

ECONOMIC VITALITY ELEMENT

CHAPTER

8

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INTRODUCTION

Economic vitality is the measure of the economic health of the City – its people, its business, and its government. Major components of a community’s economic vitality are: 1) job retention; 2) job recruitment; 3) public and private capital investment; 4) business and community capacity building; and 5) job training programs;. Public and private actions that support enhanced economic vitality:

- Maintain a strong economic base;
- Diversify employment throughout the City;
- Improve job training and educational opportunities;
- Attract residents and businesses by enhancing the quality of life with natural and manmade amenities;
- Create and maintain a range of family-wage jobs;
- Promote clean, sustainable, environmentally sensitive businesses and jobs and healthy ecosystem services;
- Monitor and report business and economic performance;
- Provide for clarity and flexibility in zoning and land use regulations to allow the greatest mix of compatible uses in areas with high potential for economic growth;
- Develop and promote a forward looking economic development strategy;
- Establish incentives and tools to promote economic development; and
- Communicate openly on a regular basis with the public on economic development issues.

This element of the Comprehensive Plan is intended to provide an economic vitality vision and policy direction within the City of SeaTac. It is closely coordinated with the Housing and Human Services, Environment, Land Use, and Community Design Elements.

MAJOR CONDITIONS



SeaTac faces the following major economic vitality challenges as it looks ahead to 2035:

- The need for increased economic diversity;
- The shortage of living wage jobs;
- Possible displacement of existing small businesses in redeveloping areas;
- The difficulty for current and future residents to attain economic self-sufficiency;
- A lack of incentives for business attraction and retention;
- Underutilized property and the lack of a workable, on-going strategy to increase their economic value; and
- Potential traffic impacts from future airport operation and transportation infrastructure growth.

GOALS AND POLICIES



Overall Goal: Create an environment that strengthens economic vitality within the City of SeaTac.

The City provides economic opportunities to SeaTac residents and businesses, which increases tax revenues and improves services to its citizens.

This section contains SeaTac's economic vitality goals and policies. Goals represent the City's general objectives, while policies provide more detail about the steps needed to achieve each goal's intent.

GOAL 8.1

Support the private sector through partnerships, plans, and monitoring.

Soundside Alliance has been established between the Cities of SeaTac, Burien, Des Moines, Normandy Park, and Tukwila, Port of Seattle, and Highline College. The purpose of the Alliance is to coordinate efforts to promote, diversify, and grow the southwest King County regional economy.

Policy 8.1A

Develop economic action plans and establish and monitor performance measures to make recommendations to appropriate City departments, Planning Commission, City Council, and Port Commission, and to coordinate with other public and private sector organizations.

Policy 8.1B

Retain and recruit businesses by recommending and actively implementing marketing plans and strategies.

Policy 8.1C

Facilitate communication between government, business, major institutions, residential community, and other entities.

The intent of this policy is to: a) enhance the understanding of business issues by the City, Port, and businesses that may impact employment growth and business competitiveness; b) enhance the business community's understanding of public policy goals and implementation issues; c) help promote the partnership between government and business to achieve the Comprehensive Plan goals; and d) identify and promote areas of common interest and facilitate the resolution of conflicts between the business community, government, and the residential community in a manner that recognizes and respects differences.

Policy 8.1D

Coordinate development information, services, and funding with adjacent communities and the Port to enhance the viability of businesses in SeaTac through consistency with local, regional, and State economic development plans.

Coordinating implementation across jurisdictions strengthens the plans and improves the ability to receive additional funding through joint application for State and Federal funds.

Policy 8.1E

Increase the City's capacity to understand and analyze the City's economic base and the regional economy to better inform planning and implementation.

Policy 8.1F

Annually report SeaTac's economic condition to the Planning Commission and City Council.



See Policy 8.4B for specifics on retaining and recruiting businesses.

SeaTac aims for a participatory government where broad democratic engagement leads to fuller discussions and better-informed decisions.

