

LSC PUGET SOUND

CASINO ROAD

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Introduction

In February 2022, following conversations with community leaders, organizations, and elected officials, two communities Skyway and Casino Road were identified as areas for engagement and funding. Both communities face increasing pressures of displacement and affordability, have limited organizational capacity for economic development activities, and lack sustainable funding. In May 2022, LISC Puget Sound engaged BDS Planning and Urban Design as lead consultant to develop the Puget Sound Economic Inclusion Agenda. The recommendations listed below are the result of a multi-month effort in Casino Road, listening to community leaders to understand where specific capacity and resource gaps exist and where additional funding could meet the most immediate community and organizational needs.

Project Strategies:

Short term

- Grow Organizational Capacity

Mid term

- Expand Economic Opportunities
- Advocate for Affordable Housing Around Transit

Long term

- Invest in Parks, Recreation and Open Space

The Local Initiative Support Corporation in Puget Sound (LISC Puget Sound) is committed to supporting economic development initiatives that create equitable opportunities for Black, Indigenous, and People of Color (BIPOC) to participate in and benefit from the economic growth of their neighborhoods. Since 2019, LISC Puget Sound has partnered with Kaiser Permanente to advance health and wealth using a place-based and people-centered approach to district, business, and talent development throughout the Puget Sound.

Project Objectives:

- To provide an actionable economic development agenda in Casino Road that uplifts existing residents and businesses.
- Support organizational capacity of local non-profits to implement and sustain this work

Project's Guiding Principles:

- Move at the speed of trust and operate in relationship
- Respect community expertise and honor previous planning and organizing efforts
- Be responsive to community needs and feedback
- Recognize and build on community strengths and assets

Plan Review

Documents Reviewed

- [City of Everett Comprehensive Plan](#)
- [Snohomish County Sustainable Operations Plan](#)
- [Snohomish County Workforce Development Strategic Action Plan](#)
- [City of Everett Climate Action Plan](#)
- [Rethink Housing Action Plan](#)

To better understand past projects and ongoing work, BDS Planning conducted a review of recent or current plans focused on Casino Road. City of Everett Comprehensive Plan, the Snohomish County Operations Plan, the Snohomish County Workforce Development Strategic Action Plan, the City of Everett Climate Action Plan, and the Rethink Housing Action Plan. Through this review our team highlighted the following key findings:

Barriers toward affordable housing:

Policy changes are necessary to ensure barriers to affordable housing, including homeownership, do not displace current Casino Road residents. Potential action to create and preserve permanently affordable housing to combat inequity and displacement. This includes supporting more middle housing opportunities throughout Casino Road.

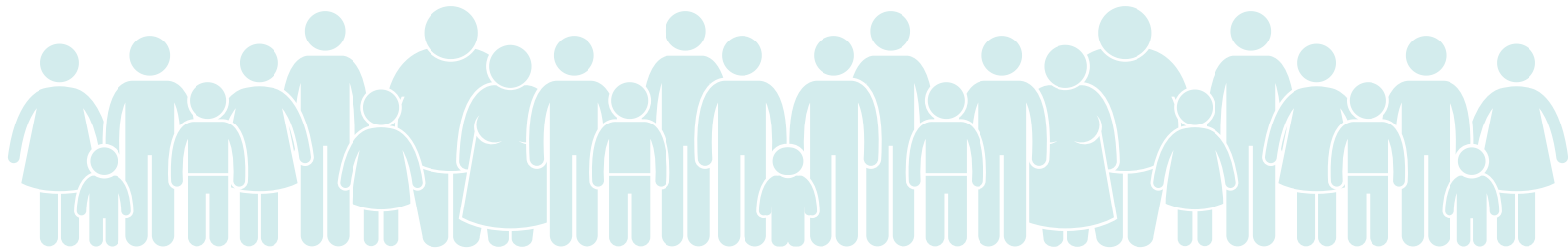
Improvements to public transportation.

Local bus transit is either scarce or not within walking distance for many of the residents within Casino Road. Most of the residents do not own a car, and the frequency of bus services, mostly with 30-60 minutes wait times, hinders their quality of life.

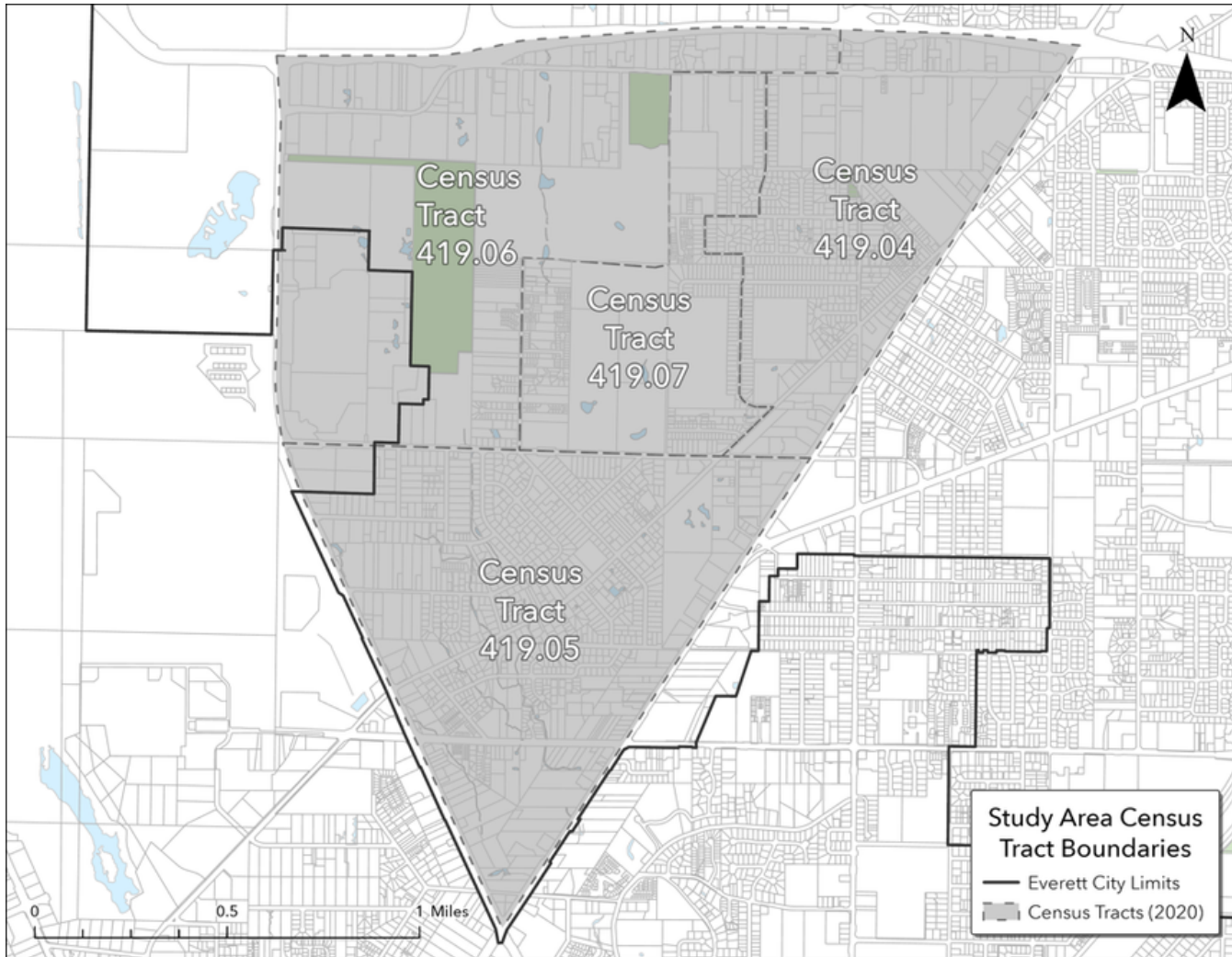
Workforce Development within key aviation and industrial sectors.

