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Our Enumclaw: Small Town.  
Active Community. A Place  
Where Families and  
Businesses Thrive.

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**MAYOR'S RECOMMENDATION**  
*ENUMCLAW STRATEGIC PLAN FOR ECONOMIC  
DEVELOPMENT 2014-2018*

## Mayor's Recommendation

### Introduction

In 2012, I appointed an Economic Development Task Force consisting of local business owners and industry representatives to provide advice, strategies and a vision for economic development within the City. The Task Force spent the last two years working hard to create the 2014 – 2018 Enumclaw Strategic Plan for Economic Development which is attached to this recommendation. My recommendation has some minor differences from the Task Force recommendation related to the City's role, work completed in 2013, and the on-going work of the Expo Advisory Committee.

The Task Force was very thorough and I commend its work. Members reviewed economic data and trends for the City and the Expo Center; interviewed stakeholders; took public comment; developed a vision and mission statement and formulated a series of recommendations. The result was the following vision and mission statement and a series of strategies and tactics.

*VISION: Our Enumclaw: Small town. Active Community. A place where families and businesses thrive.*

*MISSION: Enhancing Enumclaw's quality of life by fostering economic development activities that preserve and create jobs, create sustainable business and enhance the well-being of our rural community.*

**The plan is a five year strategy with the following goals:**

- 1. Promote Employment Growth in the Retail/Services, Medical and Light Industrial Sectors**
- 2. Attract One or More Senior Communities with High Quality Housing and Amenities**
- 3. Increase Tourist Visits**

My specific recommended actions are attached on the following pages. Thank You.

*Mayor Liz Reynolds*

### City's Role

A successful economic development effort requires partnerships and collaboration with the private sector, the Chamber of Commerce, educational providers and other local organizations. The City will work with partners to implement these strategies. Some strategies will be implemented with City resources and it is expected that others will be led by other community organizations with City participation.

### Key Concepts

#### **Agricultural Food Product Incubator**

The bold idea in this plan is to create one or more facilities offering equipment, space and educational opportunities to assist entrepreneurs to produce one or more agricultural products such as artisan cheese, wine or distilled goods. The facility would be modeled after Walla Walla Community College's Vintner program. This type of incubator would spin – off small businesses such as wineries or creameries that would be both an industry and a tourist attraction.

#### **Promote Employment Growth**

Job growth supports many other sectors of the economy. Employees support retail, restaurants and services Downtown. Measures are proposed to strengthen existing businesses and to promote establishment and recruitment of new businesses. The city has a substantial medical and light industrial base that should be the focus of expansion and recruitment.

#### **Active Senior Community**

Enumclaw is ideally located close to recreational amenities and in an outstanding natural setting that makes it a perfect location for a senior community for active retired adults.

#### **Increase Tourist Visits**

Enumclaw's proximity to Mount Rainier, Crystal Mountain and the National Forest, its charming character and historic downtown, and Expo Center events all provide opportunities to attract tourists which can help support local businesses.

# Strategies and Tactics

## Strategy 1. Promote Employment Growth in Retail/Services, Medical and Light Industrial Sectors

**1.1 “Buy Local Campaign”** Develop and Implement a Buy Local Campaign. The City will provide initial support, but ultimately this effort will be a community organized effort.

**1.2 “Business Mentor List”** Develop and maintain a contact list of willing business mentors that City staff and the Chamber of Commerce can provide to prospective business owners. An independent local organization should provide and maintain this list.

**1.3 “Small Business Counseling”** Continue to fund Small Business Counseling through Green River Community College. This has traditionally been funded by the City through its outside agency process.

**1.4 “Impact Fee Deferral”** Implement an Impact Fee deferral program for Light Industrial and Medical developments. Impact fees would be deferred until Certificate of Occupancy or until the property is sold, whichever happens first. This would be a City developed and led program.

**1.5 “Construction Sales Tax Refund program”** Implement a Construction Sales Tax Refund program for the construction of Residential development downtown, and Light Industrial and Medical buildings that bring 10 or more full time employees to the City. This would be a City developed and led program.

