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Introduction and Background

Overview of Planning Process and GMA Requirements

RCW 35.21.703 provides general authority for cities to engage in economic development programs. This statute gives authority for cities to contract with private nonprofit corporations for the purpose of engaging in economic development programs, assuming the underlying transaction is constitutional. The statute precludes cities from entering into contracts with for-profit corporations.

The Growth Management Act (GMA) includes economic development as one of its basic goals and it is a theme that runs throughout the Act. Economic Development is now one of the mandatory elements to be included in the comprehensive plan. The GMA considers the need to stimulate economic development throughout the State, but requires that these activities be balanced with the need to protect the physical environment. It encourages the efficient use of land, the availability of urban services, and the financing strategies necessary to pay for infrastructure. Finally, the Act mandates that communities do their planning and then provide the zoning and regulatory environment so that appropriate development can occur. It recognizes that while the public sector can shape and influence development, it is the private sector that generates most community growth. Both Pierce County and the Puget Sound Regional Council (PSRC) and Pierce County have adopted area-wide economic development goals and policies. Local plans must consider and be consistent with area-wide goals and policies.

The PSRC has also adopted region-wide goals and objectives to guide multi-jurisdictional transportation and land use policies that will be implemented through local comprehensive plans. Economic development is implicit in many of the goals and objectives of VISION 2020. The VISION 2020 strategy emphasizes that continued economic stability and diversity is dependent upon public and private sector collaboration to identify needs, such as infrastructure and land, and to invest in services that will promote economic activity. VISION 2020 also emphasizes that the stability of the regional economy increases when it develops and diversifies through the retention and strengthening of existing businesses and the creation of new business.

Pierce County has adopted county-wide planning policies relating to economic development. GMA requires that City planning policies are consistent with county-wide policies. The Bonney Lake economic development goals and policies incorporated into this plan are consistent with adopted county-wide policies adopted by the County as part of the county-wide planning policies on economic development and employment. See Appendix “A” for a list of the Pierce County economic development policies.
Relationship of the Economic Development Element
To other Comprehensive Plan Elements

Community Character Element

The Community Character Element of the Bonney Lake Comprehensive envisions a community that retains a “small town” feel that preserves the natural environment. The goals of the Community Character Element that need to be integrated with the economic development element goals and objectives include:

- Enhancing Bonney Lake’s small-town, natural environment character (Goal 2-1),
- Requiring context-sensitive design (Goal 2-2), preserving Bonney Lake’s significant views and lush, green setting (Goal 2-4), and
- Requiring high-quality naturalistic landscaping, and providing for the needs of pedestrian and bicyclists (2-6).

The Community Character Element also specifically addresses the SR 410 Corridor, and the Downtown, Midtown, and Eastown activity areas. Goal 2-3 of the Community Character Element is to develop the SR 410 corridor as three distinct but transitional commercial/mixed use areas.

Land Use Element

The Land Use Element points out that 4.9% of existing land use is used for commercial related activity (4% commercial, 0.7% professional services, and 0.2% industrial). The 2002 Pierce County Buildable Lands Report found that the City’s acreage of commercially zoned land provided a total employment capacity of 5,458, based on certain assumptions as to employees per acre, and concluded that the City had enough commercially zoned land to meet the employment target established by the County.

The future land use map of the city envisions 5% of the City’s land for commercial activity (sales and services), 6% for commercial activity (high-way oriented commercial, warehousing, and light industrial), and 0.4% for mixed-use activity (mixed commercial, multi-family residential, and office).

The goals contained in the Land Use Element that relate to, and need to be integrated with, the goals of the economic development element include:

- Accommodating the 20-year target for employment (Goal 4-1), using land efficiently (Goal 4-4),
- Meeting community needs and expanding employment by providing land for compatible, attractive, convenient commercial development (Goal 4-8),
- Encouraging mixed use development where appropriate (Goal 4-9), and
- Promoting a vibrant, multiple-use, urban waterfront (Goal 4-13).
The Land Use Element also contains a specific section on economic development that includes three goals and several policies which have been incorporated into the Goals, Objectives, Policies and Actions section of the Economic Development Element. The three goals in the economic development section of the land use element include:

- Administer development regulations in a manner friendly to job-creating businesses.
- Actively assist businesses
- Partner with businesses where appropriate.

**Housing Element**

The Housing Element promotes mixed uses where appropriate, in which multi-family residential units could be mixed with commercial and/or office uses, such as allowing or encouraging apartments or condos above commercial or professional office uses. This is especially encouraged in the Downtown area.

**Other Studies – Strategic Commercial Districts Plan**

In 2001, a final draft of the Bonney Lake Strategic Commercial Districts Plan was prepared by the MAKERS Architecture and Urban Design, in collaboration with David Evans and Associates and the LeLand Consulting Group.

The Strategic Commercial Districts Plan concentrated on developing a “downtown” for Bonney Lake, and formed much of the basis for the Community Character Element of the Comprehensive Plan. The commercial areas of the City was separated into three proposed districts. One a “Civic Center Commercial District” (Downtown). The second the “Plaza Center District” (“Midtown”). And the third the “Town Center Commercial District” (Eastown). Again, the majority of the study concentrated on the “Civic Center Commercial District” (Downtown).

The Strategic Commercial Districts Plan included suggested Downtown design features and implementation strategies.

The Strategic Commercial Districts Plan should be considered before economic development activities and initiatives in the downtown area are made.
Introduction to Local Economic Development

Economic development has no generally accepted dictionary definition. It means different things to different people. In his book on economic development planning, Edward J. Blakely defines local economic development as "a process by which local government and/or community-based groups manage their existing resources and enter into new partnership arrangements with the private sector, or with each other, to create new jobs and stimulate economic activity in a well defined economic zone." In a nutshell, local economic development is a process to improve the economic well-being of the community. It is a means of providing a balanced, healthy economy. To many local governments, economic development is a means of providing employment opportunities, expanding the local tax base, or expanding economic opportunity.

Local economic development is a process that involves a number of activities. These activities include the formation of new institutions, the development of a new or better mix of industries, the nurturing of new and existing enterprises, and the improvement of the capacity of existing employers to produce better goods and services, identify new markets, and successfully transfer new technologies.

Local governments can assume a key role in facilitating the actions necessary to develop a solid foundation for successful economic development efforts. Labor force training, provision of infrastructure, coordination of educational institutions, technical and financial assistance, public-private partnerships, and supportive land use policies and regulations are all areas in which local government will continue to play a critical role.

The Variables That Influence Economic Development

Economic development does not grow spontaneously from the brick and mortar of abandoned buildings or from the weeds in the cow pasture. Rather, it happens as a result of careful planning with the necessary building blocks - planning and design, site assemblage, financing - that have been put in place by public or private interests. Without these building blocks in place, development will come slowly, if at all.

There are six general variables that influence economic development activity: market, quality of life, labor, site, capital, and regulatory environment. These variables are important because they influence a community's ability to encourage enterprise. Moreover, they can be influenced by local government policies. Of the six, only quality of life is not an essential ingredient for a project to succeed financially, but is still a major consideration in the decision-making process. Any community having all six in a favorable condition will experience economic development. Any community not experiencing development probably is deficient in one or more of these areas.

Each of the variables is defined and described below. As you read about each variable, think

about the nature of each of the variable as it relates to your community. Compare your community to neighboring communities with which you compete for jobs and income. How do you stack up against those other communities? What are your comparative strengths and weaknesses?

Market Demand

A strong market can be defined as one in which demand exceeds supply at the prevailing market price and that this price is high enough to induce additional development and investment. In a community, a strong local market reflects growth in the local economy caused by expansion of local businesses and/or an influx of businesses from other areas. When market demand is limited to specific areas of a community, it generally reflects tastes and preferences of existing residents (such as for a home in a certain neighborhood or for an office in a certain building or type of structure) or exceptionally good access.

The demand for industrial, commercial, retail, and residential space usually does not grow at the same rate. In an expanding economy, jobs attract workers who then seek housing, and finally shop for goods. The normal development pattern reflects this reality. In both the new growth cities and in older communities showing signs of revitalization, office and industrial buildings are generally built first, followed by housing units and finally retail businesses.

Many business activities establish complementary relationships and cluster in certain regions of the country. As a result, competitiveness for business development can become linked to regional attributes and the community's location within that region. Examples include the silicon valley in California, the research triangle in North Carolina, and the recent growth in bio-medical firms in the Seattle area which resulted from the University of Washington Medical Center, the Fred Hutchinson Cancer Center, and other area medical facilities.

Expenditures on transportation systems, other infrastructure improvements and natural characteristics (topography, access to ports, etc.) are also important factors affecting market demand. Some of these factors such as sections of the interstate highway system or an endangered species habitat can be changed over time, but only with considerable intergovernmental cooperation over a long period of time. For example, carrying out a major highway improvement to increase access to a community usually requires close cooperation between several jurisdictions and private enterprises over a long period. Because of these factors, some communities will find themselves less attractive to certain types of businesses.

Quality of Life

Most quality of life factors that attract business are the same as those that attract residents. Business managers and employees will reside in the community and are seeking an environment they will appreciate. Some quality of life variables are regional in character, such as climate or natural features such as mountains and lakes, but most have a local scope. Some important local quality of life variables include:

Schools. The quality and choice of local schools are important, including not only public
schools, but also private and parochial schools, preschools, vocational schools, colleges, universities and continuing education programs. If the business requires a diverse or highly skilled labor force, having a large spectrum of educational facilities may be a particularly important quality of life issue.

**Housing.** The availability of housing in a variety of price ranges, styles, and neighborhoods is important for large companies. Three variables help determine the future availability of housing: the availability and zoning of vacant parcels, the community's infrastructure and expansion capacity; and the availability of builders, contractors, and lenders to construct and finance projects.

**Medical Facilities.** This variable includes both local private practices and hospital facilities (the number of and specializations of affiliated doctors and the available services). To assure a healthy workforce and prevent work loss, adequate medical facilities to treat employees and their family members must be present.

**Cultural and Recreational Amenities.** The cultural and recreational amenities that attract businesses include parks, playgrounds, open space, golf courses, beaches, swimming pools, libraries, theaters, museums, marinas, civic organizations, and religious facilities. Many firms also are interested in hotel and restaurant facilities for meetings and out-of-town guests. Another plus for a community is an attractive and convenient retail area for employees.

**Local Government.** The local government's attitude toward business development is an important issue for businesses wishing to relocate. For example, businesses are concerned about regulatory restrictions, permit processes, and the likelihood of neighborhood protests against nearby business development. Businesses want to know if they will be considered as "citizens" of the community and receive their fair share of local public services. Businesses expect fair treatment and want local officials to respond when problems arise. They hope the community's citizens will accept and patronize their business.

**Labor**

For most businesses, the cost of labor accounts for most of their operating costs. Businesses are concerned about the quality of the labor force and prefer locations where the local labor force is known for high productivity, low absenteeism, and loyalty. Enterprise needs employees with the knowledge, ability and skill to perform the job. Again, access to ongoing training or continued education through community colleges, technical schools, or local colleges are important benefits to the company and its labor force.

**Site**

All buildings and pieces of land are not equally good for business development. The most important characteristic of a potential site is often its location. Different types of businesses have different needs. For example, businesses with extensive local delivery requirements need immediate highway access. A suburban shopping mall may need easy access from an interstate highway. An office complex may need to offer good views to its tenants. Location is the
principal criterion for all site selection decisions.

Once a business has identified an area as a potential location for its operations, the process of choosing a specific site begins, and as a result, not all the considerations listed below will apply. Some important site considerations include: availability and cost of utilities; restrictions or requirements on site development, parking areas, site or building design; access to transportation facilities such as highways, airports, railroads, etc.; site visibility; site proximity; site accessibility; tax costs and public services; availability of construction and financing resources; and cost, time and risk involved in state and local permit processes.

**Business Attraction**

New business in a community means more jobs and a higher tax base. Generally, new businesses lead to increases in local wage levels and in discretionary spending. Not only does the initial business project add to the economic base of the community, but has a multiplying effect as well. The U.S. Small Business Administration has estimated that for every 100 employees of a new manufacturing plant, there will be a spin-off of three more retail establishments, and a total of 65 additional non-manufacturing jobs created.\(^2\)

Attracting a major manufacturing plant is often the fastest way to improve the local economy. However, attracting a major employer is often difficult to accomplish and involves some risk. Most agencies still engage in business attraction. However, as noted earlier, the current thrust of many economic development organizations is market creation and expansion of existing businesses.

According to "Achieving Economic Development Success," a special report published by the International City/County Management Association, there are some 20,000 organizations in the country trying to attract businesses to their area. Yet there are generally only 500 - 700 industrial location decisions made each year. Thus, the competition for the location of new plants is fierce. Many communities that have attracted new businesses have succeeded because of conducive conditions, aggressive marketing campaigns, and offered a variety of incentives. It is important for each community to assess the risks involved in funding new business attraction programs and consider carefully what incentives it can afford to offer and what it cannot afford to do.

Attracting new business involves planning and organization, developing strategies, working to improve the factors that firms consider when making location decisions, and aggressive marketing.

**Business Retention and Expansion**

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Competing for a new major commercial enterprise is costly and competitive. Despite the economic benefits to be derived from successfully recruiting a major industrial plant, most of the economic growth of the average community results from the creation and expansion of local existing enterprises. Given the cost and risk of trying to lure new industry to town, it is little wonder that most communities now focus on business retention and expansion activities, which carry little risk.

Market expansion is a key to business success, and often the thrust of successful retention and expansion programs. Helping local business to expand their markets is a principal means of assuring that the local industry will succeed. Helping enterprise to expand domestic or foreign markets generally generates increased investment, additional job creation, retained earnings, and a greater diversification of goods, services and support businesses.

Business expansion and retention activities can include:

1. Visiting local firms to find out what their problems and needs are. Do they need more space, additional financing, better freight rates, training programs, less regulation?

2. Helping local management with patent applications, loan applications, government contracts, and other necessary paperwork.

3. Encouraging local residents and purchasing agents to buy goods and services manufactured in the community and to shop within the city limits.

4. Keeping informed of changing conditions of the region such as new recreational, commercial, reclamation, and industrial projects, so that local residents or businesses can take advantage of new markets to provide needed goods and services.

5. Doing as much for the local business as you would for a prospect from outside the state. Communities too often give an outsider benefits or incentives that they would not normally give to a local business.

6. Identifying businesses considering expansion, ensuring that these businesses are aware of expansion opportunities within the community, and providing technical or other assistance to facilitate expansion.

7. Providing a continuous, consistent, and comprehensive system of public/private communication to facilitate public/private cooperation.

8. Providing local business officials with an opportunity to participate in city policies and activities affecting individual businesses, business areas, or the general business climate.

9. Ensuring that local business officials are aware of and kept up to date on city, state, and federal programs, services, and activities that may be of use or assistance to local businesses.
10. Demonstrating the commitment of the local government and the community to supporting businesses and fostering goodwill and good relations with the business community.

Most communities engage in a variety of activities to promote business retention and expansion. The type of activity reflects the values, priorities, and resources of the community. Activities that compose a business expansion and retention program should include some of the following services:

**Governance and Service**

- Improved traffic circulation
- Permit streamlining or "one-stop" permit issuance
- Responsive plan review and building inspection
- Improved recreational facilities
- Community beautification projects
- Modifications to land use regulations
- Improved public safety services
- Improved pedestrian amenities
- Improved parking
- Improved street cleaning and refuse collection
- Improved infrastructure
- Enforcement of "beautification" ordinances

**Land Use**

- Land acquisition or assembly
- Land clearance
- Technical assistance
- Planning and design services
- Management services
- Rehabilitation
- Relocation
- Transfer of development rights
- Development incentives

**Financial**

Note: cities in Washington have limited financial options due to the constitutional ban on “lending of credit”

- Industrial Revenue or other related bonds
- Funds for technical assistance
- CDBG loans
- Revolving loans
Commercial Development

Many suburban communities such as Bonney Lake have no traditional downtown, but rather one or more shopping centers or highway strip commercial area(s). Except for the “big box” retailers, Bonney Lake does not have large employers, so small businesses or the big box wholesale/retail establishments create the bulk of the economic base for the area.

Local commercial economic development generally focus on providing a mix of office, professional and retail enterprises which meet the needs of the residents and visitors in the Bonney Lake area. Because it is focused on serving the market created by the growth of the greater Bonney Lake area, and those who pass through it, its success is dependent on considerable local support.

The tools communities use to stimulate local commercial development can include technical assistance, infrastructure, code enforcement and nuisance abatement, regulatory modifications, transportation improvements, and financial assistance.

Local commercial development provides an opportunity for municipal government, community-based organizations, and neighborhood residents and businesses to come together to help improve the local quality of life. While local commercial development may not result in the same increase in jobs or tax base of a business attraction or light industrial development program it is the most realistic economic development opportunity for Bonney Lake.
Industrial Development

In the 1960s and 1970s, industrial development was the principal focus of economic development programs, excluding urban renewal in major central cities. But, as an ever greater share of our economic output has shifted to service industries, the relative importance of industrial development has diminished. Bonney Lake has no industrial developments to speak of. There is some available land zoned for light manufacturing, but Bonney Lake has not pursued industrial or manufacturing plants to locate in the City, nor is it a priority for the City. However, there is some interest in pursuing light manufacturing to further diversify the economic base and create more local employment opportunities.

Industrial development means bringing new industries into the community, often by luring them away from their existing locations or by encouraging them to build an additional plant in the community. Industrial development also means strengthening existing industries.

Industrial development has long been considered a prime economic development fix. It infuses the community with large capital expenditures, provides a variety of employment opportunities, fosters substantial property tax revenues, and generates secondary support business. Industry also strengthens other local businesses if it gets a significant amount of its supplies, services, and materials from local suppliers. Industry also helps the local economy through direct sales made to manufacturers outside the area. This stimulates the demand for goods and services within the community. Its little wonder that so many communities have tried to lure the "big fish" represented by a significant new industry.

Industries locate plants in communities that have conditions favorable to industrial development. As mentioned earlier, the six general variables that influence economic development activity are: market, quality of life, labor, site, capital, and regulatory environment. The variables are important because they influence a community's ability to encourage enterprise and are influenced by local government policies. Local economic development officials need to consider the six factors and changes that affect the economic environment, especially as they apply to industrial development and plant location.

Transportation Costs. Transportation costs for both trucking and rail have increased much faster during the last decade than has the cost of labor, power or taxes. As transportation and shipping costs constitute a greater share of operating expense, manufacturing industries will place greater emphasis on being close to suppliers of materials and supplies, and to their principal markets.

Labor Cost. Labor cost is not as important a consideration in the site selection process as it once was. Those communities which attracted industry because of an abundance of skilled low cost labor (university towns) may not have the competitive advantage they once had. This change has occurred for a variety of reasons. First, the increase in the minimum wage has flattened regional differentials being paid to unskilled workers and has compacted company wage scales. Second, future predicted shortages for certain skilled labor positions will place companies in national competition for these workers. Third, as companies downsize and dump hundreds of thousands of blue and white collar workers back into the work force, supply and
demand factors drive down wage costs and increase skilled labor. Fourth, the continued loss of higher paying union jobs will drive down labor costs. Finally, the large influx of migrants from Asia, Mexico and eastern Europe has flooded the market with both skilled and unskilled labor.

Utility Costs. As municipal utility infrastructures age and require replacement, rates rise to pay the debt service on the improvements. Traditionally, the federal government has paid a significant share of municipal utility system development; but as federal mandates increase and federal revenues decrease, much more of the cost will be added into the rate base. Experts predict that electrical energy costs will continue to escalate. Industries that are heavily dependent upon electrical energy will need to factor these rising costs into their location decisions.

Quality of Life Factor. While cost factors are still critical to location decisions, they are not the sole determinants of the decision-making process. Living conditions and quality of life factors are more important than ever to decision-makers. As noted earlier, important quality of life factors include schools, housing, recreation, cultural arts, public services, congestion, environmental degradation, and quality of local government.

Future Shifts. An abundant labor supply has resulted from downsizing, the entry of more women into the work force, and immigration. Although the present abundance of labor has lessened pressures and held labor cost increases in check, there is a possibility that quality labor shortages may be a reality in the coming decades. There are several reasons for this. First, low birth rates are producing fewer future workers. Second, the great bubble of baby boomers will begin to retire at the turn of the century. Third, social ills such as drug abuse or aids may take many prospective employees out of the work force. The most significant variable is the number of foreigners who will enter the country. It remains to be seen if immigration will make up any gap in the labor supply.

Tourism and Recreation Development

Tourism is one means of fostering economic development. Tourism has long been a major focus of the economic development activities for resort communities. Yet, other communities have begun assessing their communities and regions in terms of tourism development potential. This section will focus on the opportunities and constraints of tourism development as an economic development tool.

The recent trend in the U.S. has been for families to sacrifice annual vacations of one or two weeks, in favor of more frequent weekend trips during the year. These excursions are often planned around three-day holiday weekends or breaks from school. For communities, this means an opportunity to exploit regional attractions such as a major park, sports facility, or festival.

To sustain tourism, communities must have an adequate support network - motels and restaurants, an accessible transportation system, and worthwhile attractions. If a community expects to draw thousands of people to attend a two-day jazz festival, for example, it will need hotels, restaurants, and shopping to serve the influx of visitors. The multiplier effects of the jazz festival (room taxes, restaurant and retail activity) can result in greater revenues than the event
Tourism also can help a community establish itself as a more attractive site for outside investors. By holding a special event, a city or town opens the doors for additional economic development activity by bringing investment prospects into its own backyard. It is up to the community to use the opportunity to its best advantage by advertising its assets to visiting prospects and pursuing a coordinated follow-up strategy.

Tourism and recreation based business is not simply a "dollar-and-cents" business. It has other benefits as well. Besides bringing additional monies into the community, a well-devised tourism plan also can enhance the community's image as a great place to live. Many cities and towns that hold annual fairs, festivals, or music or sporting events become well-known for these activities. A positive reputation has the additional benefit of improving the internal image of the community. Local residents take pride in what their community has to offer.

There are two general types of tourism: cultural and recreational. Cultural tourism, often called heritage tourism, focuses on historic and cultural structures or events to draw visitors, and recreational tourism focuses on parks and recreation activities. Recreational tourism is the most predominant to the two, yet cultural tourism has increased greatly in recent years and offers culturally rich communities another sector to develop and promote.

Some examples of cultural tourism include Boston's "Freedom Trail," a pedestrian tour through downtown Boston and Georgia's Antebellum Trail, a tour that visits sites missed my Sherman in his march to the sea. A coalition of Georgia's cities and towns jointly market the Antebellum Trail. In order to promote cultural tourism, the town of Port Townsend, Washington uses its hotel room tax to fund regional advertising for the community's Victorian-era buildings and neighborhoods.

Tourism is often a double-edged sword, however. Of all the various types of economic development activity, tourism is the most risky. The community should explore and analyze the issues and potential problems before deciding to enter or expand its tourism industry.

Many critics point out that although tourism creates many job opportunities, most of these positions require little skill, pay minimum wages, offer little or no room for advancement, and are often filled by transients or migrants. Service-sector jobs for house cleaners, baggage handlers, food counter servers, waiters and servers, and retail salespeople may not satisfy an area's need for new employment.