Entrepreneurial Government

Entrepreneurial government is the philosophy of running a government like a for-profit company by catalyzing economic development in the City, empowering community members to develop their businesses, and being mission-driven, results oriented, focused on the customers, profitable, anticipatory (i.e., strategic and preventative), decentralized and participatory, and market oriented (Osborne and Gaebler, 1992).



See Goal 8.7 regarding the natural environment.

GOAL 8.2

Review and reform regulations and taxing policies to develop a strong business climate and encourage entrepreneurial government.

SeaTac's regulations should encourage a business to stay, start up, move to, or expand in our community. The following policies identify strategies to improve SeaTac's economic climate.

Policy 8.2A

Continue to support regulatory reform at the State, County, and City levels to optimize benefits from regulation on businesses and developers, while maintaining a healthy natural environment, worker safety, and consistency with GMA goals and this Plan.

Policy 8.2B

Provide thorough and accurate development review and land use permitting customer service with short processing periods.

Evaluate the City's development regulations to eliminate unnecessary layers of control and promote regulatory process consistency and predictability.

Policy 8.2C

Update development regulations as needed to minimize unnecessary requirements and negative impacts.

Review development code at least every five years to analyze impacts on development costs, permit review, and approval time frames; bonding requirements; and other issues identified by a panel of development regulation experts. Update the regulations to address unnecessary layers of control, redundancy, inconsistency, and unpredictability.

Policy 8.2D

Utilize the planned action process to reduce permit processing time and increase predictability for projects compatible with City plans.

Priority should be given to the development of planned actions that support the Plan's economic development priorities.

Policy 8.2E

Review and summarize the existing and future City tax and fee structure at least every three years to evaluate impacts on businesses and development activities and ensure consistency with Plan goals and priorities.

Policy 8.2F

Consider economic trends and market conditions when amending Plan land use designations or zoning classifications.

Reflecting foreseeable economic trends and market conditions in land use designations is a proactive approach to economic development.

GOAL 8.3

Promote and encourage quality job training and educational opportunities.

Policy 8.3A

Encourage and support job training programs for workers of all ages entering the job market and in need of training or retraining.

Policy 8.3B

Work with educational institutions to ensure that students receive a high quality basic education and develop the competencies needed to continue their education and/or enter the work force with essential skills.

Policy 8.3C

Participate in business, labor, and educational institution coalitions to develop competency-based education and training programs targeted to local business needs and increasing resident employability (e.g., vocational, apprenticeships, entrepreneurial skills, and customized on-site training).

An important component of labor force development is ensuring that people have the appropriate skills to qualify them for meaningful and productive employment.



See the Housing and Human Services Goal 3.1 for more ways to offer opportunities for self-empowerment.

GOAL 8.4

Encourage economic diversity and a variety of jobs at various wage levels.

Policy 8.4A

Recognize the City's current mix of business and industry and encourage the diversity necessary to maintain or achieve employment growth.

Business diversity reduces the negative effects of cyclical economic fluctuations.

Policy 8.4B

Encourage and recruit economic activity that attracts new capital into the SeaTac economy by prioritizing and targeting marketing to the following businesses and industries:

- Hospitality Industry
- Air Transportation Dependent/Compatible Industries
- International Trade
- Ground Transportation Services
- Distribution/Advanced Logistic Providers
- Wholesale
- Retail
- Communications/Electronics
- Aerospace
- Medical Technology and Biotechnology
- Computers and Software
- Advanced/Emerging Technologies/Industries
- Professional Services
- Tourism
- Light Industry/Assembly
- Food Processing/Distribution
- “Green Industries” (e.g., renewable energy products or services)



The Land Use Element encourages a mix of uses in many zones to allow residents' daily needs to be met within SeaTac. Policies 2.1A and 2.1D focus retail in urban center and station areas, 2.2G-K emphasize access to neighborhood services, and 2.4D, E, and G encourage a mix of land uses. These encourage a diversity of jobs and provide accessible resources for those earning a range of wages.

