



ECONOMIC DEVELOPMENT

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ECONOMIC DEVELOPMENT IN MAPLE VALLEY

The Economic Development Element of the Comprehensive Plan provides a roadmap for future commercial development in Maple Valley. Direction is prescribed by the goals, policies, and implementation considerations in this chapter; however, the unique character of Maple Valley serves as its primary basis for economic growth.

One major strength in Maple Valley includes the City Council's continued support of businesses through its community partnerships with the Maple Valley-Black Diamond Chamber of Commerce, the Maple Valley Farmers' Market and the Council's support of community policing programs. Residents agree, as shown in 2023, when the Maple Valley Farmers' Market was selected as the No. 1 Farmers' Market in Washington State¹ and residents overwhelmingly passed a \$2.2 million levy lid lift to continue to support policing in Maple Valley.

Existing and new businesses in Maple Valley can expect less crime, high household incomes, low sales tax rates, a highly educated workforce, and a supportive business environment. When asked what makes Maple Valley unique, members of the city's Economic Development Commission describe a business community that supports other businesses, local developers who want to continue to develop locally, and community members who pride themselves on supporting new and small businesses. Additionally, due to undeveloped business and retail sectors in Maple Valley, there is immense opportunity for different types of businesses to open and prosper within the city. Large, contiguous tracts of vacant land (122 acres in Summit Place) and land ready to be reimagined into a walkable downtown (42 acres in Maple Valley Downtown) are ready opportunities for economic development. The Summit Place property is zoned as a Regional Learning and Technology Center designed to create jobs in the city. The Maple Valley Downtown is zoned for a walkable, mixed use commercial center of the city.

The last 20 years of development in Maple Valley focused on significant population growth and housing development. The next 20 years of development will focus more on economic development of commercial and downtown business areas. The city recently created a marketing brand that emphasizes its location amongst many outdoor recreation opportunities, including Lake Wilderness Park, the Maple Valley Arboretum, the Cedar to Green River Regional Trail, and hundreds of miles of biking trails within the Black Diamond and Henry's Ridge Natural Areas. The city of Maple Valley is "A Natural Fit".

The Need for Economic Stability

In the formative years of Maple Valley, growth in revenue and expansion of services offered by the City was driven by residential development. During the first ten years of the City's existence, 2,700 single-family residential (SFR) permits were issued at an average of 245 per year. After a second peak

1. 15th annual America's Farmers Market Celebration, American Farmland Trust and the Farmers Market Coalition



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in permits issued during the build out of several large plats in 2020, the City issued the lowest number of SFR permits in 2022 since incorporation and anticipates approximately 25 permits to be issued annually going forward.

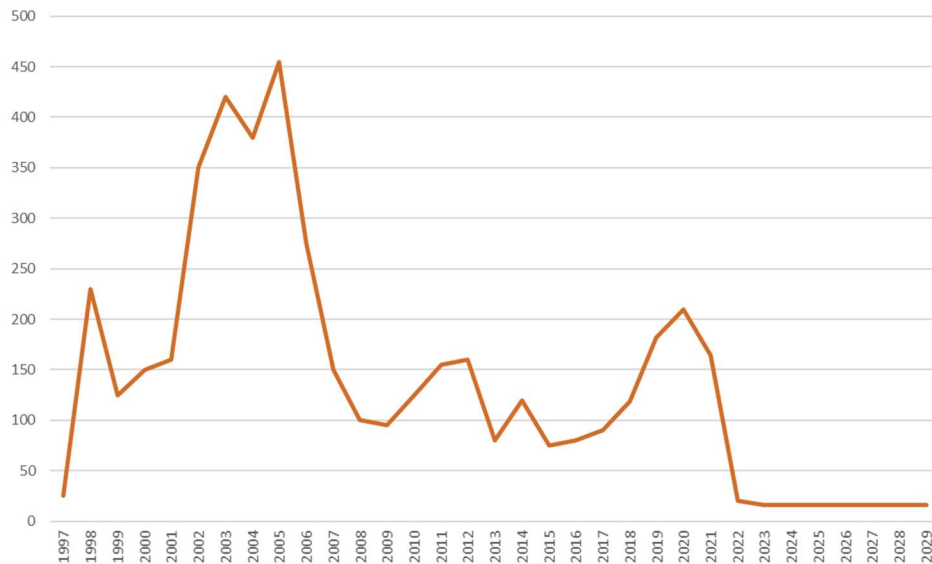


Figure 1.1 – Single Family Residential Permits Issued (projected 2023-2029)

The rapid growth and associated revenue generated contributed to the expansion of revenue for the City as well as growth in the cash reserves the City maintains. The General Fund budget grew from \$2.6 million in 1998 to 20.6 million in 2023. The City added, over that time, a Parks & Recreation Department with active and passive recreation, a surface water management program, a ¾ time code compliance specialist position, additional building inspection staff, as well as increased the number of police officers in Maple Valley.

The growth also helped fund capital expansion within the City. In the last ten years, the City has spent \$72.6 million on transportation improvements within the City and other capital improvements and debt-financed infrastructure projects.

Over the last ten years, the City's three primary operating revenue sources, property, sales and utility taxes, have increased by an annual average of 5.21%. Through economic cycles the year-to-year change has varied, but overall there has been sustained growth in each of these resources for the last ten years. This includes during the COVID pandemic from 2020 through 2022. From 2019 to 2021 the City saw higher demand for development and real estate sales within the City. This trend started to slow in 2022 and has continued to show softening in 2023. It is expected that the City will continue to see slower development and real estate sales through 2024.



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Permits issued by the City result in construction sales tax while the homes are being built. Since 2015, sales tax has become the City's largest revenue source, and construction sales tax makes up approximately 20% of total sales tax collections. Once the home is constructed, the City receives a portion of real estate excise taxes (REET) based on the value of the home sold. REET by definition is a one-time revenue source collected at the time the new home is initially sold, then collected again later when and if the home is resold. The use of REET revenue is restricted to certain capital improvements. In Maple Valley, REET has historically been used to fund transportation (REET1) and recreation (REET2) improvements. By budget policy, revenue from REET is split evenly between transportation and parks capital projects. Once the home is sold, the City annually receives additional property taxes based on the assessed value of improvements to the property. The City collected \$20.8M of REET revenue from 2012 through 2022. On average the annual amount of REET grew by 13.12%. As the real estate market has started to cool in 2023, the City expects that REET revenue will decline over the next couple of years and then return to historical levels in 2026 and beyond. The City also receives a number of other on-going revenue sources from new SFR units including sales tax from purchases made within the City, utility taxes, and various other taxes and fees.

The City has a policy to maintain its General Fund balance at a minimum of 16.7% of General Fund expenditures. The City's General Fund balance has exceeded this over the last ten years.

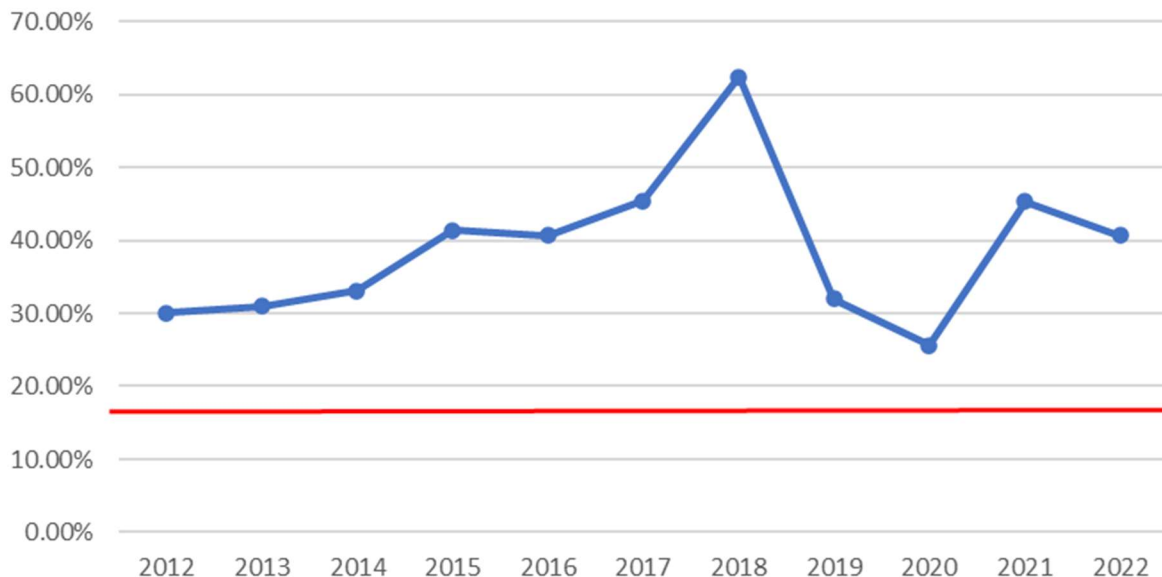


Figure 1.2 – General Fund Balance as Percent of Expenditures

Source: City of Maple Valley.

