

North Stillaguamish Valley  
ECONOMIC  
REDEVELOPMENT  
PLAN

October, 2015

# ACKNOWLEDGEMENTS

The strength of the North Stillaguamish Economic Redevelopment Plan lies in the people who have crafted it, who live and work in the valley and who will continue to shape its future. The project team is honored to have worked with this enthusiastic group of stakeholders.

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# North Stillaguamish Valley ECONOMIC REDEVELOPMENT PLAN



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# 01: EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

## BACKGROUND & PURPOSE

In August of 2014, the U.S. Economic Development Administration (EDA) awarded a grant to the Economic Alliance Snohomish County (EASC) to support the development of an economic redevelopment plan for the North Stillaguamish River Valley. The grant is intended to address long-term socioeconomic challenges and the considerable economic disruption that occurred as a result of the March, 2014 SR 530 landslide.

EASC contracted Community Attributes Inc. (CAI) to author the plan, and the two organizations jointly developed a plan to evaluate relevant economic data, reach out to key stakeholders and the public, and draft an implementation-ready action plan.



Above: Workers respond to the SR 530 landslide  
Source: [www.publicbroadcasting.net](http://www.publicbroadcasting.net)

## IMPACTS OF THE SR 530 LANDSLIDE

On March 22, 2014, a massive landslide near Oso, Washington, covered an area of approximately one square mile with mud and debris in less than a minute, completely blocking the north fork of the Stillaguamish River and severing the SR 530 connection to Darrington, the Sauk-Suiattle Indian Reservation and other unincorporated communities east of Oso. The slide killed 43 people and destroyed 36 homes. The immediate recovery effort took many months – WSDOT's \$28.1 million reconstruction of SR 530 was completed on September 27, 2014. In the aggregate, private property losses have been estimated to be around \$10 million. Preliminary cost estimates of recovery efforts are \$65 million, including the approximately \$32 million spent by Snohomish County.

Though the full economic impacts of the slide are not yet known, CAI administered a survey to 40 area businesses to better understand the impacts of the slide. According to the survey results, 71% of businesses suffered from limited access after the slide, and 86% of businesses acknowledged that the slide impacted their operations in some way.

Several business owners indicated that their cities, county or state could support their operations by providing better signage, improving infrastructure, and encouraging recreation and other forms of tourism.

# PROCESS AND APPROACH

The grant from the U.S. EDA is designed for rural and urban areas and provides investments that support construction, non-construction, technical assistance, and revolving loan fund projects under EDA's Public Works and Economic Adjustment Assistance programs. These grants “are designed to leverage existing regional assets and support the implementation of economic development strategies that advance new ideas and creative approaches to advance economic prosperity in distressed communities.” In this way, all of the goals in the plan are part of an effort to build a robust and sustainable local economy.

CAI's approach to economic development planning begins with data analysis. Findings from an initial demographic and economic profile highlight key economic trends and demographic characteristics of the North Stillaguamish River Valley and its residents, and focus the strategic planning process by illuminating economic development challenges and opportunities.

## Stakeholder Engagement

Throughout the process, a Working Group, composed of elected officials, representatives from key Snohomish County offices, Washington State University and Workforce Snohomish, gave regular guidance to the team. A rigorous outreach process also helped shape the content of the plan in a meaningful way. This outreach took several forms, including community forums, expert interviews and formal and informal business surveys.

### Community Forums

Three community forums were held to obtain input from valley residents. The forums ranged in size from 10 to 35 participants, who were asked to comment on economic development priorities within the six-goal framework developed for this plan.

### Technical Expertise

To ascertain the environmental constraints on economic development planning in the North Stillaguamish Valley, CAI conducted three interviews with experts in environmental planning. Topics included emergency management as well as environmental constraints and hazards and their relationship to economic development.

## Business Surveys

A survey was sent to 40 businesses to better understand the impact of the SR 530 landslide on business operations. The responses detailed the landslide's effects on revenues, hiring and future prospects. In addition to this survey, several Stillaguamish Valley business owners were interviewed about their economic development priorities, which were incorporated into the plans strategies and actions.

## Geographic Specificity

During the stakeholder outreach process, it became clear that economic development priorities sometimes differed amongst stakeholder groups throughout the valley. While many of the strategies and actions presented in this plan are applicable to the entire Stillaguamish Valley, some are tailored to communities within this region. For clarity, actions that are specific to an individual community are summarized in the implementation section of this document.



Above: Local businesses, like the Darrington Rodeo Grounds, were involved in the North Stillaguamish Valley Economic Redevelopment Plan  
Source: Community Attributes Inc. (2015)

## Existing Plans and Policies

This plan builds specifically on work completed by the North Stillaguamish Valley Economic Recovery Team, which was assembled after the SR 530 landslide to compile immediate response and recovery priorities. Members of the Economic Recovery Team advised the Economic Redevelopment Plan project team as part of a working group.

At the outset of this planning process, some of the actions identified by the Economic Recovery Team had already been completed. Those actions represent meaningful progress toward disaster recovery and long-term economic resiliency. They are represented to the right.

The North Stillaguamish Valley Economic Redevelopment Plan also has synergies with other plans and policies in the region. Goals from this plan reinforce the priorities found in regional documents like the Puget Sound Regional Council's Vision 2040; strategies and actions from this plan preface the policies that are espoused in detail in local comprehensive plans, the Snohomish County Emergency Management Plan, the SR 530 Landslide Commission Final Report, the America's Best Communities program and others.

- ✓ Reopen SR 530 as quickly and respectfully as possible
- ✓ Open the Mountain Loop Highway as an alternative route
- ✓ Improve signage to clarify that Oso businesses are open
- ✓ Establish local preference in procurement for bids and contracts
- ✓ Conduct Stillaguamish Valley tourism promotion campaign
- ✓ Hold a workshop on transitioning to value-added agriculture
- ✓ Fund the Fir Street construction project in Darrington
- ✓ Conduct a prioritized sign inventory for recreational uses



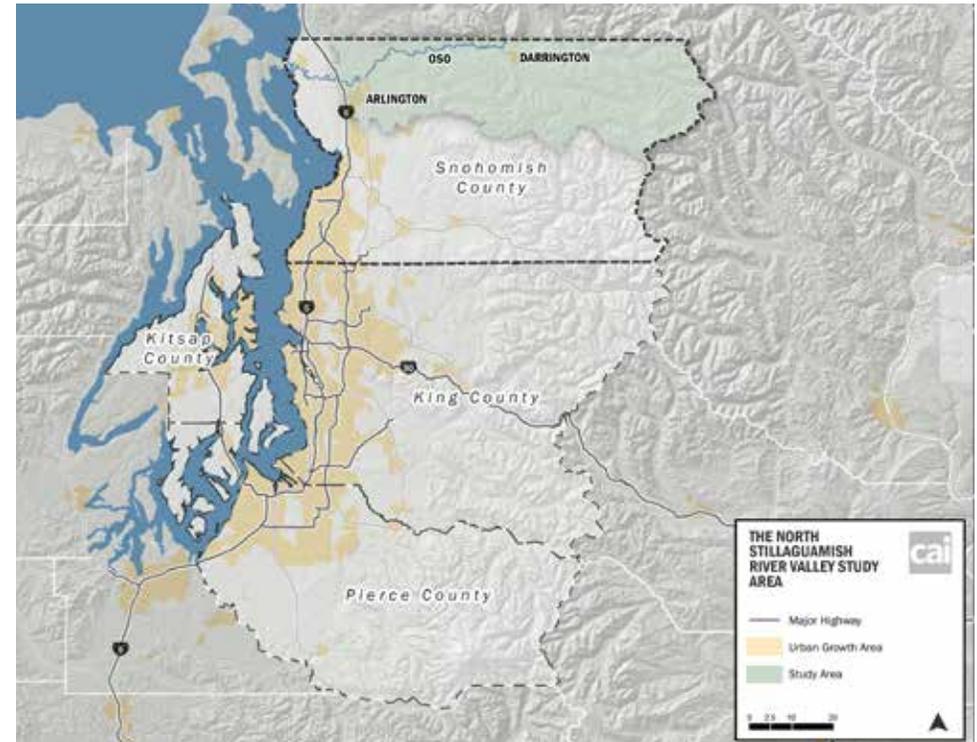
# INTRODUCING THE VALLEY

The North Stillaguamish River Valley has evolved significantly in recent centuries. This plan includes a demographic and economic profile that outlines broad historical trends during the 19th and 20th centuries and presents data to characterize the valley today. For the purposes of this plan, the North Stillaguamish Valley study area is defined by census tract boundaries (Figure 1); the study area roughly encompasses the cities of Arlington and Darrington and the communities along the North Stillaguamish River from Interstate 5 to the Snohomish County line.

The valley is the native home of the Sto-luck-wa-mish people, who still live in and around the Stillaguamish river. Resource extraction and resource-related industries brought new settlers to the upper valley in the late 19th century, and mining and timber were the major economic forces that propelled growth during this time. The rise of manufacturing in the 20th century, particularly after World War II, allowed Arlington to cultivate an industrial presence with ties to Boeing’s aerospace operations, though Darrington’s economy remains somewhat resource-dependent.

Suburban growth in the latter half of the 20th century led to significant increases in population in Arlington and the development of several unincorporated communities to the east, including Trafton, Oso, Steelhead Haven, Swede Heaven and Fortson. Population growth throughout the Valley has significantly slowed since 2000. In 2014, Arlington had about 18,400 residents and Darrington had around 1,350.

FIGURE 1. MAP OF THE REDEVELOPMENT PLAN STUDY AREA WITHIN THE CENTRAL PUGET SOUND REGION



Source: Community Attributes Inc. (2015)

## Demographic Trends

In many instances, the North Stillaguamish Valley has a similar demographic composition to the rest of Snohomish County. However, the valley's people differ significantly in some key demographic metrics. The data in the demographic and economic profile suggests the following:

- The North Stillaguamish Valley—particularly the upper part of the valley—has a higher concentration of residents aged 65 and older than does the county and the region.
- Arlington and Darrington have a higher concentration of family, as opposed to non-family (i.e. unmarried and unrelated residents), households.
- The study area is less racially diverse than the county and the region, though there is a significant Hispanic population in Arlington.
- Both Arlington and Darrington show lower rates of educational attainment and lower median household incomes when compared to the county and the region.

## Local and Regional Economy

The demographic and economic profile offers data on the valley's economic context, and highlights include the following:

- The North Stillaguamish valley has somewhat lower household incomes than found regionally, especially in and around Darrington.
- Manufacturing jobs are forecasted to increase at a slower rate than other sectors while jobs in service-oriented sectors are projected to account for a larger portion of total employment.
- North Stillaguamish valley jobs are concentrated in Arlington and Darrington, and the people who work in these jobs live throughout the region and commute to work. People that live in the North Stillaguamish valley predominantly work in larger Snohomish and King County job centers like Arlington, Marysville, Everett and Seattle.
- Arlington is the largest employment center of the study area, serving as the county's second largest concentration of jobs behind Everett. The data suggest that the area around the proposed Arlington-Marysville Manufacturing/Industrial Center is evolving as a distinct sub-region within the county's larger economy.

# IMPLICATIONS FOR STRATEGIC PLANNING

The analysis contained in the demographic and economic profile surfaced several key challenges and prime opportunities facing the North Stillaguamish valley. Those challenges and opportunities are reflected in the following themes, which foreground the goals developed in this planning effort.

- **SR 530 Landslide:** efforts continue to help the community cope with this tragic event, while businesses that were negatively affected by road closures and other indirect impacts of the slide need continued support. Additional planning is necessary to prevent future disasters.
- **Rural Identity:** the valley is fundamentally rural, with low-density settlement patterns and significant recreational amenities and public lands; this pattern is more evident in the upper valley, where resource-related industries continue to offer economic opportunity.
- **Education and Workforce Development:** changing economic bases, rapidly advancing workplace technologies and other forces require an investment in skill development; lower household incomes and higher rates of poverty indicate a need for effective job preparation.
- **Arlington as a Regional Employment Center:** Arlington's business community offers key services to residents throughout the valley, and is characterized by a significant cluster of industrial users that provides living wage jobs for some area residents.
- **Links to the Regional Economy:** though the valley's economy is distinct in many ways, it is inextricably linked to larger employment centers in Snohomish and King counties; these ties are critical to facilitate the effective exchange of goods and services.

These themes were ever-present in conversations with the Working Group and with individual stakeholders at community forums. Through this engagement process, six mutually-reinforcing **goals** emerged to anchor the North Stillaguamish Economic Redevelopment Plan.



# REDEVELOPMENT PLAN GOALS

**1 Infrastructure**  
 Develop infrastructure to connect residents to social and economic opportunity

**2 Industries and Employment**  
 Create, attract and retain jobs in traditional and advanced industry sectors

**3 Community and Workforce Development**  
 Support community and workforce development and address human services needs

**4 Resilience and Sustainability**  
 Tailor regulations to encourage sustainable, productive and efficient development and protect natural resources

**5 Placemaking**  
 Create vibrant places that enhance the quality of life, draw visitors and strengthen businesses

**6 Rural Innovation**  
 Become a model for asset-based rural economic development planning

# HOW TO USE THIS PLAN

## Document Structure

The North Stillaguamish Valley Economic Redevelopment Plan is fundamentally composed of three parts. The first part, the economic profile, provides a brief overview of demographic and economic data as it relates to the valley's economic history and future prospects. The second part contains the detailed goals, strategies and action steps that are the core of the plan. The third part contains an implementation matrix with details useful to organizations that are responsible for implementing the plan, as well as individual action plans for the valley's unique communities.

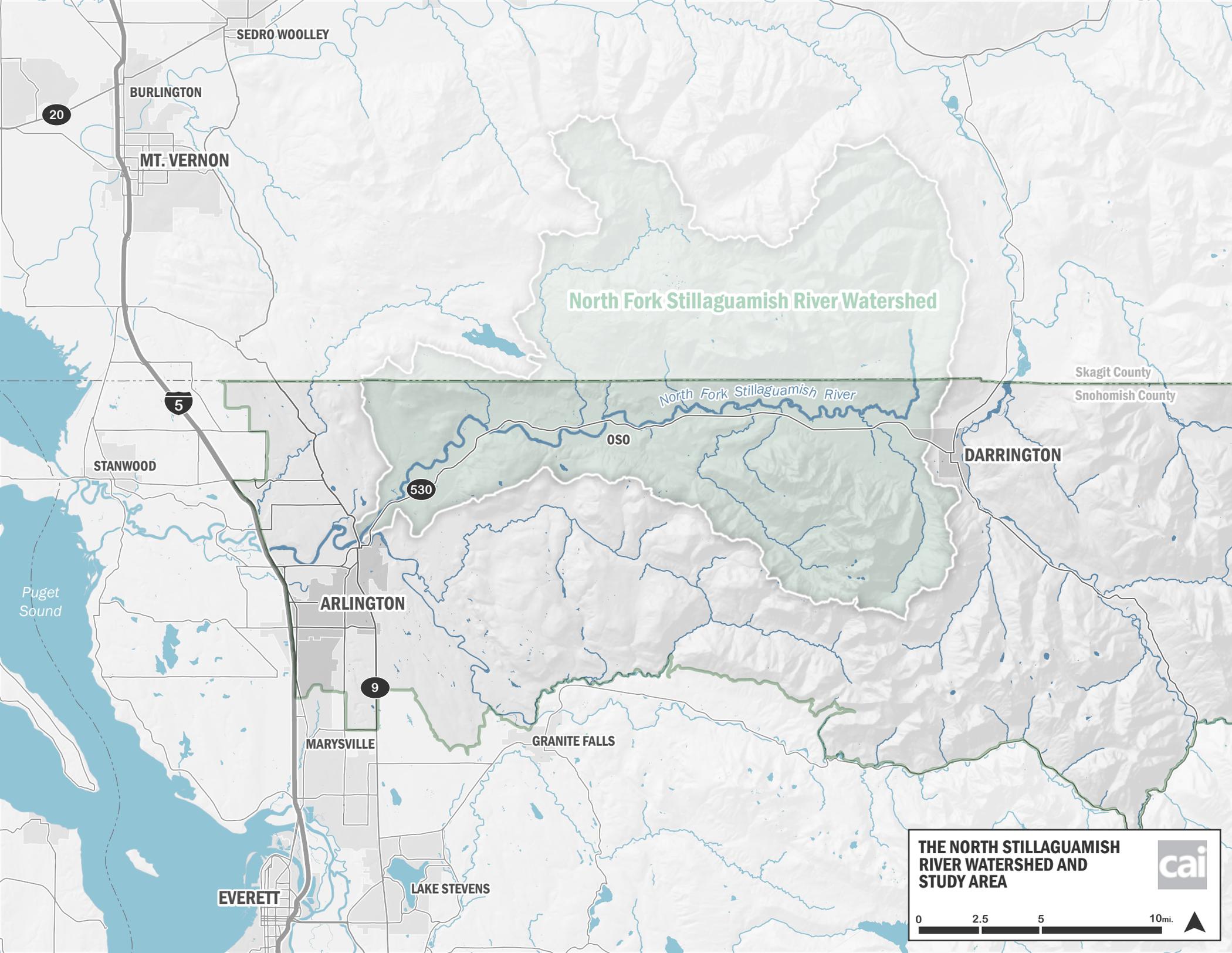
## Expected Outcomes

This plan is intended to provide an actionable strategy for elected officials and other stakeholders to advance sustainable economic development. The specific actions contained in this plan also point toward other planning documents, where appropriate, to provide an appropriately comprehensive perspective. In addition to guiding the efforts of policymakers and coordinating economic development planning across jurisdictions, this document may also be used to solicit funding for key projects.



The background of the slide is a light gray grid of dashed lines. A white horizontal bar is positioned in the lower right quadrant, containing the text.

## 02: ECONOMIC PROFILE



SEDRO WOOLLEY

BURLINGTON

20

MT. VERNON

### North Fork Stillaguamish River Watershed

Skagit County

Snohomish County

5

STANWOOD

North Fork Stillaguamish River

OSO

530

DARRINGTON

Puget Sound

ARLINGTON

9

MARYSVILLE

GRANITE FALLS

EVERETT

LAKE STEVENS

**THE NORTH STILLAGUAMISH RIVER WATERSHED AND STUDY AREA**



# ECONOMIC PROFILE

## INTRODUCTION

The North Fork of the Stillaguamish River originates in the western slopes of the North Cascades. The river's descent towards its mouth at Port Susan in Puget Sound carved a valley in Snohomish and Skagit counties that extends from near Darrington west to Arlington. Several unincorporated Snohomish County communities—including Oso—are located in the valley, which stretches for almost 30 miles along State Route 530.

Historically, the valley was home to the Sto-luck-wa-mish people, who lived along the banks of the salmon-rich river. Some of these residents moved to the Tulalip reservation after signing the Treaty of Point Elliott in 1855, though members of the tribe are still present in the region. As new settlers arrived, the regional economy came to rely heavily on resource extraction—especially mining and logging—and, later, manufacturing. Though manufacturing continues to be a significant economic driver, spurred by the establishment of Boeing's 747 production facility in the 1960s, the natural resource-based industries have declined in recent decades. The North Stillaguamish Valley Economic Redevelopment Plan will assess opportunities to diversify the economy and reestablish a robust economic base.

Communities in the North Stillaguamish valley of Snohomish County are determined to implement this sustainable economy, but face an uncertain future. The SR 530 Slide, a federally-declared disaster, entailed tragic personal loss and weakened an already fragile economic recovery after the Great Recession. In light of the valley's challenges, Economic Alliance Snohomish County (EASC) asked Community Attributes (CAI) to create an Economic Redevelopment Plan that capitalizes on existing assets and identifies prime opportunities. The Strategy will align with local and regional planning goals, such as those identified in the Puget Sound Comprehensive Economic Development Strategy, and will provide a model for rural economic development strategies in the greater region.

This profile provides a brief analysis of the unique characteristics of the North Stillaguamish valley's community and economy, serving as the foundation for developing economic strategies that fit within this context.

< FIGURE 2. MAP OF THE NORTH STILLAGUAMISH RIVER WATERSHED AND STUDY AREA

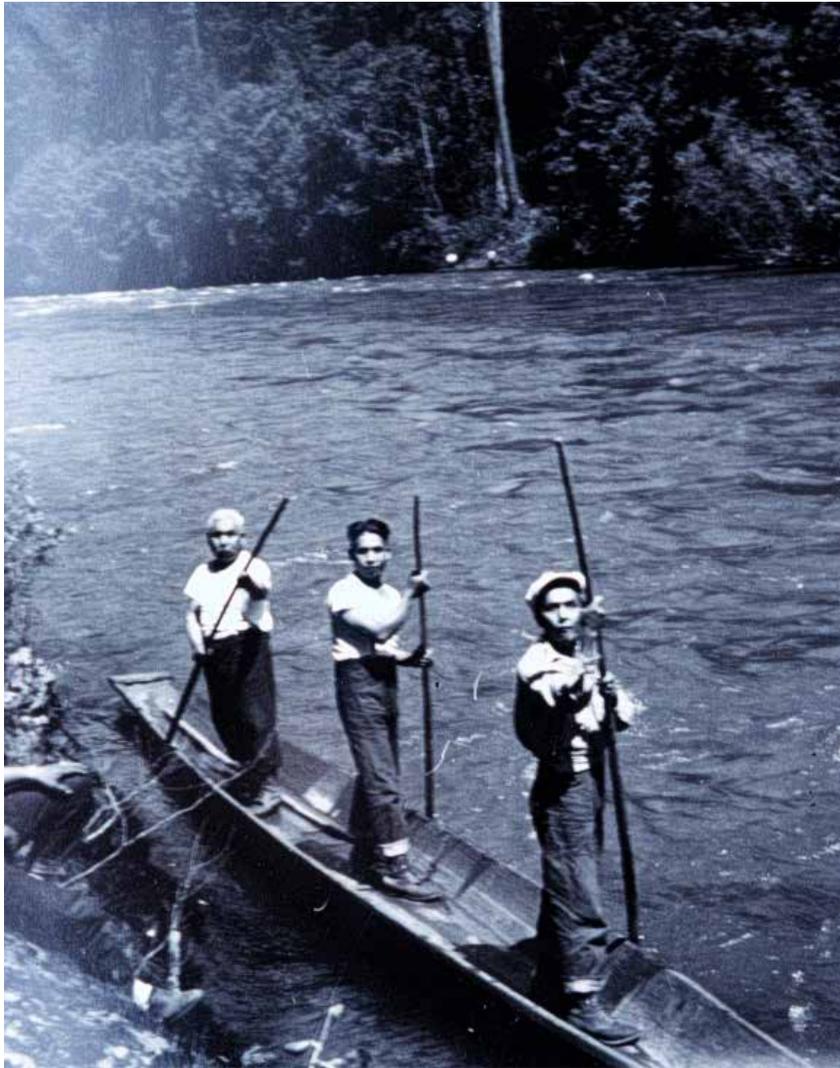
# NATIVE LANDS

## The North Stillaguamish Valley at the Time of European Settlement

George Vancouver's British Navy fleet first entered the Puget Sound in 1792 on a mission to conduct scientific and commercial exploration and mapping of the area and to negotiate with the Spanish over territorial claims. Vancouver named many of the mountains, rivers and bodies of water in the Puget Sound region—some already named by native tribes and Spanish explorers—including Mts. Rainier, Baker and Hood Canal. Vancouver encountered a number of tribes of southern Coast Salish peoples, describing for the first time ethnographic details of these tribes' way of life. In 1841, Lieutenant Charles Wilkes of the U.S. Navy further explored and mapped the area.

### Stillaguamish and Snohomish Tribes in the Lower Stillaguamish Valley

The native peoples inhabiting the lower Stillaguamish River area near present-day Arlington in the mid-19th century were southern Coast Salish people recorded as the Sto-luk-wa-mish River Tribe in the Treaty of Point Elliott in 1855. Further south, the Snohomish tribe inhabited the mouth of the Snohomish River near present-day Everett and Marysville, numbering 322 in 1844. The Snohomish word Tulalip, referring to the bay around which the Tulalip Reservation was established, encompasses a group of tribes that were parties to the Treaty of Point Elliot in 1855, agreeing to re-settle onto Tulalip Reservation lands. These tribes included the Snohomish, Snoqualmie, Sauk-Suiattle, Skagit, Stillaguamish, Duwamish and Samish and were primarily fishermen, hunters and gatherers.



Above: Tribal fisherman on the N. Stillaguamish River  
Source: Darrington Historical Society

## Sauk-Suiattle Tribes in the Upper Stillaguamish Valley

In 1870, the Northern Pacific Railroad sent a group of surveyors to the Darrington area to chart a route over the Cascade Mountains to the Wenatchee Valley. The native people living in the upper Stillaguamish were members of the Lushootseed-speaking Sauk-Suiattle tribe and assisted the surveyors in their work. At this time, the area around modern day Darrington was being used by Skagit and Sauk-Suiattle Indians as a portage and was a Skagit tribal gathering place known as Kudsl Kudsl. The Sauk-Suiattle had their primary village at Sauk Prairie northeast of Darrington, as well as a summer site at Bedal. The Sauk-Suiattle subsisted primarily by fishing, hunting and gathering, especially salmon and mountain goat. They traded both to the east, and downriver with other Coast Salish tribes. The Sauk-Suiattle tribe estimates its own population at nearly 4,000 prior to 1855.

### *The Treaty of Point Elliott*

In 1855, Territorial Governor Isaac Stevens negotiated the Treaty of Point Elliott, establishing four Indian Reservations upon which signatory tribes were to re-locate in return for annuities and other benefits. Many members of the tribes of the lower and upper Stillaguamish Valley re-located to the Tulalip Reservation on present-day Port Susan.

# FROM MINING TO TIMBER

## The North Stillaguamish Valley from 1889 – 1967

### The Monte Cristo Gold Rush

In 1889, local miners discovered gold and silver bearing ores in the mountains surrounding what would become the Monte Cristo town site, south of Darrington, and filed the first mining claims. The ensuing gold rush resulted in a railroad line built in 1893 connecting Monte Cristo and ore-smelting works in what would become the City of Everett, as well as settlement of the future town of Darrington—known variously as “Starve Out”, “Burn” and “Sauk Portage.” Mining would continue into the early years of the 20th century when the cost of extracting hard-rock-bearing ores (lode mining) – as well as maintaining the precarious rail line – would become too great.