In addition, most tourist communities must balance the needs of permanent residents against those of seasonal residents. Because many jurisdictions pursue tourism from an economic standpoint, local officials often forget to consider the burden that tourists can place on ordinary municipal services such as housing, garbage collection, transportation, and public safety.

All investment in tourism needs to be weighed against the costs and other factors it may generate. The cost of providing airport facilities, hotels, roads, sewerage, combating pollution, paying wages, etc. could exceed the income generated. Managers of tourist destinations often
have difficulty satisfying the two often conflicting goals of providing day-to-day services for permanent residents, while pursuing a tourism strategy that puts a strain on those services. If state and local taxing mechanisms are in place to tap the tourists for costs of the service demands they place upon the community, then the cost-benefit ratio will be much more positive. Motel taxes, sales taxes, event fees, and admission taxes are among the options available for raising the needed revenue.

Because of its proximity to Lake Tapps, and its location along SR 410 as the principal route to Crystal Mountain resort and Mount Rainer, the City of Bonney Lake has opportunities to promote recreation oriented economic development activities.

### Overview of Economic Development Models

The United States has long operated a mixed economy in which government plays several roles. Foremost, government establishes and protects social order upon which market transactions depend. Government creates and protects property rights, thereby establishing certainty in market transactions.

Government also creates and maintains infrastructure and provides services that society values. Examples of government services and facilities are roads and bridges, water and sewer systems, police and fire protection, and public education.

Government also has a regulatory role in reducing undesired consequences of market activities such as through food, drug, and environmental regulations. At the Federal level, examples include the activities of the Environmental Protection Agency, the Federal Drug Administration, and the Consumer Protection Agency. Finally, government in a mixed economy often redistributes income by assisting those least able to function in a market system. Such assistance reflects a desire to encourage social and economic equity and participation by the disadvantaged. Examples include the general welfare system, Small Business Administration (SBA) loan programs, and minority- and female-owned business participation requirements in government contracts.

All levels of government are involved in economic development to varying degrees. Municipal government, county government, special purpose districts (utility, port, economic development districts, etc.), state government and the federal government all play a role in the economic development process. One of the most important roles local government can play is that of facilitator and inter-governmental coordinator of various economic development efforts.

At the federal level, the Economic Development Administration (EDA) of the U.S. Department of Commerce played a critical role in economic development in the 1970s. Many local governments received financial assistance for economic development projects from EDA. Today, the EDA still funds economic development projects, but the level of funding has significantly decreased and targeted toward depressed areas.

The Department of Housing and Urban Development (HUD) is perhaps the agency best known
to urban areas for its role in economic development. Many communities in metropolitan areas receive an annual "entitlement" of federal Community Development Block Grant (CDBG) funds. Rural areas can also compete for CDBG grants. Many communities, both urban and rural, have used CDBG funds for downtown redevelopment, commercial rehabilitation, infrastructure development, industrial promotion and planning, etc.

The U.S. Labor Department has become increasingly interested and involved in economic development. The Small Business Administration (SBA) always has been involved in making loans to small businesses and in providing financial assistance to local development corporations. Some community economic development programs assist businesses to complete SBA loan applications.

All states have a Department of Community and Economic Development, or equivalent. State divisions related to economic development frequently include industrial development, trade, tourism, technology development, or film promotion. The services they provide for local government vary widely. Any community undertaking an economic development program should get to know those state agencies that could help them.

The roles of all levels of government are changing. Government agencies are beginning to operate less as mass suppliers of certain goods and services, and more as facilitators, brokers and agents. Government's principal role remains as the guarantor that essential services are available and consistent with American values of participation, safety and fairness.

Historically, local economic development programs were initiated by groups such as the local chamber of commerce, with some facts and figures supplied by the city planner. Beginning in the late 1950s and continuing through the mid 1970s, federally funded "urban renewal" programs played a major role in refocusing economic development activity, generally towards real estate development or redevelopment projects.

During this period, public economic development programs were initiated throughout the country. Traditional federally funded urban renewal and successor programs such as Community Development Block Grants (CDBG) were operated by local governments with little or no involvement from the private sector, despite the "public participation" requirements of some federal programs. These programs largely emphasized such activities as land clearance, rehabilitation of blighted areas, or the development of required infrastructure. The funders assumed that preparing suitable development sites and upgrading infrastructure would stimulate private sector investment and spawn development.

A similar concept led to the development of public industrial parks in various localities throughout the country, often with assistance from a Regional Commission or the Federal Economic Development Administration (EDA). This was often pursuant an Overall Economic Development Program (OEDP) adopted by a public regional economic development district and implemented by a municipality within the district.

While many of these programs were designed largely as "public works projects" to create jobs and stimulate the economy, the goals were not often attained. Many industrial parks were dismal
failures. It is now acknowledged that many of these programs floundered because they failed to account for real market factors, were poorly conceived, and lacked meaningful involvement from the private sector.

With lessons learned, other approaches emerged. Local redevelopment agencies began to undertake market analyses, socio-economic base studies, and the like to assure that efforts were channeled into more feasible projects. Agencies began to work with the private sector, more closely earlier in the process. Cities and counties refined economic development efforts and worked more closely with the local chamber of commerce and other private or quasi-public bodies. Other nonprofit corporations, public, private and quasi-public, were formed to pool efforts and to take advantage of Small Business Administration (SBA) programs. Downtown interests formed development corporations, and merchants organized private voluntary associations to promote their interests. Neighborhood commercial districts formed special districts or service areas to meet their needs.

Today, there are a limitless number of ways local economic development programs can be initiated, although general models have evolved. They could be initiated by the local government, by a municipal league, a community interest group, or coalition of business leaders, etc. Research indicates that the most successful approaches include a broad cross-section of the community, and have the backing and support of the local governing body. Since implementation of economic development plans often require public/private cooperation, both the private and public sector should be well represented in any planning process.

Local economic development programs are organized in a variety of ways. Some organizations are created to pursue very broad based economic development goals. An example would be a city department of community and economic development sponsoring a variety of economic development activities aimed at building and maintaining the local economy and building the local tax base. Some organizations are created to fulfill very specific needs. A merchants association created to coordinate joint advertising and promotions in the downtown to increase downtown sales is an example of an organization that meets a specified need. The form each organization takes depends largely on the groups involved and the goals, politics, philosophies and approach of these groups.

The structure of local economic development organizations can be assigned to one of three general models based on the way in which they were initiated, the body exercising principal control, and their methods of operation. A number of variations are found for each of the three general versions. All of the models are commonly used in all states. All have some potential for success, but those which generate the most cooperation between public and private sectors generally considered the most favorable.

The best approach for a local economic development program takes is a function of many factors, including community size, economic circumstances, economic development goals, and the level of interest of the public and private sectors in local economic development activity. In many areas, there is more than one type of organization in place. This is not necessarily faulty or duplicative, as long as the various economic development organizations communicate and cooperate with one another.
The three general models can be classified as: 1) public, 2) public/private, or 3) private. These models, along with their basic characteristics and variations, are discussed below.

**Public Models**

The most common public models for economic development include the local government department (or division) of economic development, the local redevelopment agency, the Port Authority, or the regional Economic Development District. Each has a different orientation and focus.

Those involved with small city economic development have learned that local government involvement in economic development often creates political complications. Because of the nature of their activities, economic development departments are sometimes seen as catering to a specific group of businesses ("Why so much attention to Downtown when we have issues in my part of town?").

Since economic development is largely a planning function, and projects take a considerable length of time to be developed, its benefits are not always readily visible to the average citizen. Thus, local public economic development activities can become politically vulnerable in an era of scarce resources. Economic development can be misunderstood as a frill that the city cannot afford ("Can't the Chamber of Commerce do that? We should be spending tax dollars on police to control speeders"). As luck would have it, the political fires tend to ignite just as a big project is to be announced, or just before the next local election. Most people understand that it takes money to make money, but rarely apply this truism to local government. Notwithstanding these political considerations, most communities list economic development as a high priority. Some endorse a strong public role, while others feel it should be left largely to the private sector.

**Local Economic Development Department.** Some communities have created an economic development office or position to keep economic development efforts within purview of the local government. Because it is an integral part of the local government structure, an economic development office is aware of the community's total economic, housing, commercial, and recreation needs, and is more responsive to public sentiment. Local staff has easy access to the mayor and council. Because citizens are involved in the planning processes, development does not take place in isolation. The City has the advantage of generally having a comprehensive plan, economic development plan and other strategic plan to follow. It is easier to coordinate plans and projects with such functions as planning or public works when economic development is a colleague.

Some cities have consolidated economic development, redevelopment, planning, housing and employment programs into a single department. Permit processing is generally faster in public models, because staff have a vested interested in the project and better understand project requirements and needs. In many communities, the economic development office staff wear hats as the local redevelopment agency staff, with the city administrator or Director of Economic Development serving as the Executive Director of the Redevelopment Agency.
Of course, there are drawbacks to government-controlled economic development programs. Bureaucracy and infighting between planning, public works, public safety or other functions present potential problems. Good coordination and a strong chief executive are necessary to resolve these conflicts. Another potential disadvantage is that extensive public hearing requirements, public disclosure laws, or political agendas cause unnecessary delays to economic development projects. The private sector sometimes argues that local staff is not qualified. Local economic development staff who come from the ranks of planners or community development block grant program specialists may not have the expertise needed in finance, real estate, marketing, or private development. Local governments must take care to recruit or train knowledgeable staff who have a good aptitude for learning, are creative and flexible, and can respond to the needs of both the private developer and the general public.

The level of public economic development effort will of course depend on the resources and commitment of the local government. It many small communities, the city administrator or planning director will double as the economic development officer and pursue economic development goals in his or her "spare time." Slightly larger communities may have a single staff person assigned to economic development, sometimes funded with community development block grants or other federal, state or local revenues. In larger communities, there may be a separate department with staff in each of several divisions.

In addition to a functioning department, some communities have formed a separate economic development board to facilitate the local government decision making process. Such boards consist of a mix of elected officials and appointed citizens, or of citizens representing different sectors of the local economy. In most cases, it serves as an advisory board or commission, making recommendations to the local governing body who maintain control over policy and budget.

Regardless of the size of the local effort, there are a number of functions that a local economic development office (department, division or unit) may perform. These include:

1. *Business retention and expansion*, including activities such as displacement and early warning, land assembly and clearance, commercial rehabilitation, public relations, marketing and promotions.

2. *Business Recruitment*, including activities such as tracking growth firms, feasibility studies, land assembly and clearance, public relations, marketing and promotions.

3. *Special projects*, such as a redevelopment project, a CDBG grant project, etc.

4. *Financing*, including industrial revenue bonds, other bonding, tax increment financing, loans, guarantees, assessment districts, and banking.

5. *Research and Statistics*, including building inventories, land inventories, site data, employment trends, socio-economic data, etc.

6. *Intergovernmental Relations*, including preparing grant applications, proposal
Visible and active support from the chief elected and appointed officials is critical for the success of an economic development program. Strong support includes having adequate resources and a long term view of the bottom line. Most development is a lengthy process, especially with major projects or when the local economy is in a recession. Immediate results from economic development programs are rare. It is not filling a pothole, but considered just as important. While most local programs are scrutinized in terms of the services provided in relation to the costs expended, economic development programs are evaluated in terms of jobs created and tax revenues generated.

Support from the city council is also necessary. Council members are generally well known, and have a variety of contacts throughout the community. They should be kept informed of the plans, programs, activities, and progress of economic development activities. This cannot always be done in public meetings, as much of the activity of the economic development department is done in confidence. Thus, it may be desirable to work on an individual basis with local elected officials to keep them informed.

**Port Authority.** Most states authorize creation of port authorities in municipalities, counties, or regions, but statutes vary according to the powers granted and the sources of financing. Most are financed with property tax levies, although port authorities usually finance most of their activities through their proprietary revenue generating functions.

Most port authorities operate as special service districts, with separate and publicly elected boards of directors. They prepare their own budgets, levy their own assessments within statutory authority, hire their own staffs, etc. Most port authorities are designed to encourage air, sea, or river transportation activities, and promote economic development through these activities.

The Port of Tacoma is an independent, municipal corporation that operates under state-enabling legislation. Created by Pierce County citizens in 1918, the Port has 2,400 acres (972 hectares) that are used for shipping terminal activity and warehouse, distributing, and manufacturing. Port activities account for an estimated 28,000 jobs in Pierce County, and 101,000 jobs in Washington state. The Port is financed, in small measure, by a general property tax levy that is assessed to all Pierce County residents, but most of the Port’s revenue comes from their proprietary activities.

The Port of Tacoma is governed by a 5-member commission. The voters of Pierce County elect the five (5) Port Commissioners, who serve four-year terms. Each is an at-large, countywide position (i.e., Commissioners are not elected by districts tied to geographic regions within Pierce County).

**Economic Development District.** A large number of states authorize some form of economic development district to be formed. Many economic development districts originally formed during the 1960s to qualify for federal funding from the Economic Development Administration (EDA). The districts often encompassed the same area as that of the regional planning agency,
which obtained HUD "701" or other funds to prepare comprehensive plans. Many regional associations of government created economic development districts encompassing their jurisdictions and used federal planning funds to prepare an Overall Economic Development Plan (OEDP) that are eligible for federal grants and loans, such as those from the EDA. EDA sponsored projects included such economic development activities as industrial parks, infrastructure, and reclamation projects.

The Puget Sound Regional County (PSRC) is a tri-county (Snohomish, King, Pierce) planning agency and designated Metropolitan Planning Organization (MPO). In 2004 the PSRC adopted a comprehensive economic development strategy for the central Puget Sound region. Section III of the report lists a variety of economic development organizations that are part of the “economic team” to strengthen the regional economic base.

The Economic Development Board for Tacoma-Pierce County (TPEDB) serves as one of the economic team members in Pierce County. The Economic Development Board for Tacoma-Pierce County (TPEDB) has six staff members. It focuses on retention and expansion of "high wage businesses and other critical firms." It also recruits target businesses in 1) software development, 2) systems hardware, 3) Internet hosts and networks, 4) export manufacturing, 5) publishing, and 6) administrative offices. Because of the way the EDB is funded and operates, it is classified as a public-private model, and described more fully in the following section on public-private models.

Public/Private Models

Public/private models include formal and informal partnerships and associations. They are generally approached from two basic standpoints, depending on whether they are initiated by public entities or by private parties.

The publicly-initiated partnership model. As may be expected, the public is the predominant partner in the public-initiated model. Public-initiated partnerships usually develop in communities with a history of public involvement in economic development efforts. In these communities, usually the private sector has not been organized for economic development except in a limited way through the local chamber of commerce. The community may attempt to overcome the deficiencies of previous efforts by bringing the private sector into its program. To do so, the community may establish an advisory board within the local government and encourage private donations to the effort, or form a new public/private organization.

The Economic Development Board for Tacoma-Pierce County (TPEDB) can be classified as a publicly-initiated public/private partnership model. It is a private, nonprofit corporation established in 1978. The EDB is a partnership between the public and private sectors that encourages and pursues economic development initiatives that will benefit the Tacoma-Pierce County community.

The Economic Development Board for Tacoma-Pierce County (TPEDB) has six staff members. It focuses on retention and expansion of "high wage businesses and other critical firms." It also recruits target businesses in 1) software development, 2) systems hardware, 3) Internet hosts and
networks, 4) export manufacturing, 5) publishing, and 6) administrative offices.

This effort includes marketing, and partnering with chambers, individual business leaders, public leaders and others to increase success in attracting desired companies to the county. As part of this partnering effort, the TPEDB, Tacoma-Pierce County Chamber, World Trade Center Tacoma, and Pierce County Office of Economic Development have all co-located in downtown Tacoma. Communications and investor relations are also key parts to the TPEDB work program. The TPEDB does outreach to a variety of businesses and organizations, including briefings for its investors. The TPEDB has 43 Board members. The Board includes representatives from government (3 city members, 2 Pierce County, 2 Port of Tacoma, 1 public utility), finance (7), real estate and development (4), health (3), manufacturing (2), education, organized labor, legal, media, retail, the Tacoma-Pierce County Chamber of Commerce, the Tacoma-Pierce County Workforce Development Council, technology, and wood products.

The TPEDB uses ADO contracts and BRE grants from CTED and investors contribute varying amounts of funding. Approximately 65% of the revenue is from private investments. The remaining 35% represents the contracts with public sector partners. The TPEDB conducts fund-raising campaigns every four or five years. This "Competitive Edge" campaign generated $3.5 million from private and public funding partners and it supports TPEDB activities for its five-year budget from 2001 through to 2005.

The privately-initiated partnership model. Many current local economic development programs are a joint effort between public and private sectors. Because the private sector has traditionally been more active in economic development than the local government, it is often the primary instigator of any new program. The partnership develops as local government becomes more interested in taking an active role in economic development and the private sector sees this as an opportunity to gain public assistance and support for its endeavors.

Sometimes a completely new organizational structure is formed, but often the local government simply becomes an active participant in the existing decision-making process. The government may assign staff to work with the private sector in an economic development effort. The local government usually brings with it, however, an orientation and goals which are somewhat different from that of the private business world. When this happens, a process for working out the differences needs to be developed. What often results is a program that incorporates both private and public objectives.

In some communities, a public-private economic development partnership surfaces concerns about the local government's appropriate role in economic development, especially when the plan call for direct financial assistance. Since this is often seen as catering to a special interests, the local government may need to recognize and justify a public interest to receive public support. This political, and sometimes legal, dimension could become a disadvantage of the privately-initiated model. However, this disadvantage may not outweighed the advantages reaped from merging resources from both public and private sectors into a coordinated effort, especially if public support is required in order to make something happen.

The publicly-assisted private model. The traditional organization structure for local economic
development in smaller communities is the publicly-assisted private model. In this version a private voluntary organization (often the chamber of commerce) takes the lead in the program, with the local government providing direct or indirect support. Depending on the interest, resources, priorities and politics of the community, local support may be in the form of research and statistics, printing, zoning, permit processing, technical assistance, land assembly, infrastructure improvements, financial assistance, service contracts, bonds, or loan guarantees.

While local governments generally emphasize attempts to attract new business and industry to the area, and local governments also use convention or tourism as tools for development. Local government tends to be more compliant, becoming actively involved in the program only when asked to assist with specific project approvals or authorizations such as zoning or tax exempt project financing. The advantage of this model is that the private-sector organization can bring experience and expertise to bear on a project - expertise that often far outstrips that of local government. The private organization is able to enhance its efforts through public support provided. The disadvantage for the public sector is that its goals are not necessarily represented in the program nor does it have the opportunity to target activities to specific community problems which may arise.

The publicly-assisted private model requires minimal local staff support and generally is among the least costly approaches for the local government. Where this version is implemented, however, the local government staff assigned to work on the program should be at a high level in the administration. In most communities the city manager, administrator, or community development director is most likely to be responsible for the local government's role in economic development.

Private Models

Private models include both nonpolitical and politically oriented organizations. They are generally approached from two basic standpoints, depending on philosophy and approach. One is the private non-political model and the private political model.

The private non-political model. In some communities, economic development is almost entirely a function of the private sector. In these areas the local program is planned, funded, and implemented by private interests, sometimes acting through a non-profit corporation such as the chamber of commerce, or a private non-profit Local Development Corporation. The organization usually does not seek direct local government financial assistance or other aid in the development or implementation of its program. Programs often target specific geographic areas or projects and have limited objectives. It is not uncommon for such a program to co-exist in a community with one or more of the other organizational forms.

The main disadvantage of the non-political model is that it fails to tap the financial assistance and development incentives which local government can provide. The advantage is to the private sector, on the other hand, is that it "owns" the program and has control of activities. It allows the organization to make plans and conduct sensitive negotiations without the risk of premature public disclosure. One danger for the public sector is that programs organized in this way can easily be converted to the "private political model" discussed below.
The private political model. This model of organizational is essentially the same as the private nonpolitical model except that it actively pursues local government support, and thus differs in the strategies employed. Private interests undertake program planning and finance initial strategies. Once the program is developed, the organization becomes a special interest group that relies on pressuring the local government for approval for its program, technical assistance and financing for at least part of it. The strategy often includes a concerted effort to have the local governing body approve funding for infrastructure improvements, provide public parking, provide local services, authorize bond issues or apply for grants to fund projects, to enact changes in land use regulations or comprehensive plans which would be beneficial to the organization's program, and to initiate local financial incentives such as tax abatement, industrial revenue bonds, or tax increment financing. The relationship between the organization and the local government can become confrontational and antagonistic, but in some cases the private group is able to gain community support and government approval of its plans.

Communities with a private political structure in place need to have a strong local government staff capability and knowledgeable council members in order to deal effectively with the demands placed on the local government by the private sector organization.

The chapter on Organization and Implementation will address the recommended organizational model for the City of Bonney Lake.

The City Government’s Role in Economic Development


Policy Review and Regulation. The City has adopted a Comprehensive Plan and land use regulations to regulate and guide the development of the city. It also sets various fees and charges for development. It adopts and enforces a variety of building and land use codes.

Infrastructure Development. The City provides much of the infrastructure in the City, including the transportation system (except SR 410), the water system, and the sewer collection system (sewer treatment is provided jointly with the City of Sumner). Electricity and gas is provided by Puget Sound Energy.

Economic Facilitator. As a city government providing infrastructure and land use control, the City is in a position to play a key role in facilitating economic activity. The City may be proactive in designating sufficient land and infrastructure to support commercial activity, in facilitation discussion between land owners and developers, in providing information to business interests, in promoting economic activity, in helping to assemble land for economic development projects, and in facilitating projects with permitting and compliance assistance. The City could provide technical and financial assistance, and participate in public-private economic partnerships.
In addition, the City can help facilitate actions necessary to develop a solid foundation for successful economic development efforts such as working educational institutions to promote labor force training.

**Support Regional Economic Development Efforts.** By virtue of being an incorporated city in Pierce County, the City is included in a variety of county-wide economic development efforts in the county, including those of the Puget Sound Regional Council, the Port of Tacoma, the Economic Development Board of Tacoma-Pierce County, the Pierce County Economic Development Division, and the Bonney Lake Chamber of Commerce.

It is the intent of the City to play a strong proactive role in Bonney Lake’s economic development.

**Financial Resources for Economic Development**

There are a variety of methods to finance economic development in the state of Washington, including state and federal assistance, as well as local options. Exhibit “A” contains a 16 page list of the principal means by which Washington cities can help finance economic development related activities. Many of the grant programs listed are targeted to address specific needs, have stringent eligibility requirements, and limited funding.
Community and Economic Profile of Bonney Lake

Community Profile

In 1850, the first settlers arrived in the Bonney Lake area. They traveled across the Naches Trail, following paths made by Native American tribes on their east-west crossing, a route that closely parallels today's Old Sumner-Buckley Highway.

It wasn’t until 1946 that Bonney Lake was established as a town, on a 1,000 acre parcel. Until 1946, there was no electricity or water available. The Simmons family was the driving force for development and incorporation, with Kenneth Simmons serving three terms as Bonney Lake's first mayor.

Incorporation was finally accomplished in 1949, when the city population reached 327. By 1950, the new town had streets, a water system, electricity, telephone lines, refuse disposal, and a blood bank. By 1957, there were 12 businesses in Bonney Lake, with several new shopping developments underway.

The official 2004 population of Bonney Lake is 13,740, with a total estimated population of 28,560 living inside the water service area provided by the City’s water utility.

