

Chapter 4 Economic Development

Overview

The economy in the City of DuPont presents both unique opportunities and significant challenges. DuPont is fortunate to have hundreds of acres of pre-planned developable land with easy access to I- 5 and sweeping views of Puget Sound. Its proximity to the Port of Tacoma provides access to global markets, while the neighboring military base offers a highly skilled workforce composed of veterans and transitioning military personnel. On the other hand, the City faces intense competition against neighboring communities investing in education, job training, infrastructure, planning, and policies to foster economic growth. To be competitive, DuPont must leverage its historic, cultural, and natural resources, and commercial assets, to attract future economic development investments and to maintain high quality services for its population.

While a city cannot directly control economic development, it can facilitate and support a positive business climate. This plan provides policy guidance on how to be ready, suggesting individual actions the City and community can take to increase its readiness and ability to identify and afford strategic investment in infrastructure and land use resources.

Highlights

The City of DuPont is positioned for continued economic growth with strong leadership and solid financial management practices, including:

- More than 400 acres of pre-planned vacant land for future development;
- Historic and cultural resources that hold potential for attracting tourism;
- Assessed Value growth, with 2025 proposed Annual Value up 105% since 2014¹;
- A mix of residential, commercial and industrial tax base;
- Quality schools, award winning community events, miles of parks and trails, a championship golf course;

¹ Source: City of DuPont and Pierce County Tax Assessor.

- Active and engaged participation with various regional economic and transportation partnerships;
- Recently adopted Old Fort Lake Subarea Plan (2024), in order to guide redevelopment.
- More than 100% growth in jobs since 2014;²
- Natural beauty and plentiful recreational activities.

City Overview

DuPont is a planned community located in Pierce County, in Western Washington, approximately 17 miles southwest of the City of Tacoma and 15 miles northeast of the City of Olympia, the State Capitol. The City's 2024 estimated population was 10,180.

DuPont was one of the first areas settled in Washington and celebrates its unique history. Businesses first came to DuPont in 1833 when the Hudson's Bay Company established Fort Nisqually as a trading post. DuPont's population grew remarkably into the 2010s, propelled by the development of the 3,000-acre Northwest Landing development and bolstered by the Pentagon's base consolidation strategies of Joint Base Lewis-McChord. DuPont's natural amenities – and unrivalled proximity – make it an attractive community for military and their families, and a viable labor force for current and future companies.

Businesses continue thriving in DuPont today, including Amazon, CalPortland, Kimberly Clark, FedEx, Patriots Landing, Washington State Golf Association, Pacific Northwest Golf Association, and many more. The City is a general purpose governmental entity that provides services to its residents including fire, police, street construction and maintenance, planning and zoning, building inspection, parks and recreation, library, municipal court, and community center. The City also operates an enterprise fund for the water utility services. The City contracts with Pierce County for sewer services.

² Source: PSRC employment data.

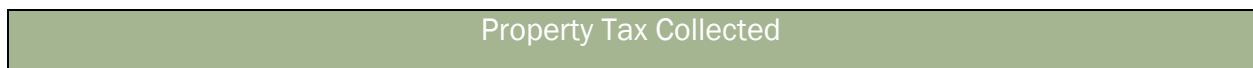
DuPont is located in south Pierce County in the southern end of Puget Sound in Washington State, bordered on the west by Puget Sound, Thurston and Lewis Counties to the south, Kittitas and Yakima Counties to the east, and King County to the north. Pierce County is the second most populous county in Washington and an important transportation center served by two transcontinental railroads (Union Pacific and BNSF) and as part of the Northwest Seaport Alliance, ranks as the 54th busiest port in the world³. The Seattle-Tacoma International Airport is located 39 miles north of DuPont and is served by 36 airlines providing passenger flights around the globe, and by several freight and passenger lines. All of these factors contribute to the city's access to local and regional markets.

City Financial Management

The City maintains an AA+ rating for the limited tax general obligation bonds (LTGO), and a revenue bond rating of AA.⁴ In recent years, the City has worked with the Council to approve new revenue streams without increasing property taxes to help with the growth of expenses. Upcoming development projects will help with both short-term and long-term revenues. The City continues to seek new revenue sources to continue its financial stability into the future. DuPont has three reserve funds that have goals within the Financial Policy. The debt capacity, or legal debt limit used is low- it is at 26%. The City monitors revenues and expenditures on a monthly basis.

Tax Collections

Figure 1: Property Tax Collected within DuPont



³ World Shipping.org, accessed 2/11/2025. The Northwest Seaport Alliance merged the Port of Tacoma and Port of Seattle in 2015.

⁴ LTGO bonds may be issued by a legislative body, as opposed to voter approval. Because of this general fund revenues must be pledged to pay the debt service. Revenue bonds may be issued to finance projects that are self-supporting, such as large infrastructure projects that are paid for by user fees (i.e., wastewater systems). For more information visit mrsc.org.

Tax Year	Total Levy Amount	Tax Collected in year of Levy	Percent of Tax Collected in Year of Levy	Total Tax Collected	Percent of Tax Collected
2024	\$2,059,017	\$2,053,913	99.8%	\$2,053,913	99.8%
2023	\$2,014,971	\$2,003,666	99.4%	\$2,003,666	99.44%
2022	\$1,957,758	\$1,952,713	99.7%	\$1,957,198	99.97%
2021	\$2,830,701	\$2,818,718	99.6%	\$2,830,641	100.00%
2020	\$2,841,514	\$2,794,342	98.3%	\$2,841,514	100.00%
2019	\$2,504,039	\$2,494,150	99.6%	\$2,504,039	100.00%
2018	\$2,321,975	\$2,312,378	99.6%	\$2,321,975	100.00%
2017	\$2,424,123	\$2,414,999	99.6%	\$2,424,123	100.00%
2016	\$2,440,641	\$2,435,093	99.8%	\$2,440,641	100.00%

Source: Pierce County Assessor's Office and the City of DuPont.

