



MEMORANDUM

TO: City of Kirkland, Planning and Building Department

FROM: Tatiana Brown, Sarah Gibbons, Olivier Matendo, Anthonyne Metelus, McKenzie Boyle, and Damian Morden-Snipper

DATE: March 1st, 2024

SUBJECT: Fostering Inclusive and Equitable Economic Development in Kirkland

ISSUE

The City of Kirkland asked students in the Local Government Course at the Evans School of Public Policy and Governance to support the City's effort to encourage more inclusive and equitable economic development in their 2044 Kirkland Comprehensive Plan Update process.

BACKGROUND

The City of Kirkland is in the process of updating its 2044 Comprehensive Plan (CP) to guide the City's growth over the next 20 years. The CP's Economic Development (ED) section sets goals to support growth and vitality that enhance the City's character and quality of life. For years, Kirkland and other cities in the region have focused on generating economic development, measured largely in terms of job production, the business environment, and tax revenue. While these objectives continue to be important, there is growing interest in economic development's increased focus on economic prosperity for people, particularly around equity¹ and supporting communities historically disadvantaged. **Kirkland must effectively incorporate community voices, equity, and inclusivity into its economic development comprehensive planning.**

¹ Equity is defined as a process, or a series of actions intended to better identify, question, and disrupt historically oppressive structures, and work to create alternative structures.

In this memo, Evans students contribute to these efforts in two parts. Part one evaluates Kirkland's Comprehensive Plan Economic Development Element Goals and Policies for how they incorporate and address feedback collected from community engagement. Part two presents research on programmatic examples from other cities that inform how Kirkland can center equity in two of their Economic Development Comprehensive Plan draft policies.

DISCUSSION

Part 1: Evaluating Community Feedback in the Economic Development Goals & Policies

Evans students began this process by reviewing and identifying key themes in three of Kirkland's community engagement documents: the Economic Development Community Engagement Comments Summary 2023 document which included focus group comments; the Economic Development Element Community Survey Summary-1/18/2024; and the City of Kirkland Home-Based Business Survey Final Report. Evans students then read the 2044 Kirkland Comprehensive Plan Update Economic Development Element Goals-Policy Review Tool- *Draft 1/31/2024* document and assessed how these goals incorporate and consider community feedback, highlighting strengths and gaps. The following section identifies key community feedback themes (see *Appendix I* for comprehensive theme list), provides brief recommendations on how to better incorporate community desires into the draft goals and policies, and discusses research on potential strategies to operationalize community feedback. Themes highlighted the values of promoting, supporting, and prioritizing local businesses; supporting mixed-use residential zoning; and promoting community connections.

Overall, the updated draft economic development goals effectively incorporated community feedback. Kirkland's commitment to community engagement and community-driven planning were evident not only in the economic development goals themselves, but in convening sets of focus groups intended to encompass a broad sample of the community (see *Appendix II* for an overview of the demographic survey data used to develop the themes and feedback discussed).

Areas for Development

Incorporating key community feedback themes could strengthen several sections of the ED's goals and policies. The recommended policy revisions are underlined and described below.

- Policy ED-1.2: *Encourage a broad range of businesses and public spaces...that support the needs of different groups in the community such as BIPOC, seniors, youth, and LGBTQIA residents*. These additions are included as a response to feedback from the youth council that they would like more affordable businesses geared towards youth in Kirkland such as thrift stores, bookstores, outdoor stores, and music stores and incorporates community desire for "third spaces" to support community connection.
- Policy ED-1.7 *Support the growth and needs of home-based businesses and small- scale commercial uses in residential areas...to minimize adverse impacts related to safety, noise, parking, light, odor*. This addition incorporates the community's desire for increased safety measures with neighborhood commercial development such as sidewalks, speedbumps, and traffic support.
- Proposed revisions to Policy ED-1.8: *Support locally developed enterprises by encouraging small start-up businesses*. include a set of actions to consider. Based on community feedback, language on commercial rent affordability could be added.
- While the ED goals include a section on Sustainable Local Economy, the City did not solicit feedback on sustainability in surveys or focus groups. This is an area for development in future economic development community outreach.