*Left: The United Concentration Company's ore concentrator at the Monte Cristo town site, circa 1894  
Source: Museum of History and Industry*

## The Arlington-Darrington Branch Line and the Rise of Timber

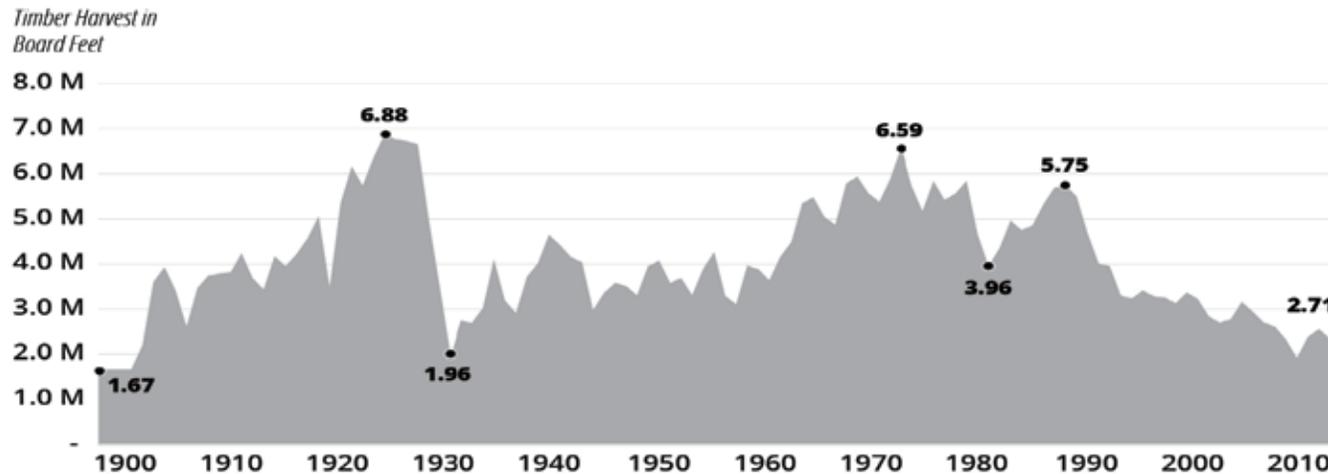
At the turn of the century, the Northern Pacific Railroad completed a second rail line aimed at transporting the mineral wealth of the upper Stillaguamish Valley to the smelters and refineries of the Puget Sound lowlands. As the Arlington-Darrington Branch Line bore its first load of ore from Darrington in 1901, a number of small saw mills had already sprung up along the Stillaguamish and its tributaries. Entrepreneurs quickly realized the potential of the rail line for harvesting the vast stands of virgin timber surrounding the valley. As rail spurs were built in to the logging camps in ensuing years, logging and sawmills boomed.

Many of these prosperous logging camps grew into small communities, such as Fortson and Oso, and soon graded roads reached further up-valley, finally arriving in Darrington by 1920. By this time, Darrington's Three Rivers Mill had become the most prominent in the valley, while Arlington – incorporated in 1903 – had begun billing itself as the “Shingle Capital of the World” due

to its numerous shingle and saw mills and exporters. The first two decades of the 20th century were boom times for timber in the Stillaguamish Valley, but the stock market crash of 1929 brought construction in the Puget Sound to a halt – and with it the great harvests of timber (Figure 3).

In the midst of major flooding events and the poor economy of the 1930s, the Civilian Conservation Corps completed the Mountain Loop Highway between Granite Falls and Darrington from 1936-1940, with the latter incorporating in 1945. During and after World War II, housing construction once again surged, but much of the premium timber in the valley had already been logged out. While the Stillaguamish Valley regained some of the prosperity it had known in the 1920s boom times, diversification of the region's economy was underway and big changes were coming to land management practices that would alter the industry forever.

FIGURE 3. TIMBER HARVEST IN BOARD FEET, WASHINGTON WESTSIDE COUNTIES, 1900-2013



Source: Washington State Department of Natural Resources (2014)

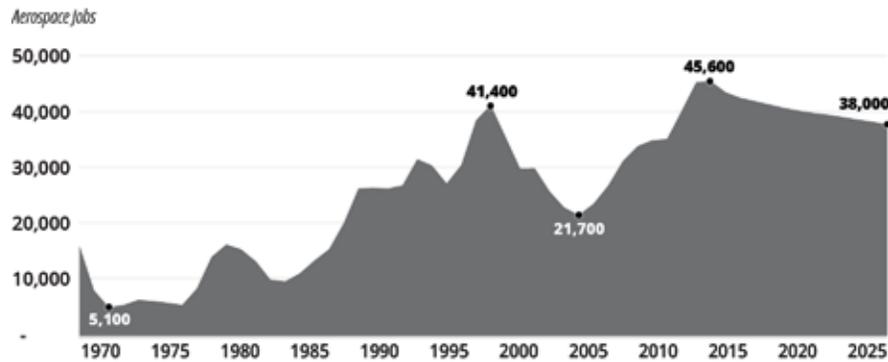
# THE RISE OF INDUSTRY

## An Industrial Economy: 1967 – 2000

### Boeing and the Everett Airplane Factory

By the late 1940s and 1950s, Washington’s economy was in transition, and new industries were on the rise that would alter the economic base of Snohomish County and the Stillaguamish Valley. Rural electrification and irrigation projects were opening up vast tracts of land in the Columbia River valley to agriculture – apples, cherries, and eventually grapes. Major defense contracts during the war and the subsequent boom in airline transportation post-war led to major expansion for Boeing’s aerospace manufacturing activities. In 1967, Boeing completed the Everett Airplane Factory at Paine Field in southwest Everett in order to build the world’s first ever wide-body aircraft – the 747; in 1968, the first aircraft rolled off the line. Employment in the aerospace industry by 1970 had grown to over 15,000 and, despite periodic contraction, would continue to grow in the coming decades (Figure 4).

FIGURE 4. AEROSPACE EMPLOYMENT IN SNOHOMISH COUNTY, 1970-2025



Source: Conway Pedersen Economics (2014)

### The Energy and Economic Crises of the Early 1970s

Aerospace’s boom times in Snohomish County hit a major stumbling block in the early 1970s that would take nearly a decade to recover from. A number of factors – including the OPEC oil embargo, a major nationwide economic recession, a steep decline in military spending and the shuttering of Boeing’s space program activities – coalesced with devastating results to what had become the region’s primary economic engine. Employment in Boeing’s Commercial Airplane Group, the company’s largest unit, plummeted from 83,700 employees in 1968 to 20,750 by 1971. The mass layoffs resulted in a 17% unemployment rate in the region – the highest in the nation.

### Wilderness Protection Act

Much of the State’s virgin timber stands were rapidly becoming logged out by the 1950s and 1960s due to high demand, increased productivity, and intensive Forest Service timber leasing. However, the timber economy was dealt a further blow when conservation efforts in the 1960s resulted in the passage of the federal Wilderness Protection Act of 1964 and the subsequent designation of thousands of square miles of Washington forest lands as protected Wilderness areas and National Parks.

Adjacent to the Stillaguamish Valley, the Glacier Peak Wilderness was one of the first areas protected in Washington under the new legislation, which banned all motorized vehicles and road construction from designated areas. This vast area to the east of Darrington, now totaling over a half million acres, is abutted by North Cascades National Park and two other wilderness areas. Two decades later, in 1984 and 1988, the Boulder River, Henry M. Jackson, and Stephen Mather Wildernesses were designated, removing hundreds of thousands of additional acres from timber harvesting areas accessible from the Stillaguamish Valley.

## Endangered Species Act and the Timber Wars

The greatest blow to the timber industry in the Stillaguamish Valley, and throughout the Pacific northwest, came with the listing of the Northern Spotted Owl as threatened under the federal Endangered Species Act in 1990. The listing, and the resulting court battles, legislation and comprehensive land management plans restricted up to 88% of formerly-available federal lands from timber harvest, including the Mt. Baker-Snoqualmie National Forest (Figure 5). Facing the combined effects of these regulations and an economic slump in the 1990s, many area mills closed or consolidated. Darrington began to promote tourism and encourage the construction of new parks, restaurants and inns to attract visitors and boost the local economy.

Despite a boost from a residential construction boom in the early 2000s, the timber industry has continued to struggle and was particularly hard hit by the Great Recession. At the national level, policymakers have sought to boost timber harvest volumes from National Forests by implementing minimum quotas and by giving local governments more control over forest management through HR 1526 – the “Restoring Healthy Forests for Healthy Communities Act”. This bill passed the US House in 2013, but still awaits passage by the Senate.

FIGURE 5. TIMBER CUT VOLUME, MT BAKER-SNOQUALMIE NATIONAL FOREST, 1980-2013



Source: United States Forest Service (2015)

# GROWTH: 2000 - PRESENT

Until 1990, Arlington and Darrington were both small towns in Snohomish County with populations of fewer than 4,000 people. During the 1990s, Arlington's growth outpaced Darrington's, fueled in part by annexation and the city's close proximity to Snohomish County job centers (Figure 6). Growth in Arlington has been characterized by suburban development, as in Arlington Heights and Canyon Creek. Development in the Upper Valley is more rural in nature, illustrated by developments like Steelhead Haven, Swede Heaven, Fortson and Oso.

## Population

Settlement patterns in Snohomish County, as in many Puget Sound counties, reflect the area's geography; population centers are mostly located in the lowlands that abut the Sound, while urbanization is largely confined to the river valleys in the rugged eastern two-thirds of the county. The North Stillaguamish Valley follows this pattern, visible in the map in Figure 7 (following page), with larger towns nearer to Interstate 5 and Puget Sound and relatively low intensity development to the east. Figure 6 illustrates population growth in the Valley's two major communities, Arlington and Darrington.

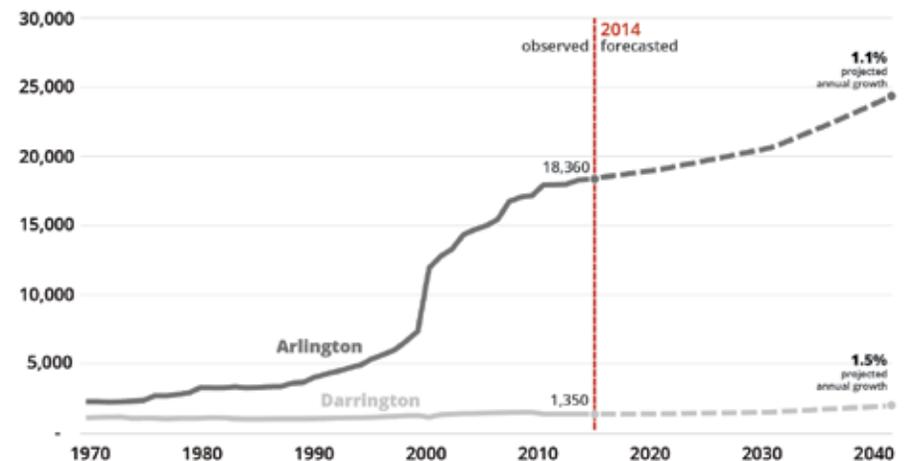
Arlington has the highest population densities of the study area, while Oso and Darrington are less densely populated. The highest population densities in the county are found in Everett, Lynnwood and other municipalities that compose the Seattle metropolitan area.

FIGURE 6. OBSERVED AND FORECASTED POPULATION AND LAND AREA, ARLINGTON AND DARRINGTON, 1980-2014

<b>Arlington</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>2014</b>
Land Area (acres)	5,120	5,205	6,422	7,553	7,854
Land Area Growth (%)	n/a	2%	23%	18%	4%
<b>Total Population</b>	<b>3,282</b>	<b>4,037</b>	<b>11,927</b>	<b>17,926</b>	<b>18,360</b>
Population CAGR	n/a	2%	11%	4%	0.2%
Annexed Population	n/a	5	3,182	924	42
Pop. Change Excluding Annexation	n/a	750	4,708	5,075	392

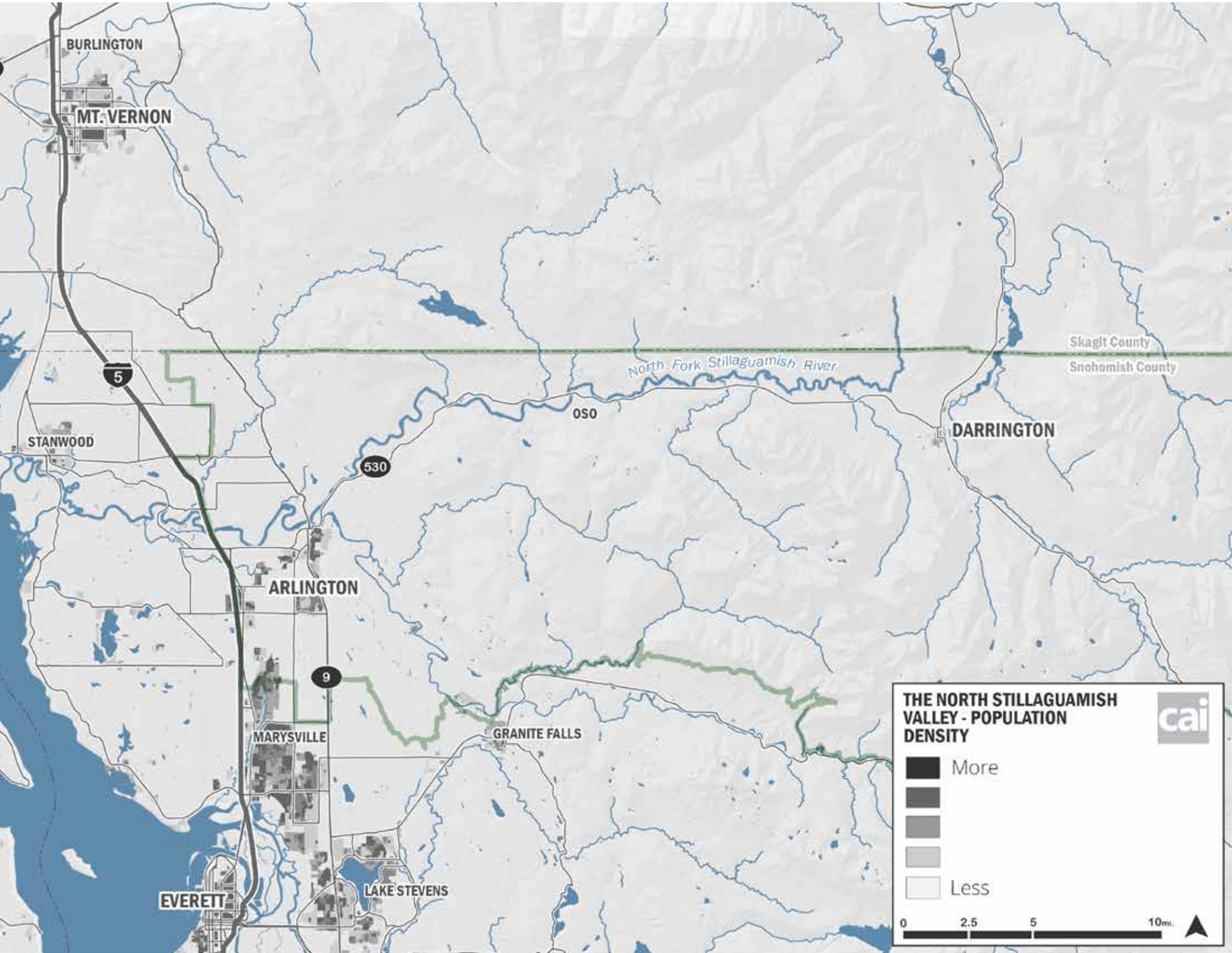
  

<b>Darrington</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2010</b>	<b>2014</b>
Land Area (ac)	640	781	878	1,364	1,364
Land Area Growth (%)	n/a	22%	12%	55%	0%
<b>Total Population</b>	<b>1,064</b>	<b>1,042</b>	<b>1,136</b>	<b>1,347</b>	<b>1,350</b>
Population CAGR	n/a	-0.2%	1%	2%	0.0%
Annexed Population	n/a	74	18	47	0
Pop. Change Excluding Annexation	n/a	-96	76	164	3



Source: Washington OFM (2014); PSRC (2013); Community Attributes Inc. (2015)

FIGURE 7. MAP OF POPULATION DENSITY PER ACRE BY CENSUS BLOCK GROUP, 2010



BURLINGTON

MT. VERNON

Skagit County  
Snohomish County

5

North Fork Stillaguamish River

OSO

530

DARRINGTON

STANWOOD

ARLINGTON

9

MARYSVILLE

GRANITE FALLS

LAKE STEVENS

EVERETT

**THE NORTH STILLAGUAMISH VALLEY - POPULATION DENSITY**



- More
- Less

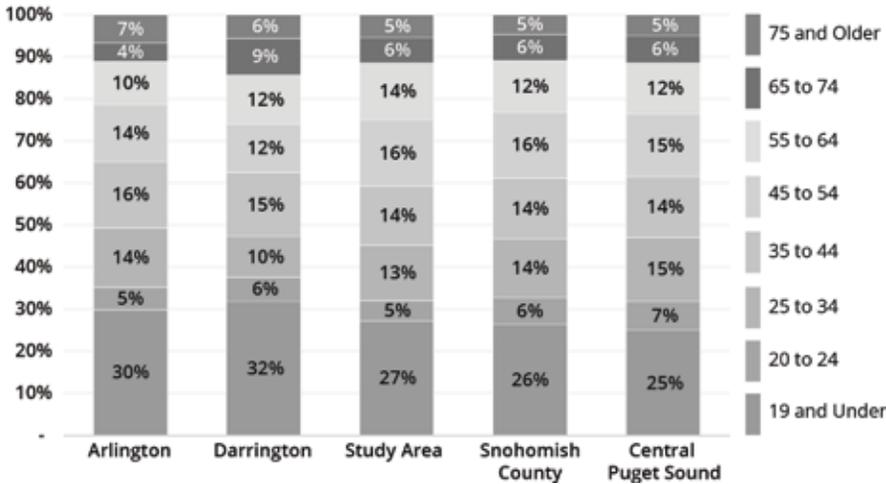


## Demographics

Arlington and Darrington are home to a higher concentration of families with children than the study area as a whole, Snohomish County and the central Puget Sound region. Nonfamily households are less prevalent throughout the study area than they are throughout the region. This is evidenced by the larger “19 and under” age segment (Figure 9).

Given that the segments that correspond to parenting age adults (age 25-54) are significantly smaller in Darrington (37%) than in Arlington (44%) and all of the other geographies studied, these data indicate that parents in Darrington have more kids, on average. This is supported by Darrington’s relatively high average household size of 2.76, according to ACS data.

FIGURE 9. DISTRIBUTION OF RESIDENTS BY AGE SEGMENT, 2013



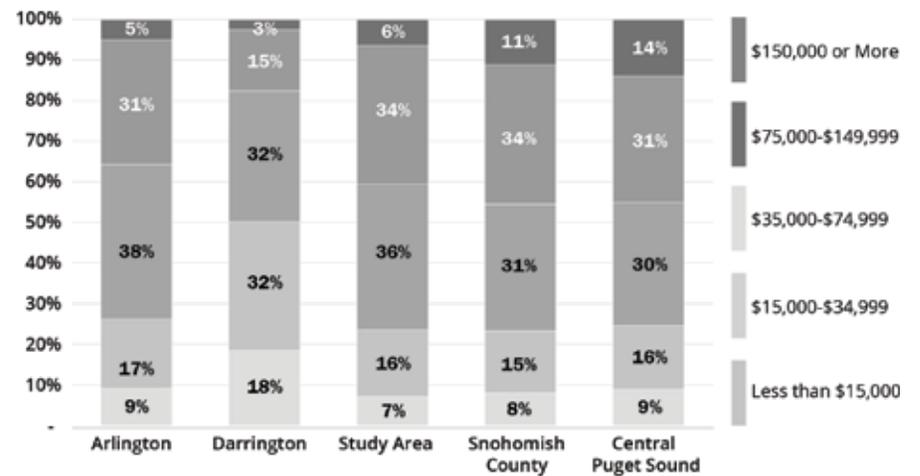
Source: U.S. Census Bureau ACS (2013); Community Attributes Inc. (2015)

## Income

Income segmentation in the study area as a whole is similar to Snohomish County and the central Puget Sound region, with the majority of households earning between \$35,000 and \$150,000 annually (Figure 10). The study area has a smaller proportion of high-income households making more than \$150,000 annually compared to Snohomish County and the region.

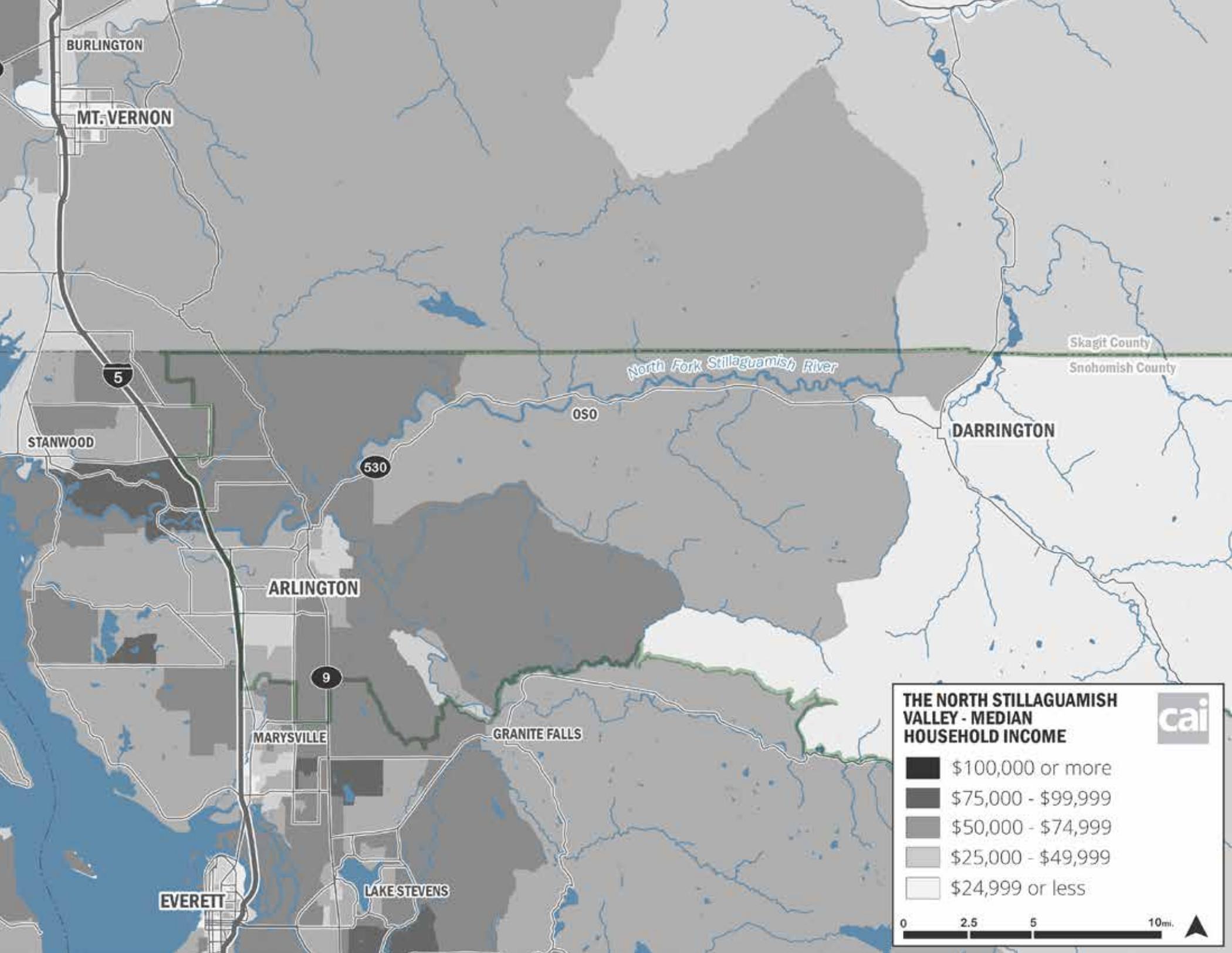
Darrington has lower incomes than the study area and the central Puget Sound region, with a median household income equivalent to half that found across Snohomish County (\$34,167 v. \$68,381). Approximately half of the households in Darrington earn less than \$35,000 annually compared to 23% of households in Snohomish County. Arlington has a larger proportion of residents earning between \$35,000 and \$75,000 than in Snohomish County or regionally. Figure 8 (following page) illustrates the geographic distribution of incomes across a wider region, showing the clustering of higher income households around the region’s more urbanized areas.

FIGURE 10. DISTRIBUTION OF HOUSEHOLDS BY HOUSEHOLD INCOME SEGMENT, 2013



Source: U.S. Census Bureau ACS (2013); Community Attributes Inc. (2015)

FIGURE 8. MAP OF MEDIAN HOUSEHOLD INCOME BY CENSUS BLOCK GROUP, 2013



BURLINGTON

MT. VERNON

Skagit County  
Snohomish County

5

North Fork Stillaguamish River

OSO

530

DARRINGTON

STANWOOD

ARLINGTON

9

MARYSVILLE

GRANITE FALLS

EVERETT

LAKE STEVENS

**THE NORTH STILLAGUAMISH VALLEY - MEDIAN HOUSEHOLD INCOME**



- \$100,000 or more
- \$75,000 - \$99,999
- \$50,000 - \$74,999
- \$25,000 - \$49,999
- \$24,999 or less



## Housing

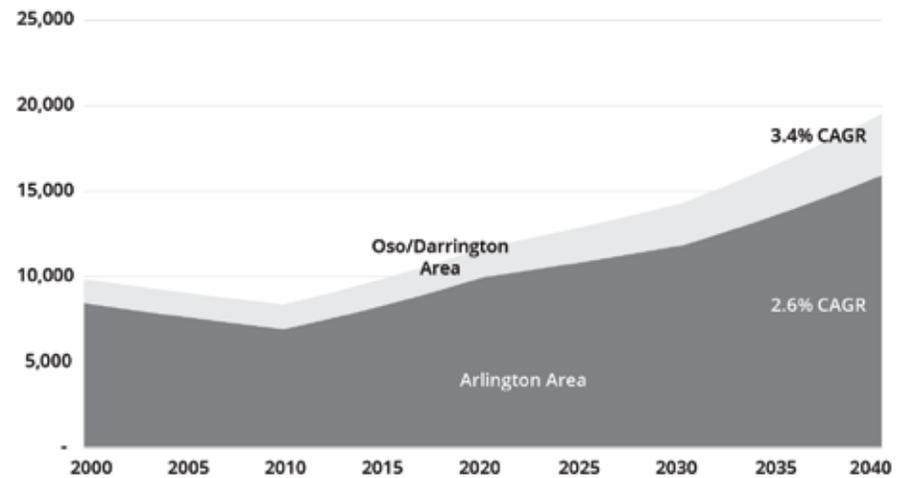
The study area and its incorporated cities have a higher percentage of single family housing units than Snohomish County and the central Puget Sound region. In the study area and Darrington, in particular, multifamily units represent a very small share of total housing. They both have substantially higher percentages of people living in manufactured housing as compared to Arlington, the county and the region.

