

City of Kenmore



City of Kenmore - 18120 68th Avenue NE - Kenmore, WA 98028
Phone: 425-398-8900 - E-mail: cityhall@kenmorewa.gov

Planning Commission Meeting **ON-SITE**

Tuesday, October 17, 2023 - 7 PM

In addition, we try to provide access to the meeting virtually:

ZOOM LINK: <https://kenmorewa-gov.zoom.us/j/81529776128>

Or Telephone: Dial US: +1 253 205 0468
Callers please dial *9 to Raise/Lower Hand
Webinar ID: 815 2977 6128

Technical Difficulties - If the virtual component of the meeting disconnects, and we cannot resolve technical difficulties to reconnect the virtual component, the in-person meeting will continue at City Hall if there is a quorum of the body to conduct business.

1. CALL TO ORDER

2. PUBLIC COMMENTS

This is an opportunity to express your views on issues that are important to you and to the community. Please email comments to Planning Commission Clerk Shannon Tipple-Leen at stippleleen@kenmorewa.gov by 5:00 PM on Tuesday, October 17, 2023. All comments received will be forwarded to the Planning Commission for consideration. In a hybrid meeting, we will hear from our onsite guests first, followed by our virtual guests. You may use the "raise hand" feature in Zoom during the Public Comment portion of the meeting or call in at the number listed above. A 3-minute comment limit applies.

3. APPROVAL OF MINUTES

[09.05.23 Planning Commission Meeting Minutes](#)

4. AGENDA ITEMS

Presentation of the Economic Development Element of the Comprehensive Plan.
[PC Staff Memo](#)
[Summary of Proposed Amendments](#)
[Economic Dev Element DRAFT](#)

5. ADJOURNMENT

UPCOMING MEETINGS:
November 7, 2023, 7:00 p.m.

**City of Kenmore
Planning Commission Meeting Minutes
September 5, 2023 @ 7:00 p.m.**

Planning Commission Members – In Attendance (the meeting was held onsite and virtually using the Zoom online platform)

Dwight Thompson, Chair
Mike Vanderlinde, Vice Chair (Joined over Zoom)
Tracy Banaszynski
Nathan Loutsis (Joined over Zoom)
Saad Qadri (Joined over Zoom)
Derek Wyckoff

Staff

Debbie Bent, Community Development Director
Todd Hall, Principal Planner
John Vicente, City Engineer
Nina Rasmussen, Climate Action Plan Manager
Shannon Tipple-Leen, Planning Commission Clerk
Michelle Kang, Co-Clerk

1. CALL TO ORDER

The meeting was called to order by Chair Thompson at 7:00 p.m.

2. PUBLIC COMMENTS

No Public Comments

3. APPROVAL OF MINUTES

August 15, 2023 Meeting minutes were approved by unanimous consent.

4. AGENDA

John Vincente gave a staff report on the Transportation Element.

Commissioners decided to identify a few parts of the element and highlight those to the Council.

-Commissioner Loutsis will be talking on support for expanded transit and

support of Kenmore as a high-capacity community.

-Commissioner Wyckoff will be speaking on alternative modes of transportation.

-Commissioner Banaszynski will be speaking on prioritizing non-motorized mobility.

Nina Rasmussen gave a staff report on the Climate Action Element (CAE).

- There was a SEPA review that found no negative impacts.
- There was a Department of Commerce review that came back with a few minor suggestions. Those will not be implemented at this time.
- It is also currently being reviewed by the Puget Sound Regional Council and should receive comments from them by Sept 19th.
- No substantive changes or comments have been made in any of the reviews.
- There 15 goals to be discussed in the CAE but they can be broken into two general areas – 1) Mitigation of Greenhouse Gasses and 2) Community Resiliency.

It was clarified that no changes need to be made to the CAE before it goes to Council.

Where does implementation or the CAE fall into those categories?

-It would fall into both of those general areas.

Commissioners decided to identify a few parts of the element and highlight those to the Council.

One of the suggestions from the Dept of Commerce “have implementation specific dates attached to the objectives and policies” was one the Commission was very interested in as well and should be brought to Council. As well an accelerated timeline and the need for funding.

-Commissioner Loutsis will speak to speeding up the timeline for implementation.

-Commissioner Banaszynski will speak about implementation and the importance of funding.

-Commissioner Qadri will speak to Goals 9 and 10 about community resiliency.

A memorandum of transmittal about the importance of fully funding the Climate Action Element will be included with the document. The Commission wishes to

stress this is a priority for them as they present to the Council. Commissioner Banaszynski will draft the memorandum.

Todd Hall gave a staff presentation on the Public Services Element.

There were updated maps added to the document.

Commissioners decided to identify a few parts of the element and highlight those to the Council.

-Commissioner Qadri will talk about Mental Health.

-Commissioner Loutsis will speak about the updates to Police and Emergency Services and will address the Police Chief's memo.

There was discussion around a comment from a constituent on the growth projections of the city and the services to the Northshore School District.

The Commissioners congratulated Debbie Bent on 25 years with the city.

Todd Hall gave a staff presentation on the Utilities Element.

The new goal U.3.1.7 finalized in the previous meeting was added to the element as well as clarification language.

There was discussion to change the wording on Policy 5.1.3. It was decided without objection to change the wording at the beginning of the policy to read, "Promote installation of solar panels...."

Commissioners decided to identify a few parts of the element and highlight those to the Council.

-Commissioners Wyckoff and Banaszynski will work together to talk about the exploration of joining an existing or creating a new Public Utility District as well as being transparent about where the current energy for the city is generated from.

-Commissioner Vanderlinde will discuss infrastructure and city coding.

MOTION: Commissioner Vanderlinde moved to cancel the Sept. 19th and Oct 3rd meetings. Chair Thompson seconded the motion.

VOTE: 6 For, 0 Against, 0 Abstain. Motion Carried.

An update on the search for new Planning Commissioners was given. There are four open positions, and the city has received five applications. Applications are

open until September 30th.

Upcoming dates:

Sept 18th - Transportation Element recommendation to Council.

Sept 25th - Climate Action Element recommendation to Council.

Oct 16th - Public Services and Utilities Element recommendation to Council.

Oct 17th – Planning Commission Meeting – Economic Development and
Downtown Development Elements.

6. ADJOURNMENT

Chair Thompson adjourned the meeting at 8:19 PM.

Planning Commission

Approved by Planning Commission on: _____



City Of Kenmore, Washington

Memorandum

Date: October 17, 2023

To: Planning Commission

From: Debbie Bent, Community Development Director
Todd Hall, Principal Planner

Regarding: Comprehensive Plan Update: Economic Development Element

The City of Kenmore is updating its comprehensive plan as part of the periodic review required by the WA State Growth Management Act (GMA). The Economic Element, previously a part of the Land Use Element as a “sub-element,” is now a stand-alone element. This is to further emphasize the importance of economic development in Kenmore, as well as to highlight the city’s Economic Development Strategy: Be a Well-Run City, Seize Strategic Opportunities, and Focus on Key Partnerships.

At the October 17 meeting, staff are soliciting feedback from the Planning Commission during its first read of the Element. Staff will also be presenting to the Kenmore Business Alliance in early November to gather their feedback.

The Element was sent to Commerce to start the 60-day notice clock on October 2. SEPA review has been completed and is currently in the comment/appeal period. After their initial review, the Commission may consider additional review at their November 9 meeting. Staff anticipates Planning Commission hold a public hearing in early December. If recommended by the Commission, the Element would be reviewed by City Council in January, with adoption of the ordinance anticipated later that month or in February.

Attachment 1: Summary of Proposed Changes
Attachment 2: Draft Economic Development Element

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ECONOMIC DEVELOPMENT ELEMENT
SUMMARY OF PROPOSED AMENDMENTS

Economic development is one of the 14 statewide planning goals under the Growth Management Act (GMA). The GMA goal encourages jurisdictions, through comprehensive plans and development regulations, to promote economic opportunity for all residents, especially for unemployed and disadvantaged people, promote the retention and expansion of existing businesses and recruitment of new businesses, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state's natural resources, public services, and public facilities. GMA emphasizes coordination and consistency across comprehensive plan elements to support a strong local economy.

The Economic Element must establish local goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life.