Taking steps toward more intentionally connecting Casino Road youth and other residents to training, apprenticeships and other on-the-job training opportunities, including partnerships with local school districts, can be a critical economic development strategy.

In addition, eight major areas came to the forefront as areas for opportunities: housing, urban planning, transportation, economic & workforce development, cultural planning & community groups, and food access. These were aided by a market analysis conducted by ECO Northwest.







Key Takeaway

Casino Road is situated between the Southwest Industrial Center in Everett and the I-5 corridor.

The Casino Road is located next to major industrial and manufacturing sectors. With Boeing and some major education institutes anchoring the area, there are clear opportunities for local partnerships to promote workforce development and job training.

Demographic Characteristic	Tract 419.04	Tract 419.05	Tract 419.06	Tract 409.07	City of Everett	Total for Study Area
Population	6,766	6,383	3,408	3,652	110,840	20,209
Median age	30.2	32.6	28.0	32.8	36.1	NA
Median household income	\$54,759	\$64,663	\$39,815	\$65,492	\$66,023	NA
% share renter	80.5%	68.1%	71.4%	58.4%	52.5%	70.8%
% share owner	19.5%	31.9%	28.6%	41.6%	45.9%	29.2%
Cost burdening						
• Overall cost burden	48.6%	43.1%	57.0%	45.5%	40.3%	47.9%
• Renters that are cost burdened	55.3%	54.1%	61.7%	50.5%	52.7%	55.4%
• Owners that are cost burdened	20.9%	19.6%	45.5%	38.6%	27.1%	29.6%
Race/Ethnicity						
• American Indian Alaskan Native alone	0.3%	0.4%	0.0%	1.1%	0.5%	0.4%
• Asian alone	11.2%	15.5%	4.7%	13.7%	9.4%	11.9%
• Black alone	5.2%	12.8%	11.8%	4.7%	5.5%	8.6%
• Hispanic/Latino	50.5%	20.4%	25.6%	25.1%	16.5%	32.2%
• Multiracial	1.2%	2.1%	11.4%	2.7%	5.1%	3.5%
• Native Hawaiian Pacific Islander alone	0.0%	0.5%	0.0%	0.0%	0.9%	0.2%
• Some other race alone	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%
• White alone	31.6%	48.3%	46.4%	52.7%	62.0%	43.2%

Key Takeaway

Casino Road disproportionately more diverse, Latinx/Hispanic younger and higher rent burden. The area is made up of majority renters, with lower median household incomes than the City of Everett.

The preferred language of non-English speakers in census tract 419.04 is Spanish for 76% of residents.

Median income in three of the four Casino Road census tracts is less than \$63,000/household, compared to median incomes ranging from \$80,000-\$129,000 in other areas of Everett. The poverty rate in census tracts 419.03 and 419.05 are 22.7% and 17% respectively. This is significantly higher than rates ranging from 1.6-8% in other areas of the City.

IMPACTS ON THE UNDOCUMENTED COMMUNITY

Washington state is home to a growing immigrant population. In fact, almost 1 in 8 Washington residents are foreign born. This growing diversity makes Washington a dynamic state. In 2020, undocumented individuals made up 23% of all immigrants and comprised 5% of the state's workforce. Yet, many undocumented individuals or families with mixed status often are excluded or do not qualify for important local, state and federal benefits or basic need assistance. This was recently highlighted in the distribution of COVID-19 relief funds for businesses and other families in need.

The Casino Road community has a high concentration of LatinX and other immigrants. Anecdotally, it is understood that a significant number of these individuals and families are undocumented and that accessing services and economic opportunities presents additional challenges for them. As such, it is essential that the economic agenda recommendations reflect this reality for Casino Road families and individuals.



HOUSING

Home production throughout the region lags behind market needs and the City of Everett approximates a need for 23,000 additional housing units by 2035 to accommodate expected growth. To meet this growth, average production levels would require about 1,500 new units per year, however, historically, between 1999 and 2018, only 24% of housing units were added to a population increase of 28%. In addition, about two-thirds of Everett's housing stock was built before 1990 with more than half before 1980. Available housing stock has decreased with some parcels being converted to rentals. Since 2020, residential vacancy rates have fallen below the citywide average.

The Everett Housing Authority offers assistance for affordable housing, including the Housing Choice voucher program, as well as other voucher programs through partnerships with Housing Hope, Mercy Housing, Compass Health & Catholic Community Services. Over the next months, as the City of Everett finalizes their Comprehensive Plan, there is an opportunity to advocate for partnerships and resources for affordable housing in Casino Road.