## Employment and Industry

Arlington employment declined throughout the 2000s, hitting a low in 2010, but the city has seen a gradual recovery in recent years and PSRC forecasts suggest that it will steadily add more jobs between 2015 and 2040 (Figure 11). The Oso/Darrington area did not experience a similar job loss over this same time period, and employment has been steady since 2000. Jobs are also anticipated to increase in the area between 2015 and 2040.

More recently, Arlington, the study area and Snohomish County have added jobs with strong growth rates higher than that for the central Puget Sound region. Of the study area's gain of 1,500 jobs between 2010 and 2014, 900 were in Arlington, further emphasizing its role as an employment center for the valley and region.

FIGURE 11. OBSERVED AND FORECASTED EMPLOYMENT, 2000-2040



Source: WA OFM (2014); PSRC (2014); CAI (2015)

## Manufacturing & Other Industrial Employment

The industrial sector is one of the largest employers in the North Stillaguamish Valley, a strong concentration exists in manufacturing activities (Figure 12). In Arlington, the vast majority of these companies manufacture materials for the aerospace industry; Darrington's specialty is in wood products manufacturing.

FIGURE 12. INDUSTRIAL ESTABLISHMENTS BY TYPE, ARLINGTON AND DARRINGTON, 2015

Type	Employees	Establishments
Manufacturing	2,590	170
Construction	1,550	315
Transportation & Warehousing	420	75
Wholesale Trade	390	110
Mining, Quarrying, Oil & Gas	3	1

Sources: Hoover's (2015); CAI (2015)

## The Recreation Industry

The recreation and tourism industry is an important factor for the North Stillaguamish Valley due to its proximity to some of Washington's most scenic outdoor recreation areas. Following the former Burlington Northern rail line, the Whitehorse Trail is a 27 mile long rail-trail that parallels SR 530 and the North Fork of the Stillaguamish River. It was partially destroyed due to the SR 530 Slide and no date has been set for its full reconstruction.

Darrington connects via SR 530 to routes leading into National Park Service and US Forest Service lands. The Mountain Loop Highway, a partially paved road, runs through Mt. Baker-Snoqualmie National Forest, ending in Granite Falls. According to US Forest Service estimates, an average of 125 cars per day used the road from August to October in 2012; during peak summer days, the number of cars may be closer to 200. Continuing north from Darrington, SR 530 ties into the North Cascades Highway (SR 20), the main access to North Cascades National Park. This park, which also includes Ross Lake and Lake Chelan National Recreation Area, has seen a steady increase in visitation, from nearly 350,000 in 2009 to 790,000 in 2011, according to NPS data. Other nearby recreation opportunities include the Sauk and Suiattle rivers and the Henry M. Jackson, Boulder River and Glacier Peak wilderness areas.

Darrington hosts the annual Timberbowl Rodeo in the summer, attracting participants and visitors from the western U.S. and Canada. Though recreation brings people to spend money at local businesses, relatively few people are employed directly in tourism and recreation establishments.

FIGURE 13. TOURISM & RECREATION ESTABLISHMENTS BY TYPE, ARLINGTON AND DARRINGTON, 2015

Type	Employees	Establishments
Amusement, Gambling & Recreation	295	12
Accommodations	160	10
Sporting Goods Stores	15	8

Sources: Hoover's (2015); CAI (2015)



# 03: GOALS, STRATEGIES & ACTIONS



# GOALS, STRATEGIES AND ACTIONS

## INTRODUCTION

The strategic planning framework relies on Goals, Strategies and Action Steps to organize the content and speed implementation.

- > The **goal** provides a high-level objective
- > A **strategy** is an approach to achieving a goal
- > An **action step** is a critical task in pursuing a strategy

Because this plan draws on content from other plans, and because it will be implemented by several organizations, icons are used to track items that are in-progress, need immediate action, or have been identified as a top long-term priority.



Immediate Action



High Priority Action



Ongoing Action



# HOW TO NAVIGATE THIS SECTION

## Strategy

This line presents the numbered and named strategy, color-coded by goal.

## Action Steps

Actions are identified by number and name, with a description provided for each.

## Immediate Need

An icon is used to indicate that immediate action is needed.

## Related Actions

Actions listed under another strategy that complement individual actions or the strategy as a whole are listed here.

The screenshot shows a page titled "STRATEGY 1.5 POSITION THE ARLINGTON AND DARRINGTON AIRPORTS FOR INCREASED ROLES" under the "Infrastructure" goal. It lists four action steps: 1.5.1 Lengthen the Arlington Runway (Arlington), 1.5.2 Expand Public Safety Uses (Darrington), 1.5.3 Support Recreation at Airports (Darrington), and 1.5.4 Update the State Airport Guide. Below these are "RELATED ACTIONS: 5.3.10 Develop Mountain Bike Trails" and "5.3.11 Implement Adopt-a-Trail". An aerial photo of Darrington Municipal Airport is included. The page number "57" is at the bottom right.

## High Priority

An icon is used to indicate whether the action is deemed "high-priority".

## Geography

Tags are used to indicate whether the action applies to a specific part of the valley or the entire SR 530 corridor.

## Ongoing Work

An icon is used to indicate whether the action is in-progress.

## Context

Data, case studies and other information is interspersed throughout the plan to provide key context for the strategies and action steps.

# GOALS AND STRATEGIES: AT-A-GLANCE

## 1 INFRASTRUCTURE



### GOAL

Develop infrastructure to connect residents with social & economic opportunity

- 1.1 Build highway and arterial infrastructure critical for economic development
- 1.2 Enhance public transportation access and broaden transportation alternatives
- 1.3 Continue to develop pedestrian and bike networks in the Stillaguamish Valley
- 1.4 Strengthen freight rail infrastructure in the lower Stillaguamish Valley
- 1.5 Position the Arlington and Darrington Municipal Airports for an increased role in economic development activities
- 1.6 Improve telecommunications infrastructure
- 1.7 Implement priority improvements to utility infrastructure
- 1.8 Improve safety for motorized and non-motorized traffic along the SR 530 corridor

## 2 INDUSTRIES & EMPLOYMENT



### GOAL

Create, attract and retain jobs in traditional and advanced industry sectors

- 2.1 Support and grow existing businesses in the Stillaguamish Valley
- 2.2 Foster entrepreneurship and drive new business creation
- 2.3 Cultivate a positive business and regulatory climate throughout the Stillaguamish Valley
- 2.4 Provide space for the creation, expansion or relocation of businesses in the Stillaguamish Valley
- 2.5 Enhance the diversity and character of the Stillaguamish Valley's retail and services offerings
- 2.6 Grow family wage employment in the Industrial Sector
- 2.7 Stabilize natural resource industries in the Stillaguamish Valley and continue to grow value-added activities
- 2.8 Continue to strengthen the Stillaguamish Valley's sustainable tourism assets and supporting services

## 3 COMMUNITY & WORKFORCE DEV



### GOAL

Support community & workforce development and address human services needs

- 3.1 Prioritize and invest in the development of strong workforce talent across all demographics
- 3.2 Provide opportunities for post-secondary, continuing and adult education and re-skilling
- 3.3 Connect Stillaguamish Valley residents with employment opportunities throughout the region
- 3.4 Improve access to existing human services resources for Valley residents
- 3.5 Expand programming and recreation opportunities for Valley youth

## 4 RESILIENCE & SUSTAINABILITY



### GOAL

Tailor regulations to encourage sustainable, productive & efficient development

- 4.1 Ensure alignment and consistency of adopted policy and regulations addressing sustainability and resilience in the built environment
- 4.2 Study, prioritize and implement enhanced hazard mitigation measures in the Stillaguamish Valley
- 4.3 Strengthen protection of the Valley's unique natural resources and environment

## 5 PLACEMAKING



### GOAL

Create vibrant places that enhance quality of life, draw visitors & strengthen businesses

- 5.1 Ensure a range of affordable and high-quality housing options for Stillaguamish Valley residents
- 5.2 Beautify and maintain the public realm, including streetscapes, parks and gateways
- 5.3 Continue to extend the exceptional recreational infrastructure of the Stillaguamish Valley
- 5.4 Elevate sustainability and good design as a priority in new development throughout the Valley
- 5.5 Market the Stillaguamish Valley's unique place-based assets and stories

## 6 RURAL INNOVATION



### GOAL

Become a model for innovative, asset-based rural economic development planning

- 6.1 Develop and foster a regional innovation ecosystem around Valley entrepreneurialism
- 6.2 Improve Stillaguamish Valley access to innovation capital and resources
- 6.3 Advance the quality and sustainability of natural resource-based employment in timber and mining
- 6.4 Explore innovative practices and value-added activities in Stillaguamish Valley agriculture
- 6.5 Leverage outdoor recreation and tourism to support sustainable economic development in the upper Stillaguamish Valley



# **GOAL 1**

## **INFRASTRUCTURE**

Develop infrastructure to connect residents with social and economic opportunity



The map at right provides a snapshot of infrastructure-related action steps in the Economic Redevelopment Plan. Key projects include traffic and safety enhancements along Interstate 5, SR 530 and the Mountain Loop Highway. Improving facilities around the proposed Manufacturing/Industrial Center and expanding broadband access were also important to stakeholders.

### 1.1.3 Regional Infrastructure

### 1.1.4 Mountain Loop Highway

### 1.1.5 Key Infrastructure Projects

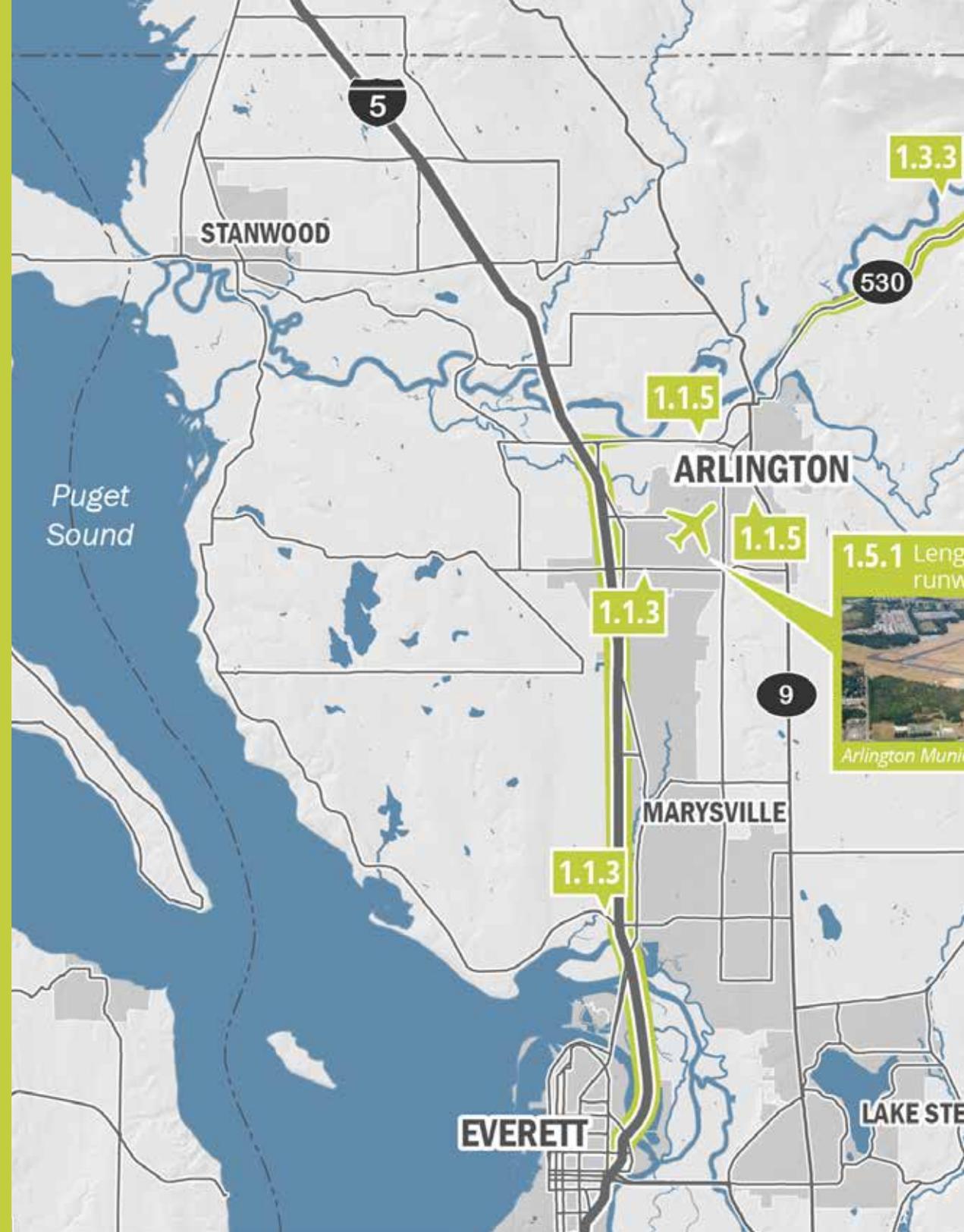
### 1.2.2 Bridge Jurisdictional Boundaries

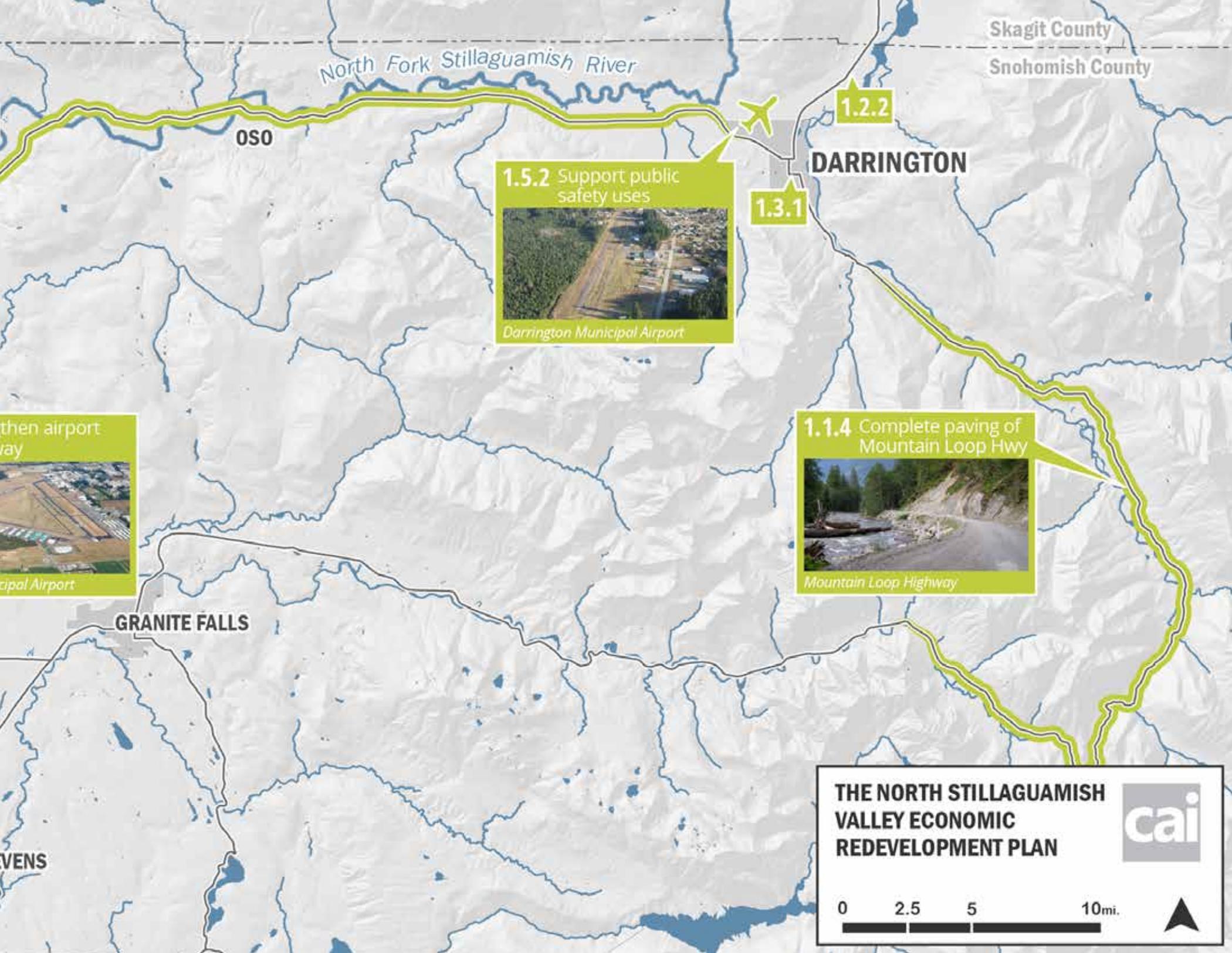
### 1.3.1 Darrington Sidewalks

### 1.3.3 Whitehorse Trail

### 1.5.1 Lengthen Arlington Runway

### 1.5.2 Continue Public Safety Uses





Skagit County  
Snohomish County

North Fork Stillaguamish River

OSO

1.2.2

DARRINGTON

1.5.2 Support public safety uses



Darrington Municipal Airport

1.3.1

1.1.4 Complete paving of Mountain Loop Hwy



Mountain Loop Highway

then airport  
way



Municipal Airport

GRANITE FALLS

STEVENS

THE NORTH STILLAGUAMISH  
VALLEY ECONOMIC  
REDEVELOPMENT PLAN



0 2.5 5 10mi.





## STRATEGY 1.1

### BUILD HIGHWAY & ARTERIAL INFRASTRUCTURE CRITICAL FOR ECONOMIC DEVELOPMENT

Infrastructure

#### 1.1.1 Legislate Value-Capture Financing

Obtain state legislative approval of value-capture financing and other policy tools that could support regional infrastructure needs

#### 1.1.2 Fund Snohomish County Public Works Assistance Fund

Secure stable funding source for Snohomish County Public Works Assistance Fund, which could support infrastructure projects in region

#### 1.1.3 Improve Regional Transportation Infrastructure

Seek funding from the Washington State legislature for infrastructure projects that support the North Puget Sound Manufacturing Corridor, as identified by the 2015 Transportation Priorities, including:

- > widen SR 531 from two lanes to four lanes between 43rd and 67th
- > improve I-5 interchanges at 116th St. NE and 156th St. NE
- > Phase 1 of I-5 northbound shoulder lanes

#### 1.1.4 Pave the Mountain Loop Highway

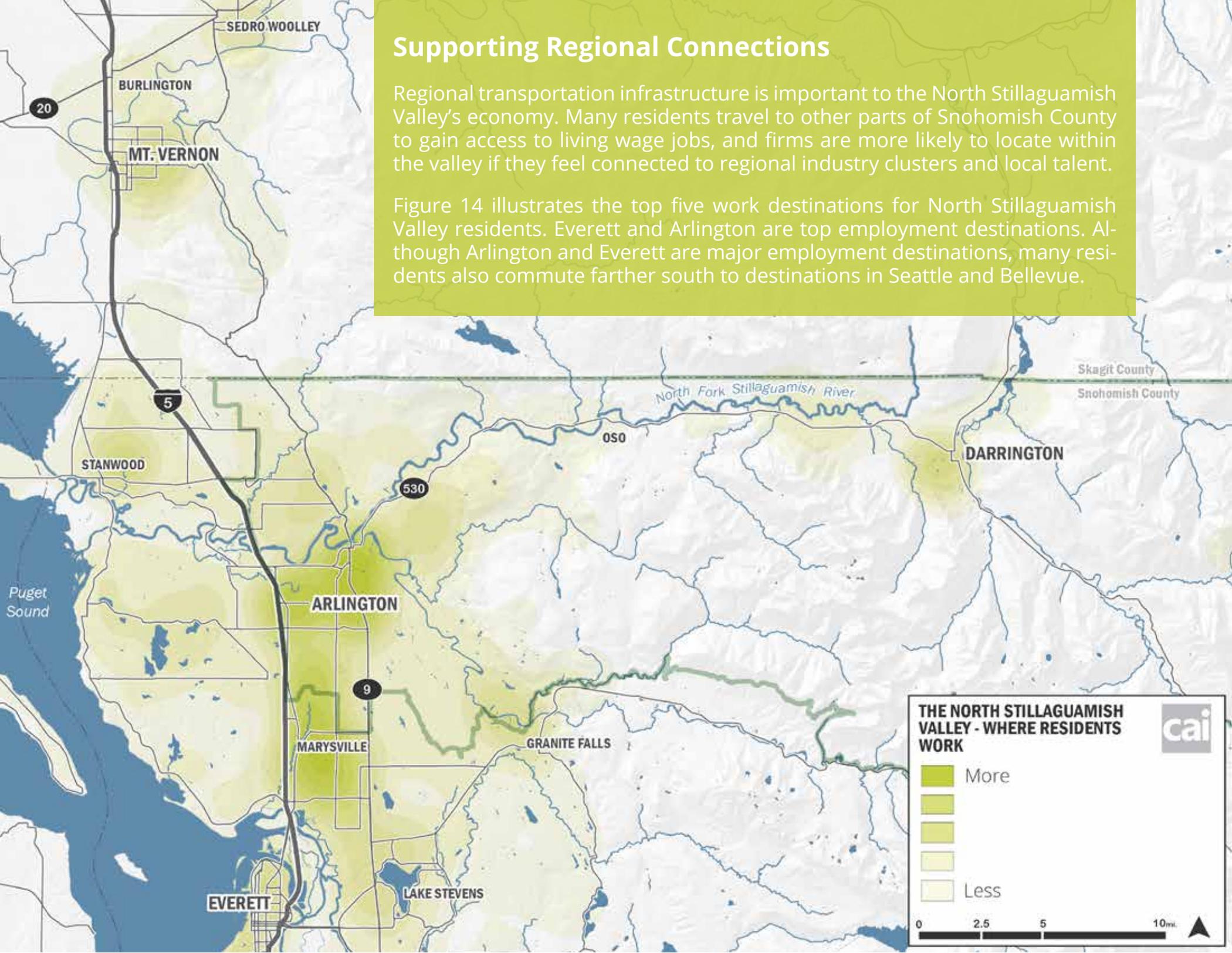
Complete the pavement of the Mountain Loop Highway through to Darrington, pending ongoing feasibility assessments and identification of funding and maintenance alternatives

FIGURE 14. PLACE OF WORK FOR NORTH STILLAGUAMISH VALLEY RESIDENTS, 2011

## Supporting Regional Connections

Regional transportation infrastructure is important to the North Stillaguamish Valley's economy. Many residents travel to other parts of Snohomish County to gain access to living wage jobs, and firms are more likely to locate within the valley if they feel connected to regional industry clusters and local talent.

Figure 14 illustrates the top five work destinations for North Stillaguamish Valley residents. Everett and Arlington are top employment destinations. Although Arlington and Everett are major employment destinations, many residents also commute farther south to destinations in Seattle and Bellevue.





## STRATEGY 1.1

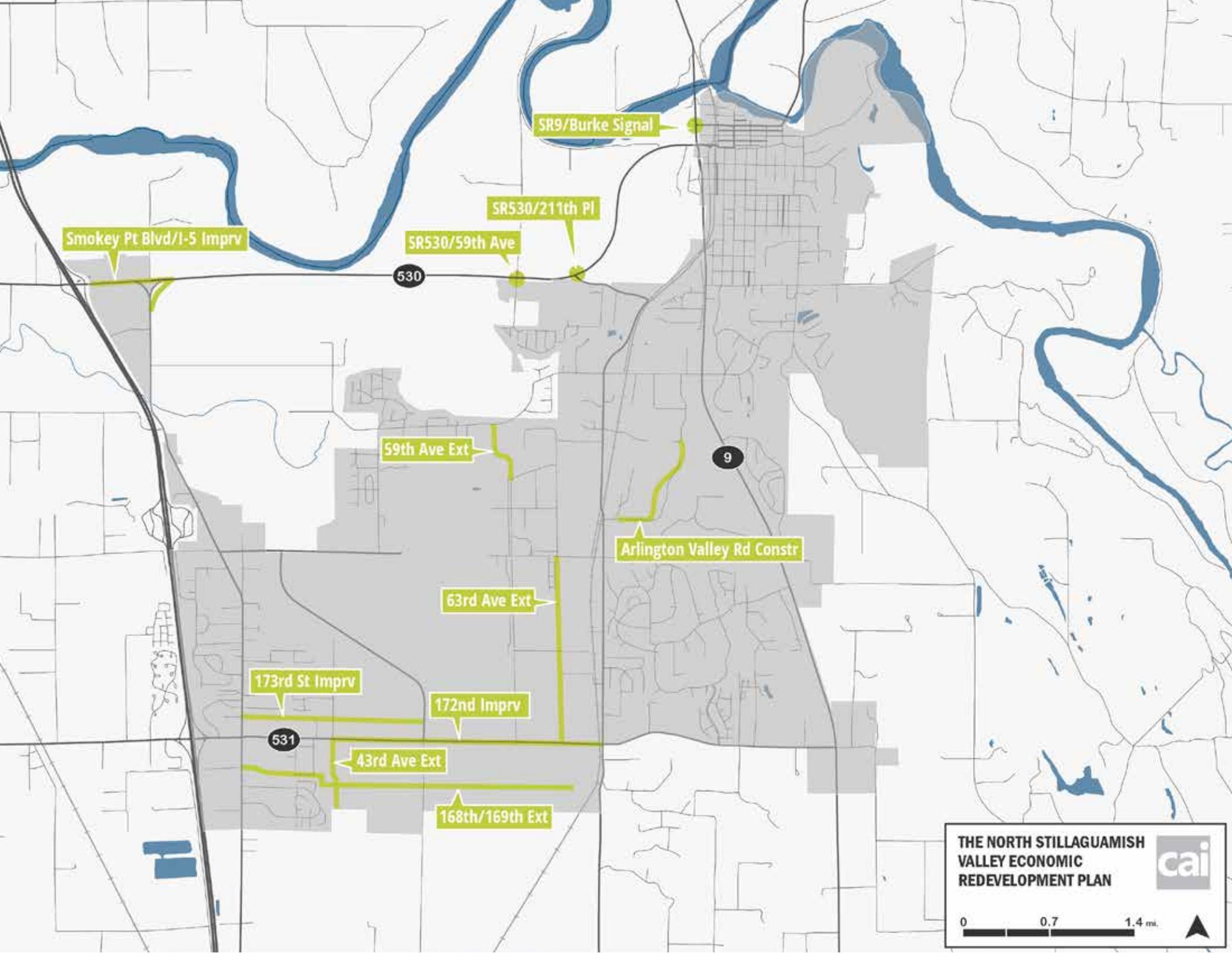
### BUILD HIGHWAY & ARTERIAL INFRASTRUCTURE CRITICAL FOR ECONOMIC DEVELOPMENT

#### 1.1.5 Construct Roads that Support the MIC Arlington

Fund and construct surface transportation for Arlington/Marysville Manufacturing Industrial Center (MIC) from the Arlington Economic Development Plan Matrix

- > 59th Ave. extension
- > 63rd Ave. extension
- > Arlington Valley Rd. construction
- > SR 9 and Burke signalization
- > 67th Ave. Phase III
- > SR 530 improvements between 59th and 211th Pl.
- > SR 9/SR 531 intersection improvements
- > 172nd Ave. extension and improvements between 43rd and 67th and between 67th and SR 9
- > Smokey Point Blvd. improvements and I-5 exit improvements
- > 173rd St. improvements
- > 43rd S extension
- > 164th E extension
- > 162nd E extension
- > 169th extension
- > Smokey Point I-5 exit improvements
- > SR 530 and 59th Ave Roundabout
- > SR 530 and 211th St Roundabout

FIGURE 15. SURFACE TRANSPORTATION PROJECTS TO SUPPORT THE ARLINGTON-MARYSVILLE MANUFACTURING/INDUSTRIAL CENTER, 2015



SR9/Burke Signal

SR530/211th Pl

SR530/59th Ave

Smokey Pt Blvd/I-5 Imprv

530

59th Ave Ext

9

Arlington Valley Rd Constr

63rd Ave Ext

173rd St Imprv

172nd Imprv

531

43rd Ave Ext

168th/169th Ext

**THE NORTH STILLAGUAMISH VALLEY ECONOMIC REDEVELOPMENT PLAN**

cai

0 0.7 1.4 mi. 