Based on an analysis of public feedback, fruitful strategies for equitable economic development and operationalizing community feedback include (1) measures to increase affordability of commercial rents, (2) supporting the development of "third spaces" to complement business development, and (3) pop-up commerce spaces.

Strategy 1: Increasing affordability of commercial rents

Public feedback emphasized renting commercial space at current (high) market rates is

prohibitive and a major inequity in economic development. These cost barriers are especially substantial for immigrant and BIPOC-owned businesses who may not have the same access to capital and/or start-up funding as other businesses. Public comments repeatedly suggested the city adopt commercial rent caps as a primary means to increase commercial lease affordability.

However, the City cannot enact a legislative commercial rent control policy – that authority is reserved for the state legislature. In addition, few or no cities or states have active commercial rent controls that impose caps on commercial rents. Unpopularity and resistance to various proposed municipal and state bills suggests their passage is unlikely. Included are four other approaches Kirkland can take to increase affordability of commercial rents:

1. Requiring tenants and landlords to enter **arbitration/mediation if they cannot negotiate a rent rate** within a given time frame for a lease renewal, increasing the likelihood of reaching a fair rental price.
2. **Tax rebates or credits for landlords to maintain affordable rents**, especially for underserved groups' businesses. This would incentivize landlords to rent commercial property to businesses they may consider riskier because of a lack of capital or long-established credit.
3. **Increased eviction protections for businesses** (e.g., extensions of eviction notification periods to allow the businesses time to find another viable location instead of closing).
4. **Limiting personal guarantee requirements for commercial lease agreements**, which would reduce a significant barrier to underserved groups' startups that may not be able to pay rent from personal finances if the business folds.

Kirkland is also exploring *two non-regulatory ideas* for increasing commercial rent accessibility.

1. Establish small business incubator spaces – facilitating connections/positive relationships between aspiring business owners and landlords increases landlord willingness to rent to businesses at market or below-market rates.
2. Convene meetings between banks and aspiring business owners to secure start-up capital and/or generous lines of credit. These practices would

create a more favorable environment for new immigrant and BIPOC-owned businesses, especially when combined with the policy mechanism of commercial rent regulations.

A second set of approaches involves the *City acquiring more commercial property* to provide affordable rents. For example, Kirkland could expand the number of below-market rate leases for existing city-owned property (an existing practice for some nonprofits and businesses) while purchasing/developing additional commercial buildings. Another strategy is supporting community-based organizations or immigrant and BIPOC-owned business cooperatives in acquiring their own commercial properties for below-market rate leases. Both approaches require substantial capital, strong political support, and would be part of a longer-term plan for increasing affordability of commercial rents.

Strategy 2: Third spaces to complement business development

Third spaces are defined as physical spaces that facilitate social interaction outside of work or home settings that are *not necessarily tied to commodities*. The interior spaces of malls, libraries, cafes, community centers and pavilions are all examples of third spaces that are core to creating thriving urban environments. Public comments emphasized the importance of third spaces for youth who wish to recreate outside the home or school. Third spaces support foot traffic between commercial areas and host regional events like year-round farmer's markets, another common desire highlighted during public comment.

The City of Seattle's "Seattle POPS - Privately Owned Public Spaces program" serves as a case study for active third-space investment. POPS include atriums, plazas, arcades, and hill climbs open to the public that are required or allowed through Seattle Land Use Code, or as a result of a street vacation. Seattle POPS retain access to public spaces during development and foster a sense of neighborhood character – expressed desires in the community engagement process. The City of Kirkland currently administers a Neighborhood Matching Grant Program to invest in and revitalize Kirkland neighborhoods. The grant is primarily available for development projects and community-oriented events that provide public benefit. Expanding the scope of the matching

grant to include the purchase of small parcels of land for “Green Pocket” development may increase access to third spaces within Kirkland.

Strategy 3: Use pop-up commerce spaces to meet youth needs in commercial development.

