

6. ECONOMIC DEVELOPMENT ELEMENT

*Formerly 2015 Chapter VIII
PLANNING COMMISSION RECOMMENDATION
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Purpose of the Economic Development Element

The Kirkland Economic Development Element establishes the goals and policies for economic growth and vitality that will enhance the community, create great places, and maintain a high quality of life. This element describes Kirkland's economic role locally and within the context of East King County and the Central Puget Sound regional economy. This element discusses the importance of broad-based economic prosperity, along with business retention, expansion, recruitment, the types of businesses and jobs to encourage in order to address future economic needs of the community, and priorities to accommodate employment growth targets for the year 2044.

Key challenges for the future local economy will be to develop and implement systems that ensure everyone can benefit from a growing economy and that the entire community can be resilient during economic downturns. Other challenges include those surrounding affordable housing, childcare, and accessible transportation options, and equitable job opportunities for people who want to live and work in Kirkland.

Economic development in Kirkland is a collaboration of public and private initiatives that together provide employment opportunities, business growth, goods and services to residents and businesses, job training, and educational programs, all of which contribute to a strong, equitable, sustainable, and resilient economy and vibrant places for every resident, worker, or visitor.

The goals and policies in this Element provide the framework for the Kirkland economy to further cultivate qualities that make Kirkland a desirable community for everyone.

Economic Development Strategy

The overarching economic strategy for Kirkland strives to provide:

- A sustainable and resilient economy;
- A diverse tax base;
- Access to job opportunities; and
- Economic growth is distributed across the community, including to historically underserved or underrecognized people.

To accomplish the economic strategy, the goals and policies of the Economic Development

Element:

- Encourage economic growth while growing residential neighborhoods, promoting vibrant commercial areas, and supporting a sustainable natural and built environment;
- Promote a growing, diverse, resilient economy that has a variety of business sectors and job opportunities, living wage jobs, exports goods and services and encourages small, start up, locally owned companies;
- Promote a positive business climate so businesses will grow and enhance Kirkland's role in the Eastside and Puget Sound regional economy;
- Support economic and employment growth consistent with the Puget Sound Regional Council Vision 2050 and the Regional Growth Economic Strategy, focused in the Totem Lake Urban Center, Greater Downtown Regional Growth Center, and other mixed-use areas, to meet our employment growth targets for the year 2044;
- Promote a sustainable balance of jobs and housing to provide adequate housing for those working in Kirkland and adequate jobs for those living in Kirkland;
- Maintain infrastructure improvements and public services for businesses;
- Encourage diversity, equitable, inclusive, and belonging (DEIB) employment practices; and
- Encourage sustainable business practices and community resilience to climate impacts and resiliency during uncertain economic times.

Figure ED-1: Google offices in Kirkland



Figure ED-2: Evergreen Healthcare Facility



About the Kirkland Economy

Kirkland is a desirable place to do business and its location is well situated to support businesses. Kirkland is accessible from freeways, transit, Lake Washington, and the Cross Kirkland Corridor/Eastrail Corridor, close to major markets, high technology, and health care industry clusters. A range of housing types is available, in addition to quality schools, parks, and health care facilities. Our beautiful waterfront setting and strong community support for recreation, cultural, arts and entertainment activities contribute to a positive business and tourism environment.

This section describes the types of businesses, jobs and other data that illustrate the local Kirkland economy. More detailed economic, demographic, population data is available in the Kirkland Community Profile in the Appendix.

In 2024, Kirkland businesses and employees are finding ways to be resilient to the challenges posed by the COVID 19 pandemic, including rising inflation, changes in retail patterns, high costs of housing, high costs of commercial tenant spaces, impacts on tourism, lack of affordable childcare, and lack of access to frequent transit.

