

Enumclaw Community Visioning



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Enumclaw Community Visioning Overview

What is Enumclaw Community Visioning?

The Enumclaw Community Visioning identifies short (3-5 years) and mid-term (5-10 years) community strategic objectives and identifies specific action tasks, lead participants, schedules, and performance measures to achieve them.

How is the Community Visioning different than other plans Enumclaw develops?

The Enumclaw Community Visioning is intended to integrate with other city plans including the Comprehensive Plan, Capital Facility Program (CFP), and annual City Budgets to make sure they are consistent with and implement Enumclaw's strategic short and mid-term objectives.

Why did/does Enumclaw need a Community Visioning?

Economic conditions and trends impact the City of Enumclaw's ability to project short and long-range fiscal sustainability. Enumclaw, like other cities in Washington State, needs to analyze financial prospects and make strategic decisions about city services and capital projects that reflect Enumclaw citizens' desires and aspirations.

Who developed the Enumclaw Community Visioning?

Participants include elected officials, community organizations and interest groups, property and business owners, employees, business district customers, young adults, the public-at-large, and finally a random sample of registered voter households.

The City Council, Planning Commission, staff, and a consultant team oversaw the community visioning process and its ultimate contents.

How was the public informed throughout the Enumclaw Community Visioning process?

Community visioning webpages were established on the city's website which included a calendar schedule of events, minutes, memorandums and presentation materials used for City Council and Planning Commission reviews, and results, summaries and findings from interviews, surveys, an open house, and a community workshop. Additionally, throughout the process, press releases and e-mail blasts were issued to inform the public about surveys and public events related to the Community Visioning process.

How was the public involved in Enumclaw Community Visioning process?

The public participated in an extensive series of outreach events during the Community Visioning process beginning with:

Focus Group opinions and suggestions - were obtained from 31 individuals, some of which were representatives of public and nonprofit organizations, during 11 sessions covering the topics of environment-recreation, socioeconomics-economics, education-young adults, tourism, land use-housing, design-historical, health-social services, security, transportation-utilities, community-capital facilities, and fiscal sustainability.

Focus group participant opinions and suggestions helped to frame specific Community Visioning action task contents and responsibilities.

Adult resident's opinions - were obtained from 141 residents using an internet survey process. Participants were asked to rate existing conditions of City governance, employment, safety and security, education, transportation, housing market options, parks and recreation facilities, arts and cultural programs, special events, design conditions and appearances, level of development, and sustainability.

Adult residents rated priorities for the types of businesses to recruit, types of households to attract, and maintenance of City buildings, infrastructure (roads, sidewalks, stormwater) and parks/recreation facilities.

Business owner opinions - were obtained from 42 business owners using an internet survey process. Participants were asked how long their business has existed, about business profiles, labor force characteristics, market conditions, existing and projected trade area and customer profiles, in addition to rating the existing image of, and conditions in, Enumclaw, types of businesses to recruit, marketing and promotion programs, City/Chamber development efforts, planning priorities for possible economic development actions, and interest in participating in the implementation of the Community Visioning plan.

Business owner opinions helped define Community Visioning action tasks, particularly those dealing with downtown development and development regulations.

Employee opinions - were obtained from 132 employees using an internet survey process. Participants were asked to rate their concerns about employment opportunities, transportation and housing market conditions, use of city and business facilities and reasons by nonresidents for not living in Enumclaw.

Employee opinions helped define Community Visioning plan tasks, particularly those dealing with housing and transportation.

Customer opinions - were obtained from 53 customers using an internet survey process. Participants were asked to rate their concerns about shopping behaviors in Enumclaw versus

competitive city business districts and regional malls, where they are most likely to shop for specific goods and services, what factors affect a decision to not purchase in Enumclaw, ratings of Enumclaw conditions, and use of Enumclaw facilities, e.g., parks, trails, Senior Center, etc.

Customer opinions helped define Community Visioning action tasks, particularly those dealing with downtown development, transportation, and arts and culture.

Young adult opinions - were obtained from 141 young adults using an internet survey process. Participants were asked to rate their concerns about activities they currently participate in, activities they would like to participate in, the kind of public service or community activity of interest, employment interests, the best way of communicating with peers, how conditions in Enumclaw rate, whether they would recommend Enumclaw to others, and plans or not for living in Enumclaw in the future.

Young adult opinions helped define Community Visioning action tasks, particularly those dealing with young adult outreach, employment, and community service opportunities.

Community visioning workshop - was conducted with 50 people participating on the 21st of May at the Expo Center Fieldhouse. Community workshop participants expressed their likes and dislikes about Enumclaw in general, identified priorities, results, and measurements related to the highest priority topics identified from the results of the stakeholder focus groups sessions, and surveys of adult residents, business owners, employees, customers, and young adults.

The results of the community vision workshop defined the specific action tasks included in the visioning plan.

Public open house - was conducted on the 9th of July at the Expo Center Fieldhouse during which 36 participants completed a survey during the event. The survey asked the open house participants to comment on and rank possible priorities for the draft action tasks emerging for the Community Visioning plan from the community

visioning workshop and the preceding focus group sessions and adult resident, business owner, employee, customer, and young adult surveys,

The results of the open house refined the proposed action tasks included in the community vision plan.

Registered voter household priorities - will be obtained from a telephone recruited random sample of 193 completed mail-back and internet surveys concerning their priorities for the 120 proposed community vision action tasks concerning economic development, tourism, design, land use and housing, education and young adults, health and social services, transportation, community facilities, recreation, security, and fiscal sustainability and governance.

Registered voter household priorities refined the final priorities assigned to the Community Visioning action tasks and task scheduling.

Public hearings - as part of finalizing the Community Visioning Action Tasks, a joint meeting was conducted between the Planning Commission and City Council. During the meeting, the consultant team presented information on the contents of the Community Vision including all action task proposals, priorities, lead and participant responsibilities, schedules, and performance measures.

Summary of public outreach events

Event	Documentation	Nmbr
Focus groups	11 sessions	31
Adult residents	internet survey	141
Business owners	internet survey	42
Employees	internet survey	132
Customers	internet survey	53
Young adults	internet survey	141
Workshop	public workshop	50
Open house	hand-back survey	36
Voter households	random sample survey	193
Total	Number of participants	819

Note - participation includes some multiple events per person

Who defined the Community Visioning tasks?

Public input from the focus group sessions, surveys, and community workshops were used to define action tasks that are desirable to accomplish within the city regardless of who will be the implementing agent.

What are action task priorities and how was the Enumclaw Community Visioning process used to identify them?

Public input, the results of the registered voter household survey in particular, identified and determined the priority of all 120 specific action tasks included in this Community Vision.

Priorities were defined for each specific task from the results of the statistically representative internet/mail-back survey where the survey participants ranked proposals on a scale of 1 to 5 where 1 is the lowest and 5 the highest priority.

During presentations at public retreats/workshops, rating scores were grouped into, and presented as, 1-2 (very low and low), 3 (neutral) and 4-5 (high and very high). The groupings below used using the percentage results from the random sampling registered voter survey.

Plan actions where the combined percentages of 4 (high) and 5 (very high) ranged above 50% were categorized as Very High below. Plan actions where the combined percentages of 4 and 5 ranged from 40-49% were categorized as Moderate-High below, etc.

Very High (VH)	50%+
Moderate-High (MH)	40%-49%
Moderate-Low (ML)	32%-39%
Low (L)	21%-32%
Very Low (VL)	0%-21%

What are Enumclaw Community Vision’s objectives and related action tasks?

The Enumclaw Community Vision process identified 120 specific tasks. Using the categories above, the plan actions were ranked in order of priority from very highest (VH), to moderately high (MH), moderately low (ML), low (L), to very lowest (VL) within 5 overall Strategic Objectives. Following is a listing of the action tasks in priority sequence by Strategic Objective including the task’s 4-5 priority score and its original numbering sequence.

Strategic Objective 1: Economic development - we want to promote our valuable and unique local attributes for a creative class willing and able to attract and start-up local employment and investment opportunities!

Economic development			
9	Buy Local	63%	VH
7	Small Business Counseling	47%	MH
1	Economic Development Committee (EEDC)	45%	MH
8	Young Professionals	38%	ML
2	Creative Class Marketing	33%	ML
10	Branding	32%	ML
4	Business Mentors	32%	ML
6	Welcome Wagon	32%	ML
5	Employee Peer Group	29%	L
3	EB-5 Immigrant Investors	12%	VL
Downtown			
12	Farmers’ Market	68%	VH
15	Business Hours	54%	VH
13	Food Cooperative	53%	VH
16	Lee Hotel	45%	MH
14	CSU Boxes	44%	MH
18	Eating/Drinking Establishments	43%	MH
11	Main Street	41%	MH
17	Crooked Fence Gifts Building	37%	ML

Strategic Objective 2: Tourism - we want to protect, enhance, and promote our unique historical, cultural, recreational, environmental, and agricultural assets!