Feedback from the youth council, highlighted desires for an increase in businesses that match the interests and affordability needs of young people in the community. The benefits of leisure infrastructure such as parks, community centers, and recreational opportunities to youth are already well known and include the ability to positively socialize with peers, increased autonomy, and reinforced feelings of community. However, youth are often excluded from this discussion is how commercial spaces operate as social spaces.

The youth council cited a desire for more places to shop (e.g., thrift stores, music stores, outdoor equipment stores, and bookstores). While most of Kirkland retail space is limited and subject to the actions of private property owners, the City can work to develop more commercial spaces targeted at youth through a rotating pop-up retail space platform. The vacant retail space in the City-owned Houghton Village is well-suited for a pilot opportunity. This effort would 1) align with the City’s goal to create a thriving, walkable, sustainable retail development focused on arts and culture and 2) support youth leisure, enrichment, and entertainment, and 3) advance larger, more permanent investments into community goals (e.g., enhancing the vitality and viability of mixed-use commercial areas and building a “shop local” culture). Some beginning steps to developing a small business pop-up shop include:

1. Reaching out to local entrepreneurs and businesses with youth customer bases. These include businesses such as vintage clothing sellers, consignment shops, entertainment businesses (bookstores, arcades, game stores, music stores), outdoor recreation shops, art stores, etc. Tenant applications should be compelling, viable and relevant to youth.
2. Offering six month long pop-up leases with highly affordable rents. Certain cities such as Toronto have charged tenants low rents along with 10% of sales beyond an agreed

baseline. Low rents support new and small businesses “test the market” and potentially find long term leasing opportunities in the community for their business.

Reviewing Kirkland's economic development goals in the context of public feedback yielded valuable insights about the language and content of the goals, as well as areas for improvement. Major public feedback themes highlighted the strength of Kirkland’s economic development goals and potential priorities for policy. Whether or not Kirkland adopts the strategies proposed, the City can use them as input for revisions to its economic development goals.

Part 2: Exploring Alternatives and Recommendations to Kirkland

This section delves into specific programmatic examples from other cities (i.e., case studies) to inform the successful implementation of two key policy initiatives in the economic development comprehensive plan (ED 1.8 and ED 3.X). The content analysis synthesized secondary data from the case-study cities and publicly available government documents, providing key insights and actionable recommendations that promote equity in the City’s ED. See *Appendix III* for general guidelines to implement Policy ED-1.7, as requested.

Policy ED-1.8: Foster and support small and emerging businesses, industries, and entrepreneurship. *Support locally developed enterprises by encouraging small start-up businesses. Seven actions were recommended for consideration* (see *Appendix IV* for list).

Kirkland staff expressed interest in exploring the concept of “incubator spaces” – these effectively 1) integrate community concerns discussed in Part 1 on support and affordability of commercial renting and 2) address three of the seven recommended actions (actions 1, 4, and 6) to achieve ED-1.8. Examples hosted in Seattle (Pike Place Market), Tukwila (Spice Bridge), and SeaTac (SeaTac International Mall) were evaluated on their operational mechanisms and community integration. See *Appendix V* for full summaries on each of the case studies (including origin stories and key characteristics) and *Appendix VI* for specific mechanisms that promoted the success of each. Two common themes for success emerged from the analysis:

- 1) The incubator connects its physical space to other community priorities, fostering a sense of deep community care and mutual aid. *Pike Place Market* offers low-income housing to residents in the downtown area. *Spice Bridge* hosts the Tukwila Village Farmers Market (a collaborative effort with the International Rescue Committee) and community meals program, bringing affordable produce and free meals to community members in need. *SeaTac International Mall* hosts an “East African Community Services” non-profit offering critical afterschool programming.
- 2) The solutions are unique to the community’s history and context, they fill a need. *Pike Place Market* was a community initiative to preserve local and small-scale vendors in the historic downtown neighborhood. *Spice Bridge* serves the refugee community historically displaced and redlined to the south of Seattle (i.e., those south of I-90). *SeaTac International Mall* addresses the displacement of fifty historic businesses and loss of a cultural Somali refugee gathering space with the closure of *Bakaro Mall* in 2019.