The City of Bonney Lake is a residential suburban community located near and along the shores of Lake Tapps. Also include within the City are Bonney Lake and Lake Debra Jane. There are approximately 4,772 single-family residences inside the City limits, along with 83 multi-family units.

Lake Debra Jane is the picturesque center piece of the Lake Debra Jane Estates residential neighborhood
Quality of Life in Bonney Lake

There are many factors which contribute to Bonney Lake’s exceptional quality of life. These include availability of goods and services locally, excellent schools, a local library, desirable residential neighborhoods, exceptional local government services, and excellent recreational opportunities.

Parks and Recreation.
Bonney Lake’s principal park, Allan Yorke Park features Lake Tapps beach front, a boat launch, a first-class skate board park, picnicking, trails, basketball court, and ball fields.

The City of Bonney Lake provides a variety of recreational opportunities through a joint arrangement with the City of Sumner and the Sumner School District. There are a variety of classes and competitive sports in which both youth and adults can participate.

Lake Tapps is a 4.5 square mile lake that contains 45 miles of shoreline. It is a popular place to boat, ski or fish. The shoreline of Lake Tapps is home to some 5,400 residents. The south end of the Lake is within the incorporated limits of the City of Bonney Lake. The City operates one of two public boat launches on the lake.

Bonney Lake’s close proximity to Mount Rainier National Park—a favorite of both tourists and locals—gives hikers, bikers, climbers, campers and nature lovers a direct route to choice Washington terrain.
Senior Center. The Bonney Lake Senior is operated by the City of Bonney Lake with assistance from the Bonney Lake Area Senior Citizens, Inc. The City provides a lunch program, plus a variety of social and cultural activities for the seniors of the area. The Center is assisted by the Bonney Lake Area Senior Citizens, a 501(C)3 nonprofit corporation, which provides operational support through volunteers, a bingo program, and other fund raising programs to benefit the senior citizens. The center is open Monday-Friday. The senior center is available for group rental when not in use by the seniors.

Library. The Bonney Lake branch of the Pierce County Library System is located at 18501-90 St. East. The Bonney Lake Branch of the Pierce County Library provides a broad range of print, electronic, and audiovisual material offered by Pierce County Library System and reflects the great diversity of interests and opinions in our communities.

Schools. The majority of the City of Bonney Lake lies within the boundaries of the Sumner School District, with portions of the City lying within the Derringer and White River School districts. School buildings within the City limits include the new Bonney Lake High School (pictured), Bonney Lake Elementary, and Emerald Hills Elementary.
## Table 1
### City of Bonney Lake 2000 Census Data

<table>
<thead>
<tr>
<th>General Characteristics</th>
<th>Number</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population</td>
<td>9,687</td>
<td>100.0</td>
<td>100%</td>
</tr>
<tr>
<td>Male</td>
<td>4,997</td>
<td>51.6</td>
<td>49.1%</td>
</tr>
<tr>
<td>Female</td>
<td>4,690</td>
<td>48.4</td>
<td>50.9%</td>
</tr>
<tr>
<td>Median age (years)</td>
<td>33.2</td>
<td>(X)</td>
<td>35.3</td>
</tr>
<tr>
<td>Under 5 years</td>
<td>664</td>
<td>6.9</td>
<td>6.8%</td>
</tr>
<tr>
<td>18 years and over</td>
<td>6,589</td>
<td>68.0</td>
<td>74.3%</td>
</tr>
<tr>
<td>65 years and over</td>
<td>448</td>
<td>4.6</td>
<td>12.4%</td>
</tr>
<tr>
<td>One race</td>
<td>9,461</td>
<td>97.7</td>
<td>97.6%</td>
</tr>
<tr>
<td>White</td>
<td>9,114</td>
<td>94.1</td>
<td>75.1%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>58</td>
<td>0.6</td>
<td>12.3%</td>
</tr>
<tr>
<td>American Indian and Alaska Native</td>
<td>99</td>
<td>1.0</td>
<td>0.9%</td>
</tr>
<tr>
<td>Asian</td>
<td>123</td>
<td>1.3</td>
<td>3.6%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>7</td>
<td>0.1</td>
<td>0.1%</td>
</tr>
<tr>
<td>Some other race</td>
<td>60</td>
<td>0.6</td>
<td>5.5%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>226</td>
<td>2.3</td>
<td>2.4%</td>
</tr>
<tr>
<td>Hispanic or Latino (of any race)</td>
<td>298</td>
<td>3.1</td>
<td>12.5%</td>
</tr>
<tr>
<td>Average household size</td>
<td>2.96</td>
<td>(X)</td>
<td>2.59</td>
</tr>
<tr>
<td>Average family size</td>
<td>3.26</td>
<td>(X)</td>
<td>3.14</td>
</tr>
<tr>
<td>Total housing units</td>
<td>3,404</td>
<td>100.0</td>
<td>100.0%</td>
</tr>
<tr>
<td>Occupied housing units</td>
<td>3,266</td>
<td>95.9</td>
<td>91.0%</td>
</tr>
<tr>
<td>Owner-occupied housing units</td>
<td>2,794</td>
<td>85.5</td>
<td>66.2%</td>
</tr>
<tr>
<td>Renter-occupied housing units</td>
<td>472</td>
<td>14.5</td>
<td>33.8%</td>
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<tr>
<td>Vacant housing units</td>
<td>138</td>
<td>4.1</td>
<td>9.0%</td>
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</table>

<table>
<thead>
<tr>
<th>Social Characteristics</th>
<th>Number</th>
<th>Percent</th>
<th>U.S.</th>
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</thead>
<tbody>
<tr>
<td>Population 25 years and over</td>
<td>5,594</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>High school graduate or higher</td>
<td>4,977</td>
<td>89.0</td>
<td>80.4%</td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td>939</td>
<td>16.8</td>
<td>24.4%</td>
</tr>
<tr>
<td>Civilian veterans (civilian population 18 years and over)</td>
<td>833</td>
<td>13.3</td>
<td>12.7%</td>
</tr>
<tr>
<td>Disability status (population 21 to 64 years)</td>
<td>746</td>
<td>13.6</td>
<td>19.2%</td>
</tr>
<tr>
<td>Foreign born</td>
<td>217</td>
<td>2.3</td>
<td>11.1%</td>
</tr>
<tr>
<td>Now married (population 15 years and over)</td>
<td>4,120</td>
<td>60.2</td>
<td>54.4%</td>
</tr>
<tr>
<td>Speak a language other than English at home (5 years and over)</td>
<td>400</td>
<td>4.6</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic Characteristics</th>
<th>Number</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>In labor force (population 16 years and over)</td>
<td>5,015</td>
<td>75.4</td>
<td>63.9%</td>
</tr>
<tr>
<td>Mean travel time to work in minutes (population 16 years and over)</td>
<td>33.9</td>
<td>(X)</td>
<td>25.5</td>
</tr>
<tr>
<td>Median household income (dollars)</td>
<td>60,282</td>
<td>(X)</td>
<td>41,994</td>
</tr>
<tr>
<td>Median family income (dollars)</td>
<td>62,644</td>
<td>(X)</td>
<td>50,046</td>
</tr>
<tr>
<td>Per capita income (dollars)</td>
<td>21,371</td>
<td>(X)</td>
<td>21,587</td>
</tr>
<tr>
<td>Families below poverty level</td>
<td>73</td>
<td>3.0</td>
<td>9.2%</td>
</tr>
<tr>
<td>Individuals below poverty level</td>
<td>370</td>
<td>4.0</td>
<td>12.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Housing Characteristics</th>
<th>Number</th>
<th>Percent</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-family owner-occupied homes</td>
<td>2,307</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Median value (dollars)</td>
<td>159,400</td>
<td>(X)</td>
<td>119,600</td>
</tr>
<tr>
<td>Median of selected monthly owner costs</td>
<td>(X)</td>
<td>(X)</td>
<td></td>
</tr>
<tr>
<td>With a mortgage</td>
<td>1,346</td>
<td>(X)</td>
<td>1,088</td>
</tr>
<tr>
<td>Not mortgaged</td>
<td>428</td>
<td>(X)</td>
<td>295</td>
</tr>
</tbody>
</table>

(X) Not applicable.

Source: U.S. Census Bureau, Summary File 1 (SF 1) and Summary File 3 (SF 3)
Bonney Lake Economic Development Plan

Bonney Lake is predominantly a single-family community with a variety of housing types in all price ranges.

Table 2
Bonney Lake Households By Age

<table>
<thead>
<tr>
<th>HOUSEHOLD TYPE BY AGE OF HOUSEHOLDER</th>
<th>Pierce County, Washington</th>
<th>Bonney Lake City, Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total:</td>
<td>260,897</td>
<td>3,123</td>
</tr>
<tr>
<td><strong>Family households:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Householder 15 to 24 years</td>
<td>8,628</td>
<td>46</td>
</tr>
<tr>
<td>Householder 25 to 34 years</td>
<td>35,282</td>
<td>417</td>
</tr>
<tr>
<td>Householder 35 to 44 years</td>
<td>51,445</td>
<td>941</td>
</tr>
<tr>
<td>Householder 45 to 54 years</td>
<td>39,562</td>
<td>654</td>
</tr>
<tr>
<td>Householder 55 to 64 years</td>
<td>22,374</td>
<td>253</td>
</tr>
<tr>
<td>Householder 65 to 74 years</td>
<td>14,711</td>
<td>95</td>
</tr>
<tr>
<td>Householder 75 to 84 years</td>
<td>8,142</td>
<td>54</td>
</tr>
<tr>
<td>Householder 85 years and over</td>
<td>1,322</td>
<td>11</td>
</tr>
<tr>
<td><strong>Nonfamily households:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Householder 15 to 24 years</td>
<td>6,480</td>
<td>104</td>
</tr>
<tr>
<td>Householder 25 to 34 years</td>
<td>12,714</td>
<td>173</td>
</tr>
</tbody>
</table>
### Community Profile Summary Data

Population (year 2004): 13,740  
Males: 4,997 (51.6%), Females: 4,690 (48.4%)  
Elevation: 605 feet  
County: Pierce  
Land area: 5.4 square miles  
Zip code: 98390  
Median resident age: 33.2 years  
Median household income: $60,282 (year 2000)  
Median house value: $159,400 (year 2000)  
Diversity (2000 Census Date):  
- White Non-Hispanic (92.0%)  
- Hispanic (3.1%)  
- Two or more races (2.3%)  
- American Indian (1.8%)  
- Other race (0.6%)  
- Black (0.6%)  
- Filipino (0.5%)  

Educational Attainment (For population 25 years and over):  
- High school or higher: 89.0%  
- Bachelor's degree or higher: 16.8%  
- Graduate or professional degree: 3.4%  

Mean travel time to work: 33.9 minutes  

Marital Status: (For population 15 years and over)  
- Never married: 23.9%  
- Now married: 60.2%  
- Separated: 1.4%  
- Widowed: 3.0%  
- Divorced: 11.5%  

Nearest cities:  
- Sumner, WA – Pop. 8,740 (4.7 miles)
Bonney Lake Economic Development Plan

- South Prairie, WA – Pop. 440 (6.0 miles)
- Orting, WA – Pop. 4,295 (6.7 miles)
- Pacific, WA – Pop. 5,665 (7.5 miles)
- Puyallup, WA – Pop. – Pop. (8.4 miles)
- Edgewood, WA – Pop. 9,405 (8.5 miles)
- Auburn, WA – Pop. 45,355 (8.5 miles).

Single-family new house construction building permits:
- 1996: 63 buildings, average cost: $127,000
- 1997: 91 buildings, average cost: $133,200
- 1998: 86 buildings, average cost: $142,600
- 1999: 80 buildings, average cost: $149,200
- 2000: 83 buildings, average cost: $132,000
- 2001: 295 buildings, average cost: $122,500
- 2002: 331 buildings, average cost: $168,400
- 2003: 291 buildings, average cost: $171,700

Crime in Bonney Lake (2003):
- Murder: 0
- Rape: 3
- Robbery: 11
- Aggravated Assault: 25
- Arson: 6
- Burglary: 97
- Larceny: 372
- Vehicle Theft: 72

Hospitals/medical centers near Bonney Lake:
- Good Samaritan Hospital (About 5 miles away; Puyallup, WA)
- Mary Bridge Children's Hospital (About 10 Miles; Tacoma, Wa)
- Puget Sound Behavioral Health (About 10 Miles; Tacoma, Wa)
- Tacoma General Allenmore Hospital (About 10 Miles; Tacoma, Wa)

Airports Certified For Carrier Operations Nearest To Bonney Lake:
- Seattle-Tacoma Intl (About 20 Miles; Seattle, Wa; Id: Sea)
- McChord AFB (About 21 Miles; Tacoma, Wa; Id: Tcm)
- Boeing Field/King County Intl (About 25 Miles; Seattle, Wa; Id: Bfi)

Other Public-Use Airports Nearest To Bonney Lake:
- Auburn Muni (About 10 Miles; Auburn, Wa; Id: S50)
- Pierce County - Thun Field (About 10 Miles; Puyallup, Wa; Id: 1s0)
- Crest Airpark (About 12 Miles; Kent, Wa; Id: S36)
Bonney Lake City Government

The City of Bonney Lake operates as a non-charter code city with a mayor-council form of government, with a popularly elected mayor and 7 city council members. The mayor is elected at large every 4 years. There is no term limit. The 7 member city council members are elected every 4 years with no term limit. 5 council members are elected from wards, and 2 are elected at large. Accomplished professional department heads assist the mayor in the administration of the city government. The current City departments are Administration, Finance, IT, Public Works, Planning and Community Development, and Police. The City has annexed into East Pierce Fire and Rescue (Pierce County Fire District No. 22) for fire services, and into the Pierce County Library District for library services.

In 2004, the City eliminated its refuse utility, and now contracts directly with DM Disposal for the provision of refuse, recycling, and yard waste services in the City.

City Employment. In 2005 the City budgeted workforce consisted of 107.5 full-time equivalent positions, spread among the following departments as follows:

- Finance and Administration: 16.5
- Senior Center: 4.5
- Municipal Court: 4.5
- Police: 30
- Planning and Community Development: 12
- Public Works: 40

Permit Center Activity and Turnaround Times. In 2003, the City issued 450 building permits, 37 of which were for new commercial structures. In 2004, the City issued 330 building permits, 11 of which were for new commercial structures.

The City has established a “one stop” permit center to facilitating building and land-use permitting. The Permit Center is responsible for the enforcement of codes, laws, ordinances, and regulations pertaining to building construction/remodeling and infrastructure within the City of Bonney Lake. The Permit Center is geared to provide as many "over-the-counter" reviews as possible, and to consolidate those reviews into fewer steps. On the average, new Commercial permits are issued 4-6 weeks after submittal of a complete application, whereas commercial remodel and tenant improvement permits only average 1 to 2 weeks before a permit can be secured.
Public Safety. Bonney Lake businesses enjoy excellent police and fire protection. The Police Department is located in the City’s public safety building, which it currently shares with Fire District #22. The Police Department consists of 23 commissioned officers and 4 civilian support positions. Services offered by the police department include security surveys, investigation, crime prevention, coordination of some special events, community oriented policing, traffic control and crisis-intervention assistance.

In fall of 1999, the City annexed into Pierce County Fire Protection District No. 22, commonly known as East Pierce Fire and Rescue, effectively completing a merger of the City’s municipal fire department with that of District 22. The District headquarters are located in the City’s public safety building. Equipment Housed at this Station includes a fire pumper truck, support truck, medic one unit, brush truck, 2 personal water craft (SeaDoo) and fire safety house. The Fire District provides a variety of fire and life safety services, including fire prevention, fire suppression, wild fire unit, emergency medical services, and water rescue.

Economic Profile of Bonney Lake

Current and extensive economic data at the community level for small cities in Pierce County is not readily available. Most economic data is at the state and county level. However, when community level data from the 2002 Census of Business is available in the summer of 2005, the City anticipates receiving more specific Bonney Lake economic data to include in its economic planning and implementation activities.

Much of the economic data the City has to work with is dated. This is complicated by the fact that Bonney Lake is one of the fastest growing cities in the state, especially in terms of commercial retail growth.

The PSRC reported that in 1995 the employment base in Bonney Lake (using Year 2000 boundaries) by industry sector was as follows:
Construction: 104
Finance, Insurance, Real Estate: 200
Manufacturing: 0
Retail: 902
According to City business license data and a recent phone survey, the largest 2004 employers in Bonney Lake included:

Table 3

<table>
<thead>
<tr>
<th>Major Bonney Lake Employers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer</td>
</tr>
<tr>
<td>Wal-Mart</td>
</tr>
<tr>
<td>Fred Meyer</td>
</tr>
<tr>
<td>Target</td>
</tr>
<tr>
<td>Albertson’s</td>
</tr>
<tr>
<td>Safeway</td>
</tr>
<tr>
<td>City of Bonney Lake</td>
</tr>
</tbody>
</table>

With the recent growth of the Bonney Lake commercial centers (Downtown, Midtown, and Eastown), the retail employment base has expanded considerably. Also, with the planned 2005 opening of the Bonney Lake High School, Bonney Lake employment in the education sector will increase significantly.

In 2004, Bonney Lake issued business licenses to 422 businesses (not counting home occupation licenses). The Bonney Lake commercial sector consists largely of small businesses. Of the 422 businesses operating in the City, 138 are operated by a single person. Another 145 businesses employ 2-4 employees. Thus, 283 Bonney Lake businesses employ less that five (5) employees. This amounts to 67% of all businesses. Thus, the majority of businesses in the City are small businesses. There are 87 businesses (20%) employing 11-15 persons, and 32 businesses (7.6%) employing 12-25 employees. Only sixteen (16) businesses employ more than 25 employees, and many of those are part-time employees.

The largest non-retail businesses in the City are the John L. Scott and Windemere real estate companies.

The most common type of business in Bonney Lake includes:

- Construction and related – 40 businesses
- Eating and/or drinking establishments – 40 businesses
- Health and medical care related – 32 businesses
- Beauty salon and related – 32 businesses
- Miscellaneous retail – 16 businesses
- Day/Child care – 12 businesses
- Real estate related – 7 businesses

Most of the economic activity in Bonney Lake is located along the State Route 410 corridor. For discussion and planning purposes, the City has divided the commercial sector of the City into
three (3) major activity areas: Downtown, Midtown, and Eastown. Downtown is occasionally referred to as Old Town, as it was the initial commercial center developed in the City.

Downtown

Downtown is generally described as that area along SR 410 from Meyers Road to East 184th. Downtown is the original commercial center of the City and serves as the western gateway to the present day City limits.

A downtown redevelopment concept plan was prepared for the area in 2001, entitled the “Strategic Commercial District Plan”. The Downtown area serves as a civic center of the city, with the existing park and ride lot, post office, public safety building, city hall annex and library as anchors. It was envisioned that a new city hall and/or community center could also be built in Downtown to further solidify it as the civic center of the City. The principal business anchor on the north side of SR410 in the Downtown area is the proposed Grocery Outlet (Old Bonney Lake Market building). The south side is anchored by the Rainier Office Building.

Downtown Bonney Lake, especially the portion north of SR410, is an area the City has targeted for redevelopment
The north side of Downtown (north side of SR410) is fairly new in its development, including the Park and Ride Lot, and the Rainier Plaza Office Building.

*The new 30,000 square feet Rainer Office Plaza building was completed in 2005*
Midtown

Midtown is generally described as that area along SR 410 from East 192\textsuperscript{nd} to East 202\textsuperscript{nd}. Midtown is developed on both the north and south sides of SR 410.

Midtown is currently anchored on the north by Wal-Mart, and Office Depot. Albertson’s grocery is the largest business on the Southeastern boarder of Midtown.

The north side of Midtown is anchored by Target.
The south side of Midtown is anchored by Walmart and Office Depot

Office Depot helps anchor the south Midtown area of Bonney Lake
Eastown

Eastown is generally described as that area along SR 410 from East 208th to East 234th. Eastown is generally developed from 208th to 214th. The major commercial activity in this section of Eastown currently includes Fred Meyers, Safeway, and Regal Theatres.

The City’s most significant commercial development opportunity lies in the portion of Eastown running along SR 410 from East 214th to East 234th. However, sewer service has not been extended to much of this section of Eastown. In 2005 the City will be undertaking an Eastown study and plan to determine how to best complete the Eastown infrastructure, including sewer and road circulation. With the WSDOT limiting ingress and egress along SR 410, a frontage road system will need to be developed to achieve the highest and best use of the property.
**Sales Tax Collections.** A key indicator of a city’s economic health and vitality is the local sales tax collections. The Graph below shows the City of Bonney Lake’s share of state sales tax collections for the past several years. This figure excludes the amount of the sales tax that is dedicated for park and criminal justice purposes. As the graph indicates, the City has enjoyed...
steadily increasing sales tax collections each of the past several years as the City has become the retail center of the East county plateau region. It is anticipated that with the planned growth of the region and the future development of the Eastown area, this trend will continue.