**1.6 “Commercial Real Estate Marketing”** Create a brochure and organize a Lunch and Learn Tour of Enumclaw for commercial Real Estate Companies. This effort should be organized by a local real estate organization with support from the City.

**1.7 “Economic Development Website”** that includes the following: Demographic information; market research; links to permits, business licenses and business counseling; available property for lease or sale; business mentor list. The City and Chamber should collaborate on a website that both entities can link or reference.

**1.8 “Commercial and Industrial Zoning Code Amendments”** to broaden the types of uses allowed in Commercial and Light Industrial zones without conditional use permits, and update uses for new trends. The City completed this project in 2013. The City will continue to monitor and adjust as necessary.

**1.9 “Agricultural Food Product Incubator”** Conduct a feasibility study for the development of an Agricultural Food Product Incubator for Artisan Cheese, Wine and Distilled Spirits. Model the facility on Walla Walla Community College’s Vintner program. Include training plus facilities. This is would be collaborative effort led by the City.

## STRATEGY 2. ATTRACT ONE OR MORE SENIOR COMMUNITIES WITH HIGH QUALITY HOUSING AND AMENITIES TO LOCATE IN ENUMCLAW

**2.1 “Construction Sales Tax Refund”** Implement a Construction Tax Refund program for Senior Communities, once defined. This would be a City developed and led program.

**2.2 “Impact Fee Deferral Program”** for Senior Communities, once defined. Impact fees would be deferred until Certificate of Occupancy or until the property is sold, whichever happens first. This would be a City developed and led program.

**2.3 “Senior Community Zoning Code Amendment”** Interview development companies and define the necessary elements of a Senior Community with high quality housing, open space and other amenities for ages 55+. Develop special zoning and subdivision code provisions to define and allow for those elements identified as necessary for development of a Senior Community. This would be a City developed and led effort.

**2.4 “Marketing to Senior Community Developers”** Develop and implement a marketing plan to market Enumclaw to development companies that specialize in senior communities. This effort could be a City led effort or a collaborative effort.

## STRATEGY 3. INCREASE TOURIST VISITS

**3.1 “Marketing to Hotel/Motel Developers”** Develop and implement a marketing plan targeted at Hotel/Motel developers to attract one or more mid range franchised quality hospitality establishments. This effort would be led by the City via a marketing firm.

**3.2 “Bed and Breakfast Zoning Code Amendment”** to make Bed and Breakfasts easier to establish which will increase availability and diversity of hospitality. This project was completed in 2013, but the parking requirement may need to be revisited.

**3.3 “Expo Center Events”** Maintain and expand events and activities at the Enumclaw Expo Center. This effort will be led by the Expo Advisory Committee.

**3.4 “Agricultural Food Product Incubator”** Conduct a feasibility study for the development of an Agricultural Food Product Incubator for Artisan Cheese, Wine and Distilled Spirits. Model the facility on Walla Walla Community College’s Vintner program. Include training plus facilities. This will be a collaborative effort led by the City.

**3.5 “Art and Cultural Events”** include arts and cultural advocates on the economic development task force and explore opportunities to increase arts and cultural events that will have measurable results. This should be a community effort supported by the City.

**3.6 “Downtown Revitalization”** explore opportunities to improve the attractiveness of downtown to visitors. This could include storefront improvement programs, vacant storefront art programs or other efforts that will have measurable results. The City should explore opportunities to redevelop underutilized City owned property in the downtown. Consider developing an attractive downtown gathering space, additional retail and high quality residential on underutilized public properties.

# Timing

The number and complexity of projects necessitates a phased approach to implementation of the recommended strategies and tactics. The highest priority projects and recommended implementation timeframes are identified in the following table. A check mark in the table indicates the year the project is to begin.