Other shared mechanisms that promoted success were deep collaboration with community partners to increase collective impact, reduced rent rates to businesses, technical support programs (see *Appendix VII* for list), supporting businesses with providing a customer-base, and planning for growing pains to prevent long-term failure.

Policy ED-3.X [New]: Addressing disparities in income, employment, and wealth building opportunities for marginalized peoples.

The interconnected nature of socio-economic challenges asserts progressive procurement as the primary recommendation for Policy ED-3.X – it looks to build and retain community wealth by implementing intentionally equitable practices through citywide contracting and purchasing activities with BIPOC, minority, and women-owned firms (MBE’s). Example activities include the use of translations and accessible language, internal capacity building for socially responsible sourcing, training and growth opportunities for firms, and monitoring, among others. Universal Basic Income (UBI) is recommended as a supplementary strategy.

Historically, the underrepresentation of MBE's in government contracting has been attributed to discrimination, lack of financial resources, limited access to information and guidance, and nontransparent procurement processes. Similar struggles are reflected in Kirkland's community, with desire to support and provide resources for starting businesses, and to prioritize the wellbeing of local small and medium-sized businesses listed as major themes from community feedback. To address procurement and the engagement of minority owned businesses, the City of Seattle's citywide contracting equity (CE) program is used as a local case study.

The City of Seattle's Citywide Contracting Equity Program

Though the cities differ in size, the CE framework adopted by Seattle serves as a model for program development in Kirkland. With each department having their own goals set for both contracting and purchasing services, Seattle's CE program facilitates the inclusion of MBE'S in city work. Annual department goals and updates are dependent upon current yearly budget projections and spend plans, upcoming projects and work plans, and adjustments due to past goals and performances. Yearly assessments include data on citywide spending, overall MBE use, community outreach examples, and available training. See *Appendix VIII* for considerations on the development and implementation of a CE program.

City of Tacoma – Growing Resilience in Tacoma (GRIT)

The implementation of UBI acts as a secondary strategy for community support, as it addresses ongoing disparities in income for marginalized individuals. The development of UBI relates to Kirkland's community economic development goals as these funds can be used to support socialization and inclusive community connection. While the demographics of Tacoma differ from that of Kirkland, a similar program is recommended as the criteria for qualification can be changed to fit the needs of Kirkland residents.

Inspired by temporary COVID-19 relief programs, [GRIT](#) is an interagency agreement that was launched as a relief program for families that are disproportionately experiencing poverty within

Tacoma. Qualified residents are single income constrained and employed households with incomes between 100% and 200% of the federal poverty level who reside in Tacoma's Eastside, Hilltop, South Tacoma, or the South End neighborhoods – with a focus on BIPOC individuals. The program provides \$500 a month for 12 months to families and aims for the funds to be used as a means of security and resilience.

Initial qualitative data indicates users are satisfied with the program, with funds being used primarily for local retail sales and services – reinvesting funds into communities. Complete analyses of the program are expected later in 2024 and, given support from sponsoring agencies, will likely be renewed. See *Appendix IX* for recommendations on qualification criteria and implementation considerations for establishing UBI in Kirkland.

NEXT STEPS FOR ELECTED OFFICIALS

The City of Kirkland should use the research, case studies, and implementation steps provided in this memo to support the process of updating the economic development comprehensive plan. Information provided should be used as a launching pad to conduct additional research to better understand how the discussed programs fit with the City's needs and capabilities. City council members and staff should reach out to cities highlighted in the case studies to learn about their experiences and evaluate the feasibility of adopting similar programs. Additional steps to integrate equity and inclusion into Kirkland's economic development include:

1. **Create a task force to research the historical landscape of Kirkland** and identify how existing inequities were created (migration of communities of color, restrictive policies, language barriers, concentration of low-income housing units, etc.). This enables Kirkland to offer equitable development in the future that effectively addresses historic inequities. Questions to start with: Why do Black Americans make \$40k less than the average Kirkland resident (all races)? Why is the highest concentration of Black residents in Bridle Trails (4.26%), a historic equestrian neighborhood? Why is the Hispanic population most highly concentrated in the Everest Neighborhood (12.09%), which served as the railroad entry into the city? Why are there pockets of poverty in East Finn Hill where the

average income is \$105,543? Why were racial covenant laws only in Juanita Point? Why are Asian American residents the wealthiest, on average (all races)? How do these conditions influence current realities of community members of color?