Tourism			
25	Community Festivals	70%	VH
20	Website	59%	VH
28	Tourism Signage	53%	VH
27	Historic District Signage	42%	MH
30	Hotel/Motel Developers	41%	MH
24	Wine Walk	41%	MH
21	Facebook Boosts	37%	ML
26	Wayfinding Signage	36%	ML
19	Geotourism	36%	ML
29	Boutique Hotel/Conference Center	34%	ML
22	Artist Studio Tour	30%	L
23	Historic Walk	29%	L
Expo Center			
34	Expo Center Interim Events	69%	VH
31	Expo Center Master Plan	62%	VH
35	Fieldhouse & Exhibition Hall	59%	VH
33	Expo Center Fair/Rodeo	58%	VH
37	Expo RV Park	53%	VH
32	Event Planners Conference	50%	VH
36	Agriculture Incubator	33%	ML

Strategic Objective 3: Design - we want to protect and enhance our historic and scenic aesthetic attributes for our current and future residents!

41	Certified Local Government (CLG)	47%	MH
42	Historic Landmarks	45%	MH
39	Railroad Street Promenade	35%	ML
38	Downtown Enhancement Plan	33%	ML
40	Sign/Façade Improvement Program	26%	L
43	Historic Design Manual	26%	L
44	Single Family Residential Design Standards	21%	L

Signs

45	Sign Design Manual	22%	L
46	Off-Premise Signs, Freestanding Signs	19%	VL

Strategic Objective 4: Land use and housing - we want to effectively allocate necessary commercial and industrial lands and promote the development of a variety of affordable and desirable housing choices and lifestyles!

53	Senior Communities	51%	VH
54	Assisted Living Facilities	46%	MH
51	Diversified Housing Products	39%	ML
55	Big Box Stores	34%	ML
49	Construction Sales Tax Refund	33%	ML
47	Thomas Farm Development Rights	32%	ML
56	Mobile Vending	28%	L
48	Impact Fee Deferral	22%	L
50	Real Estate Developers	22%	L
52	Gated Communities	20%	VL

Zoning

60	Planned Unit Development (PUD)	41%	MH
59	General Office/Light Industrial Zoning	40%	MH
58	Commercial Zoning	35%	ML
57	Zoning Code	34%	ML
61	Mobile/Manufactured Homes	30%	L
62	Bed & Breakfast (B&B) Parking	28%	L

Strategic Objective 5: Education and young adults - we want to provide our youth a quality education, employment prospects, public service opportunities, and young adult networking endeavors!

71	Joint Use Facilities	71%	VH
69	Teen Outreach	68%	VH
72	Upgrade Facilities	65%	VH
65	Innovative Programs	64%	VH
74	JJ Smith Elementary	64%	VH
63	Kindergarten	64%	VH

70	Bullying	61%	VH
66	IT Integration	55%	VH
73	School Impact Fees	51%	VH
64	Birth-5 Program	50%	VH
68	Community Service	47%	MH
67	English as Second Language (ESL)	42%	MH

Strategic Objective 6: Health and social services - we want to care for our citizen's health and social welfare including the disadvantaged and aging populations in our community!

77	Food Bank	80%	VH
75	Outreach	75%	VH
76	Winter Shelter	70%	VH
78	Counseling	69%	VH
81	Transportation	68%	VH
79	Dental Care	65%	VH
80	Visitation	57%	VH

Special Needs Housing

82	Consolidated (Housing) Plan	48%	MH
83	Affordable Housing	42%	MH

Strategic Objective 7: Transportation - we want to effectively and efficiently maintain our streets, transit, bicycle, and pedestrian transportation systems for the benefit of our citizens and for the promotion of economic development!

86	SR-410 and SR-164	52%	VH
87	Safe Pedestrian Crossings	51%	VH
84	Levy Lid Lift	29%	L
85	Cole Street/SR-410 Roundabout	25%	L

Trails

88	Foothills Trail White River Bridge	60%	VH
92	Sidewalks	51%	VH
89	Foothills Trail North	44%	MH
90	Expo Center Loop Trail	37%	ML
91	Ellenson Park Trail Connection	25%	L

Strategic Objective 8: Community facilities - we want to effectively invest in our public lands and facilities to the benefit of our citizens!

94	Senior/Teen Center	57%	VH
96	Tournaments	51%	VH
95	Community Center	48%	MH
93	Public Facilities Master Plan	44%	MH
97	City Square	42%	MH
98	Downtown Park	40%	MH
99	Welcome Center	27%	L

Strategic Objective 9: Recreation - we want to develop and promote our recreational opportunities for the enjoyment of local citizens and interested visitors!

101	Youth Camps & Programs	44%	MH
102	Equestrian Events	38%	ML
100	Motocross	19%	VL

Strategic Objective 10: Security - we want to provide our community a safe and secure environment!

109	Dispatch	66%	VH
104	Emergency Access to Building Plans	66%	VH
113	Off-Duty Security Hires	66%	VH
105	Emergency Response Simulations	63%	VH
111	Mental Illness Response	62%	VH
107	Security Monitors	62%	VH
106	Alerts	60%	VH
112	Outreach	54%	VH
108	Panic Buttons	51%	VH
110	Jail	48%	MH
103	School Resource Officer (SRO)	42%	MH
114	Marijuana Sales	39%	ML
Fire District			
116	Dispatch Shifts	48%	MH
115	Fire Levy	46%	MH

117	Branch Fire Station Live-Ins	37%	ML
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Strategic Objective 11: Fiscal and governance - we want to facilitate an efficient, effective, representative, transparent, and sustaining civic governance!

118	Fiscal Strategy - Budgeting for Objectives	55%	VH
119	Annexation	35%	ML
120	Cable Access	25%	L

The 11 strategic objectives listed above and the 120 related specific action tasks involved in realizing the strategic objectives are described within the following sections of this document.

What are the financial implications of the action task priorities?

The plan action tasks, including some when the City serves as the lead, may not compete for the same source of funds. Many of the action tasks will be accomplished by parties using funds other than Enumclaw’s including the Enumclaw School District (ESD), Fire District, Enumclaw Main Street, Washington State Department of Transportation (WSDOT), King and Pierce Counties, and Chamber of Commerce, among others.

Each proposed action task may have a different sponsor, funding source, and schedule. The goal of this Community Vision is to organize and coordinate all actions and participants - not select winners and losers or determine which goes first and which goes last.

What do the priorities signify?

Voters that will participate in the random sampling survey will express their opinions on the overall priority of each and all actions on a citywide basis to be accomplished within the next 10 years regardless of who will be the implementing agent or the source of financing.

How will the City of Enumclaw use the priorities for city actions?

Where the city is identified as the lead agent, the priorities will be used in a Budget for Objectives (BFO) process to help in determining how Enumclaw's limited financial and staff resources could be budgeted or allocated.

Will the action tasks be accomplished in rank order?

Not likely, nor should that be an objective. Some of action tasks will require lead times necessary to form participant groups, secure outside funding, conduct environmental reviews, etc. Consequently, even if a task is a high priority, it may take a number of months or years to fully initiate and achieve results.

In actuality, **most action task priorities will be opportunistic rather than rank ordered. The overall goal is to achieve all proposed action tasks as soon as each action is feasible and accomplishable.**

Should a low priority task be ignored or deferred?

Not if the lead agent is able to implement or the task is primed for implementation. The Community Vision is intended to be implemented on an opportunistic and multifaceted basis, i.e., lead agents and participants should/can look for ways to implement as many community desired actions and involve as many participant interests in the community as possible as events and circumstances allow.

Therefore, if a low priority action has a sponsor and funds it could be accomplished with the support of the community so long as the task action does not interfere with accomplishing higher priority task actions.

Should the list of action tasks be reduced or tasks eliminated?

It is not necessary to eliminate an action if it scores a moderate-low to very low priority if there is an interest group willing to take the lead and implement the action without unduly using city funds or resources.

The Community Vision is holistic defining all actions city residents wish to see accomplished within the next 6-10 years without limitations on who or which entity would serve as lead agent or participant to implement or fund them.

Who are the participants and how were they determined?

Participant lists include all parties who may be affected by an individual action task. The lists were created using information provided during focus group sessions, survey comments, open house, community workshop, and by the consultants and city staff.

Who are the lead agents?

Lead agents are assumed to be the primary implementing party or parties. In some instances the lead agent may be the authorizing or approving agent - as in City Council.

How were lead agents identified?

In some instances, lead agents were self-selected based on the actions they proposed during the focus group sessions, survey comments, or community workshop. In other instances, lead agents are presumed to be the most likely party that has the predominant interest and benefit in the action, and the resources with which to accomplish or facilitate the action.

How are lead agents distributed between the City and other entities/agents?

Strategic Objective 1: Economic development - we want to promote our valuable and unique local attributes for a creative class willing and able to attract and start-up local employment and investment opportunities.