Policy 8.4C

Encourage clustering of businesses within the following geographical areas:

- Urban Center (Including City Center, the S. 154th St. Station Area and the Angle Lake Station Area)
- Aviation Business Center
- South Airport Development Area (SADA)
- North End Redevelopment Areas
- Des Moines Creek Business Park Phase 3
- South 200th Street Development Area
- Neighborhood Business Zones

These geographic areas concentrate businesses and industries to accommodate regional economic vitality and maximize compatibility with surrounding uses.

Policy 8.4D

Facilitate employment growth to accommodate the City's employment growth target.

Over the next 20 years significant regional population and employment growth is expected in the Puget Sound area and will impact the region's economic vitality. Businesses and industries affected by such growth include those listed in Policy 8.4B.

BUSINESS CLUSTER GEOGRAPHIC AREAS



LEGEND

POLICY 8.5D

Encourage clustering of businesses within the following geographical areas:

8.5D-1 Urban Center

Urban Center Boundary

City Center Boundary

Station Areas

8.5D-2

Aviation Business Center

8.5D-3

South Airport Development Areas

8.5D-4

North End Redevelopment Areas

8.5D-5

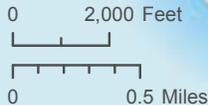
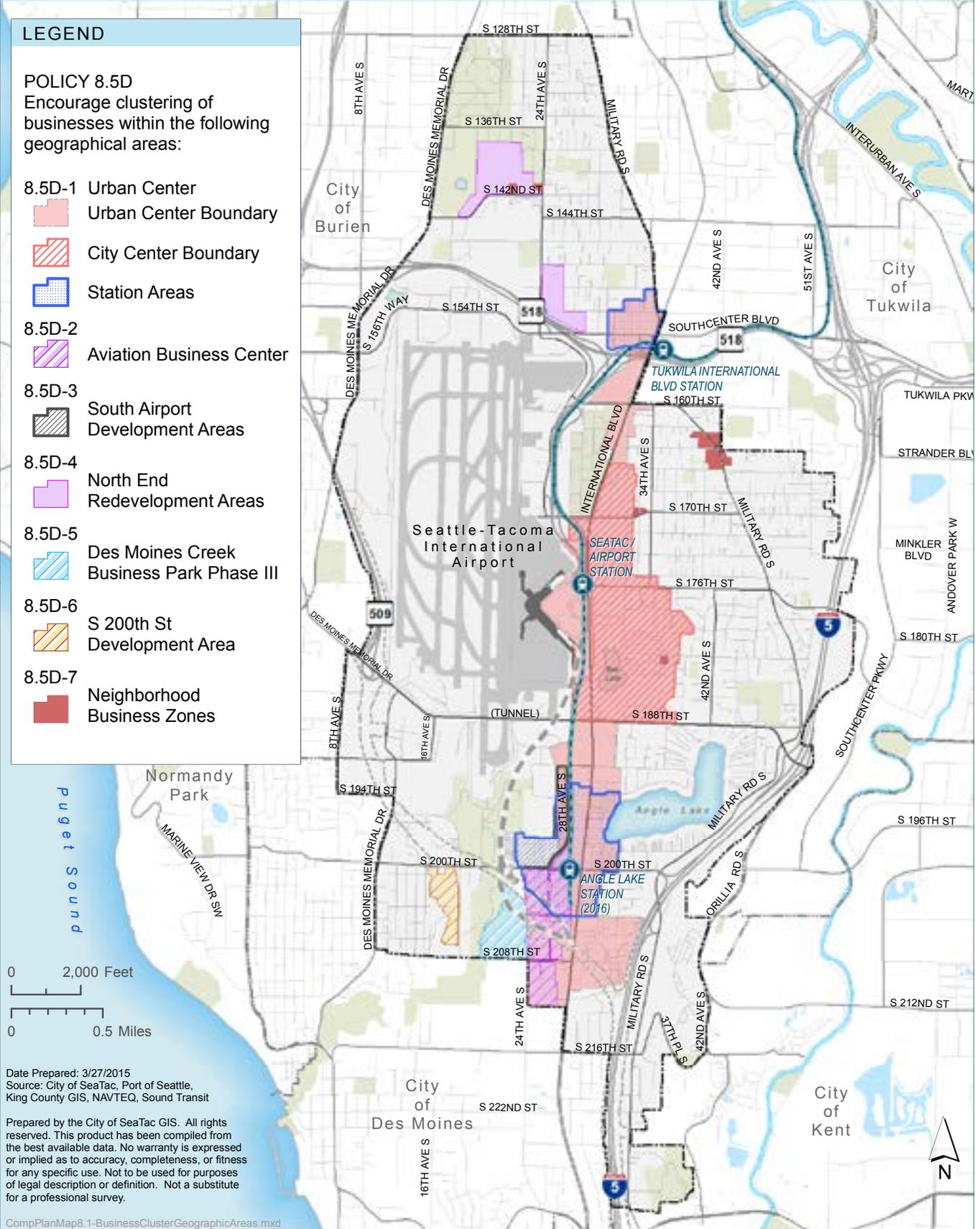
Des Moines Creek Business Park Phase III