Table IV
Bonney Lake Sales Tax Collections In Dollars Per Year

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>500000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1000000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1500000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2000000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2500000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table V
Employment Categories of Bonney Lake Residents – By Sex

<table>
<thead>
<tr>
<th>EMPLOYMENT CATEGORY BY SEX</th>
<th>Pierce County, Washington</th>
<th>Bonney Lake city, Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total:</td>
<td>314,158</td>
<td>4,749</td>
</tr>
<tr>
<td>Male:</td>
<td>166,918</td>
<td>2,720</td>
</tr>
<tr>
<td>Management, professional, and related occupations:</td>
<td>44,702</td>
<td>597</td>
</tr>
<tr>
<td>Management, business, and financial operations occupations:</td>
<td>20,472</td>
<td>358</td>
</tr>
<tr>
<td>Management occupations, except farmers and farm managers</td>
<td>14,629</td>
<td>251</td>
</tr>
<tr>
<td>Farmers and farm managers</td>
<td>233</td>
<td>5</td>
</tr>
<tr>
<td>Business and financial operations occupations:</td>
<td>5,610</td>
<td>102</td>
</tr>
<tr>
<td>Business operations specialists</td>
<td>2,949</td>
<td>34</td>
</tr>
<tr>
<td>Financial specialists</td>
<td>2,661</td>
<td>68</td>
</tr>
<tr>
<td>Professional and related occupations:</td>
<td>24,230</td>
<td>239</td>
</tr>
<tr>
<td>Computer and mathematical occupations</td>
<td>3,827</td>
<td>57</td>
</tr>
<tr>
<td>Architecture and engineering occupations:</td>
<td>4,682</td>
<td>44</td>
</tr>
<tr>
<td>Architects, surveyors, cartographers, and engineers</td>
<td>3,317</td>
<td>23</td>
</tr>
<tr>
<td>Drafters, engineering, and mapping technicians</td>
<td>1,365</td>
<td>21</td>
</tr>
<tr>
<td>Life, physical, and social science occupations</td>
<td>1,025</td>
<td>0</td>
</tr>
</tbody>
</table>
### EMPLOYMENT CATEGORY BY SEX

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Male %</th>
<th>Female %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and social services occupations</td>
<td>2,467</td>
<td>147,240</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal occupations</td>
<td>1,255</td>
<td>4,844</td>
<td>26</td>
<td>643</td>
</tr>
<tr>
<td>Education, training, and library occupations</td>
<td>4,518</td>
<td>9,846</td>
<td>36</td>
<td>223</td>
</tr>
<tr>
<td>Arts, design, entertainment, sports, and media occupations</td>
<td>1,982</td>
<td>111</td>
<td>41</td>
<td>0</td>
</tr>
<tr>
<td>Healthcare practitioners and technical occupations</td>
<td>4,474</td>
<td>6,395</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td>Health diagnosing and treating practitioners and technical occupations</td>
<td>3,148</td>
<td>3,220</td>
<td>13</td>
<td>71</td>
</tr>
<tr>
<td>Health technologists and technicians</td>
<td>1,326</td>
<td>3,175</td>
<td>7</td>
<td>29</td>
</tr>
<tr>
<td>Service occupations:</td>
<td></td>
<td></td>
<td>185</td>
<td></td>
</tr>
<tr>
<td>Healthcare support occupations</td>
<td>955</td>
<td>1,211</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>Protective service occupations</td>
<td>5,454</td>
<td>14,656</td>
<td>94</td>
<td>252</td>
</tr>
<tr>
<td>Fire fighting, prevention, and law enforcement workers, including supervisors</td>
<td>3,365</td>
<td>14,569</td>
<td>63</td>
<td>252</td>
</tr>
<tr>
<td>Other protective service workers, including supervisors</td>
<td>2,089</td>
<td>14,569</td>
<td>31</td>
<td>252</td>
</tr>
<tr>
<td>Food preparation and serving related occupations</td>
<td>5,897</td>
<td>14,569</td>
<td>32</td>
<td>252</td>
</tr>
<tr>
<td>Building and grounds cleaning and maintenance occupations</td>
<td>6,167</td>
<td>14,569</td>
<td>41</td>
<td>252</td>
</tr>
<tr>
<td>Personal care and service occupations</td>
<td>2,121</td>
<td></td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Sales and office occupations</td>
<td>29,228</td>
<td></td>
<td>477</td>
<td></td>
</tr>
<tr>
<td>Sales and related occupations</td>
<td>17,147</td>
<td></td>
<td>284</td>
<td></td>
</tr>
<tr>
<td>Office and administrative support occupations</td>
<td>12,081</td>
<td></td>
<td>193</td>
<td></td>
</tr>
<tr>
<td>Farming, fishing, and forestry occupations</td>
<td>1,245</td>
<td></td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Construction, extraction, and maintenance occupations</td>
<td>33,447</td>
<td></td>
<td>669</td>
<td></td>
</tr>
<tr>
<td>Construction and extraction occupations</td>
<td>18,791</td>
<td></td>
<td>417</td>
<td></td>
</tr>
<tr>
<td>Supervisors, construction and extraction workers</td>
<td>2,354</td>
<td></td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Construction trades workers</td>
<td>16,324</td>
<td></td>
<td>349</td>
<td></td>
</tr>
<tr>
<td>Extraction workers</td>
<td>113</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Installation, maintenance, and repair occupations</td>
<td>14,656</td>
<td></td>
<td>252</td>
<td></td>
</tr>
<tr>
<td>Production, transportation, and material moving occupations</td>
<td>37,702</td>
<td></td>
<td>785</td>
<td></td>
</tr>
<tr>
<td>Production occupations</td>
<td>17,114</td>
<td></td>
<td>359</td>
<td></td>
</tr>
<tr>
<td>Transportation and material moving occupations</td>
<td>20,588</td>
<td></td>
<td>426</td>
<td></td>
</tr>
<tr>
<td>Supervisors, transportation and material moving workers</td>
<td>583</td>
<td></td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Aircraft and traffic control occupations</td>
<td>1,069</td>
<td></td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Motor vehicle operators</td>
<td>9,313</td>
<td></td>
<td>242</td>
<td></td>
</tr>
<tr>
<td>Rail, water and other transportation occupations</td>
<td>1,279</td>
<td></td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Material moving workers</td>
<td>8,344</td>
<td></td>
<td>132</td>
<td></td>
</tr>
<tr>
<td>Female:</td>
<td>147,240</td>
<td>2,029</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management, professional, and related occupations</td>
<td>49,844</td>
<td></td>
<td>643</td>
<td></td>
</tr>
<tr>
<td>Management, business, and financial operations occupations</td>
<td>16,352</td>
<td></td>
<td>323</td>
<td></td>
</tr>
<tr>
<td>Management occupations, except farmers and farm managers</td>
<td>9,846</td>
<td></td>
<td>223</td>
<td></td>
</tr>
<tr>
<td>Farmers and farm managers</td>
<td>111</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Business and financial operations occupations</td>
<td>6,395</td>
<td></td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Business operations specialists</td>
<td>3,220</td>
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<td>71</td>
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<tr>
<td>Financial specialists</td>
<td>3,175</td>
<td></td>
<td>29</td>
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</tr>
<tr>
<td>Professional and related occupations</td>
<td>33,492</td>
<td></td>
<td>320</td>
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<tr>
<td>Computer and mathematical occupations</td>
<td>1,664</td>
<td></td>
<td>0</td>
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</tbody>
</table>
## EMPLOYMENT CATEGORY BY SEX

<table>
<thead>
<tr>
<th>Category</th>
<th>Males</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture and engineering occupations</td>
<td>631</td>
<td>0</td>
</tr>
<tr>
<td>Architects, surveyors, cartographers, and engineers</td>
<td>334</td>
<td>0</td>
</tr>
<tr>
<td>Drafters, engineering, and mapping technicians</td>
<td>297</td>
<td>0</td>
</tr>
<tr>
<td>Life, physical, and social science occupations</td>
<td>713</td>
<td>0</td>
</tr>
<tr>
<td>Community and social services occupations</td>
<td>3,588</td>
<td>29</td>
</tr>
<tr>
<td>Legal occupations</td>
<td>1,625</td>
<td>7</td>
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<tr>
<td>Education, training, and library occupations</td>
<td>12,298</td>
<td>120</td>
</tr>
<tr>
<td>Arts, design, entertainment, sports, and media occupations</td>
<td>2,134</td>
<td>26</td>
</tr>
<tr>
<td>Healthcare practitioners and technical occupations</td>
<td>10,839</td>
<td>138</td>
</tr>
<tr>
<td>Health diagnosing and treating practitioners and technical occupations</td>
<td>6,843</td>
<td>116</td>
</tr>
<tr>
<td>Health technologists and technicians</td>
<td>3,996</td>
<td>22</td>
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<tr>
<td>Service occupations</td>
<td>30,532</td>
<td>387</td>
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<tr>
<td>Healthcare support occupations</td>
<td>6,028</td>
<td>65</td>
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<tr>
<td>Protective service occupations</td>
<td>1,510</td>
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<tr>
<td>Fire fighting, prevention, and law enforcement workers, including supervisors</td>
<td>628</td>
<td>0</td>
</tr>
<tr>
<td>Other protective service workers, including supervisors</td>
<td>882</td>
<td>0</td>
</tr>
<tr>
<td>Food preparation and serving related occupations</td>
<td>10,016</td>
<td>177</td>
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<tr>
<td>Building and grounds cleaning and maintenance occupations</td>
<td>3,837</td>
<td>21</td>
</tr>
<tr>
<td>Personal care and service occupations</td>
<td>9,141</td>
<td>124</td>
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<tr>
<td>Sales and office occupations</td>
<td>54,877</td>
<td>854</td>
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<td>Sales and related occupations</td>
<td>18,155</td>
<td>340</td>
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<tr>
<td>Office and administrative support occupations</td>
<td>36,722</td>
<td>514</td>
</tr>
<tr>
<td>Farming, fishing, and forestry occupations</td>
<td>438</td>
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</tr>
<tr>
<td>Construction, extraction, and maintenance occupations</td>
<td>1,887</td>
<td>28</td>
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<tr>
<td>Construction and extraction occupations</td>
<td>776</td>
<td>23</td>
</tr>
<tr>
<td>Supervisors, construction and extraction workers</td>
<td>83</td>
<td>0</td>
</tr>
<tr>
<td>Construction trades workers</td>
<td>693</td>
<td>23</td>
</tr>
<tr>
<td>Extraction workers</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Installation, maintenance, and repair occupations</td>
<td>1,111</td>
<td>5</td>
</tr>
<tr>
<td>Production, transportation, and material moving occupations</td>
<td>9,662</td>
<td>117</td>
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<tr>
<td>Production occupations</td>
<td>5,616</td>
<td>69</td>
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<tr>
<td>Transportation and material moving occupations</td>
<td>4,046</td>
<td>48</td>
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<tr>
<td>Supervisors, transportation and material moving workers</td>
<td>162</td>
<td>0</td>
</tr>
<tr>
<td>Aircraft and traffic control occupations</td>
<td>126</td>
<td>0</td>
</tr>
<tr>
<td>Motor vehicle operators</td>
<td>1,740</td>
<td>26</td>
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<tr>
<td>Rail, water and other transportation occupations</td>
<td>177</td>
<td>0</td>
</tr>
<tr>
<td>Material moving workers</td>
<td>1,841</td>
<td>22</td>
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</table>

**Source:** 2000 Census
Table VI
Employment Sector of Bonney Lake Residents – By Sex

**EMPLOYMENT SECTOR BY SEX**

<table>
<thead>
<tr>
<th></th>
<th>Pierce County, Washington</th>
<th>Bonney Lake City, Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total:</strong></td>
<td>314,158</td>
<td>4,749</td>
</tr>
<tr>
<td><strong>Male:</strong></td>
<td>166,918</td>
<td>2,720</td>
</tr>
<tr>
<td>Agriculture, forestry, fishing and hunting, and mining:</td>
<td>2,343  19</td>
<td>2,067  19</td>
</tr>
<tr>
<td>Mining</td>
<td>276</td>
<td>0</td>
</tr>
<tr>
<td>Construction</td>
<td>21,570</td>
<td>504</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>29,214</td>
<td>577</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>9,908</td>
<td>161</td>
</tr>
<tr>
<td>Retail trade</td>
<td>18,509</td>
<td>287</td>
</tr>
<tr>
<td>Transportation and warehousing, and utilities:</td>
<td>15,942  338</td>
<td>14,032  325</td>
</tr>
<tr>
<td>Transportation and warehousing</td>
<td>14,032  325</td>
<td>14,032  325</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,910</td>
<td>13</td>
</tr>
<tr>
<td>Information</td>
<td>4,079</td>
<td>69</td>
</tr>
<tr>
<td>Finance, insurance, real estate and rental and leasing:</td>
<td>7,301  100</td>
<td>4,099  46</td>
</tr>
<tr>
<td>Finance and insurance</td>
<td>4,099</td>
<td>46</td>
</tr>
<tr>
<td>Real estate and rental and leasing</td>
<td>3,202  54</td>
<td>3,202  54</td>
</tr>
<tr>
<td>Professional, scientific, management, and administrative services:</td>
<td>12,447  198</td>
<td>5,673  81</td>
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<tr>
<td>Professional, scientific, and technical services</td>
<td>5,673  81</td>
<td>5,673  81</td>
</tr>
<tr>
<td>Management of companies and enterprises</td>
<td>17  0</td>
<td>17  0</td>
</tr>
<tr>
<td>Administrative and support and waste management services</td>
<td>6,757  117</td>
<td>6,757  117</td>
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<tr>
<td>Educational, health and social services:</td>
<td>16,415  142</td>
<td>7,572  105</td>
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<td>Educational services</td>
<td>7,572</td>
<td>105</td>
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<tr>
<td>Health care and social assistance</td>
<td>8,843  37</td>
<td>8,843  37</td>
</tr>
<tr>
<td>Arts, entertainment, recreation, accommodation and food services:</td>
<td>10,645  74</td>
<td>3,057  23</td>
</tr>
<tr>
<td>Arts, entertainment, and recreation</td>
<td>3,057  23</td>
<td>3,057  23</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>7,588  51</td>
<td>7,588  51</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>8,218  145</td>
<td>8,218  145</td>
</tr>
<tr>
<td>Public administration</td>
<td>10,327</td>
<td>106</td>
</tr>
<tr>
<td><strong>Female:</strong></td>
<td>147,240</td>
<td>2,029</td>
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<tr>
<td>Agriculture, forestry, fishing and hunting, and mining:</td>
<td>783  0</td>
<td>774  0</td>
</tr>
<tr>
<td>Mining</td>
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<td>0</td>
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<tr>
<td>Construction</td>
<td>2,770</td>
<td>60</td>
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<tr>
<td>Manufacturing</td>
<td>10,297</td>
<td>259</td>
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<tr>
<td>Wholesale trade</td>
<td>4,011</td>
<td>59</td>
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<tr>
<td>Retail trade</td>
<td>20,899</td>
<td>339</td>
</tr>
<tr>
<td>Transportation and warehousing, and utilities:</td>
<td>5,613  62</td>
<td>5,001  56</td>
</tr>
<tr>
<td>Transportation and warehousing</td>
<td>5,001  56</td>
<td>5,001  56</td>
</tr>
<tr>
<td>Utilities</td>
<td>612</td>
<td>6</td>
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### EMPLOYMENT SECTOR BY SEX

<table>
<thead>
<tr>
<th>_sector</th>
<th>males</th>
<th>females</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information</td>
<td>3,059</td>
<td>0</td>
</tr>
<tr>
<td>Finance, insurance, real estate and rental and leasing:</td>
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<td>146</td>
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<tr>
<td>Finance and insurance</td>
<td>7,651</td>
<td>94</td>
</tr>
<tr>
<td>Real estate and rental and leasing</td>
<td>3,260</td>
<td>52</td>
</tr>
<tr>
<td>Professional, scientific, management, and administrative services:</td>
<td>10,648</td>
<td>128</td>
</tr>
<tr>
<td>Professional, scientific, and technical services</td>
<td>5,781</td>
<td>41</td>
</tr>
<tr>
<td>Management of companies and enterprises</td>
<td>39</td>
<td>0</td>
</tr>
<tr>
<td>Administrative and support and waste management services</td>
<td>4,828</td>
<td>87</td>
</tr>
<tr>
<td>Educational, health and social services:</td>
<td>48,841</td>
<td>594</td>
</tr>
<tr>
<td>Educational services</td>
<td>18,003</td>
<td>194</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>30,838</td>
<td>400</td>
</tr>
<tr>
<td>Arts, entertainment, recreation, accommodation and food services:</td>
<td>13,630</td>
<td>246</td>
</tr>
<tr>
<td>Arts, entertainment, and recreation</td>
<td>3,198</td>
<td>49</td>
</tr>
<tr>
<td>Accommodation and food services</td>
<td>10,432</td>
<td>197</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>7,742</td>
<td>73</td>
</tr>
<tr>
<td>Public administration</td>
<td>8,036</td>
<td>63</td>
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</table>

Source: 2000 Census

---

### Table VII

**Means of Transportation to Work of Bonney Lake Residents**

#### MEANS OF TRANSPORTATION TO WORK

<table>
<thead>
<tr>
<th>Means of Transportation to Work</th>
<th>Pierce County, Washington</th>
<th>Bonney Lake City, Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total:</td>
<td>324,285</td>
<td>4,686</td>
</tr>
<tr>
<td>Car, truck, or van:</td>
<td>290,763</td>
<td>4,450</td>
</tr>
<tr>
<td>Drove alone</td>
<td>247,597</td>
<td>3,849</td>
</tr>
<tr>
<td>Carpoled</td>
<td>43,166</td>
<td>601</td>
</tr>
<tr>
<td>Public transportation:</td>
<td>8,784</td>
<td>33</td>
</tr>
<tr>
<td>Bus or trolley bus</td>
<td>8,469</td>
<td>33</td>
</tr>
<tr>
<td>Streetcar or trolley car (publico in Puerto Rico)</td>
<td>23</td>
<td>0</td>
</tr>
<tr>
<td>Subway or elevated</td>
<td>22</td>
<td>0</td>
</tr>
<tr>
<td>Railroad</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Ferryboat</td>
<td>157</td>
<td>0</td>
</tr>
<tr>
<td>Taxicab</td>
<td>106</td>
<td>0</td>
</tr>
<tr>
<td>Motorcycle</td>
<td>325</td>
<td>0</td>
</tr>
<tr>
<td>Bicycle</td>
<td>650</td>
<td>0</td>
</tr>
<tr>
<td>Walked</td>
<td>9,412</td>
<td>9</td>
</tr>
<tr>
<td>Other means</td>
<td>2,788</td>
<td>23</td>
</tr>
<tr>
<td>PLACE OF WORK</td>
<td>Pierce County, Washington</td>
<td>Bonney Lake City, Washington</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Total:</td>
<td>324,285</td>
<td>4,686</td>
</tr>
<tr>
<td>Worked in state of residence:</td>
<td>321,012</td>
<td>4,672</td>
</tr>
<tr>
<td>Worked in county of residence</td>
<td>228,282</td>
<td>2,147</td>
</tr>
<tr>
<td>Worked outside county of residence</td>
<td>92,730</td>
<td>2,525</td>
</tr>
<tr>
<td>Worked outside state of residence (during the week before census was taken)</td>
<td>3,273</td>
<td>14</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2000 Census

<table>
<thead>
<tr>
<th>TIME LEAVING HOME FOR WORK</th>
<th>Pierce County, Washington</th>
<th>Bonney Lake city, Washington</th>
<th>% BL Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total:</td>
<td>324,285</td>
<td>4,686</td>
<td></td>
</tr>
<tr>
<td>Did not work at home:</td>
<td>312,722</td>
<td>4,515</td>
<td></td>
</tr>
<tr>
<td>12:00 a.m. to 4:59 a.m.</td>
<td>18,189</td>
<td>325</td>
<td>7.20%</td>
</tr>
<tr>
<td>5:00 a.m. to 5:29 a.m.</td>
<td>16,110</td>
<td>294</td>
<td>6.51%</td>
</tr>
<tr>
<td>5:30 a.m. to 5:59 a.m.</td>
<td>22,099</td>
<td>269</td>
<td>5.96%</td>
</tr>
<tr>
<td>6:00 a.m. to 6:29 a.m.</td>
<td>33,283</td>
<td>631</td>
<td>13.98%</td>
</tr>
<tr>
<td>6:30 a.m. to 6:59 a.m.</td>
<td>32,272</td>
<td>519</td>
<td>11.50%</td>
</tr>
<tr>
<td>7:00 a.m. to 7:29 a.m.</td>
<td>40,015</td>
<td>580</td>
<td>12.85%</td>
</tr>
<tr>
<td>7:30 a.m. to 7:59 a.m.</td>
<td>36,463</td>
<td>263</td>
<td>5.83%</td>
</tr>
<tr>
<td>8:00 a.m. to 8:29 a.m.</td>
<td>24,594</td>
<td>315</td>
<td>6.98%</td>
</tr>
<tr>
<td>8:30 a.m. to 8:59 a.m.</td>
<td>14,996</td>
<td>229</td>
<td>5.07%</td>
</tr>
<tr>
<td>9:00 a.m. to 9:59 a.m.</td>
<td>16,789</td>
<td>284</td>
<td>6.29%</td>
</tr>
<tr>
<td>10:00 a.m. to 10:59 a.m.</td>
<td>7,579</td>
<td>123</td>
<td>2.72%</td>
</tr>
<tr>
<td>11:00 a.m. to 11:59 a.m.</td>
<td>4,082</td>
<td>41</td>
<td>0.91%</td>
</tr>
<tr>
<td>12:00 p.m. to 3:59 p.m.</td>
<td>24,270</td>
<td>350</td>
<td>7.75%</td>
</tr>
<tr>
<td>4:00 p.m. to 11:59 p.m.</td>
<td>21,981</td>
<td>292</td>
<td>6.47%</td>
</tr>
</tbody>
</table>
Table X
Travel Time to Work for Bonney Lake Residents

<table>
<thead>
<tr>
<th>TRAVEL TIME TO WORK</th>
<th>Pierce County, Washington</th>
<th>Bonney Lake City, Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total:</td>
<td>312,722</td>
<td>4,515</td>
</tr>
<tr>
<td>Less than 30 minutes:</td>
<td>185,211</td>
<td>2,158</td>
</tr>
<tr>
<td>Public transportation</td>
<td>1,782</td>
<td>0</td>
</tr>
<tr>
<td>Other means</td>
<td>183,429</td>
<td>2,158</td>
</tr>
<tr>
<td>30 to 44 minutes:</td>
<td>64,286</td>
<td>1,224</td>
</tr>
<tr>
<td>Public transportation</td>
<td>1,618</td>
<td>0</td>
</tr>
<tr>
<td>Other means</td>
<td>62,668</td>
<td>1,224</td>
</tr>
<tr>
<td>45 to 59 minutes:</td>
<td>29,288</td>
<td>560</td>
</tr>
<tr>
<td>Public transportation</td>
<td>1,065</td>
<td>0</td>
</tr>
<tr>
<td>Other means</td>
<td>28,223</td>
<td>560</td>
</tr>
<tr>
<td>60 or more minutes:</td>
<td>33,937</td>
<td>573</td>
</tr>
<tr>
<td>Public transportation</td>
<td>4,319</td>
<td>33</td>
</tr>
<tr>
<td>Other means</td>
<td>29,618</td>
<td>540</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2000 Census
The Bonney Lake Park and Ride Lot, located off SR410 and 184th provides local workers an easy alternative to commuting by private vehicle.