Retail sales tax collection is another large component of revenue, and is shown here by the top 12 industries, with retail trade and accommodations and food services being the top 2, at around 20% each. In 2023, taxable retail sales totaled \$167,567,521. The City of DuPont's sale and use tax totals 1.5%, which resulted in a sales and use tax collection of \$2,513,512.82 in 2023.

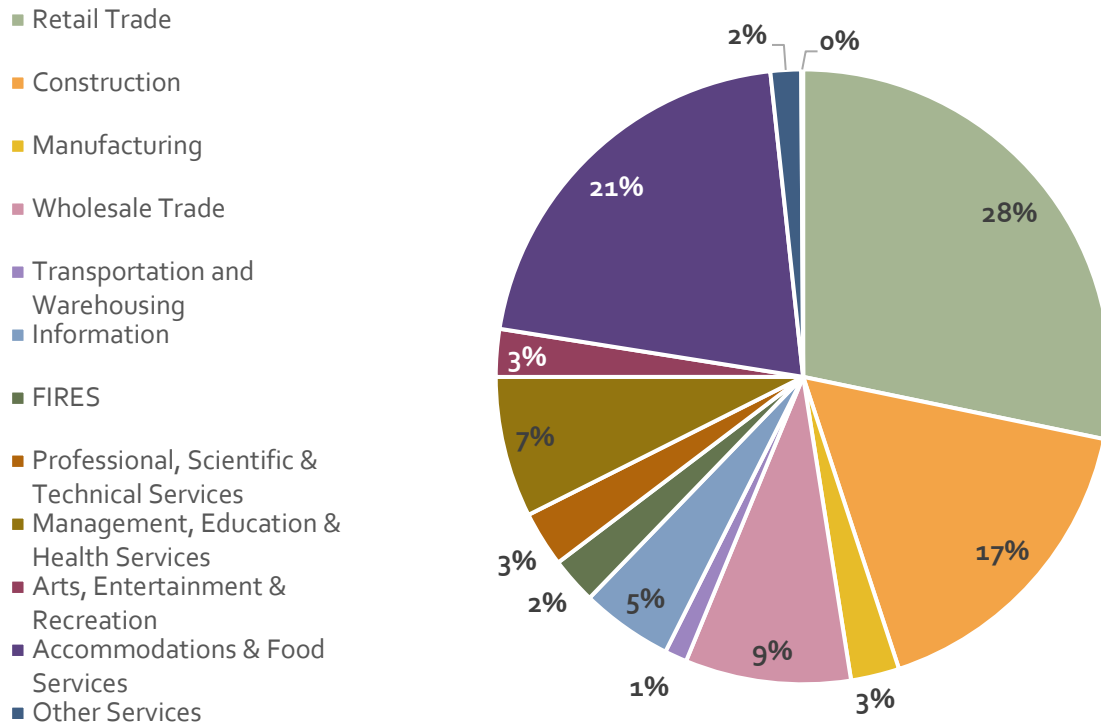


Figure 2: Retail Sales Tax by Industry, 2023

Source: Washington State Department of Revenue

Assessed Value

The assessed valuation for regular levies of property located within the City for tax collection years 2010 through 2024 is in Figure 3 below, nearly doubling during the 14-year time period.

Figure 3: Total Assessed Valuation of Regular Levies with DuPont

Assessed Valuation (NAV)			
2010	\$1,295,118,066	2018	\$1,500,124,864
2011	\$1,278,881,240	2019	\$1,554,410,017
2012	\$1,206,369,869	2020	\$1,786,146,155
2013	\$1,176,714,772	2021	\$1,966,531,226
2014	\$1,291,637,605	2022	\$2,213,541,968
2015	\$1,401,029,820	2023	\$2,516,691,001
2016	\$1,417,237,621	2024	\$2,574,677,542
2017	\$1,457,913,443		

Source: Pierce County Assessor's Office and the City of DuPont.

Major Taxpayers

The following table lists the largest ten taxpayers within the City for tax collection year 2024 listed in declining order of assessed value. As seen in in Figure 4 the largest taxpayers are heavily skewed towards the Transportation and Warehousing category. Several of the taxpayers are separate LLCs owned by Prologis whose business model includes leases with clients like Amazon and Kimberly Clark.⁵

⁵ USLP ZETA, Center Drive Lot 2, Center Drive Lot 1, and Center Drive Lot 3 are all Prologis properties. Source: Pierce County Tax Assessor.

Figure 4: Major Property Taxpayers within the City

Taxpayer	Business
USLP ZETA DuPont LLC	Warehousing
Center Drive Lot 2 LLC	Warehousing
Center Drive Lot 1 LLC	Warehousing
Northwest Logistics Industrial Holdings LLC	Warehousing
Terra Funding – Clock Tower LLC	Apartments
M and M Arlington LLC	Real Estate
Pierce County Investors, LLC	Warehousing
Trax Apartments LLC	Apartments
Glacier Northwest- CalPortland	Mining
Center Drive Lot 3 LLC	Warehousing
Amazon.com Services LLC	Retail
JDM SF 1000 Wilmington LLC (State Farm)	Insurance

Source: Pierce County Assessor's Office and City of DuPont.

