

## 5. Economy<sup>i</sup>

*Proposed new section title: **Economically Vital Community***

*Please note that a further round of editing will occur to improve organization, reduce verbosity and redundancies, and renumber policies as necessary.*

Boulder’s highly-educated workforce, quality of life, high concentration of companies in growing industries, and synergies with the University of Colorado and federally-funded research labs are the foundation of its economic vitality. The city fosters and retains high-caliber employees and talented entrepreneurs and has earned recognition as one of the nation’s best places for startups. Boulder has a diverse mix of small and mid-sized businesses as well as several large employers.

A balanced approach to a healthy economy maintains the outstanding quality of life enjoyed by existing residents and businesses while collaborating for economic vitality. Boulder recognizes that economic strength can bring many benefits to the community including greater tax revenues, local job opportunities, increased diversity, a variety of services and business types and physical improvements.

While the city is fortunate to enjoy economic success, it also faces challenges. Cyclical global and economic downturns affect the local economic climate, and the rising costs of commercial space and housing affects businesses and their ability to recruit and retain new employees. Additionally, redevelopment or growth may lead to displacement of existing businesses, increase demands for services and infrastructure, and strain regional transportation systems and local housing affordability.<sup>ii</sup>

Through its Resilience Strategy, the city is adopting strategies to foster preparedness for uncertainty and disruptions to economic prosperity. Boulder is also following a sustainable path to economic development through the implementation of an Economic Sustainability Strategy that focuses on business formation, retention and growth. The policies in this section support the following goals related to maintaining a sustainable and resilient economy:

- Strategic Redevelopment and Sustainable Employment
- Diverse Economic Base
- Quality of Life
- Sustainable and Resilient Business Practices
- Job Opportunities, Education and Training<sup>iii</sup>

### ***Strategic Redevelopment and Sustainable Employment***

#### **Newly Separated Policy: Existing Businesses**

The city will support the growth and success of existing businesses, including primary and secondary employers. The city recognizes the importance of community-serving local businesses and the importance of balancing their needs against redevelopment in certain areas with strategies that minimize their displacement.<sup>iv</sup>

#### **5.01 Revitalizing Commercial and Industrial Areas<sup>v</sup>**

The city supports place-based strategies that support redevelopment of commercial and industrial areas. Revitalization should reflect the unique characteristics and amenities in those areas and

nearby neighborhoods. Examples of commercial and industrial areas for revitalization identified in previous planning efforts are Diagonal Plaza and University Hill Commercial district, and the East Boulder Industrial area.

The city will use a variety of tools to create public/private partnerships that lead to successful redevelopment. These tools may include, but are not limited to, area planning with community input, infrastructure improvements, shared parking strategies, changes to zoning or development standards and incentives (e.g., financial, development potential, or urban renewal authority). As an integral part of redevelopment and area planning efforts, the city acknowledges that displacement and loss of service and affordable retail uses need to be considered as a potential tradeoff in the context of redevelopment and planning goals

## **5.02 Regional Job Center**

The city supports strategies that further Boulder's continued role as a regional job center, consistent with sustainability goals and projected employment growth and will continue to address related impacts on housing affordability and transportation.<sup>vi</sup>

## ***Diverse Economic Base***

### **5.03 Diverse Mix of Uses and Business Types<sup>vii</sup>**

The city and county will support a diversified employment base within the Boulder Valley, reflecting labor force capabilities and recognizing the community's strengths and quality of life. Therefore, the city will continue to identify and protect industrial, service and office uses and will evaluate areas with non-residential zoning to ensure the existing and future economic vitality of Boulder while responding to the needs of a rapidly changing more global economy.

### **5.04 Vital and Productive Retail Base**

The city recognizes the importance of its retail base and will develop and implement a retail strategy that takes into account emerging trends such as shifting demographics and changing consumer behavior, addresses the market opportunities and shopping needs of the community, ensures an appropriate mix of retail, and identifies strategies to improve the retail base and the city's sales tax revenues, including maintaining affordable retail space.<sup>viii</sup>

### **5.05 Support for Local Business and Business Retention<sup>ix</sup>**

Boulder's economic sustainability and resilience efforts recognize the importance of jobs already in the city; business retention and support for homegrown companies and existing jobs is a priority. The city and county recognize the significant contribution of existing businesses and will work to nurture and support them and maintain a positive climate to retain them.