Action 2: Creative Class Marketing

Strategic objective

Rank

Focus economic marketing approaches on the city's creative class opportunities - i.e., attracting individuals who want to live in Enumclaw due to its educational, recreational, attributes and create startup business opportunities - e.g., Helac Corporation, Duval Engineering, Home Depot fence builder.

Lead agent

Participants

Economic Development Committee

City of Enumclaw, Chamber of Commerce, Enumclaw School District, St Elizabeth Hospital, Mutual of Enumclaw, Businesses

Implementation schedule

2015 2016 2017 2018 2019 2020+

Potential performance measures - annual achievements

new business startups by Enumclaw recruits

new business startups by Enumclaw residents

% indicating Enumclaw attributes reasons for locating/starting a business in Enumclaw

additional new employees from creative classes

Though Enumclaw elected officials and staff are involved in a large number of action tasks, they are not the lead or primary implementing party in a large number of them, e.g., downtown development, arts and culture, social health, etc.

What non-City lead agents have been identified?

There are a large number of non-City lead agents including the Enumclaw School District, WSDOT, nongovernmental organizations (NGOs) such as Enumclaw Main Street, and the Chamber of Commerce who have authority, responsibility, or benefit from an action task for which they are listed as lead.

Will additional organizations be required to implement the Community Vision?

It could, depending on whom the participants and the lead agents determine will be most effective and representative of the costs and benefits.

What if a lead agent is not interested or able to facilitate an action task accomplishment?

Then the lead agent designation and responsibilities could pass to another interested party or parties or the action will not be accomplished.

How will the implementation schedule be determined?

The Community Vision defines the action tasks desired to be implemented within the next 6-10 years. The schedules shown assume each task would be initiated as soon as possible and extend through the years assigned to the task.

In reality, actual schedules will depend on the lead agent, how many other tasks they are responsible for, complexities involved in the implementation of each task, when funding is available, and other opportunistic variables.

What are performance measures and what function do they serve?

Performance measures are indicators or benchmarks by which to measure the progress and effectiveness of implementing each action task. A low score on a performance measure indicates the action task is not achieving the desired result and may need to be reassessed or revised to achieve the results listed in the performance measure.

How were performance measures determined?

Performance measures were defined by existing city benchmarks, comparison with benchmarks from other cities, and from objective parameters defined by the nature of the action task function.

How will performance measures be gauged?

Some performance measures are objective measurements, i.e., the number of accidents between vehicles and pedestrians before and after pedestrian crossing improvements. Others depend on community surveys where the public indicates the degree to which they are satisfied with various conditions - such as perception of safety, access to jobs, satisfaction with appearances, etc.

Will the Community Vision be updated?

This Community Vision defines key objections, action tasks, responsibilities, schedules, performance measures, and other particulars for the next 6-10 years and could be updated concurrent with updates to the Comprehensive Plan, Capital Facilities Program (CFP), and annual City Budgets.

However, should an unforeseen event arise that might necessitate an update, the Community Vision can be updated if and when City Council deems necessary.

What needs to be done to initiate the Community Vision?

Finalize the draft document and complete Council hearings - review and confirm action task lead agents, participating parties, schedules, performance measures, and other particulars with which to initiate action

Confirm lead agents and participants - assign the action tasks to the lead agents and work with them, City included, in formulating detailed contents, schedules, funds, and other particulars. Where necessary, create new ad hoc groups to take the lead on tasks involving multiple lead agents and interests.

Coordinate with other city, public agencies, and NGO programs - update city documents including the Comprehensive Plan, CFP, Annual City Budgets, and other agency and NGO plans, projects, and programs to reflect the strategic objectives, action tasks, and performances defined in the Community Vision,

Monitor performance and adjust particulars as necessary - score and evaluate performance of each lead agent and participants on the accomplishment of the action tasks using the performance evaluation measures or benchmarks to make adjustments, revise approaches, and other particulars.

Strategic Objective 1: Economic development - we want to promote our valuable and unique local attributes for a creative class willing and able to attract and start-up local employment and investment opportunities!

Action 9: Buy Local

Strategic objective						Priority					
Develop and implement a buy local campaign focusing on Farmers' Market, Food Coop, CSA boxes, and other promotions.						63% VH					
Lead agent			Participants								
Chamber of Commerce, Enumclaw Economic Development Committee (EEDC)			Enumclaw Main Street, Chamber of Commerce, Buy Local Committee, Local businesses								
Implementation schedule						2015	2016	2017	2018	2019	2020+
Potential performance measures - annual achievements											
# residents participating in Buy Local coupons and programs											
# local businesses participating in program											
\$ generated in local businesses from Buy Local program											
% local businesses indicating Buy Local program is productive											

Action 7: Small Business Counseling

Strategic objective						Priority					
Promote and take advantage of small business counseling services through Green River Community College Small Business Consultant, WSU Business Extension, and other economic and business development services currently available.						47% MH					
Lead agent			Participants								
Enumclaw Economic Development Committee (EEDC)			Green River College, WSU Business Extension								
Implementation schedule						2015	2016	2017	2018	2019	2020+
Potential performance measures - annual achievements											
# organizations participating in Small Business Counseling program											
# business assistance outreaches conducted											
# small existing/startup businesses citing assistance											
% Small Business Counseling participants indicating program is productive											

Action 1: Enumclaw Economic Development Committee or Commission (EEDC)

Strategic objective						Priority					
Create an Enumclaw Economic Development Committee or Commission (EEDC) composed of city officials and staff, Chamber of Commerce, Enumclaw School District, Green River College, local businesses, and others to coordinate economic marketing and promotion activities focused on and headed by local representatives of key cluster industries.						45% MH					
Lead agent			Participants								
City Council			Enumclaw School District (ESD), Green River College, St Elizabeth Hospital, Chamber of Commerce, Enumclaw Main Street, Local businesses, Muckleshoot Tribe								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
# new business startups by existing residents											
# new businesses recruited											
# additional employment resulting from EEDC efforts											
\$ generated in property and sales taxes as result of new activity generated by EEDC											
% residents like results											

Action 8: Young Professionals

Strategic objective						Priority					
Develop a young professionals division of the Chamber of Commerce to encourage local entrepreneurs to network, socialize, volunteer, and organize their resources and talents.						38% ML					
Lead agent			Participants								
Chamber of Commerce, Enumclaw Economic Development Committee (EEDC)			Local businesses								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
# individuals participating in young professionals programs											
# events initiated											
# young professionals citing program involvement											
% sponsor participants indicating program is productive											

Skagit Young Professionals

Young professionals are vital to every city by giving time, money, and energy that supports local charitable and civic activities. They are the local community's entrepreneurs innovating and bringing new ideas into the marketplace. They are, however, the most likely age group able and willing to move away.

The Mount Vernon Chamber of Commerce recognized that young professionals are valuable for their social, civic, and tax contributions to the local community but are easily lost to other areas that provide more jobs, more pay, or more fun. To encourage young professionals to stay, the Chamber realized it needed get young professionals involved with Mount Vernon.

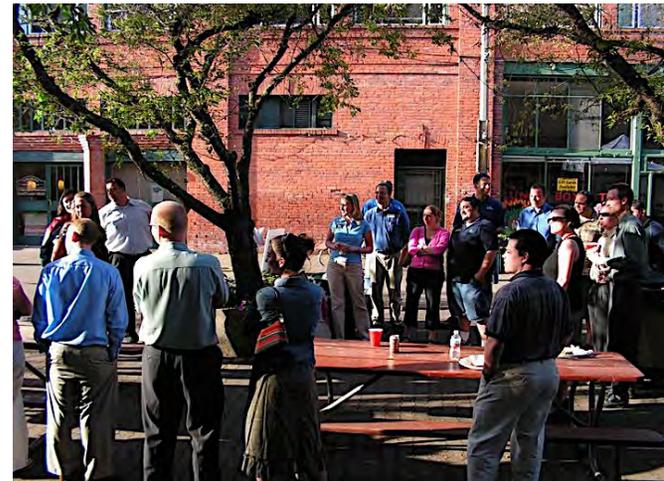
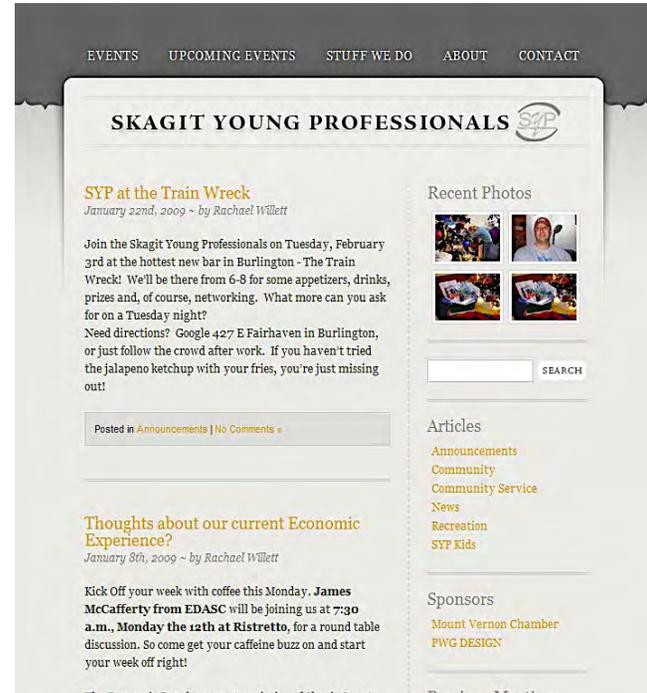
The Chamber provided financial and administrative support to start the Skagit Young Professionals (SYP). The purpose of SYP is to build the business relationships and friendships that will help this age group become the leaders of Skagit County. The SYP realized this age group responds more easily to like-minded peers using internet and other tools to initiate contacts and network relationships.