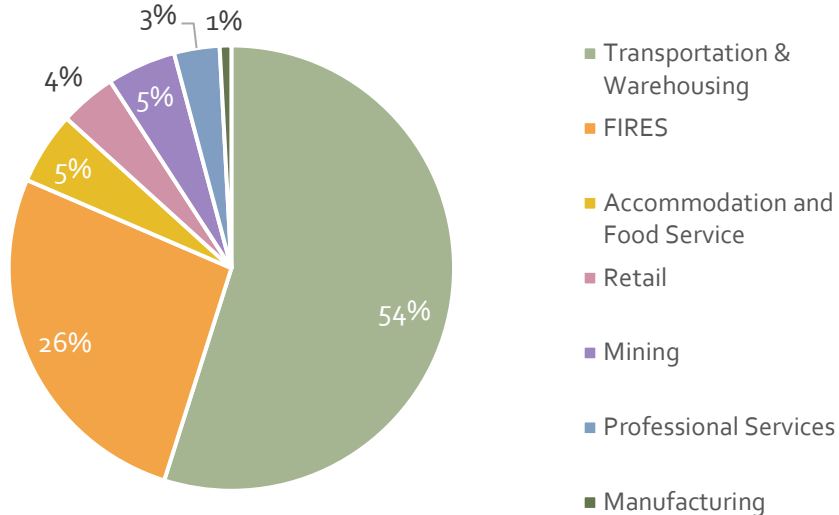


Figure 5: Top 25 Taxpayers by Industry, 2024

Source: Pierce County Assessor's Office and city of DuPont

Business and Employment

. DuPont finished the 20th century as largely redeveloped, growing rapidly, and diversifying its economy. As a part of the redevelopment of former manufacturing lands and in response to the 2007 global recession, the City focused its attention to creating high-tech manufacturing facilities and warehousing infrastructure that leveraged DuPont's strategic position along the I-5 corridor and in close proximity to a major military base and a large port.

As shown in Figure 6, that DuPont continues to be an employment hub, with the number of jobs growing dramatically from 2002 to 2022. According to USCB, there is a surplus of private sector jobs versus the number of workers residing in DuPont; particularly in the Finance, Insurance and Real Estate (FIRES) category, and transportation and warehousing.⁶ According to PSRC's employment data, as of 2023 there were 6,374 jobs in DuPont, while the USCB estimates only 5,154 residents in the labor force.

In the years since the 2015 comprehensive plan update, not only does DuPont continue to evolve, but both the global and regional economies have transformed. DuPont's future is focused on a diverse economy . Capitalizing on the strength of the city's distribution centers, small, medium, and home-based businesses, while supporting remote work, and the tourism economy. .

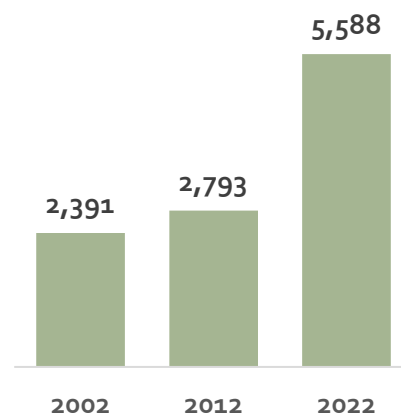


Figure 6: Jobs in DuPont, 2022

Source: OnTheMap- U.S. Census Bureau

⁶This may not yet represent the departure of the State Farm campus.

This plan serves to guide the city's growth in the next 20 years by retaining DuPont's existing large employers, nurturing small businesses, capitalizing on infrastructure investments, and responding to demographic changes. The following section describes DuPont's major employers, economic assets, the future development capacity, and workforce characteristics.

Regional Economic Strategy PSRC

The Regional Economic Strategy for the Central Puget Sound Region identifies nine key industry clusters or concentrations of export focused industries that drive job creation, import wealth, and concentrate workers with specialized skills and experience within our region.⁷ The most significant cluster for DuPont is the military because of the proximity and their role as an employer, source of R&D support, and driver of aerospace and maritime manufacturing providing more than \$3.25⁸ billion annually in total payroll in the four-county area. Also important for the DuPont economy is Transportation and Logistics, with a large labor force employed in warehousing, as seen in Figure 16 below and tourism, supported by world-class golf facilities and lively community events.

PSRC's Key Regional Export Industries

- Aerospace
- Information and Communication Technology
- Maritime
- Military and Defense
- Life Sciences and Global Health

⁷ https://www.psrc.org/sites/default/files/2022-03/2022-2026_ceds_central_puget_sound_region_-_final_adopted.pdf

⁸ <https://www.ssmcp.org/wp-content/uploads/2023/10/REIA-2023-Pierce-Thurston-as-of-09272023.pdf>

Major Employers

The major employers, listed in descending order of jobs per employers, in DuPont are shown below; with a comparison between 2013 and 2023 as reported by PSRC and the Washington State Department of Employment Security. In general, a reduction in office jobs and a shift towards more transportation and warehousing is observed, as evidenced in other data points. The longstanding importance of certain employers is also acknowledged, such as Steilacoom Hist. School District and the presence of Glacier Northwest (CalPortland), which continues to be very active in DuPont- one of the last industrial employers. For some employers, the number is representing multiple workplaces operating under the same umbrella company.