2. Determine the way the community is needing equitable economic development. Look to neighborhoods that are experiencing disinvestment or have endured historical displacement. *What do they need? What have they lost? Work to protect it.* See the changing language landscape of Kirkland (reflects influx of immigrant communities) as an opportunity to provide a community asset to the city.

3. Connect the equitable development project to a larger community purpose/benefit. Partner with other cities who are leading similar initiatives to leverage their expertise and project insight, as well as to communicate the larger equity outcomes in economic development goals.

4. Look at Houghton Village as a potential site to pilot the discussed programs (e.g., third places, rent caps, incubator spaces, pop-up shops, etc.). As owners of the property, Houghton village offers the City flexibility and strategic opportunity to operationalize equitable economic development and implement important community needs such as affordable and diverse commercial spaces, housing, and cultural and community hubs. Located within a walkable ten-minute neighborhood with frequent transit service, the property is a prime location to support the needs of underserved community members.

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APPENDICES

APPENDIX I. Community Feedback Themes

<i>Community Feedback Themes</i>
<ul style="list-style-type: none">● Promote a diversity of businesses; avoid a singular focus on tech● Support commercial development that meets youth needs● Prioritize, support, and promote local small and medium-sized businesses● Reduce resident reliance on cars and support having businesses that are within easy reach of walk, bike, or transit from neighborhoods.● Improve infrastructure to increase foot traffic to businesses● Maintain the character, quiet, and safety of Kirkland residential neighborhoods while supporting some nearby commercial development● Keep business rents low so they stay where they are● Cultivate “middle sector” jobs and invest in accessible transit and affordable housing to ensure the feasibility of these jobs as sources of livable income● Support businesses to get started and learn industry-relevant skills by providing educational webinars, workshops, networking events, classes, and other tools and resources● Create a pop-up spaces for small business and minority owned businesses● Provide “third places” to support community connection and youth socialization

APPENDIX II. Demographic Data from Kirkland’s 2024 Economic Development Community Survey (EDS) [primary] and Kirkland’s 2023 Home-Based Business Survey Report (HBR).

Understanding data and demographics is important to economic development programming as it allows initiatives to be tailored to the needs of the community, ensuring actions are targeted, relevant, and supports an inclusive and sustainable system. The following data were observed:

<u>Demographics</u>	<i>While the total population is 96,920, there were 257 responses to the EDS, and 308 responses to the HBR.</i>
<u>Race</u>	<i>Of EDS responses, 78% were White, 19% preferred not to respond, 8% were Asian, and 6% were other minority groups. 78% of HBR respondents were listed as White, 15% were Asian, and 7% were other minority groups or preferred not to respond.</i>
<u>Gender Expression</u>	<i>53% of EDS respondents identified as Women, 31% were Men, and 12% preferred not to answer. 55% of HBR respondents identified as Woman, 37% as Man and 6% identified otherwise.</i>
<u>Businesses</u>	<i>Surveys received similar responses around the industries that businesses were involved in. Professional services were noted to be the most common, making up 43% of EDS respondents and 24% of HBR respondents.</i>
<u>Community preferences</u>	<i>Refer to Part 1 for the analysis of community preferences and values.</i>

APPENDIX III. General Guidance for Kirkland to implement Policy ED-1.7 (as requested)

Policy ED-1.7: *Support the growth and needs of home-based businesses and small-scale commercial uses in residential areas that are compatible with surrounding neighborhood character to minimize adverse impacts such as noise, parking, light, odor.*

Promoting equity in the growth of home-based and small-scale commercial uses in residential areas requires a thoughtful and inclusive approach that considers current planning, zoning, resource allocation, and ordinances. Below are five recommended strategies:

1. **Equitable Planning Considerations:** During planning, focus on inclusivity and equity. Ask critical questions such as who benefits, who participates, relevant regulations and laws, existing ordinances, and the level of community engagement.
2. **Zoning Regulations Revision:** Evaluate and revise zoning laws to streamline and facilitate the operation of home-based and small-scale commercial businesses. Provide clarity on regulations, ensuring they encourage rather than hinder the growth of small businesses.