While residential development is on the decline perhaps indefinitely, there is potential for economic development through commercial development and/or redevelopment. Through zoning and a business-friendly regulatory environment, the City has the potential to attract and retain businesses in Maple Valley. Commercial development generates significant revenue for the City's operating and capital budget including building permit and plan review fees, transportation impact fees, construction



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sales tax, and real estate excise tax. In addition to these one-time revenue sources, commercial development will also provide on an on-going basis increased property tax through higher assessed valuation, and, depending on the type of development, possibly sales tax generated within the City, utility taxes, and various other taxes and fees.

Development in the Four Corners Square area, including Fred Meyer, Hop Jacks, a new Johnson's Hardware, and a number of other businesses, offset the decline the City experienced with the loss of State shared revenue for liquor profits and liquor taxes in the previous decade. The City Council recently adopted Maple Valley Downtown Standards and Guidelines to help future development create a walkable, vibrant downtown mixed use area. Future commercial development has the potential to offset flat or declining residential development.

Background

Since its incorporation in 1997, Maple Valley's growth has been driven by its attractiveness as a residential community with a high quality of life and many attractive amenities. The City's jobs-to-housing ratio is low, meaning it has more housing units than jobs, though the City has seen a relatively larger increase in jobs than housing between 2010 and 2021. The residential nature of the community is reflected in the City's tax base: 80% of revenues derive from residential taxes and 20% from commercial sources. Commuting patterns also reflect the low jobs-to-housing ratio, with more than 90% of working residents estimated to leave the City every day to go to work according to 2020 U.S. Census data. The City's 2023 Leakage Study used cell phone data to estimate that 25% of the workforce started working from home (or lost their job) in 2021 as a result of the COVID-19 pandemic. The importance of the City's retail economy is reflected in the fact that 20% of City revenues derive from retail sales and use taxes according to the Summary of the Local Economy prepared as part of the update to this element.

Elected officials, City staff and volunteers on the City's Economic Development Commission have recognized the importance of bringing well-paying jobs, which allow individuals and families to prosper, to the City. Thus far, efforts to attract regional employers have met with some expressions of interest, but no direct results. It remains to be seen how the City's "outer ring" location, which has previously made the attraction of large employers difficult, affects employment opportunities in the post-COVID economy.

In addition to a desire for more well-paying jobs, a more diversified tax base is desirable as Maple Valley is approaching residential build-out. Though the City went through a real estate boom that increased housing stock roughly 40% from 2000 to 2010, the recent recession and the shortage of available land for additional housing means that revenues to support quality municipal services will have to come from other sources. As with other cities, Maple Valley's property taxes are growing more slowly than inflation and the City needs to generate new forms of revenue outside the residential tax base. Retail and services business will continue to be important contributors to the City's tax base and to the provision of close-in amenities for Maple Valley residents. City leaders and residents value



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Maple Valley's high quality of life, and therefore seek commercial investment that preserves and reinforces its brand as an attractive community for both residents and businesses in the region.

What Follows in this Element

This element is organized into the following sections:

- The **Summary of the Local Economy** provides regional and local context.
- The **Summary of Strengths and Challenges** addresses the areas of economic development capacity and competitiveness.
- The City's Economic Development **Goals and Policies** are contained in the next section.
- **Related climate policies** from the City's 2023 Climate Action and Resiliency Plan are cross referenced.
- **Implementation Considerations** describes how the City and its partners pursue these Goals.



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SUMMARY OF THE LOCAL ECONOMY

The following key findings are excerpted from a longer version of this material contained in the Economic Development Element Technical Appendix.

Employment

Key takeaways from **Figure 1.3**:

- Maple Valley's **Retail and Services** employment sectors total 57%, slightly less than the County at 62%,
- Maple Valley has a proportionately larger employment base in **Education** and **Construction & Resources**.
- Its share of jobs in **Manufacturing; Finance, Insurance, & Real Estate**; and **Government** are slightly smaller than the County.

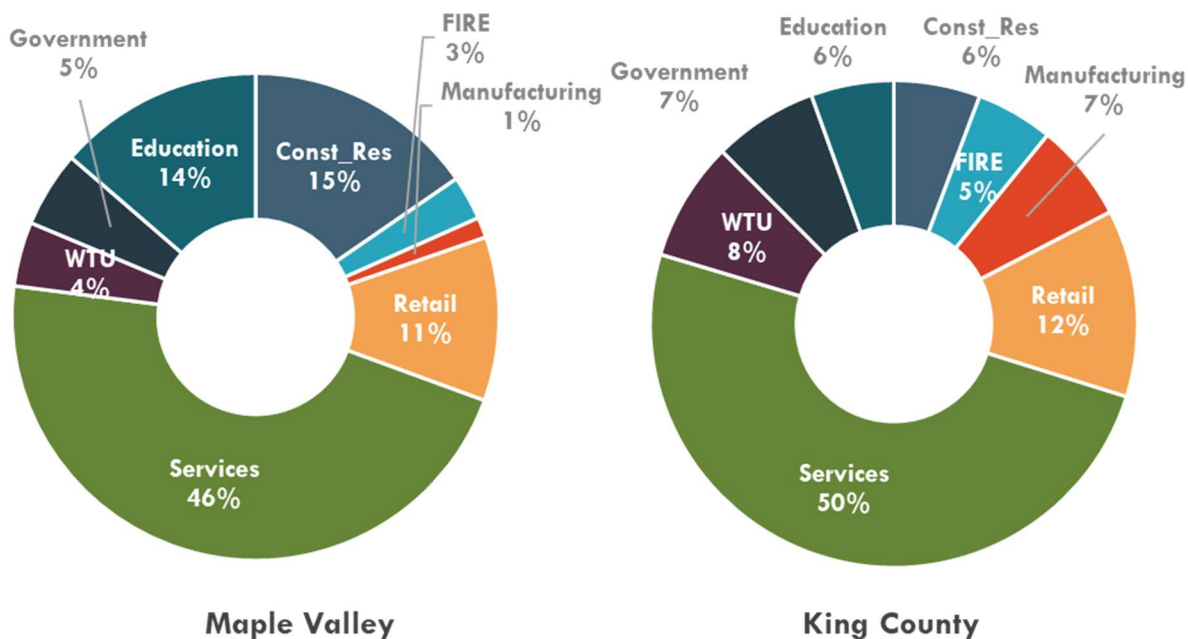


Figure 1.3 – Covered Employment by Sector in Maple Valley and King County, 2021.

Sources: PSRC, 2021; BERK, 2023.