SYP's goal is to develop and guide events and projects that young professionals find engaging and worthwhile. SYP programs events to include civic programs, professional networking, career development, social mixers, and public service.

SYP also encourages its members to take advantage of the great programs the Mount Vernon Chamber of Commerce has to offer - though SYP members can participate in any of the other Skagit County chambers as well.

In addition, the Chamber works with corporate sponsors to recruit young professionals for job openings and start-up business opportunities.

www.mountvernonchamber.com
www.skagityoungprofessionals.com



Action 2: Creative Class Marketing

Strategic objective						Priority	
Focus economic marketing approaches on the city's creative class opportunities - i.e., attracting individuals who want to live in Enumclaw due to its educational, recreational, attributes and create startup business opportunities.						33% ML	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC)			City of Enumclaw, Chamber of Commerce, Enumclaw School District (ESD), Local businesses				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# new business startups by Enumclaw recruits							
# new business startups by Enumclaw residents							
% indicating Enumclaw attributes reasons for locating/starting a business in Enumclaw							
# additional new employees from creative classes							

Action 10: Branding

Strategic objective						Priority	
Create a branding program for Enumclaw that reflects its creative class business opportunities as well as its varied geotourism historical, cultural, recreational, environmental, and agricultural attributes.						32% ML	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC), Chamber of Commerce			Expo Advisory Board, Arts Commission, Enumclaw Main Street, Enumclaw Plateau Historical Society, Arts Alive				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# business recruits citing branding materials as reference							
# tourists citing branding materials as reference							
# hits registered on city, chamber websites as result of branding promotions							
% regional economic/tourism marketing representatives aware of branding effort							

Action 4: Business Mentors

Strategic objective						Priority					
Develop and maintain a business mentor program of willing business mentors that the city and chamber can provide prospective business prospects.						32% ML					
Lead agent			Participants								
Enumclaw Economic Development Committee (EEDC), Chamber of Commerce			Local businesses								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
# Enumclaw businesses participating in mentoring program											
# mentoring relationships initiated											
# business startups citing business mentoring assistance											
% mentors indicating program is productive											

Action 6: Welcome Wagon

Strategic objective						Priority					
Re-establish a Welcome Wagon activity to market potential employees and welcome new residents into the community.						32% ML					
Lead agent			Participants								
Chamber of Commerce			Local businesses								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
# organizations participating in Welcome Wagon program											
# prospective/new resident contacts initiated											
# prospective/new residents citing Welcome Wagon assistance											
% Welcome Wagon participants and local sponsors indicate program is productive											

Action 5: Employee Peer Group

Strategic objective						Priority	
Create an employee peer promotion program where potential employee recruits are matched with a local business, employee, or resident who has similar interests.						29% L	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC), Chamber of Commerce			Local businesses				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# organizations/individuals participating in mentoring program							
# prospective/new employee mentoring relationships initiated							
# business startups citing prospective/new employee mentoring assistance							
% mentors indicating program is productive							

Action 3: Immigrant Investors

Strategic objective						Priority	
Investigate the potential of attracting investors to create jobs under the EB-5 Immigrant Investor program including creation of a regional center in Enumclaw.						12% VL	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC), City Council			WA Department of Commerce, Chamber of Commerce, Local businesses				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# new EB-5 investors							
\$ new EB-5 investments							
# EB-5 development projects							
# EB-5 related-businesses							
% EB-5 investors, local businesses, and public indicate EB-5 a success							

Downtown

Action 12: Farmers' Market

Strategic objective						Priority					
Develop a permanent farmers' market to include more vendors, producers, entertainers, and related activities with downtown businesses.						68% VH					
Lead agent			Participants								
Enumclaw Economic Development Committee (EEDC), Enumclaw Main Street			Chamber of Commerce, King Pierce Farm Bureau, WSU Agriculture Extension, Arts Alive								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
# market vendors participating in Farmers' Market											
# customers frequenting Farmers' Market regularly and on peak days											
\$ generated by Farmers' Market activities and vendors											
% market vendors and customers citing Farmers' Market effectiveness											

Action 15: Business Hours

Strategic objective						Priority					
Coordinate local downtown business hours to accommodate late hour and weekend shopping by resident commuters and tourists.						54% VH					
Lead agent			Participants								
Chamber of Commerce			Enumclaw Main Street, Local businesses								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
# of businesses participating in a coordinated business hour program											
# customers frequenting local businesses during expanded local hours											
\$ sales reported during expanded local hours											
% businesses and customers who report expanded local hours are effective											



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Skagit Valley Food Co-op

As a not-for-profit, full service grocery and deli employing over 100, the Co-op serves as an anchor, physically and in terms of community involvement, in both downtown Mount Vernon and the Skagit Valley. Guided by its mission statement, the Co-op provide its members with high quality food; to support sustainable agriculture, including the extensive local agricultural community; to provide members and the broader community with crucial education about food, health and environmental issues; and to uphold the principles of a cooperative business.

Most of the co-ops affiliated with National Cooperative Grocers Association (NCGA) are consumer cooperatives - owned by the people who shop at the stores. Consumer members exercise their ownership by investing in co-op shares, patronizing the store, and electing a board of directors to hire, guide, and evaluate the general manager who runs day-to-day operations.

Cooperatives are member-owned, member-governed businesses that operate for the benefit of their members according to common principles agreed upon by the international cooperative community. In co-ops, members pool resources to bring about economic results that are unobtainable by one person alone. Most simply put, a cooperative is a business:

- **voluntarily** owned by the people who use it, and
- **operated** for the benefit of its members.

<https://www.ncga.coop>
<http://skagitfoodcoop.com>

Action 13: Food Cooperative

Strategic objective						Priority	
Develop a food cooperative based on PCC Markets or the Bellingham, Mount Vernon, or Port Townsend Coops to market locally grown organic and produced products, artist galleries, deli, and related items marketed from local businesses and returning proceeds to local entrepreneurs.						53% VH	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC)			Enumclaw Main Street, Chamber of Commerce, King Pierce Farm Bureau, WSU Agriculture Extension				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# customers participating in food cooperative							
% coop products acquired from local economy							
\$ sales generated by food cooperative							
% residents who report food cooperative meets community's needs							

Action 16: Lee Hotel

Strategic objective						Priority	
Explore potential for rehabilitating the Lee Hotel with historic and affordable housing tax credits and HUD programs including an allocation of low-income housing.						45% MH	
Lead agent			Participants				
Enumclaw Public Development Authority (EPDA)			Tax Credit Developer, Local Bank, WA Office of Archaeology & Historic Preservation, Enumclaw Plateau Historical Society, Enumclaw Main Street				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ hotel renovated and refurbished and listed as landmark building							
# affordable housing units provided							
# market rate housing units and ground floor retail outlets provided							
% historic tax credit realized and sold to local real estate professionals							

Crooked Fence Gifts Building
Lee Hotel



Action 14: CSA Boxes

Strategic objective						Priority	
Develop community supported agriculture (CSA) boxes marketing local farm agriculture products to local households possibly through a food cooperative.						44% MH	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC)			Enumclaw Main Street, Chamber of Commerce, King Pierce Farm Bureau, WSU Agriculture Extension				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# farms participating in CSU program							
# local households participating in CSU program							
\$ sales generated by CSU program							
% famers and customers who report CSU program meets community's needs							