3. **Resource Allocation:** Ensure that financial assistance, guidance, and promotional initiatives are available to all home-based businesses, irrespective of income levels. Prioritize local businesses to foster economic growth within the community.
4. **Limiting Business Impact:** Implement ordinances to maintain compatibility with residential areas and reduce disruptions to the community.
5. **Community Participation:** Engage with key stakeholders, including small business owners, residents, and local organizations, to ensure a diverse range of perspectives and needs are considered throughout the planning process.

APPENDIX IV. Part 2 Full-length version of ED-1.8 policy in updated Comprehensive Plan

Revised Policy ED-1.8 [categorized under business retention, expansion, recruitment goal]: Foster and support small and emerging businesses, industries, and entrepreneurship. *Support locally developed enterprises by encouraging small start-up businesses. Consider these actions:*

1. *Including micro, small, immigrant owned, woman-owned, Black, Indigenous, and other People of Color (BIPOC), LGBTQIA+,-owned, and mid-sized businesses in retention, expansion, and recruitment strategies and efforts.*
2. *Identify key gaps in service and support for entrepreneurs and startups and collaborate locally and regionally to serve needs of these small enterprises.*
3. *Provide and support pathways to funding, including city, regional, state, and federal grant and loan programs, and forge connective partnerships to support small business access to capital.*
4. *Provide assistance – including technical and financial – in navigating regulatory requirements, opportunities and processes to lower barriers to entry, or in cases where businesses or jobs are at risk of displacement.*
5. *Develop communications strategies and partnerships to ensure effective outreach efforts that successfully reach and include communities traditionally underserved by public communications channels.*
6. *Improve language assistance and translation services, culturally appropriate processes*

and service delivery methods for immigrant and non-English speaking populations.

7. *Foster and promote workforce equity initiatives including living wages, workforce development, equity in hiring practices, access to education and training and more.*

Previously: Policy ED-1.8: *Support locally developed enterprises by encouraging small start-up businesses.*

APPENDIX V. ED-1.8 Case Study Full-Descriptions + Origin Stories

Seattle, WA. Pike Place Market, Preservation & Development Authority (PDA).

In 1971, Seattle voters instated a not-for-profit public corporation (i.e., a Public Development Authority (PDA)) known as “Pike Place Market” to save the market from being torn down in the “Pike Place Urban Renewal Project.” The PDA (est. 1973) owns 85% of the nine-acre property and historic district, possessing control of the lease, assets, real estate, and businesses. The PDA is governed by a council of 12 volunteers, which inform daily operations and determine which small businesses (farmers, craftspeople, and music buskers) will be featured in the market. The 1973 charter mandated the PDA must increase opportunities for small-scale farm and food retailing; not engage in activities that create private gain (maintains the entity as a public good); and not sell any assets for above market price. Today, the market supports over 90 Washington State farmers, 200 local craftspeople each day, 240 food purveyors each day, and over 300 buskers annually.

Tukwila, WA. Spice Bridge Global Food Hall, Tukwila Village.

In 2020, the Food Innovation Network (FIN) created the non-profit organization “Spice Bridge” to provide a physical, 2800 square foot facility to host food vendors that emerge from their Food Business Incubator Program (est. 2017). The target demographic is women of color and immigrants in South King County looking to start thriving food businesses. The incubator hosts eight rotating vendor spots in-house and kitchen space for another five businesses pursuing off-site pop-ups

SeaTac, WA. SeaTac International Mall, City of SeaTac Economic Development Team.

