Washington, D.C.

His young life, and the challenges he faced — parents who struggled with addiction, gun violence that took the lives of childhood friends — is recounted in his book, "Unlikely Viking: From the D.C. Projects to Rural Nebraska." "Viking" refers to the Dana College mascot. Clark earned a bachelor's degree and was inducted into the college's Hall of Fame for track and field. The small Blair, Nebraska, college closed in 2010.

"People said I should write a book," he said. "My parents were both addicts. I've been shot at, my friends had been shot at. My goal was to get out of there, and someday be in a position where I could help others," he said. "This is a huge opportunity."

Those experiences, and the perseverance and fortitude he mustered to overcome hardship, still guide him. "I learned you don't give up, even when you're at your lowest point or where you feel like you don't have options," Clark said. "Going through the struggles of poverty and the other ills of society has made me realize how important it is that we create opportunities for everyone."

Janice Podsada; jpod sada@heraldnet.com; 425-339-3097; Twitter: JanicePods

EXHIBIT 3

Flourishing
Natural
Environment

Healthy Built
Environment

Vibrant Economy

Authentic Public
Participation

Arts & Cultural
Awareness

Healthy Community

Innovation

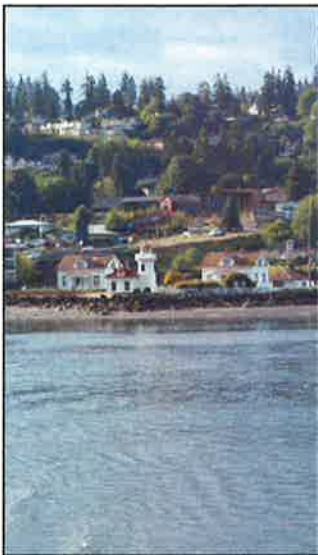
Charming • Safe •
Beautiful



CITY OF
MUKILTEO

Comprehensive Plan 2035





THE VISION

A DURABLE EFFICIENTLY-OPERATED CITY *with* SAFE, STRONG, NEIGHBORHOODS *and a* VITAL INNOVATIVE BUSINESS COMMUNITY

As stewards of a splendid natural environment, Mukilteans are responsible for promoting the City's economic, political, social, and environmental resources for the benefit of both today's residents and future generations. Mukilteo's residents help create a vibrant, diverse, equitable, and sustainable community. The surrounding natural environment supports living a healthy and viable lifestyle in Mukilteo. The city government strives to deliver services efficiently and transparently while balancing the needs of all sectors of life in the city. This is what makes Mukilteo a good place to live, raise a family, earn a living, and age in place. The history and growth have created a community character that demands to be protected but also strives to improve in order to ensure the future livelihood of our children's children and for those who will eventually call Mukilteo home.

This Comprehensive Plan sets the goals and policies to ensure that our community remains safe, vibrant, and sustainable for the next twenty years. It outlines the city's vision, mission, values, and goals to guide decision-makers on how to allocate finite resources in a way that aligns with, and will achieve, those aspirations. The goals and policies of this Comprehensive Plan all support five main themes:

SUSTAINABILITY through innovation and optimism.

PROMOTING A HIGH QUALITY OF LIFE by protecting the natural environment.

ENSURING A ROBUST ECONOMY by providing efficient public services within a sustainable budget.

CREATING A HEALTHY COMMUNITY by encouraging mobility through trails, biking, and recreation programs.

HIGHLIGHTING NEIGHBORHOOD IDENTITY by engaging residents in active dialogue to maximize equitable and diverse public participation.



GOALS TO ACHIEVE A LIVABLE MUKILTEO

NATURAL ENVIRONMENT: The natural environment is the undeveloped open space areas within and around Mukilteo and includes recreation areas with parks and trails. Humans should be recognized as being part of nature and thus play a role in protecting it. To ensure the natural environment flourishes and thrives means:

Protecting Environmental Resources & Habitats | Fostering Green Parks &
Preserving Open Space | Minimizing the Use of Toxic Products |
Modeling Environmentally-friendly Practices | Reducing Greenhouse Gases

HEALTHY BUILT ENVIRONMENT: The built environment addresses the physical and structural parts of the city, including what the city looks like, where residents live, how they get around, and how they live. Examples of how to achieve and maintain a quality built environment include:

Providing a Variety of Housing Options Serving All Populations | Sustaining a
Vibrant Old Town | Maintaining Neighborhoods | Balanced Growth |
A Complete Transportation System | Fostering Efficient Use of Resources