### **5.06 Industry Clusters<sup>x</sup>**

The city will adopt an industry cluster approach to business development and consider special financial and technical assistance programs and other tools to retain, expand and attract businesses in those clusters. Cluster efforts focus on supporting multiple businesses in an industry. Boulder's key industry clusters include aerospace, bioscience, clean tech, data storage, digital media, natural and organic products, recreation, software, tourism and the creative sector. Boulder acknowledges that these clusters will evolve and change over time.

## ***Quality of Life***

### **5.07 Funding City Services and Urban Infrastructure<sup>xi</sup>**

The city will encourage a strong sustainable economy to generate revenues to fund quality city services and recognizes that urban infrastructure, facilities, services, and amenities are important to the quality of life of residents, employees and visitors to the community. A strong and complete transportation system and transportation demand management programs are essential to a thriving economy, as they can offer options for commuters, help attract and retain key businesses and employers and provide regional access to global markets. The city will continue to plan for and invest in urban amenities and infrastructure such as bike paths, parks, shared and managed parking, public spaces, quality gathering places, cultural destinations, and public art; as well as community services including but not limited to open space and mountain parks, high speed internet, fire-rescue, public safety, and senior services.

### **5.08 Role of Tourism in the Economy**

Recognizing the importance of tourism to the Boulder economy, the city will continue to work with various partners including the Boulder Convention and Visitors Bureau to study the existing and future role of different types of tourism in the community, track the benefits and impact of tourism on the economy, and invest in ways to enhance the sector.<sup>xii</sup>

### **5.09 Role of Arts, Cultural, Historic and Parks and Recreation Amenities**

The city and county will support the resiliency, sustainability and innovation of arts, cultural, historic, parks and recreation amenities so they continue to **contribute to** the economic vitality of the community, provide unique offerings, foster meaningful connections to Boulder among its residents, workforce, and visitors; and offer additional benefit to the community. The city values the arts within the public realm and will work to enhance the capacity of arts and culture as an important contributor to economic vitality and quality of life.<sup>xiii</sup> *(Note: Most of these topics are addressed in the Built Environment chapter, so this policy will likely need some refining.)*

### **5.10 Communications**

The city will support and facilitate the development of technologically-advanced communications infrastructure and other improvements that will provide support to the community, help businesses thrive and grow, foster the growth of emerging telecommunications industries, and support emergency systems.

## ***Sustainable and Resilient Business Practices***

### **5.11 Sustainable Business Practices**

The city supports sustainable and energy efficient business practices and will continue to establish and maintain programs to assist and encourage businesses and their employees to employ sustainable practices including reducing waste and greenhouse gas emissions, increasing energy process and building efficiency (in existing or renovated structures), reducing energy costs, conserving water, and reducing transportation impacts.<sup>xiv</sup>

### **5.12 Home Occupations**

The city will evaluate regulations for home based occupations to balance potential impacts to residential neighborhoods and reflect the goal of allowing more flexibility to have home based businesses, neighborhood services, and employment opportunities. The city supports the

entrepreneurial activity of residents who are in the very early stages of creating startup companies or providing neighborhood services. The city also supports efforts to reduce the number and length of trips through working from home. The city will revise its regulations to be responsive to new uses and types of businesses and neighborhood services that may be compatible with residential areas.

### **5.13 Responsive to Changes in the Marketplace**

The city recognizes that development regulations and processes have an impact on the ability of business to respond to changes in the marketplace. The city will work with the local business community and the community at large to make sure the city's policies, regulations, and development review processes provide a level of flexibility to allow for creative solutions while meeting broader community goals. This could involve modifying regulations to make them more responsive to emerging technologies and evolving industry sectors and continually improving the application and permitting process.

#### **New Policy: Economic Resilience<sup>xv</sup>**

The city will develop an economic resilience plan and work with the county and other partners to identify risks to future economic vitality and facilitate disaster preparedness, response and recovery for businesses.

### ***Job Opportunities, Education and Training***

#### **5.14 Employment Opportunities**

The city and county will encourage local employers to provide employment opportunities for all persons including the local unemployed and underemployed work force, and to implement equal opportunity and workplace diversity programs in cooperation with various agencies providing employment assistance programs.