In 2021, three community members banded together mixed funding from the city, private businesses, and nonprofits to open the “SeaTac International Mall.” The Mall hosts an indoor Somali shopping mall, grocery store, deli, and non-profit office space and serves as a community gathering place. The 21 vending stalls aim to serve the target demographic of East African immigrants and refugees in SeaTac. Although it is in its early stages and not technically a fully-functioning incubation space yet, the Mall does offer subsidized rent at \$650-\$700 per

month and aims to provide technical assistance. It intends to both grow new businesses and support the long-standing businesses finding their way back into the SeaTac community following displacement in 2019. The Mall offers a cautious story on equitable economic development and who stands to benefit – the Somali refugee community was displaced in favor of a \$15.5M mixed-use housing project that expects to bring \$40M.

APPENDIX VI. Key Mechanisms for Success of Incubator Space Case Studies (ED-1.8)

Incubator <i>(City, Project, Planning Entity)</i>	Top Mechanisms for Incubator Success
Seattle: Pike Place Market, Preservation & Development Authority (PDA), est. 1971	<ol style="list-style-type: none"> 1. Mix of long-standing vendors and rotating pop-ups, diversifying revenue streams and attracting consistent patronage (people come to shop at favorites and explore the new). 2. Various spaces offered: daystalls (permit-system for craftsmen and farmers, positions are determined by seniority), highstalls (permanent produce stalls), and busker permits. 3. Regulations that limit space offered to each craftsperson or farmer, promotes fairness. 4. Does not welcome businesses with locations outside the Market. Preserves local and small-scale businesses, creates a sense that everything is unique, and draws customers. 5. Leases designed for new businesses, below-market rental rates, and a \$15M annual potential customer base provides safety for businesses to experiment and excel.

Tukwila: Spice Bridge Global Food Hall, Tukwila Village, est. 2020	<ol style="list-style-type: none"> 1. Addresses the lack of affordable commercial kitchen and restaurant space. 2. Assists in navigating the start-up process of permitting, subsidized facility access, connection to market providers, and meeting industry standards through technical assistance and training (e.g., 1:1 help and workshops). 3. Builds the business' peer network with the goal of graduating them within two years.
SeaTac: SeaTac International Mall, City of SeaTac Economic	<ol style="list-style-type: none"> 1. Subsidized rent at \$650-700 per month, increasing potential reach for its 21 vendors. 2. Mixed-attractions to cultivate "a community gathering place": indoor Somali shopping mall, grocery store, deli, non-profit office space, chiropractor, and prayer rooms.
Development Team, est. 2021	

APPENDIX VII. Additional Technical Resource Examples for Small-Businesses

1. [Seattle, WA. Business Impact NW.](#) Business Impact NW is a nonprofit Community Development Financial Institution (CDFI) dedicated to serving underbanked entrepreneurs. We provide coaching, classes, and access to capital to community small businesses, with an emphasis on working with traditionally underserved populations – entrepreneurial low/moderate income earners, women, BIPOC, veterans, immigrants or members of the LGBTQ+ community. We have been serving the community since 1997.
2. [Seattle, WA. Endeavor NW.](#) Created through a collaboration between Business Impact NW and Seattle Metropolitan Chamber of Commerce, Endeavor NW connects BIPOC business communities to market opportunities to help stimulate inclusive growth. The initiative is designed to advance a more equitable regional economy.
3. [South King County, WA. “Resource Guide,” Food Innovation Network.](#) The FIN offers an extensive online resource guide that helps communities better connect to their goals. There are four main categories: food security, gain a job or culinary skills, plan my dream business, and grow a business. Each prompts the user to select their language (Burmese, English, Nepalese, Spanish, and Somali).
4. [PNW. Craft 3.](#) Craft3 is a lending group grounded in addressing three primary regional challenges: rural and tribal economies, systemic racism, and the climate crisis. They provide pathways to businesses looking to advance equity and justice in their communities through direct help in gaining business loans.
5. [King County’s Communities of Opportunity Commercial Affordability Pilot.](#) This pilot focuses on the financial and environmental factors that contribute to the displacement of established business and barriers to stability and growth of newer businesses. The Pilot builds on existing projects within COO partner communities promoting commercial affordability, identifies new tools to increase access to capital, and finds ways to address other barriers to commercial affordability (e.g., technical assistance for business operations or capital improvements).