8.5D-6

S 200th St Development Area

8.5D-7

Neighborhood Business Zones



Date Prepared: 3/27/2015
 Source: City of SeaTac, Port of Seattle, King County GIS, NAVTEQ, Sound Transit

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CompPlanMap8.1-BusinessClusterGeographicAreas.mxd

Map 8.1. Business cluster geographic areas

Policy 8.4E

Encourage a job mix that improves the City’s economic strength and stability, prioritizes living wage jobs, and increases the tax base.

A healthy job mix provides opportunities for residents’ economic success and maintains high-quality public services.

GOAL 8.5

Create an environment that spurs local food sector development to increase opportunities for economic self-sufficiency.

A food innovation cluster or district will create economic activity through new business development and job growth in the food economy. The cluster will also address access to healthy food, health disparities, and lack of resiliency in the local food system.

Policy 8.5A

Allow for a mixed-use district of food-related activities such as retail, processing, distribution, and urban agriculture.

Policy 8.5B

Support food-related workforce development, entrepreneurship training, and business incubator facilities.

Policy 8.5C

Coordinate with a broad range of partner organizations, businesses, and public sector agencies to promote food innovation district development and related programming and facilities.

Policy 8.5D

Forge public-private sector partnerships to develop a food-related workforce and business incubator training facility.

GOAL 8.6

Maintain and upgrade existing and strategically locate new public infrastructure to provide capacity for economic growth.

Policy 8.6A

Provide adequate public infrastructure to support the City’s economic development program.

Policy 8.6B

Analyze the impacts of the City’s capital investments on businesses, employment, and other economic development opportunities when making decisions about utilities, transportation, and other public facilities.



Also see the Utilities Element Goals 6.1, 6.2, and 6.4.



Also see the Capital Facilities Element Goals 5.2 and 5.3.

Policy 8.6C

Support the development of state-of-the-art telecommunications infrastructure systems.

GOAL 8.7

Enhance and utilize the City’s natural and built environment to increase the desirability of locating in SeaTac.

Policy 8.7A

Beautify and enhance the commercial and residential areas of the City through the application of urban design standards and support for public facilities and amenities to attract commercial and residential growth.

Places that are well-designed and include important community facilities (e.g., sidewalks, street trees, bike lanes, parks, public trails) and amenities (e.g., public art) attract high-quality businesses and development, encourage residential growth, and improve the City’s quality of life and long-term economic success.