VIBRANT ECONOMY: A vibrant economy addresses the issues of opportunity, prosperity, livability, and availability of meaningful work for residents. Economic activity should serve a common good, be self-renewing and build on local assets. A vibrant economy is achieved by:

A Budget that Manages Long Term Revenues & Expenditures |
Supporting and Promoting Innovative Industries | Employment Opportunities
for Family Wages | Maintaining AAA Financial Rating

GOALS TO ACHIEVE A LIVABLE MUKILTEO

AUTHENTIC PUBLIC PARTICIPATION: To have authentic participation the city's leadership must prioritize engaging community members and proactively focus on providing a wide variety of meaningful opportunities to participate in city governance. The leadership must not exclude any voices and shall strive to remove barriers that inhibit or discourage involvement. Examples of authentic public participation include:

Transparent and Responsive Leadership | Collaborative Community Planning | Publicly Acknowledging the Value of Volunteerism | An Engaged Public with Equitable Opportunities to Participate

ARTS & CULTURAL AWARENESS: Arts and cultural awareness promotes a creative, learning environment that values good individual and community mental health and well-being, education, and interpersonal relationships. Ways to achieve arts and cultural awareness include:

Honoring Our History | Thriving Arts and Cultural Events with Widespread Participation | Educational Opportunities for All | Acceptance of Diversity

HEALTHY COMMUNITY: A healthy and safe community addresses how the community impacts individual health and well-being. Characteristics that a healthy community should have include:

Pedestrian & Bike Friendly | Clean Water & Air | Recreation Opportunities for All Ages | Access to Healthy Foods | Ability to Age in Place | Access to Healthcare

INNOVATION: As symbolized by the city's iconic lighthouse, Mukilteo should strive to be a beacon of creative and innovative problem solving, and serve as a model for other cities, private enterprises, and residents to emulate. Ways the city can set an example for others to copy include:

Create Problem-solving Partnerships | Attract High Tech Industries | Promote Alternate Modes of Transportation



ECONOMIC DEVELOPMENT - GENERAL POLICIES

Robust economic growth correctly managed will play a key role in keeping Mukilteo a desirable and livable community. The following policies are designed to ensure that the City's vibrant economy and healthy built environment are maintained while the business community grows.

ED1: PROGRAMS THAT ATTRACT, SUPPORT, AND ENCOURAGE BUSINESSES THAT WILL COMPLEMENT THE CITY'S VISION AND DIVERSIFY ITS TAX BASE SHALL BE INVESTIGATED AND SHOULD BE IMPLEMENTED IF FEASIBLE.

Some types of businesses are better suited than others in helping the City of Mukilteo attain its vision and thus it is desirable to have them locate in Mukilteo – or if they are already in the city, to stay and grow in Mukilteo. These better suited businesses will offer jobs or services that benefit Mukilteans or will generate more revenue for the city than costs to provide services to them. **Businesses that create family-wage jobs, or provide services to Mukilteo residents, or allow residents to live and work in Mukilteo, or have a positive impact on city finances shall be supported and encouraged (ED1a).**

Generally speaking, businesses in the aerospace sector will provide the positive aspects described above. Also, given the presence of The Boeing Company in the region, businesses that support or complement Boeing have a good chance to thrive.

Actions should be undertaken that:

- **Support aerospace employment and activity; and**
- **Contribute towards making Mukilteo a visitor destination and build on the city's cultural, historic and recreational resources; and**
- **Encourage knowledge-based, arts-based, and creative-based businesses to locate in Mukilteo (ED1b).**

Tourism can play a significant role in diversifying the city's tax base while simultaneously complementing its vision. **Programs that will attract businesses that support tourist activities, including hotels and other types of visitor accommodations, should be supported and encouraged (ED1c).**



Planning processes and tools, such as strategic plans, sub-area plans and master plans can be effective in attracting new industries to the city. **To assist in attracting arts and creative based businesses, adoption of a cultural arts strategic plan should be considered (ED1d).**

One of the more effective ways for making a city more attractive to the business community is to make doing business in the city as simple and easy as possible. **Permitting and licensing processes shall be efficient, clear, and concise so they do not unduly inhibit conducting business in the city (ED1e).**

Creative, non-traditional programs that provide incentives and flexibility for new development and support economic development should be considered (ED1f).

Strategies and regulations that support home-based businesses in a manner that protects the integrity of residential neighborhoods should be identified and implemented (ED1g).