Figure 7: Top Employers in DuPont by Number of Jobs

2013	Sector	2023	Sector
State Farm	Insurance	Amazon.com Services LLC	Retail
Intel Corporation	Technology	Jones Lang Lasalle	Real Estate
Steilacoom Hist. School District	Education	Fed Ex Ground	Transportation and Warehousing
Pier 1 Imports	Retail	Steilacoom Hist. School District	Education
Glacier Northwest INC- CalPortland	Mining	Patriots Landing	Retirement Home
Girl Scouts W. Washington Council	Recreation	Farrelli's Pizza	Hospitality
Better Business Bureau	Economic Development	America's Credit Union	Banking
Domino's Pizza	Hospitality	DSA Holdings INC	Financial Services
Royce Properties INC	Real Estate	Ascend Gymnastics DuPont	Recreation
Farrelli's Pizza	Hospitality	Glacier Northwest INC- CalPortland	Mining

Source: PSRC. Note: Employers may have more than one workplace represented.



While the City of DuPont has a number of large scale employers, it's also home to a variety of service-oriented businesses.

(Source Studio Cascade Inc.)

Economic Assets

Joint Base Lewis-McChord

The U.S. military is a primary contributor to DuPont's population and local economy. Joint Base Lewis-McChord (JBLM), including Madigan Army Medical Center, employs over 54,000 civilian and military personnel. This includes more than 40,000 service members, and approximately 14,000 full-time civilian employees. In addition, the base supports more than 60,000 family members, veterans, and retirees. JBLM is a controlled access base, and operates as its own city, with 110,000 residents.⁹ A 2020 study from the University of Washington (UW) Tacoma Center for Business Analytics found that the presence of JBLM in Pierce County resulted in an induced demand of an additional 18,000 jobs in Pierce County,¹⁰ accounting for approximately \$289 million in Pierce County tax revenue. Defense contracts associated with JBLM account for \$541 million paid in 2022. The continued strength of the military cluster is critical to the region's economic

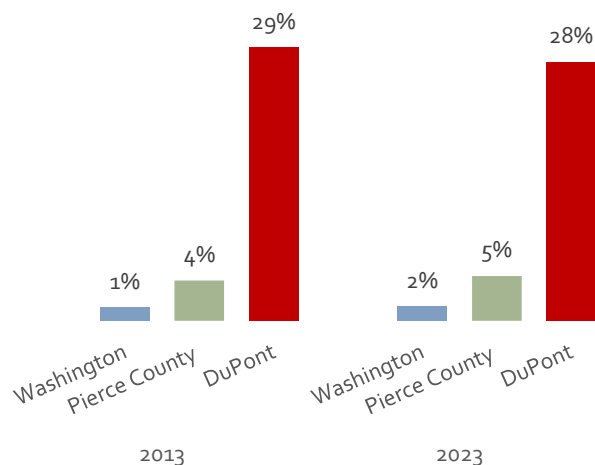


Figure 8: Share of Armed Forces in Total Labor Force

Source: U.S. Census Bureau ACS 5-Year Estimates, Table DP03

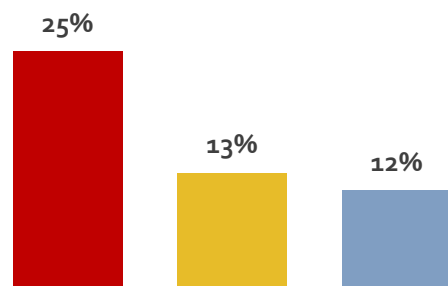


Figure 8: Share of Veterans in the Population, 2023

Source: U.S. Census Bureau, Table S2101

⁹ U.S. Army: <https://home.army.mil/lewis-mcchord/about#:~:text=The%20joint%20base%20is%20647,15%2C000%20civilian%20and%20contract%20employees.>

¹⁰ <https://www.ssmcp.org/wp-content/uploads/2022/10/SSMCP-REI-Final-Report-30-JUNE-2020-002.pdf>

prosperity and the business attraction, retention, and expansion strategies related to the region's defense contracting industry are worthy of consideration by the City of DuPont. Additionally, DuPont continues to maintain a larger percentage of its workforce in the armed forces than both the state and Pierce County, as seen in Figure 8. Although the percentage has decreased slightly since 2013, as of 2023 it stands at approximately 28%. This corresponds to a higher percentage of veterans in the population as well, some of whom return to DuPont after retirement, described in Figure 9.

The South Sound Military and Communities Partnership is continuing to work with the UW Tacoma to monitor the economic impact of JBLM; including a Housing study published in 2023.

Transportation and Warehousing

Due in part to the strategic geographic location, and large parcels of re-developable land, DuPont began seeing an influx in warehousing facilities around 2010. In 2013, Intel began relocating employees and selling off some of its property in the city, completely exiting DuPont in 2016. Around the same time, in February 2015, Amazon.com held an official opening for its new Fulfillment Center in DuPont, which at that time was celebrated as the company's most innovative facility in North America. The center cost \$100 million and occupies 1.4 million square feet and employs nearly 900 people full time. That facility consists of two warehouse buildings on an approximately 353-acre industrial development adjacent to JBLM, known as the DuPont Corporate Center. We can see from employment data in Figure 16 below that between 2012 and 2022, DuPont added about 1,100 jobs in the Transportation and Warehousing sector. As of 2023, PSRC reports that the warehousing and transportation sector, led by Amazon, employs approximately 3,330 people in DuPont. This number has increased substantially since 2017, after completion of the DuPont Corporate Center. Employment more than doubled again between 2020 and 2021.¹¹ The dominance of this sector for DuPont's employment and tax base is also visible in Property tax data, which shows that as of 2024, the sector is responsible for about 21% of the Assessed Valuation in the city.¹²

¹¹ <https://www.psrc.org/our-work/covered-employment-estimates>

¹² Source: Pierce County Tax Assessor and the city of DuPont.