Tourism and Culture

Tourism is an important economic development tool to diversify the economy. Businesses and organizations involved in the visual, cultural, and performing arts, as well as cultural and historic preservation play an important role in Kirkland's economy, attracting residents, visitors, and businesses. Visitors from outside the community spend money in local shops and restaurants, stay in hotels, and attend performing arts events. Tourism creates jobs. Tourism benefits residents by providing increased amenities, community events, and

shopping opportunities. Kirkland's tourism marketing focus promotes the city as a vibrant and diverse waterfront community offering unique opportunities to engage with cultural arts, international cuisine, shopping, and recreation opportunities throughout the community.

Figure ED-3: The Heathman Hotel



Small Start-up Businesses

Small, start-up businesses provide job opportunities, provide a variety of supporting services, and produce products within the community. Individuals in a local economy who are able to sell their goods and services to a local business benefit everyone. More money spent at a local business stays in the local economy.

Figure ED-4: Farmers Market



Home Based and Neighborhood Commercial Businesses

Home-based businesses continue to be a key component of the local economy, and technological advances and continuing trends from the COVID-19 pandemic increased opportunities to allow for integration of home and work. In 2023, out of the 7,085 licensed Kirkland businesses, 3,842 (54 percent) self-designated as home businesses. Many of Kirkland's small businesses began as home-based businesses and now are a source for new jobs. The largest portion of home businesses in Kirkland are in the professional, scientific, and technical services. Home-based businesses and small neighborhood commercial businesses can reduce commuter traffic and increase all day activity for neighborhoods while other residents are away at work.

Figure ED-5: Village at Totem Lake Mixed Use Development



Table ED-1: 2044 Housing and Jobs Targets to Additional Capacity

Housing Units			Jobs		
Existing (2018)	K2044 Target (2019-2044)	Existing Capacity (2023)	Existing (2018)	K2044 Target (2019-2044)	Existing Capacity (2023)*
38,656	13,200 (above 2018 existing)	19,595	49,280	26,490 (above 2018 existing)	36,082

Source: Kirkland 2024 Land Use Capacity Analysis

As of 2024, Kirkland has existing capacity for an additional 25,842 jobs (amount includes not yet achieved from K2035 Plan targets and additional capacity adopted in the NE 85th Street Station Area Plan). Kirkland has the future land capacity to meet housing and employment targets (Source: Capacity Analysis memo). See Housing and Land Use Elements for more information about land use, housing, and employment capacity.

Supportive Business Climate - City's Role

A business environment that combines an equitable and attractive tax structure helps contribute to business success. Kirkland has favorable tax rates and user fees compared with other cities in the region and can enhance its reputation as a business-friendly City by maintaining competitive policies as well as inclusive and responsive processes and practices.

As described in the following goals and policies, the City of Kirkland is committed to providing excellent customer service to all sectors of the community. Business customer service needs are distinct from those of other customers and can be a factor in whether or not a business chooses to stay or locate in Kirkland. The City should continue to proactively work with businesses and the community to assess customer service and provide open communication to ensure business needs are being met for everyone's benefit.

Collaborative Partnerships

The City should actively work together with business and community organizations such as the Greater Kirkland Chamber of Commerce, Economic Development Council of Seattle and King County and other organizations to implement business retention, recruitment, tourism promotion and other strategies. Each of these groups plays a role in promoting Kirkland as a place to do business. As representatives on various task forces, they can provide a business perspective and assist in policy development. Formation of business associations or community working groups within each commercial area is encouraged to

help develop and implement neighborhood plans, urban design projects, economic development strategies, and promotional programs.

People, Higher Education, Workforce Development

A vital economy relies on maintaining educational and job-training programs that keep up with business trends. In the future, a factor for business success will be workers' ability to keep up with accelerating changes in the workplace, especially in the technology sector. Kirkland is fortunate to have a high-quality K to 12 public school system, a university, a community college and other community education programs. Local, State and federal educational and job training programs are available. The City can help facilitate partnerships between human service providers, educational institutions, and the business community to provide affordable housing and job training, especially for economically disadvantaged Black, Indigenous, and People of Color communities, immigrants and refugees, and other marginalized communities.