## STRATEGY 1.1

### BUILD HIGHWAY & ARTERIAL INFRASTRUCTURE CRITICAL FOR ECONOMIC DEVELOPMENT

Infrastructure

#### 1.1.6 Improve Oso Loop Access *Mid-Valley*

Add an eastbound turn lane from SR 530 at the Oso General Store

#### 1.1.7 Install Charging Stations

Install electric vehicle charging stations along the SR 530 corridor

#### RELATED ACTIONS:

#### 1.8.2 Install Signalized Pedestrian Crossings

## STRATEGY 1.2

### ENHANCE PUBLIC TRANSPORTATION ACCESS AND BROADEN TRANSPORTATION ALTERNATIVES



#### 1.2.1 Provide Shuttles and Vanpools

Develop shuttle or vanpool routes connecting the upper and lower valley, especially where demand doesn't necessitate large buses

#### 1.2.2 Bridge Jurisdictional Boundaries

Provide consistent public transportation service to rural communities near Jurisdictional boundaries, including the Sauk-Suiattle reservation

#### 1.2.3 Influence Community Transit Routes

Expand Community Transit routes that serve the Stillaguamish valley by working to influence ongoing route planning efforts

#### 1.2.4 Increase Park and Ride Capacity

Increase capacity and improve intermodal facilities at centralized WSDOT park and ride facilities near Interstate 5

## The Whitehorse Trail

The Whitehorse Trail is a popular 27 mile long rails-to-trails corridor between the cities of Arlington and Darrington. Frequently paralleling SR 530 and the North Fork of the Stillaguamish River, the mostly unimproved trail winds through farm, forest and riparian environments and contains several fishing access points and river bridge crossings. The route is very scenic with many views of the Cascade Mountains, especially Whitehorse Mountain, Mount Higgins, Prairie Mountain and others. Bicycling, hiking and horseback riding are primary activities.

The SR 530 landslide wiped out a section of the trail in March 2014. Furthermore, the bridges, trestle and multiple crossings of SR 530 are major safety issues. The remainder of Whitehorse trail remains closed until bridge railings and decking can be installed, though a section at Mile Post 30 is brushed so that school children may use it to travel to the bus stop safely instead of walking on SR 530. Improving and reopening the trail would bring recreational users to the North Stillaguamish Valley.

*Source: Centennial Trail Coalition of Snohomish County*



## STRATEGY 1.3

### CONTINUE TO DEVELOP PEDESTRIAN AND BIKE NETWORKS IN THE STILLAGUAMISH VALLEY

#### 1.3.1 Pave Darrington Sidewalks Darrington

Identify and install paved sidewalks in the Town of Darrington

#### 1.3.2 Draft a Pedestrian and Bicycle Master Plan

Develop a pedestrian and bicycle master plan for the Stillaguamish Valley to provide for safe non-motorized transportation within and between communities

#### 1.3.3 Repair and Reopen the Whitehorse Trail

Repair, complete, and re-open the Whitehorse Trail at the slide site between Arlington and Darrington and construct trailheads at key locations

### RELATED ACTIONS:

**5.3.10** Develop Mountain Bike Trails

**5.3.11** Implement an Adopt-a-Trail Program

*Left: A bridge along the Whitehorse Trail spans the North Fork of the Stillaguamish River.  
Source: hikeoftheweek.com*



## STRATEGY 1.4

### STRENGTHEN FREIGHT RAIL INFRASTRUCTURE IN THE LOWER STILLAGUAMISH VALLEY

Infrastructure

#### 1.4.1 Conduct a Situational Assessment for Rail



Arlington

Commission a situational assessment and economic impact study for expanding freight rail access to the Arlington-Marysville Manufacturing/Industrial Center

#### 1.4.2 Add Freight Rail Storage



Arlington

Add freight rail storage at key locations along the Arlington BNSF spur, pending feasibility analyses

#### 1.4.3 Negotiate Rail Partnerships



Identify the prospects for public-private partnerships in launching a private freight rail strategy

## STRATEGY 1.5

### POSITION THE ARLINGTON AND DARRINGTON AIRPORTS FOR INCREASED ROLES



#### 1.5.1 Lengthen the Arlington Runway Arlington

Conduct needed planning and seek FAA funding for lengthening the Arlington Municipal Airport runway

#### 1.5.2 Expand Public Safety Uses Darrington

Continue to support public safety-related uses, including wildland fire fighting, for the Darrington Municipal Airport

#### 1.5.3 Support Recreation at Airports Darrington

Continue to encourage recreational and tourism-related uses for the Darrington Municipal Airport, such as skydiving, parasailing, balloon rides, pilot flyouts and as a transportation hub for events like Darrington Days

#### 1.5.4 Update the State Airport Guide

Update the Washington State Airport Guide to reflect current amenities offered at both Arlington and Darrington Municipal Airports



Above: A view of the Darrington Municipal Airport from a plane on final approach.  
Source: photobucket user atleiker



## STRATEGY 1.6

### IMPROVE TELECOMMUNICATIONS INFRASTRUCTURE

Infrastructure

#### 1.6.1 Improve High-Speed Internet Access

Increase high-speed Internet and phone capacity and access, including wireless infrastructure

#### 1.6.2 Provide Telecommunications Redundancy

Eliminate single point of failure for 911, phone service and Internet by providing redundancy

#### 1.6.3 Expand Broadband Service

Partner with local utilities and data providers to markedly expand broadband service in the Stillaguamish valley

#### 1.6.4 Maintain Library-Based Access

Expand public access to quality technology services at public libraries

#### 1.6.5 Install the Verizon Cell Tower Darrington

Complete the installation of the new Verizon cell tower near Darrington

## STRATEGY 1.7

### IMPLEMENT PRIORITY IMPROVEMENTS TO UTILITY INFRASTRUCTURE



#### 1.7.1 Implement Capital Improvement Plans

Implement key projects from capital improvement/facilities plans

#### 1.7.2 Assess Utility Needs

Identify needed improvements to gas, electric and sewer systems in Arlington and Darrington, as well as in unincorporated parts of Snohomish County

#### 1.7.3 Upgrade Darrington Sewer System Darrington

Install a sewer system in Darrington

#### 1.7.4 Fund West Arlington Improvements Arlington

Conduct a feasibility assessment of, and seek funding for, culvert and gateway improvements in the West Arlington Sub-Area Plan identified as economic drivers for the City of Arlington

#### 1.7.5 Ensure Utility Capacity for Industry

Ensure utility capacity for large industrial projects in targeted industrial areas, including the Arlington-Marysville Manufacturing/Industrial Center

#### 1.7.6 Develop a Shared Leach Field Darrington

Develop a shared leach field for Darrington businesses

### RELATED ACTIONS:

#### 1.1.1 Legislate Value Capture Financing



## STRATEGY 1.8

### IMPROVE SAFETY FOR MOTORIZED AND NON-MOTORIZED TRAFFIC ALONG THE SR 530 CORRIDOR

Infrastructure

#### 1.8.1 Lower SR 530 Speed Limit



Mid-Valley

Reduce the speed limit on SR 530 through selected residential areas, including Oso

#### 1.8.2 Install Signalized Pedestrian Crossings



Mid-Valley

Install signalized pedestrian crossings at key locations along the SR 530 corridor, such as the Oso General Store and area trailheads

#### 1.8.3 Increase Patrols



Increase police patrols and cautionary signage to encourage traffic safety and deter theft and property crime along SR 530 and the Mountain Loop Highway

### RELATED ACTIONS:

**1.1.6** Improve Oso Loop Access

**1.3.2** Draft a Pedestrian and Bicycle Master Plan

**2.1.6** Improve Permanent Signage

**5.2.14** Continue "Clean and Safe" Programs

# **GOAL 2**

## **INDUSTRIES & EMPLOYMENT**

Create, attract and retain jobs in traditional and advanced industry sectors



The map at right provides a snapshot of action steps related to Industries and Employment in the Economic Re-development Plan. Key projects include the designation of and support for the Arlington-Marysville Manufacturing/Industrial Center, collaborative work with existing business organizations, and improvements to unique commercial entities like the Darrington Archery Range and the Darrington Rodeo Grounds.

## 2.1.5 Support Local Business Organizations

## 2.5.3 Promote Arlington's Retailers

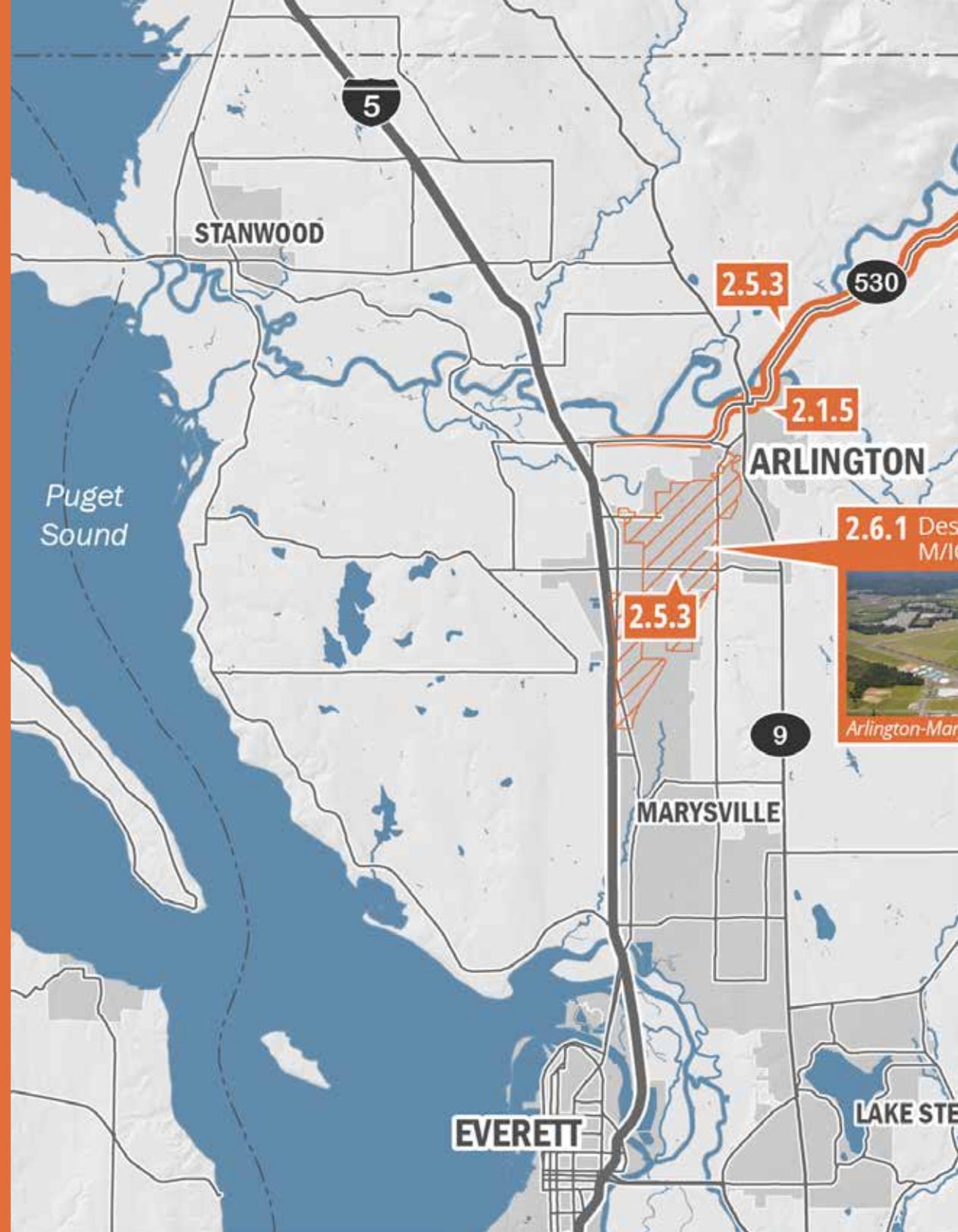
## 2.6.1 Obtain Regional M/IC Designation

## 2.7.1 Find Alternative Timber Sources

## 2.8.2 Leverage the Archery Range

## 2.8.3 Upgrade the Rodeo Grounds

## 2.8.7 Improve Whitehorse Community Park





Skagit County  
Snohomish County

North Fork Stillaguamish River

OSO

2.8.7

2.7.1

DARRINGTON

2.1.5

2.8.2

2.8.3 Improve Darrington Rodeo Grounds



Darrington Rodeo Grounds

Designate regional



...ysville M/C

GRANITE FALLS

VENS

THE NORTH STILLAGUAMISH  
VALLEY ECONOMIC  
REDEVELOPMENT PLAN



0 2.5 5 10mi.





## STRATEGY 2.1

### SUPPORT AND GROW EXISTING BUSINESSES IN THE STILLAGUAMISH VALLEY

#### 2.1.1 Lobby for Local Preference

Lobby for continued or durable local preference in government procurement activities

#### 2.1.2 Explore Local Hiring Incentives

Explore the feasibility of the provision of tax credits to Stillaguamish Valley businesses that hire local residents

#### 2.1.3 Solicit Pro Bono Web Design

Leverage tourism grant funds to solicit pro-bono website design services to upgrade Destination Darrington and other websites promoting local commerce and heritage; link these sites to the Snohomish County Tourism web page

#### 2.1.4 Start a Business Leadership Group

Facilitate a North Stillaguamish River Valley business group that meets regularly to develop and maintain region-wide business and agriculture leadership

#### 2.1.5 Support Local Business Organizations

Support local organizations, such as Darrington Strong, Arlington Downtown Area Business Association, Chambers of Commerce, and Red Rooster Route in their efforts to promote local commercial centers

## The Valley's Employers

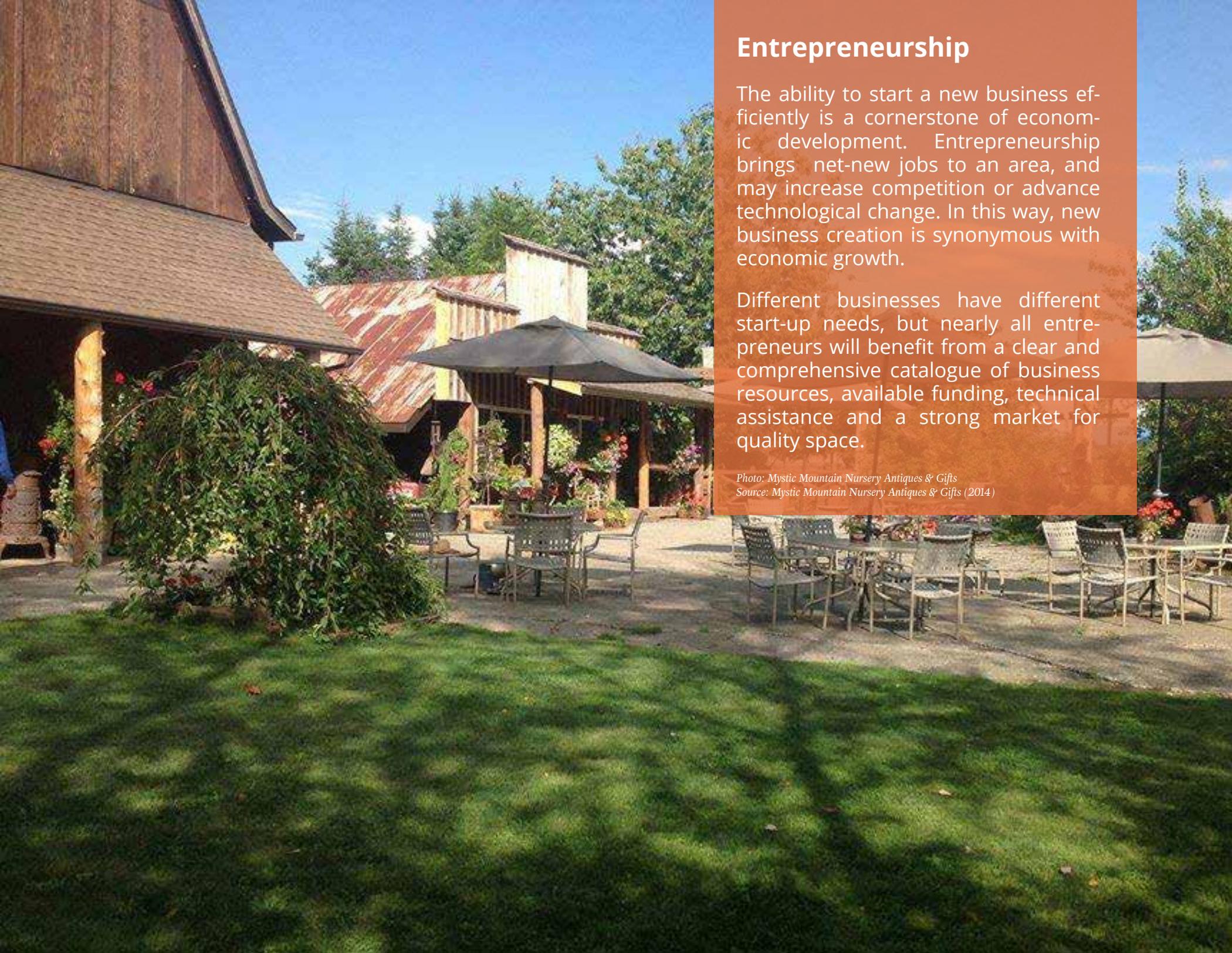
Major employers in the Valley include industrial users, retails and resource-related businesses. As the local economy has changed, new firms have become more prominent. Though this diversification will persist, some employers will remain critical for the Valley's economic vitality.

## Hampton Lumber Mill

Oregon-based Hampton Affiliates purchased Darrington's largest lumber mill from Summit Timber in 2002. The company renovated the facility, adding a cogeneration plant to convert wood waste into energy. Most of its logs come from Weyerhaeuser operations, with a smaller share from the state. It employs around 160 people and cuts about 200 million board feet of lumber annually, which are sold to home improvements stores and direct retailers. After the SR 530 Slide, Hampton faced longer trucking distances due to the detour and received state aid to offset additional fuel costs.



Source: Community Attributes, Inc. (2015)



## Entrepreneurship

The ability to start a new business efficiently is a cornerstone of economic development. Entrepreneurship brings net-new jobs to an area, and may increase competition or advance technological change. In this way, new business creation is synonymous with economic growth.

Different businesses have different start-up needs, but nearly all entrepreneurs will benefit from a clear and comprehensive catalogue of business resources, available funding, technical assistance and a strong market for quality space.

*Photo: Mystic Mountain Nursery Antiques & Gifts*

*Source: Mystic Mountain Nursery Antiques & Gifts (2014)*



## STRATEGY 2.1

### SUPPORT AND GROW EXISTING BUSINESSES IN THE STILLAGUAMISH VALLEY

#### 2.1.6 Improve Permanent Signage



Mid-Valley

Improve road signage near businesses

#### RELATED ACTIONS:

**2.2.3** Provide Technical Assistance

**2.3.1** Appoint a Business Liaison

**2.3.2** Identify Business Incentives

**2.4.7** Permit Cottage Industry

## STRATEGY 2.2

### FOSTER ENTREPRENEURSHIP AND DRIVE NEW BUSINESS CREATION

#### 2.2.1 Catalogue Business Resources



Maintain a list of funding sources for start-up and expansion grants for locally-owned businesses, which could use the funds for rent-relief, physical expansion of retail space, new product development, marketing, etc.



## STRATEGY 2.2

### FOSTER ENTREPRENEURSHIP AND DRIVE NEW BUSINESS CREATION

#### 2.2.2 Introduce Crowdfunding and Microfinance

Offer a workshop to introduce business owners and aspiring entrepreneurs in the North Stillaguamish valley to recently-enabled State legislation that enables crowdfunding and microfinance

#### 2.2.3 Provide Technical Assistance

Provide access to small business coaching, mentorship and other forms of technical assistance

#### 2.2.4 Host an Entrepreneurship Competition

Partner with the Northwest Innovation Resource Center (or similar organization) to host a rural innovation or sustainability challenge that activates the valley's entrepreneurial community and provides a focal point for outside investment

#### 2.2.5 Organize Rural Cooperatives

Organize rural cooperatives to facilitate the sharing of space, rent, utilities, equipment, supplies for artisans and craftsman such as quilters, carvers, and value-added food producers

#### 2.2.6 Evaluate Investment Opportunity

Engage a technical assistance panel to evaluate the valley's attractiveness for investment and to provide recommendations based on the assessment



## STRATEGY 2.2

### FOSTER ENTREPRENEURSHIP AND DRIVE NEW BUSINESS CREATION

#### 2.2.7 Facilitate Youth Entrepreneurship

Encourage entrepreneurship through local schools and extracurricular programs, giving young people an opportunity to pursue their ideas and gain real-world experience while developing connections to their town

#### RELATED ACTIONS:

2.3.4 Bring Resources Online

2.4.4 Open a Business Incubator

2.4.6 Open a Maker Space

6.1.2 Establish Innovation Networks

6.1.3 Support Local Start-Ups and Small Businesses

## STRATEGY 2.3

### CULTIVATE A POSITIVE BUSINESS AND REGULATORY CLIMATE

#### 2.3.1 Appoint a Business Liaison Arlington

Appoint a business retention and expansion liaison within the Downtown Association and Chamber to maintain constant communication with area business owners

#### 2.3.2 Identify Business Incentives

Identify and catalogue sources for federal, state and county business incentives, including low-interest loans, industrial revenue bonds, sales tax deferrals, New Market and other tax credits, USDA incentives, Community Empowerment Zones and SBA HUBzones



## STRATEGY 2.3

### CULTIVATE A POSITIVE BUSINESS AND REGULATORY CLIMATE

#### 2.3.3 Host an Annual Business Summit

Conduct an annual business summit where business owners, employees and consumers can interact with elected officials, suggest improvements to the business climate, identify networking opportunities and growth strategies, and spread awareness of local offerings; offer year-round follow-up via periodic round table discussions

#### 2.3.4 Bring Resources Online

Develop, launch and maintain a website that provides access to business resources applicable to local business needs (regulations, financing resources, growth assistance and more)

#### RELATED ACTIONS:

4.1.1 Encourage Permitting Best Practices

4.1.2 Review Permitting and Code Compliance

## STRATEGY 2.4

### PROVIDE SPACE FOR THE CREATION, EXPANSION OR RELOCATION OF BUSINESSES

#### 2.4.1 Revise Design Guidelines

Revise design guidelines to facilitate the development of quality commercial space, while maintaining agricultural lands

## STRATEGY 2.4

### PROVIDE SPACE FOR THE CREATION, EXPANSION OR RELOCATION OF BUSINESSES

#### 2.4.2 Certify “Shovel-Ready” Properties

Certify and promote properties that meet certain criteria as “Shovel Ready” for development

#### 2.4.3 List Available Commercial Property

Maintain a list of available and highlighted commercial properties and assist small businesses looking for space; make this information available online in connection with city websites

#### 2.4.4 Open a Business Incubator

Develop a Valley-focused coworking space to foster entrepreneurship, innovation and to enable convenient telecommuting to regional employers in Everett or Seattle

#### 2.4.5 Develop a Shared Commercial Kitchen

Consider partnering to develop a commercial kitchen in the valley to support food processing and preparation entrepreneurs

#### 2.4.6 Open a Maker Space

Develop a maker space or fabrication lab with shared tools for the upper Stillaguamish valley, pending feasibility assessments

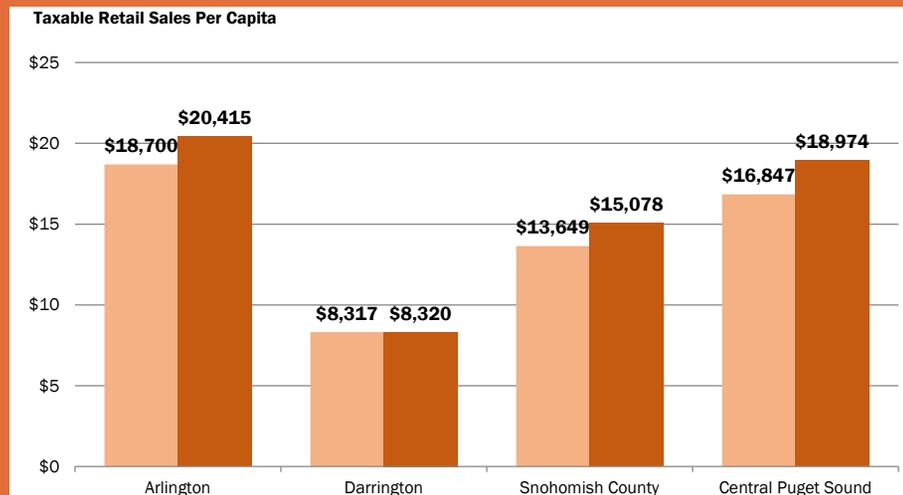


## Planning for Retail

Planners draw on several sources of data to better understand how retail performs in cities and regions. One such source is taxable retail sales (Figure 16). These data show that Arlington's taxable retail sales, on a per capita basis, are above average for the region. On the other hand, Darrington's are low. These findings reflect several factors, including the quantity and quality of retailers in each city, their regional draw, and the amount of disposable income that local residents have to spend.