The Home Course

The City's 18-hole Home Course is a picturesque golf course which opened in 2007 and has been the site of numerous championships, including the US Men's Amateur Championship, US Women's Amateur Championship, and the qualifier for local players in the 2015 U.S. Open at Chambers Bay. The Home Course is owned by Washington Golf, and the Pacific Northwest Golf Association. The Home Course draws 80,000 visitors to the City of DuPont annually, generating significant sales tax revenue. In 2023 accommodations and food services represented approximately 20 percent of taxable retail sales in DuPont, and the category included sporting goods represented an additional 14 percent.¹³ The course is scheduled to host the 2027 USGA Junior Boys and the 2028 USGA Men's 4 Ball championships. Continued development of the golf course and adjacent Old Fort Lake Subarea provides significant opportunity for future economic growth.

Redevelopment Areas

DuPont is fortunate to have vacant developable land, however most areas with large amounts of development potential have important competing uses or lack significant infrastructure. The biggest opportunity for future development is the Old Fort Lake Subarea, the plan for which was updated in 2024 and is included in Appendix A of this plan. The State Farm campus, approximately 52 acres, constitutes a large portion of the city's commercial land capacity and its current vacancy presents a significant opportunity for commercial development. It has been rezoned from Office to MUV-X to accommodate both housing and commercial uses.

¹³ Source: Washington State Department of Revenue "Quarterly Business Review" 2023.

Commuter Rail

DuPont is classified by PSRC as a High Capacity Transit community, due to future commuter rail service serving Everett, Seattle and Tacoma operated by Sound Transit. The Sounder South Capacity Expansion was approved by voters in 2016, to add commuter rail stations in Tillicum and DuPont. After disruptions in transit service and rapid inflation due to the COVID-19 pandemic, as of 2025, the station in DuPont is scheduled to open in 2045.

In preparation for the eventual expansion, Sound Transit is partnering with Washington State Department of Transportation (WSDOT) on a grade-separation project near DuPont¹⁴. This will provide improvements to rail already built and owned by Sound Transit, today being utilized by Amtrak and freight rail. This project is part of on-going corridor improvements along I-5 in cooperation with JBLM.

Recreational Assets/ Tourism

In addition to outdoor recreational activities including the Sequelitchew Creek Trail and beach access to the Puget Sound, the city of DuPont hosts many local and regional events, many of which are family friendly. Additionally, the summer farmer's market was nominated for the best in Pierce County.

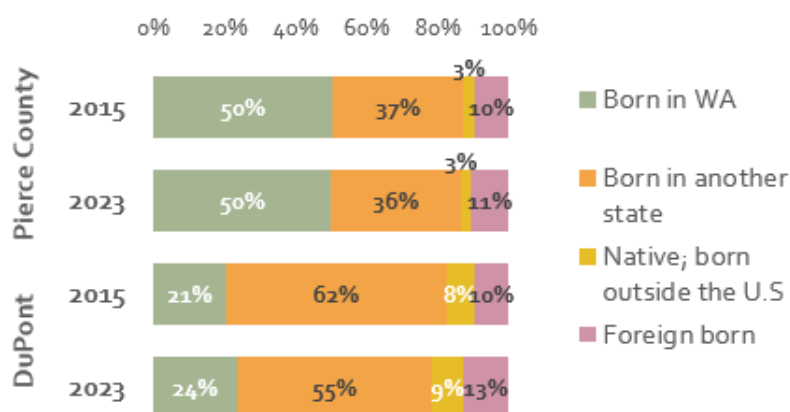
Event	2023 Attendees
Cherry Blossom Tea	200
Princess Tea	200
Annual Egg Hunt	3,000
Annual Bunny Breakfast	150
Home of Wear Blue, Run to Remember	3,000
Summer Farmers Market	5,000
Summer Concert in the Park series	4,000

¹⁴ <https://www.theurbanist.org/2023/04/20/highway-expansions-to-benefit-sound-transit-near-joint-base-lewis-mcchord/>

4 th of July Parade and Firework Celebration	4,000
Fairy Trails	200
Moon Walk	100
Hudson Bay Days BBQ Event	4,000
Movie in the Park	500
Annual Mayor's Cup Golf Tournament	144
Bone Hunt	300
Downtown Trick or Treating	1,500
Tree Lighting	500
Santa Breakfast	125

Workforce

DuPont has a highly educated workforce, as we can see by the data found in Chapter 2 (Background and Context), with higher educational attainment for residents over 25 than Pierce County overall. This reflects the prominence of the FIRES sector, management, research and science, and healthcare and education as prominent occupations for DuPont residents. Median income is also higher in DuPont than Pierce County overall, which has remained consistent since 2015. This likely correlates with higher educational attainment and the dispersal of occupations.



DuPont also maintains a much higher percentage of residents that were born outside of the state, as evidenced by Figure 10, likely due to the presence of JBLM as a destination of service men and women from all over the country.