Sustainable businesses and building practices

Local, green businesses involved in providing renewable energy, remediation, clean technology, green building, products or services, and healthy lifestyles should be nurtured. These businesses generate jobs while expanding clean energy production, increasing energy efficiency, generating less waste and pollution, and conserving water and natural resources. These businesses produce goods and services with an environmental benefit or use innovative skills and technologies to produce them.

Businesses that integrate environmental practices into their business models show consumers and employees they care about the type of jobs created, products made, use of resources and impact of their actions.

Encouraging construction and business operations to use sustainable development practices such as low impact development, green building, energy conservation, and waste reduction reduces the city's ecological footprint, increases green space, and promotes healthy living and a more livable Kirkland. Businesses that use green practices can reduce operational expenses, be more competitive or may utilize tax credits. The City should continue its green business, green building, and recycling programs to support a network of local green businesses, green jobs and best green business practices.

Economic Development Goals and Policies

This section describes the goals and policies that will implement Kirkland's economic strategy. Balancing economic development with other community values is an overarching philosophy that should be taken into consideration as the following goals and policies are implemented.

Business Retention, Expansion and Recruitment

Goal ED-1: Promote a strong, diverse local economy that provides a sustainable tax base, a range of employment opportunities, and is coordinated and consistent with the Puget Sound Regional Council Vision 2050, the Regional Economic Strategy, and King County Policies.

Policy ED-1.1: Support activities that retain and expand existing businesses.

Business retention actions may include:

- Identify and conduct outreach to sectors within Kirkland's local economy to identify strategies for growth, diversification, and improvement;
- Participate in and leverage efforts of regional partners to enhance economic diversity and growth in Kirkland;
- Identify existing and potential barriers to retention, expansion, and recruitment and take active steps that include a range of strategies to mitigate them; and
- Encourage clusters of complementary businesses that bring revenue and jobs into the community (e.g., marketing efforts for tourism businesses encouraging hotel stays, arts organizations, restaurants) and locally Kirkland produced goods and services to export outside the community.

Policy ED-1.2: Encourage a broad range of businesses and public spaces that support the needs of historically underrepresented groups in the community such as Black, Indigenous, and other People of Color (BIPOC), older adults, youth, and Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual (LGBTQIA+).

Policy ED-1.3: Strengthen and diversify Kirkland's tax base to maintain long-term fiscal sustainability and develop and implement systems that make the local economy more resilient and provide a financial safety net during economic downturns and recovery.

Policy ED-1.4: Prioritize recruitment activities toward new businesses that provide living wage jobs.

Policy ED-1.5: Seek new initiatives, or incentives to encourage the use of vacant or underutilized land, parks, or commercial buildings for new start-up businesses.

Policy ED-1.6: Provide affordable housing options to enable residents to live near work. Job growth should be accompanied by growth in housing opportunities, affordable childcare, and transit access for workers filling those new jobs.

Policy ED-1.7: Foster and support small and emerging businesses, industries, and entrepreneurship.

Support this policy by considering these actions:

- Retention, expansion, and recruitment strategies to encourage immigrant-woman, Black, Indigenous, and other People of Color (BIPOC)-, and LGBTQIA+,-owned businesses;
- Encourage opportunities for business incubator spaces and locations for pop-up businesses;
- Identify key gaps in service and support for entrepreneurs and startups and collaborate locally and regionally to serve the needs of these enterprises;
- Provide and support pathways to funding, including with local banks, city, regional, state, and federal grant, loan, or tax rebate programs, and forge connective partnerships to support small business access to capital;
- Provide assistance – including technical and financial – in navigating regulatory requirements, opportunities and processes to lower barriers to entry, provide incentives for job creation, or for cases where businesses or jobs are at risk of displacement;
- Encourage tenant protection or mediation service assistance programs for tenants and property owners to negotiate affordable commercial rents or extend leases to stay or relocate;
- Develop communications strategies and partnerships to ensure effective outreach efforts that successfully reach and include communities traditionally underserved by public communications channels;
- Improve language assistance and translation services, culturally appropriate processes and service delivery methods for immigrant and non-English speaking populations; and
- Foster and promote workforce equity initiatives including workforce development, access to education, training, and equity in hiring practices.