Additional analysis, including a retail leakage assessment, can shed light on how and where retail performance may improve.

FIGURE 16. TAXABLE RETAIL SALES PER CAPITA, 2010-2013



Sources: Washington Department of Revenue, 2014; CAI, 2015

## Essential Services

Even small towns need to provide basic services within a reasonable distance of residential neighborhoods. Darrington's IGA grocery and Ace Hardware store fill an important niche in the local economy, but many Darrington residents would like to see additional retailers come to town. The recent opening of **Bradley's Diner** is a significant milestone, as Darrington had been without a restaurant in town for more than three years prior to its opening.



Source: Herald Business Journal

## STRATEGY 2.4

### PROVIDE SPACE FOR THE CREATION, EXPANSION OR RELOCATION OF BUSINESSES

#### 2.4.7 Permit Cottage Industry

Consider revising rural Snohomish County zones to accommodate cottage or workshop industry with limited impacts as allowable or conditionally permitted land uses

#### RELATED ACTIONS:

**2.2.5** Organize Rural Cooperatives

## STRATEGY 2.5

### ENHANCE THE DIVERSITY AND CHARACTER OF THE VALLEY'S RETAIL AND SERVICES OFFERINGS

#### 2.5.1 Commission a Retail Assessment

Commission a retail trade capture assessment and retail attraction strategy to better understand retail gaps and opportunities, as well as the key impediments to attracting new retailers

#### 2.5.2 Start a "Shop Local" Campaign

Partner on development of a Stillaguamish Valley "Shop Local" campaign to support locally-owned retailing



## STRATEGY 2.5

### ENHANCE THE DIVERSITY AND CHARACTER OF THE VALLEY'S RETAIL AND SERVICES OFFERINGS

#### 2.5.3 Promote Arlington's Retailers



Arlington

Work with the Arlington/Smokey Point Chamber of Commerce and the Downtown Arlington Business Association to promote Arlington as a destination shopping center

#### 2.5.4 Recruit Retailers



Based on a trade capture assessment, recruit key retailers and services to the Stillaguamish Valley to fill identified gaps and stem high retail leakage rates

#### RELATED ACTIONS:

2.4.4 Open a Business Incubator

2.4.5 Develop a Shared Commercial Kitchen

2.8.1 Leverage Town-Owned Property

## STRATEGY 2.6

### GROW FAMILY WAGE EMPLOYMENT IN THE INDUSTRIAL SECTOR

#### 2.6.1 Obtain Regional M/IC Designation



Arlington

Obtain necessary approvals--including Snohomish County Council, Washington Department of Commerce and Puget Sound Regional Council--for designation of the Arlington-Marysville Manufacturing/Industrial Center

# The Arlington-Marysville M/IC

The proposed 4,091 acre Arlington-Marysville Manufacturing/Industrial Center (M/IC) lies within the boundaries of the study area and is a large employment center. Snohomish County estimates that the M/IC has the capacity for 77,800 jobs, including both industrial and non-industrial jobs. Currently, manufacturing activities account for the majority of the 4,600 industrial jobs in the M/IC, followed by warehousing and wholesale and construction (Figure 17).

FIGURE 18. ARLINGTON-MARYSVILLE M/IC LOCATION MAP



Source: Community Attributes Inc. (2014)

FIGURE 17. ARLINGTON-MARYSVILLE MANUFACTURING INDUSTRIAL CENTER EMPLOYMENT, 2012

Macro Grouping	Industry Grouping	Employment	Percentage of Subarea	Percentage of All Subareas
<b>Construction</b>	Builders & Contractors	-	-	-
	Heavy & Civil Construction	-	-	-
	<b>3,000</b>	<b>66%</b>	<b>2%</b>	
<b>Manufacturing</b>	Aerospace Manufacturing	-	-	-
	Electronics & Components	-	-	-
	Food & Bev Processing	-	-	-
	Machinery & Transport. Equip.	-	-	-
	Metals & Fabrication	-	-	-
	Printing & Publishing	-	-	-
	Refining, Chemicals & Plastics	-	-	-
	Textiles, Apparel & Leather	-	-	-
	Wood & Paper Products	-	-	-
	Other Manufacturing	-	-	-
<b>300</b>	<b>8%</b>	<b>1%</b>		
<b>Transportation Distr. &amp; Logistics</b>	Transp., Distr., Logistics	-	-	-
	<b>600</b>	<b>13%</b>	<b>1%</b>	
<b>Warehousing &amp; Wholesale</b>	Warehousing & Storage	-	-	-
	Wholesaling	-	-	-
<b>200</b>	<b>3%</b>	<b>1%</b>		
<b>Other Industrial</b>	Building & Grounds Serv.	-	-	-
	Industrial Services	-	-	-
	Telecom, Broadcasting & Video Prod.	-	-	-
	Utilities	-	-	-
	Waste Mgmt. & Remediation	-	-	-
	Other Industrial	-	-	-
<b>All Industrial</b>		<b>4,600</b>		
Non-industrial		600		
Public Sector		600		
<b>Total Employment</b>		<b>5,800</b>		

Sources: PSRC (2012); Community Attributes Inc. (2015)



## STRATEGY 2.6

### GROW FAMILY WAGE EMPLOYMENT THE INDUSTRIAL SECTOR

#### 2.6.2 Property Tax Exemption Arlington

Pass SB 5761 to allow cities to offer a property tax exemption for 10 years for qualified development of new manufacturing or industrial facilities within the M/IC

#### 2.6.3 Market the M/IC Arlington

Promote and market the MIC as a target area for advanced manufacturing investment within Snohomish County and the Greater Seattle region

#### 2.6.4 Create M/IC Incentives Arlington

Identify and implement regulatory streamlining, tax incentives, and other benefits that could help draw businesses and investors to locate in Manufacturing/Industrial Center

#### RELATED ACTIONS:

- 1.1.3 Improve Regional Transportation Infrastructure
- 1.1.5 Construct Roads that Support the M/IC
- 2.4.7 Permit Cottage Industry
- 3.1.1 Improve K-12 Training
- 3.1.3 Increase Community College Access
- 3.1.5 Create Talent Pipelines

## STRATEGY 2.7

### STABILIZE NATURAL RESOURCE INDUSTRIES & GROW VALUE-ADDED ACTIVITIES

#### 2.7.1 Find Alternative Timber Sources Darrington

Partner to explore alternative timber sources for Darrington's Hampton Mill

#### 2.7.2 Support Trade Associations

Support agriculture and timber industry firms with trade association involvement and marketing

#### 2.7.3 Study Best Practices

In partnership with other Western Washington Counties, commission a study of value-added industry successes and best practices related to Agriculture, Timber and Mining in western U.S. and Canadian communities

#### RELATED ACTIONS:

6.3.1 Explore CLT Products

6.3.3 Develop a Timber Collaborative

6.3.5 Network with Rural Economies





## STRATEGY 2.8

### CONTINUE TO STRENGTHEN SUSTAINABLE TOURISM ASSETS AND SUPPORTING SERVICES

#### 2.8.1 Leverage Town-Owned Property

Leverage town-owned property to incentivize new hospitality, retail, and service development catering to increased tourism

#### 2.8.2 Support Field Archery Darrington

Continue efforts to attract a national field archery tournament to Darrington's world-class archery range and develop a complementary rifle shooting range

#### 2.8.3 Upgrade the Rodeo Grounds Darrington

Secure funding for the repair and replacement of facilities and installation of a covered grandstand at the Darrington Rodeo Grounds in order to expand event offerings

#### 2.8.4 Add Public Restrooms

Provide additional amenities including covered picnic shelters and bathroom facilities at the Darrington Rodeo Grounds, Bluegrass Grounds, Whitehorse Trail and other camping areas along SR 530

#### 2.8.5 Capitalize on Summer Festivals

Leverage Darrington Bluegrass Festival and the Darrington Summer Meltdown with discounts at area restaurants, motels and retailers

#### 2.8.6 Expand Programming Darrington

Consider expanding event offerings at the Rodeo grounds and other areas to include 4th of July fireworks, a DRP Summer Concert and Grange dances

## STRATEGY 2.8

### CONTINUE TO STRENGTHEN SUSTAINABLE TOURISM ASSETS AND SUPPORTING SERVICES

#### 2.8.7 Improve Whitehorse Community Park *Darrington*

Improve Whitehorse Community Park with a water line, new restrooms, an RV camping area, expanded sports facilities and upgraded marketing

#### 2.8.8 Promote Agri-Tourism *Mid-Valley*

Expand and promote the Red Rooster Route agri-tourism route from Arlington to Darrington to draw additional visitation to farms on the SR 530 corridor

#### RELATED ACTIONS:

- 1.1.4 Pave the Mountain Loop Highway
- 1.3.3 Repair and Reopen the Whitehorse Trail
- 2.1.3 Solicit Pro-Bono Web Design
- 5.2.9 Implement Comprehensive Wayfinding
- 5.2.13 Restore Historic Structures
- 5.3.2 Expand Winter Recreation Options
- 5.3.5 Reopen the Fire Lookouts
- 5.3.6 Protect Forest Roads and Trail Access
- 5.3.9 Improve Campgrounds
- 5.3.10 Develop Mountain Bike Trails
- 5.5.8 Expand the “Visit Stilly Valley” Campaign

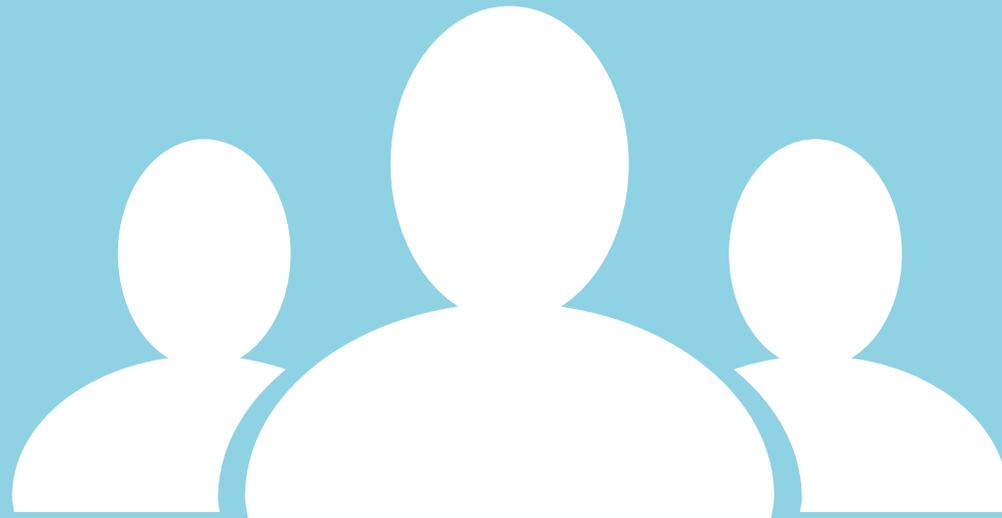




# **GOAL 3**

## **COMMUNITY & WORKFORCE DEVELOPMENT**

Support community and workforce development  
and address human services needs

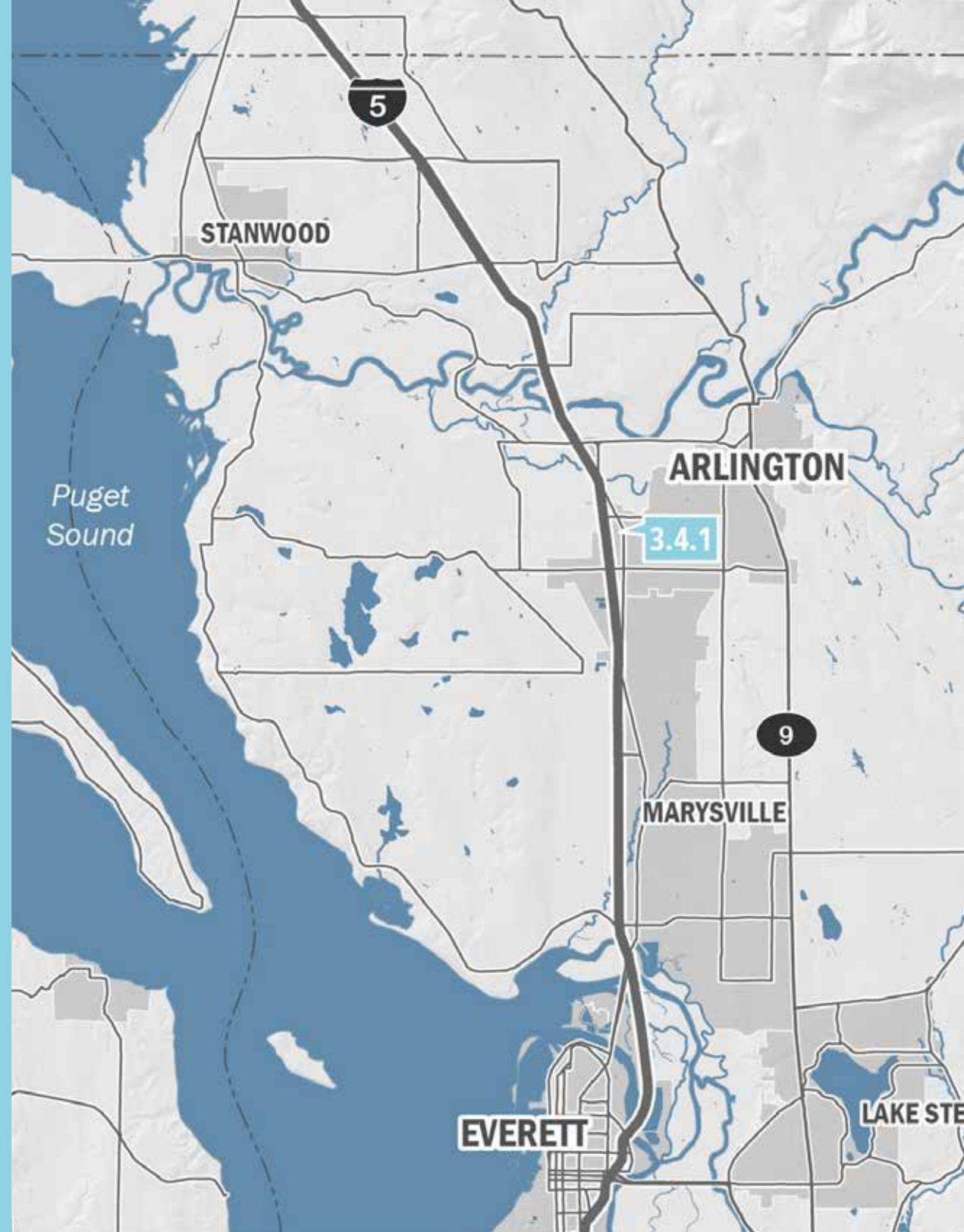


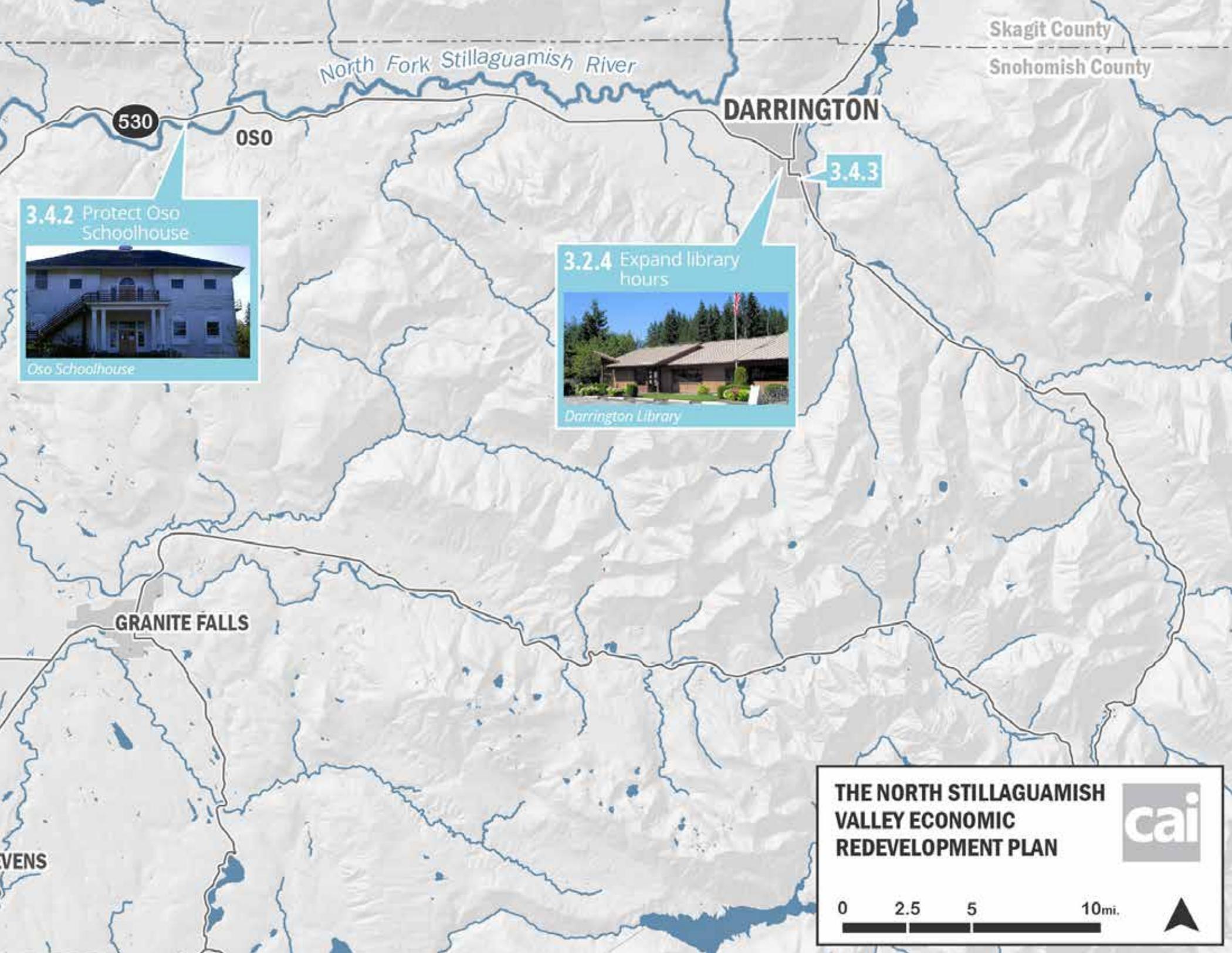
Community and workforce development is a critical component of economic development. While many of these strategies and actions are not spatially-oriented, there are several key facilities that stakeholders identified as opportunities for expanding community resources. The Arlington and Darrington branches of the Public Library, the Trafton Schoolhouse and the Arlington Family Resource Center were mentioned specifically.

### 3.2.4 Expand the Library Hours

#### 3.4.1 Secure a Location for the Arlington Family Resource Center

#### 3.4.2 Protect the Oso Schoolhouse





Skagit County  
Snohomish County

North Fork Stillaguamish River

530

OSO

DARRINGTON

3.4.3

3.4.2 Protect Oso Schoolhouse



Oso Schoolhouse

3.2.4 Expand library hours



Darrington Library

GRANITE FALLS

VENS

THE NORTH STILLAGUAMISH VALLEY ECONOMIC REDEVELOPMENT PLAN



0 2.5 5 10mi.





## STRATEGY 3.1

### INVEST IN THE DEVELOPMENT OF STRONG WORKFORCE TALENT ACROSS ALL DEMOGRAPHICS

#### 3.1.1 Increase K-12 Training

Increase access by K-12 students across all valley school districts to skills development and workforce training opportunities including internship and apprenticeship programs.

#### 3.1.2 Support Washington FIRST

Partner with Washington FIRST to develop mentor-based science, technology, engineering and math (STEM) programs for young people in the Valley

#### 3.1.3 Increase Community College Access

Increase the access of valley communities to workforce training and re-training resources at local community and technical colleges

#### 3.1.4 Support the Glacier Peak Institute Darrington

Secure long-term funding and other support for the Glacier Peak Institute

#### 3.1.5 Create Talent Pipelines

Partner in the creation of a talent pipeline from local high schools to Everett Community College and the University Center North Puget Sound (UCNPS) for key growth industries in the Stillaguamish valley

### RELATED ACTIONS:

**2.2.7** Facilitate Youth Entrepreneurship

## STRATEGY 3.2



### PROVIDE OPPORTUNITIES FOR POST-SECONDARY, CONTINUING- AND ADULT EDUCATION & RE-SKILLING

#### 3.2.1 Provide Natural Resource Career Training

Expand natural resource career training and ecosystems research in the Stillaguamish Valley

#### 3.2.2 Collaborate with WSU Extension

Continue collaboration with Washington State University Extension programs to support workforce and economic development

#### 3.2.3 Facilitate Research and Distance Learning

Invite educators in the region to conduct research and teaching based in the Stillaguamish Valley, including possible distance learning and online college course options

#### 3.2.4 Expand Sno-Isle Library Hours Darrington

Expand Darrington branch hours of Sno-Isle Library to remain open on Sundays

#### 3.2.5 Utilize Sno-Isle Library Resources

Encourage use of Sno-Isle Libraries online training resources and local library services

#### RELATED ACTIONS:

**1.6.4** Maintain Library-Based Access

**3.1.3** Increase Community College Access

**3.1.5** Create Talent Pipelines



## STRATEGY 3.3

### CONNECT RESIDENTS WITH EMPLOYMENT OPPORTUNITIES THROUGHOUT THE REGION

#### 3.3.1 Maintain an Online Employment Clearinghouse

Work with Workforce Snohomish to develop and maintain a web-based list of job opportunities that are located in the Valley, which could function as an online employment clearinghouse

#### 3.3.2 Facilitate Cross-Valley Internships

Connect upper valley residents to internships with lower valley economic anchors

#### 3.3.3 Provide Key Industry Internships

Connect valley youth with volunteer, internship and apprenticeship positions in the governance, ecology and conservation, agriculture, outdoor recreation, tourism and related industries

#### RELATED ACTIONS:

**1.2.1** Provide Shuttles and Vanpools

**1.2.3** Influence Community Transit Routes

**2.1.2** Explore Local Hiring Incentives

## STRATEGY 3.4



### IMPROVE ACCESS TO HUMAN SERVICES AND COMMUNITY RESOURCES

#### 3.4.1 Locate the Arlington Family Resource Center



Arlington

Secure a permanent location for the Arlington Family Resource Center

#### 3.4.2 Protect Oso Schoolhouse



Mid-Valley

Continue to collaborate with current owners to acquire, restore and protect Oso Schoolhouse for a Mid-Valley Community Center

#### 3.4.3 Improve Post Office Access



Mid-Valley

Prioritize and explore potential locations for the re-opening of the Oso post office, potentially including adaptive-reuse of historic local structures and/or participation in the USPS Village Post Office program.

#### 3.4.4 Expand Family Services



Partner with North County Family Services to develop programs on parenting, money management, conflict resolution

#### 3.4.5 Encourage Neighborhood Watch



Facilitate Neighborhood Watch programs to monitor and decrease drug and property crime in Darrington and Arlington, and identify community policing practices successful elsewhere in the region

#### 3.4.6 Engage Human Services



Engage the leadership of the Snohomish County Human Services Department to improve service offerings and service accessibility



## STRATEGY 3.4

### IMPROVE ACCESS TO HUMAN SERVICES AND COMMUNITY RESOURCES

#### 3.4.7 Support Vulnerable Populations

Work with human service and transportation providers that support independent living of vulnerable populations on preparedness, sheltering, and evacuation planning

#### 3.4.8 Aid People with Decreasing Mobility

Improve the accessibility of basic services for adults with decreasing mobility and provide transportation to key regional destinations

#### RELATED ACTIONS:

5.2.6 Tap the Crowd

## STRATEGY 3.5

### EXPAND PROGRAMMING AND RECREATION OPPORTUNITIES FOR YOUTH

#### 3.5.1 Engage the Young People of Darrington Darrington

Support YPOD (Young People of Darrington) and similar organizations that empower successive generations of valley residents

#### 3.5.2 Support Stillaguamish Valley Youth Project

Support legislative passage of the \$5.25 million Stillaguamish Valley Youth Project to fund a range of needed improvements to key recreational facilities from Arlington to Darrington

## STRATEGY 3.5



### EXPAND PROGRAMMING AND RECREATION OPPORTUNITIES FOR YOUTH

#### 3.5.3 Improve Athletic Facilities

Expand and improve recreational and athletic use facilities in Arlington and Darrington to service the needs of residents throughout the Stillaguamish Valley.