Policy 8.7B

Identify and implement programs and strategies that enhance the livability of residential neighborhoods, such as neighborhood cleanups, street trees, signage, code compliance, and other available mechanisms.

Enhancing residential neighborhoods within the City increases livability and the probability that employers and employees may locate in SeaTac.



The Community Design Element provides design strategies.



The Park, Recreation, and Open Space Element guides recreational and natural facilities and amenities.



The Environmental Element focuses on healthy ecosystems, which also improve livability.

RECOMMENDED IMPLEMENTATION STRATEGIES



This section identifies the specific steps, or **implementation strategies**, that achieve this Element’s policies. It also identifies the group(s) with **primary responsibility** for carrying out each strategy and the expected **time frame** within which the strategy should be addressed. Policy summaries are included in the table for reference.

As the Primary Responsibility column indicates, many of the implementation strategies will be initially undertaken by a specified board or commission. In most cases, the City Council will analyze the specific board/commission recommendation and make the final decision about how to proceed.

The time frame categories are defined as follows:

- Short-Term one to five years
- Medium-Term six to 10 years
- Long-Term 11 to 20 years
- Ongoing the strategy will be implemented on a continual basis

The time frames are target dates set regularly when the City Council adopts amendments to the Comprehensive Plan.

The list of proposed implementation strategies is a minimum set of action steps and is not intended to limit the City from undertaking other strategies not included in this list.