#### **5.15 Partnerships to Support Economic Vitality Goals**

The efforts of the city and the private sector to enhance the economic prosperity of the community are directly and indirectly supported by many organizations and entities, including but are not limited to the University of Colorado, Downtown Boulder Inc., Boulder Chamber, Boulder Economic Council, Boulder Convention and Visitors Bureau, Boulder Innovation Center, Latino Chamber of Boulder County, Boulder Small Business Development Center, Boulder Valley School District, the Boulder Independent Business Association, CO-LABS and other diverse and emerging groups. Though each has an independent focus, their work contributes to the overall quality of life enjoyed within the community.<sup>xvi</sup>

#### **5.16 Support for the University of Colorado and Federal Labs**

The city and county understand the important role that federally-funded labs and the University of Colorado play in our economy and will continue to work with our state and federal elected officials regarding their important economic contribution. The city will take an active role in efforts to preserve the state and federal funding for these entities to ensure they remain in Boulder and will pursue mutually beneficial partnerships. The city recognizes the importance of having strong institutions for higher education, continuing education and workforce training thriving in the community. Also, the seminal role of the University of Colorado, a world class research university, and the federal labs in business support, technology transfer and tech startups needs to be fully understood, evaluated and enhanced. The city will work with CU to further the

community’s goals for sustainable urban form as university owned land is developed or redeveloped.

### **5.17 Diverse Workforce, Education and Training<sup>xvii</sup>**

The city and county will encourage and support the Boulder Valley School District and post-secondary educational institutions to offer quality continuing education and vocational training. The city will work with employers, educators, and partners to support programs designed to help develop and attract workers in multiple fields with specialized skills and experience and support efforts to add focused workforce vocational training facilities, including but not limited to those that provide training for “green” jobs.

### **Moved from Policy 5.03 above: Addressing Disproportionate Impacts**

The city recognizes that the rising costs of commercial space and housing can disproportionately affect lower-income and minority residents and small businesses and non-profits and will develop strategies to maintain a range of options to support a diverse workforce and employment base.<sup>xviii</sup>

#### **Related Topics:**

- See the Built Environment Section for policies related to infill/redevelopment priorities, enhancing activity centers, mixed-use development, and historic preservation.
- See Community Well-Being Section for policies on community infrastructure, the ability of people to meet their basic needs, and arts and culture.
- See Transportation Section for policies on improving and creating a more resilient transportation system and increasing transportation options with local partners for commuters through regional transit alternatives other than single-occupant vehicles.
- See Energy and Climate Action for policies on support for sustainable practices and buildings.
- See Local Food and Agriculture for policies on access to markets for food and agricultural products.
- See Housing for the policy regarding supporting economic resilience through planning for residential displacement.

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#### **ENDNOTES**

<sup>i</sup> Overall, changes to this chapter reflect work since the 2010 plan including:

- Economic Sustainability Strategy (ESS) (2013)
- Community Cultural Plan (CCP) (2015)
- HR&A’s Recommendations for Resilience Integration (2016)
- In addition, the city will be developing a citywide retail strategy, framework for redevelopment and revitalization through public/private partnerships, and plans to enhance economic resilience, sustainable tourism, innovation/entrepreneurship, and multimodal access to support economic activity.

<sup>ii</sup> Some of this new introductory language reflects input from Economic Sustainability Strategy as well as from Planning Board to emphasize balanced approach to economic “vitality” vs. “growth” strategy.

<sup>iii</sup> Consistent with content from Economic Sustainability Strategy (ESS) and Community Cultural Plan (CCP).

<sup>iv</sup> Some language carried over from previous policy 5.02, and also reflects language recommended by Planning Board to present a balance perspective on redevelopment and retention of existing businesses.

<sup>v</sup> This modified language in policy 5.01 is consistent with the ESS and includes some additional suggestions from Planning Board.

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<sup>vi</sup> Some new language has been added to this policy to reflect feedback from Planning Board. The “support for existing business” last statement got moved to a separate policy; it seemed a bit out of place here.

<sup>vii</sup> This language is updated to be consistent with ESS. It was suggested to be more descriptive of different types of tourism, but that could increase the workload for partners. (e.g., heritage, cultural, sports, open space). Would need to confirm.

<sup>viii</sup> This language reflects ongoing program work in Economic Vitality and suggestions from Planning Board regarding “affordable space.”

<sup>ix</sup> This language is updated to be consistent with ESS

<sup>x</sup> Updated clusters are consistent with Primary Employer Study and ESS

<sup>xi</sup> Updated policy 5.07 to include reference to Access Management and Parking Strategy (AMPS) and clarify that infrastructure, services and amenities that contribute to business attraction are not limited to transportation infrastructure alone. Additional examples reflect suggestions from ESS and input from Planning Board

<sup>xii</sup> Language reflects additional suggestions from Planning Board to enhance it. Note: Historic Preservation policies (in Built Environment) could also say more about the role of heritage tourism and value of historic preservation.