Action 18: Eating/Drinking Establishments

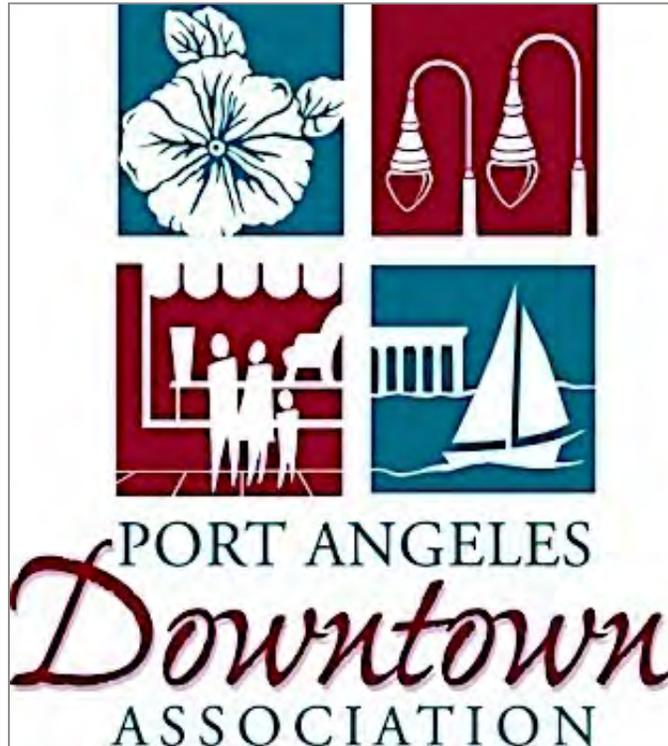
Strategic objective						Priority	
Establish a citizen committee to develop and conduct a campaign to market to and recruit wineries, breweries, distilleries, and restaurants to locate in Enumclaw.						43% MH	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC)			Enumclaw Main Street, Chamber of Commerce, Local businesses				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# outreach contacts made with eating/drinking prospects							
# locating in Enumclaw as result of effort							
% increase in sales due to recruitment effort							
@ to which Enumclaw cited in tourism marketing as wine/brewery destination							

Action 11: Main Street

Strategic objective						Priority	
Establish a Main Street Tier 2 Organization able to market, promote, design, and organize downtown activities and participate in the B&O tax donation program for up to \$133,000 in annual eligibilities.						41% MH	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC), Enumclaw Main Street			Downtown merchants, businesses, and property owners				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# businesses participating in B&O donations program							
\$ generated for Main Street programs by B&O donations program							
# projects, programs, events sponsored by Main Street							
% downtown merchants and businesses citing Main Street program effectiveness							

Action 17: Crooked Fence Gifts Building

Strategic objective						Priority	
Explore potential for rehabilitating the former department store building with historic and affordable housing tax credits and HUD programs including an allocation of low-income housing.						37% ML	
Lead agent			Participants				
Enumclaw Public Development Authority (EPDA)			Tax Credit Developer, Local Bank, WA Office of Archaeology & Historic Preservation, Enumclaw Plateau Historical Society, Enumclaw Main Street				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ building renovated and refurbished and listed as landmark building							
# affordable housing units provided							
# market rate housing units and ground floor retail outlets provided							
% historic tax credit realized and sold to local real estate professionals							



National Trust for Historic Preservation's Main Street Program

The Hilltop Business District Association is implementing Main Street's 4-Point Approach - which encompasses work in 4 distinct areas - Design, Economic Restructuring, Promotion, and Organization - that combine to address all of a commercial district's needs. The philosophy behind this methodology makes it an effective tool for community-based, grassroots revitalization efforts such as Hilltop.

The Main Street approach is also incremental; it is not designed to produce immediate change. Because they often fail to address the underlying causes of commercial district decline, expensive improvements, such as pedestrian malls do not always generate the desired economic results. In order to succeed, a long-term revitalization effort requires careful attention to every aspect of a business district - a process that takes time and requires leadership and local capacity building.

The Washington State Downtown Revitalization/Main Street Program (WSMP) -

has been helping communities like Hilltop revitalize the economy, appearance, and image of downtown commercial districts using the Main Street Approach since 1984.

www.mainstreet.org
www.downtown.wa.gov

Strategic Objective 2: Tourism - we want to protect, enhance, and promote our unique historical, cultural, recreational, environmental, and agricultural assets!

Action 25: Community Festivals

Strategic objective						Priority
Promote and expand the city's annual community festivals during the 4th of July, mid-July Street Fair, Halloween, and Christmas community festivals and events to local residents and surrounding area visitors.						70% VH
Lead agent			Participants			
Enumclaw Main Street			Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Local service clubs, restaurants, and businesses			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
# activities, exhibits, venues participating in festivals						
# persons attending community festivals and events						
\$ sales attributed to community festivals and events						
% sponsors and participants indicating community festivals and events a success						

Action 20: Website

Strategic objective						Priority
Create a central community/tourism website identifying events, attractions, and destinations linking the city and chamber with other community and tourism-based outreach such as VisitRainier.com by the Washington Tourism Alliance as well as for conducting business recruitment efforts.						59% VH
Lead agent			Participants			
Enumclaw Economic Development Committee (EEDC)			Enumclaw Main Street, Chamber of Commerce, Local businesses			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ new interlinked tourism website(s) on-line						
# hits on website(s) resulting from tourism interlinkiing						
# tourist visits attributed to website(s)						
\$ spent in local economy by increased tourism						

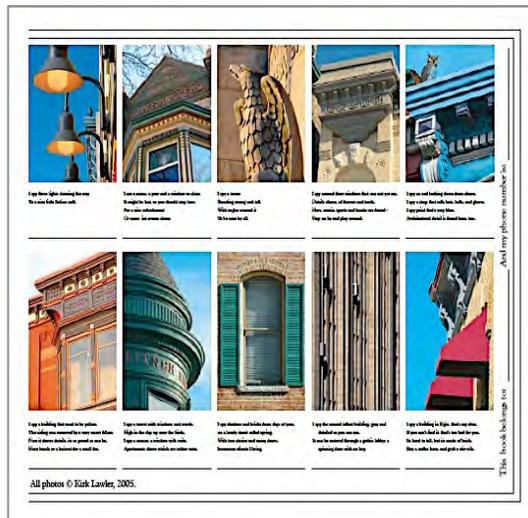
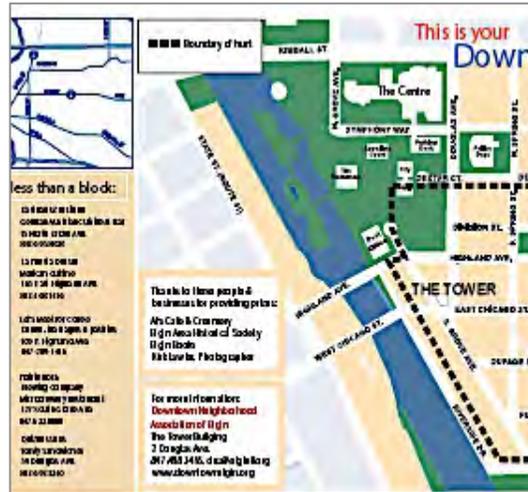
Downtown Elgin Association (DNA)

DNA of Elgin, Illinois developed an interactive website that employs low-cost and no-cost tools to provide online services to provide promotional information, directories, schedules, and other materials to interested downtown residents, customers, and tourists - very much like what the Hilltop Business District Association could do to inform MLK residents and attract out-of-area customers..

DNA designed their website to rely on free and inexpensive online communications to connect with as many people as possible. Blogs, online calendars, Facebook, Flickr, and others are tools that young adults use to communicate every day.

By incorporating these tools into the DNA website, the downtown reached a generation of customers that it would not effectively reach otherwise. And, DNA found that as young adults became knowledgeable of what the downtown had to offer, they also became interested in working in the DNA on downtown development and promotional issues - as could Evergreen State College Tacoma, Bates Technical College, and University of Washington Tacoma students, as well as other MLK young adults could do as well.

www.downtownelgin.org



Action 28: Tourism Signage

Strategic objective						Priority	
Work with WSDOT to change signage along SR-167 and I-5 to direct traffic going to Mt. Rainier/Sunrise through Enumclaw via SR-18/SR-164 instead of directing south through Puyallup and SR-410 (including Expo Center and Park Center Hotel).						53% VH	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC), Chamber of Commerce			Enumclaw Main Street, Local businesses				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date when local tourist oriented-businesses apply/pay WSDOT for signage							
@ date when tourist oriented signage installed on state highways							
% local businesses indicate tourist oriented signage is effective							