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.1 SUPPORT THE PRIVATE SECTOR			
8.1A Develop plans, establish measures, monitor performance, and make recommendations.	Continue to staff Soundside Alliance committees and forward recommendations for action to appropriate entities.	Staff	Ongoing
8.1B Retain and recruit businesses.	Develop a marketing plan that includes prioritization, private sector contact and recruitment, listing of available properties, and retention strategies.	Staff	Short-Term
8.1C Facilitate business – government – institution – resident communication.	Utilize the City’s website to provide up-to-date, user-friendly information including: <ul style="list-style-type: none"> • Comprehensive Plan goals and policies • Regulatory policies • Adopted amendments • Current projects–Planned action process 	Staff	Ongoing
	Provide a user-friendly process online and over-the-counter/ phone by which residents may ask questions, voice concerns, or issue complaints regarding the local business community.	Staff	Ongoing
	Provide a visible presence (e.g., staffing, information booths) at local business group meetings and business-related conferences.	Staff	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.1D Facilitate intergovernmental coordination.	Periodically report Soundside Alliance and Port activities to the Council.	Staff	Ongoing
	Maintain contact with local jurisdictions to share business development expertise and information on current/potential projects that may have an impact on SeaTac's business climate.	Staff	Ongoing
	Analyze and comment on County and regional plans that affect growth in the region, including SeaTac.	Staff	Ongoing
8.1E Develop economic base information.	Annually review available economic information and determine information needs of key decisionmakers.	Staff	Ongoing
8.1F Provide an annual report.	Submit an annual report of City and Soundside Alliance actions and the state of the economic vitality of business.	CED	Ongoing
8.2 REVIEW AND REFORM REGULATIONS AND TAXING POLICIES			
8.2A Support regulatory reform.	Survey business community regarding current regulations; revise Zoning Code accordingly.	Staff, City Council, Planning Commission	Short-Term
	Recommend changes to City Administration for corrective legislation at the State and County governmental levels.	Staff, City Council, Planning Commission	Ongoing
8.2B Streamline land use permitting.	Evaluate development regulations and eliminate unnecessary layers of control and promote greater consistency and predictability in the regulatory process.	City Council	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.2C Review and evaluate development review impacts.	Survey developers to understand regulatory impacts and ways to gain greater consistency and predictability.	Staff	Ongoing
	Review development at least every five years to identify unnecessary negative impacts on development.	Staff, City Council, Planning Commission	Ongoing
	Update development regulations based on above evaluation.	Staff, City Council, Planning Commission	Ongoing
8.2D Utilize the planned action process.	Increase awareness of the planned action process through the City's website to encourage business development in designated subareas using reduced permit processing time and increased project predictability.	Staff	Short-Term
	Identify and prioritize areas where planned actions could be applied. These areas include: <ul style="list-style-type: none"> • Station areas. • Areas identified in the Comprehensive Plan for transition to commercial use. • Other areas where redevelopment or revitalization would be desirable. 	Staff, Planning Commission, City Council	Ongoing
	Research funding sources for planned actions in priority areas.	Staff	Short-Term
	Outline planned action proposals for consideration.	Staff, Planning Commission	Short-Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.2E Manage tax policy impacts.	Review, evaluate, and summarize tax reporting and compliance processes, business and occupation tax structure, utility rate structures where they may apply, and the cumulative debt and tax burden of overlapping jurisdictions.	Staff, City Council, Planning Commission	Ongoing
	Update tax structure as needed to minimize impacts.	Staff, City Council, Planning Commission	Ongoing
8.2F Account for economic trends when amending land use designations.	Reassess plans and policies periodically when market conditions and trends appear to be out of sync with anticipated development in areas designated for redevelopment.	City Council, Planning Commission, Staff	Ongoing
8.3 ENCOURAGE JOB TRAINING AND EDUCATIONAL OPPORTUNITIES			
8.3A Encourage job training programs.	Periodically survey SeaTac's employers to identify specific job skill requirements for new employees or new skills needed to grow.	Staff	Short-Term
	Coordinate programs, when appropriate, with the Highline School District, Puget Sound Skills Center, Highline, South Seattle, and Green River Colleges, and Renton Technical College.	Staff	Ongoing
	Seek funding to support customized training programs aimed at the desired skill set identified by the periodic survey.	Staff	Short-Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.3B Work with educational institutions to ensure basic education.	Coordinate with public and private schools to provide students the highest level of education possible.	City Council	Ongoing
	Endorse initiatives to improve local school district programs, including those emphasizing a STEM curriculum (science, technology, engineering, and math).	City Council, Staff	Ongoing
	Coordinate with Soundside Alliance and other partners to arrange for business leaders to visit schools to help students understand local employment opportunities.	Staff	Ongoing
8.3C Participate in coalitions of business, labor and educational institutions to develop competency-based education and training programs.	Coordinate with Soundside Alliance and other partners to work with Global Connections High School principal and teachers to discuss training program development.	Staff	Short-Term
8.4 ENCOURAGE ECONOMIC DIVERSITY			
8.4A Encourage the diversity necessary to achieve employment growth.	Use economic base information (see Strategy 8.1E) to prioritize desired business and industry sectors for recruitment and expansion.	Staff, City Council	Ongoing
	Develop a plan with steps to produce growth in targeted business or industry types.	Staff, Planning Commission, City Council	Ongoing
	Continue to fund the Small Business Development Center to enhance program delivery.	City Council	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
<p>8.4B Encourage and recruit economic activity that brings new capital into the SeaTac economy.</p>	Invest in infrastructure and incentives for new—and incentivize the prioritized existing—businesses and industries.	City Council	Ongoing
	Update list of prioritized businesses and industries in this policy as needed to reflect economic trends.	Staff	Ongoing
	Develop specific marketing strategies that utilize identifying available state and local incentives.	Staff, Planning Commission, City Council	Short-Term
<p>8.4C Encourage clustering of businesses.</p>	Review and streamline regulatory processes affecting businesses located in SeaTac’s geographic business cluster areas.	City Council, Staff	Ongoing
	Determine business clusters existing in each geographic area.	Staff	Short-Term
	Determine desired mix of clusters for each geographic area.	Staff	Short-Term
	Tailor recruitment/retention plan, including review and streamlining of regulatory processes to achieve the desired mix in each cluster.	Staff, City Council	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.4D Facilitate employment growth	Expedite applications for business creation and expansion where compatible with Plan goals and policies.	Staff	Ongoing
	Periodically update baseline employment data (in conjunction with Policy 8.1E strategy).	Staff	Ongoing
	Track growth (positive or negative) as it relates to the baseline.	City Council, Planning Commission	Ongoing
	Identify specific impediments to employment growth and implement remedial actions.	Staff	Short-Term
	Maintain involvement in regional planning to ensure appropriate employment targets.	Staff	Ongoing
8.4E Encourage a mix of job types.	See strategies in 8.4A and B and Goal 8.5.		
8.5 SUPPORT DEVELOPMENT OF A LOCAL FOOD SECTOR			
8.5A Allow for mixed-use food-related activities and businesses.	Identify gaps and barriers in land use designations and zoning and development regulations.	Staff, Planning Commission	Short Term
	Establish and/or amend regulations as necessary to facilitate developing a local food sector.	Staff, Planning Commission, City Council	Short Term
	Maintain development regulations that support a food-related district.	City Council	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.5B Support food-related workforce development facilities.	Identify locations appropriate for mixed use food districts and a food hub to provide necessary facilities and ancillary services.	Staff	Short Term
	Provide infrastructure as necessary and appropriate.	Staff	Short Term
	Assist in researching and applying for funds to develop a food innovation district.	Staff	Short Term
	Forge public-private partnerships to develop the facility (Policy 8.5D).	Staff, City Council	Short Term
	Protect facility from displacement over time.	Staff, City Council	Ongoing
8.5C Coordinate with partner organizations to promote food sector development.	Continue participation in the Food Innovation Network and other partnerships to develop and implement a food-related economic development strategy.	Staff	Ongoing
8.5D Forge partnerships for food-related facility.	Work with other economic, community development, educational, business training, and food industry organizations to build food-related facilities.	Staff, City Council	Short Term
8.6 MAINTAIN AND UPGRADE PUBLIC INFRASTRUCTURE			
8.6A Provide adequate public infrastructure is in place.	Review infrastructure needs as part of the Capital Facilities Plan.	City Council, Planning Commission	Ongoing
	Catalog current infrastructure assets of the City of SeaTac to include road, rail, air, fiber optics, telecommunications, ecommerce, and bandwidth capacities. Compare these capacities to the needs of businesses the City would like to retain and recruit.	Staff	Ongoing