Policy ED-1.8: Support, recognize, and empower the contributions of the city's culturally and ethnically diverse communities, institutions, and regional native Tribes to the city's economy.

Policy ED-1.9: Support the growth and needs of home-based businesses and small-scale commercial uses in primarily residential areas that are compatible with their surroundings and minimize adverse impacts related to safety, noise, parking, traffic, light, and odor.

Support this policy by considering these actions:

- Ensure that regulatory development standards support home occupancy businesses and small- scale commercial businesses wherever appropriate. The types of businesses that are appropriate provide goods and services to the nearby neighborhood (such as cafes, groceries, live-work spaces), serve as gathering spaces, are similar to the bulk and mass of other structures in the area, and do not generate large amounts of traffic or have drive-thru's. Some businesses by their nature are not compatible with residential uses and therefore should be located in predominately commercial or industrial areas;
- Provide and support business-to-business and business-to-consumer opportunities for home-based businesses and small-scale commercial neighborhood businesses;
- Provide and support technical assistance and growth opportunities for home-based businesses and small-scale commercial neighborhood businesses; and

- Ensure communications strategies effectively reach and include home occupancy businesses and small-scale commercial neighborhood uses, and diverse communities where home-based businesses are common.

Policy ED-1.10: Promote Kirkland as a vibrant arts, culinary, shopping, and recreation destination.

Tourism promotion actions may include:

- Support a proactive, dynamic tourism program to attract out of town visitors to play, stay, shop, and dine in Kirkland;
- Engage in partnerships with regional and local organizations to promote Kirkland to visitors;
- Develop tourism promotion and incentive initiatives that attract visitors and support our hotels and local businesses;
- Attract and support special and other events in the city which attract visitors; and
- Explore the idea of providing a contemporary, responsive, and attractive Visitor Center space that could be seasonal, a temporary pop-up, and/or virtual space.

Policy ED-1.11: Support businesses and organizations involved in tourism, the social and cultural diversity of local communities, arts, cultural programs, historic preservation, and civic activities.

Support this policy by considering these actions:

- Support a dynamic, inclusive and equitable public arts acquisition and engagement strategy that adds meaningfully to the city's public art collection;
- Support the Kirkland Cultural Arts Commission;
- Support the Kirkland Heritage Society and Kirkland Landmarks Commission;
- Support cross-programming related to arts and culture among the city's arts organizations and with regional partners;
- Support access to and inclusion in the arts by assisting the city's arts organizations with Diversity, Equity, Inclusion, Belonging and Accessibility efforts, outreach, scholarship programs, and similar programs; and
- Promote diverse and inclusive arts and cultural activities through the city's tourism programs, Special Events permitting process, communications efforts, and partnerships.

Policy ED-1.12: Create a tourism program oriented around the City's waterways, beaches, hiking/biking routes, and natural areas.

Business Development and City Services

Goal ED-2: Promote a positive climate of business support and services.

Policy ED-2.1: Design City services, and public-private partnerships, to help new businesses launch and ensure existing businesses flourish.

Support this policy by considering these actions:

- Establish systemic coordination and communication that focuses on businesses and economic development between the City's Planning & Building, Finance, Public Works, City Manager's Office, and other departments;
- Establish and support 'concierge-style' responsive and effective business and development services;
- Conduct regular review of constituent complaints and update policies, procedures, codes, zoning and other guiding regulations to lessen barriers to business growth and economic development;
- Continually seek new ideas and provide materials to welcome new businesses to the city; and
- Establish and convene a diverse Business Roundtable or equivalent to provide input and inform best practices.