Amendments include:

Purpose

- Updated statement to be consistent with City economic development objectives

VISION 2050

- Revised section based on updates from PSRC VISION 2040 to VISION 2050
- New language noting Kenmore's newly identified PSRC regional geography as a High-Capacity Transit (HCT) Community

Countywide Planning Policies

- Revised section based on updates to King County Countywide Planning Policies

City of Kenmore Economic Development Strategy and Approach

- New section highlighting the City's Economic Development Strategy (2018)
- New section highlighting the City's Economic Development Approach

Existing Conditions

- Newly organized category with several new sections as recommended by PSRC:
 - Population and Socio-Economic Characteristics
 - Housing Economic Profile
 - Employment
 - Employment by Industry Sector
 - Employment Capacity
 - Jobs/Housing Ratio
 - Employment Growth Target
 - Taxable Retail Sales

ATTACHMENT 1

Future Trends

- Revised section noting Kenmore as a High-Capacity Transit (HCT) community as identified by PSRC's regional geographies

Retail Demand

- Revised section to update information based on current conditions and trends

Office Demand

- Revised section to update information based on current conditions and trends

Strengths, Weaknesses, Opportunities and Threats (SWOT)

- New section, including a SWOT analysis of Kenmore's economic development

Goals, Objectives, and Policies

- Revised goals and policies emphasizing:
 - Diversity of employment opportunities
 - Promotion of local and small business
 - Balance of jobs and housing
 - Partnerships with economic development support agencies and organizations
 - Importance of City's Climate Action Plan strategies related to economic development
 - Importance of a culture of customer service
 - Excellent communication between City and local businesses
 - Alignment with City's DEIA Plan related to economic development

Implementation Strategies

- Coordination and partnerships with Washington State agencies, including Office of Minority and Women's Business Enterprises (OMWBE), Commerce, and Association of Women and Minority Businesses (AWMB)
- Seeking grants and other funding opportunities supporting business retention, creation, and growth

Other Items

- Several new tables and graphs added for readability

ECONOMIC DEVELOPMENT **SUB**-ELEMENT

INTRODUCTION

Purpose

The Economic Development Element articulates how the City of Kenmore will support local businesses, stimulate job growth, enhance the City's tax base, and improve the economic well-being of Kenmore. Through the establishment of local goals, policies, and objectives, the Economic Development Element serves to leverage Kenmore's competitive advantage in north King County and the larger Puget Sound region, with an overall objective of ensuring economic growth and vitality and a high quality of life for Kenmore residents. The purpose of this Element is to provide economic development policies for the City of Kenmore, as the community's economic base changes over time in response to market forces and in response to the vision of the Kenmore community.

Growth Management Act

Economic development is one of 14 statewide planning goals under the Growth Management Act (GMA). The includes a specific goal regarding economic development is:

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

The Economic Development **Sub**-Element is to establish local goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life and is to include a summary of the local economy, including strengths and weaknesses.

VISION 2050

The primary goal of Puget Sound Regional Council (PSRC) VISION 2050 related to the economy reads, "The region has a prospering and sustainable regional economy by supporting businesses and job creation, investing in all people and their health, sustaining environmental quality, and creating great central places, diverse communities, and high quality of life."

PSRC's Regional Growth Strategy defines roles for different types of areas in accommodating the Puget Sound region's population and employment growth. According to the Regional Growth Strategy, it is assumed that 65 percent of the region's population growth and 75 percent of the region's job growth will locate within regional growth centers and near high-capacity transit.

VISION 2050 has seven economic policy objectives, each of which are targeted toward customizing local economic policies and strategies that further regional and local economic development goals. These policy objectives are:

- Identify and enhance industry clusters, including those recognized in the Regional Economic Strategy that provide goods and services for export
- Focus retention and recruitment efforts and activities to foster a positive business climate and diversify employment opportunities by specifically targeting:
 - o Businesses that provide living wage jobs;
 - o Locally, women-, and minority-owned businesses and start-up companies;
 - o Established and emerging industries, technologies, and services that promote environmental sustainability, especially those addressing climate change and resilience.
- Promote strategies and policies that expand access to opportunity and remove barriers for economically disconnected communities.
- Address and prevent potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure.
- Develop a range of employment opportunities to create a closer balance between jobs and housing.
- Promote environmental and socially responsible business practices, especially those addressing climate change, resilience, and improved health outcomes.
- Support, recognize, and empower the contributions of the region's culturally and ethnically diverse communities, institutions, and Native Tribes.

Kenmore is identified as a High Capacity Transit (HCT) community in PSRC's VISION 2050 plan. HCT's are cities and urban incorporated areas with planned high-capacity transit investments that will allow these jurisdictions to accommodate a larger share of future growth, including both housing and employment. In addition, several areas within King County are identified as a Regional Growth Centers (RGC). As of 2024, Downtown Kenmore is a Candidate Countywide RGC, with consideration for full designation through the 2025-26 biennium.

Countywide Planning Policies

The King County Countywide Planning Policies include many related to economic development. Policy concepts that support strong and vibrant local communities are summarized below:

- ~~Jurisdictions shall make~~ **Make** local investments to maintain and expand infrastructure and public services, promote education, and protect the environment in a way that contributes to the economic sustainability of the County.
- ~~Jurisdictions shall Coordinate~~ local economic policies and strategies with ~~Vision 2040~~ **VISION 2050** and the Regional Economic Strategy.
- ~~Jurisdictions shall Support~~ economic growth that accommodates employment growth targets.
- **Support industry clusters and their related subclusters that are integral components of the Regional Economic Strategy and King County's economy.**
- **Evaluate the performance of economic development policies and strategies in business development and middle wage job creation.**

Topics that should be addressed include:

- **Business Development:** Strengthen, expand and diversify the economy **through creation, retention, expansion, and recruitment of businesses.**

- Diversity, Equity, Inclusion, and Accessibility: Creating and supporting a community and economy that are inclusive and welcoming to all.
- Support of the regional food economy: Support improving access to affordable and culturally relevant food options within the local community.
- Environmental Protection: Promote the natural environment as an economic value and work to improving access and restoring the natural environment, as well as encouraging private, public, and nonprofit organizations to incorporate environmental stewardship and social responsibility.
- Human resources – Create an economy that provides opportunities for all, particularly for economically disadvantaged citizens and neighborhoods. Improve cultural diversity, job training and education.
- Direct governmental actions – Inventory, plan for, and monitor land supply and development capacity, and maintain and improve infrastructure and simplify permitting processes.
- Private/public partnerships – Foster partnerships to implement economic development policies, programs, and projects.

These concepts have been considered during the formulation of the Kenmore Comprehensive Plan.

CITY OF KENMORE ECONOMIC DEVELOPMENT STRATEGY AND APPROACH

Economic Development Strategy (2018)

In 2018, the City hired a consulting firm, Community Attributes, to update the original Economic Development Strategy (2009). Through an extensive analysis, the development of a market profile update, an updated commercial buildable lands assessment, and a robust public engagement process with local business and stakeholders across the Kenmore community, several goals, strategies, and actions were developed aimed at diversifying, growing, and sustaining Kenmore's economy.

The six goals include:

- Promote & Differentiate Kenmore's Image
- Grow New & Existing Businesses & Target Sectors
- Enable High-Quality Retail, Office, & Mixed-Use Development
- Leverage Placemaking & Livability for Economic Development
- Expand Connectivity, Access to the Waterfront & Multi-Modal Transportation
- Highlight Kenmore's Welcoming Business Climate

Economic Development Approach

Using the 2018 Economic Development Strategy as a guide, the City developed a three-pronged approach that is guiding Kenmore's economic development work. These three prongs include:

Be a Well-Run City

We believe that the best thing we can do to promote economic development in Kenmore is to ensure we are a well-run city. This means that our city employees are approachable and accessible so that our community has positive experiences in dealing with the city. It also means that we provide well-maintained roads and parks, a walkable downtown core that is both safe and clean, well-planned zoning and housing options, easy-to-navigate permitting and registration processes, and care for our ecosystems, all of which create an environment where it is easier for businesses to thrive.

Seize Strategic Opportunities

We believe in taking matters into our own hands in order to make things happen. We embraced this part of our strategy in the last biennium by purchasing the Bench and Holt properties and utilizing the Shell property for an affordable housing development. We need to continue to be a city that moves boldly to ensure we are well positioned and prepared for the future by seizing opportunities that make an impact.

Focus on Key Partnerships

We believe it is critically important to engage with and support our city's key institutions. This includes our largest employers, businesses, and service providers, such as Bastyr University, with whom we are collaborating on the community clinic at the Plymouth Housing site, Kenmore Air, Kenmore Camera, The Lodge at St. Edward, Kenmore Lanes, the Northshore Utility District, 192 Brewing, Arts of Kenmore, Cairn Brewing, Snapdoodle Toys, Plywood Supply, the Bothell Kenmore Chamber of Commerce, and the Kenmore Business Alliance, the city's bridge to our numerous and treasured small businesses. We are deeply invested in the long-term success of our businesses and institutions, and we want to maintain strong partnerships with them.