<sup>xiii</sup> A former policy about the “Creative Economy” was consistent with the CPP. However, Planning Board suggested that the policy sounded exclusive, so it has been removed. This policy has been modified to show support for the arts and recognition as it contributing to economic vitality. This may need some further refining, depending on other community input.

<sup>xiv</sup> Policy 5.11 has been modified to be consistent with the ESS and programs and practice. It also reflects some input from Planning Board.

<sup>xv</sup> This new resilience policy is consistent with work that has been ongoing and recommendations from city’s resilience strategy.

<sup>xvi</sup> List intended to be inclusive and reflective of the groups who work together to support economic vitality.

<sup>xvii</sup> Modified policy 5.17 is consistent with ESS.

<sup>xviii</sup> This new language reflects input from Economic Vitality and Planning Board.

## 5. Economy<sup>i</sup>

### Proposed new section title: *Economically Vital Community*

Please note that a further round of editing will occur to improve organization, reduce verbosity and redundancies, and renumber policies as necessary.

Boulder’s highly-educated workforce, quality of life, high concentration of companies in growing industries, and synergies with the University of Colorado and federally-funded research labs are the foundation of its economic vitality. The city fosters and retains high-caliber employees and talented entrepreneurs and has earned recognition as one of the nation’s best places for startups. Boulder has a diverse mix of small and mid-sized businesses as well as several large employers.

A balanced approach to a healthy economy maintains the outstanding quality of life enjoyed by existing residents and businesses while collaborating for economic vitality. Boulder recognizes that economic strength can bring many benefits to the community including greater tax revenues, local job opportunities, increased diversity, a variety of services and business types and physical improvements.

While the city is fortunate to enjoy economic success, it also faces challenges. Cyclical global and economic downturns affect the local economic climate, and the rising costs of commercial space and housing affects businesses and their ability to recruit and retain new employees. Additionally, redevelopment or growth may lead to displacement of existing businesses, increase demands for services and infrastructure, and strain regional transportation systems and local housing affordability.<sup>ii</sup>

Boulder also recognizes that economic growth can bring many benefits to the community including greater tax revenues, local job opportunities, increased diversity, a variety of services and business types and physical improvements. The city will collaborate with the business community to facilitate growth, development and infrastructure improvements that benefit residents and businesses alike.

Through its Resilience Strategy, the city is adopting strategies to foster preparedness for uncertainty and disruptions to economic prosperity. Boulder is also following a sustainable path to economic development through the implementation of an Economic Sustainability Strategy that focuses on business formation, retention and growth. The policies in this section support the following goals related to maintaining a sustainable and resilient economy:

- Strategic Redevelopment and Sustainable Employment
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- Quality of Life
- Sustainable and Resilient Business Practices
- Job Opportunities, Education and Training<sup>iii</sup>

### ***Strategic Redevelopment ~~Opportunities~~ and Sustainable Employment***

#### **Newly Separated Policy: Existing Businesses**

The city will support the growth and success of existing businesses, including primary and secondary employers. The city recognizes the importance of community-serving local businesses

and the importance of balancing their needs against redevelopment in certain areas with strategies that minimize their displacement.<sup>iv</sup>

### 5.01 Revitalizing Commercial and Industrial Areas<sup>v</sup>

The city ~~will develop specific~~ supports ~~-place-based~~ strategies ~~that to support~~ optimize redevelopment of commercial and industrial areas. Revitalization should reflect the unique characteristics and amenities in those areas and nearby neighborhoods. Examples of commercial and industrial areas for revitalization ~~that have been~~ identified in previous planning efforts are Diagonal Plaza, and University Hill Commercial district, and the East Boulder ~~H~~Industrial area.

The city will use a variety of tools to create public/private partnerships that lead to successful redevelopment. These tools may include, but are not limited to, ~~area planning with~~ community input, infrastructure improvements, shared parking strategies, changes to zoning or development standards and incentives ~~including (e.g., financial incentives, increased~~ development potential, or urban renewal authority). As an integral part of redevelopment and area planning efforts, the city acknowledges that displacement and loss of service and affordable retail uses need to be considered as a potential tradeoff in the context of redevelopment and planning goals

### 5.02 Regional Job Center

~~The city is one of several job centers in the region, and significant additional employment growth is projected in the future.~~ The city ~~will adopt policies and~~ supports strategies that support the city's further Boulder's continued its role as a regional job center, ~~in the future~~ consistent with sustainability goals and projected employment growth and will continue to address related impacts on housing affordability and transportation.<sup>vi</sup> ~~The city will support the growth and success of existing businesses, including primary and secondary employers.~~