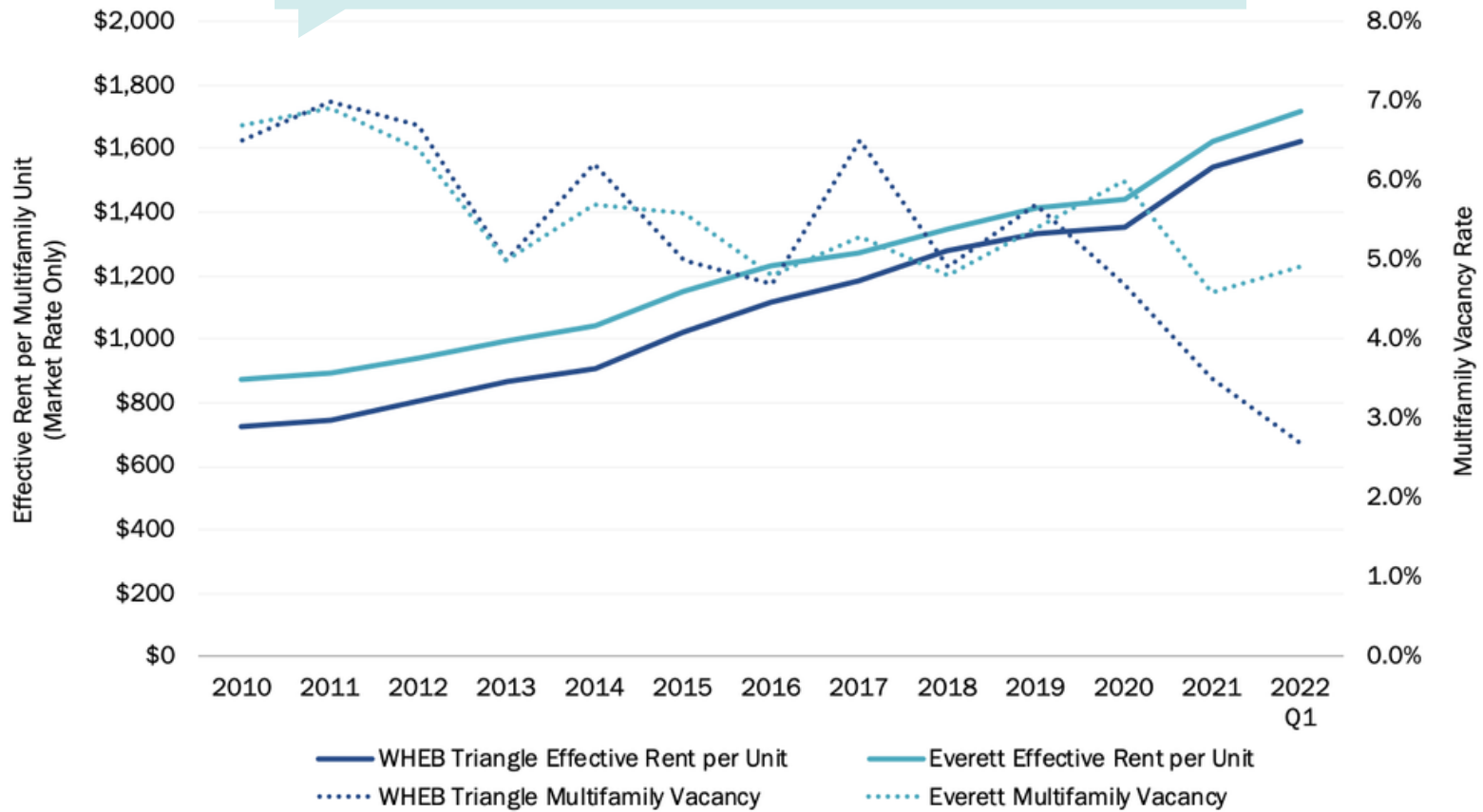
Key Takeaway

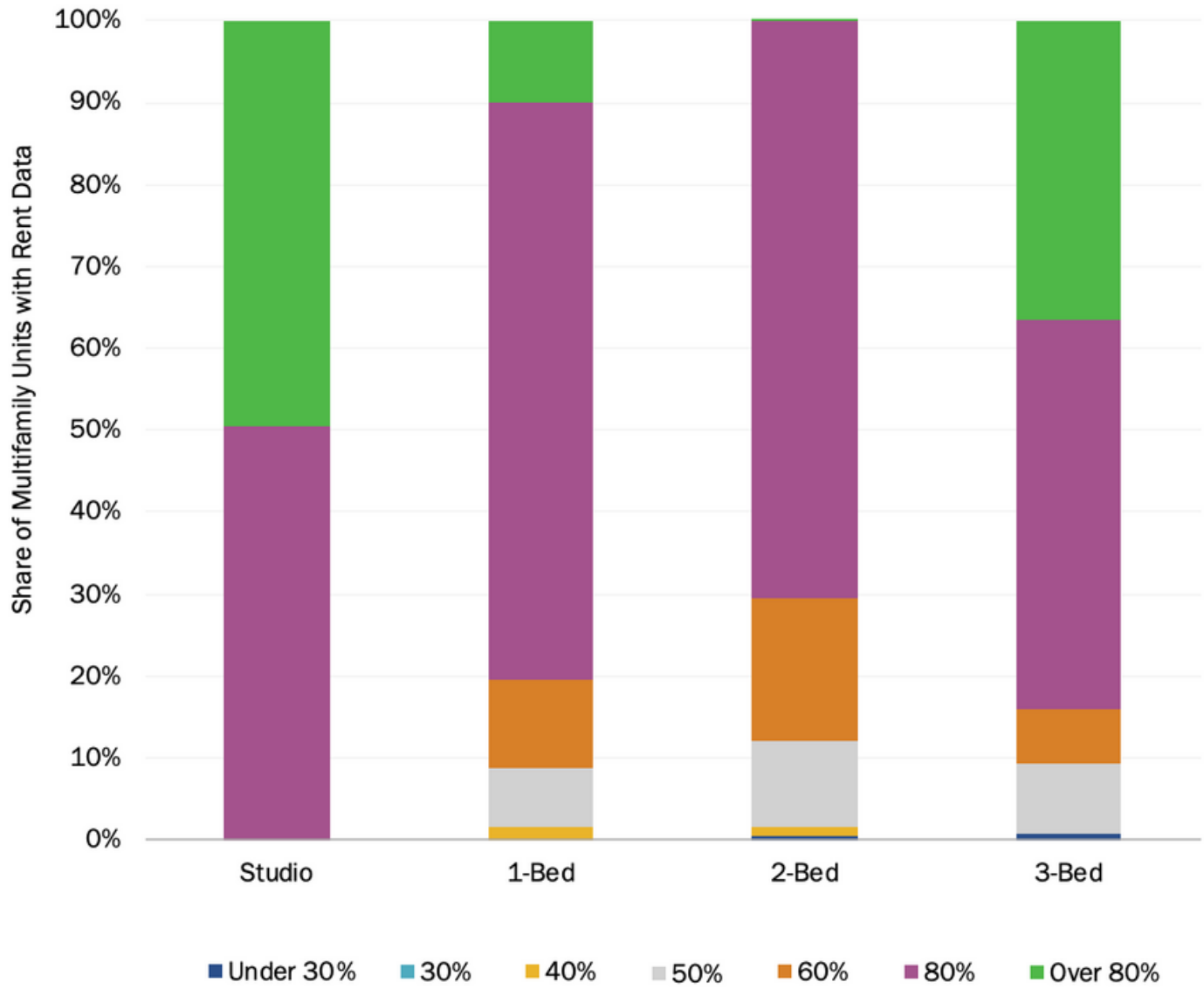
Currently 56% of Everett householders are renters while 44% are homeowners. Just under half of all Everett households are cost-burdened with nearly one-quarter paying over half of their income to rent. In Casino Road, rents are lower than the average rent in Everett, but recent trends show an increase in rents over the last decade leaving the majority of residents as cost-burdened.