#### 3.5.4 Big Brother, Big Sister

Continue to support and expand Big Brother, Big Sister programs in the Stillaguamish Valley

#### RELATED ACTIONS:

**2.2.7** Facilitate Youth Entrepreneurship

**3.1.2** Support Washington FIRST

**3.3.3** Provide Key Industry Internships

**5.2.12** Plant School Gardens



# **GOAL 4**

## **RESILIENCE & SUSTAINABILITY**

Tailor regulations to encourage sustainable, productive and efficient development in the Stillaguamish Valley



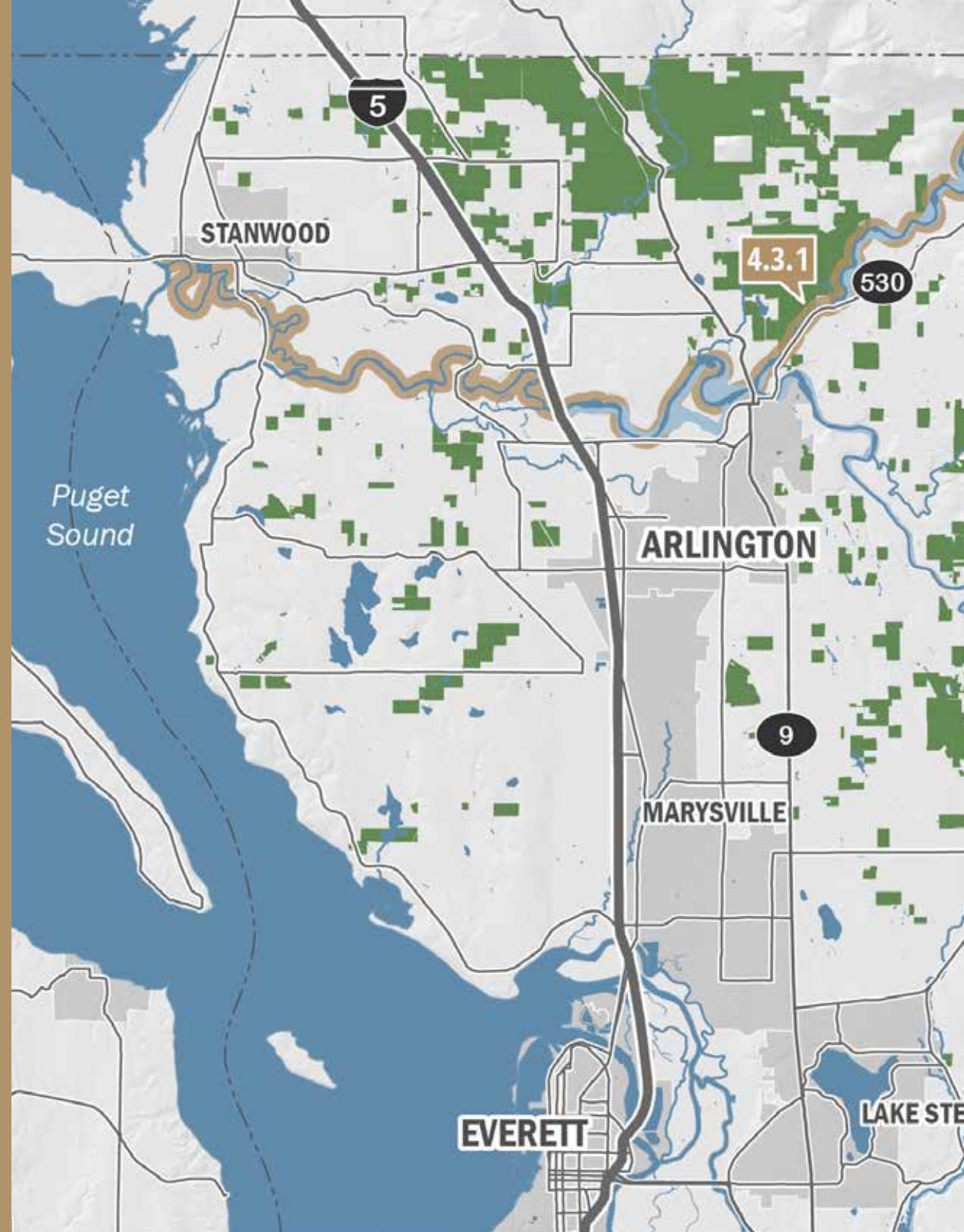
The goal of resilience and sustainability is of great importance for economic development. Though many strategies and actions within this goal are not represented spatially on the map at right, there are some specific geographic conditions, such as rivers, critical areas, mature forests and volcanoes, that are directly related to the content in this plan. Sustainability planning, especially in resource-dependent economies, is critical to long-term vitality, and actions like protecting the health of the North Stillaguamish River and encouraging sustainable forestry practices speak to this relationship.

#### 4.1.5 Encourage Low Impact Development

#### 4.2.4 Install Critter Pads

#### 4.3.1 Improve the Health of the North Stillaguamish

#### 4.3.2 Encourage Sustainable Forestry



North Fork Stillaguamish River

OSO

4.2.4

DARRINGTON

4.2.6 Allow for flood protection measures



Farm pad ("critter pad")

4.3.2 Encourage sustainable forestry



Sustainable timber harvest

4.1.5 Encourage LID techniques



Bioswale

GRANITE FALLS

VENS

THE NORTH STILLAGUAMISH VALLEY ECONOMIC REDEVELOPMENT PLAN



0 2.5 5 10mi.





## STRATEGY 4.1

### ENSURE ALIGNMENT OF ADOPTED POLICY ADDRESSING SUSTAINABILITY AND RESILIENCE

#### 4.1.1 Encourage Permitting Best Practices

Identify permitting and code compliance best practices and prioritize their implementation in local jurisdictions

#### 4.1.2 Review Permitting and Code Compliance

Continue to review and improve transparency, efficiency and consistency in permitting and code compliance

#### 4.1.3 Revise Code for Sustainability

Review local and county zoning codes for opportunities to enhance sustainable building practices and grow local economic activity, while maintaining agricultural lands

#### 4.1.4 Adopt Community-Based Emergency Response

Work with communities to establish local resiliency infrastructure and training through programs like FEMA's Community Emergency Response Teams (CERT) or other community-based models

#### 4.1.5 Encourage Low Impact Development

Standardize codes to encourage or require Low Impact Development (LID) techniques to minimize storm water runoff, protect valuable wetlands and waterways and reduce flooding

## STRATEGY 4.1

### ENSURE ALIGNMENT OF ADOPTED POLICY ADDRESSING SUSTAINABILITY AND RESILIENCE

#### 4.1.6 Promote Adaptive Reuse of Structures

Encourage the adaptive reuse of underutilized or historic structures in the Stillaguamish Valley

#### RELATED ACTIONS:

4.3.3 Dedicate Open Space

## STRATEGY 4.2

### STUDY, PRIORITIZE AND IMPLEMENT ENHANCED HAZARD MITIGATION MEASURES

#### 4.2.1 Assess the Risks

Undertake a comprehensive risk assessment for disaster preparedness planning; update existing risk hazards assessment utilizing the best available science to identify additional problem areas and implement measures to reduce or eliminate future risks

#### 4.2.2 Ensure Water Supply for Fire Protection Darrington

Install water transmission lines from the third well to Begis via the Mountain Loop Highway to improve fire protection



## STRATEGY 4.2

### STUDY, PRIORITIZE AND IMPLEMENT ENHANCED HAZARD MITIGATION MEASURES

#### 4.2.3 Protect Livestock and Pets

Ensure livestock and pets are incorporated into future disaster planning and hazard mitigation efforts

#### 4.2.4 Install Critter Pads

Ensure permitting allows for and works with agriculture producers to install, "critter pads" for animals and machinery to escape flood incidents

#### 4.2.5 Provide Battery Storage Units

Identify potential locations for battery storage units that can support emergency electricity generation needs in disaster situations

#### 4.2.6 Engage WSU Emergency Management Experts

Engage the WSU Extension emergency management experts in the WSU Division of Governmental Studies and Services to explore best practices applicable to Stillaguamish Valley disaster planning

#### 4.2.7 Train Volunteers in Emergency Management

Partner with Snohomish County Emergency Management to develop a robust training program for volunteers interested in engagement with emergency management activities

## Environmental Constraints on Economic Development Planning

The North Stillaguamish Valley is subject to several environmental constraints on economic development planning. This plan's focus on environmental resiliency and natural disaster preparedness will ensure that economic development is stitched sustainably into the valley's fabric.

Key concerns for stakeholders include large landslides, flooding, earthquakes, severe storms and windstorms and volcanic activity. Furthermore, current climate change models suggest that some of these hazards will pose more severe challenges for the region in the future.

Flooding is an issue almost every year in the valley. In addition to providing information about flood risk, the Snohomish County Department of Emergency Management is supporting county efforts to develop modeling capabilities that project flood events to show what properties will be affected by high-water levels.

Other mapping and monitoring efforts are aimed at improving preparedness. The DNR is pursuing funding for additional LIDAR mapping to better understand landslide potential, and improved mapping of Glacier Peak's lahars will help people understand where danger zones exist should the peak, which is classified as a "very high threat" by the USGS National Volcano Early Warning System, erupt.

Calamitous events aside, there are countless reasons to protect the North Stillaguamish Valley's unique ecosystem. To that end, continued enforcement of Snohomish County's critical areas ordinances and constant reevaluation of code for the incorporation of best practices will ensure that economic development efforts are evaluated within a sustainable framework.



Source: Everett Herald



## STRATEGY 4.2

### STUDY, PRIORITIZE AND IMPLEMENT ENHANCED HAZARD MITIGATION MEASURES

#### 4.2.8 Align with Regional Measures

Continue to implement and ensure alignment with the risk reduction measures identified in the 2015 Snohomish County Hazard Mitigation and Emergency Management plans

#### RELATED ACTIONS:

4.1.4 Adopt Community-Based Emergency Response

## STRATEGY 4.3

### STRENGTHEN PROTECTION OF THE VALLEY'S UNIQUE NATURAL RESOURCES AND ENVIRONMENT

#### 4.3.1 Improve the Health of the North Stillaguamish

Work with area tribes to study ways to increase the health of the Stillaguamish and its tributaries to protect and restore resident fish populations

#### 4.3.2 Implement Sustainable Forestry Practices

Work with the Washington State Department of Natural Resources (DNR) to encourage and disseminate sustainable forestry practices

## STRATEGY 4.1



### STRENGTHEN PROTECTION OF THE VALLEY'S UNIQUE NATURAL RESOURCES AND ENVIRONMENT

#### 4.3.3 Dedicate Open Space

Build on the success of Arlington-Smokey Point Conservation Futures program dedications with additional dedications for open space and agricultural lands in the upper Valley

#### 4.3.4 Upgrade Stormwater Systems

Explore environmentally-friendly upgrades to Valley stormwater systems and integrated streetscapes

#### RELATED ACTIONS:

- 4.1.3 Revise Code for Sustainability
- 4.1.5 Adopt Community-Based Emergency Response
- 5.4.2 Explore Sustainable Stormwater
- 5.4.3 Promote Sustainable Neighborhood Development



# **GOAL 5 PLACEMAKING**

Create vibrant places that enhance quality of life, draw visitors and strengthen businesses in the Stillaguamish Valley



Specific recreation projects are one important part of placemaking, and they abound in this section. The Whitehorse Trail, Mountain Loop Highway, Gold Mountain and Green Mountain fire lookouts, and several parks and festival grounds are featured here. Placemaking also includes improvements to the valley's towns and gateways, which are depicted at right.

### 5.1.2 Provide Homes for Slide-Affected Families

### 5.1.5 Expand the Arlington UGA

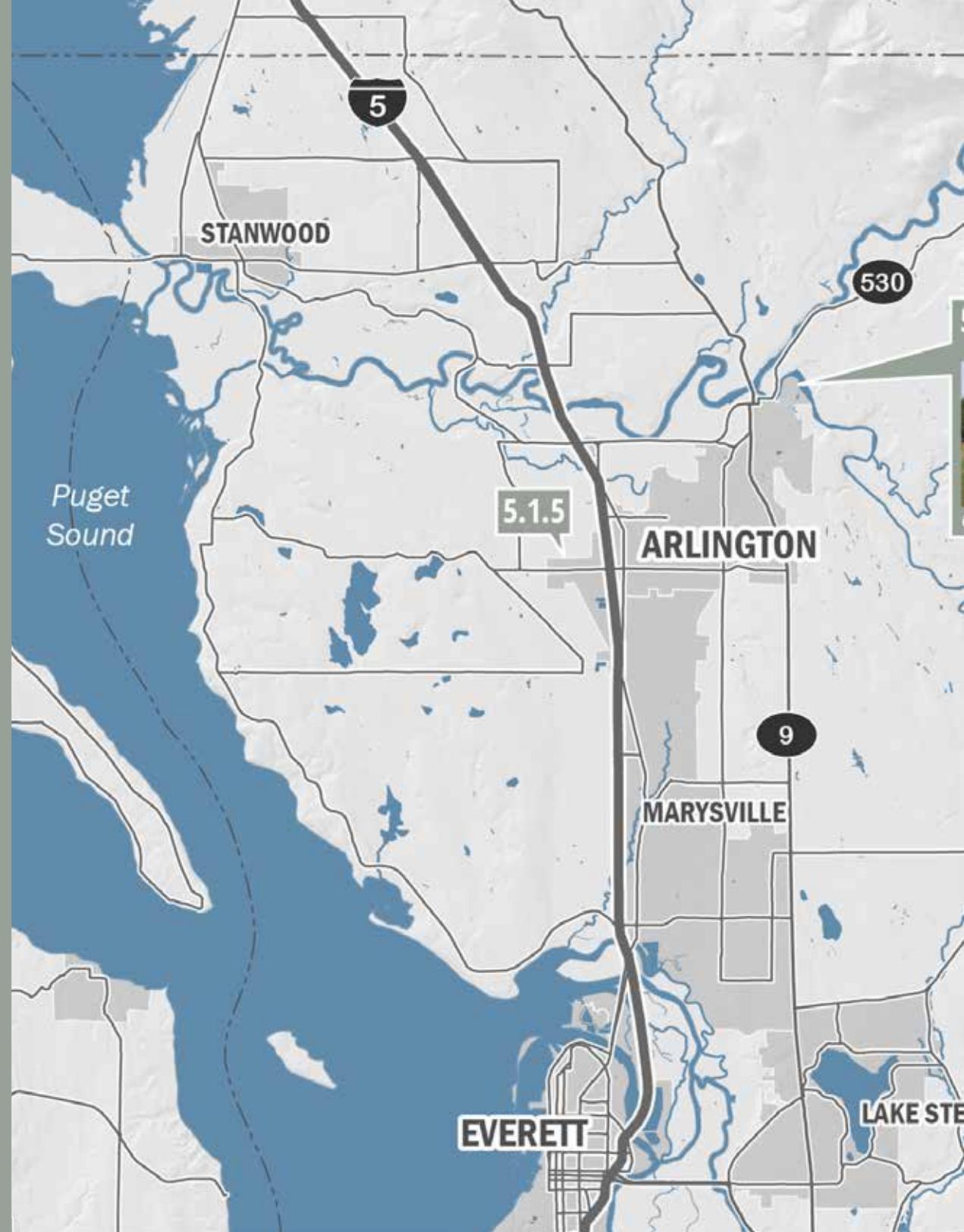
### 5.3.2 Provide Winter Recreation Options

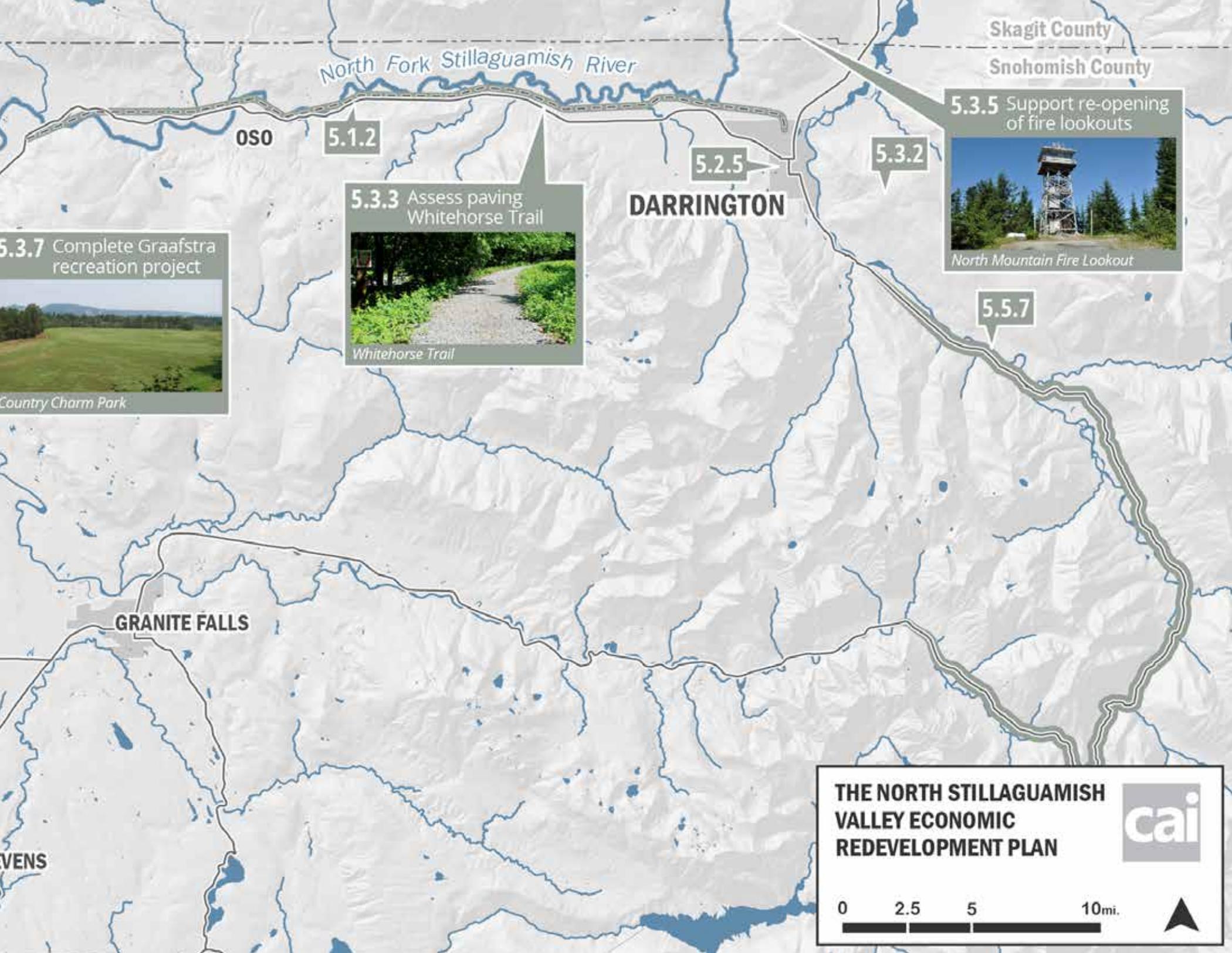
### 5.3.3 Assess Paving the Whitehorse Trail

### 5.3.5 Reopen the Fire Lookouts

### 5.3.7 Complete the Graafstra Project

### 5.5.7 Optimize Social Media Presence





Skagit County

Snohomish County

North Fork Stillaguamish River

OSO

5.1.2

5.2.5

DARRINGTON

5.3.2

5.3.5 Support re-opening of fire lookouts



North Mountain Fire Lookout

5.3.3 Assess paving Whitehorse Trail



Whitehorse Trail

5.3.7 Complete Graafstra recreation project



Country Charm Park

5.5.7

GRANITE FALLS

VENS

THE NORTH STILLAGUAMISH VALLEY ECONOMIC REDEVELOPMENT PLAN





## STRATEGY 5.1

### ENSURE A RANGE OF AFFORDABLE AND HIGH-QUALITY HOUSING OPTIONS

#### 5.1.1 Commission a Housing Needs Assessment

Commission a housing needs assessment for the mid- and upper Stillaguamish Valley

#### 5.1.2 Provide Homes for Slide-Affected Families Mid-Valley

Identify funding sources and publicly-owned property available for the rehabilitation and development of new housing for families displaced by the Oso Flood

#### 5.1.3 Allow Affordable Housing Types

Ensure provisions in local zoning and development regulations allowing for cottage housing and other affordable typologies consistent with Stillaguamish Valley development patterns

#### 5.1.4 Support Aging in Place

Provide and link to resources and funding opportunities for retrofitting homes with monitoring and support technology to facilitate “aging in place” for Valley communities

#### 5.1.5 Expand the Arlington UGA Arlington

Expand the Arlington Urban Growth Boundary (UGB) west of Interstate 5 to accommodate affordable residential uses

### RELATED ACTIONS:

**4.1.6** Promote Adaptive Reuse of Structures

**5.4.3** Promote Sustainable Neighborhood Development

## STRATEGY 5.2



### BEAUTIFY AND MAINTAIN THE PUBLIC REALM, INCLUDING STREETSAPES, PARKS AND GATEWAYS

#### 5.2.1 Acquire Maintenance Equipment *Darrington*

Fund the acquisition of needed maintenance equipment for the Town of Darrington

#### 5.2.2 Improve Parks and Open Space *Darrington*

Improve amenities and maintenance in Darrington's town-owned parks and open space

#### 5.2.3 Fund for Physical Improvements

Explore the feasibility of offering façade improvement grants, tax credit/abatement programs or revolving loans for property owners that voluntarily make physical improvements to their properties

#### 5.2.4 Solicit Pro-Bono Design/Build Services *Darrington*

Solicit façade improvement design and build services for Oso and Darrington businesses impacted by the slide

#### 5.2.5 Create Business Improvement Area *Darrington*

Support physical investment in downtown Darrington through the creation of a Business Improvement Area (BIA)

#### 5.2.6 Create Public Art and Heritage Displays

Create more public art/heritage displays/historic markers/memorial and historical kiosks in area parks



## STRATEGY 5.2

### BEAUTIFY AND MAINTAIN THE PUBLIC REALM, INCLUDING STREETSAPES, PARKS AND GATEWAYS

Placemaking

#### 5.2.7 Tap the Crowd

Connect neighborhoods with crowdsourcing and crowdfunding platforms to fund services and amenities

#### 5.2.8 Plant Street Trees

Ensure additional and consistent planting of street trees in Darrington and Mid-Valley areas affected by the Oso Flood

#### 5.2.9 Implement Comprehensive Wayfinding

Design and implement a comprehensive wayfinding and signage program for the Valley and its communities

#### 5.2.10 Improve Gateway Design

Improve key gateways into and through the Stillaguamish Valley and its jurisdictions with coordinated urban design interventions

#### 5.2.11 Build a Community Garden Darrington

Identify funding sources and partners and plan a community garden in Darrington

#### 5.2.12 Plant School Gardens

Plant gardens at local schools to enhance school lunch offerings and learning opportunities

#### 5.2.13 Restore Historic Structures

Draw on the North Cascades National Park Heritage Team, the local timber industry and local youth to restore and preserve historic Civilian Conservation Corps (CCC) and other structures

## STRATEGY 5.2



### BEAUTIFY AND MAINTAIN THE PUBLIC REALM, INCLUDING STREETSAPES, PARKS AND GATEWAYS

#### 5.2.14 Continue “Clean & Safe”

Work with community groups, including Darrington Strong in continued “clean & safe” projects and programming

#### RELATED ACTIONS:

**1.3.1** Pave Darrington Sidewalks

**5.4.3** Promote Sustainable Neighborhood Development

## STRATEGY 5.3

### CONTINUE TO EXTEND THE VALLEY’S EXCEPTIONAL RECREATIONAL INFRASTRUCTURE

#### 5.3.1 Improve Trail Access

Work with US Forest Service, DNR and the relevant communities to identify and rectify trail access and maintenance issues

#### 5.3.2 Expand Winter Recreation Options *Darrington*

Explore Darrington inclusion in the State Winter Recreation Program with another SnoPark designation at Gold Mountain and development options of an informal snow play area in the Whitechuck Bench Pit area

#### 5.3.3 Explore Paving Whitehorse Trail

Assess community consensus for paving of the Whitehorse Trail



## STRATEGY 5.3

### CONTINUE TO EXTEND THE VALLEY'S EXCEPTIONAL RECREATIONAL INFRASTRUCTURE

Placemaking

#### 5.3.4 Reconnect Rodeo to Whitehorse Trail

Reopen the trail connecting the Darrington Rodeo grounds to the Whitehorse Trail

#### 5.3.5 Reopen the Fire Lookouts Darrington

Support Darrington Strong's efforts to re-open the Green Mountain and North Mountain Fire Lookouts for interpretive uses and vacation rental

#### 5.3.6 Protect Forest Roads

Work with non-profit organizations and other stakeholders to identify and protect key USFS roads slated for decommissioning

#### 5.3.7 Complete the Graafstra Project Arlington

Complete the Graafstra recreation project in Arlington

#### 5.3.8 Create a Recreation Master Plan

Develop an outdoor recreation master plan for the North Stillaguamish Valley

#### 5.3.9 Improve Campgrounds and Trail Access

Protect and improve Valley campgrounds and trail access areas to support recreation

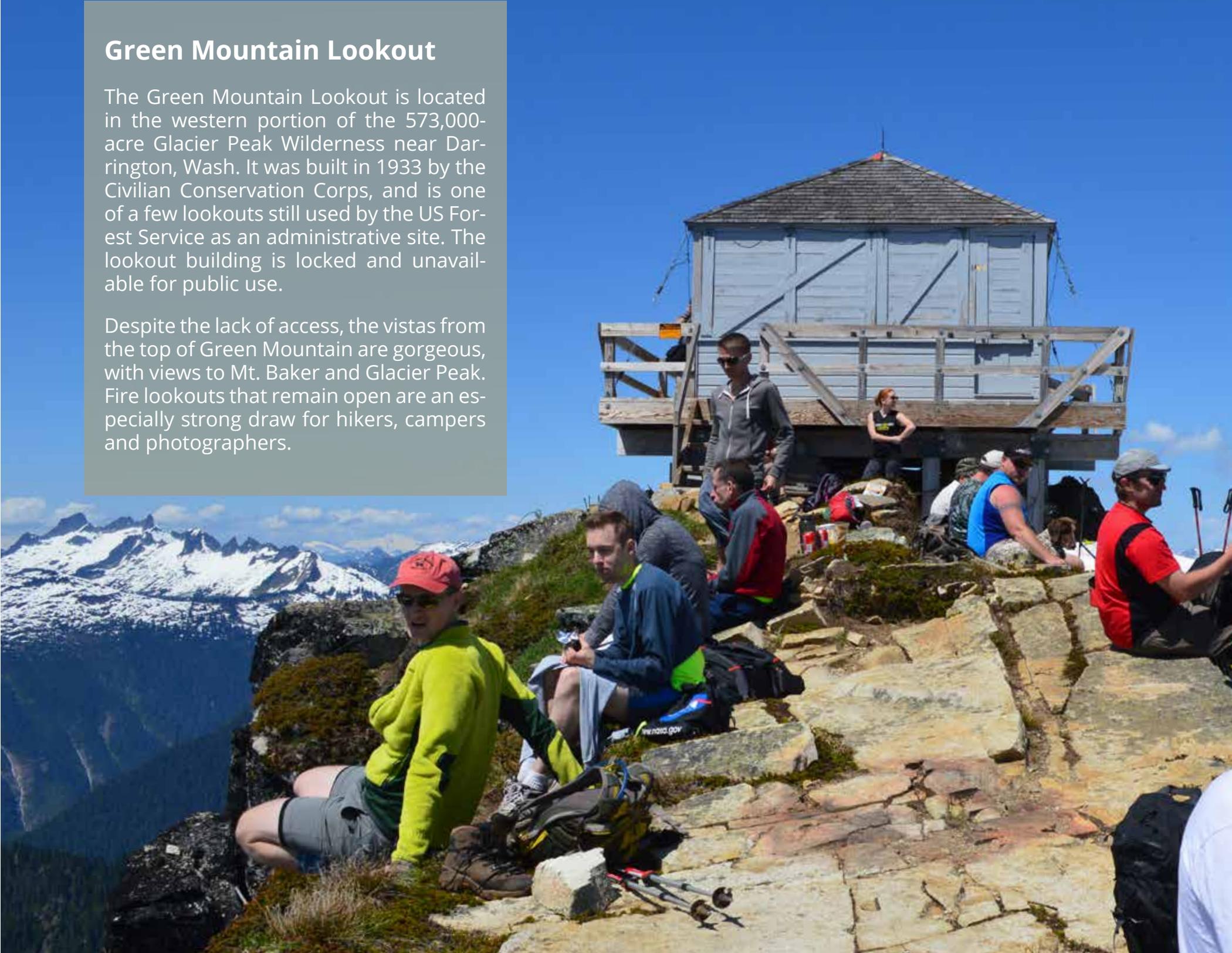
#### 5.3.10 Develop Mountain Biking Trails Darrington

Work with Evergreen Mountain Bike Alliance to develop and improve Darrington-area mountain biking trails and infrastructure; work to position Darrington as a major regional mountain biking center

## Green Mountain Lookout

The Green Mountain Lookout is located in the western portion of the 573,000-acre Glacier Peak Wilderness near Darrington, Wash. It was built in 1933 by the Civilian Conservation Corps, and is one of a few lookouts still used by the US Forest Service as an administrative site. The lookout building is locked and unavailable for public use.