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Commute Patterns

Key takeaways from Figure 1.4:

- **82% of individuals who work in Maple Valley commute from outside the community.**
 - Half (47%) come from nearby locations, within 10 miles
 - 53% commute from 10+ miles away.
- **Of the workforce that lives in Maple Valley, 94% commute elsewhere for work.**
 - Three-quarters (76%) of these commute over 10 miles to their place of employment.
 - Popular destinations include Seattle, Renton, Redmond, Issaquah, and Bellevue

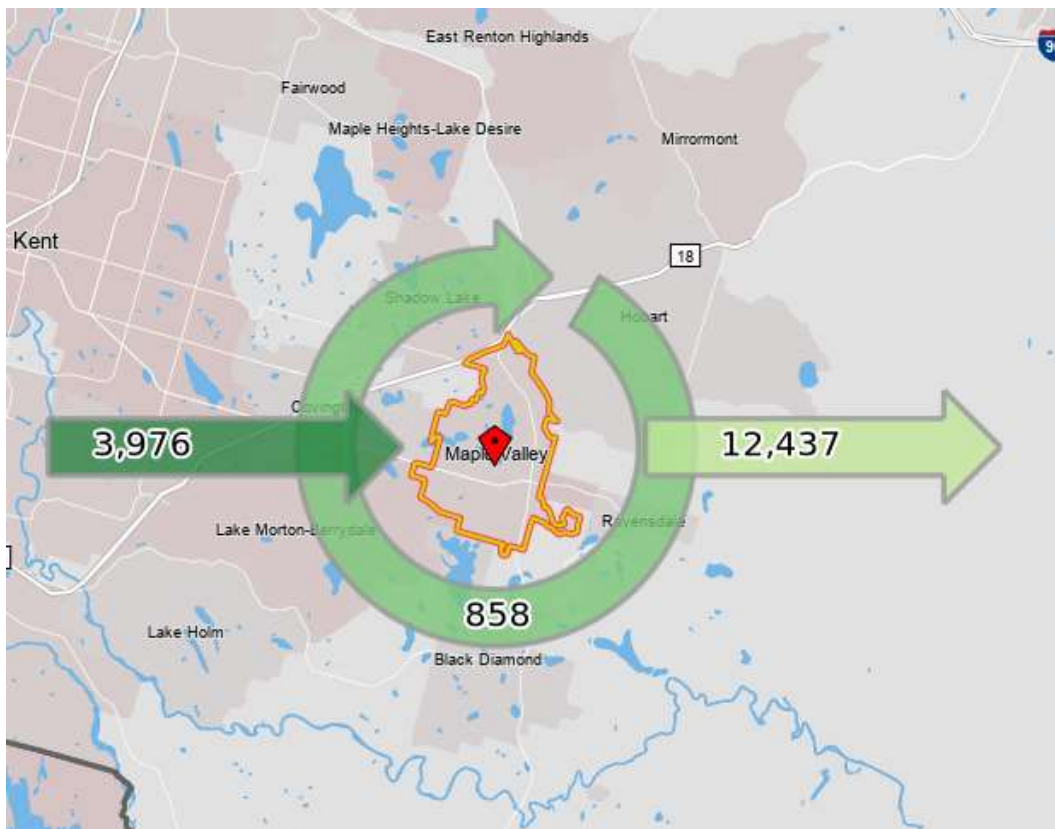


Figure 1.4 – Inflow/Outflow Analysis for Maple Valley

Source: U.S. Census Bureau OnTheMap, Center for Economic Studies, LEHD; 2020 data



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Household Income

Key takeaways from **Figure 1.5**:

- **Median total household incomes in Maple Valley are higher than county-wide numbers** despite slightly lower educational attainment.
 - The median total household income in Maple Valley is \$125,092, 18% higher than the King County total household median, at \$106,326.
 - 57% of households are “middle-income” at \$75,000-\$200,000, compared to 42% countywide.
- **Income disparity in the community remains and a quarter of households make incomes of \$75,000 or less annually.**
 - 20% of single mother-led households in Maple Valley are estimated to be below the poverty line, compared to 4% of households overall.

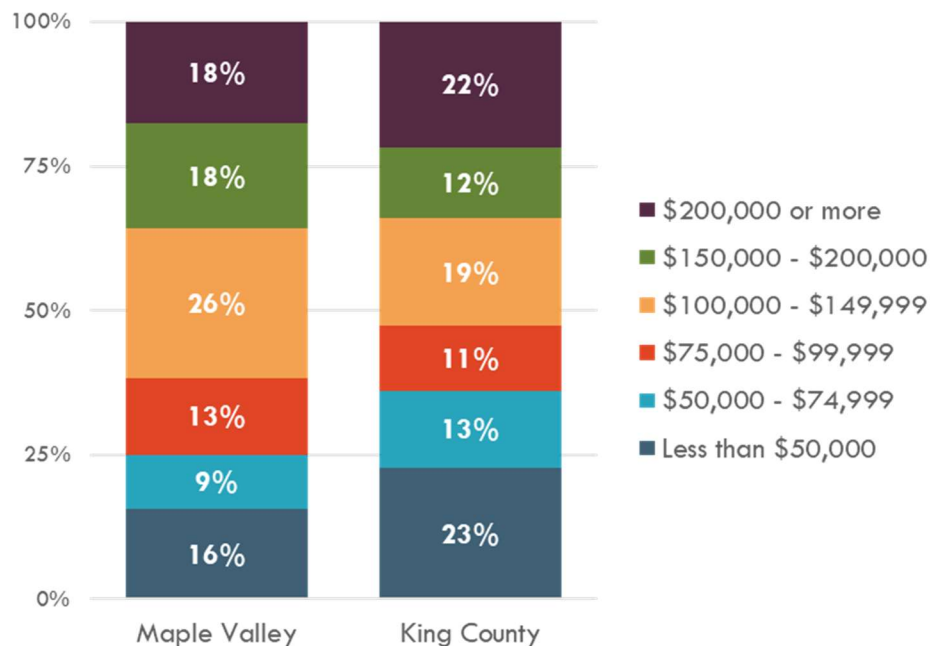


Figure 1.5 – Percent of Household by Income Bracket in Maple Valley and King County, 2021.

Sources: ACS 5-year estimates Table S1901, 2021; BERK, 2023.



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Taxes and City Revenues

Key takeaways from **Figure 1.6**:

- Revenues from the **Retail sales and use tax** is the largest source of tax revenue for the City, contributing 20% of City revenue in 2021.
 - **Retail trade** revenue accounts for 42% of Taxable Retail Sales
 - **Construction** contributes (23%),
 - **Accommodation** and **Food Services** together provide 10%.
 - All other sources combine for the remaining 24%.
- **Property tax** contributed 14% of total City revenues

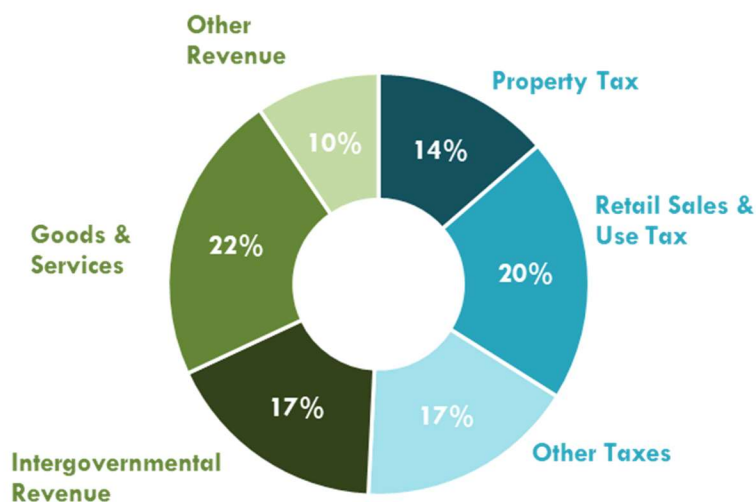


Figure 1.6 – City of Maple Valley Revenues by Category, 2021, all funds.

Sources: Office of the Washington State Auditor, 2023; BERK, 2023.



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Taxes and City Revenues: Taxable Retail Sales

Key takeaways from Figure 1.7:

- Taxable retail sales have been growing.
- There was a significant jump in Taxable Retail Sales related to Construction in 2021, likely related to construction of the Amazon facility, which increased almost \$60 million from 2020.