Key Takeaway

Q1 2022, rents in the Casino Road reached \$1,623 per unit, about \$93 (or 5%) lower than the citywide average of \$1,716 per unit. But they have been rising in tandem steadily over the past decade.





Key Takeaway

Only about 13% of Casino Road market-rate units are affordable to people earning 60% AMI, 9% are affordable to 50% AMI, and 1% are affordable to 40% AMI. In total, approximately 23% of Casino Roads market-rate units are naturally occurring affordable housing.

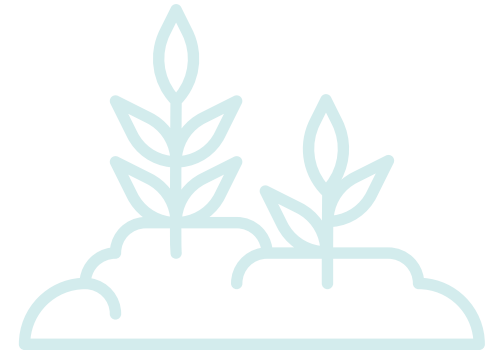
LAND USE

The community comprises a mixture of land uses including a vital commercial corridor, large public open space, and key industrial lands, all encapsulating the residential areas. The Evergreen Way commercial corridor is a tremendous economic asset to the community, supplying jobs, goods, and services. Paine Field, as well as nearby industrial and open spaces, provide key economic and quality of life benefits to residents, however, its lack of commercial opportunities along Casino Road leaves residents over one mile away from basic needs such as fresh food and childcare.

Zoning in the area includes a mix of commercial use, neighborhood-oriented commercial use, limited scale retail, customer-needs focused businesses, and industrial and residential areas. There is interest in infill, affordable housing, and the development of commercial and industrial areas for additional use. Additionally, the City of Everett has some provisions for the densification of the area via targeted missing middle housing.

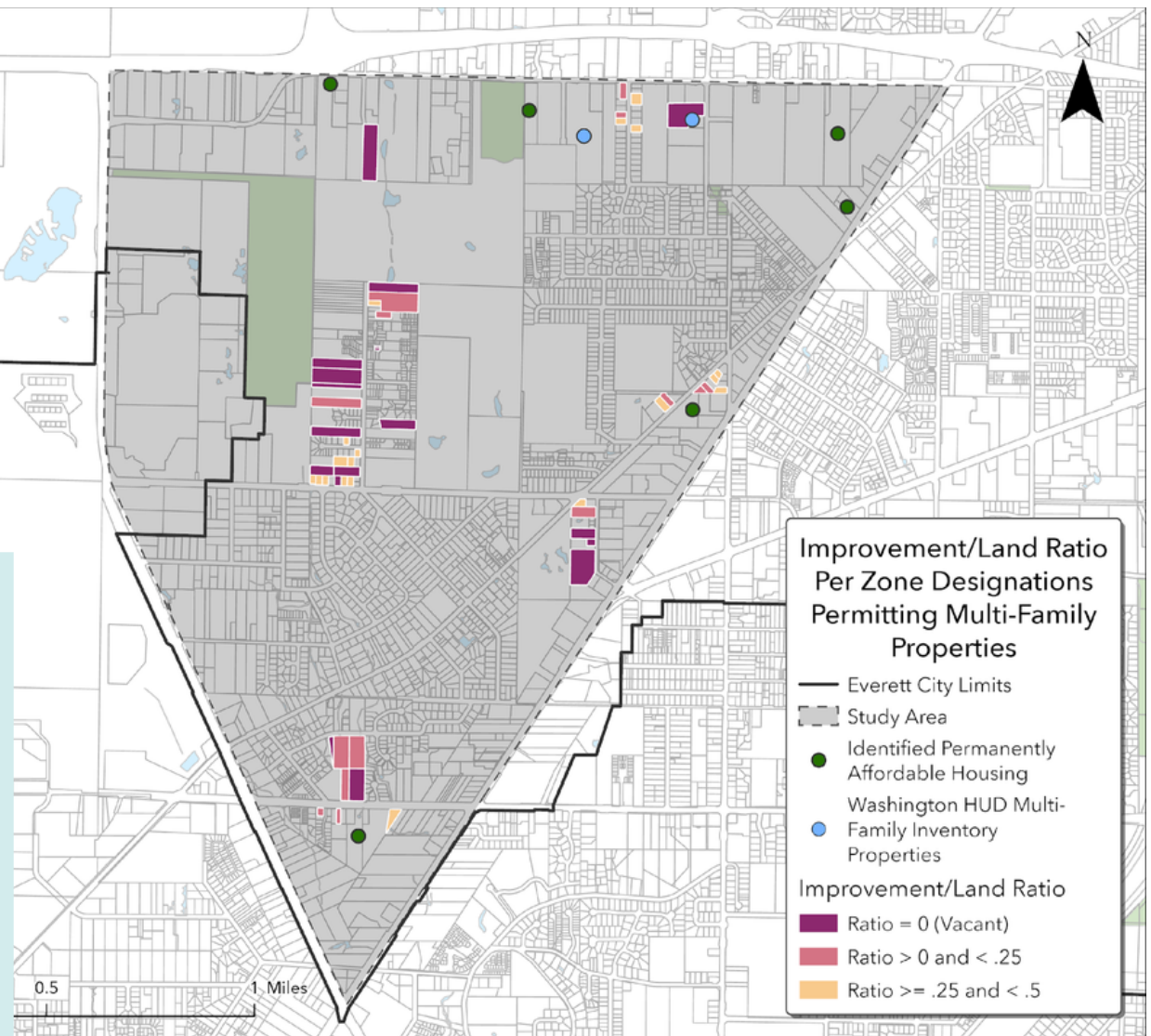
Missing Middle Housing:

This describes a range of housing typologies of medium density, including cottage homes, duplexes, and ADUs (accessory dwelling units) that are generally nonexistent in Cities due to the rigidity of zoning codes. The City of Everett has recognized the advantages of Missing Middle housing, both for environmental health and affordability, and has adapted its zoning code to enable its development. Other strategies include creating incentives for Missing Middle and affordable units, accessing funding from the county, state, and federal sources, and making use of regional Transfer of Development Rights (TDR) policies. This is especially important given the projected growth and possible displacement to occur around the Light Rail station development.



Key Takeaway

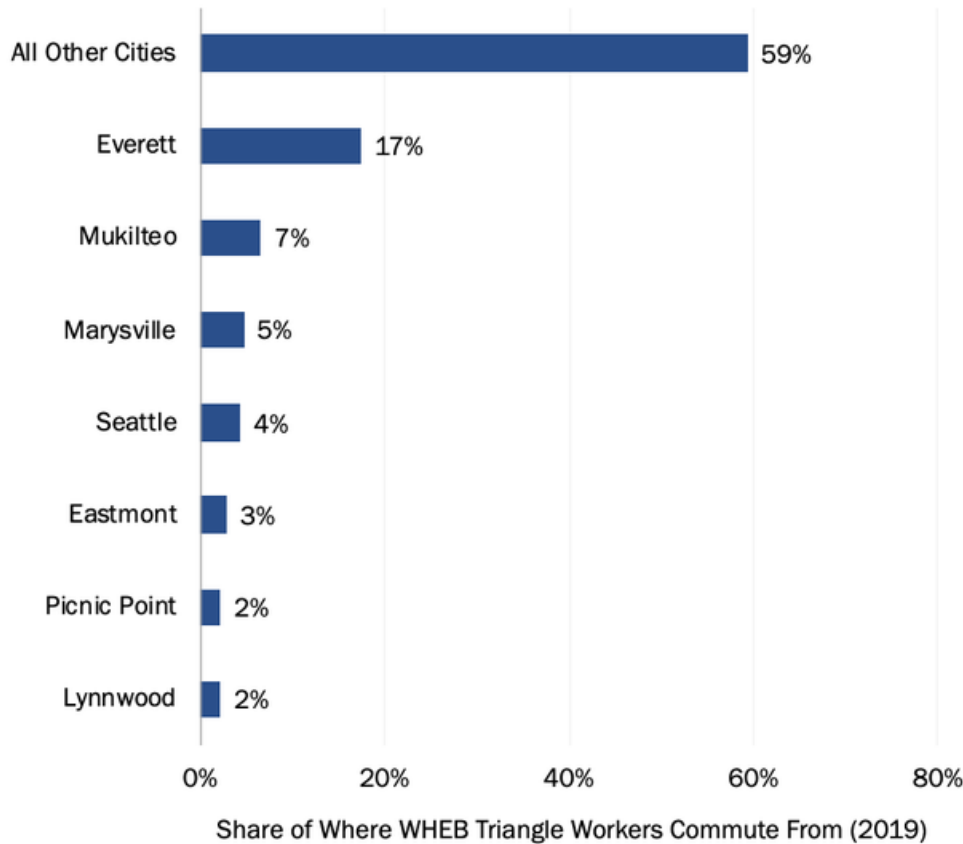
There are opportunities for targeted improvements and development for affordable housing at lower AMIs. Casino Road could benefit from additional market analysis to narrow options and opportunities. Casino Road should also seek out and expand partnerships with community land trust organizations and affordable housing developers.



One way to identify properties that are candidates for re-development is to relate their current condition (improvement value) to the value of the land and represent it as a ratio. Lower ratios have a higher development propensity.

TRANSPORTATION

Over 70% of Everett residents commute to work alone in a personal vehicle, with an average commute time of 27.6 minutes. Though car ownership averages at 2 cars per household across Everett, many households in the Casino Road community do not have access to a personal vehicle, making reliable public transportation and neighborhood walkability an important need.



Key Takeaway

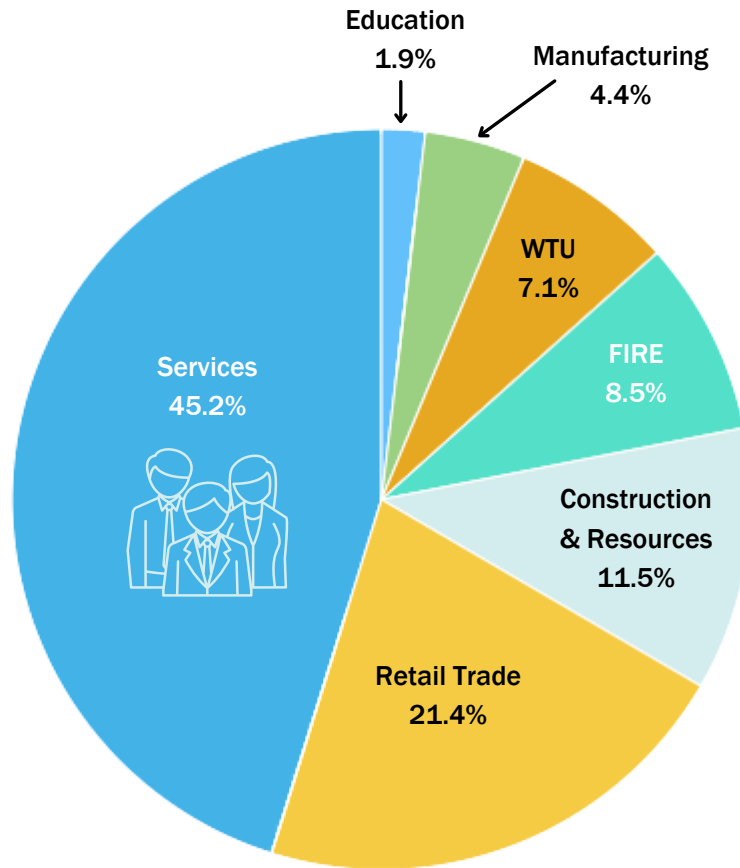
Majority of workers commute from outside of Everett. Only approximately 4% of workers both live and work in Casino Road in 2019.