Despite the lack of access, the vistas from the top of Green Mountain are gorgeous, with views to Mt. Baker and Glacier Peak. Fire lookouts that remain open are an especially strong draw for hikers, campers and photographers.



# Mountain Loop Highway

The Mountain Loop Highway is home to many popular cascade hikes and climbs. There is no doubt that the scenic beauty of the Mountain Loop Highway Peaks far exceeds that of the I-90 corridor Peaks. There is more diversity in wildlife, foliage, and summit blocks are generally more rugged and exposed. The Mountain Loop Highway is a well kept secret among the locals of Washington State with the exception of Mount Pilchuck, trails are seldom crowded and tranquil isolation is the norm.

Additional marketing materials, interpretive signage and investments in infrastructure will draw visitors to the North Stillaguamish Valley to take in the scenic beauty. This will benefit area businesses, but adding amenities, such as retail and hospitality uses, will be critical to harnessing this potential. Nevertheless, stakeholders in this planning process recognized the prime importance of the Mountain Loop Highway to economic development in the North Stillaguamish Valley.

★ MOUNTAIN LOOP HIGHWAY ★

SNOHOMISH COUNTY  
WASHINGTON

SELF-GUIDED MOBILE TOUR  
USE YOUR CELL PHONE

STOP #

23

ENTER  
→ [www.myoncell.mobi/13603553170](http://www.myoncell.mobi/13603553170) ←  
Or Dial (360) 355-3170 for Audio-only

Snohomish.org | 888-338-0976 | Facebook.com/SnoCoTourism  
Twitter: @SnoCoTourism

## STRATEGY 5.3

### CONTINUE TO EXTEND THE VALLEY'S EXCEPTIONAL RECREATIONAL INFRASTRUCTURE

#### 5.3.11 Implement an Adopt-a-Trail Program

Develop and implement an adopt-a-trail program to ensure maintainance and upkeep of existing bicycle, pedestrian and hiking trails in the Valley

#### RELATED ACTIONS:

**1.1.4** Pave the Mountain Loop Highway

**1.3.3** Repair and Reopen the Whitehorse Trail

## STRATEGY 5.4

### ELEVATE SUSTAINABILITY & GOOD DESIGN AS A PRIORITY IN NEW DEVELOPMENT

#### 5.4.1 Engage the Public in Design

Conduct area-wide design charettes to update design guidelines and design review processes for communities in the Stillaguamish Valley

#### 5.4.2 Explore Sustainable Stormwater Infrastructure

Explore specific sustainable infrastructure options for addressing stormwater and wastewater treatment networks and challenges



## STRATEGY 5.4

### ELEVATE SUSTAINABILITY & GOOD DESIGN AS A PRIORITY IN NEW DEVELOPMENT

#### 5.4.3 Encourage Sustainable Neighborhood Development

Explore the incorporation of green infrastructure, healthy community and multi-modal transportation tenets in Valley land use policies for neighborhood development

#### RELATED ACTIONS:

- 4.1.3 Revise Code for Sustainability
- 4.1.5 Encourage Low Impact Development
- 4.1.6 Promote Adaptive Reuse of Structures
- 4.3.4 Upgrade Stormwater Systems

## STRATEGY 5.5

### MARKET THE STILLAGUAMISH VALLEY'S UNIQUE PLACE-BASED ASSETS & STORIES

#### 5.5.1 Develop Branding Identities

Develop and apply creative branding identities for principal communities in the Stillaguamish Valley

#### 5.5.2 Install Enhanced Signage

Develop and install enhanced signage indicating business and recreational resources located up the Stillaguamish Valley from I-5

#### 5.5.3 Inventory and Map Assets

Inventory, map and market place-based assets throughout the Valley

## STRATEGY 5.5

### MARKET THE STILLAGUAMISH VALLEY'S UNIQUE PLACE-BASED ASSETS & STORIES

#### 5.5.4 Locate “Visit Stilly” Footage

Obtain additional and outtake footage from “Visit Stilly” commercial production for use in additional local promotional materials and websites

#### 5.5.5 Tell the “Stilly Story”

Tell the “Stilly Story” via creative marketing and web materials to engage individuals across a broad demographic

#### 5.5.6 Create a “Complete the Loop” Campaign

Create a “Complete the Loop!” campaign to increase traffic and draw attention to the Mountain Loop Highway through Darrington and Arlington

#### 5.5.7 Optimize Social Media Presence

Develop a proactive plan to optimize Arlington and Darrington’s social media presence, curating a unique multi-channel platform to facilitate community connections and announcements

#### 5.5.8 Expand the “Visit Stilly Valley” Campaign

Continue efforts to conduct marketing and regional outreach activities to promote tourism opportunities in the Stillaguamish Valley; continue to grow and enhance the “Visit Stilly Valley” marketing and social media campaign

#### RELATED ACTIONS:

**2.1.3** Solicit Pro Bono Web Design

**5.2.9** Implement Comprehensive Wayfinding





# **GOAL 6**

## **RURAL INNOVATION**

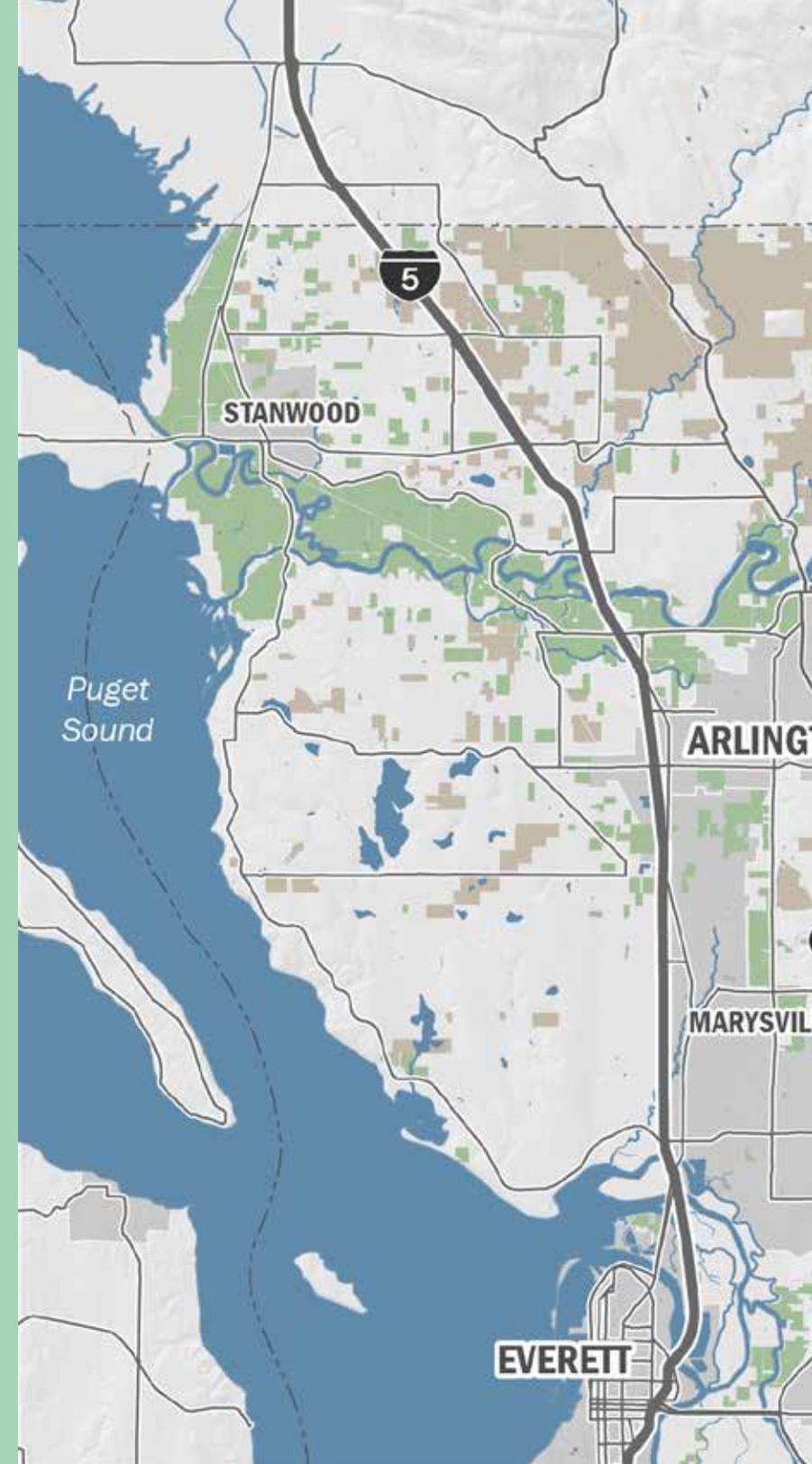
Become a model for innovative, asset-based rural economic development planning



Rural innovation is a unique goal that capitalizes on the North Stillaguamish Valley's natural assets, pioneering spirit and rural character. Key actions include reinvigorating natural resources-based employment through sustainable practices and new value-added products, as well as the exploration of new business models that create efficiencies for producers. While some of these actions are innovative in and of themselves, other are focused on creating an innovation ecosystem that will ensure that the valley's approach to economic development maintains its currency.

### 6.3.4 Explore CLT Products

### 6.4.1 Connect Producers with Services



6.4.1 Connect ag producers w/services



Food processing

6.5.5

North Fork Stillaguamish River

Skagit County

Snohomish County

OSO

DARRINGTON

530

6.3.4 Explore value-added timber products



Cross laminated timber (CLT)

TON

9

LE

GRANITE FALLS

LAKE STEVENS

THE NORTH STILLAGUAMISH VALLEY ECONOMIC REDEVELOPMENT PLAN



0 2.5 5 10mi.





## STRATEGY 6.1

### DEVELOP AND FOSTER A REGIONAL INNOVATION ECOSYSTEM AROUND VALLEY ENTREPRENEURIALISM

#### 6.1.1 Promote Regional Innovation

Identify, recruit, and designate innovation brokers and community champions who can play a leadership role in promoting and developing an innovative environment in the region

#### 6.1.2 Establish Innovation Networks

Establish innovation and entrepreneurial networks that combine tacit knowledge of local residents' strengths and needs with external expertise from regional universities and industries

#### 6.1.3 Support Local Start-Ups and Small Businesses

Utilize incubators, accelerators, and other networks and facilities to support local entrepreneurs with start-up businesses, as well as struggling small businesses

#### RELATED ACTIONS:

**2.2.4** Host an Entrepreneurship Competition

**2.4.4** Open a Business Incubator

**2.4.6** Open a Maker Space

## STRATEGY 6.2

### IMPROVE STILLAGUAMISH VALLEY ACCESS TO INNOVATION CAPITAL AND RESOURCES

#### 6.2.1 Enhance Access to Innovation Capital

Identify managers and mentors from regional academic, industry, and non-governmental organizations to help coach local small businesses on ways to access innovation capital



## STRATEGY 6.2

### IMPROVE STILLAGUAMISH VALLEY ACCESS TO INNOVATION CAPITAL AND RESOURCES

#### 6.2.2 Fund Regional Innovation

Identify and apply for federal, state, and non-profit grants and other funding vehicles to advance the regional innovation agenda

#### 6.2.3 Increase Awareness of Financing Opportunities

Educate residents on federal, state and local tax incentives and direct-financing opportunities supporting innovation-driven entrepreneurship, such as Startup America

#### RELATED ACTIONS:

**2.2.5** Organize Rural Cooperatives

## STRATEGY 6.3

### ADVANCE THE QUALITY AND SUSTAINABILITY OF NATURAL RESOURCE-BASED EMPLOYMENT IN TIMBER & MINING

#### 6.3.1 Explore CLT Products

Explore value-added timber products, including cross-laminated timber (CLT) -- as a new manufacturing industry and export commodity for the region

#### 6.3.2 Investigate Polyculture Practices

Investigate innovative polyculture practices such as permaculture forest farming to derive sustainable, intermediate income from early succession tree farms

#### 6.3.3 Develop a Timber Collaborative

Develop a timber collaborative for guiding timber cutting requests

## Rural Business Incubators

Business incubators speed the entrepreneurial process--and economic development--by bringing individuals together to collaborate and share ideas. Incubators may also provide some resources, such as technical assistance, to would-be entrepreneurs. In rural areas, business incubators may be able to capitalize on the unique skill sets of local residents. This has been the case with Mighty Tieton, which is a model for other rural incubators to follow.

### Mighty Tieton - Tieton, Washington

Mighty Tieton is an incubator for artisan businesses. This small group of entrepreneurial urban and rural designers, architects, artists and creative individuals is working in the central Washington town of Tieton, fifteen miles west of Yakima. The incubator's goal is to revitalize the economy of the town and region by combining creative and professional skills, and connecting with local resources to build successful businesses involving art, design, hospitality, and recreation.



Source: Mighty Tieton

Mighty Tieton is home to several artisanal start-ups, including a fine press and bindery, a typographic mosaic signage business, a printmaking studio and press, a goat cheese creamery, a cidery (left), a kite production facility, book warehousing, and a production facility that makes lamps for Graypants. Might Tieton also includes two event spaces, rental cabins for short visits and longer residencies, and several artist's studios.



## STRATEGY 6.3

### ADVANCE THE QUALITY AND SUSTAINABILITY OF NATURAL RESOURCE-BASED EMPLOYMENT IN TIMBER & MINING

#### 6.3.4 Encourage Wood-First Construction

Encourage the county and state to develop initiatives for wood-first construction in civic projects

#### 6.3.5 Network with Rural Economies

Identify and network with successful rural economic regions in the state and develop best practices for balancing resource employment and environmental protection

#### RELATED ACTIONS:

**2.7.1** Find Alternative Timber Sources

**2.7.2** Support Trade Associations

**2.7.3** Study Best Practices

## STRATEGY 6.4

### EXPLORE INNOVATIVE PRACTICES AND VALUE-ADDED ACTIVITIES IN AGRICULTURE

#### 6.4.1 Connect Producers with Services

Connect valley agricultural producers with processing, cold storage, aggregation, and professional services

#### 6.4.2 Create an Agricultural Suppliers Network

Explore the formation of networking area agricultural suppliers for cooperative wholesaling/goods transport



## STRATEGY 6.4

### EXPLORE INNOVATIVE PRACTICES AND VALUE-ADDED ACTIVITIES IN AGRICULTURE

#### 6.4.3 Incentivize Polycultural Farming

Consider offering incentives for permaculture farming and other polycultural farming practices

#### 6.4.4 Create a Farm-to-Table Program

Develop & market a local Farm-to-Table program by connecting Stillaguamish Valley farmers with local restaurants

#### 6.4.5 Offer Business Development Workshops

Build on the momentum from value-added products workshop in 2014 to start a series of workshops on innovative business development opportunities in agriculture

#### 6.4.6 Offer Value-Added Products and Processing Workshops

Partner to offer workshops on value-added agricultural products and food processing, including classes in sour grain breads, fermentation, cheese making, meat smoking, canning and dehydration

#### 6.4.7 Develop “Farm-for-a-Day” Program

Partner on development of a “Farm-for-a-Day” agri-tourism program connecting local farming operations to paying guests

#### RELATED ACTIONS:

**2.7.2** Support Trade Associations

**2.7.3** Study Best Practices

**2.8.8** Promote Agri-Tourism

## Timber in Snohomish County

Snohomish County contains almost 663,000 acres of forest lands under the jurisdiction of the National Forest Service and around 64,180 acres of State Forest Lands managed by the Department of Natural Resources (DNR). Funds generated via Forest Service timber sales may be put towards myriad uses, such as road maintenance and construction, reforestation and schools. Decisions on how the sale proceeds are allocated occur at the federal, not local, level.

The proportion of revenues – primarily from timber sales – that counties receive from DNR-managed forest lands varies depending on how the land was acquired. Counties receive 75% of the revenue generated by DNR-managed land acquired by counties through tax foreclosures. Counties receive 26.5% of the revenue from lands purchased from private owners using state-issued bonds (State Forest Purchase Lands). Most of these funds are designated for use by taxing districts to fund public institutions, such as public schools and universities. Only a small portion may be used by the county for discretionary purposes.

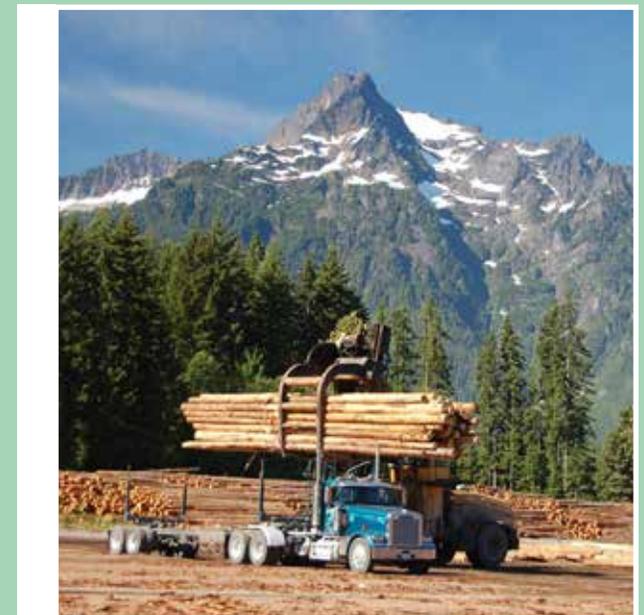
DNR establishes sustainable harvest targets every ten years for its harvest units, which include forest lands in 19 counties. Targets are calculated based on economic productivity mandates, environmental regulations, Board of Natural Resources policy and resource availability (determined by land class). For FY 2005-13, Snohomish is one of six counties that has exceeded its sustainable harvest level. Counties not achieving their targets are considered to be in-arrears. Arrearage may occur due to poor market conditions, habitat conservation for threatened species, natural disasters and/or land transactions.

Snohomish has been one of the top generators of State Forest Land revenues. Exhibit 9 presents the five counties with the highest revenue in 2013 and shows each county's trend since 2005. The year with the highest revenue is highlighted green. Snohomish has held the top spot in six of the past eight years, though revenue has fluctuated for all counties due to market conditions.

FIGURE 22. STATE FOREST LAND REVENUE, TOP FIVE COUNTIES, 2013 AND 2005-13 TREND

County	2013 Revenue (\$1,000s)	2005-13 Trend
Snohomish	11,786	
Clark	7,191	
Skagit	5,977	
Clallam	5,643	
Thurston	5,017	

Source: DNR, 2015; CAI, 2015



Source: Darrington Strong

## The Recreation Industry

The North Stillaguamish River valley offers abundant recreation opportunities, from paddling and cycling to hiking, fishing, camping and ski touring. These amenities appeal to residents and visitors alike, but their economic significance isn't limited to tourism.

Local companies like Adventure Cascades are engaged in the local business community and provide employment opportunities that have synergies with STEM education programs and promote active lifestyles. Recreation assets may also anchor small and large recreation equipment companies that value proximity to outdoor activities. This industry represents a unique opportunity for the Stillaguamish Valley.

*Photo: Upper Sauk River  
Source: American Whitewater*



## STRATEGY 6.5

### LEVERAGE OUTDOOR RECREATION & TOURISM TO SUPPORT ECONOMIC DEVELOPMENT



#### 6.5.1 Form a Business Network Darrington

Continue to develop a network of supportive retail, hospitality, service and other businesses that leverage visitation driven by upper Stillaguamish Valley recreation and tourism

#### 6.5.2 Evaluate Economic Impact

Document and track the economic impact of tourism & outdoor recreation to Stillaguamish Valley communities

#### 6.5.3 Explore Recreation on Private Lands

Explore the feasibility of a community-managed network of private lands opened to sustainable outdoor recreation opportunities, including foraging, bird-watching, and wildlife viewing platforms

#### 6.5.4 Study Infrastructure ROI

Commission a study to determine what infrastructure (including paving the Mountain Loop Highway and enhanced cell service) would provide the highest local return-on-investment associated with outdoor recreation and tourism

#### 6.4.5 Increase Wilderness Access

Build on success of newly-reopened Suiattle River Road by prioritizing and organizing funding for other area forest roads to enhance wilderness access for both local communities and visitors

#### 6.4.6 Attract Recreation Equipment Manufacturers

Work with recreation community to encourage manufacturers of recreation equipment to consider locating in Stillaguamish Valley



# 05: IMPLEMENTATION



# How to Navigate this Section

## Strategy

This line presents the numbered and named strategy, which is an approach to achieving a goal.

## Status

This circle indicates when substantial progress has been made towards completing the action (half-filled) or has been completed (fully filled), and may be updated as progress is made.

## Priority

An icon is used to indicate whether the action is deemed "high-priority".

## Performance Measures

Performance measures help to track progress towards goals.

STRATEGY 2.4 PROVIDE SPACE FOR THE CREATION, EXPANSION OR RELOCATION OF BUSINESSES						
STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	2.4.1 Revise Design Guidelines			Stromboli Co., PSD, City of Arlington, Town of Darrington		\$\$
	2.4.2 Certify "Shovel-Ready" Properties					\$\$
	2.4.3 List Available Commercial Property			BASC, Snohomish Co., Local Chambers of Commerce, Local Govt.		\$
	2.4.4 Open a Business Incubator			Community Colleges, 4 yr Universities, Private Development Community	NW Innovation Resource Ctr.	\$\$
	2.4.5 Develop a Shared Commercial Kitchen					\$\$
	2.4.6 Open a Maker Space				NW Innovation Resource Ctr.	\$\$
	2.4.7 Permit Cottage Industry					\$
STRATEGY 2.5 ENHANCE THE DIVERSITY AND CHARACTER OF THE VALLEY'S RETAIL AND SERVICES OFFERINGS						
STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	2.5.1 Commission a Retail Assessment			Local Chambers of Commerce and Business Assoc.		\$
	2.5.2 Launch a Local Campaign			Local Chambers of Commerce and Business Assoc.		\$
	2.5.3 Promote Arlington's Retailers					\$
	2.5.4 Recruit Retailers			Word of Mouth		\$\$

Performance Measures

134 Economic Redevelopment Strategy for the North Stillaguamish River Valley

## Action

Actions are identified by number and name, with a short description provided for each.

## Timing

- Ongoing
- Short Term
- Med Term
- Long Term

## Lead and Supporting Organizations

These columns indicate which organizations/agencies are needed to lead the action and which are necessary to provide support for successful implementation. A question mark indicates where no lead has yet been identified.

## Funding

Icons indicate relative levels of funding needed for each action.