Action 27: Historic District Signage

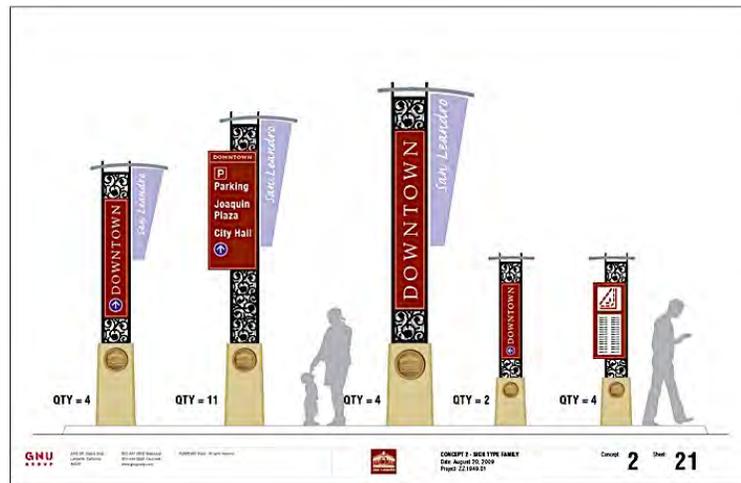
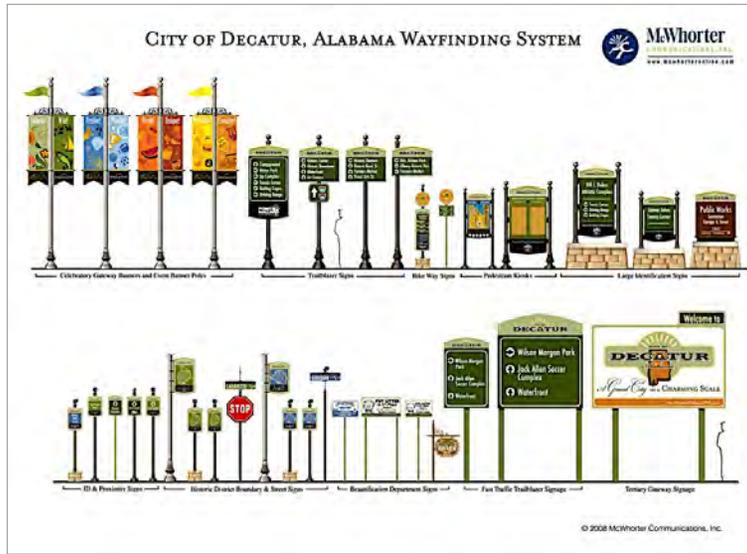
Strategic objective						Priority	
Work with WSDOT to install historic district signs on SR-410, SR-164, and SR-169 designating the downtown historic district.						42% MH	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC), Enumclaw Main Street			Planning Commission, Parks Board, Arts Commission, Chamber of Commerce, Enumclaw Main Street				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date when city is a Certified Local Government (CLG) by which to designate district							
@ date when historic downtown district is recognized by King County, WA OHAP							
@ date when WSDOT approves installation and city provides first installation fund							
@ date when historic designation signage is installed on state highways							

Gateways and wayfinding

Gateways - establish the entrances into a special area or district like Enumclaw using graphic and artwork representations that represent the area's image or brand.

Wayfinding signs - which can be derivations of gateway images, are designed to complement the area's brand and provide out-of-area customers and tourists directions to facilities and destinations of interest. To be effective, wayfinding signage must be designed in scales appropriate for pedestrians, bicyclists, and vehicles.

Designed and used appropriately, gateways and wayfinding can establish an effective Enumclaw brand and marketing territory at a relatively low cost.



Action 30: Hotel/Motel Developers

Strategic objective						Priority	
Conduct a hotel/motel developer marketing and promotion conference extolling the city's tourism and Mount Rainier gateway potentials.						41% MH	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC)			Enumclaw Public Development Authority (EPDA), Hotel Owner/Developers, Enumclaw Main Street, Chamber of Commerce				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date when workshops conducted with potential hotel owners/developers							
@ date when background market and other data assembled for their review/comment							
@ date when new facility(ies) developed and opened							

Action 24: Wine Walk

Strategic objective						Priority	
Promote and expand the Wine Walk linking artists, musicians, restaurants, and local brewery/wineries in the downtown.						41% MH	
Lead agent			Participants				
Enumclaw Main Street			Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Local restaurants and businesses				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# venues participating in Wine Walk program							
# persons attending Wine Walk events							
\$ sales attributed to Wine Walk events							
% sponsors and participants indicating Wine Walk a success							

Action 21: Facebook Boosts

Strategic objective						Priority					
Continue to use Facebook Boosts to promote and attract participants and spectators to local community events such as the Wine Walk.						37% ML					
Lead agent			Participants								
Chamber of Commerce			Enumclaw Economic Development Committee (EDDC), Enumclaw Main Street, Local Businesses								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
# Facebook boosts employed to promote local events, festivals, etc											
% Facebook traffic increases due to boosts											
# new tourism visits generated citing Facebook promotions											
\$ spent in local economy by increased tourism											

Action 26: Wayfinding Signage

Strategic objective						Priority					
Develop an integrated wayfinding signage system identifying major community facilities and destinations.						36% ML					
Lead agent			Participants								
Public Works Department, Enumclaw Economic Development Committee (EDDC)			Planning Commission, Parks Board, Arts Commission, Chamber of Commerce, Enumclaw Main Street								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date when wayfinding signage concept has been designed and approved											
@ date when wayfinding signage is constructed and installed											
% local residents and tourists indicate signage is informative and aesthetic											

Action 19: Geotourism

Strategic objective						Priority	
Develop a geotourism strategy identifying Enumclaw's heritage, cultural, recreational, agricultural, and environmental attributes, programs, events, and interests.						36% ML	
Lead agent			Participants				
Enumclaw Economic Development Committee (EEDC), Expo Center			Enumclaw Main Street, Chamber of Commerce, Local businesses				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ niche marketing programs initiated							
# hits on website resulting from geotourism niche marketing							
# tourist visits attributed to each niche as result of geotourism marketing							
\$ spent in local economy by increased geotourism niche marketing efforts							

Action 29: Boutique/Hotel Conference Center

Strategic objective						Priority	
Develop a boutique hotel/conference center marketing geotourism activities and events in a downtown location - possibly involving the redevelopment of city-owned property.						34% ML	
Lead agent			Participants				
Enumclaw Public Development Authority (EPDA)			Enumclaw Economic Development Committee (EEDC), Hotel Owner/Developer, Enumclaw Main Street, Chamber of Commerce				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date when workshops conducted with potential hotel owners/developers							
@ date when background market and other data assembled for an RFP							
@ date when an RFP process conducted and competitive proposals received							
@ date when a proposal is accepted and new facility developed and opened							

Action 22: Artist Studio Tour

Strategic objective						Priority	
Promote and expand the annual Enumclaw artist studio tour on a central community/tourism website.						30% L	
Lead agent		Participants					
Arts Alive		Enumclaw Economic Development Committee (EEDC), Enumclaw Main Street, Local Artists and Businesses					
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# artist studios participating in annual tour and open house							
# persons registering attendance on annual tour							
\$ spent at studios as result of annual tour							
% artists and participants citing annual artist tour as successful							

Action 23: Historic Walk

Strategic objective						Priority	
Promote and expand the downtown historic walk on a central community/tourism website.						29% L	
Lead agent		Participants					
Enumclaw Plateau Historical Society		Enumclaw Economic Development Committee (EEDC), Enumclaw Main Street, WA Office of Archaeology & Historic Preservation (OHAP), King County Landmarks Commission, Local Property Owners					
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
# landmark buildings registered in city							
% historic buildings listed and identified on walk							
# website hits attributed to historic information and walk							
% landmark owners and historic tourists indicating historic walk a success							