Policy ED-2.2: Make land use and development decisions that benefit the workforce and local businesses by prioritizing mixed land uses, density, access to transit, and affordable housing.

Support this policy by considering these actions:

- Evaluate short- and long-term economic benefits to the community in addition to social, environmental, and aesthetic concerns;
- Develop and implement strategies that meaningfully grow the number of affordable housing units in the city and support and facilitate equitable and inclusive access to those units;
- Explore and promote commuter options that include easy and affordable connections to transit, along with regional bike and walk routes;
- Build legislative support for laws and policies that support the creation and opportunities for affordable housing in Kirkland;
- Explore and engage in public/private partnerships and initiatives that support the supply of and access to affordable housing. In addition to increasing supply, more housing density in general, helps provide a broader customer base for Kirkland businesses; and
- Create and support pathways to affordable housing for building owners, landlords, management companies, and tenants.

Policy ED-2.3: Provide a regulatory environment that is predictable, fair, responsive, and timely by nurturing a business-supportive culture, particularly for Black, Indigenous, and People of Color, immigrant and refugee, LGBTQIA+, disabled, and women-owned businesses.

Policy ED-2.4: Provide and support tools that encourage economic development.

Types of economic development tools that could be explored are:

- Public/private development agreements;

- Recruitment strategies that will result in new jobs;
- Tax or fee deferrals, credits, or waivers;
- Participating in County, State or federally sponsored low-interest loans or grant programs;
- Installing infrastructure improvements;
- Use of special taxing districts, revenue bonds, tax increment, and other structures that might support appropriate growth and economic development;
- Expediting permitting and regulatory processes;
- Participating in regional Transfer of Development Rights or Landscape Conservation and Local-Infrastructure programs; and
- Building legislative support at the state level for beneficial economic development tools.

Vibrant Community Places and Diversity of Businesses

Goal ED-3: Strengthen commercial areas to provide local goods, services, and vibrant community gathering places to live, work, shop, and play.

Policy ED-3.1: Encourage infill and redevelopment of commercial and industrial areas.

Policy ED-3.2: Support businesses that encourage the health and well-being of all people by providing convenient access to healthy and locally grown food.

Policy ED-3.3: Support policies and initiatives that enable residents to live near their workplace.

Policy ED-3.4: Support policies and initiatives that encourage and ensure Diversity, Equity, Inclusion and Belonging (DEIB) within the business community.

Support this policy by considering these actions:

- Evaluate and implement policies, regulations, and processes that will create an economy that provides opportunities for all, particularly with a focus on historically disadvantaged communities and that helps to alleviate income disparity;
- Integrate measures of workforce prosperity into policy considerations and embed equity by emphasizing prosperity for people and not only businesses;
- Create systems to measure data consistently over time that includes economic information and metrics related to black, indigenous, and other people of color business owners, women, or LGBTQIA+ business owners, with the objective of progress in increasing the diversity of Kirkland businesses;
- Enhance and support training opportunities for businesses and nonprofits in cultural competence, implicit bias, and other DEIB topics;
- Create programs and policies that engage and encourage businesses and non-profits to incorporate socially just and equitable practices into their operations and business strategies; and
- Evaluate and implement policies and regulations that encourage the growth, development, and access to opportunities of immigrant owned, woman owned, BIPOC

owned, and underserved businesses such as certification assistance, fee deferrals, credits, waivers, loans, grants, contracting and purchasing processes, incentives, and other tailored support tools.

Policy ED-3.5: Address and prevent potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure during periods of growth, contraction, and redevelopment. Weigh the community benefits of actions and mitigate displacement risks through monitoring, adaptive responses, and relocation assistance.