## STRATEGY 1.1 BUILD HIGHWAY AND ARTERIAL INFRASTRUCTURE CRITICAL FOR ECONOMIC DEVELOPMENT

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.1.1 Legislate Value Capture Financing		🕒	Washington State Legislature		\$
○	1.1.2 Fund Snohomish County Public Works Assistance Fund		🕒	Snohomish Co. Public Works	Local Cities	\$\$
◐	1.1.3 Improve Regional Transportation Infrastructure		🕒	Snohomish Co. Public Works; EASC	WSDOT; City of Arlington	\$\$\$
○	1.1.4 Pave the Mountain Loop Highway	★	🕒	U.S. Forest Service; Community Interest Groups	Snohomish Co. Public Works; Town of Darrington	\$\$\$
◐	1.1.5 Construct Roads that Support the MIC	★	🕒	City of Arlington	Snohomish Co. Public Works	\$\$\$
○	1.1.6 Improve Oso Loop Access		🕒	WSDOT	Snohomish Co. Public Works	\$\$
○	1.1.7 Install Charging Stations		🕒	WSDOT	US Federal Gov't	\$\$

## STRATEGY 1.2 ENHANCE PUBLIC TRANSPORTATION ACCESS AND BROADEN TRANSPORTATION ALTERNATIVES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.2.1 Provide Shuttles and Vanpools		🕒	Community Transit; WSDOT	Worksource Snohomish	\$
○	1.2.2 Bridge Jurisdictional Boundaries		🕒	Community Transit; Skagit Transit	Sauk-Suiattle; Snohomish County	\$
○	1.2.3 Influence Community Transit Routes	★	🕒	Community Transit	City of Arlington; Town of Darrington	\$
○	1.2.4 Increase Park and Ride Capacity		🕒	WSDOT; Transit Agencies	City of Arlington	\$\$

### STRATEGY 1.3 CONTINUE TO DEVELOP PEDESTRIAN AND BIKE NETWORKS IN THE STILLAGUAMISH VALLEY

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.3.1 Pave Darrington Sidewalks	★	🕒	Town of Darrington	Snohomish Co.	\$\$
○	1.3.2 Draft a Pedestrian and Bicycle Master Plan		🕒	Snohomish Co., Arlington, Darrington, WSDOT, Bicycle Groups	Snohomish Co. Parks	\$\$
○	1.3.3 Repair and Reopen the Whitehorse Trail	★	🕒	Snohomish Co. Parks		\$\$

### STRATEGY 1.4 CONTINUE TO DEVELOP PEDESTRIAN AND BIKE NETWORKS IN THE STILLAGUAMISH VALLEY

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.4.1 Conduct a Situational Assessment for Rail		🕒	?		\$\$
○	1.4.2 Add Freight Rail Storage	★	🕒	?		\$
○	1.4.3 Negotiate Rail Partnerships		🕒	?		\$

## STRATEGY 1.5 POSITION THE ARLINGTON AND DARRINGTON MUNICIPAL AIRPORTS FOR AN INCREASED ROLE IN ECONOMIC DEVELOPMENT ACTIVITIES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.5.1 Lengthen the Arlington Runway		🕒	City of Arlington; Federal Aviation Administration		\$\$\$
○	1.5.2 Expand Public Safety Uses		🕒	Town of Darrington		\$\$
○	1.5.3 Support Recreation at Airports	★	🕒	Town of Darrington	Snohomish Co. Tourism Bureau	\$

## STRATEGY 1.6 IMPROVE TELECOMMUNICATIONS INFRASTRUCTURE

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.6.1 Improve High-Speed Internet Access	★	🕒	Frontier		\$\$\$
○	1.6.2 Provide Telecommunications Redundancy	★	🕒	Frontier		\$\$
○	1.6.3 Expand Broadband Service	★	🕒	Frontier; Washington State Univ.; WA Broadband Office	WSDOT; City of Arlington	\$\$\$
○	1.6.4 Maintain Library-Based Access		🕒	Sno-Isle Public Libraries		\$\$\$
○	1.6.5 Install the Verizon Cell Tower		🕒	Town of Darrington		\$\$\$

## STRATEGY 1.7 IMPLEMENT PRIORITY IMPROVEMENTS TO UTILITY INFRASTRUCTURE

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.7.1 Implement Capital Improvement Plans		🕒	City of Arlington; Town of Darrington; Snohomish Co.		\$\$\$
○	1.7.2 Assess Utility Needs		🕒	Town of Darrington		\$\$
○	1.7.3 Upgrade Darrington Sewer System	★	🕒	Town of Darrington		\$\$\$
○	1.7.4 Fund West Arlington Improvements		🕒	Washington State Legislature	City of Arlington; WSDOT	\$\$\$
○	1.7.5 Ensure Utility Capacity for Industry		🕒	Local Govt; Snohomish Co. PUD; Puget Sound Energy		\$\$\$
○	1.7.6 Develop a Shared Leach Field		🕒	Town of Darrington	Snohomish Co.	\$\$

## STRATEGY 1.8 IMPROVE SAFETY FOR MOTORIZED AND NON-MOTORIZED TRAFFIC ALONG THE SR 530 CORRIDOR

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.8.1 Lower SR 530 Speed Limit		🕒	WSDOT		\$
○	1.8.2 Install Signalized Pedestrian Crossings	★	🕒	WSDOT		\$\$
○	1.8.3 Increase Patrols		🕒	?		\$\$\$

### Performance Measures

Decrease the number of collisions along SR 530, monitored on an annual basis (WSDOT Crash Data Reports)

Develop inventory of infrastructure projects needed in the M/IC and track number of projects and dollar value on an annual basis

## STRATEGY 2.1 SUPPORT AND GROW EXISTING BUSINESSES IN THE STILLAGUAMISH VALLEY

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	2.1.1 Lobby for Local Preference		🕒	?		\$\$
○	2.1.2 Develop a Program for Local Workforce Development		🕒	?		\$\$
○	2.1.3 Solicit Pro Bono Web Design		🕒	?		\$
○	2.1.4 Start a Business Leadership Group	★	🕒	?		\$
○	2.1.5 Support Local Business Organizations		🕒	?		\$
○	2.1.6 Improve Permanent Signage	★	🕒	?		\$\$

## STRATEGY 2.2 FOSTER ENTREPRENEURSHIP AND DRIVE NEW BUSINESS CREATION

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	2.2.1 Catalogue Business Resources		🕒	EASC; Snohomish Co.; WA Dept. of Commerce; US Small Business Admin.		\$\$
○	2.2.2 Introduce Crowdfunding and Microfinance		🕒	?		\$
○	2.2.3 Provide Technical Assistance	★	🕒	US Small Business Admin.	NW Innovation Resource Ctr.	\$
○	2.2.4 Host an Entrepreneurship Competition		🕒	NW Innovation Resource Ctr.		\$\$

**Performance Measures** Increase the number of businesses operating in the Stillaguamish Valley (business license data)

## STRATEGY 2.2 FOSTER ENTREPRENEURSHIP AND DRIVE NEW BUSINESS CREATION

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	2.2.5 Organize Rural Cooperatives		🕒	?		\$
○	2.2.6 Evaluate Investment Opportunity		🕒	?		\$
○	2.2.7 Facilitate Youth Entrepreneurship	★	🕒	School Districts; Sno-Isle Skills Ctr.	NW Innovation Resource Ctr.	\$

## STRATEGY 2.3 CULTIVATE A POSITIVE BUSINESS AND REGULATORY CLIMATE

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	2.3.1 Appoint a Business Liaison		🕒	Local Chambers of Commerce and Business Assoc.		\$
○	2.3.2 Identify Business Incentives		🕒	WA Dept. of Commerce; US Small Business Admin.	EASC; Snohomish Co.	\$
○	2.3.3 Host an Annual Business Summit		🕒	Local Chambers of Commerce; Local Gov't		\$\$
○	2.3.4 Bring Resources Online		🕒	Local Chambers of Commerce; Workforce Snohomish		\$\$

## STRATEGY 2.4 PROVIDE SPACE FOR THE CREATION, EXPANSION OR RELOCATION OF BUSINESSES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	2.4.1 Revise Design Guidelines		🕒	Snohomish Co. PDS; City of Arlington; Town of Darrington		\$\$
○	2.4.2 Certify "Shovel-Ready" Properties		🕒	?		\$\$
●	2.4.3 List Available Commercial Property		🕒	EASC; Snohomish Co.; Local Chambers of Commerce; Local Govt		\$
○	2.4.4 Open a Business Incubator		🕒	Community Colleges; 4 yr Universities; Private Development Community	NW Innovation Resource Ctr.	\$\$
○	2.4.5 Develop a Shared Commercial Kitchen		🕒	?		\$\$
○	2.4.6 Open a Maker Space		🕒	?	NW Innovation Resource Ctr.	\$\$
○	2.4.7 Permit Cottage Industry	★	🕒	?		\$

## STRATEGY 2.5 ENHANCE THE DIVERSITY AND CHARACTER OF THE VALLEY'S RETAIL AND SERVICES OFFERINGS

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	2.5.1 Commission a Retail Assessment	★	🕒	Local Chambers of Commerce and Business Assoc.		\$
○	2.5.2 Start a "Shop Local" Campaign		🕒	Local Chambers of Commerce and Business Assoc.		\$
○	2.5.3 Promote Arlington's Retailers		🕒	?		\$
○	2.5.4 Recruit Retailers		🕒	Workforce Snohomish		\$\$

### Performance Measures

Increase taxable retail sales per capita and total number of retail establishments, monitored on an annual basis (WA Dept of Revenue)

## STRATEGY 2.6 GROW FAMILY WAGE EMPLOYMENT IN THE INDUSTRIAL SECTOR

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	2.6.1 Obtain Regional M/IC Designation			WA Dept. of Commerce; PSRC	Snohomish Co.; Local Gov't	\$\$
	2.6.2 Property Tax Exemption			Washington State Legislature		\$\$
	2.6.3 Market the M/IC			Local Communities	Snohomish Co.; EASC	\$
	2.6.4 Create M/IC Incentives			WA State; Snohomish Co.; Local Gov't	Business Community; EASC	\$\$

## STRATEGY 2.7 STABILIZE NATURAL RESOURCE INDUSTRIES & GROW VALUE-ADDED ACTIVITIES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	2.7.1 Find Alternative Timber Sources				Forterra; Snohomish Co. Office of Econ Development	\$\$
	2.7.2 Support Trade Associations				Forterra; Snohomish Co. Office of Econ Development	\$
	2.7.3 Study Best Practices				Forterra; Snohomish Co. Office of Econ Development; Town of Darrington	\$

### Performance Measures

Measure permitting activity in the M/IC by value and square footage and incrementally increase on an annual basis

## STRATEGY 2.8 CONTINUE TO STRENGTHEN SUSTAINABLE TOURISM ASSETS

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	2.8.1 Leverage Town-Owned Property		🕒	?		\$\$
○	2.8.2 Support Field Archery		🕒	Town of Darrington	Snohomish Co. Sports Commission	\$
○	2.8.3 Upgrade the Rodeo Grounds		🕒	Darrington Horse Owners Association		\$\$
○	2.8.4 Add Public Restrooms		🕒	?		\$\$
○	2.8.5 Capitalize on Summer Festivals		🕒	?		\$
○	2.8.6 Expand Programming		🕒	?		\$\$
◐	2.8.7 Improve Whitehorse Community Park		🕒	Snohomish Co. Parks		\$\$
○	2.8.8 Promote Agri-Tourism	★	🕒	Red Rooster Route Organization	Snohomish Co. Office of Econ Development	\$

Performance Measures

## STRATEGY 3.1 INVEST IN THE DEVELOPMENT OF STRONG WORKFORCE TALENT ACROSS ALL DEMOGRAPHICS

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	3.1.1 Increase K-12 Training		🕒	Arlington and Darrington School Districts; Sno-Isle Skills Ctr.		\$\$\$
○	3.1.2 Support Washington FIRST		🕒	?		\$\$
○	3.1.3 Increase Community College Access		🕒	Workforce Snohomish; EvCC; EdCC		\$\$
○	3.1.4 Support the Glacier Peak Institute	★	🕒	Workforce Snohomish		\$\$\$
○	3.1.5 Create Talent Pipelines		🕒	?		\$\$\$

## STRATEGY 3.2 PROVIDE OPPORTUNITIES FOR POST-SECONDARY, CONTINUING- AND ADULT EDUCATION & RE-SKILLING

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	3.2.1 Provide Natural Resource Career Training		🕒	?		\$\$\$
○	3.2.2 Collaborate with WSU Extension		🕒	Workforce Snohomish		\$\$
○	3.2.3 Facilitate Research and Distance Learning		🕒	?		\$\$
○	3.2.4 Expand Sno-Isle Library Hours	★	🕒	Sno-Isle Libraries		\$\$
◐	3.2.5 Utilize Sno-Isle Library Resources		🕒	Sno-Isle Libraries		\$

### Performance Measures

Increase enrollment in job training and workforce development programs available to Stillaguamish Valley residents

### STRATEGY 3.3 CONNECT RESIDENTS WITH EMPLOYMENT OPPORTUNITIES THROUGHOUT THE REGION

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	3.3.1 Maintain an Online Employment Clearinghouse		🕒	Workforce Snohomish		\$
○	3.3.2 Facilitate Cross-Valley Internships		🕒	?		\$
○	3.3.3 Provide Key Industry Internships		🕒	Workforce Snohomish; Sno-Isle Skills Ctr.		\$

### STRATEGY 3.4 IMPROVE ACCESS TO HUMAN SERVICES AND COMMUNITY RESOURCES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	3.4.1 Locate the Arlington Family Resource Center		🕒	City of Arlington; Snohomish Co. Human Services		\$\$\$
○	3.4.2 Protect Oso Schoolhouse		🕒	?		\$\$\$
○	3.4.3 Improve Post Office Access		🕒	?		\$\$\$
○	3.4.4 Expand Family Services		🕒	North County Family Services	Snohomish Co. Human Services	\$\$
○	3.4.5 Encourage Neighborhood Watch		🕒	?		\$
○	3.4.6 Engage Human Services		🕒	Snohomish Co. Human Services		\$\$
○	3.4.7 Support Vulnerable Populations		🕒	Snohomish Co. Human Services	Snohomish Co. Dept. of Emergency Management	\$\$
○	3.4.8 Aid People with Decreasing Mobility		🕒	Community Transit or Snohomish Co. Mobility Coalition		\$\$

### STRATEGY 3.5 EXPAND PROGRAMMING AND RECREATION OPPORTUNITIES FOR YOUTH

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	3.5.1 Engage the Young People of Darrington		🕒	?		\$
◐	3.5.2 Support Stillaguamish Valley Youth Project		🕒	?		\$
◐	3.5.3 Improve Athletic Facilities		🕒	State and Local Gov't	Local School Districts; Boys & Girls Club of Snohomish Co.; Youth Sports Orgs; Stillaguamish Tribe	\$
○	3.5.4 Big Brother, Big Sister		🕒	?		\$

## STRATEGY 4.1 ENSURE ALIGNMENT OF ADOPTED POLICY ADDRESSING SUSTAINABILITY AND RESILIENCE

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	4.1.1 Encourage Permitting Best Practices			Snohomish Co. PDS; City of Arlington; Town of Darrington		\$\$
	4.1.2 Review Permitting and Code Compliance			City of Arlington; Town of Darrington		\$
	4.1.3 Revise Code for Sustainability			Snohomish Co. PDS; City of Arlington; Town of Darrington		\$
	4.1.4 Adopt Community-Based Emergency Response			?		\$\$
	4.1.5 Encourage Low Impact Development			?		\$\$
	4.1.6 Promote Adaptive Reuse of Structures			Local Gov't	Snohomish Co. (unincorporated areas)	\$

## STRATEGY 4.2 STUDY, PRIORITIZE AND IMPLEMENT ENHANCED HAZARD MITIGATION MEASURES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	4.2.1 Assess the Risks			?		\$\$
	4.2.2 Ensure Water Supply for Fire Protection			Town of Darrington	Snohomish Co.	\$\$\$
	4.2.3 Protect Livestock and Pets			?		\$
	4.2.4 Install Critter Pads			Snohomish Co.; City of Arlington; Town of Darrington		\$\$
	4.2.5 Provide Battery Storage Units			State and Local Gov't		\$\$

## STRATEGY 4.2 STUDY, PRIORITIZE AND IMPLEMENT ENHANCED HAZARD MITIGATION MEASURES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	4.2.6 Engage WSU Emergency Management Experts			WSU Extension		\$
	4.2.7 Train Volunteers in Emergency Management			Snohomish Co. Emergency Management		\$\$
	4.2.8 Align with Regional Measures			Snohomish Co. Emergency Mgmt.; Local Govt	State and Federal Govt Agencies	\$\$\$

## STRATEGY 4.3 STRENGTHEN PROTECTION OF THE VALLEY'S UNIQUE NATURAL RESOURCES AND ENVIRONMENT

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	4.3.1 Improve the Health of the North Stillaguamish					\$\$
	4.3.2 Implement Sustainable Forestry Practices			Town of Darrington	Snohomish Co.	\$\$
	4.3.3 Dedicate Open Space					\$\$\$
	4.3.4 Upgrade Stormwater Systems			Snohomish Co.; City of Arlington; Town of Darrington		\$\$

## STRATEGY 5.1 ENSURE A RANGE OF AFFORDABLE AND HIGH-QUALITY HOUSING OPTIONS

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	5.1.1 Commission a Housing Needs Assessment		🕒	?		\$\$
◐	5.1.2 Provide Homes for Slide-Affected Families		🕒	?		\$\$\$
○	5.1.3 Allow Affordable Housing Types	★	🕒	Local Govt; Snohomish Co. (unincorporated)		\$
○	5.1.4 Support Aging in Place		🕒	?	Snohomish Co. Human Services	\$\$
○	5.1.5 Expand the Arlington UGA		🕒	?		\$

## STRATEGY 5.2 BEAUTIFY AND MAINTAIN THE PUBLIC REALM, INCLUDING STREETSCAPES, PARKS AND GATEWAYS

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	5.2.1 Acquire Maintenance Equipment		🕒	Town of Darrington		\$\$
◐	5.2.2 Improve Parks and Open Space		🕒	Town of Darrington; Community Organizations		\$\$\$
○	5.2.3 Fund for Physical Improvements		🕒	?		\$\$\$
○	5.2.4 Solicit Pro-Bono Design/Build Services	★	🕒	?		\$
○	5.2.5 Create Business Improvement Area	★	🕒	?		\$

## STRATEGY 5.2 BEAUTIFY AND MAINTAIN THE PUBLIC REALM, INCLUDING STREETSAPES, PARKS AND GATEWAYS

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	5.2.6 Create Public Art and Heritage Displays		🕒	?		\$\$
○	5.2.7 Tap the Crowd		🕒	?		\$
○	5.2.8 Plant Street Trees		🕒	?		\$\$
○	5.2.9 Implement Comprehensive Wayfinding		🕒	?	Snohomish Co. Office of Econ Development	\$\$
○	5.2.10 Improve Gateway Design	★	🕒	?		\$\$
○	5.2.11 Build a Community Garden		🕒	Town of Darrington; Community Organizations	Snohomish Co. Office of Econ Development	\$\$
○	5.2.12 Plant School Gardens	★	🕒	Town of Darrington; Community Organizations	Snohomish Co. Office of Econ Development	\$\$
○	5.2.13 Restore Historic Structures		🕒	?		\$\$\$
○	5.2.14 Continue "Clean & Safe"		🕒	Town of Darrington; Community Organizations		\$

## STRATEGY 5.3 CONTINUE TO EXTEND THE VALLEY'S EXCEPTIONAL RECREATIONAL INFRASTRUCTURE

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	5.3.1 Improve Trail Access		🕒	?		\$\$
○	5.3.2 Expand Winter Recreation Options	★	🕒	US Forest Service; Snohomish Co. Office of Econ Development; Town of Darrington		\$\$
○	5.3.3 Explore Paving Whitehorse Trail		🕒	?		\$
○	5.3.4 Reconnect Rodeo to Whitehorse Trail		🕒	?		\$\$
◐	5.3.5 Reopen the Fire Lookouts	★	🕒	?		\$\$\$
○	5.3.6 Protect Forest Roads	★	🕒	US Forest Service; Recreation Groups	Snohomish Co. Office of Econ Development	\$\$
○	5.3.7 Complete the Graafstra Project		🕒	?		\$\$\$
○	5.3.8 Create a Recreation Master Plan		🕒	?	Snohomish Co. Office of Econ Development	\$\$
○	5.3.9 Improve Campgrounds and Trail Access		🕒	US Forest Service; Dept. of Natural Resources; Snohomish Co. Parks		\$\$
○	5.3.10 Develop Mountain Biking Trails		🕒	Dept. of Natural Resources	Snohomish Co.; Local Gov't	\$\$
○	5.3.11 Implement an Adopt-a-Trail Program		🕒	?		\$

## STRATEGY 5.4 ELEVATE SUSTAINABILITY & GOOD DESIGN AS A PRIORITY IN NEW DEVELOPMENT

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	5.4.1 Engage the Public in Design		🕒	State and Local Gov't		\$\$\$
○	5.4.2 Explore Sustainable Stormwater Infrastructure		🕒	?		\$
○	5.4.3 Promote Sustainable Neighborhood Development		🕒	State; Snohomish Co.; Local Gov't		\$

## STRATEGY 5.5 MARKET THE STILLAGUAMISH VALLEY'S UNIQUE PLACE-BASED ASSETS & STORIES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	5.5.1 Develop Branding Identities	★	🕒	?		\$\$
○	5.5.2 Install Enhanced Signage	★	🕒	?	Snohomish Co. Office of Econ Development	\$\$\$
○	5.5.3 Inventory and Map Assets	★	🕒	?		\$\$
○	5.5.4 Locate "Visit Stilly" Footage	★	🕒	?		\$\$
○	5.5.5 Tell the "Stilly Story"	★	🕒	?		\$\$
○	5.5.6 Create a "Complete the Loop" Campaign	★	🕒	?		\$\$
○	5.5.7 Optimize Social Media Presence	★	🕒	?		\$
○	5.5.8 Expand the "Visit Stilly Valley" Campaign	★	🕒	Local Communities; Snohomish Co. Office of Econ Dev	Snohomish Co. Tourism Bureau; Snohomish Co. Office of Econ Development	\$\$

## STRATEGY 6.1 DEVELOP AND FOSTER A REGIONAL INNOVATION ECOSYSTEM AROUND STILLAGUAMISH VALLEY ENTREPRENEURIALISM

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	6.1.1 Promote Regional Innovation		🕒	?		\$\$
○	6.1.2 Establish Innovation Networks		🕒	?		\$
○	6.1.3 Support Local Start-Ups and Small Businesses		🕒	?	NW Innovation Resource Ctr	\$\$\$

## STRATEGY 6.2 IMPROVE STILLAGUAMISH VALLEY ACCESS TO INNOVATION CAPITAL AND RESOURCES

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	6.2.1 Enhance Access to Innovation Capital		🕒	?		\$
○	6.2.2 Fund Regional Innovation		🕒	?		\$\$\$
○	6.2.3 Increase Awareness of Financing Opportunities		🕒	?		\$

## STRATEGY 6.3 ADVANCE THE AND SUSTAINABILITY OF NATURAL RESOURCE-BASED EMPLOYMENT IN TIMBER & MINING

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	6.3.1 Explore CLT Products	★	🕒	WA Dept of Commerce; Snohomish Office of Econ Dev; Town of Darrington; Forterra	Congressional Delegation	\$\$
○	6.3.2 Investigate Polyculture Practices	★	🕒	Snohomish Co. Office of Econ Development; Local Gov't		\$\$
○	6.3.3 Develop a Timber Collaborative	★	🕒	?		\$\$
○	6.3.4 Encourage Wood-First Construction	★	🕒	?		\$
○	6.3.5 Network with Rural Economies	★	🕒	?		\$\$

## STRATEGY 6.4 EXPLORE INNOVATIVE PRACTICES AND VALUE-ADDED ACTIVITIES IN AGRICULTURE

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	6.4.1 Connect Producers with Services		🕒	WA Dept of Agriculture; Snohomish Co.; Snohomish Co.; Local Gov't; WSU Extension		\$\$
○	6.4.2 Create an Agricultural Suppliers Network		🕒	?		\$\$
○	6.4.3 Incentivize Polycultural Farming		🕒	?		\$\$
○	6.4.4 Create a Farm-to-Table Program		🕒	?		\$
○	6.4.5 Offer Business Development Workshops		🕒	?	NW Agriculture Business Ctr; Snohomish Co. Office of Econ Development	\$\$

### Performance Measures

Increase animal and crop cash marketings in the Stillaguamish Valley (Bureau of Economic Analysis)

## STRATEGY 6.4 EXPLORE INNOVATIVE PRACTICES AND VALUE-ADDED ACTIVITIES IN AGRICULTURE

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	6.4.6 Offer Value-Added Products and Processing Workshops		🕒	?	NW Agriculture Business Ctr	\$\$
○	6.4.7 Develop "Farm-for-a-Day" Program		🕒	Red Rooster Route; Snohomish Co. Office of Econ Development		\$\$

## STRATEGY 6.5 ADVANCE THE AND SUSTAINABILITY OF NATURAL RESOURCE-BASED EMPLOYMENT IN TIMBER & MINING

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	6.5.1 Form a Business Network	★	🕒	Local Gov't	Snohomish Co. Office of Econ Dev; Snohomish Co. Tourism	\$
○	6.5.2 Evaluate Economic Impact	★	🕒	US Forest Service; WA Dept of Natural Resources; Snohomish Co.; Local Gov't; Recreation/Conservation Stakeholders		\$\$
○	6.5.3 Explore Recreation on Private Lands	★	🕒	?		\$
○	6.5.4 Study Infrastructure ROI	★	🕒	?		\$\$
○	6.5.5 Increase Wilderness Access	★	🕒	US Forest Service; WA Dept of Natural Resources; Local Gov't; Recreation/Conservation Stakeholders	Snohomish Co. Office of Econ Dev	\$\$\$
○	6.5.6 Attract Recreation Equipment Manufacturers	★	🕒	Recreation/Conservation Stakeholders	Local Gov't	\$\$

# ARLINGTON ACTION PLAN

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	1.1.5 Construct Roads that Support the MIC			City of Arlington	Snohomish Co. Public Works	\$\$\$
	1.4.1 Conduct a Situational Assessment for Rail					\$\$
	1.4.2 Add Freight Rail Storage					\$
	1.5.1 Lengthen the Arlington Runway			City of Arlington; Federal Aviation Administration		\$\$\$
	1.7.4 Fund West Arlington Improvements			Washington State Legislature	City of Arlington; WSDOT	\$\$\$

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	2.3.1 Appoint a Business Liaison					\$
	2.5.3 Promote Arlington's Retailers					\$
	2.6.1 Obtain Regional M/IC Designation			WA Dept. of Commerce; PSRC	Snohomish Co.; Local Gov't	\$\$
	2.6.2 Property Tax Exemption			Washington State Legislature		\$\$
	2.6.3 Market the M/IC			Local Communities	Snohomish Co.; EASC	\$
	2.6.4 Create M/IC Incentives			WA State; Snohomish Co.; Local Gov't	Business Community; EASC	\$\$

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	3.4.1 Locate the Arlington Family Resource Center			City of Arlington; Snohomish Co. Human Services		\$\$\$

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
	5.3.7 Complete the Graafstra Project					\$\$\$

# DARRINGTON ACTION PLAN

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	1.3.1 Pave Darrington Sidewalks	★	🕒	Town of Darrington	Snohomish Co.	\$\$
○	1.5.2 Expand Public Safety Uses		🕒	Town of Darrington		\$\$
○	1.5.3 Support Recreation at Airports	★	🕒	Town of Darrington	Snohomish Co. Tourism Bureau	\$
○	1.6.5 Install the Verizon Cell Tower		🕒	Town of Darrington		\$\$\$
○	1.7.3 Upgrade Darrington Sewer System	★	🕒	Town of Darrington		\$\$\$
○	1.7.6 Develop a Shared Leach Field		🕒	Town of Darrington	Snohomish Co.	\$\$

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	2.7.1 Find Alternative Timber Sources		🕒	?	Forterra; Snohomish Co. Office of Econ Development	\$\$
○	2.7.2 Support Trade Associations		🕒	?	Forterra; Snohomish Co. Office of Econ Development	\$
○	2.7.3 Study Best Practices		🕒	?	Forterra; Snohomish Co. Office of Econ Development; Town of Darrington	\$
○	2.8.1 Leverage Town-Owned Property		🕒	?		\$\$
○	2.8.2 Support Field Archery		🕒	Town of Darrington	Snohomish Co. Sports Commission	\$
○	2.8.3 Upgrade the Rodeo Grounds		🕒	Darrington Horse Owners Association		\$\$
○	2.8.5 Capitalize on Summer Festivals		🕒	?		\$

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	3.1.4 Support the Glacier Peak Institute	★	🕒	Workforce Snohomish		\$\$\$
○	3.2.4 Expand Sno-Isle Library Hours	★	🕒	Sno-Isle Libraries		\$\$
○	3.5.1 Engage the Young People of Darrington		🕒	?		\$

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	5.2.1 Acquire Maintenance Equipment		🕒	Town of Darrington		\$\$
○	5.2.2 Improve Parks and Open Space		🕒	Town of Darrington; Community Organizations		\$\$\$
○	5.2.11 Build a Community Garden		🕒	Town of Darrington; Community Organizations	Snohomish Co. Office of Econ Development	\$\$
○	5.2.14 Continue "Clean & Safe"		🕒	Town of Darrington; Community Organizations		\$
○	5.3.2 Expand Winter Recreation Options	★	🕒	US Forest Service; Snohomish Co. Office of Econ Development; Town of Darrington		\$\$
◐	5.3.5 Reopen the Fire Lookouts	★	🕒	?		\$\$\$

STATUS	ACTION	PRIORITY	TIMING	LEAD	SUPPORT	FUNDING
○	6.5.1 Form a Business Network	★	🕒	Local Gov't	Snohomish Co. Office of Econ Dev; Snohomish Co. Tourism	\$