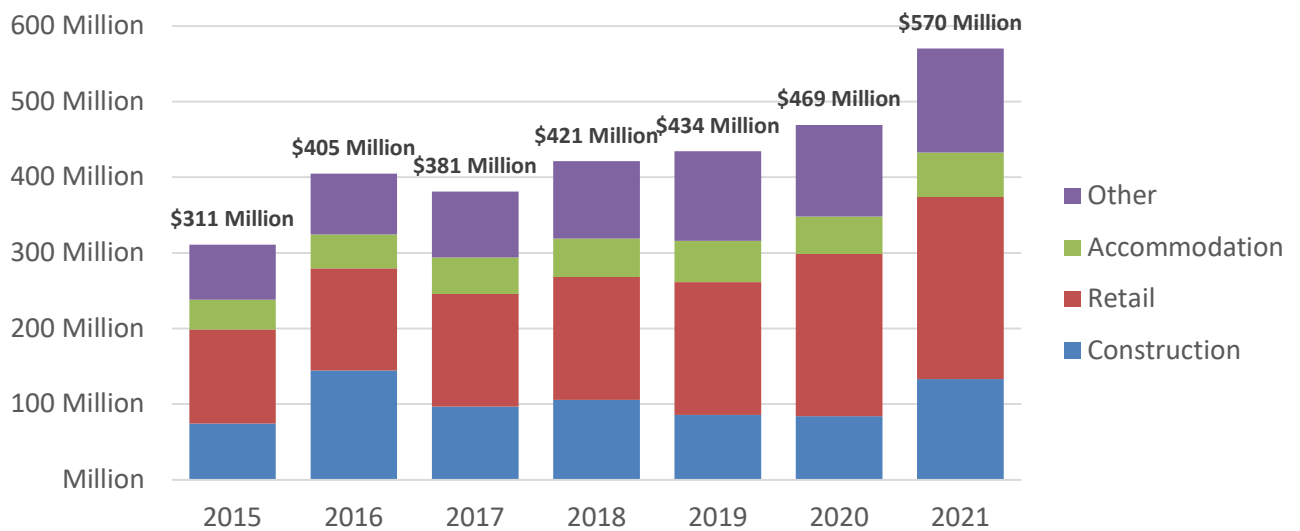


Figure 1.7 – Taxable Retail Sales Data, by 2-Digit NAICS in Maple Valley 2015-2021.

Sources: Washington DOR, 2023; BERK, 2023.



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Land Base

Key takeaways from Figure 1.8:

- **Retail uses comprise 77%** of commercial square footage.
- **Current zoning has the capacity to fulfill Maple Valley’s job targets for 2044**, with more than half of this capacity coming from the Summit property.

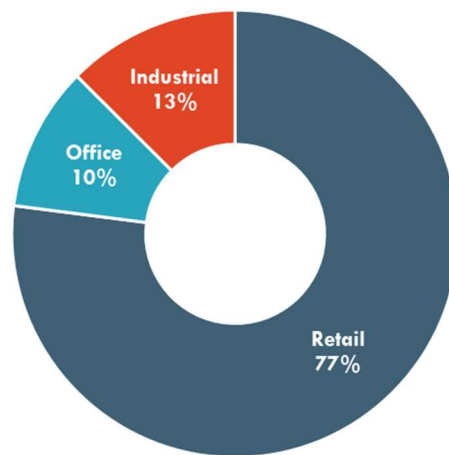


Figure 1.8 – Commercial Space in Maple Valley (measured in square feet), 2023.

Sources: Costar, 2023; BERK, 2023



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SUMMARY OF STRENGTHS AND CHALLENGES

This section analyzes the strengths and challenges to economic development in Maple Valley, focusing first on capacity and second on competitiveness.

Capacity Analysis

Strengths • Continued City Council support for economic development. • Community desire for additional services and employment opportunities. • Alignment with the Chamber of Commerce and business community. • Expanded role and capacity of the Economic Development Commission (EDC). • Platform for shared assets.	Weaknesses • No dedicated economic development staff. • EDC member education on economic development. • City businesses are uncertain about how city can help.
Opportunities • Untapped regional partners. • Potential to hire an Economic Development Manager or Consultant.	Threats • Competing priorities. • Stronger economic development organizations in other communities. • Fiscal challenges. • Growth opponents.



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Strengths

Continued City Council Support for Economic Development

Maple Valley's City Council has been more active in prioritizing economic development for the City. The Council has made decisions that have helped facilitate economic development, including adopting the Downtown Standards and Guidelines which provides the framework for future development in the Downtown, relocating the Farmers Market onto the Legacy Site to support small businesses, adopting amended Community Business zoning regulations, and funding the Economic Development Commission's work to complete a business leakage study, targeted business video, business survey, and Pitch and Pivot business support program. The City Council has also supported partnerships with the Maple Valley/Black Diamond Chamber of Commerce website update showcasing the city of Maple Valley as an ideal place to live, work, and play.

Community Desire for Additional Services and Employment Opportunities

Many Maple Valley residents see benefits associated with economic development, including the creation of close-in employment options and opportunities for shopping, services, and entertainment. They would prefer to support local retail, dining, and businesses.

Alignment with the Chamber of Commerce and Business Community

The City, Chamber of Commerce, and business community generally have a shared understanding of the Maple Valley's economic strengths, challenges, and opportunities, as well as the roles and responsibilities of each partner.

Expanded Role and Capacity of the Economic Development Commission (EDC)

The Economic Development Commission is an important resource for the City. Its members are rooted in the community and region and contribute a wide range of private and public-sector background and expertise. The EDC has members from a wide variety of private and public backgrounds who can provide expertise in terms of site development, developer connections, communication with the public, business retention, and more. The body has a robust program of work and is prepared to be a proactive actor in advancing the City's economy.

Platform for Shared Assets

The City is establishing an online resource to share economic development collateral and data. This will support efforts to maintain a simple, focused store with consistent and carefully constructed messaging.



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Weaknesses

No Dedicated Economic Development Staff

Maple Valley is a small municipality and budget constraints have prevented it from maintaining a full-time economic development staff person. Support is provided by multiple staff members as part of their roles, and there is an opportunity to hire a dedicated Economic Development Manager in the future.

EDC Member Education On Economic Development

EDC members are volunteers drawn from the community and bring important perspectives to their role. They are not economic development professionals, however, and require ongoing education to be up-to-date in their understanding of what a city can and cannot do to affect its economy, what economic development tools and strategies are most effective, and other best practices.

City Businesses are Uncertain About How City Can Help

The 2023 Business Survey asked respondents to identify supports that the City and EDC could provide to support respondents' businesses. No more than about one-third of respondents (a maximum of 38%) expressed interest in any one type of business support. Two of the three most common responses were related to decreasing the costs of doing business – access to capital (38%) and recruitment of affordable spaces for businesses (32%) – and the other was related to improving City infrastructure (34%). Respondents also identified job training and educational supports that would be helpful to themselves or their employees, with 41% expressing an interest in trainings on marketing via social media and the internet and 30% expressing an interest in business planning training. Notably, just 4% of respondents expressed an interest in the City or EDC providing job training or education, so respondents may be interested in these types of training from sources other than the City.

Nearly half of respondents (47%) view City-organized events including Maple Valley Days, Hometown Holidays, and Farmer's Markets as having a positive impact on their businesses, and nearly half (44%) identify no impact. In additional comments, some respondents also mentioned the impacts of the Ironman competition held in Maple Valley each year. In identifying opportunities for the City to better support businesses during these events, the largest proportions of respondents selected increased coordination with businesses (40%) and increased public marketing and communications (32%).

Opportunities

Untapped Regional Partners

Many entities in the region can become stronger partners with Maple Valley as it embarks on its economic development efforts, including, most notably, Port of Seattle Economic Development Partnership Program, the Economic Development Council of Seattle and King County, the Puget Sound Regional Council, and the community of real estate developers in the region. There is a lack of

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awareness among these partners about the City's economic development focus and related investment opportunities.

Potential to hire an Economic Development Manager or Consultant

The City will evaluate the merits of investing in a dedicated Economic Development Manager or consultant.

Threats

Competing Priorities

As is the case for other communities, Maple Valley has many needs competing for limited resources. Community members and policymakers may prioritize other issues at the expense of investment in economic development. As economic development significantly contributes to the retention or expansion of city resources, economic development should be reprioritized.

Stronger Economic Development Organizations in Other Communities

This is a threat that Maple Valley will continue to face but can mitigate somewhat by making the best of its existing assets and building its capacity.

Fiscal Challenges

Fiscal policy for the City includes maintaining 16.7% of operational cost as a reserve. Based on current cash flow projections, by 2025 the City will no longer meet the required fund balance of 16.7% if its revenues and expenditures remain the same. Because the City's revenue base growth has slowed with the declining rate of new residential construction, new sources of revenue are needed. The City is considering a levy lid lift targeted specifically to offset inflation-related increases in its contract for law enforcement services with the King County Sheriff's Office. Other sources of revenue may be necessary to support high quality city services if economic growth does not increase.

Growth Opponents

Some residents are against increasing residential capacity in the city due to traffic concerns, school impacts, and preserving the small town character of Maple Valley.