EXISTING CONDITIONS

The following is a summary of Kenmore's existing economic conditions based on information obtained from the various regional, state and Federal data sources. Where available, the most recent data from these sources was used.

Introduction

The Existing Conditions information below is based on the "Kenmore Downtown Plan Market Study," 2005, prepared by Property in association with, Mizrahi And Associates / CB Richard Ellis and the Berk studies completed in 2009 and 2013. While the studies focused on Downtown and the Regional Business, Urban Corridor and Waterfront Commercial areas, they created a context for the analysis using citywide information. The information in the studies built on prior studies and information noted in Chapter 3, Demographics and Economics, and Chapter 4-B Downtown Sub-Element.

Population and Socio-Economic Characteristics

The City of Kenmore has an estimated population of 24,448 (September 2023), an increase of 3,078, or approximately 14 percent since the last Comprehensive Plan update in 2014. Table ED-1 below shows the population profile.

Table ED-1, Population Profile, 2023

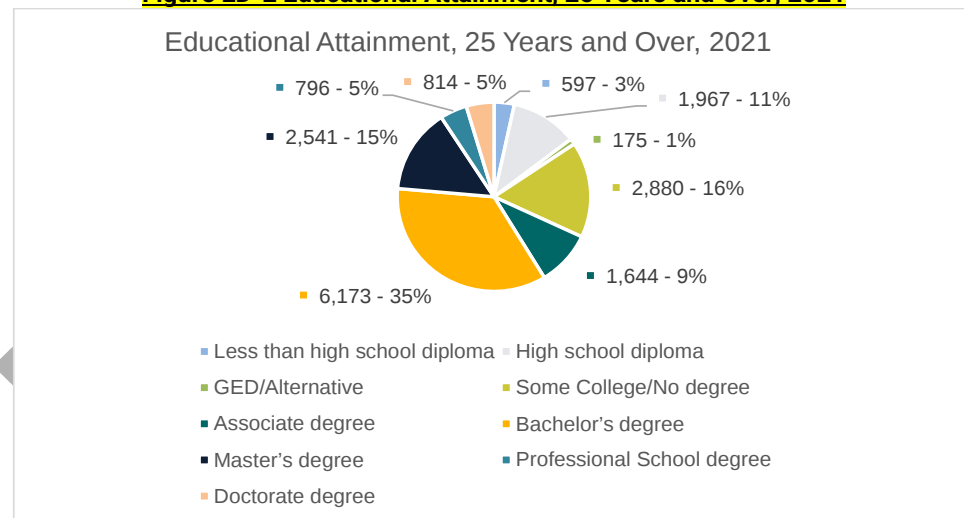
Population	24,448
Households	9,505
Median Age	41.3
Median Male Age	40.6
Median Female Age	42.1

Source: Data Axle, Inc., Esri Community Analyst, 2023.

Educational Attainment & Income

Approximately 67 percent of residents over the age of 25 have earned an associate degree or higher educational attainment. For comparison, about 64 percent of the population over 25 in King County have earned an associate degree. Figure ED-2 shows estimated educational attainment for Kenmore residents aged 25 or older.

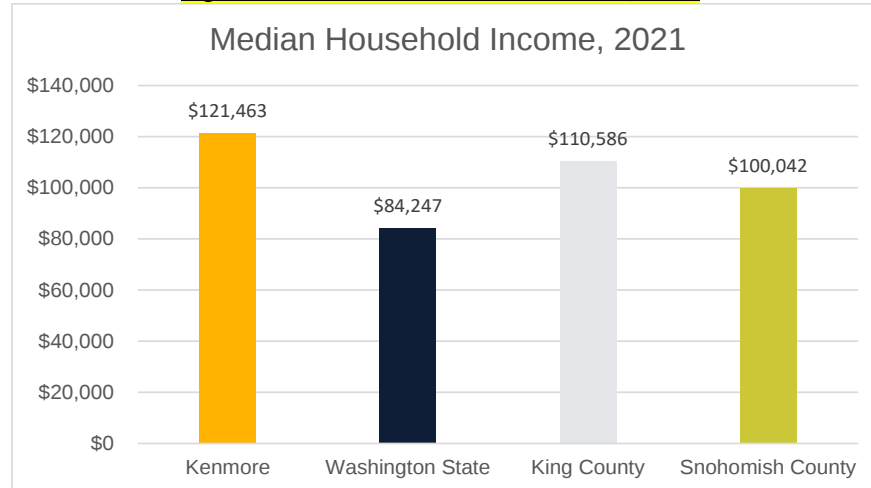
Figure ED-2 Educational Attainment, 25 Years and Over, 2021



Source: US Census American Community Survey, 5-year, 2017-2021

The Kenmore area has a median household income level estimated to be \$121,463 in 2021, compared to approximately \$110,586 for King County and \$100,042 in Snohomish County. Figure ED-3 shows estimated median household incomes in Kenmore, King and Snohomish counties, and Washington state.

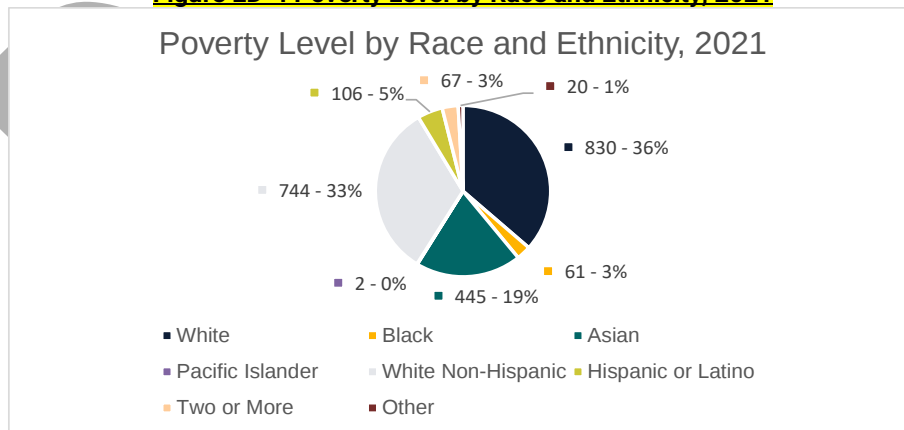
Figure ED-3 Median Household Income, 2021



Source: US Census American Community Survey, 2021

Approximately 6.1 percent of the population for whom poverty status is determined in Kenmore (1,425 out of 23,472 people) live below the poverty level, which is lower than the national average of 12.8 percent. The Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who classifies as impoverished. If a family's income is less than the family's threshold, then the family and every individual in it is considered to be living in poverty. Figures ED-4, ED-5 & ED-6 show poverty status by race and ethnicity, as well as by age and sex, respectively.

Figure ED-4 Poverty Level by Race and Ethnicity, 2021



Source: US Census American Community Survey, 2021

Figure ED-5 Poverty Level by Age, 2021

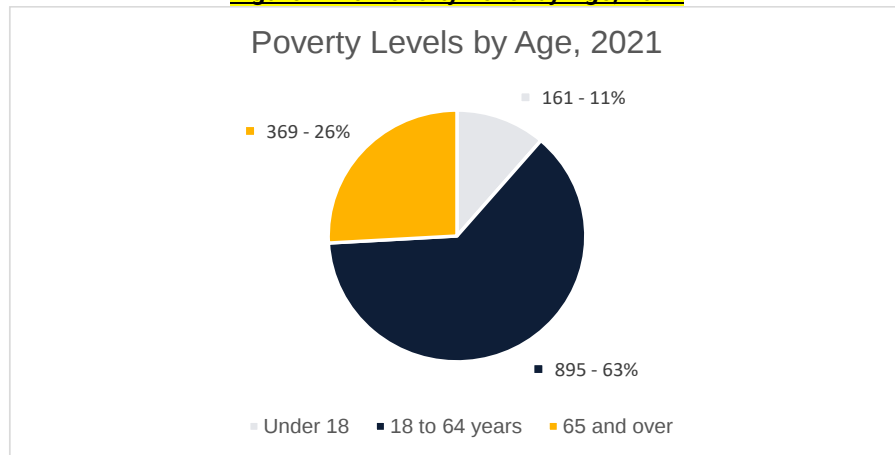


Figure ED-6 Poverty Level by Sex, 2021

Poverty Level	Estimate	Share Below Poverty Level
Sex		
Male	555	4.6%
Female	870	7.6%

Source: US Census American Community Survey, 2021

Housing Economic Profile

There are an estimated 9,522 total housing units in Kenmore. Of these, approximately 6,458 (67 percent) are owner-occupied, 2,811 (29 percent) are renter-occupied, and 329 (3.4 percent) are vacant. The median value of owner-occupied units is \$667,226, with a median monthly rental price of \$1,547. The average household size in Kenmore, as reported in 2020 Census, is 3.08. This also the average family size in the state of Washington. Table ED-7 shows the housing profile for Kenmore.