Generational investments in light rail surround the Casino Road neighborhood. Currently, the projected completion of the Sound Transit Everett Link Extension is 2037-2041, which in its current presentation touches the area by way of the Airport Rd to the west and the Casino Rd to the north. The Community Advisory Group, Elected Leadership Group, and Interagency Group are key stakeholders made up of residents, transit riders, businesses, elected officials, and agencies that work to inform and make recommendations on the development of the Everett Link Extension project. Casino Road residents have advocated for additional bus rapid transit in the area and for the expansion of anti-displacement and affordable housing strategies in the neighborhood. Casino Road organizations initially advocated for a different alignment that had less impact on Casino Road. Organizations are now working with transit agencies to leverage investments and mitigate impacts.



While investment in the area needs to adequately account for the opportunities the light rail will bring to the communities, it is essential that opportunities for other public transportations, those that can be mobilized in the short-term, and walkability are sufficiently mapped. These need to work in harmony with all relevant sub-area and the larger citywide zoning, housing, climate, and policy plans to safeguard viable living qualities for current and future residents. Everett is currently conducting the Rethink Transit consolidation study that will define a plan for Everett to join Community Transit’s public transportation benefit area (PTBA).

ECONOMIC & WORKFORCE DEVELOPMENT



Note: FIRE stands for Finance, Insurance, and Real Estate;
WTU stands for Wholesale Trade, Transportation, and Utilities.

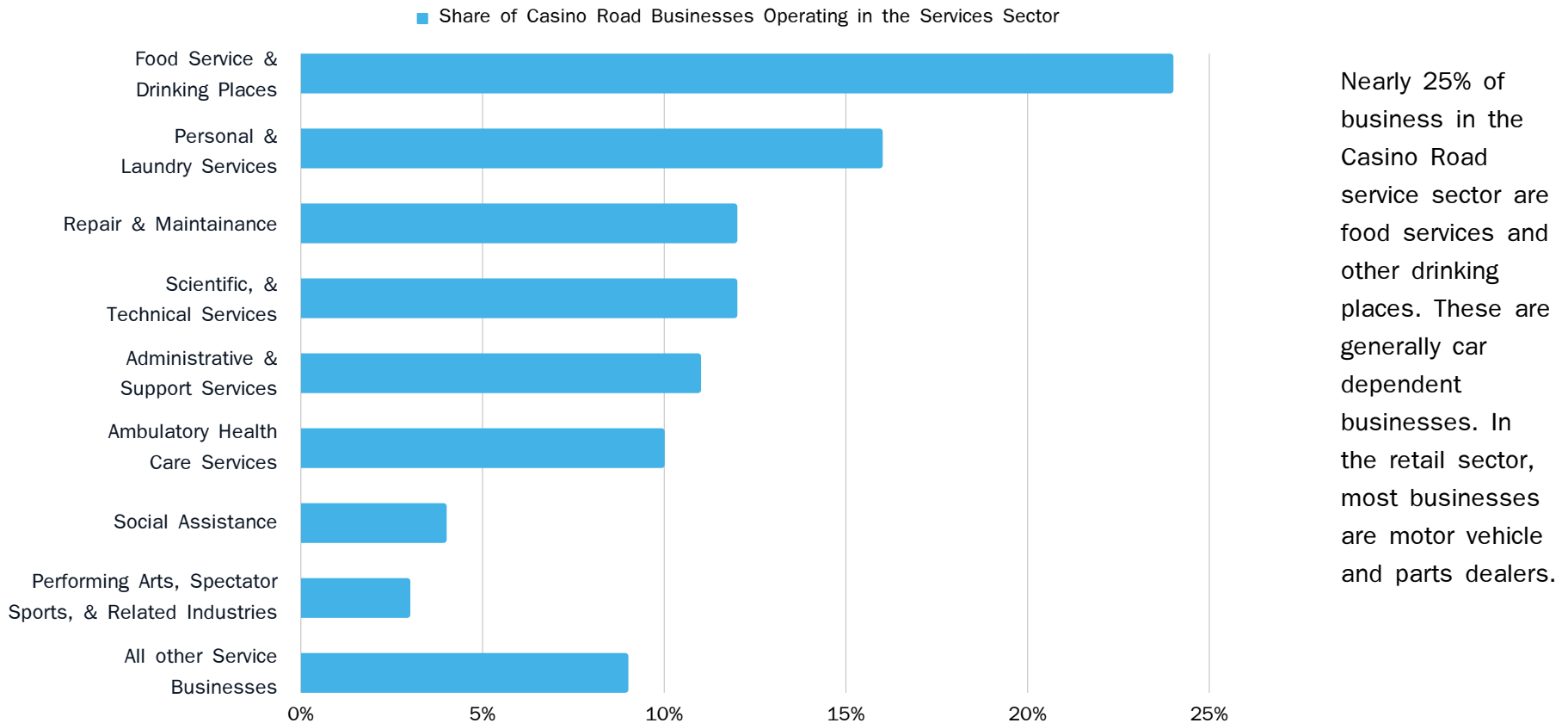
Casino Road is surrounded by strong industrial, manufacturing and aviation sector jobs. In fact, the Southwest Everett Industrial Center represents a large portion of the Everett economy. Casino Road has a diverse set of job opportunities in the area, although not always available for Casino Road residents. Occupations in Education, Construction, Manufacturing and Aviation support family wage jobs although limited paths exist for undocumented workers. Others in Retail and Service do not.

Key Takeaway

45% of Casino Road workers are employed in the services sector. 17% are employed within the manufacturing sector. However, only approximately 3% of Casino Road workers are employed in businesses within the Casino Road district.

SERVICES SECTOR

Area employers make up major industries that provide jobs that do not require advanced degrees. This includes Boeing and other education employers. Most of the retail/service businesses exist in clusters located primarily around Evergreen and Casino Road. Some smaller clusters in other areas supporting industrial sectors. The Services sector comprises nearly half (about 165 businesses) of the approximate 365 businesses. Retail trade comprises about one-fifth of actively licensed businesses.