We can observe the effect of JBLM on the workforce in DuPont in other ways as well. As

Figure 10: Place of Birth of DuPont Residents, 2023
Source: U.S. Census Bureau- ACS 5-Year Estimates, Table B06001

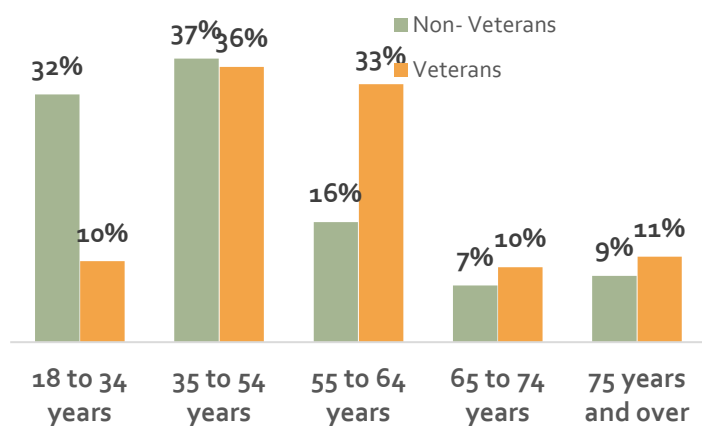
noted above, the share of veterans is higher in DuPont than in surrounding

communities. Similarly, veterans represent a higher percentage of older age cohorts in the total population, as well as an age distribution skewing older than that of non-veterans. This indicates perhaps a tendency for veterans to retire in the DuPont community. This is shown in Figures 11 and 12.

Figure 11: Share of Veterans in Total Population 2023
Source U.S. Census Bureau-ACS 5-Year Estimates, Table S2101

However, the data also shows that the labor force participation in the working age cohort of 18 to 64 is

higher amongst veterans at approximately 81% versus 68% for non-veterans.¹⁵



¹⁵ Source: USCB ACS 5-Year Estimates, Table S2101.

Commute Patterns

As noted in earlier sections, DuPont is an employment hub- there are more jobs in DuPont than residents who work. Data from the USCB's tool, OntheMap, indicates that residents of DuPont are nearly entirely commuting outside of the city for work, with 93% of residents employed outside the City. Similarly, those working in DuPont are also commuting from outside the City- roughly 96% do not live in DuPont. The top three destinations the employees are commuting both *to* and *from* are Seattle, Tacoma, and Lakewood.¹⁶

Most residents commute by work driving alone (85%), and they have an average commute time of 24.7 minutes.

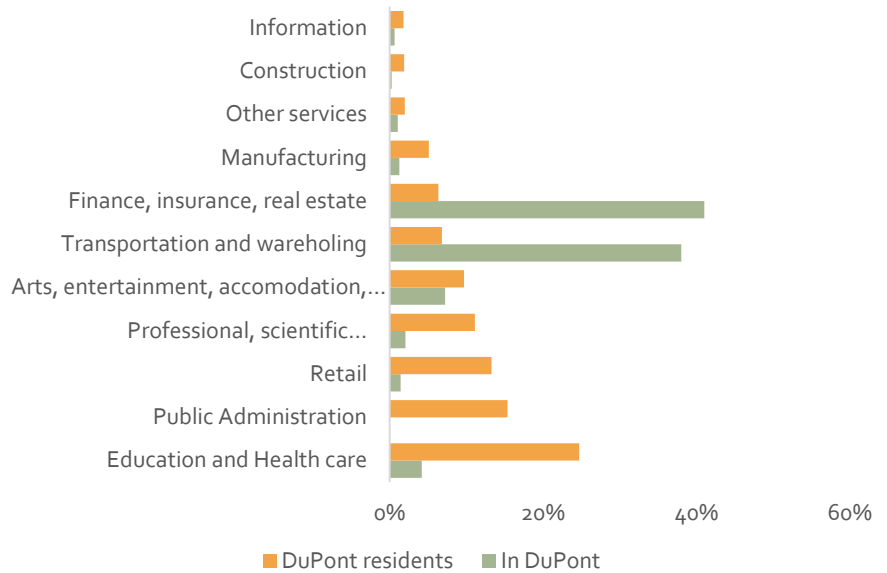


Figure 13: Dispersal of Jobs, 2022

Source: OnTheMap- U.S. Census Bureau

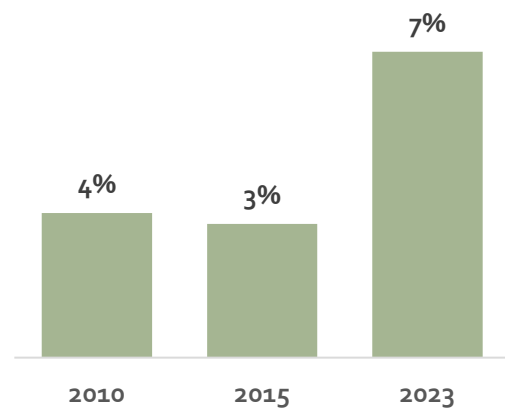


Figure 14: Share of Work from Home

Source: U.S. Census Bureau- ACS 5-Year Estimates, Table Bo8128

¹⁶ Source: USCB OntheMap tool: <https://onthemap.ces.census.gov/>

Remote work is becoming more prevalent, as shown in Figure 14, although the share of those working from home in DuPont remains below the share of Pierce County overall at approximately 12%.