Table ED-7 Housing Profile

Total Housing Units	9,592
Average Household Size	3.08
Owner-occupied units	6,458
Renter-occupied units	2,811
Vacant units	329
Median Value (Owner-occupied)	\$667,226
Median rental price (per month)	\$1,547

Source: U.S. Census, American Community Survey, 5-year, 2017-2021

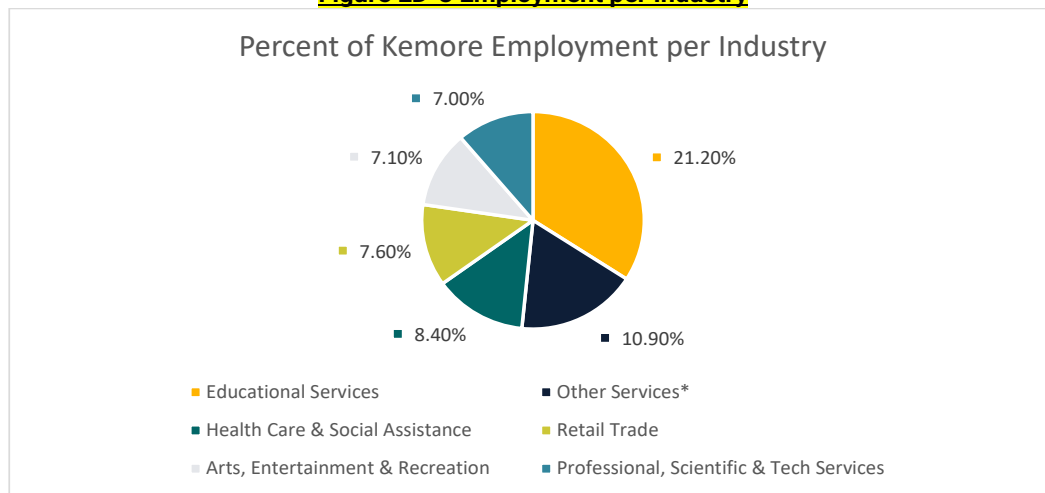
The City of Kenmore has an estimated population of 21,370 (as of April 1, 2014), an increase of 2,692, or approximately 14 percent, since 2000. The City of Kenmore is projected to grow by an additional 7,103 persons by 2035, to a total of 28,473 persons. This translates to a population increase of more than 33% over the 21 years between 2014 and 2035.

Employment

As of September 2023, there are approximately 4,583 employees within Kenmore. 21.2 percent of the working population in Kenmore is employed in Educational Services, making it the largest employment sector in the city. The next five largest employment sectors are Other Services* (10.9 percent), Health Care & Social Assistance (8.4 percent), Retail Trade (7.6 percent), Arts, Entertainment & Recreation (7.1 percent), and Professional, Scientific & Tech Services (7.0 percent).

According to WA State Department of Revenue, there are 1,198 businesses operating in Kenmore (September 2023). Of these businesses, 66% are home-based.

Figure ED-8 Employment per Industry



Source: WA Department of Revenue

(*Other Services (except Public Administration) NAICS 81 – Activities providing services not elsewhere specified, including repairs, religious activities, grantmaking, advocacy, laundry, personal care, death care, and other personal services.

Table ED-9 shows covered employment data for Kenmore. Table ED-10 shows the top 5 employers in Kenmore.

Table ED-9, Covered Employment by Industry, Kenmore

by NAICS Codes	Employees	
	Number	Percent
Agriculture, Forestry, Fishing & Hunting	0	0.0%
Mining	0	0.0%
Utilities	0	0.0%
Construction	303	6.6%
Manufacturing	136	3.0%
Wholesale Trade	152	3.3%
Retail Trade	348	7.6%
Motor Vehicle & Parts Dealers	62	1.4%
Furniture & Home Furnishings Stores	7	0.2%
Electronics & Appliance Stores	10	0.2%
Building Material & Garden Equipment & Supplies Dealers	32	0.7%
Food & Beverage Stores	30	0.7%
Health & Personal Care Stores	85	1.9%
Gasoline Stations & Fuel Dealers	16	0.3%
Clothing, Clothing Accessories, Shoe and Jewelry Stores	3	0.1%
Sporting Goods, Hobby, Book, & Music Stores	75	1.6%
General Merchandise Stores	28	0.6%
Transportation & Warehousing	239	5.2%
Information	90	2.0%
Finance & Insurance	94	2.1%
Central Bank/Credit Intermediation & Related Activities	67	1.5%
Securities & Commodity Contracts	8	0.2%
Funds, Trusts & Other Financial Vehicles	19	0.4%
Real Estate, Rental & Leasing	91	2.0%
Professional, Scientific & Tech Services	319	7.0%
Legal Services	53	1.2%
Management of Companies & Enterprises	3	0.1%
Administrative, Support & Waste Management Services	152	3.3%
Educational Services	970	21.2%
Health Care & Social Assistance	383	8.4%
Arts, Entertainment & Recreation	325	7.1%
Accommodation & Food Services	304	6.6%
Accommodation	18	0.4%
Food Services & Drinking Places	286	6.2%
Other Services (except Public Administration)	498	10.9%
Automotive Repair & Maintenance	63	1.4%
Public Administration	135	2.9%
Unclassified Establishments	41	0.9%
Total	4,583	100.0%

Source: Data Axle, Inc., Esri Community Analyst, 2023.

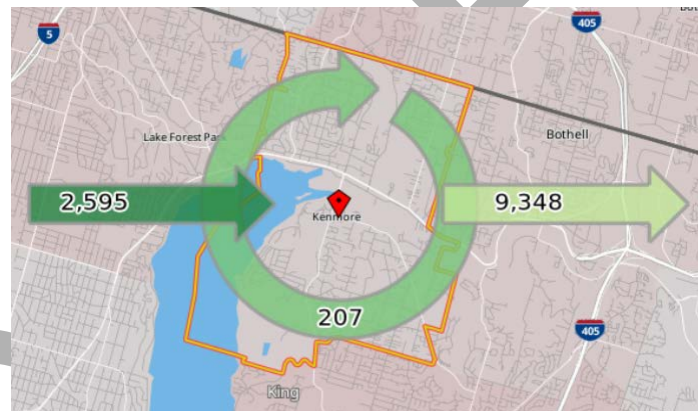
TABLE ED-10, Largest Employers in Kenmore

Bastyr University
The Lodge at St. Edward Park
Safeway, Inc.
Kenmore Air Harbor
Inglewood Golf Club

Source: WA State Dept. of Revenue, 2023

There were approximately 3,606 jobs in Kenmore in 2013, fewer than before the Great Recession of 2009. Approximately 650 Kenmore businesses are registered with the City, and an additional 1,300 to 1,500 businesses may be operating in the city without formal registration. Regardless, only about 3 According to U.S. Census data, only 2 percent of working Kenmore residents are employed inside the City. Figure ED-11 shows the inflow/outflow of Kenmore residents and non-residents, as well as the few residents who live and work in Kenmore. Kenmore still serves largely as a bedroom community for surrounding employment centers.

Figure ED-11



Source: U.S. Census On the Map, 2020

Employment by Industry Sector

Kenmore residents are employed in a variety of industries. Over 25 percent of the population is employed in professional, scientific, and management, and administrative and waste management services, making it the largest employment sector. In 2021, the median annual earnings for this sector were \$93,247. The next largest employment sectors are educational services, and health care and social assistance (21 percent), manufacturing and retail trade (each tied at 9.7 percent), and finance and insurance, and real estate and rental and leasing (8.4 percent). In 2021, the median earnings for these sectors range between \$63,210 and \$112,102 annually. Table ED-12 shows estimated full-time, year-round employees by industry sector in Kenmore.