APPENDIX VIII. Considerations for a Contracting Equity program in Kirkland, Policy ED-3X

Considerations for the Development of a Progressive Procurement Program			
<u>Stage 1: Establishing Need</u>	<u>Stage 2: Goal Setting</u>	<u>Stage 3: Outreach</u>	<u>Stage 4: Monitoring and Growth</u>
<p>Analyses may be used to understand local market conditions, determine the city's current use of MBE's, create a baseline for goals, and establish the need for progressive procurement.</p> <p>General market research helps to ID potential suppliers and to assess the vendor pool.</p> <p>A utilization analysis examines who is awarded contracts and subcontracts during a fiscal year.</p> <p>A disparity analysis compares the percent of contract and subcontract funds received by MBE's (dollar amounts) to the available MBE's in a fiscal year.</p>	<p>MBE use and program implementation goals should be set, as informed by findings in Stage 1. Accountability measures and means of accounting for performance should be determined as well.</p> <p>If Kirkland were to follow Seattle's procurement structure, contracts are to be categorized into two main categories: purchasing and consultant contracts.</p> <p>Purchasing contracts involve the actual acquisition of goods or services.</p> <p>Consultant contracts involve specialized services or recommendations from an individual or a consulting firm.</p>	<p>To achieve goals outlined in Stage 2, opportunities for knowledge sharing and community engagement should be developed.</p> <p>Capacity building efforts for government staff should be employed via training and departmental support. These efforts work to enhance understanding of progressive practices and how equity plays a part in employee processes.</p> <p>Community engagement can work to connect firms to city processes and build community among firms. Examples of relevant engagement strategies include: information sessions on city systems and general procurement, technical support, and updates on bidding opportunities.</p>	<p>In assessing performance of the procurement program, an annual reporting protocol is necessary.</p> <p>Reports should track performance of suppliers and MBE use, assess the impact of procurement decisions on communities, and identify areas for continuous improvement.</p> <p>Updates to goals should be stated.</p> <p>Publish and share these reports to maintain transparency and accessibility in contracting efforts.</p>

APPENDIX IX. Considerations for a UBI Program in Kirkland, Policy ED-3X

Considerations for the Development of UBI in Kirkland

Program Development	Define UBI, and identify Funding mechanisms	<p>Defining UBI is critical, as this step begins to clarify the scope, purpose, and general eligibility criteria of the program. Policy action should be enacted. This ensures a shared understanding of what the program should entail among stakeholders, policy makers, and community members.</p> <p>Appropriate funding mechanisms are crucial for sustainability and long-term implementation. Tacoma's GRIT program is an interagency collaboration- Kirkland should consider if/how to partner with local agencies moving forward.</p> <p>Additionally, considerations to existing welfare initiatives and funding should be made; the UBI program is meant to supplement, not replace, current social welfare programming.</p>
	ID Kirkland's Target Populations	<p>GRIT identifies target populations by considering census tract status, poverty level, and employment status. It is recommended that Kirkland adopt a similar framework.</p> <p>Given the GRIT criteria, Kirklands Totem Lake and Bridle Trails neighborhoods would be suitable for programming.</p>
Implementation Considerations	Community Engagement and Technology	<p>Community engagement works as a means to inform and educate the public about the UBI program, its benefits, and how to participate. Feedback is also able to be collected at this stage.</p> <p>Technology aids in data management (enrollment, payment processing) and the dissemination of information. Online resources with program information allows for greater understanding and contributes to transparency.</p>
	Pilot Programming	<p>Pilot programs test the feasibility and effectiveness of the UBI concept before full implementation. During the piloting process it is important to consider: sample size, duration, and how effectiveness will be measured.</p>
	Monitoring and Evaluation	<p>During monitoring and evaluation, the use of qualitative and quantitative data is recommended to assess economic and social impacts on recipients. The use of comparison groups/ control conditions work to isolate the effects/impact of intervention.</p>