Employment Targets

The VISION 2050 plan by the Puget Sound Regional Council (PSRC) sets out employment targets among its various member jurisdictions to plan for economic growth and opportunity on a regional level. The plan calls for job growth to be less concentrated and encourages the establishment of economic opportunities in a more dispersed way to increase access to employment and better balance jobs and housing. To meet PSRC's employment targets, DuPont will need to add another 1,960 jobs by the year 2044. While that number establishes a generalized target, DuPont aspires to meet these targets through retention of existing business and providing a diverse spectrum of employment opportunities.

The policies and implementation actions contained within this chapter emphasize increasing local capacity to ensure the designations and infrastructure plans track with what the development market and the community will support. A new look at these areas will also help DuPont narrow the difference between the PSRC prescribed job targets (requiring an additional 1,960 jobs) and what the current land use designations can accommodate (4,165 jobs). This is discussed in greater detail in Chapter 2 (Background and Context) and is included in the Land Capacity Analysis in Appendix **XX**.

The following image illustrates how industrial sectors in DuPont have developed over the last two decades. Manufacturing – a category upon which DuPont's initial planning revolved – has decreased in scale, while Transportation and Warehousing has surged ahead.

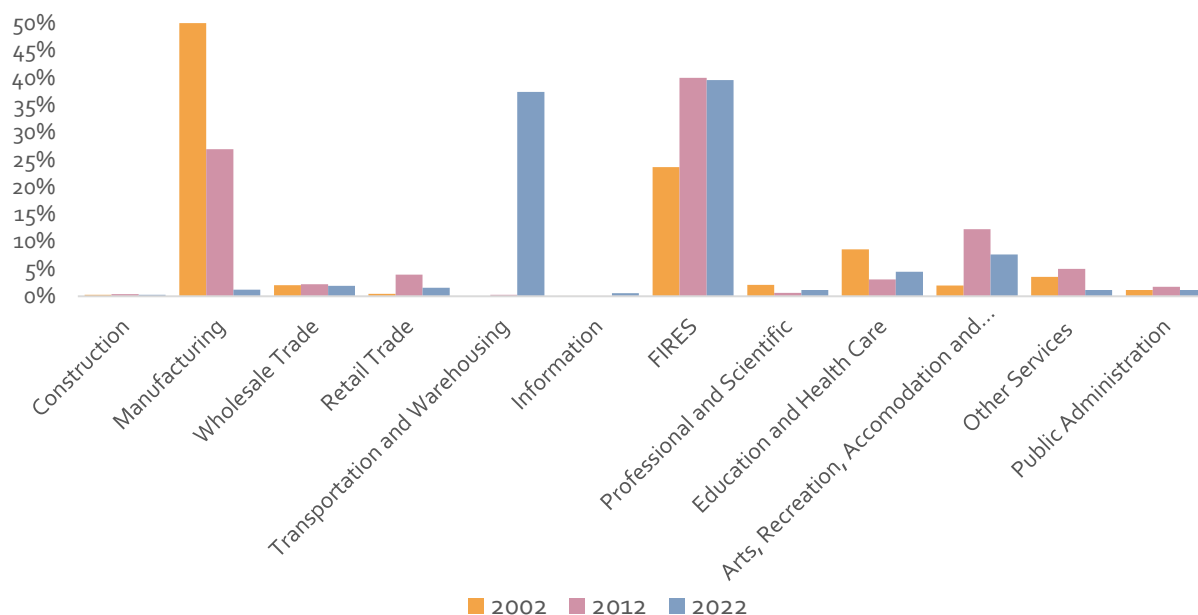


Figure 9: DuPont Industries: Growth, Concentration and Size

Source: OnTheMap, U.S. Census Bureau

Increasing diversity is a key to DuPont’s future economic growth and sustainability. DuPont’s economic development strategy focuses on creating a tax base capable of supporting the City’s tradition of high-quality public services, creating employment opportunities for residents and transitioning military personnel, supplying retail and services for DuPont residents, and providing a stable and predictable environment for local businesses to operate. DuPont can do this by implementing the following goals and policies of this chapter.

Economic Development

Goals and Policies

These goals and policies are drawn from the complete policy framework and included here because of their direct relationship to economic development. Goals and policies from other elements, such as land use, zoning, transportation, and natural resources, will also influence economic development and offer additional support for economic development initiatives.

- | | |
|----------------------|---|
| Goal ED-1 | Recruit, grow, and retain a diverse spectrum of commercial and industrial development projects to increase employment opportunities and provide a stable, sustainable tax base for municipal services. |
| ED 1.1 | Ensure land use designations provide for an appropriate mix of allowed uses including office, industrial, and retail which are necessary for the long-term economic health and sustainability of the city. |
| ED 1.2 | Periodically review buildable land supply and evaluate existing development patterns. |
| ED 1.3 | Support the creation of new jobs in DuPont by reviewing zoning districts to ensure a range of jobs are permitted. |
| ED 1.4 | Continue to strengthen and maintain strong relationships with local and regional economic development partners. |
| ED 1.5 | Address potential physical, economic, and cultural displacement of existing businesses that may result from redevelopment and market pressure. |
|
Goal ED-2 |
Ensure the public interest is being served by balancing financial growth with less tangible quality of life elements such as public safety and environmental health. |
| ED 2.1 | Identify and consider public-private partnership investments that enhance the overall wellbeing of the citizens. |
| ED 2.2 | Recognize and balance the long-term interests of the citizens with the fiscal benefits of business growth. |
| ED 2.3 | Actively collaborate with community organizations to promote citizen engagement. |
| ED 2.4 | Encourage a variety of marketing and tourism efforts. |