Table ED-12 Employment by Industry Sector, 2021

Industry Sector	Count	Share	Median Earnings*
Full-time, year-round civilian employed population 16 years and over	9,486	100%	\$68,917
Agriculture, forestry, fishing, hunting, and mining:	0	0%	
Construction	565	5.9%	\$66,397
Manufacturing	926	9.7%	\$112,102
Wholesale Trade	353	3.7%	\$78,529
Retail Trade	928	9.7%	\$47,180
Transportation and warehousing, and utilities:	220	2.3%	\$62,313
Transportation and warehousing	146	1.5%	\$48,646
Utilities	74	.07%	\$123,750
Information	325	3.4%	\$133,889
Finance and insurance, and real estate and rental and leasing:	805	8.4%	\$71,750
Finance and insurance	496	5.2%	\$99,261
Real estate and rental and leasing	309	3.2%	\$60,747
Professional, scientific, and management, and administrative and waste management services	2,396	25.2%	\$93,247
Professional, scientific, and technical services	1,923	20.2%	\$101,979
Management of companies and enterprises	105	1.1%	\$109,306
Administrative and support and waste management services	368	3.8%	\$45,625
Educational services, and health care and social assistance:	1,997	21.0%	\$63,210
Educational services	792	8.3%	\$70,278
Health care and social assistance	1,205	12.7%	\$58,423
Arts, entertainment, and recreation, and accommodation and food services	497	5.2%	\$43,013
Arts, entertainment, and recreation	182	1.9%	\$59,375
Accommodation and food services	315	3.3%	\$31,989
Other services, except public administration	215	2.2%	\$25,875
Public administration	259	2.7%	\$75,192

Sources:

US Census American Community Survey, 2021

<https://data.census.gov/table?q=industry&q=160XX00US5335170&tid=ACST5Y2021.S2404>

<https://data.census.gov/table?q=earnings+by+industry&q=160XX00US5335170>

Employment Capacity

The affordability of commercial and housing within the region contributes to whether the local economy has the potential to slow or grow in upcoming years. As increasing housing costs play a major role in housing affordability, so does the cost of commercial and industrial real estate. As real estate costs rise, this may negatively impact the potential of business creation and the retention of existing business. Higher rents may price out existing businesses, make expansions of existing businesses cost-prohibitive, or displace existing businesses as commercial areas redevelop.

Monitoring commercial space availability and development capacity may ensure that zoning and other development regulations do not create scarcity of commercial spaces in the city's commercial zones. Table ED-13 below summarizes the 2021 King County buildable lands

analysis of commercial and industrial lands in Kenmore, as well as the capacity to accommodate jobs in those categories in the city. The table includes a summary of land supply and employment capacity by vacant and underutilized parcels. Also included is a summary of capacity within lands categorized as Pipeline (lands within project planned or underway) as of 2021.

Estimating commercial/industrial land supply and job capacity determines if the city has enough land inventory (availability) in these land use categories, as well as the capacity to accommodate employment (jobs) in these categories.

Table ED-13 Commercial / Industrial Land Supply and Job Capacity

Land Supply	Gross Area (acres)	Critical Areas (acres)	ROW (acres)	Public Purpose (acres)	Initial Land Supply	Market Factor	Buildable Lands (acres)
Vacant/Redev.							
Commercial	0	0	0	0	0	0%	0
Mixed Use	131.4	17.4	8.0	16.0	90.1	0% - 10%	87.5
Industrial	0	0	0	0	0	0%	0
Non-Res Land Total	131.4	17.4	8.0	16.0	90.1		87.5

Job Capacity by Land Use	Net Buildable Area (mil.sq.ft.)	Assumed Density Range (FAR)	Existing Floor Area (million sq. ft.)	Floor Area Capacity (mil.sq.ft.)	Sq.ft. per job	Job Capacity
Commercial						
Vacant	0	0	0	0	0	0
Redevelopable	0	0	0	0	0	0
Commercial Total	0	0	0	0	0	0
Mixed-Use						
Vacant	0.48	0.16 / 1.50	0	0.19	300 / 400	623
Redevelopable	3.33	0.16 / 1.50	0.26	0.97	300 / 400	3,239
Mixed-Use Total	3.81	0.16 / 1.50	0.26	1.16	300 / 400	3,862
Industrial						
Vacant	0	0	0	0	0	0
Redevelopable	0	0	0	0	0	0
Industrial Total	0	0	0	0	0	0
City Total						
Commercial	0	0	0.69	0	0	0
Mixed Use	3.81	0.16 / 1.50	0.91	1.16	300 / 400	3,862
Industrial	0	0	0.26	0	0	0
Job Capacity in Pipeline						19
City Total	3.81	1.50	1.86	1.16	0 / 400	3,881

Source: King County Urban Growth Capacity Report, June 2021

The Kenmore area has a median household income level estimated to be \$82,334 in 2013, compared to approximately \$71,811 for the County as a whole. Educational levels in Kenmore are high, with approximately 79% of residents either having attended college, or attained an associate's degree, a bachelor's degree or a graduate or professional degree. This compares with King County, where 75% of residents have this level of education.

Refer to **Section 3, Demographics and Economics**, for more detailed information about Kenmore's existing demographics and economy. To summarize, however, the following describes the number of current jobs and the community's largest employers:

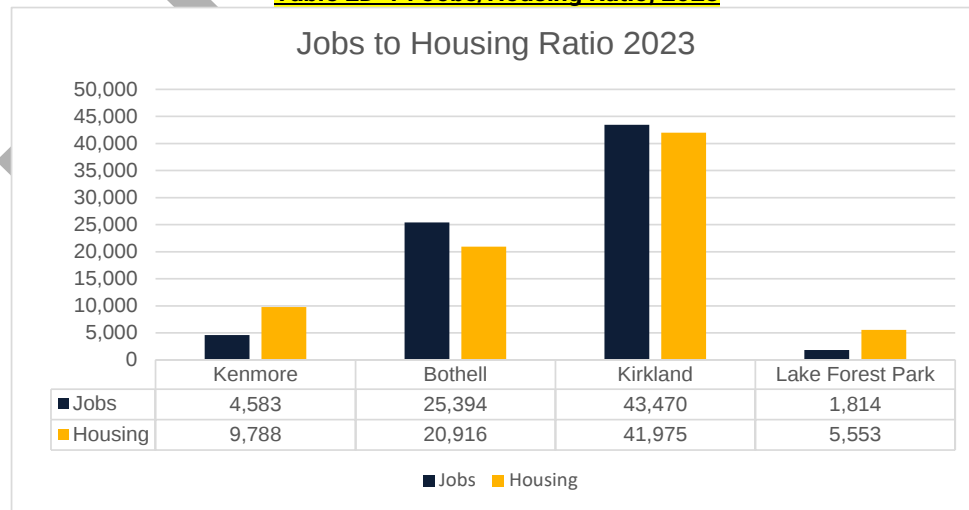
- Based upon all employees "covered" under the State's unemployment insurance act, approximately 3,606 jobs were located in the City in 2013.
- Most of these jobs are service oriented. The manufacturing sector has the fewest jobs and decreased the most between 2001 and 2011.
- As of 2015, Kenmore's largest private employers include Bastyr University, Kenmore Air Harbor and Safeway. In 2000, results were similar in that Bastyr University and Kenmore Air Harbor were the larger private employers.

Jobs/Housing Ratio

A jobs/housing ratio is a measure of the amount of employment compared to the amount of housing in a specific geographic area. By monitoring this metric, this allows the City to plan for and improve geographic distribution of housing and employment opportunities in the community. Generally, a low jobs/housing ratio indicates that a community is housing-rich and may be classified as a "bedroom community," while a high jobs/housing ratio indicates that the community is an employment center. The target is balance of jobs and housing, while also considering that the housing available in the community is affordable to workers at different income levels.

Table ED-14 shows the jobs/housing ratio for Kenmore, as well as other nearby jurisdictions and King County for comparison.