ED2: THE CITY SHOULD FACILITATE AND PROMOTE THE ESTABLISHMENT AND MAINTENANCE OF AN UP-TO-DATE TELECOMMUNICATION AND UTILITY INFRASTRUCTURE AND MAINTAIN AND IMPROVE EXISTING ROADWAYS.

Perhaps the most effective tool for attracting high tech businesses to Mukilteo is taking steps to provide the technical infrastructure that will provide them an advantage over their competitors. That infrastructure can be multi-faceted including fiber optics, publicly accessible/citywide high-speed Internet and Wi-Fi systems, and technologies of the future.

Private sector efforts to implement state-of-the-art technology, including communication technology, that is made available to Mukilteo businesses and residents, should be facilitated and supported by the city (ED2a). Modern telecommunication systems and roadways that have the capacity to promote the free flow of goods and services are needed to help businesses succeed. **Infrastructure systems that optimize service delivery to and from the business community should be built, maintained, and utilized to their fullest capacity (ED2b).** *See UT2c for more information.*

ED3: TO FOSTER ECONOMIC DEVELOPMENT THE CITY SHOULD WORK IN COLLABORATION WITH OUTSIDE AGENCIES, MUNICIPALITIES AND ORGANIZATIONS, BOTH PUBLIC AND PRIVATE.

The City is fortunate there are numerous partnership opportunities in the region that can be used to assist with its economic development efforts. **The City should work with the Mukilteo School District, technical schools, area colleges and universities to foster a well-trained and educated work force (ED3a).** Partnership opportunities not related to learning institutions also exist. **Public-private partnerships and interagency cooperation should be explored to realize capital infrastructure and operational needs that support economic development (ED3b).** In addition, **the City should support, investigate, and implement high tech apprenticeship and internship programs (ED3c).**

FINANCIAL STEWARDSHIP POLICIES

Businesses are more apt to locate in a city which has sound finances and has implemented strong fiscal policies. They are attracted to such a city because then they know the taxes they pay will be used wisely and efficiently. By implementing the following policies the City will demonstrate good stewardship of tax dollars which will help attract businesses to locate here and thus maintain and develop a vibrant economy.

ED4: THE CITY SHALL MAINTAIN A LONG RANGE FINANCIAL PLAN TO GUIDE THE CITY IN MEETING ITS FINANCIAL GOALS AND ASSIST IN MANAGING FLUCTUATIONS IN THE ECONOMY.

ED5: LEVEL OF SERVICE STANDARDS SHOULD BE USED AS GUIDELINES WHEN MAKING DECISIONS ABOUT ADDING OPERATING SERVICES.

ED6: A MAJOR FACILITY MAINTENANCE AND EQUIPMENT REPLACEMENT PLAN SHALL BE ADOPTED BY THE CITY SO THAT ADEQUATE FUNDS WILL BE AVAILABLE TO MEET FUTURE LONG-TERM FACILITY AND EQUIPMENT NEEDS.



LAND USE & ECONOMIC DEVELOPMENT COMMITTEE AGENDA REPORT	
SUBJECT TITLE: American Rescue Plan (ARP) Funding - Business Roundtable Feedback	FOR AGENDA OF: May 4, 2021
Contact Staff: Mayor Jennifer Gregerson	EXHIBITS: None.
Department Director: David Osaki	

BACKGROUND

At its upcoming May 10, 2021 work session, the City Council will discuss American Rescue Plan (ARP) funding.

To gather ideas from the community regarding use of ARP funds, Mayor Gregerson held an ARP Funding Business Roundtable. Mukilteo Chamber of Commerce President and CEO Kandace Barnes and approximately eight (8) other business owners attended the Roundtable.

Items mentioned at the Roundtable included:

1. Resilience building program: business planning, e-commerce, web presence, marketing to strengthen overall. Grant or through interns or loaned consultants
2. Main street facelift: capital program, businesses can apply for exterior improvements, beautification, curb appeal for whole street, place making; Code improvements for outdoor dining
3. One-time larger grants: start-up funding (new business that started during pandemic), anchor institutions
4. Marketing: vaccine safety, Mukilteo open for business, tourism,
5. Resource/COVID navigator temporary grant-funded employee/contract
6. Tourism master plan
7. Tourism efforts, gift cards, restaurant week, hotel packages
8. New events, summer, off-season, bring community back together and establish new annual events

A briefing on the Roundtable will be provided at the LU&ED Committee's May 4, 2021 meeting.