Table XI
Work Status by Sex of Bonney Lake Residents

<table>
<thead>
<tr>
<th>WORK STATUS BY SEX</th>
<th>Pierce County, Washington</th>
<th>Bonney Lake City, Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total:</td>
<td>531,215</td>
<td>6,653</td>
</tr>
<tr>
<td>Male:</td>
<td>260,747</td>
<td>3,381</td>
</tr>
<tr>
<td>Worked in 1999:</td>
<td>205,342</td>
<td>2,862</td>
</tr>
<tr>
<td>Usually worked 35 or more hours per week:</td>
<td>177,949</td>
<td>2,581</td>
</tr>
<tr>
<td>50 to 52 weeks</td>
<td>134,898</td>
<td>2,087</td>
</tr>
<tr>
<td>48 and 49 weeks</td>
<td>9,309</td>
<td>126</td>
</tr>
<tr>
<td>40 to 47 weeks</td>
<td>11,355</td>
<td>210</td>
</tr>
<tr>
<td>27 to 39 weeks</td>
<td>8,389</td>
<td>42</td>
</tr>
<tr>
<td>14 to 26 weeks</td>
<td>7,797</td>
<td>88</td>
</tr>
<tr>
<td>1 to 13 weeks</td>
<td>6,201</td>
<td>28</td>
</tr>
<tr>
<td>Usually worked 15 to 34 hours per week:</td>
<td>21,277</td>
<td>258</td>
</tr>
<tr>
<td>50 to 52 weeks</td>
<td>7,446</td>
<td>55</td>
</tr>
<tr>
<td>48 and 49 weeks</td>
<td>1,062</td>
<td>20</td>
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</table>
## WORK STATUS BY SEX

<table>
<thead>
<tr>
<th>Duration</th>
<th>Male</th>
<th>Female</th>
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</thead>
<tbody>
<tr>
<td>40 to 47 weeks</td>
<td>2,334</td>
<td>270,468</td>
</tr>
<tr>
<td>27 to 39 weeks</td>
<td>2,983</td>
<td></td>
</tr>
<tr>
<td>14 to 26 weeks</td>
<td>3,649</td>
<td></td>
</tr>
<tr>
<td>1 to 13 weeks</td>
<td>3,803</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>16</td>
<td>3,272</td>
</tr>
</tbody>
</table>

### Usual Work Status

<table>
<thead>
<tr>
<th>Duration</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usually worked 1 to 14 hours per week:</td>
<td>6,116</td>
<td>119,812</td>
</tr>
<tr>
<td>50 to 52 weeks</td>
<td>2,043</td>
<td></td>
</tr>
<tr>
<td>48 and 49 weeks</td>
<td>293</td>
<td></td>
</tr>
<tr>
<td>40 to 47 weeks</td>
<td>564</td>
<td></td>
</tr>
<tr>
<td>27 to 39 weeks</td>
<td>622</td>
<td></td>
</tr>
<tr>
<td>14 to 26 weeks</td>
<td>1,097</td>
<td></td>
</tr>
<tr>
<td>1 to 13 weeks</td>
<td>1,497</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>23</td>
<td>1,504</td>
</tr>
</tbody>
</table>

### Did not work in 1999

<table>
<thead>
<tr>
<th>Duration</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did not work in 1999</td>
<td>55,405</td>
<td>519</td>
</tr>
</tbody>
</table>

### Worked in 1999

<table>
<thead>
<tr>
<th>Duration</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worked in 1999</td>
<td>174,580</td>
<td>2,377</td>
</tr>
<tr>
<td>Usually worked 35 or more hours per week:</td>
<td>119,812</td>
<td>1,504</td>
</tr>
<tr>
<td>50 to 52 weeks</td>
<td>82,416</td>
<td>1,077</td>
</tr>
<tr>
<td>48 and 49 weeks</td>
<td>6,387</td>
<td>38</td>
</tr>
<tr>
<td>40 to 47 weeks</td>
<td>9,768</td>
<td>124</td>
</tr>
<tr>
<td>27 to 39 weeks</td>
<td>8,558</td>
<td>167</td>
</tr>
<tr>
<td>14 to 26 weeks</td>
<td>6,796</td>
<td>47</td>
</tr>
<tr>
<td>1 to 13 weeks</td>
<td>5,887</td>
<td>51</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>333</td>
<td>702</td>
</tr>
</tbody>
</table>

### Usually worked 15 to 34 hours per week

<table>
<thead>
<tr>
<th>Duration</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 to 52 weeks</td>
<td>17,897</td>
<td>333</td>
</tr>
<tr>
<td>48 and 49 weeks</td>
<td>2,151</td>
<td>30</td>
</tr>
<tr>
<td>40 to 47 weeks</td>
<td>5,312</td>
<td>89</td>
</tr>
<tr>
<td>27 to 39 weeks</td>
<td>6,091</td>
<td>78</td>
</tr>
<tr>
<td>14 to 26 weeks</td>
<td>7,066</td>
<td>77</td>
</tr>
<tr>
<td>1 to 13 weeks</td>
<td>6,106</td>
<td>95</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>30</td>
<td>702</td>
</tr>
</tbody>
</table>

### Usually worked 1 to 14 hours per week

<table>
<thead>
<tr>
<th>Duration</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>50 to 52 weeks</td>
<td>2,671</td>
<td>65</td>
</tr>
<tr>
<td>48 and 49 weeks</td>
<td>430</td>
<td>0</td>
</tr>
<tr>
<td>40 to 47 weeks</td>
<td>850</td>
<td>30</td>
</tr>
<tr>
<td>27 to 39 weeks</td>
<td>1,530</td>
<td>35</td>
</tr>
<tr>
<td>14 to 26 weeks</td>
<td>2,216</td>
<td>32</td>
</tr>
<tr>
<td>1 to 13 weeks</td>
<td>2,448</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>65</td>
<td>895</td>
</tr>
</tbody>
</table>

### Did not work in 1999

<table>
<thead>
<tr>
<th>Duration</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did not work in 1999</td>
<td>95,888</td>
<td>895</td>
</tr>
</tbody>
</table>

Source: 2000 Census
Table XII
Workers By Family Type of Bonney Lake Households

<table>
<thead>
<tr>
<th>WORKERS BY FAMILY TYPE</th>
<th>Pierce County, Washington</th>
<th>Bonney Lake City, Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total:</td>
<td>181,466</td>
<td>2,471</td>
</tr>
<tr>
<td>Married-couple family:</td>
<td>140,192</td>
<td>1,977</td>
</tr>
<tr>
<td>No workers</td>
<td>16,469</td>
<td>126</td>
</tr>
<tr>
<td>1 worker</td>
<td>32,006</td>
<td>420</td>
</tr>
<tr>
<td>2 workers:</td>
<td>75,663</td>
<td>1,112</td>
</tr>
<tr>
<td>Husband and wife worked</td>
<td>71,104</td>
<td>1,064</td>
</tr>
<tr>
<td>Other</td>
<td>4,559</td>
<td>48</td>
</tr>
<tr>
<td>3 or more workers:</td>
<td>16,054</td>
<td>319</td>
</tr>
<tr>
<td>Husband and wife worked</td>
<td>15,077</td>
<td>311</td>
</tr>
<tr>
<td>Other</td>
<td>977</td>
<td>8</td>
</tr>
<tr>
<td>Other family:</td>
<td>41,274</td>
<td>494</td>
</tr>
<tr>
<td>Male householder, no wife present:</td>
<td>11,561</td>
<td>209</td>
</tr>
<tr>
<td>No workers</td>
<td>792</td>
<td>19</td>
</tr>
<tr>
<td>1 worker</td>
<td>7,219</td>
<td>130</td>
</tr>
<tr>
<td>2 workers</td>
<td>3,026</td>
<td>46</td>
</tr>
<tr>
<td>3 or more workers</td>
<td>524</td>
<td>14</td>
</tr>
<tr>
<td>Female householder, no husband present:</td>
<td>29,713</td>
<td>285</td>
</tr>
<tr>
<td>No workers</td>
<td>3,832</td>
<td>39</td>
</tr>
<tr>
<td>1 worker</td>
<td>18,477</td>
<td>157</td>
</tr>
<tr>
<td>2 workers</td>
<td>6,084</td>
<td>63</td>
</tr>
<tr>
<td>3 or more workers</td>
<td>1,320</td>
<td>26</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2000 Census
Assessing the Bonney Lake Economic Base

It is difficult to obtain accurate economic data at the community level, as most economic data is compiled at the county level only. The 2002 Census of Business and Industry will contain more community level economic data, but because of significant lag times in compiling and reporting the data, much of which is not scheduled to be available until the second half of 2005.

Local Work Force and Labor Market. The resident civilian labor force is defined as all persons 16 years of age and older within a specified geographic area who are either working or actively seeking work. This excludes those serving in the armed forces. Like the general population, the labor force can be seen as a key economic indicator. Patterns of growth and decline in Pierce County’s labor force are largely driven by economic cycles as well as activity in the local construction, government and/or other predominant sectors in the county economy. Since gross domestic product and gross state product are not gathered at the county level, labor force changes, as well as other measures, serve as proxies.

In 1999, the labor force in Pierce County was estimated at 335,300. From 1970 to 1999, Pierce County’s civilian labor force grew 238 percent. By comparison, the State’s grew 218 percent. Annual average rates of growth in the local civilian labor force varied somewhat in the 1970s, averaging 2.7 percent, but ranging anywhere from a 1 percent decline in 1974 to a 6 percent increase in 1978. This average rate lagged behind the overall state growth of the 1970s by nearly 1 percentage point. But not in the 1980s and 1990s.

The 1980s began with two national recessions, neither having much effect on Pierce County’s labor force. Growth was strong during the entire decade, averaging 3.6 percent annual growth, compared to a 2.4 percent average for the state. In the 1990s, Pierce County again experienced growth stronger than the state’s, a 2.8 percent average annual growth rate compared to 2.3 percent for the state. The 1990s started with both the county and the state dipping slightly, most likely because of the 1990-91 national recession. The following year Pierce County more than made up for this loss by increasing to a decade peak of 5 percent growth. In recent years, the annual average growth rate has declined from 3.4 percent in 1997 to 0.8 percent in 1999.

One of the more interesting aspects about Pierce County’s labor force is that about 25 percent work outside of the county.

The 2000 Census of Population does contain some labor force data unique to Bonney Lake. 99.7% of the Bonney Lake labor force works in the state of Washington. However, only 46% of the Bonney Lake labor force works in Pierce County. And 11% of that group reported working at home in a home occupation. Thus, except for the small number of people who work out-of-state (0.3%), the balance of the Bonney Lake work force (nearly 54%) works outside of Pierce County. Thus, 65% of the Bonney Lake workforce either works in their home or outside of Pierce County. The data does not indicate whether those workers commute to King, Thurston, Snohomish or other counties. It does indicate, however, a need for more good paying jobs locally.
According to the 2000 Census, 12.7% of Bonney Lake workers commute more than 60 minutes to work (one way), while 14.2% were able to get to work in less than 15 minutes. The relatively small percentage of workers who are able to get to work in less than 15 minutes indicates that the vast majority of the Bonney Lake residents in the workforce are employed outside of the East Pierce County area.

According to the 2000 Census, 85% of Bonney Lake males over the age of 16 (excluding social security recipients) are in the work force, while 66% of the females in the same category are working.

According to the 2000 Census, 88.2% of the husbands of Bonney Lake married couples are in the workforce, while 59% of the wives are. In female-headed households, 72.3% of the women are in the workforce.

The following table, compiled from 2000 Census data, and a summary of Table V above, indicates that 28.8% of Bonney Lake males in the work force are employed in the production, transportation, and material moving occupations, 25.7% are employed in construction, extraction, and maintenance occupations, while 21.9% are employed in managerial and professional related occupations. 42% of Bonney Lake female workers are employed in sales and office occupations, while 31.7% are employed in managerial and professional related occupations.

<table>
<thead>
<tr>
<th>Table 13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Occupational Category By Sex</strong></td>
</tr>
<tr>
<td>Bonney Lake Residents</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td><strong>Male:</strong></td>
</tr>
<tr>
<td>Management, professional, and related occupations</td>
</tr>
<tr>
<td>Service occupations</td>
</tr>
<tr>
<td>Sales and office occupations</td>
</tr>
<tr>
<td>Farming, fishing, and forestry occupations</td>
</tr>
<tr>
<td>Construction, extraction, and maintenance occupations</td>
</tr>
<tr>
<td>Production, transportation, and material moving occupations</td>
</tr>
<tr>
<td><strong>Female:</strong></td>
</tr>
<tr>
<td>Management, professional, and related occupations</td>
</tr>
<tr>
<td>Service occupations</td>
</tr>
<tr>
<td>Sales and office occupations</td>
</tr>
<tr>
<td>Farming, fishing, and forestry occupations</td>
</tr>
<tr>
<td>Construction, extraction, and maintenance occupations</td>
</tr>
<tr>
<td>Production, transportation, and material moving occupations</td>
</tr>
</tbody>
</table>

**Access to Customers and Suppliers.** As part of the central Puget Sound region, businesses located in Bonney Lake have access to the customers and suppliers in the region. The 2004 population of Pierce County was estimated at 744,000. There are an estimated 150,000 persons
living within 20 minutes driving distance of Bonney Lake, and more than a million people within 60 minutes driving distance of Bonney Lake.

**Availability of Commercial Buildings and Lands.** Much of the commercial property (including manufacturing and light industrial) in the City of Bonney Lake has been developed since 1990. Bonney Lake has historically enjoyed very high occupancy levels in its commercial buildings.

There are a number of building tracts of commercially zoned land in the City, particularly in the Eastown area to which water and sewer service has not yet been extended.

**Water and Sewer Service.** The City of Bonney Lake provides all municipal infrastructure services in the City, including water, sewer, and transportation. The City has its own water supply (wells and springs) and distribution system, plus supplements its supply as needed with Tacoma Public Utilities supplied potable water. Due to its building codes, and excellent water and fire suppression systems, the City recently received a 2 insurance rating, making insurance rates in Bonney Lake among the lowest in the state. The City also provides water to much of the greater Bonney Lake area. While the city population is around 14,000 residents, the City provides water to a residential population of approximately 24,000. The City services more than 10,000 utility accounts.

Most of the City is on the sanitary sewer system. The City of Bonney Lake provides sewer collection service directly to City residents. Sewer treatment is provided by the City of Sumner through an inter-local agreement in which the City has purchased sewer treatment capacity from the City of Sumner. In 2004, the plant initiated an expansion which is expected to be adequate to treat City sewer flows for many years to come.

**Transportation Service and Networks.** Almost all of the present and planned commercial activity in the City lies along the State Route 410 corridor, a 4-lane highway. SR 410 provides ready access to the state’s major interstate system.

State Route (SR) 410 is a 109 mile stretch of state highway that originates at SR-167 between Puyallup and Sumner and ascends scenically into the Cascades, serving as the primary access to Mount Rainier and the Crystal Mountain ski area from the north. SR-410 crosses the Cascades at Chinook Pass, 5430 feet above sea level, and terminates at US-12 west of Naches. SR 410 connects to Interstate 5 (I-5) via SR 512, and connects to I-405 via SR-167.

SR-167, the Valley Freeway, parallels I-5 through the Kent Valley between Puyallup and I-405 in Renton. It is a 31 mile stretch of highway. SR-167 actually begins as an undivided road in Tacoma and runs roughly southeast into Puyallup, site of the Western Washington State Fair, where it turns north and extends through the valley as a full freeway.

SR-512 is a 13 mile stretch of highway which begins at I-5 in Lakewood and travels due east to the South Hill area, where it turns north through the middle of Puyallup before intersecting with, and continuing as, SR-167.
In this way, SR-512 and the Valley Freeway provide a complete freeway link between I-5 in Lakewood and I-405 in Renton, running through the growing Puyallup/South Hill area of Pierce County and the Kent Valley in King County. SR-512 also provides access to the western terminus of SR-410 over the Cascades.

Pierce Transit operates a Park and Ride lot in Bonney Lake, located at SR 410 and 184th Street East.

The Bonney Lake Transit Center and Park and Ride Lot, located off SR410 and 184th

Education and Training Opportunities. Most of the City of Bonney Lake lies within the Sumner School District, with portions in the Derringer and White River School Districts. The new Bonney Lake High School opens in the fall of 2005. The Sumner School District will have two (2) high schools, Sumner and Bonney Lake. The district offers high school students a number of vocational related programs. The programs are offered at one school or the other. Sumner HS offers an auto mechanics, fire science and construction program. BLHS will launch new programs in pre-engineering and culinary arts.

Additionally, each of the four wings at the new BLSH offer specialized learning opportunities. The science, health and engineering wing, for example, will include a marine biology program augmented by hundreds of gallons of water in tanks for fish and other sea creatures. A state-of-the-art robotics room located in the same wing will offer students hands-on learning using a real-world, integrated learning model. The business, media and technology wing is slated to feature a
television production studio, and the arts and communications wing will contain a first rate ceramics room.

There are a number of post-secondary colleges and technical schools within easy commuting distance of Bonney Lake.

Pacific Lutheran University (PLU) is a four-year private institution. Originally founded as Pacific Lutheran Academy in 1890, it became a junior college in 1921 and then a four-year college in 1941. It was recognized as a university in 1960. The campus presently occupies 126 acres in suburban Parkland south of Tacoma. PLU is accredited by the Northwest Association of Schools and Colleges and by the National Council for the Accreditation of Teacher Education. The university has further accreditation in chemistry, nursing, business administration, social work, music, and computer science. PLU is comprised of several schools and colleges. The largest is the College of Arts and Sciences with its divisions in Humanities, Natural Sciences, and Social Sciences. There is also the School of Arts, School of Business Administration, School of Education, School of Nursing, and School of Physical Education. Several Master’s degrees are also available.

University of Puget Sound (UPS) is a four-year, private institution. UPS was founded in 1888 by Methodists. It became the College of Puget Sound in 1913 after adopting a four-year program. In 1960, it became the University of Puget Sound after adopting a full university curriculum. The 72-acre campus is located in the north end of Tacoma. UPS is accredited by Northwest Association of Schools and Colleges. Accreditation has also been granted to individual programs in chemistry, education, music, occupational therapy, and physical therapy.

The University of Washington and the Evergreen State College have branch campuses in Tacoma. These are designed to give placebound students relative access to upper division courses. “Placebound” students—primarily those in Pierce, Kitsap, and south King counties—are those who cannot relocate because of cost, work, or other responsibilities. This is reflected by evening and weekend course scheduling.

City University is an independent higher education institution with campuses throughout Washington, Oregon, California, and British Columbia. It’s Tacoma-Olympia site is in downtown Tacoma. City University typically serves the education needs of those not reached by traditional means, namely working adults. As such, courses are largely scheduled in the evenings and on weekends (distance learning is also an option). City University is accredited by the Northwest Association of Schools and Colleges.

Pierce County also has a four-year degree program located on-base at Fort Lewis and McChord Air Force Base under the auspices of Southern Illinois University.

Other regional four-year colleges and their distances from Bonney Lake:
- University of Washington, Seattle (35 miles)
- Seattle Pacific University, Seattle (35 miles)
- Seattle University, Seattle (35 miles)
- The Evergreen State College, Olympia (30 miles)
• St. Martin’s College, Lacey (26 miles)
• Cornish College of the Arts, Seattle (32 miles)

Tacoma Community College (TCC) is a state-supported two-year college established in 1965 to meet the higher education needs of Tacoma-Pierce County residents. TCC has four sites—the main campus and a branch in downtown Tacoma, a branch in Tacoma Mall, and the other in the Gig Harbor-Key Peninsula area. The college is accredited by the Association of Northwest

Pierce College is a public, two-year community college with major campuses in Lakewood and Puyallup. Founded in 1967 as Fort Steilacoom Community College, Pierce College is one of Washington’s largest colleges serving more than 20,000 full-time and part-time students each year. Pierce College offers a comprehensive program of day and evening classes, distance learning opportunities, work at your own pace learning labs, unique independent study options, credit for past education, cooperative work experience, and field study.

Other regional community colleges and their distances from Pierce County:
• Green River College, Midway (13 miles)
• Highline Community College, Auburn (13 miles)
• South Puget Sound Community College, Olympia (30 miles)
• Olympic College, Bremerton (36 miles)
• The Seattle Community Colleges (32-35 miles)

Bates Technical College is a state supported technical college. The mission of the school is to train people for jobs and to provide job retraining, apprenticeship and supplemental training (Bates offers nearly 60 job training programs), and home and family life education. All job training programs are approved by the Washington State Superintendent of Public Instruction, and Bates is accredited by the college division of the Northwest Association of schools and colleges. Any person who is at least 16 years old can enroll at any one of the five Bates campuses.

Clover Park Technical College serves the vocational and technical education needs of both high school and adult students. Clover Park Technical College has been accredited since 1984 by the United States Department of Education. Accreditation has also been granted by the American Dental Association and the committee on Allied Health and Education Accreditation. Vocational technical training is designed to prepare students for employment immediately following their course of study. Courses are also offered for those persons presently employed who are seeking further knowledge in their rapidly changing vocational fields. The school is organized as an upgraded vocational technical school, but high school credit is available under certain conditions. The 120-acre campus is located in Lakewood.

Business Climate. Since the late 1990s the City has been known as a very business-friendly City. While there are strict building codes and a variety of impact fees associated with development, the City staff has gone to great lengths to be responsive and customer friendly. They City prides itself on providing excellent customer service and timely permitting.

The City has a cooperative working relationship with the Bonney Lake Chamber of Commerce.
In 2004, Paul Schrag of the Pierce County Business Journal wrote that the “idyllic community of Bonney Lake is on the fast track to suburban superstardom. Aggressive annexation, unprecedented residential growth and a booming retail base have turned the once rural community into a landing pad for droves of unsatisfied and restless King County refugees.”

Four-lane State Route 410 reduces the likelihood that the city will have the kind of traffic problems that vex neighbors such as Sumner, who have no such arterial with easy access to commercial activity areas.

The rural landscape is beautiful, with views of Mount Rainier, Kent Valley and some of the most impressive sunset views in the state. Recent utility expansions, including an extensive new sewer network, combined with the lowest interest rates in 45 years to set off a mini-land rush in the late 1990s and early 2000s.

A number of factors have combined to influence Bonney Lake's residential explosion. In 2003 the city absorbed nearly 550 acres of low-density residential land along the SR-410 corridor. It also just happened to absorb 305 acres of mixed-zone commercial, residential, retail and light manufacturing property to serve residents moving into the area.

Developers such as Kent Wong of JF Development saw quickly that Bonney Lake was ripe with opportunity. Wong's company created the 300-lot subdivision Panorama Heights. It also was the site of the 2003 Master Builders' Association Pierce County Street of Dreams, where homes in the $500,000 to $750,000 range sold like hotcakes, in large measure, because the prices seemed so reasonable compared to the $1 million-plus asking prices at many previous Streets of Dreams. But price wasn't the only attraction.

Bonney Lake, whose population has increased from less than 400 in 1950 to 14,000 at the end of 2004, is becoming a home for many persons from King County who are seeking relief from the significantly higher cost of living. This past year, King County has had virtually no population increase -- adding just 5,000 people to a population of 1.78 million. Many others living in south King County cities such as Kent and Auburn, and working with flexible budgets, have found Bonney Lake's mix of luxury and affordability irresistible.

**City Land Use and Building Permitting.** The Mission of the highly trained professional staff at the Permit Center is to serve the public by providing courteous, accurate and timely planning, development and inspection services to build a thriving, prosperous and safe community that enhances the quality of life for all residents of the City of Bonney Lake. The Permit Center is located in the City Hall Annex and serves the citizens of the City by providing the professional services necessary to insure that land use and construction activities within the City are performed in a safe and lawful manner. The Permit Center consists of Building, Planning, Code Enforcement and Public Works (planning/permit admin.).

The Permit Center is responsible for the enforcement of codes, laws, ordinances, and regulations pertaining to building construction/remodeling and infrastructure within the City of Bonney Lake. This enforcement is accomplished by providing building permit information, forms, and guidelines, accepting applications, checking plans, processing building permits, performing
inspections, and responding to complaints. Building codes provide minimum standards to safeguard life, health, property and public welfare by regulating and controlling the design, construction, quality of materials, use and occupancy, location and maintenance of all buildings and structures.

The Permit Center serves a broad range of customers in the permitting process, from homeowners and contractors with small additions, to developers and businesses with large and very complex projects. The Permit Center has been designed as a one-stop-shop to serve all our customers with any size project and a variety of service needs.

The Community Development staff takes in applications for land entitlements such as applications for subdivisions, variances, and land use permits. They clear applications and plans for issuance of building permits and answer customer inquiries about land use history, zoning designations and General Plan land use designations.

The Public Works Permit staff issues permits for right-of-way encroachment, drainage, construction in high flood hazard areas, construction and inspection of city infrastructure and answers customer and staff questions about the role of Public Works in the development process.

The Permit Center is geared to provide as many "over-the-counter" reviews as possible, and to consolidate those reviews into fewer steps. Customers are greeted by a Permit Technician who helps them obtain the proper reviews. Streamlined procedures have reduced the amount of time and the number of people required to process many projects to assists applicants.

The Permit Center is designed with a vision of premier customer service, focused in a single location, combined with highly trained employees, advanced technology, and a constantly improving review and approval process.