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Competitiveness Analysis

Strengths • High quality of life. • Household income. • Low sales tax rate. • Proximity to international airport. • High City bond rating. • Regional growth. • Location out of flood plain. • Lower-cost location. • Low retail and office vacancy.	Weaknesses • Income disparity. • “Outer ring” location: a challenge to recruit regional employers • Lengthy commutes and limited mobility. • No building inventory. • Site readiness. • Access to readily available connections to the existing sewer system.
Opportunities • Development capacity. • Underutilized zoning. • Downtown and the Legacy Site. • Summit Place property. • “Outer Ring” Location: Potential to Serve as a Regional Employment Hub. • Capture of additional local shopping. • Strong regional developer market. • Business retention. • Home-based businesses. • Workforce draw. • Workforce development. • City events and recreation attractions. • Overnight lodging. • Electric charging stations. • Brand and reputation.	Threats • Increasing traffic congestion. • Competitor communities. • Regulatory changes at the state.



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Strengths

High Quality of Life

Maple Valley is a desirable residential community with a high quality of life, including attractive community amenities and good public safety. The census tracts within Maple Valley are identified as “high” opportunity areas. With the exception of transportation, all observed categories receive ratings of “Moderate” to “Very High”. This reflects strong access to amenities and a high quality of life across the community in Maple Valley. The community features a strong school district, proximity to nature and regional job centers, and a good reputation as an attractive place to live.

Household Income

Median household income in Maple Valley is higher than in King County as a whole. A large proportion of households fall into middle-income groups, with 57% earning \$75,000 to \$200,000 annually compared to 42% countywide. This reflects Maple Valley’s identity as a relatively affordable community in a region with access to well-paying employment opportunities, despite having relatively lower college attainment levels than in King County as a whole.

Low Sales Tax Rate

Maple Valley sales tax is 8.7% and is lower than large adjacent cities such as Renton (10.1%), Auburn (10.1%), Kent (10.1%), Issaquah (10.1%), and Bellevue (10.1%). The city does not have a business and operations sales tax.

Proximity to International Airport

Maple Valley is 20 miles from Seattle-Tacoma International Airport.

High City Bond Rating

The City’s AA+ bond rating is a strong signal for investors.

Regional Growth

King County is among the fastest growing big counties in the country. As identified by the Puget Sound Regional Council, the region has strong economic performance in sectors that include aerospace, information & communication technology, maritime, military & defense, life sciences & global health, clean technology, tourism, transportation & logistics, and business services².

² <https://www.psrc.org/media/1688>
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Location Out of the Green and Cedar River Flood Plains

Relative to other neighboring cities in the region, Maple Valley has an advantage by being located outside of both the Green and Cedar River flood plains, which reduces insurance rates (according to Herbert and Associates).³

Lower-Cost Location for Development

Because it is located farther from the major metro centers of Seattle and Tacoma, Maple Valley can offer greater cost competitiveness for land and associated development compared to other communities in the Puget Sound Region (an “undiscovered bargain”).

Low Retail and Office Vacancy

Retail rent in Maple Valley has historically been strong. While 2013 rents per square foot in Maple Valley were 28% higher than the East King County average, there was a sharp decrease in retail rents per square foot in Maple Valley in 2020, resulting in figures that much more closely track with regional averages in 2020 and 2021. This shift aligns with the timing of the COVID-19 pandemic, which likely had a downward effect for retail rents in Maple Valley. Overall, both retail and office space in Maple Valley maintain low vacancy rates – 0.8% and 1.1%, respectively, in Q1 2023.

Weaknesses

Income Disparity

While median household income in Maple Valley is higher than the King County average, income disparity persists. Renter households have median incomes less than half the size of homeowner households (\$64,167 compared to \$133,233). While margins of error are high for small communities such as Maple Valley, disaggregation by race and ethnicity suggest that BIPOC residents have much higher representation among renter households in Maple Valley. About 3.8% of families have incomes that fall below the poverty line. This rate, however, is particularly high for single mother-led households: 19% of these families in Maple Valley are below the poverty level. In addition to renter households, single mother-led households are another important focus group for expanding and improving employment opportunities or assistance programs.

“Outer Ring” Location: A Challenge to Recruit Regional Employers

Maple Valley is located roughly 30 minutes from both Seattle and Tacoma, at the edge of the county’s urban growth boundary and the foothills of the Cascade Mountains. The City’s setting is picturesque, but its “outer ring” location is a detractor for businesses that want to be closer to the Seattle City Center, I-90, Sea-Tac, or other such assets. This has traditionally made it difficult to attract regional

³ Jim Herbert, Hebert Research Inc., personal communication, Nov. 22, 2013.



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employers to the City, though changing employment conditions post-pandemic may create an opportunity for the City, as noted below.

Lengthy Commutes and Limited Mobility

The vast majority of working Maple Valley residents commute to places of employment outside the City and most of these travel distances are greater than 10 miles. Transit connections are not robust, meaning most of those trips will be in private automobiles. The City also has limited microtransit and shuttle services options.

The City is located on SR 169, a two-lane State highway that becomes congested with commuters. The City lacks direct access to Interstates 5 and 90, although the SR 18/SR 169 interchange is located halfway between them. Through the City's lobbying efforts, the State will be constructing improvements to SR 18 to Interstate 90 scheduled to be completed by 2029. The community also lacks convenient transit access to regional employment centers and other destinations. There is a lack of walkability and pedestrian-scaled design in Maple Valley's commercial districts. The City's newly adopted Downtown Design Standards and Guidelines are intended to help change this.

No Building Inventory

While there are a few vacant retail buildings in the City, there are no vacant flex-tech, manufacturing, or large-scale office buildings available for new or expanding businesses.

Site Readiness

While Maple Valley has vacant sites, they currently are not fully ready to be successfully marketed. Detailed site documentation is needed, and a data package needs to be assembled that provides all the information a developer would need to take on a project.

Readily Available Connections to the Existing Sewer System

Redevelopment sites in the community business zoned areas to the west of Four Corners and on the south end of SR 169 are not currently served by sewer, making immediate redevelopment less feasible.

Opportunities

Development Capacity

Maple Valley's employment growth target for the 2019-2044 comprehensive planning period is 1,570 net new jobs. Land capacity estimates calculated by King County in 2018 found Maple Valley had adequate capacity to accommodate this target with current zoning. Based on the County's calculations, the City had capacity to provide 1,748 jobs, or 178 more than its target. Almost all of this capacity exists within Maple Valley's commercial zones, with more than half of this capacity coming from the Summit Place property as discussed below.



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Underutilized Zoning

Zoning changes can be made to ensure that sites of future employment centers are restricted to uses that produce well-paying jobs. Zoning changes also can be made to encourage greater mixed uses and employment generation on existing inventory.

Downtown Maple Valley and the Legacy Site

In 2021, the City adopted code amendments for its commercial, mixed-use zones. The code amendments require a slightly higher proportion of commercial development to residential development (35% minimum commercial). Additionally, the City recently adopted Downtown Design Standards and Guidelines. The design guidelines are intended to improve walkability and foster a place that can serve at the “community heart” in Maple Valley, with activities for all age groups. Proposed allowed uses for the Downtown emphasize the importance of ground-floor active commercial space. The proposed street design changes promote pedestrian safety and connectivity. The City is developing a master plan for the Legacy Site which includes additional public amenities that are designed to be regional attractions to draw people to the Legacy Site and adjacent Downtown.

Summit Place Property

Summit Place is a rarity in the region: a single development site of more than 100 acres within the Urban Growth Boundary. The property owned by King County has significant development potential and contains capacity for over half of Maple Valley’s 2044 employment target. Current zoning targets the location of a regional learning center such as a community college or private technical school, as well as related employers such as technology firms. As the market has not yet delivered such uses, the City and King County can reevaluate the best use of this critical property.

Strong Regional Developer Market

King County and the four-county region have a strong market of developers with whom Maple Valley can build relationships.

“Outer Ring” Location: Potential to Serve as a Regional Employment Hub

While the community has seen some interest from regional employers, it has yet to attract such investment. Particularly with post-pandemic changes in employment patterns, it is possible that Maple Valley could leverage its “outer ring” location to serve as an employment center for residents of Black Diamond, Bonney Lake, and the greater region. Many employees traveling to Maple Valley would travel a reverse commute relative to the dominate commute pattern in the region, taking advantage of currently unused capacity in the regional road network.