### *Diverse Economic Base*

#### 5.03 Diverse Mix of Uses and Business Types<sup>vii</sup>

The city and county will support a diversified employment base within the Boulder Valley, reflecting labor force capabilities and recognizing the community's strengths ~~in scientific, professional, technological and related industries and~~ quality of life. ~~Therefore, the city will identify areas that should be~~ continue to identify and ~~protected for~~ industrial, service and office uses and will evaluate areas with non-residential zoning to ensure the existing and future economic vitality of Boulder while responding to the needs of a rapidly changing more global economy. ~~ensure that the existing and future needs of a rapidly changing and technologically oriented global economy and employment base are adequately accommodated.~~

~~As an integral part of redevelopment and area planning efforts, the city acknowledges that displacement and loss of service and affordable retail uses will be considered in the context of redevelopment and planning goals.~~

#### 5.04 Vital and Productive Retail Base

The city recognizes the importance of its retail base and will develop and implement a retail strategy that ~~will take into account~~ emerging trends such as shifting demographics and changing consumer behavior, addresses the market opportunities and shopping needs of the

community, ensure an appropriate mix of retail, and identify strategies to improve the retail base and the city's sales tax revenues, including maintaining affordable retail space.<sup>viii</sup>

### 5.05 Support for Local Business and Business Retention<sup>ix</sup>

Boulder's economic sustainability and resilience efforts recognize the importance of jobs already in the city; business retention and support for homegrown companies and existing jobs is a priority. The city and county recognize the significant contribution of existing businesses in the local economy and will work to nurture and support established businesses and maintain a positive climate to retain businesses.

~~Business retention and expansion is a primary focus for the city. The existing jobs that are in Boulder are the city's most important jobs.~~

### 5.06 Industry Clusters<sup>x</sup>

The city will adopt an industry cluster approach to business development and consider special financial and technical assistance programs and other tools to retain, expand and attract businesses in those clusters. Cluster efforts focus on supporting multiple businesses in an industry. ~~Boulder's primary clusters include: the technological and scientific sectors, natural and organic products, bio sciences, active living / outdoor recreation, clean technology and creative arts. Boulder's key industry clusters include aerospace, bioscience, clean tech, data storage, digital media, natural and organic products, recreation, software, tourism and the creative sector.~~ Boulder acknowledges that these clusters will evolve and change over time.

## Quality of Life

### 5.07 Funding City Services and Urban Infrastructure<sup>xi</sup>

The city will encourage a strong sustainable economy to generate revenues to fund quality city services ~~for the public that are consistent with community goals and character and~~.

~~The city~~ recognizes that urban infrastructure, facilities, services, and amenities are important to the quality of life of residents, employees and visitors to the community. A strong and complete transportation system ~~and transportation demand management programs~~ are essential to a thriving economy, ~~as they can offer options for commuters, help~~ attract and retain key businesses and employers ~~and~~ ~~and~~ provide regional access to global markets. The city will continue to plan for and invest in urban amenities ~~and infrastructure~~ such as bike paths, parks, ~~shared and managed parking~~, public spaces, quality gathering places, ~~cultural destinations, and public art~~; ~~as well as community services including but not limited to open space and mountain parks, high speed internet, fire-rescue, public safety, and senior services.~~

### 5.08 Role of Tourism in the Economy

Recognizing the ~~importance of tourism to the unique qualities of~~ Boulder economy, the city ~~will continue to work supports ongoing tourism efforts~~ with various partners including the Boulder Convention and Visitors Bureau, ~~to~~ study the existing and future role of ~~different types of~~ tourism in the community, track the ~~benefits and~~ impact of tourism on the economy, and invest in ways to enhance the sector.<sup>xii</sup>

### 5.09 Role of Arts, ~~and Cultural~~, Historic and Parks and Recreation Amenities Programs

The city and county will support the resiliency, sustainability and innovation of arts, cultural, historic, parks and recreation amenities so they continue to contribute to the economic vitality of the community, provide unique offerings, foster meaningful connections to Boulder among its residents, workforce, and visitors; and offer additional benefit to the community and encourage further development of arts and cultural programs that can serve as attractors for new business investment and visitors to the city. The city values the arts within the public realm and will work to enhance the capacity of arts and culture ~~to act as an economic generator~~ as an important contributor to economic vitality and quality of life.<sup>xiii</sup>

*(Note: Most of these topics are addressed in the Built Environment chapter, so this policy will likely need some refining.)*

### 5.10 ~~New Policy:~~ Communications

The city will support and facilitate the development of technologically-advanced communications infrastructure and other improvements that will provide support to the community, help businesses thrive and grow ~~as well as~~, facilitate ~~foster~~ the growth of emerging telecommunications industries, and support emergency systems.