Table XIV
Permit Center Activity & Turnaround Time

<table>
<thead>
<tr>
<th>Type of Permit</th>
<th>2003</th>
<th>2004</th>
<th>Avg. Review Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Commercial</td>
<td>37</td>
<td>11</td>
<td>4-6 weeks</td>
</tr>
<tr>
<td>Comm. Repair/Remodel</td>
<td>4</td>
<td>3</td>
<td>1 week (otc)*</td>
</tr>
<tr>
<td>Tenant Improvement</td>
<td>17</td>
<td>13</td>
<td>1-2 week(s) (otc)*</td>
</tr>
<tr>
<td>Demolition</td>
<td>5</td>
<td>9</td>
<td>1 week (otc)*</td>
</tr>
<tr>
<td>Manufactured Homes</td>
<td>11</td>
<td>3</td>
<td>1-2 week(s) (otc)*</td>
</tr>
<tr>
<td>Single Family Residential</td>
<td>288</td>
<td>222</td>
<td>3-4 weeks</td>
</tr>
<tr>
<td>Res. Repair/Remodel</td>
<td>6</td>
<td>15</td>
<td>1-2 week(s) (otc)*</td>
</tr>
<tr>
<td>Res. Accessory Building</td>
<td>56</td>
<td>15</td>
<td>1-2 week(s) (otc)*</td>
</tr>
<tr>
<td>Re. Addition</td>
<td>26</td>
<td>39</td>
<td>1-2 week(s) (otc)*</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>450</strong></td>
<td><strong>330</strong></td>
<td></td>
</tr>
</tbody>
</table>

(otc)* If plans are complete and depending on project complexity the permit may be reviewed and issued over the counter.
Access to Research and Development Facilities. The Puget Sound Region is a major center for research and development (R&D) for the Pacific North-west. The University of Washington, just 39 miles from Bonney Lake, is one of the top research and development facilities in the nation. Other technology development organizations are Fred Hutchinson Cancer Research Center, the Washington Technology Center and the Human Interface Technology (HIT) Laboratory. In the private sector, several hundred firms conduct research in Washington State, and at least half of these firms have facilities in King County. Statewide, according to an *Index of Innovation and Technology* report (2000), Washington ranks 9th for all states in R&D expenditure and enjoys a high ranking among states for the amount of research (per capita) performed by industry and Federally Funded Research and Development Centers (FFRDC).

The University of Washington (UW) has an international reputation for research excellence as well as several Nobel laureates. The university's natural science, engineering and social science programs are in the top 20% of the nation, while its graduate programs in biological sciences rank among the best in the world. The UW has, for the past twenty-five years, ranked in the top five of American institutions for receipt of federal grant and contract awards. Federal funds provide about 80% of the University's grant and contract awards which totaled over $400 million in each of the last three years - about one third of the school's total funding.

UW Research Facilities include:
- Aerospace and Energetics Research Laboratory
- Applied Physics Laboratory
- Center for Analog & Digital Integrated Circuits
- Center for Bioengineering
- Center for Imaging Systems Optimization
- Center for Process Analytical Chemistry
- Human Interface Technology Laboratory
- Electrical, Metallurgical & Ceramic Engineering
- Fisheries Research Institute
- National Institute for Nuclear Theory
- Nuclear Physics Laboratory
- Regional Primate Research Center

- **UW's Tech Transfer Programs.** The University's Office of Technology Transfer (OTT) enhances the development and value of University innovations by protecting them and linking them to marketable products and services. The OTT uses intellectual property and licensing strategies -- tools of business interest -- to induce commercial enterprises to undertake development activity in the public interest. OTT has licensed hundreds of new technologies to corporations that form the basis of commercial processes and products in use today. Significantly, the OTT has licensed intellectual property rights that formed the basis for over three dozen new startup companies in the Seattle area.

- **Human Interface Technology Laboratory.** The HIT Lab works to empower people by building better interfaces with advanced machines to help prepare for the technological 21st Century. Projects emphasize human understanding, hypercollaboration, power
creation, overcoming human limitations and super learning. The HIT Lab has 115 personnel, including faculty, staff and graduate students and an annual budget of over $15 million. To date the Lab has resulted in about ten company spin-offs representing over 200 employees.

- **Washington Technology Center.** Initiated in 1983 by the Washington State Legislature, the Washington Technology Center (WTC) works with Washington State companies and academic researchers to fund market-driven, high technology focused, industry/university research and development partnerships to create economic development opportunities and enhance technology transfer statewide.

The WTC develops and strengthens industry/university relationships through the sponsorship of applied research to meet the needs of industry in the state. The WTC matches a company's needs with resources and expertise in the state's research universities and, on a competitive basis, provides funding support for projects co-sponsored by industry. WTC headquarters are located at the University of Washington, with its research staff drawn from all state supported universities.

The WTC actively pursues applied research in five disciplines: advanced materials and manufacturing; computer systems; microelectronics; biotechnology/biomedical devices; and MicroElectroMechanical Systems (MEMS). The WTC solicits project proposals from participating universities and industries in the state with an emphasis on commercial potential and on the active participation by a company partner.

The WTC also offers two programs for technology assistance and feasibility studies for entrepreneurs. These grant programs are designed to facilitate the university's interaction with small companies and start-ups.

- **Washington Research Foundation.** Founded in 1981, the Washington Research Foundation (WRF) makes equity investments in technology-based startup companies that have a significant link to research institutions in Washington State. The Foundation assists in both the creation of new companies and invest in deals managed by others at the earliest seed stage.

From 1981 to 1995, the primary work of the WRF was on patenting and licensing new technologies to existing companies. Through the organization's licensing activities, it has accumulated sufficient funds to focus on creating startup companies. Today, the WRF manages a $20 million Evergreen Fund.

**Corporate Research.** The Central Puget Sound area boasts a variety of corporate research and development activities, and are world renown for work in aerospace, biotechnology, medical research, computer technology, and forestry.

- **Aerospace/Transportation.** The Boeing Company conducts extensive aerospace research in the City of Kent and designs and develops jet aircraft at its facilities in Everett, Renton and Seattle. Boeing spent $2.1 billion dollars on research in 1998. Other
firms that perform transportation research are Honeywell's Marine Systems Division in Seattle (marine acoustic systems) and PACCAR in Bellevue (trucks, rail cars and heavy duty vehicles).

- **Biotechnology and Biomedical Equipment**: There are about 115 companies dedicated to biotechnology and biomedical equipment research in Washington, the majority of which are located in King County. About 54% of the companies are focused on the research and development of therapeutic products, 26% on diagnostics, 11% on contract manufacturing and genetic testing, 6% on plant, agriculture and animal research, and 3% on natural resources.

- **Fred Hutchinson Cancer Research Center**: The Hutchinson Center, founded in 1972, is one of 28 comprehensive cancer research centers designated by the National Cancer Institute. Using basic and applied research, their mission is to eliminate cancer as a cause of human suffering and death. Located in Seattle, the Center is recognized internationally for its pioneering work in bone marrow transplantation. The Center employs about 2,300 people and is composed of four scientific divisions: Basic Sciences, Clinical Research, Public Health Sciences and Molecular Medicine.

- **Computer Equipment and Software**: Approximately 4,000 companies in Washington State have software development as their principal business. Most notable of these is Microsoft in Redmond, the largest microcomputer software producer in the United States. In addition to Microsoft, many other software firms are headquartered in King County, including Attachmate (universal information access software); Asymetrix (Internet authoring software) and Sierra On-Line (games and educational software) in Bellevue; Wall Data (connectivity software) in Kirkland; and Visio Corporation (Windows-based drawing applications) and RealNetworks, Inc. (streaming Internet video/audio) in Seattle. For more information, contact the WSA.

- **Electronic Components/Semiconductors**: King County's electronics-related manufacturers include Boeing Electronics (aerospace) in Seattle and Data I/O (microprocessor memory/logic programming) and AlliedSignal, Inc. (avionics safety systems) in Redmond.

- **Forest Products and Forestry**: One of the United States' largest forest products companies, Weyerhaeuser, maintains a major research and development center in King County. Weyerhaeuser's complex is located next to its corporate headquarters in Federal Way.

- **Instruments**: Over 140 makers of engineering and scientific instruments are in Washington State, many of which are located in the King County area. Among these are Flow International (high pressure water jets) in Kent and Quinton Instrumentation (high-tech cardiology instruments) in Bothell.

**Banking and Investment Capital.** There are a number of financial institutions in Bonney Lake, including:
• Bank of America
• Columbia Bank- Bonney Lake Branch
• Kitsap Bank
• U S Bank
• Washington Mutual
• Key Bank

As part of the Central Puget Sound region, Bonney Lake businesses have access to the investment capital available in the greater Seattle regional economy.

The Bank of America (Left) and Kitsap Bank (right), located in Midtown, are two of the financial institutions located in Bonney Lake.

Taxes and Government Regulations. The City of Bonney Lake sales tax rate is at 8.8%, which is similar to the rate in the majority of Pierce and King County jurisdictions. The Real Estate Excise Tax rate is 1.78%, which is similar to the majority of other Pierce County jurisdictions. For comparison purposes, the following lists the 2004 property tax rates of selected area municipalities:

• City of Bonney Lake, 1.94
• City of Auburn, 2.83
• City of Puyallup, 4.01
• City of Sumner, 3.24
• City of Tacoma, 4.28

Strengths, Weaknesses, Opportunities, and Threats (SWOTS). On May 26th, 2004, the City of Bonney Lake held a community conversation about economic development to kick off its
Bonney Lake Economic Development Plan

After a review and discussion of Bonney Lake’s current economic situation, participants engaged in a “SWOT Analysis” – a review and discussion of the City’s strengths, challenges and opportunities. A summary of the discussion follows:

Strengths:

Reputation, Leadership, Excellence in Public Service
- Well respected city government
- Strong leadership
- City Council is working with growth instead of being anti-growth
- Strong reputation of City staff and their willingness to work with people
- We are enjoying a good, marketable reputation among the business community
- Excellent police and fire services
- Senior Center is a true community resource
- Our schools are highly regarded
- Park and Ride Lot

Planning Now for Bonney Lake’s Future
- We’re planning now for the future of the community
- We’ve adopted design characteristics for “main street” that are pedestrian-oriented and include gathering places and mixed use
- Have conducted central business district study and are building from that work
- Available, open, developable space

Recreation Opportunities
- Strong parks
- Skate board park
- Strong youth organization, organized sports – parks and recreation partnerships with Sumner

Location/Access and Natural Beauty
- Location – feeds 167, areas to expand, close to recreation
- Highway 410
- Fennel Creek
- Views
- WSU demonstration forest (150 acres)

- Lake Tapps – marketing advantage
Bonney Lake Economic Development Plan

- Gateway to Mt. Rainier

**Our Residents, Our Community**
- We’re developing a community identity
- 85% of the population are homeowners – that means families with investment in the community
- We have an affluent and younger demographic
- Bonney Lake Days

**Encouraging Developments**
- Opening new high school – that will bring school sports,
  - potential partnerships with business
  - Businesses that are coming in will keep people coming back – Cold Stone Creamery and specialty retail, furniture
  - Good City web site; T-1 lines, broad band in City
  - Community newspaper

**Weaknesses - Key Challenges and Threats facing Bonney Lake:**

**Emerging Traffic Issues**
- Traffic bottlenecks, increasing development of 410
- Slowing traffic at bottom of hill to 45 mph also creates bottlenecks
- Synchronizing traffic lights
- There are few side roads to get off of 410
- Parking inadequate in some areas
- Participating in WSDOT planning for 410

**Engaging the Community, Businesses and Service Organizations**
- Community involvement is tough to get; getting beyond core, involved group to broader community input
- We’re a bedroom community. People work elsewhere and it’s hard to get them engaged – there are so many competing priorities for their time
- Build a sense of community with new residents
- Welcoming new residents into our community, learning who they are
- Implementing recommendations and working with community to make it a reality
- Balancing role of government with business and community organizations/service clubs
- Creating a stronger and visible Chamber
- Get involved in Daffodil Festival (community involvement in event should improve with high school)
Getting the Right Mix: Residential Quality of Life and Employment

- Expanding parks and recreation so people come and stay, to accommodate population growth
- How to get more employers to move in – given our residential nature
- Maintain our lakes
- Put infrastructure in first, before development

What are some of the opportunities for the City?

Take Advantage of Development Opportunities

- Taking advantage of momentum and a positive City Council
- Wireless companies are talking about coming into the community
- Developing mixed use buildings with housing on top
- Create other major avenues – so we’re not reliant on 410
- First impressions as you come up over the hill
- Deepen commercial development on 410; highway 410

Bring More Services and Destinations for Residents and the Broader Community

- Keeping businesses up on the hill so more people are staying up here to shop, more services are offered here
- More Restaurants
- Meeting space; motel/conference center
- Medical services (hospitals, clinics)

Enhance Quality of Life and Communications

- Developing sidewalk program that connects trails and shops
- Beautification of the City
- Tie in Council Corner with City newsletter and other media

Building Relationships

- Stronger City relationship with the Chamber
- Building relationships with the Port of Tacoma and other economic development organizations
- Explore relationships with variety of organizations, including recreation organizations, to develop partnerships
- Build community relationships with business
The Economic Vision for Bonney Lake

The economic vision for the City, as articulated by the participants of the May 2004 Economic Development Community Conversation, includes the following elements:

1. **A High Quality of Life**
   - Comfortable living
   - Sense of neighborhood – walk to shopping, know your neighbors
   - Good traffic circulation and City planning
   - Interconnected sidewalk and trail system
   - “Womb-to-tomb” community – a place where families grow, generations live and grow
   - Safe, sense of place
   - Unforgettable
   - Beautiful
   - Distinctive – a Bonney Lake flavor
   - Inviting

2. **A Thriving Economy**
   - Inviting City where business owners want to live
   - Good jobs – can live and work here
   - Totally wireless
   - Well-planned, thriving economy
   - Full range of shopping, can do anything and everything you want to do without leaving town
   - New, fresh and fun-to-be around shops

3. **A Distinct Identity with Community Character**
   - Knowing when you enter the City and when you left – “I just went through Bonney Lake”
   - A destination, not a place you pass through
   - Fun – a place with fun things to do – a draw
   - Downtown with a nightlife, live music and jazz festival
   - Safe, well-lit parks, sporting fields and walking trails
   - Great ambiance – capitalizing on trees, sense of serenity
   - Largest park and trail system in the State
   - Fennel Creek Corridor is a beautiful place to walk
   - Own zip code

4. **A Destination for Recreation**
   - Events and commercial activity tied to recreational amenities
   - Magnet park and trail system
   - Fennel Creek Corridor as a beautiful place to walk
   - Recreational opportunities tied to Lake Tapps
   - Gateway to Mount Rainier
The vision for economic development in Bonney Lake will be realized through a focused economic development program intended to build a more diverse economy and to achieve a better balance between retail and light manufacturing, jobs and housing. The vision encourages and supports the Community Character Element of the Comprehensive Plan. To achieve the vision for economic development in Bonney Lake, the City has established a number of goals, supporting objectives, policies and strategic objectives.

**Goals, Supporting Objectives, Policies, and Strategic Actions**

**Goal 1:** *While respecting the natural and cultural environment, promote and develop a strong, balanced and sustainable local economy that provides reasonable opportunities to live, work, play and shop in Bonney Lake.*

**Supporting Objectives:**

SO 1.1: Utilize the resources of Lake Tapps and the route to Crystal Mountain and Mount Rainer to build tourism and recreation development.

SO 1.2: Endorse local business development opportunities, particularly for small start-up business concerns that may be owned or employ Bonney Lake residents.

SO 1.3: Promote the local use of special small business financing and management assistance programs. Help identify facilities that may be used for small business start-ups including older structures that may be suitably reused for business purposes.

SO 1.4: Monitor proposed commercial and industrial zoning designations and developments elsewhere within the plateau and valley. Protect Bonney Lake’s interests in the allocation of future development opportunities in County land-use decisions.

SO 1.5: Support local employment opportunities that will reduce the Bonney Lake work force’s dependence upon travel outside of the area.

SO 1.6: Promote the redevelopment of Downtown and other underdeveloped areas.

SO 1.7: Provide a better community balance between housing, shopping and working.

SO 1.8: Further diversify the economic base by encouraging more financial, hospitality, technical, and office related uses and jobs while preserving and enhancing a strong retail base.

SO 1.9: Increase the City’s share of office development in East Pierce County. Support quality office and business park space.

SO 1.10: Monitor, support, and where appropriate participate in state, county and regional economic development efforts.
Policies:

P 1.1: Help local private groups to establish local improvement districts with which to develop and finance infrastructure or revitalization efforts – particularly within the Eastown and Downtown areas.

P 1.2: Provide a suitable supply of commercial, retail, business, office, and industrial zoned lands that is capable of carrying an employment base large enough to serve the residents of the city. Ensure that the amount of land zoned for commercial use is adequate to meet long range needs and projections.

P 1.3: Encourage the redevelopment and transformation of the Downtown city center into a gateway focal point for commercial and mixed use activities, as well as a transit hub.

P 1.4: Further Develop and maintain three (3) central commercial centers along SR 410: Downtown, Midtown, and Eastown.

P 1.5: Encourage public and private partnerships in the Bonney Lake area to act cooperatively to attract new and expanding business.

P 1.6: Promote structured parking where appropriate and feasible as a means of facilitating compact and dense pedestrian-oriented retail areas.

P 1.7: Undertake analyses (e.g., socio-economic base analysis, shift-share analysis, retail gravity analysis) to provide marketing and location decision information to prospective businesses, and to provide a technical foundation upon to guide refinement of economic strategy and decision-making.

P 1.8: The City will work actively to formulate ways for joint public/private funding of infrastructure supporting economic activities.

P 1.9: The Downtown, Midtown and Eastown commercial areas will receive special attention in future Comprehensive Plan updates.

P 1.10: The City will review and update its zoning, impact fees, and incentives to better encourage prioritized economic development consistent with the adopted Economic Development Element.

P 1.11: The City will seek to utilize innovative land use techniques to facilitate economic growth, such as, planned unit developments, shared parking, wetland banking, or transfer of development rights, etc.

P 1.12: The City will utilize innovative financing techniques to promote economic development.

P 1.13: The City will work with the Bonney Lake Chamber of Commerce, Port of Tacoma, Tacoma-Pierce County EDB, service clubs, and other stakeholders to actively encourage the
retention and expansion of existing businesses as well as bringing in new development, businesses, and jobs to the community.

P 1.14: The City will work with neighboring cities and Cascadia to promote regional economic development opportunities.

P 1.15: The City recognizes the recreational opportunities associated with Lake Tapps and Mount Rainier, and will pursue actions that promote economic opportunities related to those resources.

P 1.16: Where appropriate, participate or otherwise assist in business-sponsored activities to increase local awareness of goods and services available in Bonney Lake.

P 1.17: Ensure that City licensing and permitting practices and procedures are coherent, fair, and expeditious. Where specialized industry requirements call for inspections by other government agencies, coordinate with those agencies to eliminate duplication of efforts.

P 1.18: Promote the growth of the Bonney Lake Chamber of Commerce.

**Strategic Actions:**

SA 1.1: Create a data base and inventory of commercially zoned buildings and land, including profile sheets on vacant buildings and land.

SA 1.2: Work with other public agencies and private interests to identify and promote sites that can be suitably developed for a variety of local employment projects including business and industrial parks, office and professional centers, and specialized commercial and entertainment centers.

SA 1.3: Develop a marketing strategy for attracting more visitors to Bonney Lake. Develop a detailed strategy for marketing and promoting Bonney Lake as a recreation gateway.

SA 1.4: Without sacrificing quality controls, simplify development procedures and processes to improve understanding, clarify intent, shorten time requirements, consolidate review methods and agents, and enhance the realization of quality development projects within Bonney Lake.

SA 1.5: Complete development of a computer generated geographic information system (GIS) and base maps that provides accurate and timely information for staff reviews, project applications, and public information.

SA 1.6: Assist in creation and development of a Farmer's and/or Crafts Market.

SA 1.7: Cooperate with the BL Chamber of Commerce to create a local business directory.

SA 1.8: Promote local citizen support of businesses located in Bonney Lake through newsletters, directories, and local events.
SA 1.9: Periodically monitor local and regional economic trends and adjust plans, policies, and programs accordingly.

SA 1.10: Complete a sub-area plan for the Eastown commercial area.

SA 1.11: Develop and implement a test City wireless high-speed internet system for business and residential use.

SA 1.12: Review the city’s licensing and permitting procedures for equity and efficiency.

SA 1.13: Administer and compile a business/merchant survey.

SA 1.14: Redo the City’s website to include an extensive economic development section and information base.

SA 1.15: Develop a Bonney Lake business directory.

SA 1.16: Join the Washington Economic Development Association (WEDA),

SA 1.17: Continue to support and sponsor Bonney Lake Days.

SA 1.18: Assist property owners to package and market their commercial properties, whereby private property owners may package and offer their individual or combined properties through the Chamber, EDB, or realtor websites and marketing programs under the plans and designs created in the approved comprehensive plan.

SA 1.23: Develop a long range integrated community capital improvement plan (CIP) that includes a financial plan and integrates major equipment purchases, and the utilities, capital facilities, transportation, and parks elements of the comprehensive plan, as well and incorporating the capital projects identified in the water and sewer comprehensive plans.

SA 1.24 Review development policies to assure they allow for the retention, expansion, and attraction of existing and new businesses and industries in and to Bonney Lake. Revise as needed.

SA 1.25: Investigate the potential to create a business incubator.

SA 1.26: Investigate the potential for a high technology office park in Eastown.

**Goal 2:** Preserve and/or enhance the quality of life in the Bonney Lake community.

**Supporting Objectives:**

SO 2.1: Create an aesthetically pleasing community.
SO 2.2: Create focal points to help create a unique, indigenous sense of place and identity. 

SO 2.3: Implement the goals, objectives, and policies within the Urban Design Element that will improve the City's physical environment and make the City an attractive destination, such as unique street designs and furniture and landscaped corridors and entrances to the city.

SO 2.4: Encourage quality development throughout the City to attract desirable economic development in Bonney Lake.

SO 2.5: Promote high quality architectural and landscape design in business commercial and industrial developments.

SO 2.6: Promote local festivals, shows, and events that draw people to Bonney Lake to recreate, shop, or dine.

SO 2.7: Promote the development of meeting, conference, and motel uses.

SO 2.8: Promote the development of more medical related facilities.

SO 2.9: Develop commercial and recreation activities that make Bonney Lake into more of a destination community.

Policies:

P 2.1: Work with private property owners, neighborhood residents, and other interested public parties to determine requirements, create plans, and finance construction projects for traffic controls, roadways, sidewalks and streetscapes, stormwater, sewer, water, power, telecommunications, and other infrastructure enhancements.

P 2.2: Work with private property owners, neighborhood residents, and other interested parties to create sidewalks, streetscapes, landscaping, signage, architectural guidelines, and other design standards to guide the visual and aesthetic enhancement of public and private development projects in commercial areas.

P 2.3: Promote development of a Fennel Creek Trail through the City, with linkages to major activity areas.

P 2.4: Provide local and financial support to seasonal and special events that will draw visitors and support the local economy, such as Bonney Lake Days.

P 2.5: Limit neighborhood commercial activity by keeping most commercial development along the SR 410 corridor.