Table ED-14 Jobs/Housing Ratio, 2023



Source: Data Axle Inc, ESRI Community Analyst, 2023

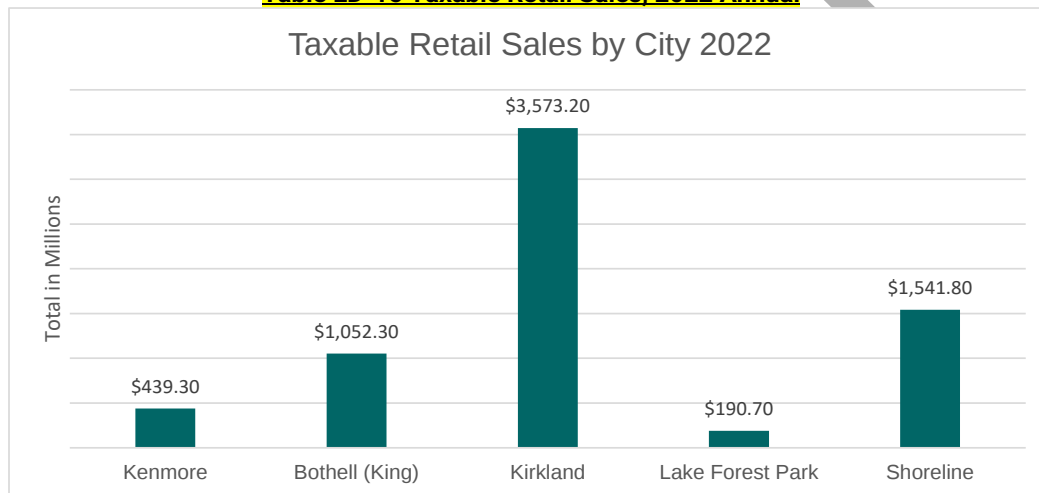
Employment Growth Target

The King County Countywide Planning Policies (CPPS) establish growth targets for all jurisdictions within King County. The CPPs were most recently amended in 2023, updating the growth targets for cities and towns throughout the County. The updated growth targets extend the planning horizon through 2044. Kenmore's current employment is 4,583 with a growth target of 3,200 net new jobs by 2044.

Taxable Retail Sales

The reported taxable retail sales in Kenmore as reported in 2022 was \$439.9 million, which was a 10% change from the prior year (\$399,401,715). Table ED-15 shows the taxable retail sales of Kenmore compared to other nearby cities. Table ED-16 shows the taxable retail sales within Kenmore by category.

Table ED-15 Taxable Retail Sales, 2022 Annual



Source: WA Department of Revenue

Table ED-16 Select Taxable Retail Sales in Kenmore, 2022 Annual



Source: WA Department of Revenue

FUTURE TRENDS

Kenmore, particularly in the four quadrants of Downtown, is expected to capture additional economic growth. As a designated "High Capacity Transit (HCT) Larger City" community with good access to the regional transportation network, Kenmore is targeted for both residential and employment growth as part of the Regional Growth Strategy. As a Larger City HCT, Kenmore is viewed as an important subregional job, service, cultural, and housing center. The Downtown area will capture a share of City-wide development based on several key characteristics:

- Central location, convenient to job centers and job growth in northeast King County.
- Location on major highways/arterials. Travelers can get to or from Kenmore without traveling on a toll road.
- Location on Lake Washington and the Sammamish River.
- Variety of existing commercial development types and the potential for redevelopment.
- Presence of Bastyr University, a leader in natural health sciences.

More details about the Downtown area are discussed in the Downtown Element.

Retail Demand

Taxable retail sales have grown steadily in Kenmore since 2010, with a dip in 2009 due to the Great Recession. Restaurants, groceries, and until recently, autos and parts, made up the largest share of retail spending. With the departure of James G. Murphy Co. in 2022, this auto sales and parts sales category dramatically decreased. The fastest growth since 2000 has been in general merchandise and sports/books/music. Kenmore retail largely serves a local market area. Even within this area, the city retail captures only a small share of resident expenditures. While it is not unusual for a small community to experience leakage in categories such as general merchandise and apparel, Kenmore businesses only recently captured resident expenditures for groceries.

The retail inventory in the city consists of a mix of shopping centers, shopping districts (a concentration of individual buildings), highway-oriented development and some stand-alone facilities. The largest concentrations are Kenmore Square and surrounding development, Safeway and surrounding development, and Kenmore Village and surrounding development. With the exception of the Safeway and Kenmore Square concentrations, many of the existing retail facilities are dated in terms of configuration, appearance, and performance. Recent new investment in the Downtown core (Kenmore Camera, Speedy Reedy, Cooley Smiles) has focused on rehabilitation rather than redevelopment.

The City of Kenmore has the potential to provide retail goods and services for an area beyond its own boundaries. The projected market area for Kenmore lies within an approximate 3-mile radius around the Downtown City Center, and the boundaries are further described in the Downtown Sub-Element.

Particularly in the four downtown quadrants there are opportunities for both rehabilitation of existing retail and new retail development opportunities that serve both local and regional needs. Providing opportunities to access small, local neighborhood retail is also a consideration for serving local needs.

A project of the scale proposed at Lakepointe could create demand for specialty retail in a destination setting.

Office Demand

The Kenmore office market is quite small in comparison to the region. As of 2013, there was a total of 182,000 square feet of office space, with an average size of 4,054 square feet per space. Kenmore's ability to capture regional and national serving office users depends on its competitive position. Office concentrations in Bothell, Lynnwood, and Kirkland are all located on major interstate highways. While Kenmore does not offer the same level of highway access and visibility, Kenmore does have an opportunity to capitalize on its waterfront setting, as is the case at Carillon Point in Kirkland. The space in that project commands some of the highest rents in the region. However, that opportunity is specific to such as Lakepointe, or a development of comparable scale.

Since about 60 % percent of Kenmore businesses with a Kenmore Business Registration are home-based businesses (as of 2023), there may be an upcoming need and demand for smaller-

scale office development as these businesses mature. Buildings that accommodate live-work or coworking spaces may be more suitable for Kenmore's business environment rather than the traditional Class A or B office space that is commanded in large job centers. However, because of the lack of available coworking space in Kenmore, businesses are forced to look outside the city. The Berk and Associates Report (2009) noted that the source of demand for office space is most likely to come from local entrepreneurs or local residents moving their business closer to home.

Clean Light Manufacturing Demand

Clean light manufacturing generally includes advanced manufacturing (including information technology) and urban and/or artisanal manufacturing (including breweries and specialty food manufacturers, for example). Both types of light manufacturing, particularly small growing businesses and start-ups, do not need large spaces and are looking for inexpensive rent. Kenmore has a few properties that fit this description and is a lower cost location than other options, regionally. As an emerging and broadly defined business type, however, there is little market data or trends to assess the potential in Kenmore, there may be the potential for future growth of green businesses in Kenmore.

Projected Employees

Assuming development in accordance with the adopted Kenmore Land Use Plan, the City would achieve greater employment. Refer to Table LU-B. Most of the employment is due to the development of Lakepointe, and a concentrated Downtown core. City economic development efforts with Bastyr University and the Economic Development Council of Seattle/King County may enhance future employment in Kenmore as part of a natural health hub. Refer to Sections 4A and 4B, Land Use Element and Downtown Sub-Element for additional descriptions.

TABLE LU-B
EXISTING AND FUTURE COMMERCIAL DEVELOPMENT

	2014 Estimated	Net Increase 2014-2035	Total 2035
Employment	3,606	3,098	6,704

Table LU-B shows a net increase in employment of 3,098 by the year 2035. This meets the City's 2031 employment target in the Countywide Planning Policies.

ECONOMIC DEVELOPMENT STRATEGY

In 2009, the City adopted a strategic plan, "Capitalizing on Kenmore's Potential: An Economic Development Strategy," to identify strategies to enhance the City's image and identity to increase economic vitality and business growth in the long run. Four goals were identified:

- Establish Kenmore's image by promoting its high quality of life and many assets
- Support existing businesses and pursue opportunities to expand employment
- Create a multi-use, vibrant and walkable Downtown
- Advance the community's connection to the waterfront.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT)

The city of Kenmore, with its ideal location at the top of Lake Washington along a heavily travelled corridor between Seattle and the Eastside, has a lot of opportunity for commercial growth. With these opportunities, there are certainly challenges as well. This section briefly describes the strengths, weakness, opportunities and threats, otherwise known as a SWOT analysis. This section also summarizes responses from business and stakeholder interviews conducted during development of the 2018 Economic Development Strategy.

Strengths

Kenmore has several assets that can be leveraged to establish its identity and promote the community for increased investment and employment.

Location

Kenmore's location on 522 roughly halfway between the Eastside and downtown Seattle, as well as its location on the north end of Lake Washington, are significant assets to attracting new residents and businesses alike.

Pleasant Residential Neighborhoods

Kenmore has many excellent neighborhoods, each with their own identity and character, which add to the uniqueness of the community and improved quality of life.

Excellent School District

The Northshore School District is one of the top public school districts in the region.

Bastyr University/Other Nearby Universities

Kenmore is home to Bastyr University, the premier university in naturopathic medicine. The city is also located near two other regional universities: University of Washington-Bothell and Cascadia College.

Strong Local Business Presence

Kenmore is home to many locally-owned businesses, both large and small. In fact, over 60-percent of Kenmore businesses are home-based.