- ED 2.5 Support economic growth activities that promote environmentally and socially sustainable business practices.
- Goal ED-3** Continue strengthening DuPont's regional reputation as a welcoming, attractive, and business-friendly City.
- ED 3.1 Support local business development efforts, programs, and property investment projects.
- ED 3.2 Provide opportunities to small businesses as they are a vital part of the City's economic framework by promoting the local use of special small business financing and management assistance programs.
- ED 3.3 Focus policies and activities that foster a business climate that amplifies the efforts of local women- and minority- owned small businesses.
- ED 3.4 Provide guidelines and standards for the siting of home-based business in residential neighborhoods to ensure they contribute to economic growth and diversity, while not altering or impacting the residential character of the neighborhood surrounding them.
- ED 3.5 Continue evaluating and working towards efficiency and efficacy of all permit processes to ensure requirements and timelines are predictable and align with SB 5290. Continue making working to streamline the permit process whenever possible.
- ED 3.6 Encourage Master Planning, when applicable to expedite permit approvals for desired land uses.
- ED 3.7 Participate in legislative action, identify, target and support strategic public and private investment, and review local land use plans to support job growth and sustained employment.
- ED 3.8 Invest in the City's identity to ensure consistency and uniformity in the design, brand, and appeal to public and private sector partners.
- ED 3.9 Support and collaborate with Tribal governments to enhance the regional economic landscape.
- ED 3.10 Consider entering into Development Agreements as permitted under RCW 36.70B.170, to maximize public benefit and economic development.

- Goal ED-4** Continue strengthening and integrating local and regional transportation infrastructure improvements, mass transit accessibility, and economic development by working collaboratively with public agencies and private interest groups to improve multi-modal transportation options and routes.
- ED 4.1 Coordinate with regional transportation agencies: to improve regional public transportation access.
- ED 4.2 Pursue transportation infrastructure investments by actively seeking federal, state, and regional grants, and establish a savings for any matching funding requirements.
- ED 4.3 .
- Goal ED-5** Encourage a variety of marketing and tourism efforts that build on the City's assets.
- ED 5.1 Recognize, support, and enhance DuPont's unique historic landmarks by encouraging historic preservation planning.
- ED 5.2 Promote DuPont's championship golf course and its potential for fostering supporting businesses such as restaurants and hotels, building on recent successes hosting the United States Men's Amateur Championship, United States Women's Amateur Championship, and the local qualifying round for the U.S. Open.
- ED 5.3 Support tourist attractions and amenities by pursuing funding sources.
- ED 5.4 Recognize, support, and enhance DuPont's unique and precious natural features by encouraging restoration, protection, and preservation.

Implementation Actions and Policies

The following actions, ordered by priority and urgency, implement the policies identified above. Each action item contains a direct policy reference, indicating how it relates to economic development policies – or other policies in this plan – as appropriate.

- Action ED-1** Establish an “Economic Development Team” (utilizing the Economic Development Board for Tacoma-Pierce County) consisting of the Northwest Landing Commercial Owners Association, the City, and others. This team will be tasked in the short term to:
- Review local tax policy to ensure it is consistent with community objectives to encourage professional and technology-related employment development, to mitigate impacts of warehousing, and provide for continued maintenance of DuPont's community character.

- Institute conversations with local building owners and businesses to identify needs and facilitate long-term occupancy.
- Conduct market research to determine the retail sectors and business types most suited to DuPont's town center scale and market opportunity.
- Identify strategic infrastructure investment opportunities at local and regional levels.
- Identify specific industry sectors and develop a strategy to attract them to DuPont.
- Identify regulatory barriers to doing business in DuPont.
- Identify opportunities to coordinate with PSRC's Economic Development District Board on regional economic development strategies.
- Identify barriers for economically disconnected communities.

Action ED-2 Prepare strategic road maps for non-residential development properties, conducting detailed market analysis, building partnerships with stakeholders, and establishing collaborative investment and development action steps to realize planning objectives. These properties include:

- Fort Lake Business and Technology Park to prepare a subarea plan to review options for development within the "brownfield" context, consider a new land use mix and identify necessary capital improvements to spur development.
- Sequelitchew Village to strengthen relationships with existing property owners and position the property for future development in a manner to fulfill economic and environmental objectives, and
- Existing professional and technology office properties, to identify ways to increase building occupancy and – if necessary – remarket disused building space to prospective tenants.

Action ED-3 Review and update the Manufacturing Research Park Business and Technology Park land use designation – perhaps through a subarea planning effort - providing a range of office, commercial, light manufacturing, and research and development uses.

- Review zoning districts to ensure a range of professional –level jobs are permitted.

- Identify strategic infrastructure investment and funding opportunities.
- Maintain and update, as necessary, industrial site development standards.
- Investigate financial strategies to construct south portion of Loop Road in advance of development and within the context of long-range planning strategy.
- Maintain relationships with JBLM to discuss local issues, including coordination with companies looking to move within proximity to the base and identifying amenities complementing those that JBLM provides.
- Identify specific industry sectors and develop a strategy to attract them to DuPont.
- Institute a “certified site” program to expedite permit approvals for desired land uses.
- Review fiscal policies to distribute the tax load amongst a variety of sources, rather than discouraging certain categories of business development with an undue majority of the tax burden.
- Review zoning to ensure higher-intensity mixed-use housing that is supported by market trends is permitted within the town center area.