P 2.6: Encourage concentration of nonresidential development along the SR 410 Corridor.
P 2.7: Encourage quality development throughout the City to attract desirable economic development in Bonney Lake.

P 2.8: Utilize design guidelines to enhance the urban environment to retain and attract businesses and residents.

P 2.9: Encourage business, commercial and industrial building and site design to adhere to high architectural standards in accordance with the Community Character element of the Comprehensive Plan.

P 2.10: Promote incorporation of transit, bicycle and pedestrian access in the design of business, commercial and manufacturing areas.

P 2.11: As a means of promoting a more vibrant retail area in the Downtown, encourage the development of residential dwelling units and businesses on the same property or within the immediate area.

P 2.12: Utilize the Design Commission, Planning Commission and other processes to develop high-quality design and infrastructure standards for the emerging Eastown area.

P 2.13: Promote commercial development which is more pedestrian oriented, incorporates a focus of activity, and is architecturally distinctive. Discourage commercial strip development.

**Strategic Actions:**

SA 2.1: Explore the feasibility and interest in developing public facilities that support the tourism industry such as a visitor's center, local museum and community recreation center.

SA 2.2: Review and improve permitting processes to assure predictability and timeliness in commercial and industrial permitting actions.

SA 2.3: Maintain an aggressive public safety program designed to protect residents and businesses.

SA 2.4: Develop a system of sidewalks and/or trails that connect residential neighborhoods with nearby activity centers.

**Goal 3: Expand socio-economic opportunity for the citizens of Bonney Lake.**

**Supporting Objectives:**

SO 3.1 Recruit business enterprises that will provide residents with employment wages at or above county median income levels.
SO 3.2 Encourage an adequate supply of child and/or adult care centers in the area to support the needs of working Bonney Lake households.

SO 3.3 Encourage employment opportunities within the Bonney Lake area to reduce the community’s dependence on the Puget Sound economy, particularly for residents who now commute to other distant employment areas within Pierce, King, or Thurston counties.

SO 3.4 Encourage institutions of higher education to create online or satellite educational and training programs that are readily available to Bonney Lake citizens, or within reasonable commuting distance.

**Policies:**

P 3.1: Work with other public agencies and private interests, including the Tacoma-Pierce County Economic Development Board (EDB), Sumner and Derringer School Districts, Chamber of Commerce, and others to promote employment and occupational training and advancement programs and job placement skills.

P 3.2: Work with other public agencies and private interests to promote daycare services and facilities for pre-school children, before and after school latch-key children, and special populations including elderly and handicapped adults to support working household members.

P 3.3: Work with other public agencies and private interests to create interactive and linked websites listing employment opportunities in local companies and businesses and for local residents.

P 3.4: Identify and encourage existing and new activities that will reduce job deficiencies in occupational categories; provide horizontal (ability to change jobs at the same pay level) and vertical (ability to advance in the same job category) job mobility; increase per capita income; and reduce unemployment to acceptable levels.

**Strategic Actions:**

SA 3.1: Encourage local participation in job and educational fairs that provide employment and educational opportunities to Bonney Lake citizens.

SA 3.2: Create a list of key local and Puget Sound online employment listing sites and add the links to the City website. Provide the listing to key public and private employers in the area and encourage them to provide the links on their websites.

SA 3.3: Add links to city website to area educational opportunities and technical training programs.

SA 3.4: Actively recruit businesses that pay livable wages.
Goal 4: *Develop and maintain a viable fiscal tax base for the City of Bonney Lake.*

Supporting Objectives:

SO 4.1: Maintain and expand the City’s position as the predominant retail and commercial center on the plateau.

SO 4.2: Develop a stable and growing retail sales tax base.

SO 4.3: Encourage and promote the development or enhancement of Downtown, Midtown and Eastown retail areas to achieve a more vibrant shopping, dining and/or entertainment experience.

SO 4.4: Encourage active cooperation between the City and local businesses concerning economic development issues, particularly those businesses which have specialized infrastructure design, transportation or other needs.

Policies:

P 4.1: Recruit and retain retail development that will generate a significant retail sales tax base.

P 4.2: Resist development of any commercial areas in the unincorporated UGA, or the provision of Bonney Lake services, particularly sewer, unless commercial property developers agree to annexation and assumption of local debt.

P 4.3: Work with other public agencies and private interests, including the Tacoma-Pierce County Economic Development Board (EDB), Sumner and Derringer School Districts, Chamber of Commerce, Washington CTED, Port of Tacoma, Puget Sound Regional Council, and others to coordinate the resources, programs, promotions, information tools, and other materials to recruit and successfully locate new business interests and supporting economic programs in Bonney Lake.

P 4.4: Ensure that the amount of land zoned for business related activities is adequate to meet 20-year employment forecasts.

Strategic Actions:

SA 4.1: Apply, and make the case, for an expanded commercial UGA in the Eastown area.

SA 4.2: Support the rezone of a reasonable portion of the Weyerhaeuser property (formerly WSU Demonstration Forest) to commercial use, with a substantial portion designated as park and open space.

SA 4.3: Continue to recruit “big box” retailers to the City, provided they are willing to comply with design review and related City policies and guidelines.
SA 4.4: Recruit car and boat dealerships to Bonney Lake.

**Organization and Implementation**

The City will adopt a publicly-initiated partnership model to achieve its economic development goals for the City of Bonney Lake. The City of Bonney Lake should be the predominant partner in implementing the economic development plan for the City. While the City may not initially appoint and employ an economic development coordinator for the City or establish an office of economic development, it should designate a key staff member or members the task of implementing the economic development element of the comprehensive plan, in consultation with any public-private partnerships established by the City.

Until such a time as the City employs an economic development specialist, the Mayor’s office will take the lead in implementing the economic development plan, in consultation and coordination with the Planning and Community Development Department.

The City should encourage public-private partnerships with the Bonney Lake Chamber of Commerce and other economic development interests to implement the economic development plan.

Within available resources and staff capacity, the City Council should annually allocate sufficient funds to make meaningful progress towards accomplishing the goals and objectives of the plan, and to implement key strategic actions. City staff should identify and outline specific tasks to be undertaken to implement the general strategic actions adopted in this plan. Listed below is a suggested list of initial projects. City officials should review these proposed actions in light of the City’s available financial and managerial resources, and the community interest (political capital) required to undertake a specific action.

**Initial Suggested Economic Development Studies and Tools**

The Bonney Lake City Council appropriated $50,000 in the FY2005 GF budget for economic development activities. The economic development plan recommends that a number of strategic actions be undertaken over time. Many of these initial actions expand upon the planning effort and build the database of information and tools needed to carryout a successful economic development plan and strategy. The following is a list of potential projects to begin implementation of the plan:

1. Undertake city-wide market analysis of Bonney Lake by a professional marketing/consulting firm specializing in economic development (Est cost $25,000)

2. Develop development regulations and incentives for the Downtown and Eastown areas (Est. cost: $12,000)
3. Undertake a feasibility study of the Downtown Plan, including the compatibility of various civic and commercial uses, and whether downtown parcels could and should be consolidated under single ownership. Est. Cost: $50,000.

4. Develop a commercial building inventory and data base (printed and electronic format) (Est. Cost: $5,000-10,000 depending on scope)

5. Develop a commercial buildable lands inventory and data base (printed and electronic format) (Est. cost: $5,000)

6. Contract with person or group to sponsor Farmer’s Market. Cost TBD.

7. Development, printing and distribution of a Bonney Lake marketing brochure ($7,000)

8. Development of a comprehensive BL Business directory (printed on electronic) (Est cost $10,000)

9. Administration and compilation of merchant survey (Est. cost $7,000 - $17,000 depending on scope) and merchant retention/expansion plan.

10. Administration and compilation of confidential business survey (Est. cost $7,000 - $17,000 depending on scope). Note: could combine merchant and business surveys at reduced combined cost) and business retention/expansion plan.

11. Administration and compilation of commercial area consumer survey (Est. cost $3,000 - $8,000 depending on scope)

12. Develop, print and distribute a Bonney Lake 17”X22” Community Guide, including map, similar to those available through communityinfoguide.com. (Est. cost: $0 up to $3,000 depending on advertising insertion orders and number of copies printed).
Exhibit “A”

Financial Resources for Economic Development

Local Non-Levy Financing Mechanisms

- **Industrial Redevelopment Bonds.** RCW 39.84 authorizes municipal corporations (including cities and counties) to pass ordinances creating public corporations "for the purpose of facilitating economic development and employment opportunities in the state of Washington through the financing of the project costs of industrial development facilities" (RCW 39.84.030). The public corporations so formed are separate from the municipality that created them, and municipalities cannot give or lend money to these public corporations (RCW 39.84.060). The powers of these public corporations are listed in RCW 39.84.080, and include the power to issue revenue bonds to construct and maintain one or more industrial development facilities. The definition of "industrial development facilities" is quite broad, and even includes public sports facilities and parking facilities. See RCW 39.84.020(6) for the complete definition. Note the following: "No public corporation created under this chapter may operate any industrial development facility as a business other than as lessor, seller, or lender."

- **Parking and Business Improvement Areas.** Cities use BIAs for a variety of purposes including parking improvements, security and maintenance of common areas, business retention and recruitment, marketing programs, special events and promotion, programs to improve the pedestrian environment, projects to enhance aesthetic appearance, and administrative costs. In some cities, the establishment of a business improvement area has been quite controversial. Questions have been raised concerning the constitutionality of chapter 35.87A RCW (which authorizes BIAs), and two state supreme court cases have ruled on its validity. See City of Seattle v. Rogers Clothing for Men, Inc., 114 Wn.2d 213 (1990) and Bellevue Plaza v. Bellevue, 121 Wn.2d 397 (1993). In both cases, the court affirmed the authority of cities to utilize the provisions of ch. 35.87A RCW to establish parking and business improvement areas.

- **Parking & Business Improvement Areas (PBIA) -** the Transportation Improvement Act (ESHB 6358) also authorizes a tax to be collected on commercial businesses based on gross proceeds or property acreage or the number of parking stalls or the customers similar to an admissions and operations tax. Like the PIA, the revenues must be spent for "general transportation or business improvement purposes" including those outlined under the PIA but also allowing for the management, operation, and accomplishment of business promotional efforts including marketing studies, tenant recruitment, advertising and promotions of special events, and other promotion related activities. A majority approval of the participating property owners (the percentage to be decided by the local government) can establish an amortized payment schedule to finance off-street parking or other business improvements of benefit to the participating properties. The assessments may be amortized over generous time periods at low interest charges, based on each property's proportionate share of the improvement cost - usually assessed on a per linear
foot, acre, parking stall or other formula. Parking & Business Improvement Areas (PBIA) could finance the development of consolidated off-street parking lots within the downtown district, and the operation and management of business recruitment and promotional campaigns.

- **Public Development Authorities.** Public development authorities or PDAs can be established by cities or counties pursuant to state law to perform public functions. PDAs are instrumentalities of their creating jurisdiction. They are often created to manage the development and operation of a single project, which the city or county determines is best managed outside of its traditional bureaucracy and lines of authority. The particular project may be entrepreneurial in nature and intersect with the private sector in ways that would strain public resources and personnel. For example, the Pike Place Market is a Seattle PDA and essentially acts as the landlord to scores of retail establishments and nonprofit services provided in a series of historic buildings. The City has determined that day-to-day operations of such an enterprise is best managed by professionals independent of the City, given the untraditional nature of the enterprise and the importance of responding to the unique needs of the private retail marketplace. PDAs can issue tax-exempt bonds, but have no power of eminent domain or taxing authority. Many communities have established public development authorities for a variety of public purposes. In the opinion of many municipal attorneys, a public corporation created under RCW 35.21.730, et. Seq. is best used for unusual endeavors, which for a variety of reasons, the parent municipality would not want to undertake itself. A PDA may undertake any “public purpose” specified in its charter. Examples of projects include developing the Seattle Art Museum, assisting in the development of the Museum of Flight at Boeing Field in King County, developing City Hall on Mercer Island, restoring Officers’ Row in Vancouver, managing the Pike Place Market in Seattle, and developing the Convention Center in Bellevue. See Exhibit “B” for a listing of Washington Public Development Authorities and the purposes they serve.

- **Public Facilities Districts.** Public Facilities Districts or PFDs can be established by cities or counties pursuant to state law for the limited purpose of developing certain regional facilities, such as convention or special events centers. In addition, they can contract with other public agencies such as cities, counties and other PFDs to develop such facilities. PFDs are authorized to impose a local sales tax credited against the state sales tax and thus can contribute significant new special revenues to certain public projects. Their ability to impose this tax is subject to numerous legal constraints and their independence creates both opportunities and issues that need to be fully understood.

- **Nonprofit Corporations.** Nonprofit 501(C)3 corporations are entities that are independent of government, but can be initiated by city officials. The corporation, once formed, can enter into contracts with governments and under certain circumstances can issue tax-exempt bonds for projects that will eventually be owned by government. In addition to the potential of providing tax-exempt financing to a project, they offer the opportunity to shift the risks and costs of construction away from the government. They can bring private resources and decision makers to the transaction that might otherwise be unavailable.
Community Revitalization Financing (Tax Increment Financing). RCW 39.89 is designated as “community revitalization financing” in the Washington statute, but is commonly known as “tax increment financing” (TIF) which generally refers to a financing mechanism that allows a local government to “trap” increased property tax revenue resulting from the growth of assessed value within an increment area. This tax revenue services debt issued to finance public improvements that spur private development within the increment area. Unlike other tax increment laws around the Country, Washington’s TIF laws do not authorize the issuance of special revenue bonds. Rather, such laws merely provide an additional source of revenue (i.e. a portion of the regular taxes levied by other taxing districts) to apply toward debt service on the issuer’s general indebtedness. Cities do not have free reign to create increment areas. Various factors must be present before an increment area can be created, and there are limitations:

1) The entity creating the increment area must expect that the proposed public improvements will encourage private development and increase the fair market value of real property within the increment area;
2) The anticipated private development must be consistent with countywide planning policies adopted under the Growth Management Act;
3) The anticipated private development must be consistent with the entity’s comprehensive plan and development regulations adopted under the Growth Management Act.

The ordinance/resolution creating the increment area must contain findings in this regard;
4) Tax allocation revenues can be spent only “to finance public improvement costs associated with the public improvements (infrastructure development and related engineering, etc.) financed in whole or in part by community revitalization financing;”
5) The fire protection district is the area must agree to participate in the TIF project for the project to proceed. In addition, taxing districts that levy at least 75% of the regular property tax within the increment area must approve the TIF project by means of a written agreement. A TIF project cannot proceed without this agreement;
6) Certain property taxes are excluded from the TIF allocations, including regular property taxes levied by the State for the support of the common schools; regular property taxes levied by a port district or a public utility district, to the extent the port district or public utility district specifies (e.g. in the resolution submitting the levy request to the county assessor) that the tax receipts will be used to make required debt service payments on general indebtedness; voter-approved regular property tax levies to fund emergency medical services; regular property taxes levied by counties under RCW 84.34.230 to fund the acquisition of open space and conservation futures; voter-approved regular property tax levies by counties, cities and towns to fund affordable housing for low-income households; and certain voter-approved regular property taxes levied by metropolitan park districts. TIF area are feasible under certain circumstances. Assessed value within an increment area must increase by approximately $18million to support each $1million of TIF bonds. Stated conversely, approximately $55,000 of TIF bonds can be supported by each $1 million increase of assessed value within the increment area. These estimates assume various factors, including (i) a 20-year bond amortization period; (ii) an interest rate of 5% per annum; (iii) the tax allocation revenues will be based on an aggregate regular property tax rate of $5.90 per $1,000 of assessed value; and (iv) the entity creating an increment area is entitled to 75% of the increase regular property tax revenues resulting from the growth of assessed values within the increment area.
• **Reserve Funds** (RFund) - revenue is accumulated in advance and earmarked for capital improvements. Sources of funds can be surplus revenues, funds in depreciation reserves, or funds resulting from sale of capital assets. At the present time, the city has established reserved funds for paving, streets, the library and natural wastewater utilities.

• **GMA Growth Impact Fees** (GMAFee) - the Washington State Growth Management Act (GMA - Chapter 36.70A of the Revised Code of Washington) authorizes cities and counties to collect growth impact fees from developers to offset the impact caused by new developments within each jurisdiction's boundaries. The growth impact fees may be collected from developers in an amount less than 100 percent of the cost of sustaining the jurisdiction's schools, transportation, and park facility existing level-of-service (ELOS) as a result of the developer's project impact. The growth impact fees are usually collected at the issuance of building permits or certificates of occupancy. A developer may elect to pay the growth impact fee rather than provide on-site improvements when the land is determined to not be suitable for school, road, or park purposes and/or the development can not sustain a comparable school, road or park improvement and/or for other reasons jointly determined by the developer and the city. Impact fees are flat rates per person or dwelling units (by number of persons per type). Adjustments must be made to fee calculations to account for school, road or park costs that are paid by other sources of revenue such as grants and general obligation bonds. Additional credits may be given to developers who contribute land, improvements or other assets. Impact fees, as authorized by ESHB 2929, do not include any other form of developer contributions or exaction, such as mitigation or voluntary payments authorized by the Washington State Environmental Policy Act (SEPA – RCW 43.21C), local improvement districts or other special assessment districts, linkage fees or land donations or fees in lieu of land. Growth impact fees can only be used to acquire or develop new school, road, or park facilities, and not to maintain or operate facilities or programs. Impact fees must be used for capital facilities needed by growth, and not for current deficiencies in levels-of-service or operating expenses. The collected fees must be spent within 6 years of the date of collection for a facility improvement that benefits the service area within which the project was located. Impact fees must show a rational nexus of benefit between the payer of the fee and the expenditures of the fee. Growth impact fees could become a major source of project monies for all types of school, road or park acquisitions and developments - assuming the assessed fee amount is close to the real or 100 percent impact and assuming the fee is collected on an area-wide basis within the urban growth area by the city and county. In accordance with the Washington State Growth Management Act (GMA), a city must have an adopted comprehensive plan in place that satisfies GMA requirements before the jurisdiction can implement a growth impact fee.

• **Fines, Forfeitures, and Charges** (F&C) - includes various administrative fees and user charges for services and facilities operated by the jurisdiction. Examples are franchise fees, sales of public documents, property appraisal fees, fines, forfeitures, licenses, permits, income received as interest from various funds, sale of public property, rental income, and all private contributions to the jurisdiction. Revenue from these sources may be restricted in use.
• **Water User Fees** (UFee) - under state law, cities may collect rate charges from each residential and commercial consumer, usually based on the volume of water used per account. Water utility user fees may be charged on a flat fee per account, usually at time of development, and thereafter on a measurable quantity of water consumed per account. The revenue may be used for capital facilities as well as operating and maintenance costs.

• **Sewer User Fees** (UFee) - under state law, cities may collect rate charges from each generator of wastewater. User fees are based on the amount of potable water consumed, on the assumption there is a correlation between water consumption and wastewater generation. Sewer utility user fees may be charged on a flat fee per account and are usually collected at the time of development, and thereafter on a assessed charge per volume of waste generated per account. Fee revenues may be used for capital facilities as well as operating and maintenance fees.

• **Stormwater User Fees** (UFee) - under state law, cities may collect rate charges from each generator of stormwater runoff. Impact or user fees are based on the amount of stormwater generated per developed property that is not held on-site, on the assumption there is a correlation between off-site discharge and Stormwater improvements elsewhere in the city. Stormwater utility user fees may be charged on a flat fee per account and are usually collected at the time of development, and thereafter on a assessed charge per volume of stormwater generated per account. Fee revenues may be used for capital facilities as well as operating and maintenance fees.

• **Street Utility Charge** (SUC) – may be fees up to 50% of actual costs of street construction, maintenance, and operations charged to businesses and households. The tax requires voter approval. The fee charged to businesses is based on the number of employees and cannot exceed $2.00 per employee per month. Owners or occupants of residential property are charged a fee per household that cannot exceed $2.00 per month. Both businesses and households must be charged. Revenue may be used for activities such as street lighting, traffic control devices, sidewalks, curbs, gutters, parking facilities, and drainage facilities. At the present time, the city does not utilize this charge – though it being considered.

• **Local Improvement District** (LID) - property owners may petition (or vote in response to a request from a local government) to adopt an annual tax assessment for the purpose of improving the public right-of-way abutting their property. A majority approval (the percentage to be decided by the local government) can establish an amortized payment schedule to finance sidewalk, landscaping, parking, streetscape, or other improvements to the public or private abutting properties. The assessments may be amortized over generous time periods at low interest charges based on each property's proportionate share of the improvement cost - usually assessed on a linear foot frontage formula.

• **Special Assessment District** (SAD) - is created to service entities completely or partially outside of the jurisdiction. Special assessments are levied against those who directly benefit from the new service or facility. Special assessment districts include local
improvement districts LIDs), road improvement districts (RIDs), utility improvement districts (UIDs), and the collection of development fees. Funds must be used solely to finance the purpose for which the special assessment district was created. Note - the city requires property owners to covenant not to protest the formation of a LID for street and UID for utilities improvements as a condition of development permits where appropriate. This is one of the primary strategies for making improvements for growth.

- **Special Purpose District** (SPD) - is created to provide a specified service often encompassing more than one jurisdiction. Included are districts for fire facilities, hospitals, libraries, metropolitan parks, airports, ferries, parks and recreation facilities, cultural arts/stadiums and convention centers, sewers, water flood controls, irrigation, and cemeteries. Voter approval is required for airport, parks and recreation, and cultural arts/stadium and convention districts. Special assessment districts have the authority to impose levies or charges. Special assessment district funds must be used solely to finance the purpose for which the special purpose district was created.

- **State Environmental Protection Act** (SEPA) - Washington State Environmental Policy Act (SEPA - RCW 43.21C) allows local governments to impose mitigated on-site improvements or fee assessments with which to finance off-site improvements that are caused by a property's development. SEPA mitigation may cover a variety of physical improvements that are affected by the property's proposed land use including sidewalks, trails, roads and parking areas, utilities, and other supporting infrastructure systems. SEPA mitigation must be proportionately related to the property's impact on infrastructure requirements.

- **Lease Agreements** (LAgrt) - allow the procurement of a capital facility through lease payments to the owner of a facility. Several lease package methods can be used. Under the lease-purchase method, the capital facility is built by the private sector and leased back to the local government. At the end of the lease, the facility may be turned over to the municipality without any future payment. At that point, the lease payments will have paid the construction cost plus interest.

- **Privatization** (Prvt) - generally defined as the provision of a public service by the private sector. Many arrangements are possible under this method ranging from a totally private venture to systems of public/private arrangements, including industrial revenue bonds. At the present time, the city contracts solid waste collection and recycling to private contractors.

**State Grants - WA Office of Trade & Economic Development (OTED)**

The Washington State Department of Community, Trade and Economic Development has been separated into the Office of Trade & Economic Development (OTED) and Office of Community Development (OCD). OTED focuses on creating economic opportunities and strengthen the competitiveness of businesses. Funding programs include:
• Downtown Revitalization-Washington Main Street (MainSt) – help communities revitalize the economy, appearance, and image of their traditional business districts.

• Old Growth Diversification Funds (OGDF) - provided by the USDA Forest Service to increase competitiveness of value-added forest products industry and to diversify the economies of timber-dependent communities.