Community Engagement

Casino Road is undergoing a significant amount of change. LISC Puget Sound and BDS Planning began our relationship-building with community and organizational partners at a time of extreme engagement fatigue. Planned housing developments and a generational expansion to the regions light rail were testing the capacity of the community to meaningfully participate in several processes all at once. Furthermore, the COVID-19 pandemic had not easily allowed community gatherings to occur.

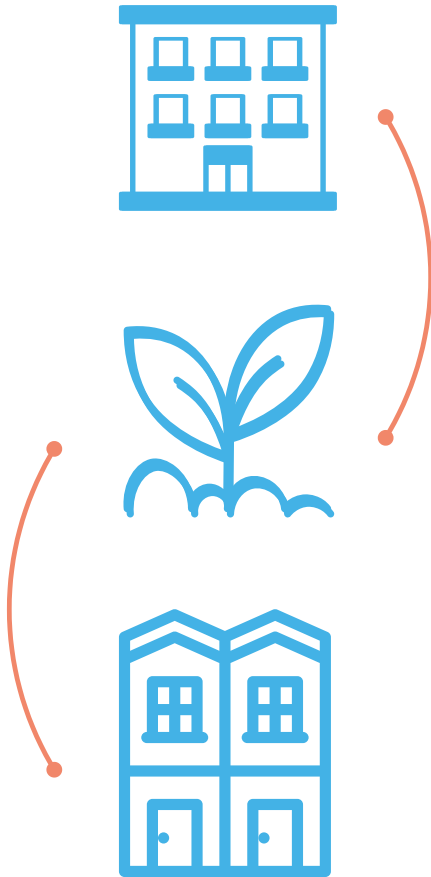


Since 2017, Casino Road stakeholders had advocated for the development of a new community center under the non-profit the Village Circle. Its mission is to serve as a safe and culturally relevant gathering space for the community. BDS Planning conducted one-on-one meetings with elected officials and local leaders to understand the main issues facing the Casino Road community. These interviews raised several long-term needs for investment in affordable housing, transit-oriented development, open spaces, and workforce development. In the short term, stakeholders articulated a need for immediate increase into organizational capacity particularly for the Village.



Our team worked with Connect Casino Road staff to determine ways in which neighbors could convene, build community, and share priorities. This resulted in the Summer Carnival at Casino Road which was attended by hundreds of families and residents. BDS Planning collected feedback on five areas for investment a) Healthy Food Access, b) Transportation c) Parks and Open Space, d) Job Training and e) Affordable Housing. Through a participatory activity our team asked, what improvements are most important for you to feel safe, secure and connected to your community? The feedback showed significant interest in park and open space investments as well as concerns of the lack of affordable housing.

What the community is asking for



Organizational Capacity -

- Community serving organizations need more stable funding for staff and programming. This will allow stronger, more sustained advocacy for community needs including in transportation, planning and economic development initiatives.

Parks and Open Space -

- Existing parks should be better programmed for families and should be easier to access for the public. Additional open space should be developed east of Evergreen Way. Safety programs and increased security should be considered for safer experience in parks and open spaces.

Affordable Housing -

- Cost of rents in Casino Road continue to rise. Homeownership programs, rental assistance and other housing supports should be culturally competent and easy to access.

Affordable Housing

- More properties accept vouchers
- Family-oriented housing with communal spaces
- Protections for people living here
- Low-income family support, especially utilities
- Housing support for elders
- Utility support programs (ie vouchers)
- Rents are going up too fast
- Homeownership programs in more languages
- Noise and pollution reduction
- Financial programs for renters
- Support renters
- Down payment assistance
- Close to open space
- More variety of living spaces (houses, apartments, etc)
- More playgrounds in proximity
- Mixed housing types
- Housing for homeless people of WA states
- Support/requirement relief for new immigrants
- Rent relief for people to catch up
- Near the schools
- Better maintained housing quality
- Rents are too high
- Cheaper rents
- Better security and police
- Better security for houses and more parking
- More affordable housing
- More accessible prerequisite qualifications for housing
- Friends and family are moving away or getting evicted
- Investments in community from people not from here

Parks and Open Space

- Parks with activities for the kids near Casino Road
- Parks with fitness equipment - Exercise equipment in parks
- Activities for small children
- Homelessness
- More trees and flowers
- More recreation for kids like rollerblading and bicycling, swimming and other sports
- More services in Spanish
- Trail connecting Kasch and Walter park Water fountains
- More interurban trails
- Community spaces like village
- Accessible venue spaces for events
- Clean parks
- Security and police
- Quality of life is access to green space Security in plaza
- More police presence
- Communication with police and community Safety in parks
- More trees and pathways
- Places to play soccer
- Biking path
- Cleanliness and less graffiti
- Playgrounds
- Swing set
- Merry-go-rounds
- More swings
- Barriers across community
- More activities for kids at the village
- More tables and places to eat
- Cleaner places
- Bigger areas with roofs/coverings
- More fencing for the park

Food Access

- Substance use disorder services
- Drug education and prevention
- Farmers market that accepts EBT and SNAP
- Bodegas and corner stores
- Food prep areas and kitchens
- Meals for youth and families
- Cheaper healthy food
- Spaces for community feeding
- Food banks and parks
- Costs
- Food programs for seniors
- Healthier food access
- Food bank with baby food and young mothers needs Healthy food options between major grocers



Jobs

- Training on how to keep a job
- More opportunities for permanent jobs
- Partnerships with schools and colleges
- Training for women and job placement
- Youth mentorship in tech
- Programs for youth
- School district programs (credentialing and apprenticeships)
- More multi-lingual interpreters at services
- Senior food programs and cultural programs
- On-the-job training and earn while you learn
- Team of local trash pickup
- Apprenticeships, services in multiple languages, test prep
- Programs for ADHD needs in children and support for parents
- Opportunities to validate our studies (we are professionals)

Transportation

- Feel safe along Casino Road
- Bus stop close to affordable housing
- Parking near popular amenities
- Neighborhood trail
- More safety and security from police
- Expansion of interurban trail
- Bike lanes
- Cleaner streets (trash)
- Getting to Kasch Park by foot
- Easier access to green space
- More security
- Traffic around Boeing and industrial area
- Safe crosswalks
- Cleaning the streets
- Cleaning the buses more
- Protect bike lanes
- More routes to colleges
- Early morning routes
- More bus routes, especially Lynnwood and Mukilteo Places to walk on the streets
- Sidewalks