Policy ED-3.6: Eliminate and correct for historical and ongoing disparities in income, employment, and wealth building opportunities for Black, Indigenous, and other People of Color; women; and other intersecting marginalized identities.

Policy ED-3.7: Promote socially responsible practices in the private, public, and non-profit sectors.

Public Infrastructure and Technology

Goal ED-4: Provide the infrastructure to support economic activity and growth.

Policy 4.1: Support local and regional infrastructure initiatives that enhance economic development.

Support this policy by considering these actions:

- Support construction and maintenance of infrastructure systems for utilities, transportation, and telecommunications that optimize service delivery to the business community;
- Participate in regional partnerships to install transportation, utility, and telecommunications infrastructure;
- Form public/private partnerships to facilitate or leverage funds for infrastructure improvements that will increase economic opportunities; and
- Ensure public investment and infrastructure decisions to protect culturally significant economic assets and advance the business interests of Black, Indigenous, and other People of Color communities; Immigrant and Refugees; and other underrepresented communities.

Policy ED-4.2: Create strong multimodal circulation linkages to and within neighborhood commercial areas to ensure equitable access for employees and businesses.

Support this policy by considering these actions:

- Improving circulation within commercial areas and connecting neighborhoods to commercial areas, with both motorized and non-motorized options, making it easier for customers and delivery vehicles to access businesses. This may require limiting

the number of access points or combing access, or new street or sidewalk connections to break up large blocks to improve circulation, creating short term pick-up and delivery parking.

- Pedestrian and bicycle improvements to provide alternatives to driving. Standards should be in place to minimize the impacts generated by economic activities on pedestrian, bike, and vehicular traffic or off-site improvement to ensure safe passage of pedestrians, bikes, and vehicles.
- Foster the creation of shared parking and carpooling programs to aid employee commutes.

Policy ED-4.3: Develop and implement systems that provide a financial safety net to maintain City services during economic downturns and recovery. Direct resources in ways that reduce inequities and build economic resiliency for those communities most challenged to provide basic household needs.

Policy ED-4.4: Develop the Cross Kirkland Corridor to attract businesses and housing while retaining options for a multimodal transportation facility connecting businesses and employees with local and regional employment centers.

Policy ED-4.5: Help facilitate the environmental remediation of contaminated sites.

Policy ED-4.6: Implement and promote smart city technology that enhances the city's economic goals.

Support this policy by considering these actions:

- Explore new and innovative technology infrastructure and communication services to positively re-enforce Kirkland's commercial reputation and increase economic opportunities. For example, the Kirkland Smart City Master Plan's strategies for the community (adopted in 2023) aim to advance mobility in terms of how people, goods, and safety services move through the city, increase City operational efficiencies, improve transparency and community engagement, improve city technology infrastructure, and promote inclusivity, resilience, and livability.

Sustainable Local Economy

Goal ED-5: Foster a socially and environmentally responsible local economy.

Policy ED-5.1: Encourage businesses that provide products and services that support resource conservation and environmental stewardship.

Policy ED-5.2: Encourage sustainable environmental practices in the commercial sector.

Support this policy by considering these actions:

- Create programs and policies that engage and encourage businesses and non-profits to incorporate best environmental practices and social responsibility into their practices and to use renewable energy, clean technology, green building, as well as reduce waste, energy, water, and resource consumption;
- Engage in regional, state, and federal efforts and practices that support sustainable commercial practices;
- Add to the vibrancy and sustainability of our communities and the health and well-being of all people through safe and convenient access to local services, neighborhood-oriented retail, healthy food, affordable childcare, and transportation options;
- Create strong multimodal transportation linkages and support pedestrian and nonmotorized access to and within commercial cores; and
- Work across City departments to implement, inform, incentivize, and engage the business community in sustainable business practices.

Policy ED-5.3: Ensure the local economy is resilient to climate or economic disruptions and fosters business opportunities associated with climate mitigation and adaptation.