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Capture of Additional Local Shopping

While residents largely shop within the City at Maple Valley Town Square, Fred Myer, and Four Corners Square, they also shop at Covington Esplanade (Home Depot) and Costco. Given employment and shopping patterns, a significant portion of resident needs will continue to be met by out-of-town providers. There may, however, be an opportunity capture a greater share of this spending within City limits.

Business Retention

In the 2023 Business Survey, most respondents (89%) reported that it is very or somewhat likely that their business will continue operating in Maple Valley in the next five years. This creates an opportunity for the City to help retain and grow these businesses.

Home-Based Businesses

Local business license records from 2022 identify 269 businesses in Maple Valley. Of these, 62% identify as home-operated, with examples such as artists, home daycare providers, or interior design services. The City has an opportunity to support, nurture, and help grow these businesses as potential future employers.

Workforce Draw

Anecdotal assessments of the Maple Valley workforce indicate a talented pool of workers in professional services, technology, and other high-skill industries. These workers commute to Microsoft, Boeing, and other major (and minor) companies across the region. Maple Valley has access to its own pool of skilled workers as well as those available throughout the regional laborshed, which could be attractive for employers.

Workforce Development

Outreach to renter households could fill in important data gaps to understand the employment profiles and aspirations of these residents. Job training and employment access programs could focus on renter households to address racial disparities and provide benefits to those in greatest financial need. In addition to renter households, single mother-led households are another important focus group for expanding and improving employment opportunities or assistance programs.

City Events and Recreation Attractions

Events and special locations draw regional visitors to Maple Valley. Notable event draws include the Fourth of July, Maple Valley Days, the Ironman Triathlon, and the Farmers Market which more than doubled its visitors from outside the 98038 ZIP code when it moved to the Legacy Site. Potential patrons of Maple Valley businesses also come to town to visit Lake Wilderness, Black Diamond Natural Areas, Lake Wilderness Arboretum and Lake Wilderness Golf Course.



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Overnight Lodging

The new LakePointe Urban Village under development in Covington includes a hotel. This serves as a demonstration that the region can support overnight lodging. While it may take some time for the capacity created by the development to be absorbed, this should be seen as a proof point for a long-term opportunity for Maple Valley.

Electric Charging Stations

The City has an opportunity to generate revenue through electric vehicle charging stations. Revenue would be indirect by way of people shopping and eating in nearby establishments as they wait for their vehicles to charge. Maple Valley's location, midway between Mt Rainier/Crystal Mountain and Seattle/Bellevue make it a logical stopping point for vehicle recharging, when stations are sited in convenient locations along SR 169 with activities and retail are nearby.

Brand/Reputation

Maple Valley has a strong brand as a residential community, which comes with advantages and disadvantages for economic development. An openness to development expressed in specific changes to the City's zoning code and other policies should result in improved business perception. It is also important to note that a 2023 survey of Maple Valley businesses showed that 78% of respondents have a favorable view of conducting business in Maple Valley. The City has the opportunity to continue to improve regional perceptions of Maple Valley as an attractive place to invest.

Threats

Increasing Traffic Congestion

SR 169 is already a major source of congestion through the area, and further development in Black Diamond and from other uses will exacerbate the traffic. Some changes undertaken by the City to improve traffic flow of SR 169 will improve this, but traffic problems related to SR 169 are an exogenous issue.

Competitor Communities

Competitor communities include Black Diamond to the south that has a master plan for a mixed-use development that could include 6,000 residential units and one million square feet of commercial space. The City of Covington's Lakepoint mixed use will add a community gathering space, 1,320,000 sq. ft. of retail, 1,750+ residential units, many dining options, entertainment options, and 90,000 sq. ft. of office space. Other neighboring communities in South King County are also trying to attract economic-based businesses and some are pursuing economic development niches in particular sectors. Revenues from the Maple Valley's retail sales and use tax is the largest source of tax revenue



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for the City, contributing 20% of City revenue in 2021, which points to the importance of retaining or growing the City's commercial base.

Regulatory Changes at the State

The state of Washington may make policy changes that negatively affect Maple Valley's economic development climate.



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GOALS AND POLICIES

The intent of the Economic Development Element is to improve the quality of life by encouraging a greater number and variety of commercial businesses that provide services and create employment opportunities for Maple Valley residents, as well as grow the tax base to take the burden off residential property tax.

The Element's six Goals address creating a culture of economic development in Maple Valley; maximizing the potential of key development opportunities; aligning efforts in land use, transportation, and infrastructure development; retaining and supporting businesses; attracting employers; and supporting the Maple Valley workforce. The policies presented below will guide future City initiatives that, together with private sector actions, will produce a strong economy. These ideas are expanded upon in the next section which focuses on implementation considerations. The result of these efforts will preserve and improve the quality of life that Maple Valley's residents and workers currently enjoy.

The Summary of the Local Economy contains background data and analysis, which describes the existing economic conditions of the City, and provides the foundation for the following Goals and Policies.

Goal ED-1: Develop a culture oriented to economic development in City services and communicate that priority within and outside the City.

- Policies:** **ED-P1.1** Focus City and partner economic development efforts on the following priorities:
- Achieving the established vision for the City's built environment, including desired development of key sites.
 - Cultivating entrepreneur and small business success.
 - Attracting and retaining employers.
 - Supporting BIPOC- and women-owned businesses and employers.
 - Maintaining a competitive retail economy that focuses on the daily needs of regional residents and on the construction industry.
 - Continuing to support and capitalize on City events and recreation attractions in line with its Natural Fit identity.
 - Seeking opportunities to secure overnight lodging establishments over the long-term.
 - Strengthening access to well-paying jobs and career development opportunities for all residents, particularly those with fewer resources.



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- ED-P1.2** Facilitate alignment and coordinated efforts among the EDC, Planning Commission, and City Council by providing ongoing economic development training that promote the benefits of economic development and expanding access to opportunity for all community members.
- ED-P1.3** Maximize economic development capacity by enhancing the scope and strategic role of the Economic Development Commission and engaging consultants when appropriate.
- ED-P1.4** Ensure there is a clear contact for economic development inquiries and issues within the City and a team to respond to broader issues and assume specific projects.
- ED-P1.5** Take a proactive, customer-service approach to facilitating investment that is in line with community priorities.
- ED-P1.6** Deepen ongoing relationships with regional and state partners such as the Port of Seattle Economic Development Partners, the Economic Development Council of Seattle-King County, the Puget Sound Regional Council, King County Government, the State of Washington, and other similar entities in positions to further Maple Valley's economic development interests.
- ED-P1.7** Evaluate options to maintain sufficient City revenues in the face of inflation and limitations on property tax increases, considering a range of financial strategies and tools.
- ED-P1.8** Promote Maple Valley as an attractive place to invest and do business through communications and sharing market data and analysis. Build on the community's Natural Fit identity and focus on being community-oriented, active, and close to nature.

Goal ED-2: Maximize the potential of key development opportunities to achieve Maple Valley's community vision and economic development aspirations.

- ED-P2.1** Pursue the Vision for **Downtown Maple Valley** as a walkable and bikeable, vibrant mixed-use destination that connects residents and visitors of all ages and features businesses that promote the artistic, cultural, and entrepreneurial spirit of the city's residents.
- ED-P2.2** Implement the City's plan for the **Legacy Site** to serve as a regional attraction directly connected to Downtown Maple Valley.
- ED-P2.3** Prioritize employment uses on the **Summit Place** property to ensure the City meets its employment and economic development goals, with secondary consideration of other uses.



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Goal ED-3: Use an approach to land use, transportation, and infrastructure development that advances the City's economic development priorities and diversifies the City's revenue base.

- Policies:**
- ED-P3.1** Employ the zoning code to maximize the economic development potential of existing commercial areas.
 - ED-P3.2** Pursue opportunities for mixed-use development and higher density development that are compatible with the City's character.
 - ED-P3.3** Seek to address potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure.
 - ED-P3.4** Prioritize infrastructure projects that are beneficial to sites proposed for office campus, technology, and light/advanced manufacturing development.
 - ED-P3.5** Support infrastructure projects that facilitate development in commercial areas.
 - ED-P3.6** Encourage electric vehicle charging stations and other forward-looking infrastructure.
 - ED-P3.7** Continue to advocate for strong regional transportation and transit and micro-transit infrastructure to connect Maple Valley to the region.