### *Sustainable* and Resilient Business Practices

#### 5.11 ~~New Policy:~~ Sustainable Business Practices

The city ~~will promote and encourages~~ supports sustainable and energy efficient business practices and. ~~The city~~ will continue to establish and maintain programs to assist and encourage businesses and their employees individualsto employ sustainable practices including reducing waste and green house gas emissions, increasing energy process and building efficiency (in existing or renovated structures), reducing energy costs, conserving water, employing sustainable practices, making building renovations to reduce greenhouse gas emissions, and reducing transportation impacts.<sup>xiv</sup>

#### 5.12 ~~New Policy:~~ Home Occupations

The city will evaluate regulations for home based occupations to balance potential impacts to residential neighborhoods and reflect the goal of allowing more flexibility to have home based businesses, neighborhood services, and employment opportunities. ~~The city~~ supports the entrepreneurial activity of residents who are in the very early stages of creating start-up companies or providing neighborhood services. The city and also, ~~supports~~ people's efforts to reduce the number and length of trips through working from home. The city will revise its regulations to be responsive to new uses and types of businesses, ~~and neighborhood services that may be compatible with residential areas.~~

#### 5.13 ~~New Policy:~~ Responsive to Changes in the Marketplace

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responsive to emerging technologies and evolving industry sectors and continually improving the application and permitting process.

### **New Policy: Economic Resilience<sup>xv</sup>**

The city will develop an economic resilience plan and work with the county and other partners to identify risks to future economic vitality and facilitate disaster preparedness, response and recovery for businesses.

## ***Job Opportunities, Education and Training***

### **5.14 Employment Opportunities**

The city and county will encourage local employers to provide employment opportunities for all persons including the local unemployed and underemployed work force, and to implement equal opportunity and workplace diversity programs in cooperation with various agencies providing employment assistance programs.

### **5.15 Business Partnerships to Support Economic Vitality Goals**

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### **5.16 Support for the University of Colorado and Federal Labs**

The city and county understand the ~~central-important~~ role that ~~the~~ federally-funded labs and the University of Colorado play in our economy and will continue to work with our state and federal elected officials regarding their important economic contribution. The city will take an active role in efforts to preserve the state and federal funding for these entities to ensure they remain in Boulder and will pursue mutually beneficial partnerships. The city recognizes the importance of having strong institutions for higher education, continuing education and workforce training thriving in the community. Also, the seminal role of the University of Colorado, a world class research university, and the federal labs in business support, technology transfer ~~;~~ and tech start ups ~~and entrepreneurial business creation~~ needs to be fully understood, evaluated and enhanced. The city will work with CU to further the community's goals for sustainable urban form as university owned land is developed or redeveloped.

### **5.17 ~~New Policy:~~ Diverse Workforce, Education and Training<sup>xvii</sup>**

The city and county will encourage and support the Boulder Valley School District ~~as well as the variety of~~ and post-secondary educational institutions to offer quality continuing education and vocational training. The city will work with employers, educators, and partners to support programs designed to help develop and attract workers in multiple fields with specialized skills and experience and ~~will~~ support efforts to add focused workforce vocational training facilities, including but not limited to those that provide training for “green” jobs.

## Moved from Policy 5.03 above: Addressing Disproportionate Impacts

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### **Related Topics:**

- See the Built Environment Section for policies related to infill/redevelopment priorities, enhancing activity centers, mixed-use development, and historic preservation.
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- See Energy and Climate Action for policies on support for sustainable practices and buildings.
- See Local Food and Agriculture for policies on access to markets for food and agricultural products.
- See Housing for the policy regarding supporting economic resilience through planning for residential displacement.

### ENDNOTES

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- Economic Sustainability Strategy (ESS) (2013)
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- In addition, the city will be developing a citywide retail strategy, framework for redevelopment and revitalization through public/private partnerships, and plans to enhance economic resilience, sustainable tourism, innovation/entrepreneurship, and multimodal access to support economic activity.

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<sup>xvi</sup> List intended to be inclusive and reflective of the groups who work together to support economic vitality.

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