Historic structures



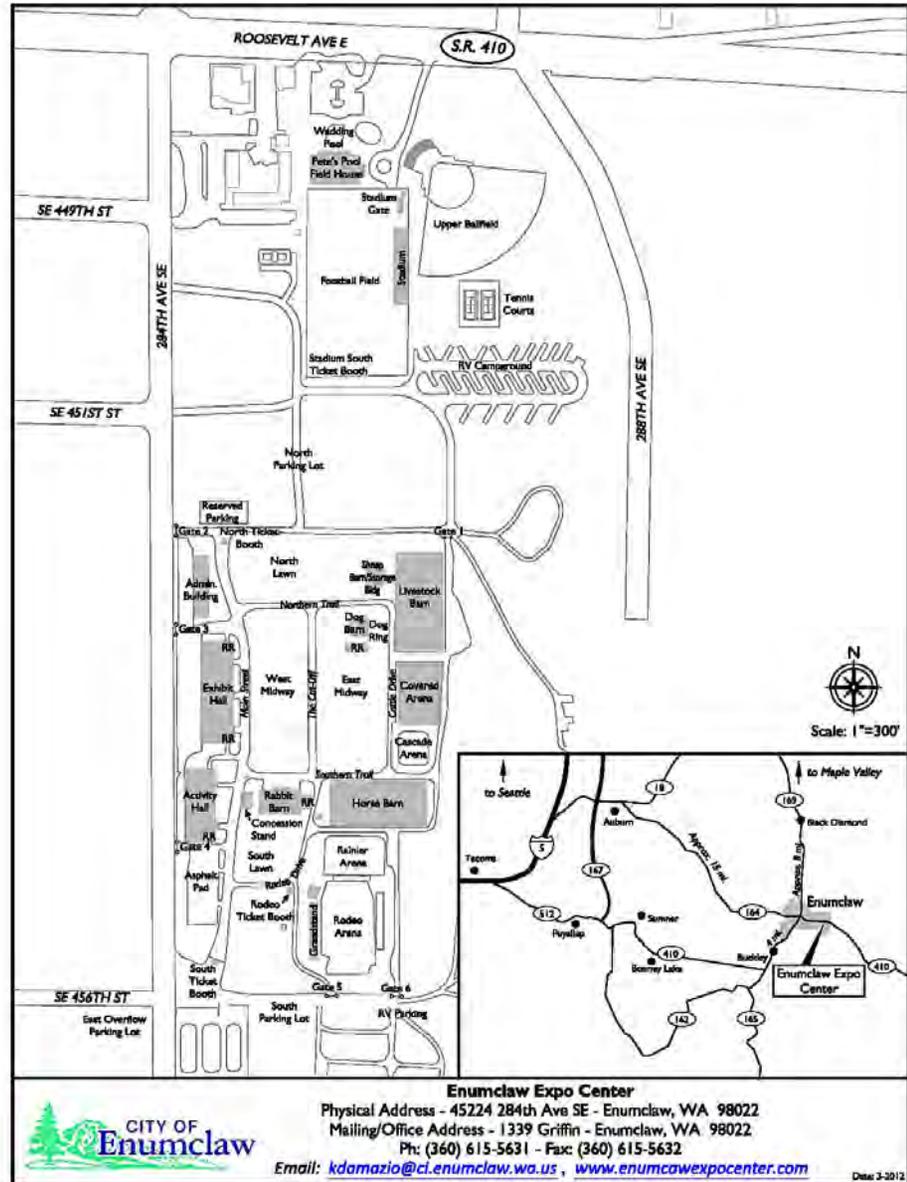
Expo Center

Action 34: Expo Center Interim Events

Strategic objective						Priority					
Promote and expand use of Expo for more interim events such as culinary classes and exhibitions, vintage car and trailer shows and exhibitions, and similar activities of a local and regional attraction.						69% VH					
Lead agent			Participants								
Expo Center Board			Users - 4-H/FFA, horse, motocross, etc., Fair/Rodeo organizations, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date new interim event marketing and promotional program developed and adopted											
# additional new activities, vendors, exhibits, participants added to interim events											
# increase in interim event attendance and Expo Center use											
\$ increase in expenditures for interim events											
\$ increase in expenditures in local economy from interim events											
% interim event participants and local businesses indicate efforts are successful											

Action 31: Expo Center Master Plan

Strategic objective						Priority					
Work with the Expo Center Advisory Committee (proposed Board) to develop an Expo Center master plan including marketing, promotion, design, and organization strategies for the continued operation and development of this key facility.						62% VH					
Lead agent			Participants								
Expo Center Board			Users - 4-H/FFA, horse, motocross, etc., Fair/Rodeo organizations, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
% direct revenue is of operating costs											
# multiplier ratio of Expo expenses to patron expenditures in local economy											
@ operations are compatible with neighboring uses											
% increase in revenue											



% increase in use						
% increase in new users						
% each facility is effectively used - vacancy/utilization rate						

Action 35: Fieldhouse & Exhibition Hall

Strategic objective							Priority
Upgrade the Expo Center Fieldhouse and Exhibition Hall to accommodate a variety of interim events including culinary classes and exhibitions, dance classes and recitals, weddings and meetings.							59% VH
Lead agent	Participants						
Expo Center Board	Existing and potential tenants, user organizations, and event planners						
	2015	2016	2017	2018	2019	2020+	
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshop conducted with all existing and potential Expo Center users							
@ date Expo Center facilities master plan developed and adopted							
@ date renovations and upgrades accomplished							
% Expo Center users and tenants indicate upgraded facilities a success							

Action 33: Expo Center Fair/Rodeo

Strategic objective							Priority
Promote and re-establish the annual County Fair and Rodeo program working with a professional fair manager or International Association of Fair & Exposition (IAFE) consulting services on marketing and promotional program development.							58% VH
Lead agent	Participants						
Expo Center Board	Users - 4-H/FFA, horse, motocross, etc., Fair/Rodeo organizations, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce						
	2015	2016	2017	2018	2019	2020+	
Implementation schedule							
Potential performance measures - annual achievements							
@ date new fair/rodeo marketing and promotional program developed and adopted							
# additional new activities, vendors, exhibits, participants added to fair/rodeo							
# increase in average attendance							
\$ increase in expenditures at fair/rodeo							
\$ increase in expenditures in local economy from fair/rodeo attendance							
% fair/rodeo participants and local businesses indicate efforts are successful							

Action 37: Expo RV Park

Strategic objective							Priority					
Promote and expand RV park potentials at Expo Center for housing parties who attend Expo events during the fair and rodeo, interim events, as well as recreational travelers during the off-season.							53% VH					
Lead agent			Participants									
Expo Center Board			RV Park Developers/Operators									
							2015	2016	2017	2018	2019	2020+
Implementation schedule												
Potential performance measures - annual achievements												
@ date workshops conducted with potential RV park developers/operators												
@ date background market and other data assembled for an RFP												
@ date an RFP process conducted and competitive proposals received												
@ date a proposal is accepted and RV park facility developed and opened												
\$ additional revenue generated from RV park expansion												
% of RV park tenants and Expo Center patrons indicate RV park a success												

Action 32: Event Planners Conference

Strategic objective							Priority					
Host an event planners conference at Expo Center to inform and educate as well as learn and program outreach to event planners operating in the Puget Sound region.							50% VH					
Lead agent			Participants									
Expo Center Board			Enumclaw Economic Development Committee (EDDC), Chamber of Commerce, Enumclaw Main Street									
							2015	2016	2017	2018	2019	2020+
Implementation schedule												
Potential performance measures - annual achievements												
@ date when a workshop is conducted with event planners in Enumclaw												
@ date when market and other materials assembled and posted on local website(s)												
# additional events conducted at Expo Center and other local facilities												
% Expo Center and other local venues indicating outreach is a success												

Action 36: Agriculture Incubator

Strategic objective							Priority
Develop an agricultural food product incubator with a commercial and teaching kitchen, classrooms, and training facilities for the marketing of artisan cheese, wine and distilled spirits based on Walla Walla Community College's Vintner program.							33% ML
Lead agent		Participants					
Expo Center Board		King Pierce Farm Bureau, WSU Agriculture Extension, Green River College					
		2015	2016	2017	2018	2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshop conducted with potential agriculture incubator sponsors, participants							
@ date incubator feasibility plan developed/adopted							
# agriculture incubator tenants and participants							
% agriculture incubator participants and sponsors indicate program a success							

Strategic Objective 3: Design - we want to protect and enhance our historic and scenic attributes for our current and future residents!

Action 41: CLG Status

Strategic objective							Priority
Adopt Certified Local Government (CLG) status so that the city is eligible for historic designation status and state historic preservation grants as well as property owner historic rehabilitation tax credits.							47% MH
Lead agent		Participants					
City Council		Planning Department, King County Landmarks Commission, Enumclaw Main Street, Plateau Historical Society, WA Office of Archaeology & Historic Preservation (OAHP)					
		2015	2016	2017	2018	2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date City Council adopts Certified Local Government (CLG) designation							



WeWork Seattle

You need super fast Internet, conference rooms and coffee, but that's just the beginning. Each WeWork community has unique amenities like Xbox lounges, movie screening theaters, recording studios, relaxation rooms, and production suites.

WeWork is so much more than an office space. They are concentrated on helping startups with the resources that matter most:

- **When getting a company off the ground** - healthcare, worker's compensation, payroll, formation, and hiring.
- **When up and running** - web hosting, marketing, advertising, SEO, SEM, logos, design and development, customer service, CRM software, website analytics, productivity, invoicing, and phones.
- **When building company culture** - discounts on gym memberships, travel and hotels, entertainment, education, and home.

WeWork Seattle - is located at 500 Yale Avenue North on South Lake Union. Coworkers pay a \$45 per month membership fee than fees based on space starting at \$330 a month for laboratory desks, \$550-650 for 1 person private offices, \$1,00-\$12,00 for 2 person private offices up to \$2,700- \$3,600 for 6 person private offices, and more for offices from 7-18 persons.

<http://www.wework.com/location/south-lake-union/>
<http://www.partnerships@wework.com>.