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
	Develop a 10year infrastructure plan to provide the facilities identified above. Implement this plan by accomplishing one project per year from the 10year plan.	Staff, City Council, Planning Commission	Short-Term
8.6B Analyze impacts of capital investments on economic development opportunities.	Annually review infrastructure needs and support infrastructure investments which encourage economic development.	Planning Commission	Ongoing
8.6C Support development of state-of-the-art telecommunications systems.	Review and revise as needed the Zoning Code regarding telecommunications as needed.	City Council, Planning Commission	Ongoing
8.7 ENHANCE AND UTILIZE THE CITY'S ENVIRONMENT			
8.7A Enhance natural and built amenities.	Revise zoning standards and land use policies, as necessary, to enhance the natural and built environment and improve economic vitality.	City Council, Planning Commission	Ongoing
	Revise and apply design standards in Urban Center.	Staff, Planning Commission, Community Council	Short Term

PROPOSED POLICIES	IMPLEMENTATION STRATEGIES	PRIMARY RESPONSIBILITY	TIME FRAME
8.7B Enhance residential livability.	See Transportation Element strategies for improving pedestrian and bicycle infrastructure .	City Council, Planning Commission	Ongoing
	Update and evaluate code enforcement policies and implementation to address property conditions that negatively impact public safety, public health and reduce neighborhood livability.	City Council, Planning Commission	
	See associated strategies Housing and Human Services Element Goals 3.4-9.		
	See Parks, Recreation, and Open Space Element Strategies to increase access to parks facilities and programs.		