Goal ED-4: Develop a business retention and expansion program and support efforts that foster small business development, entrepreneurship, and the creation of a wide range of employment opportunities for Maple Valley residents.

- Policies:**
- ED-P4.1** Continue to strive for an economy that includes many small to medium-sized employers and retailers who provide a range of employment opportunities, goods, and services for nearby residents.
 - ED-P4.2** Support business entrepreneurship, which may include support for home-based businesses.
 - ED-P4.3** Establish a business retention and expansion program that encourages dialogue with existing businesses. The program should aim to identify specific issues hindering the growth of both individual businesses and specific industries to help them succeed, expand, and create jobs in the City.
 - ED-P4.4** Prioritize support for businesses that provide well-paying jobs and locally-, women-, minority-, and non-native English speaker-owned small businesses, as well as start-up companies.



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- ED-P4.5** Partner with the Maple Valley-Black Diamond Chamber of Commerce to maintain effective roles for business outreach efforts and ensure efforts that are inclusive of all business owners.
- ED-P4.6** Support business development initiatives of the Maple Valley-Black Diamond Chamber of Commerce, Green River College Business Development Center, and similar partners, encouraging efforts that are inclusive of all business owners.
- ED-P4.7** Cultivate a strong farmer's market focused on small businesses. Evaluate opportunities and partnerships to develop an indoor public market in support of small business entrepreneurship.

Goal ED-5: **Attract larger employers to the City to diversify the City's revenue base, provide employment opportunities for Maple Valley residents, and increase the City's daytime population.**

- Policies:**
- ED-P5.1** Gather and package detailed development data related to specific sites, market analysis, and workforce availability.
 - ED-P5.2** Build relationships within the regional development community.
 - ED-P5.3** Engage a broker or release requests for proposals when appropriate to spur desired development on the City's priority parcels.
 - ED-P5.4** Tell the Maple Valley story, raise awareness of site- and sector-specific development opportunities, and communicate the City's proactive efforts to supporting desirable investment.

Goal ED-6: **Build and promote existing and new relationships with workforce development organizations, training providers, and educational institutions to facilitate access to opportunity for Maple Valley's lower income residents and strengthen the City's workforce pipeline and its reputation for skilled workers.**

- Policies:**
- ED-P6.1** Collect and use third-party data to identify workforce development needs and opportunities, focusing on populations identified in the Summary of the Local Economy.
 - ED-P6.2** Support collaborative efforts of the Tahoma School District, Green River College, and other workforce partners to work with industry to develop curricula related to industry skill needs.



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RELATED CLIMATE POLICIES

The following policies from the City's 2023 Climate Action and Resiliency Plan help guide the City's economic development goals and policies.

Policies:	CR-P14	Develop a Green Jobs Strategy.
	CA-P8	Provide incentives or assistance to low-income homeowners for weatherization/energy efficient improvements.
	CA-P9	Provide education and outreach on existing incentive programs (C-PACER, PSE Rebates, etc.).
	CA-P25	Establish a sustainable purchasing policy.

IMPLEMENTATION CONSIDERATIONS

Maple Valley is in a good position to continue its proactive focus on economic development. As it does so, it should be mindful of the critical role that partnerships will play as it proceeds. The City's small size and limited staff capacity, and its location in a competitive, multi-city metropolitan region, mean that Maple Valley will need to focus externally and internally. Cultivating partnerships with a range of groups in the region will be key to maximizing its capacity.

The following pages summarize implementation considerations for each of the six Goals presented in the preceding section.

Goal ED-1: Develop a culture oriented to economic development in City services and communicate that priority within and outside the City.

In the face of many competing needs and opportunities, it is important to focus the economic development efforts and resources of the City and its partners on shared priorities, including:

- Maintaining a competitive retail economy that focuses on the daily needs of regional residents and on the construction industry.
- Achieving the established vision for the City's built environment, including desired development of key sites.
- Cultivating entrepreneur and small business success.
- Attracting and retaining employers.
- Continuing to support and capitalize on City events and recreation attractions in line with its Natural Fit identity.
- Seeking opportunities to secure overnight lodging establishments over the long-term.
- Strengthening access to opportunity for all residents.



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While the Economic Development Commission is an important player in advancing the City's economic development efforts, policy setting by the City Council and input from the Planning Commissioners are also very influential. It is important to make the case for economic development, describing the associated community benefits, and to work toward alignment among these three bodies through ongoing information sharing and education. Key messages include:

- The delivery of quality municipal services by the City of Maple Valley is reliant on a tax base that has traditionally come from residential property tax, as well as sales and use taxes on retail and construction activity. City expenses grow more quickly than its property tax receipts, and with the residential buildout of the City, it is important to diversify the tax base.
- Economic development can be achieved in Maple Valley without compromising the high quality of life residents currently value. In fact, economic development will provide additional close-in retail and service providers, employment opportunities, and a more robust, diversified tax base to support ongoing quality municipal services.
- New businesses may create new markets for existing businesses. Technology, office, and industrial development will employ a high density of workers per square foot that will increase the daytime population and support existing retail businesses, as well as spur demand for new retail businesses (e.g., cafes and business services).
- The possibility of increasing well-paying jobs in Maple Valley brings with it the possibility of increased daytime activity and population to patronize local businesses. It also brings with it the possibility that fewer residents will have to commute 20, 30, 60 minutes or more each way to a good job.
- Because it is unlikely that the City will expand geographically, the remaining large tracts need to be preserved for job growth.

The role of the EDC, staff with influence over economic development and land use, and consultants must be clear, and it is important to cultivate a City culture supportive of economic development as investment in the community is directly affected by land use decisions and the ability to work through city processes. Maple Valley is a small municipality and budget constraints may prevent it from hiring a full-time economic development staff person in the near term. The City may leverage consultants for some tasks and has established a single point of contact for developers, expanding businesses, or new prospects that walk through the doors of City Hall. Beyond establishing an initial point of contact, a team approach for follow-up on specific issues with individual businesses is necessary. Timely, efficient, and responsive follow-up is crucial to strengthen the City's claim of readiness and commitment to business. For example, such a team may include the City Manager, Public Works and Community Development Director, with other City employees assisting on an ad hoc basis when necessary.

The City will collaborate with local, regional, and state partners such as the Maple Valley/Black Diamond Chamber of Commerce, cities of Covington, Black Diamond, and Enumclaw, Port of Seattle Economic Development Partners, the Economic Development Council of Seattle-King County, the



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Puget Sound Regional Council, King County government, the State of Washington Department of Commerce, State legislative representatives, and other similar entities in positions to further Maple Valley's economic development interests. This entails ensuring partners have a good understanding of the community's economic development aspirations and assets, such as its strong workforce and key developable sites. Maintaining both organizational and individual relationships is important to ensuring information flow and referrals operate smoothly.

With these foundational pieces in place, the City will promote Maple Valley as an attractive place to invest and do business through multi-media communications, sharing market data and analysis, and by building on the community's Natural Fit identity and focus on being family friendly, active, and close to nature.

Goal ED-2: Maximize the potential of key development opportunities to achieve Maple Valley's community vision and economic development aspirations.

Maple Valley is fortunate to have many development opportunities with the ability to make significant contributions to the community's quality of life and economic development goals. This section briefly describes the vision and next steps for Downtown Maple Valley, the Legacy Site, and the Summit Property.

Downtown Maple Valley. The vision for Downtown Maple Valley is a walkable and bikeable, vibrant mixed-use destination that connects residents and visitors of all ages and features businesses that promote the artistic, cultural and entrepreneurial spirit of the city's residents. Important implementation steps include:

- Support property owners and developers who want to develop properties within the Downtown.
- Use the city-to-business video to encourage new businesses to develop and/or locate in the Downtown.
- Use proprietary and public software platforms to support outreach to targeted businesses.
- As the Downtown is developed, work with businesses to plan events in the Downtown to attract residents and nonresidents to spend time in the Downtown.
- As the Downtown is developed, consider relocating Hometown Holidays to Main Street.
- Develop a strategy to market downtown businesses at Maple Valley events and natural resource attractions like Lake Wilderness Park, Lake Wilderness Arboretum, and Black Diamond Natural Area.