Grow Organizational Capacity

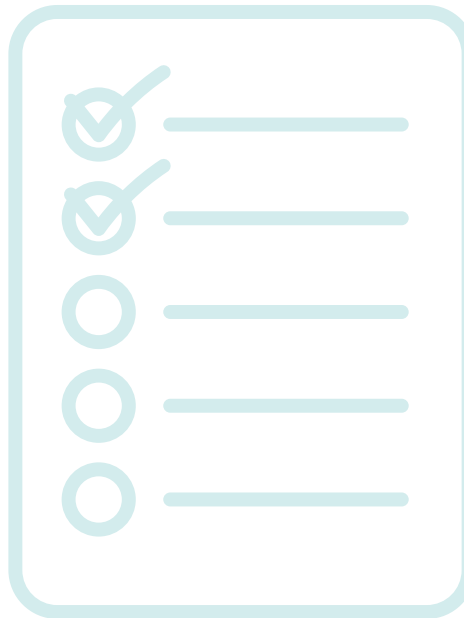
Casino Road has strong community-based organizations with sustainable staff capacity that can actively engage in economic development opportunities and expand partnerships.

Expand Economic Opportunities

Casino Road enjoys strong relationships with its key industries and small business districts, connecting residents to job opportunities and training and supporting a thriving neighborhood business district.

DRAFT RECOMMENDATIONS

STRATEGY AREAS: Community vision



Advocate for Affordable Housing Around Transit

Casino Road residents benefit from and live close to light rail, transit, and other transportation amenities and fully participate in housing programs.

Invest in Parks, Recreation and Open Space

The Casino Road community enjoys ample and easily accessible parks, open space and recreational areas which are safe, family-friendly and culturally relevant.

GROW ORGANIZATIONAL CAPACITY

- Add staff capacity to the Connect Casino Road focused on building community and organizational partnerships in service of economic development opportunities at Casino Road
- Grow and sustain advocacy roles on issues that impact Casino Road residents and businesses
- Host ongoing information fairs, community sessions to bring resources and information to communities
- Expand the Village partnership network to identify new opportunities for relationships in the community

Goal

Casino Road has strong community-based organizations with sustainable staff capacity that can actively engage in economic development opportunities and expand partnerships.

METRICS OF SUCCESS

of events per year

of residents / businesses served

Issue papers and meetings on advocacy issues

Information one-pagers

POTENTIAL PROJECT PARTNERS

Connect Casino Road

The Village on Casino Road

Madres de Casino Road

City of Everett

Community Foundation of Snohomish County

EXPAND ECONOMIC OPPORTUNITIES:

- Develop stronger relationships with key industries (Boeing, manufacturing)
- Establish a pipeline for students and workers with Community College
- Conduct outreach to small businesses to understand wants and needs
- Continue ESL business training programs
- Partner with education institutions to create intentional job training and workforce opportunities for undocumented workers.

Goal

Casino Road enjoys strong relationships with its key industries and small business districts, connecting residents to job opportunities and training and supporting a thriving neighborhood business district.

METRICS OF SUCCESS

- Expansion of entrepreneurship programming
- # of workforce training sessions
- # referrals to workforce programs
- # businesses engaged and served with technical assistance
- # of events catered to family wealth building
- Completion market analysis
- Economic and workforce development plan
- # of business providers and participants recruited
- # of Casino Road residents enrolled in workforce programs

POTENTIAL PROJECT PARTNERS

Connect Casino Road

The Village on Casino Road

Ventures

Everett Community College

Southwest Snohomish Industrial Center

Evergreen Goodwill

Snohomish Economic Alliance

Workforce Development Center

Madres de Casino Road

Workforce Snohomish

Mukilteo School District

AFFORDABLE HOUSING NEAR TRANSIT

- Advocate for affordable housing at 60% to 80% AMI
- Expand community sessions on rental assistance, vouchers and homeownership programs with a focus on keeping Casino Road residents in their homes
- Advocate for expanded utility assistance program
- Advocate for culturally competent City and County rental assistance and homeownership programs
- Expand generational wealth programming
- Expand partnerships with housing providers
- Purchase and expand land for permanently affordable housing through investment in renovation programs

Goal

Casino Road residents benefit from and live close to light rail, transit, and other transportation amenities and can fully participate in housing programs.

METRICS OF SUCCESS

- # affordable units within walking distance of transit
- # affordable units on Evergreen way
- Summit for housing providers
- # of program applications submitted to housing programs
- # of permanently affordable units built
- Increase in permanently affordable housing

POTENTIAL PROJECT PARTNERS

Connect Casino Road

The Village on Casino Road

SNOTRAC

Everett Housing Authority

Housing Hope

City of Everett

Homes and Hope CLT

Housing Regional Task Force Snohomish

Habitat for Humanity

Sound Transit

INVEST IN PARKS AND OPEN SPACE

- Increase programming for Casino Road families
- Establish a safe walkways program so that Casino Road residents can easily and safely access parks
- Expand culturally relevant programming
- Acquire new land for parks, recreation and open space
- Expand garden programming and urban food uses in park spaces
- Build new assets at parks (i.e., picnic shelters)

Goal



The Casino Road community enjoys ample and easily accessible parks, open space and recreational areas which are family-friendly and culturally relevant.

METRICS OF SUCCESS

- # of new PROS space
- # of new crosswalks, sidewalks that improve accessibility to parks
- Increase of family relevant programming
- Increase in child-care services
- # of culturally relevant events held in community
- # of community plots
- # of park events

POTENTIAL PROJECT PARTNERS

Connect Casino Road

The Village on Casino Road

Parks Foundation

Everett Mall

Property Owners

City of Everett

Karri Matau (Community Foundation of Snohomish County)
Alvaro Guillen (Connect Casino Road)
Arcelia Cruz (Connect Casino Road)
Annette Crespo (Connect Casino Road)
Julie Willis (City of Everett)
Yorik Stevens-Wadja (City of Everett)
Rachel Wilkinson Downes (Housing Hope)
Brock Howell (Snohomish County Transportation Coalition)
Workforce Development Council
Everett Community College
Snohomish County
ECONW

- Morgan Shook, Kryn Sausedo, Ryan Knapp, Barrett Lewis

Kaiser Permanente

- Haley Ballenger, Leila Batmanghelidj, Kim Wicklund

LISC Puget Sound

- Tina Vlasaty, Candice Holder

BDS Planning & Urban Design

- Andres Mantilla, Ishmael Nunez, Jacqueline Robinette, David Garcia, Malena Magallanez, Alex Spofford

Document Layout by Natalie Scott GreyScott.com



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