Weaknesses

SR-522 Traffic

The pass-through traffic on SR-522 (Bothell Way) is a major east-west thoroughfare that is a significant barrier to pedestrians as well as the potential for and type of development along the highway.

Competition with Neighboring Cities

The local economy is considered small relative to its population base. Several of Kenmore's neighboring cities have strong regional retail and employment centers, including Lynnwood, Bothell, and Kirkland.

Lack of Large-Scale Commercial/Office Space

Compared with neighboring cities, Kenmore has less current and available commercial and office space. This makes it more challenging for businesses to expand or locate in the city.

Opportunities

Excellent Transportation Connections

SR-522 (Bothell Way) is a major east-west arterial that provides excellent connection to Interstate 5 to the west and Interstate 405 to the east. The highway also acts as a major transit corridor for both local (King County Metro) and regional (Sound Transit) bus service. Also, continuing to pursue the King County Water Taxi as a viable transportation alternative would bring added economic benefits to downtown Kenmore.

Expanding the Downtown Core

Downtown Kenmore has been slowly redeveloping and redefining itself as the new community shopping and gathering place. Along with city investments for a new town square and several new privately-initiated housing developments, there is a lot of opportunity for continued growth.

Promotion of Kenmore as a Unique Lakeside City

Kenmore is uniquely situated at the north end of Lake Washington. This location, and the benefits of lakeside access, provides not only dramatic view but also several economic development opportunities.

Lakepointe Development

Lakepointe is a 'once in a lifetime' opportunity to create a lasting legacy for residents, business and visitors.

Threats

Climate Change

Climate change has the potential to have many negative effects on the economy, many of which may be out of the control of local government. Business establishment and success, as well as customer spending patterns, may be affected. Kenmore could, however, take steps

to improve and market climate mitigation and adaptation strategies in the Climate Action Plan to attract businesses and shoppers.

Economic Uncertainty

Uncertainty in regional, national, and global economies plays a role in what happens to local economies. Inflation, supply chain and labor shortages, transportation costs, and stock market volatility are unknowns that may impact the region in the future. While many of these market forces are uncontrollable, the City can develop policies to prepare for any negative swings and prepare for and respond to changing economic conditions.

Housing Affordability

Regional and local housing plays a role in economic success and growth in the community. Housing affordability can impact housing rents and home costs, which may impact the availability and creation of workforce jobs. The City can monitor existing housing trends and home prices, as well make changes to housing policies, if needed, to ensure an adequate supply of affordable housing in Kenmore.

Commercial Affordability

Commercial affordability also plays a large role in economic success and growth in Kenmore. Rising costs in commercial rents and property can negatively impact existing business as well as encouraging new business development. The City can monitor existing commercial metrics and adjust economic policies, to the extent possible, that helps promote a variety of businesses.

Transition to Online Marketplace

Even before the COVID-19 pandemic, the retail marketplace has slowly been changing from a traditional brick-and-mortar, big-box environment to e-commerce. While traditional “in-person” shopping is still the predominant method, the pandemic has inevitably accelerated this change as large-scale regional developments (i.e., shopping malls and retail centers) are either closing or redeveloping into mixed-use urban villages or “lifestyle centers.” While Kenmore does not have many large-scale shopping centers, the City may explore the potential of adaptive reuse for aging buildings or redevelopment of underperforming retail centers into new mixed-use or live-work spaces.

Tables ED-17 and ED-18 shows key sector opportunities and challenges and what was heard from participants during the 2018 Economic Development Strategy participation sessions.

Table ED-17 Key Sector Opportunities & Challenges – 2018 Economic Development Strategy

Sector	Opportunities	Challenges
Retail	Current retail leakage to other retail centers; opportunity to capture spending from nearby communities	Suitable locations for future retail; format/type of retail and compatibility with City goals; changing retail environment (bricks and mortar challenges)
Medical/Health Care	Existing demand; relative small scale development type; existing presence in Kenmore; Bastyr University	Available property for development; Rising construction costs
Professional Services (office space)	Demand for locally serving office space; low vacancy rates; lack of supply of office space nearby; potential for coworking office development	Financing of speculative office space; available locations within the City
Restaurants/Breweries/Wineries	Rising costs in Seattle and other markets i.e. relative affordability of commercial space; strong local demographics and growth; underserved market	Available space (existing or for new construction); rising rents in Kenmore; nearby competition
Tourism and Recreation	Build upon success of the Lodge at Saint Edward; Burke Gilman linkages; Unique lakefront amenities; Kenmore Air	Linkage between downtown and lake access points; growth in nearby offerings; Highway 522 environment
Information & Communications Technology (ICT)/Tech Sector	Potential for satellite offices on certain properties in long term (Lakepointe for example); improving transportation linkages; Regional growth in sector; regional demand	Site suitability and availability; regional competition; long odds strategy

Source: 2018 Economic Development Strategy, CAI, Inc.

Table ED-18 What Was Heard – 2018 Economic Development Strategy

What Makes Kenmore an Attractive Place to do Business?

◀ **The Ability to Live & Work Here**
Central Location Within Region
Affordable Commercial Rent

The Local Economy
Confidence in Future Growth
Untapped Markets
Quality Businesses Draw Customers from Outside Kenmore

Kenmore's Economic Assets
Local Leadership & Support for Businesses
Location
Spillover Regional Growth
Bastyr University Growth

What Challenges and Opportunities Affect the Kenmore Economy the Most?

Greatest Challenges
Transportation
Current Perceptions of the City
Quality & Quantity of Commercial Space
Competition with Neighboring Communities

Greatest Opportunities
Increasing Transportation Options
Expanding Downtown Retail Core
Developing Identity as Unique Destination
Improving Quality of Commercial Building Space

Looking Forward

Infrastructural Development
Development of the Lakepointe Property
Expected Growth - and a Higher Profile
Increasing Variety of Commercial Development
Places to Gather
Shared Work Spaces
Technology, Healthcare and Professional Services

Source: 2018 Economic Development Strategy, CAI, Inc.

GOALS, OBJECTIVES, AND POLICIES

Following are the economic development goals, objectives and policies.

GOAL ED-125. ESTABLISH AN ECONOMIC BASE THAT PROVIDES FOR THE NEEDS OF RESIDENTS CITIZENS AND A RANGE OF EMPLOYMENT OPPORTUNITIES.

OBJECTIVE ED-125. Strengthen the diversity of employment opportunities the economy in a manner that creates job opportunities for all residentcitizens, protects environmental quality, and creates opportunities for people to live and work in Kenmore, utilizes public/private partnerships.

Policy ED-LU-25.1.1 Classify an adequate amount of land for commercial and business use.

Policy ED-LU-25.1.2 Recognize the environment as a key economic value in the community that must be protected.

Policy ED-LU-25.1.3 Through cooperative planning efforts with other agencies, support community-based actions to involve minorities, women and economically disadvantaged individuals in improving their economic future.

Policy ED-1.4 Promote local use of small business financing and management assistance programs. Help identify facilities which may be used to support small businesses.

Policy ED-1.5LU-25.1.4 Develop and maintain accurate and up-to-date capital facility plans for transportation, surface water, and parks.

Policy ED-1.6LU-25.1.5 Foster the development and use of private/public partnerships to implement economic development policies, programs, and projects.

Policy ED-1.7 Identify & target sectors that are appropriate for siting in Kenmore, providing for job diversity and living-wage occupations.

Policy ED-1.8 Ensure existing and future housing and land use policies support the balance of affordable housing and available jobs in Kenmore.

OBJECTIVE ED-225.2 Support new and existing businesses development by creating Create a climate that fosters business creation and retention, positively contributing to the City's quality of life.

Policy ED-LU-25.2.1 Actively support the retention and expansion of the local and regional economic base.

Policy ~~ED-LU-25.2~~ **Work Partner** with economic development groups, such as the Economic Development Council of Seattle/King County, State Department of Commerce, **Small Business Development Center (SBDC)**, and various trade organizations to coordinate recruitment and marketing of business opportunities.

Policy ~~ED-LU-25.3~~ **Work Partner** with the **Greater Bothell Kenmore** Chamber of Commerce and Kenmore Business Alliance to connect businesses and obtain input on City policies and activities.

Policy ~~ED-LU-25.4~~ Use zoning, strategic infrastructure investment, and public facilities to stimulate business revitalization, retention, and creation.

Policy ~~ED-LU-25.5~~ **Allow for Permit** home **occupations businesses** within residential zones consistent with the residential character.

Policy ~~ED-LU-25.6~~ Encourage adequate child care and adult care facilities to support a diverse work force.