Tactic	Year				
	2014	2015	2016	2017	2018
Buy Local Campaign	✓				
Business Mentor List		✓			
Economic Development Website	✓				
Impact Fee Deferral		✓			
Construction Sales Tax Refund		✓			
Commercial and Industrial Zoning Code Amendment	✓				
Senior Community Zoning Code Amendment			✓		
Commercial Real Estate Marketing		✓			
Marketing to Hotel/Motel Developer		✓			
Marketing to Senior Community Developer				✓	
Small Business Counseling	✓				
Bed and Breakfast Zoning Code Amendment		✓			
Expo Center Events	✓				
Feasibility Study - Agricultural Food Product Incubator			✓		
Business Incubator			✓		
Downtown Revitalization				✓	
Support Art and Cultural Activities					✓

# Monitoring Success

It is important to monitor the success of economic development projects and programs. Overall, the City's Economic Development efforts should be considered successful if they 1) increase the number of jobs created, 2) increase the business survival rate, and 3) increase sales tax collection.

The success of individual program should be measured by the metrics the following table. If one or more individual programs do not meet the specified measures of success, this indicates that the program should be modified or re-evaluated, but does not mean the City's economic development efforts have failed.

Tactic	Measure(s) of success
Buy Local Campaign	<ul style="list-style-type: none"> <li>• Increase taxable retail sales per capita by \$120 per year, which would result in an increase in taxable retail sales of \$1.3 million annually.</li> </ul>
Business Mentor List	<ul style="list-style-type: none"> <li>• Increase 2 year business survival rate from 55% to 60% as measured by business licenses</li> <li>• Two referrals per month.</li> </ul>
Economic Development Website	<ul style="list-style-type: none"> <li>• Website traffic of 100 hits per month.</li> <li>• 10% of businesses say that the website helped them to establish or expand a business in Enumclaw.</li> </ul>
Impact Fee Deferral Program	<ul style="list-style-type: none"> <li>• 10% of businesses say that the program was an important factor in choosing Enumclaw.</li> </ul>
Construction Sales Tax Refund	<ul style="list-style-type: none"> <li>• 25% increase in number of employees in targeted industries over five years.</li> <li>• 10% of businesses say that the program was an important factor in choosing Enumclaw.</li> </ul>
Commercial /Industrial Zoning Code Amendment	<ul style="list-style-type: none"> <li>• Code amendment developed and implemented.</li> <li>• 10% of businesses say that the program was an important factor in locating or expanding a business in Enumclaw as measured by survey of businesses.</li> </ul>
Senior Community Zoning Code Amendment	<ul style="list-style-type: none"> <li>• One master planned senior community locates in Enumclaw.</li> </ul>
Commercial Real Estate Marketing	<ul style="list-style-type: none"> <li>• Representatives of at least three regional commercial real estate firms attend a "lunch and learn" event.</li> <li>• Marketing materials and marketing plan developed and implemented.</li> </ul>
Marketing to Hotel/Motel Developer	
Marketing to Senior Community Developer	
Small Business Counseling	<ul style="list-style-type: none"> <li>• Increase 2 year business survival rate from 55% to 60% as measured by business licenses</li> <li>• 20 Enumclaw businesses counseled</li> <li>• 1 Workshop</li> </ul>
Bed and Breakfast Zoning Code Amendment	<ul style="list-style-type: none"> <li>• Five bed and breakfasts established over five years</li> </ul>
Expo Center Events	<ul style="list-style-type: none"> <li>• Maintain operating expense/revenue neutrality</li> <li>• Increase number of visitors each year</li> </ul>
Agricultural Food Product Incubator-Feasibility Study	<ul style="list-style-type: none"> <li>• Grant received, Feasibility Study completed</li> </ul>
Business Incubator	<ul style="list-style-type: none"> <li>• Marketing materials and marketing plan prepared and implemented.</li> </ul>
Downtown Revitalization	<ul style="list-style-type: none"> <li>• Subcommittee established</li> </ul>
Arts and Cultural Events	<ul style="list-style-type: none"> <li>• Subcommittee established</li> </ul>