Support this policy by considering these actions:

- Encourage the business community to develop economic resilience plans for operations during uncertain economic times; and
- Support local businesses' efforts to bolster climate preparedness to and continuity of operations (climate mitigation and adaptation plan).

Policy ED-5.4: Partner with the business community to achieve the King County K4C goal of reducing driving per capita by 20% by 2030 and 50% by 2050, compared to 2017 levels by increasing access to transit, providing bicycle parking and amenities with new development, and consider reducing or eliminating parking requirements in areas well served by transit.

Policy ED-5.5: Facilitate a green jobs pipeline for frontline communities which may disparately experience the most immediate and worst impacts of climate change and are often communities of Color, Indigenous, and/or low-income households.

Policy ED-5.6: Support workers displaced from carbon-intensive industries such as steel, aluminum, concrete, chemicals, aviation, marine shipping, and heavy-trucking industries (that account for 30 percent of global greenhouse gas emissions).

Regional Coordination and Collaborative Partnerships

Goal ED-6: Foster collaborative partnerships among community groups and regional organizations to achieve Kirkland's desired economic goals.

Policy ED-6.1: Partner with a diversity of businesses and community organizations to ensure City services are accessible, inclusive, equitable, and responsive to community input to create a prosperous Kirkland economy that also contributes to the regional economy.

Policy ED-6.2: Encourage businesses, schools, and other regional educational institutions to expand in Kirkland and collaborate with each other to nurture a highly educated and skilled workforce through job training, education resources, that lead to job opportunities, especially for Black, Indigenous, and People of Color communities, immigrants and refugees, and other underrepresented communities.

Support this policy by considering these actions:

- Align and prioritize workforce development efforts with the needs and requirements of BIPOC, immigrant, and other underrepresented communities;
- Develop and deepen relationships with community-based organizations best positioned to engage and support immigrant, BIPOC, and woman-owned businesses and workforce to access technical assistance and training;
- Partner locally and regionally to connect the workforce with access to training, affordable childcare, and employment;
- Collaborate with local colleges, universities, community colleges, technical colleges, private schools, and the Lake Washington School District to coordinate training and education necessary to support an appropriately educated and skilled local workforce consistent with the needs of the region's industry clusters;
- Support entrepreneurs and early-stage businesses with training and development opportunities;
- Provide training and access to certification programs at the local, state, and federal level for businesses in diverse industries and communities;
- Evaluate and modify City procurement policies and procedures to reduce barriers, include underserved populations and improve access to opportunities; and
- Participate in the Eastside Virtual Job Fairs, WTIA Virtual Job Fair, and other connective programs to ensure access, outreach, and participation for relevant local businesses and job seekers.

Policy ED-6.3 Policy: Evaluate the performance of economic development policies and strategies in business development and job creation. Identify and track key economic metrics to help the City evaluate the effectiveness of local economic strategies. Examples of economic development performance measures include the following:

Table ED-2: Economic Development Performance Measures

Economic Metrics	
<ul style="list-style-type: none"> • Expenditures by category, neighborhood demographics • Population and housing unit density by race and/or income • Labor force participation by race/ethnicity by tract • Poverty rate by race/ethnicity by tract • Unemployment rate by race/ethnicity by tract • Median earnings by race/ethnicity by tract • Distribution of earnings for residents • Geographic accessibility to jobs • Commute time by tract • Ratio of average job holder wage and average resident earnings 	<ul style="list-style-type: none"> • Diversity of job holders by industry and industry rank by average wage • Poverty rate by race • Income inequality (ratio between mean income of top 20th percentile and mean income of bottom 20th percentile) • % of households that are middle class by race/ethnicity • Job holders by race/ethnicity • Job tenure by wage and race/ethnicity at participating employers • Wage distribution of jobs in the City • Wages by race/ethnicity including the racial wage gap

*Source: Equity Review Report by ECONorthwest
Also see Kirkland DEIB Five Year Roadmap*