Policy ED-2.7 Identify the unique needs of multi-cultural and women-owned businesses and coordinate City policies with business associations and other stakeholders in Kenmore.

Policy ED-2.8 To support Kenmore's Economic Development Approach, continue to facilitate permitting for new and expanding businesses and facilitate property acquisitions where possible to achieve economic development strategies.

Policy ED-2.9 Ensure that all economic development activities and partnerships are consistent with the three prongs of the City's Economic Development Approach.

OBJECTIVE ~~ED-325.3~~ Encourage the retention and provision of commercial services that support residents and local businesses.

Policy ~~ED-LU-25.3.1~~ Support private reinvestment in local-serving shopping centers and businesses through business improvement districts, loan or grant matching, or other mechanisms to revitalize commercial centers.

Policy ~~ED-LU-25.3.2~~ Reinforce private reinvestment through regular maintenance and improvement of the City's streets, sidewalks, surface water facilities, and parks.

Policy ~~ED-LU-25.3.3~~ Encourage mixed-use areas where small-scale commercial development can occur.

OBJECTIVE ~~ED-425.4~~ Improve the visual appearance of new and existing commercial development in terms of design, signage, landscaping and maintenance.

Policy **ED-LU-25.4.1** Improve the visual appearance of Downtown, SR-522, and other commercial districts through public and private measures for beautification, façade improvements, and maintenance.

Policy **ED-LU-25.4.2** Improve the appearance of parking areas with landscaping and maintenance.

Policy **ED-LU-25.4.3** Implement sign standards that create a distinct image for the Downtown, SR-522, and other commercial nodes, and which orient to pedestrians as well as drivers.

OBJECTIVE **ED-525.5 Identify and support Kenmore’s Downtown as a focal point for commercial and economic revitalization and growth.**

Policy **ED-LU-25.5.1** Promote a diversity of uses within the Downtown which support the activity base by providing employment, civic, cultural, recreational, residential, and a variety of commercial activities.

Policy **ED-LU-25.5.2** Use zoning and infrastructure incentives to achieve redevelopment and infill in the Downtown.

Policy **ED-LU-25.5.3** Create zoning districts, regulations, incentives and strategic investment that, in conjunction with market forces, result in an inviting and vital central core that is self-supporting.

OBJECTIVE **ED-625.6 Support regional economic development strategies consistent with the Kenmore vision.**

Policy **ED-LU-25.6.1** Cooperate in efforts to establish regional economic diversification and development goals, strategies, and actions. Participation should be encouraged by other jurisdictions, labor, education, environment, and business interests.

Policy **ED-LU-25.6.2** Continue to cooperate on a countywide and regional basis with other counties, cities, other governmental agencies and the private sector to inventory, plan for and monitor the land capacity for commercial, institutional, resource, critical area, open space and residential uses, estimated for six- and 20-year time periods.

Policy ED-6.3 Utilize tax and fee systems that are equitable, are consistent with City goals, predictably and appropriately fund local services, and are able to maintain a competitive local and regional economic environment. Periodically review the City’s tax and fee systems to ensure they remain consistent with the City’s priorities.

OBJECTIVE ED-7 **Emphasize Climate Action Plan strategies during economic development decision making.**

Policy ED-7.1 Attract a job sector that encourages clean-energy and low-carbon producers, emphasizes the reduction of natural resources, and promotes local and statewide initiatives of a green economy.

Policy ED-7.2 Support green job training and continuing education opportunities for economic vulnerable job sectors.

Policy ED-7.3 Support industries and job sectors that reduce greenhouse gas emissions and transitioning to renewable energy sources.

OBJECTIVE ED-8 Develop a culture of excellent customer service that supports all residents and businesses in Kenmore.

Policy ED-8.1 Continue to provide excellent customer service, and identify improvements as necessary, for City permitting, licensing, code enforcement and other front-line functions.

Policy ED-8.2 Instill a problem-solving approach to project review, licensing and permitting.

OBJECTIVE ED-9 Enhance communication between the City and local businesses.

Policy ED-9.1 Communicate with business owners to illustrate the value proposition inherent in operating a business in Kenmore.

Policy ED-9.2 Encourage proactive outreach to Community Business Organizations, informing the local business community of Kenmore's regulatory simplicity, supportive business culture, and low-cost business environment.

OBJECTIVE ED-10 Enhance community services as an integral part of residents and business owners' satisfaction with Kenmore and their sense of community.

Policy ED-10.1 Continue to operate a summer farmers market or support other activities in downtown that brings together people, business and enhances community pride.

Policy ED-10.2 Provide home-based businesses with easy access to community services and other opportunities that help advertise and promote their business to local residents and property owners.

Policy ED-10.3 Monitor residents and business owner satisfaction regarding city services and other quality of life metrics and track over time.

OBJECTIVE ED-11 Consistent with the City's Diversity, Equity, Inclusion and Accessibility (DEIA) Plan, support businesses and projects that align with equity goals.

Policy ED-11.1 Increase efforts to build partnerships that support to retain local businesses and organizations, with an emphasis on supporting historically marginalized groups in the business community.

Policy ED-11.2 Support a diversity of business types by engaging with business organizations and agencies that assist minority and women-owned businesses, such as the Washington State Office of Minority and Women's Business Enterprises (OMWBE), Washington State Department of Commerce, and Association of Women and Minority Businesses (AWMB).

OBJECTIVE ED-12 **Leverage Placing and Livability and Position Kenmore as a destination for North King County.**

Policy ED-12.1 Promote Kenmore as a regional tourism destination with regional businesses such as Kenmore Air and The Lodge at St. Edwards Park.

Policy ED-12.2 Continue to promote and expand the "Shop More, Play More, Find Kenmore" branding slogan.

Policy ED-12.3 Coordinate with the Bothell Kenmore Chamber of Commerce, Kenmore Business Alliance, and other organizations to promote Kenmore as a destination for the boating community and to continue to provide for and improve access to Lake Washington and Sammamish River.

Policy ED-12.4 Continue to expand and develop branded marketing materials, including small and local business resource directory, a "how to do business in Kenmore" guide, and a handbook on licensing and permitting.

IMPLEMENTATION STRATEGIES

The Economic Development ~~Sub-Element~~ policies ~~would~~ will require continued or increased commitments of City resources to prepare new regulations, review/amend existing regulations, create educational or incentive programs, foster partnerships, or coordinate with adjacent jurisdictions.

New or expanded programs, rules, or regulations would be needed to address:

- Incentives to stimulate business revitalization, retention, and creation.
- Identification and tracking key economic and demographic metrics to help the city evaluate the effectiveness of local economic strategies and achievement of equitable outcomes.
- Development and tracking of citywide and departmental performance measures related to economic development.
- Monitor commercial space availability and development capacity to ensure that zoning and development regulations do not create scarcity of commercial spaces in the city's commercial zones.

A review of existing programs, rules and regulations would be needed to ensure they meet the policies, including:

- Review of home occupation, home business standards.

- Periodic review of development standards that relate to commercial or business development.
- Review of design, landscape, and signage standards.

Continuing coordination efforts would be needed with adjacent jurisdictions or agencies, including:

- Cooperative efforts with other agencies, such as Washington State Office of Minority and Women's Business Enterprises (OMWBE), Washington State Department of Commerce, and Association of Women and Minority Businesses (AWMB), to support economic development activities for the disadvantaged for small, local, women- and minority-owned businesses in Kenmore.
- Coordination and partnership with economic development and business groups, such as the Economic Development Council of Seattle/King County, the State Department of Commerce, various trade organizations, the Greater Bothell Kenmore Chamber of Commerce and the Kenmore Business Alliance.
- Cooperation on a regional basis towards economic diversification and land capacity monitoring.

A periodic review of the five-year action plan in the Economic Development Strategy also is recommended to keep the strategy plan current. The City continues to pursue the following efforts to further the goals of the Economic Development Strategy:

- Supporting a community marketing campaign to promote Kenmore's image and support business development.
- Leveraging and partnering with the area's educational institutions, such as Bastyr University.
- Supporting the development of a natural health-related cluster.
- Creating a landmark gateway to Kenmore and Improving wayfinding signage and streetscape and business area appearance.
- Providing leadership and facilitation in opening up the waterfront as a key amenity.
- Funding space and promoting a local business incubator, Creating opportunities for new start-up businesses.
- Providing free educational seminars for local businesses.
- Supporting the City's business registration program.

- Supporting activities of the Kenmore Business Alliance and Bothell Kenmore Chamber of Commerce.
- Supporting the development of office space or other opportunities for employment.
- Seeking grant or other funding opportunities that support business retention, creation, and growth.

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