**State Grants - OTED Economic Development Division Business Assistance Center**

The Business Assistance unit of OTED provides ready access to state and local business assistance resources within the state. Programs include:

• Business Finance (BF) – programs provide a range of business financing services and technical assistance. The program helps businesses obtain capital for start-up and expansion projects that create or retain jobs, stimulate private investment, increase local tax base, and strengthen community economic vitality.

• Community Development Finance (CDF) – program helps business and industry secure long-term expansion loans. The program combines private financial resources with federal and state lending assistance and local leadership to focus on business expansion through community development activities.

• Business Loan Portfolio (BLP) – program provides capital necessary to fund loans to small businesses statewide. Federal dollars are combined with local revolving loan fund programs and private funds from banks and other sources. Local community leadership is relied upon to access the priority of proposed projects. Projects may be funded through 1 or more of the program’s 8 federally funded loan programs.

• Child Care Advantages (CCA) – is a unique partnership between business and government offering assistance and financing to employers dedicated to development family friendly employment. CCA offers technical assistance, child care facility loans, child care micro loans, and recognition of family-friendly employers in the state. The program is supported by OTED and the Department of Social & Health Services (DSHS).

• Minority and Women Business Development (MWBD) – program assists minority and women-owned businesses to access resources and technical assistance to start or expand a business. MWBD provides entrepreneurial training, contract opportunities, bonding information, export assistance, and access to capital for start-ups or expanding businesses.

• Washington Manufacturing Services (WMS) – provides high quality, affordable technical services for Washington State manufacturers. The services range from implementing management, process, and product improvements to strategic planning and change management assistance.
• Washington Technology Center (WTC) – works exclusively with Washington State companies and academic researchers to fund and facilitate market-driven, high technology focused, industry-university research and development partnerships to create economic development opportunities and enhance technology transfer statewide.

State Grants - WA Office of Community Development (OCD)

OCD focuses on programs that develop communities, urban areas, and economic activities directly related to urban development. Funding programs include:

• Regional Microenterprise Development Grant Funds (RMDGF) – a component of the Community Development Block Grant (CDBG) General Purpose Program, that assists in the establishment of effective regional microenterprise lending initiatives. Funds may be used to provide assistance to public and private organizations, agencies, and other entities (including nonprofits) to enable such entities to facilitate economic development. The fund assist regional programs designed to provide small loans to entrepreneurs while offering an array of integrated services supportive of small business development. Projects must benefit low and moderate income persons.

• Growth Management Program (GMP) – provides assistance and guidance for planning under the Growth Management Act (GMA). Technical and financial resources are available from OCD to help local governments develop county-wide policies, comprehensive plans, and development regulations.

Federal Grants - Economic Development Administration (EDA)

The Economic Development Administration, under the US Department of Commerce, was created to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in rural and urban areas experiencing high unemployment, low income, or severe economic distress. EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes to empower communities to plan and implement locally and regionally developed economic development and revitalization strategies. Programs include:

• Economic Adjustment Program (EAP) – supports strategic planning, project implementation, and revolving loan funds. Strategy grants help organize and carry out a planning process resulting in a Comprehensive Economic Development Strategy (CEDS) tailored to a community’s specific economic problems and opportunities. Implementation grants support activities identified in an approved CEDS which may include, but are not limited to, the creation or expansion of strategically targeted business development and financing programs such as, construction of infrastructure improvements, organizational development, and market or industry research and analysis. Revolving Loan Fund (RLF) grants may also be used to implement a CEDS.

• Partnership Planning Grants (PPG) - for economic development districts are awarded to establish and implement effective economic development programs such as the
preparation and maintenance of Comprehensive Economic Development Strategies (CEDS) and implementation of the elements of the strategy. PPG funds help EDA partners develop local comprehensive planning participatory processes leading to the formulation and implementation of economic development strategies.

- Short Term Planning Grants (STPG) - provide support for significant new economic development planning, policymaking and implementation efforts; and establish comprehensive economic development planning processes cooperatively with state and economic development districts. Eligible activities include the preparation and maintenance of continuous comprehensive economic development planning processes, coordination of multi-jurisdictional planning efforts, development of institutional capacity, diversification of local economic base, and implementation of programs, projects, and procedures designed to create and retain permanent jobs and increase incomes.

**Infrastructure Financing**

Following is a brief analysis of the methods the city may and has used to finance capital improvements.

**Debt financing**

- Short-term Borrowed Funds (BFund) - local governments may occasionally utilize short-term financing through local banks to finance capital improvement programs. Currently, City Council maintains a $1,000,000 line of credit to be used for short-term borrowing for utilities and a $500,000 line of credit for general government.

- Revenue Bonds (RBond) - as authorized in the Revised Code of Washington (RCW), Council may issue nonvoter approved Revenue Bonds where principal and interest payments can be financed from a guaranteed source of revenue. Revenue bonds may be used to finance publicly owned facilities, such as parking garages or electric power plants. Interest rates tend to be higher for revenue bonds than for general obligation bonds. Revenue bonds may be approved without voter referendum. Revenue bonds have no effect on the city’s tax revenues because they are repaid from revenues derived from the sale of services. The Farm Home Administration (FHA) does impose a limitation on the revenue to debt ratio in the terms of its loan agreement of 1.4.

- Industrial Revenue Bonds (IRBond) - are issued by a local government, but actually assumed by companies or industries that use the revenue for construction of plants or facilities. Industrial revenue bonds incur comparatively low interest rates due to the tax-exempt status, and are the responsibility of the private sector industry. The city has not levied any industrial bonds in its history.

- Unlimited General Obligation Bonds (GOBonds) - local governments may issue "excess levies" or general obligation bonds that increase the regular property tax levy above statutory limits if the proposal is approved by over 60 percent of the voters in a general
election. Unlimited general obligation bonds must be approved by at least 60% of the resident voters during an election that has a turnout of at least 40% of those who voted in the last state general election. The bond must be repaid from a special ("outside") levy that is not governed by the 6% statutory limitation on the property tax growth rate. Total indebtedness that may be incurred by limited and unlimited general obligation bonds together, however, may not exceed 2.5% of the assessed valuation of the city. For the purpose of supplying municipally-owned electric, water or sewer service and with voter approval, a city may incur additional general obligation bonded debt equal to 2.5% of the value of taxable property. With voter approval, cities may also incur an additional general obligation bonded debt equal to 2.5% of the value of taxable property for parks and open space. Thus, under state law, the maximum general obligation bonded debt that a city may incur cannot exceed 7.5% of the assessed property valuation. Monies authorized by limited (commissioner) and unlimited general obligation bonds must be spent within 3 years of authorization to avoid arbitrage requirements unless invested at less than bond yield. In addition, bonds may be used to construct but not maintain or operate facilities. Facility maintenance and operation costs must be paid from the annual general fund levy - which is subject to the 6% statutory limitation on the property tax growth rate, or by voter authorization of special annual or biannual operating levy, or by user fees or charges where possible. General obligation bonds may be a useful source for capital facility acquisition and development monies, particularly for specific types of projects that have a broad appeal to the electorate.

- **Limited General Obligation (Commissioner or Councilmanic) bonds (CBonds)** - Councilmanic bonds may be issued without voter approval by the City Council for any facility development purpose. The total amount of all issued limited obligation bonds may not exceed 0.75% of the assessed valuation of all city property. Limited obligation bonds must be paid directly from a dedicated or specially designated source from the annual proceeds of the city's general fund levy (an "inside levy") which is subject to the 6% statutory limitation on the property tax growth rate. Therefore, debt service on limited obligation bonds may reduce the amount of annual revenue available for current operating expenses and the financial flexibility the Council may need to respond to annual budget priorities. For this reason, Councilmanic bonds are usually only used for the most pressing capital improvement needs. Therefore, Councilmanic bonds should be considered as a sparing source of capital facility development revenues in light of other funding requirements and limitations that the general fund must finance.

**Local Multi-Purposes Levies**

- **Ad Valorem Property Taxes (Ptax)** - under the Washington State Constitution, cities may levy a property tax for general governmental purposes at a rate up to $1.80 per $1,000 on the assessed value of all taxable property within a city; and for an additional $2.25 per $1,000 for road construction and maintenance needs on the assessed value of taxable property. In 1975, Washington State law was amended by RCW 84.55.010 - a statutory provision limiting the growth of revenue realized from regular property taxes to 6% per year of the highest amount levied in the last 3 years before adjustments for new construction and annexation. If the assessed valuation of all property increases by more
than 6% due to revaluation, the law requires the levy rate be decreased accordingly. A temporary or permanent excess levy may be assessed with voter approval. The statute was intended to control local governmental spending by controlling the annual property tax rate of growth. In practice, however, the statute can reduce the effective property tax yield to an annual level far below a jurisdiction's levy authorization, often resulting in a severe impact on a jurisdiction's ability to finance basic governmental needs, particularly if a county or city experiences major population growth. General funds may be used to develop every type of community facility including city halls, police stations and courts, park and recreational facilities, road and trail constructions, and most utility improvements. However, general funds should be considered as a last source of capital improvement revenues in light of other funding requirements and limitations that the general fund must finance.

- **Business & Occupation Tax (B&OTax)** - of no more than 0.2% of gross value of business activity may be assessed on the gross or net income of businesses. Voter approval is required for any assessment or increase of the tax. Revenue may be used for new capital facilities, or maintenance and operations at existing facilities.

- **Local Option Sales Tax (LOST)** – may be levied up to 1% of all retail sales and uses. Local governments that levy the second 0.5% may participate in the state’s sales tax equalization fund. Assessment of the option tax requires voter approval. Revenue may be used for new capital facilities, or maintenance and operations at existing facilities. At the present time, the city does not levy the sales tax nor is it being considered for the future.

- **Motor Vehicle Excise Tax (MVET)** - Washington State (RCW 82.44) collects an annual excise tax that is paid by motor vehicle owners and administered by the Washington State Department of Licensing. Cities receive 17% of the base allocation. Cities are required to spend these funds for police and fire protection and the preservation of public health. The revenues may also be spent on capital facilities including roadway improvements. RCW 47.30.050 requires that local governments collect and dedicate not less than 0.005% of the total amount of MVET funds received during the fiscal year for the purpose of developing paths and trails.

- **Utility Tax (UTax)** - on the gross receipts of electric, gas, telephone, cable television, water and sewer, and stormwater utilities. Cities have the discretion of levying a utility tax up to 6% of gross receipts. Voter approval is required for an increase above the 6% maximum. Revenue may be used for new capital facilities, or maintenance and operations at existing facilities. At the present time, the city levies the full 6% which contributes nearly 19% of the General Fund revenues.

- **Real Estate Excise Tax (REET)** - is authorized local governments up to 0.25% of the annual sales for real estate for capital facilities. The Growth Management Act authorizes another 0.25% for capital facilities. Revenues must be used solely for financing new capital facilities, or maintenance and operations at existing facilities, as specified in the capital facilities plan. An additional option is available under RCW 82.46.070 for the acquisition and maintenance of conservation areas if approved by a majority of the voters.
of the county. At the present time, the city levies the 1/2% allowed without voter approval.

**Local Single Purpose Levies**

- **Hotel/Motel Tax (HMTax)** – is a sales tax levy collected on certain hotel and motel business categories for the purpose of promoting tourism. Revenues may be used for planning, promotional programs, or capital facilities that directly enhance tourism and benefit the hotel and motel industry.

- **Emergency Medical Services Tax (EMST)** – is a property tax levy of $0.25 for emergency medical services. Revenues may be used for new capital facilities, or maintenance and operations at existing facilities. At the present time, the city levies the full $0.25 which is passed through to the Fire District.

- **Transportation Improvement Board (TIB)** - the Washington State Transportation Improvement Board (TIB) disburses revenues generated from motor vehicle taxes to cities, urban counties, and transportation benefit districts for the purpose of alleviating and preventing traffic congestion caused by economic development or growth. Projects must be multi-agency, multi-modal, congestion related, related to economic development activities, and partially funded locally.

- **Local Option Vehicle License Fee (LOVLF)** - the Transportation Improvement Act (ESSB 6358) authorizes countywide (no county levy) local option fees up to $15.00 maximum per vehicle registered in the county. Revenues are distributed back to the county and cities within the county levying the tax on a weighted per capita basis (1.0 for population in incorporated areas). Revenues must be spent for "general transportation purposes" including the construction, maintenance, and operation of county streets, country roads and state highways, policing of local roads, public transportation, high capacity transportation, transportation planning and design and other transportation related activities. The local option fee does not require voter approval.

- **Motor Vehicle Fuel Tax - Arterial Streets (MVFT-AS)** - RCW 82.36 authorizes a tax that is collected by the Washington State Department of Licensing and paid by gasoline distributors. Cities receive 22.78% of the motor vehicle fuel tax receipts. The revenues must be spent for "highway purposes" including the construction, maintenance, and operation of streets and roads. At the present time, the city receives 11.53% of total gasoline tax receipts.

- **Local Option Motor Vehicle Fuel Tax - City Streets (MVFT-CS)** – the Transportation Improvement Act (ESSB 6358) authorizes a countywide (no county levy) local option tax equivalent to 10% of statewide Motor Vehicle Fuel Tax and a special fuel tax of $0.023 per gallon. Revenues are distributed back to the county and cities within the county levying the tax on a weighted per capita basis (1.0 for population in incorporated areas). Revenues must be spent for "highway purposes" including the construction, maintenance,
and operation of county streets, county roads, and state highways, policing of local roads, county ferries, and related activities. The local option tax requires voter approval.

- Local Option Fuel Tax (LOFT) - is a countywide voter approved tax equivalent to 10% of the statewide Motor Vehicle Fuel Tax and a special fuel tax of $0.023 cents per gallon. LOFT revenue is to be distributed to the city on a weighed per capita basis. Revenues must be spent for highway (city streets, county roads, and state highways) construction, maintenance, or operation; the policing of local roads; or highway related activities.

**State Grants and Loans**

- Community Development Block Grants (CDBG) - the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program dispenses discretionary funds to local governments for the development of local public facilities or services assisting low income or disadvantaged neighborhoods. Most counties receive CDBG funds under an entitlement that is recertified every 3 years by the federal government. The county's entitlement funds may be spent by the county on an annual basis, subject to HUD project criteria, or by or on behalf of local cities and the developed but unincorporated areas of the county. CDBG funds are primarily intended for facility construction and may not be used to finance operation and maintenance costs. The program is authorized and funded by annual federal appropriations that have fluctuated widely in recent years due to other federal budgetary needs and philosophies. The city most recently used a CDBG to makes a park handicapped accessible.

- Community Economic Revitalization Board (CERB) - are low interest loans (rate fluctuates with state bond rate) and occasional grants to finance infrastructure projects for a specific private sector development. CERB funding is available only for projects that will result in specific private developments or expansions in manufacturing and businesses that support the trading of goods and services outside of the state's borders. CERB projects must create or retain jobs. CERB funds are distributed by the Department of Trade and Economic Development primarily to applicants who indicate prior commitment to project. CERB revenue is restricted in the type of project and may not be used for maintenance and operations.

- Historic Preservation Grants – are available on an annual basis from the Office of Archaeology and Historic Preservation (OAHP) to local historic preservation programs. Historic preservation grants may be used for: (1) historic preservation planning; (2) cultural resource survey and inventory; (3) nomination of properties to the National Register of Historic Places; and (4) public education and awareness efforts. To be eligible for grants, communities must be a Certified Local Government (CLG) as approved by OAHP. In addition, when funds are available, OAHP awards grants for the acquisition or rehabilitation of National Register listed for eligible properties. Grant awards are predicated on the availability of funds and require a match.

- Public Works Trust Fund (PWTF) - are low interest loans for financing capital facility construction, public works emergency planning, and capital improvement planning. To
apply for the loans, the city must have a capital facilities plan in place and must be
levying the original 1/4% real estate excise tax. Public works trust funds are distributed
by the Washington State Department of Community Development. Public works trust
fund loans for construction projects require matching funds generated only from local
revenues or state shared entitlement revenues. Public works emergency planning loans
are at a 5% interest rate, and capital improvement planning loans are no interest loans
with a 25% match. Public works trust fund revenue may be used to finance new capital
facilities, or maintenance and operations at existing facilities. At the present time, the city
has used trust fund loans extensively to bring portions of the water distribution system up
to current standards and to construct the water storage tank for the middle zone water
service area.

- Washington State Interagency Committee for Outdoor Recreation (IAC) – are federal
  monies available for the construction of outdoor park and trail facilities from the National
  Park Service's Land and Water Conservation Fund (LWCF). The grants are administered
  by the Washington State Interagency Committee for Outdoor Recreation (IAC). NPS
  grants usually do not exceed $150,000 per project and must be matched on an equal basis
  by the local jurisdiction. The IAC assigns each project application a priority on a
  competitive statewide basis according to each jurisdiction's need, population benefit,
  natural resource enhancements, and a number of other factors. In the past few years,
  project awards have become extremely competitive as the federal government has
  significantly reduced the amount of federal monies available the NPS program. The state
  has increased contributions to the program over the last few years using a variety of
  special funds. Applicants must submit a detailed comprehensive park and recreation plan
  including a trails element to be eligible for NPS funding. The jurisdiction's plan must
  demonstrate facility need and prove that the jurisdiction's project proposal will
  adequately satisfy local park and recreation needs and interests. LWCF grants could
  provide funds to develop park and trail projects that are shared and thereby competitive
  between state, county, and local communities.

- Conservation Futures (CF) - under provisions provided in recent state legislation,
  counties can elect to levy up to $0.065 per $1,000 of assessed valuation of all county
  properties to acquire shoreline and other open space lands. The monies can be used to
  acquire, but not develop or maintain open space conservation lands that are acquired
  using Conservation Futures funds. Conservation Futures revenues could be a major
  source of project monies for the acquisition of wildlife habitat, resource conservancies,
  portions of resource activity lands, and possibly portions of linear trail corridors -
  particularly as the annual returns increase due to continued urban development and the
  associated increase in total county land value assessments. Given the program's relatively
  specialized qualifications, however, the grants can not be a capital source for
  development projects. In addition, project proposals necessarily have to compete for a
  share of Conservation Future revenues with other county open space land acquisitions for
  storm drainage, farmland preservation, floodplain protections or other qualifying
  programs.
• Aquatic Lands Enhancement Act (ALEA) - the 1985 Aquatic Lands Enhancement Act (ALEA) initiated on a trial basis, and since renewed and expanded, uses revenues obtained by the Washington Department of Natural Resources from the lease of state owned tidal lands. The ALEA program is administered by the IAC for the development of shoreline related trail improvements and may be applied for the full cost of the proposal.

• Motor Vehicle Excise Tax - Paths and Trails Reserve (PTR) - Washington State (RCW 82.44) collects an annual excise tax that is paid by motor vehicle owners and administered by the Washington State Department of Licensing. Cities receive 17% of the base allocation. Cities are required to spend these funds for police and fire protection and the preservation of public health. The revenues may also be spent on capital facilities including roadway improvements. RCW 47.30.050 requires that local governments collect and dedicate not less than 0.005 of the total amount of MVET funds received during the fiscal year for the purpose of developing paths and trails (the Paths and Trails Reserve). The Paths and Trails Reserve was established under State of Washington RCW 47.30 to provide for the establishment and maintenance of paths and trails within the right-of-way of public roads. Special revenue funds like the paths and trails reserve can create a source of dedicated financing for specific trail projects or local area improvements. Generally, however, the reserves will not create the amount of funds necessary to implement facility projects of a scale needed throughout the city. The concept must be employed on a wider scale, or the concept needs to be supplemented by other financing devices if city needs are to be satisfied.

• Intermodal Surface Transportation Efficiency Act (ISTEA) - the 1991 congress authorized a series of federal grants to be used to enhance major traffic highways and corridors. The grants, which may total up to 86.5 percent of a project's cost, are decided on a competitive basis on a regional level for the purpose of expanding the intermodal use of roadways for other than vehicular activities, including bicycle, pedestrian, and transit. ISTEA grants could provide funds for a variety of on and off-road corridor projects identified in the plan. The city has not previously completed a nonmotorized transportation element plan as a portion of the comprehensive plan or submitted a project application for funding under the ISTEA program.

• TEA21 (Transportation Equity Act for the 21st Century – the extended program for the Intermodal Surface Transportation Act or ISTEA) grants - can be used to finance on and off-road non-motorized trail enhancements along major and minor arterial collectors roads or sometimes, within separate trail corridors. The program was adopted in 1993 and is administered by the Puget Sound Regional Council (PSRC) on behalf of the US Department of Transportation. Applicants must demonstrate the proposed trail improvements will increase access to non-motorized recreational and commuter transportation alternatives.

• Urban Arterial Trust Account (UATA) - are revenues available for projects that alleviate and prevent traffic congestion. UATA entitlement funds are distributed by the State Transportation Improvement Board subject to guidelines and with a 20% local matching
requirement. UATA revenue may be used for capital facility projects that alleviate roads that are structurally deficient, congested with traffic, or have accident problems.

- Transportation Improvement Account (TIA) - are revenues available for projects that alleviate and prevent traffic congestion caused by economic development or growth. TIA entitlement funds are distributed by the Washington State Transportation Improvement Board with a 20% local match requirement. TIA revenue may be used for capital facility projects that are multi-modal and involve more than one agency.

- Centennial Clean Water Fund (CCWF) – are grants and loans administered by the Department of Ecology under the Centennial Clean Water Program (Referendum 39), a water quality program that provides grants for up to 75% of the cost of water quality/fish enhancement studies. CCWF monies can be applied to public and park developments that propose to restore, construct or otherwise enhance fish producing streams, ponds or other water bodies. CCWF funds are limited to the planning, design and construction of water pollution control facilities, stormwater management, ground water protection, and related projects. At the present time, the city wastewater utility has secured a major portion of the funding for the sewer treatment plant upgrade from this fund.

Federal Grants and Loans

- Federal Aid Urban System (FAUS) - are revenues available for the construction and reconstruction improvements to arterial and collector roads that are planned for by an MPO and the Federal Highway Administration. FAUS funds may also be used for non-highway public mass transit projects. FAUS funds are distributed by the Washington State Department of Transportation with a 16.87% local match requirement.

- Federal Aid Safety Programs (FASP) – are revenues available for improvements at specific locations that constitute a danger to vehicles or pedestrians as shown by frequency of accidents. FASP funds are distributed by the Washington State Department of Transportation from a statewide priority formula with a 10% local match requirement.

- Federal Aid Emergency Relief (FAER) - are revenues available for the restoration of roads and bridges on the federal aid system that are damaged by extraordinary natural disasters or catastrophic failures. The local agency must declare an emergency and notify the Washington State Department of Transportation. FAER entitlement funds are available with a 16.87% local matching requirement.

- Farmers Home Administration Water Project Support (FHAWPS) - grants, loans, and loan guarantees may be used for water projects serving rural residents. FHAWPS funds must be used for capital facilities construction and related costs or projects that serve rural residents in cities of less than 10,000 people. FHAWPS funds are distributed by the
Federal Farmers Home Administration (FHA) with a 45% to 25% local matching requirement.

Department of Health Water Systems Support (DOHWSS) - are grants for upgrading existing water systems, ensuring effective management, and achieving maximum conservation of safe drinking water. DOHWSS grants are distributed by the Washington State Department of Health (DOH) through intergovernmental review and with a 60% local match requirement.