The Legacy Site. The Legacy site is a 54-acre parcel owned by the City, located on Maple Valley Highway across from the Rock Creek Elementary School complex. It is located on the southeastern side of Lake Wilderness opposite the Lake Wilderness Lodge and Golf Course. Its development holds great potential



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to enhance residential quality of life and to attract year round regional visitors to Maple Valley which will support local businesses in the adjacent downtown. Important implementation steps include:

- Adopt the Legacy Site Master Plan.
- Implement revenue generating recommendations from the Master Plan.
- Analyze the potential use of Tax Increment Financing to provide infrastructure improvements on SE 260th Street.
- Secure funding, design and construct the SR 169 at SE 258th ST pedestrian bridge.
- Use revenue recommendations in Master Plan to construct regional attractions such as civic plaza with splash park and ice skating rink.
- Secure funding, design, and construct indoor public market.

Summit Place. Summit Place is a 122-acre property off Kent-Kangley Road SE and SE 228th Street owned by King County. It is previously home to nine holes of Elk Run Golf Course, wooded areas, and the County's 13-acre roads maintenance facility. The remainder of the site is vacant. Various voices have suggested that the property be maintained as parks and open space, developed as a residential/mixed-use property, or used for distribution and warehousing. The City has pursued use of the site as a Regional Learning and Technology Center concept, which could include both educational uses and technology or other office-based employment. While this concept has not been advanced by the market, the City maintains its commitment to seeing major employment uses on the property. Summit Place holds more than half of the City's capacity for additional employment under current zoning, and its use for this purpose is critical to the community's ability to meet its employment target and economic development goals. Concurrent other uses would be acceptable if they are compatible with this primary focus on employment.

Additional analysis is needed at this point to calibrate zoning and market the site in the best way possible. Important implementation steps include:

- Continue discussions with the owner of the property, King County.
- Engage Tahoma School District and Puget Sound Regional Fire to understand their potential interest in using a portion of the property.
- Consider conducting a site-specific market analysis and/or engaging a broker to evaluate the market potential and likely timeline for development of the site.
- Prepare the property for market by zoning it appropriately and potentially making infrastructure or other investments.



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Goal ED-3: Use an approach to land use, transportation, and infrastructure development that advances the City's economic development priorities and diversifies the City's revenue base.

Land use, transportation, and infrastructure are often cities' most effective tools for supporting economic development. It is important that Maple Valley's ongoing land use policy making and infrastructure spending is aligned with and supportive of its economic development goals.

The City will employ the zoning code to maximize the economic development potential of existing commercial areas by addressing use designations and pursuing opportunities for mixed-use development and higher density development that are compatible with the City's character. As this occurs, Maple Valley will seek to address potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure..

City infrastructure investments can serve to facilitate desired private investment and the City will support infrastructure projects that facilitate development in commercial areas. Examples might include use of tax increment financing or local improvement districts to finance infrastructure improvement projects.

Given the high volume of vehicular travel into and out of the community, the City will seek opportunities to support electric vehicle charging stations and other forward-looking infrastructure as a way to serve residents. The City will also continue to advocate for strong regional transportation, transit and microtransit infrastructure to connect Maple Valley to the region.

The City will continue to partner with King County Parks Department to support expanding and improving the Cedar to Green River Regional Trail which provides an active use spine throughout the community. We will connect neighborhoods to the trail and improve access locations to commercial areas.

Goal ED-4: Develop a business retention and expansion program and support efforts that foster small business development and entrepreneurship.

The City's vision is for an economy that includes many small to medium-sized employers and retailers. This enhances a local sense of place, creates more access to opportunity for local residents, and contributes to economic resilience. Because 70 to 80% of all job creation reportedly comes from existing companies, business retention and expansion (BRE) is considered the bedrock of an effective economic development program. At its most effective, business retention is a customer satisfaction program designed to gain intimate knowledge of local businesses and their industries, as well as to provide seamless service to address problems businesses face as they operate in a community.

The Greater Maple Valley-Black Diamond Chamber of Commerce already engages in many business retention and expansion activities. It serves as the "welcome wagon" for new businesses, refers businesses to service providers, provides networking opportunities, and advocates for business



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interests. It is the one with the information at its fingertips regarding inventory for businesses inquiring about locating or expanding in the City, and it helps existing businesses navigate the City process of inspections, licenses, fees, and other needs. By virtue of its existing work, the Chamber will continue to play an important role in business retention.

A formal business retention program goes further, with regular calls and visits to businesses. The City (perhaps in partnership with volunteers from its Economic Development Commission) will begin a program of identifying and calling on non-retail/primary/economic base firms that provide well-paying jobs and have the potential to grow in Maple Valley. This program will help the City better understand its business community and build relationships that can lead to firm growth and to the possible location of employers at the new sites it plans to develop as employment centers. The Chamber, with support of the City, would remain responsible for business retention activities that involve retail and local-serving businesses.

Although the Chamber currently plays an important role in BRE and will continue to do so, the City needs to be a participant in the process, and the division of responsibilities needs to be formalized so that the partners know their role and businesses know where to go for assistance. The City will develop a BRE program that maintains effective roles for business outreach efforts and is inclusive of all business owners. Key aspects of the program include:

- Engaging in dialogue with existing businesses. The program should aim to identify specific issues hindering the growth of both individual businesses and specific industries to help them succeed, expand, and create jobs in the City.
- Prioritized support for businesses that provide well-paying jobs and locally-, women-, and minority-owned small businesses, as well as start-up companies.
- Supporting business entrepreneurship, which may include support for home-based businesses, of which there are many in Maple Valley.
- Supporting the Maple Valley Pitch and Pivot program which offers EDC-led guidance for business entrepreneurs.

Maple Valley already has a strong farmer's market focused on small businesses. The City will evaluate opportunities and partnerships to develop an indoor public market in support of small business entrepreneurship.

Goal ED-5: Attract employers to the City to diversify the City's revenue base, provide employment opportunities for Maple Valley residents, and increase the City's daytime population.

Given its focus on growing its employment base and its key opportunity sites, the City will take an active role in attracting employers to Maple Valley. Given its "outer ring" location, this will require creativity and a committed long-term focus. The City must equip itself with key data points, including marketing materials describing Maple Valley's assets and the characteristics of key development



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opportunities and sites. The City will raise awareness by building relationships within the regional development community and engaging a broker or releasing requests for proposals when appropriate to spur desired development on the City's priority parcels.

Working with the EDC, tell the Maple Valley story, raise awareness of site- and sector-specific development opportunities, and communicate the City's proactive efforts to supporting desirable investment. Promoting a business summit is one strategy the City may deploy in these areas.

Goal ED-6: Build and promote existing and new relationships with workforce development organizations, training providers, and educational institutions to strengthen the City's workforce pipeline and its reputation for skilled workers.

The Summary of the Local Economy found a stark disparity in incomes for renters versus homeowners in Maple Valley. Renter households have median incomes less than half the size of homeowner households (\$64,167 compared to \$133,233).⁴ While margins of error are high for small communities such as Maple Valley, disaggregation by race and ethnicity suggest that BIPOC residents have much higher representation among renter households in Maple Valley.⁵ Outreach to renter households could fill in important data gaps to understand the employment profiles and aspirations of these residents. Job training and employment access programs could focus on renter households to address racial disparities and provide benefits to those in greatest financial need.

An additional metric of income is the established national poverty level. In Maple Valley, 3.8% of families have incomes that fall below this line. This rate, however, is particularly high for single mother-led households: 19% of these families in Maple Valley are below the poverty level.⁶ In addition to renter households, single mother-led households are another important focus group for expanding and improving employment opportunities or assistance programs.

The City will seek to collect additional data from these subpopulations and use third-party data to identify workforce development needs and opportunities. Based on these insights, the City will support efforts of the Tahoma School District, Green River College, and other workforce partners to work with industry to develop curricula related to industry skill needs, especially in STEAM (Science, Technology, Engineering, Arts, and Mathematics) education.

⁴ ACS 5-year Estimates Table S2503, 2021

⁵ Ibid. See Housing Inventory and Needs Assessment, Exhibit 11, for detail.

⁶ 2020 ACS 5-year data, summarized by [PSRC](#)