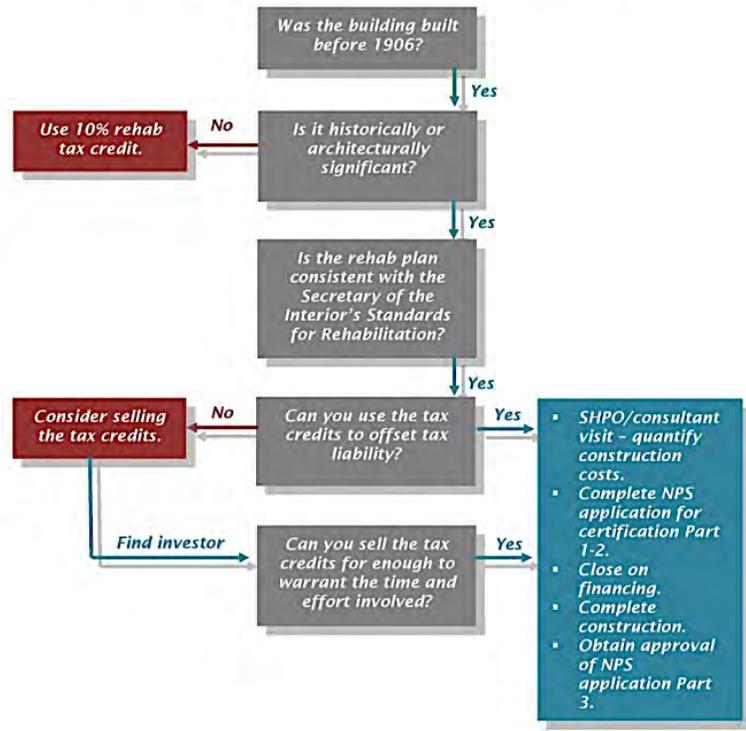
Action 42: Historic Landmarks

Strategic objective						Priority	
Work with King County to identify and list significant historic structures on state and federal registers and establish historic districts in the downtown and the city's eligible older residential neighborhoods.						45% MH	
Lead agent			Participants				
Planning Department and Commission			Property and building owners, King County Landmarks Commission, Enumclaw Main Street, Plateau Historical Society, WA Office of Archaeology & Historic Preservation (OAH)				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date eligible properties and buildings are inventoried							
@ date proposed historic districts are proposed and owners notified							
@ date City Council adopts historic district boundaries							
# number of eligible properties agree to be designated and identified							

Action 39: Railroad Street Promenade

Strategic objective						Priority	
Create a wide sidewalk promenade along Railroad Street with decorative paving, lights and street furniture to host fairs, markets and events.						35% ML	
Lead agent			Participants				
Enumclaw Main Street (a Main Street organization), Planning & Public Works Departments			Parks Board and Arts Commission, Downtown merchants, businesses, and property owners				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date public design workshops conducted on Promenade improvements							
@ date Promenade improvements plan reviewed and adopted							
@ date improvement project completed							
% public and downtown representatives indicate improvement project a success							

Historic tax credit feasibility process



Historic Tax Credits

Federal and state historic tax credits (HTC) provide developers of historic properties with a dollar-for-dollar reduction in taxes giving them a strong incentive to take on historic rehab projects that would otherwise not be financially feasible. Such projects transform vacant properties, revitalize downtowns, and collectively, create an economic multiplier effect.

Housing & Economic Recovery Act of 2008

The HERA of 2008 authorizes individuals (real estate professionals - REPs) to acquire and apply the tax credit to lower their Alternative Minimum Tax (AMT) free of the passive loss limitations of the IRS thereby expanding the market to include individual local investors in tax credits as well as corporate investors.

Washington State Tax Incentive Program

In 1985 the Legislature passed a law that allows for a “special valuation” for certain historic properties in the state. The law specifies that following a rehabilitation project, property taxes will not reflect substantial improvements made to the property for a period of 10 years. To be eligible for special valuation, a property must:

- Be listed in the National Register of Historic Places, individually, or certified as contributing to the significance of a National Register Historic District as certified by their local government or the Washington State Department of Archaeology & Historic Preservation (DAHP).
- OR, be listed in the Local Register of Historic Places established by a Certified Local Government (CLG).
- AND, be of a class of properties approved by the local government.

www.dahp.wa.gov

Action 38: Downtown Enhancement Plan

Strategic objective						Priority	
Incorporate key ideas from the Downtown Enhancement Plan including limiting service uses on the main floor within downtown zoning districts (CB-1 and CB-2) to encourage pedestrian and shopping activity.						33% ML	
Lead agent			Participants				
Enumclaw Main Street (a Main Street organization)			Downtown merchants, businesses, and property owners, Planning Commission				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshop conducted on amending zoning for streetfront uses							
@ date zoning amendments reviewed and adopted							
# new streetfront activities opened in ground floor spaces							
% vacancy/utilization rates before and after zoning amendment							
% property/building owners consider amendment a success							

Action 40: Sign/Façade Improvement Grants

Strategic objective						Priority	
Work with local banks to implement a competitive annual façade and sign improvement program in the downtown where an initial amount will be awarded a grant and the remaining up to a maximum amount will be lent at below market rates.						26% L	
Lead agent			Participants				
Enumclaw Main Street (a Main Street organization), Planning Department			Local banks, Downtown merchants, businesses, and property owners				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshop conducted with local banks on establishing low cost loan program							
@ date joint low cost loan/competitive grant program reviewed/adopted							
# applications received/approved/completed for grants and loans							
% local banks and downtown interests indicate program a success							

Action 43: Historic Design Manual

Strategic objective						Priority					
Update city design standards to include a design manual illustrating local examples of historic site, building, and other design features to help explain and expedite good design solutions and approval and review processes. Include an historical section illustrating design solutions that implement improvements that qualify for historic tax credits.						26% L					
Lead agent			Participants								
Planning Department and Commission			Landmark property and building owners, Enumclaw Main Street, Enumclaw Plateau Historical Society, King County Landmarks Commission, WA Office of Archaeology & Historic Preservation (OAHF)								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date proposed design manual reviewed with property owners and public											
@ date Planning Commission and City Council adopt manual											
# number of buildings renovated and refurbished in accordance with design manual											
% property and building owners agree design manual is a success											

Action 44: Single Family Residential Design Standards

Strategic objective						Priority					
Develop design standards for new single family residential development addressing roof pitches, garage setbacks, and siding/architectural materials.						21% L					
Lead agent			Participants								
Planning Department and Commission			Property and building owners, housing developers and realtors								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date proposed design standards reviewed with public and housing developers											
@ date Planning Commission and City Council adopt standards											
# number of housing projects design and built in accordance with design standards											
% property and building owners agree design standards a success											

Signs

Action 45: Sign Design Manual

Strategic objective						Priority
Update city sign code to include a design manual illustrating good examples for every variety of sign, lighting, and accessories to help explain and expedite good sign solutions and approval and review processes.						22% L
Lead agent			Participants			
Planning Department and Commission			Commercial property and building tenants and owners, sign designers and fabricators, realtors			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date sign design workshops conducted with tenants, owners, fabricators						
@ date Planning Commission and City Council adopt sign design manual						
# number of signs fabricated and installed in accordance with sign design manual						
% tenants, owners, fabricators agree sign agree design manual is a success						

Action 46: Off-Premise Signs, Freestanding Signs

Strategic objective						Priority
Explore allowing larger freestanding signs and more off-premise signs including a readerboard sign for Expo.						19% L
Lead agent			Participants			
Planning Department and Commission			Commercial property and building tenants and owners, sign designers and fabricators, realtors			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date sign standards workshops conducted with tenants, owners, fabricators						
@ date Planning Commission and City Council adopt sign standards						
# number of signs fabricated and installed in accordance with sign standards						
% tenants, owners, fabricators agree sign agree sign standards is a success						

Strategic Objective 4: Land use and housing - we want to effectively allocate necessary commercial and industrial lands and promote the development of a variety of affordable and desirable housing choices and lifestyles!

Action 53: Senior Communities

Strategic objective						Priority					
Develop standards and criteria for senior communities including siting/location criteria and design standards.						51% VH					
Lead agent			Participants								
Planning Department and Commission			Developers/real estate agents, Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted with housing developers and real estate agents											
@ date senior housing standards initiated based on workshop suggestions											
# senior housing development projects developed in city											
# senior housing products sold and sales/occupancy rates											
% developers and housing occupants indicating senior housing a success											
% general public indicating senior housing a success											

Action 54: Assisted Living Facilities

Strategic objective						Priority					
Evaluate the need for additional density and height in assisted living facilities.						46% MH					
Lead agent			Participants								
Planning Department and Commission			Developers/real estate agents, Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted with assisted living facility operators and developers											
@ date assisted living facility standards initiated based on workshop suggestions											
# assisted living facility projects developed in city											
% operators, developers, and occupants indicating assisted living facilities a success											
% general public indicating assisted living facilities a success											

Action 51: Diversified Housing Products

Strategic objective						Priority					
Continue to promote and allow a variety of housing products including 10,000 square foot single family units as well as small lot, zero lot line, cottage housing, and mixed use structures to serve all households, incomes, and lifestyles.						39% ML					
Lead agent			Participants								
Planning Department and Commission			Housing developers/real estate agents, Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted with housing developers and property owners											
@ date diversified housing standards initiated based on workshop suggestions											
# development projects developed in city with diversified housing products											
# diversified housing products sold and sales/occupancy rates											
% developers and housing occupants indicating diversified housing a success											
% general public indicating diversified housing a success											

Action 55: Big Box Stores

Strategic objective						Priority					
Determine the feasibility/desirability of marketing big box stores in Enumclaw.						34% ML					
Lead agent			Participants								
Enumclaw Economic Development Committee (EEDC)			Planning Department and Commission, Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted with big box store representatives											
@ date marketing data provided per the results of the workshop requests											
@ date a big box store develops a site in the city - or not											
% customers indicate the big box store is a success											

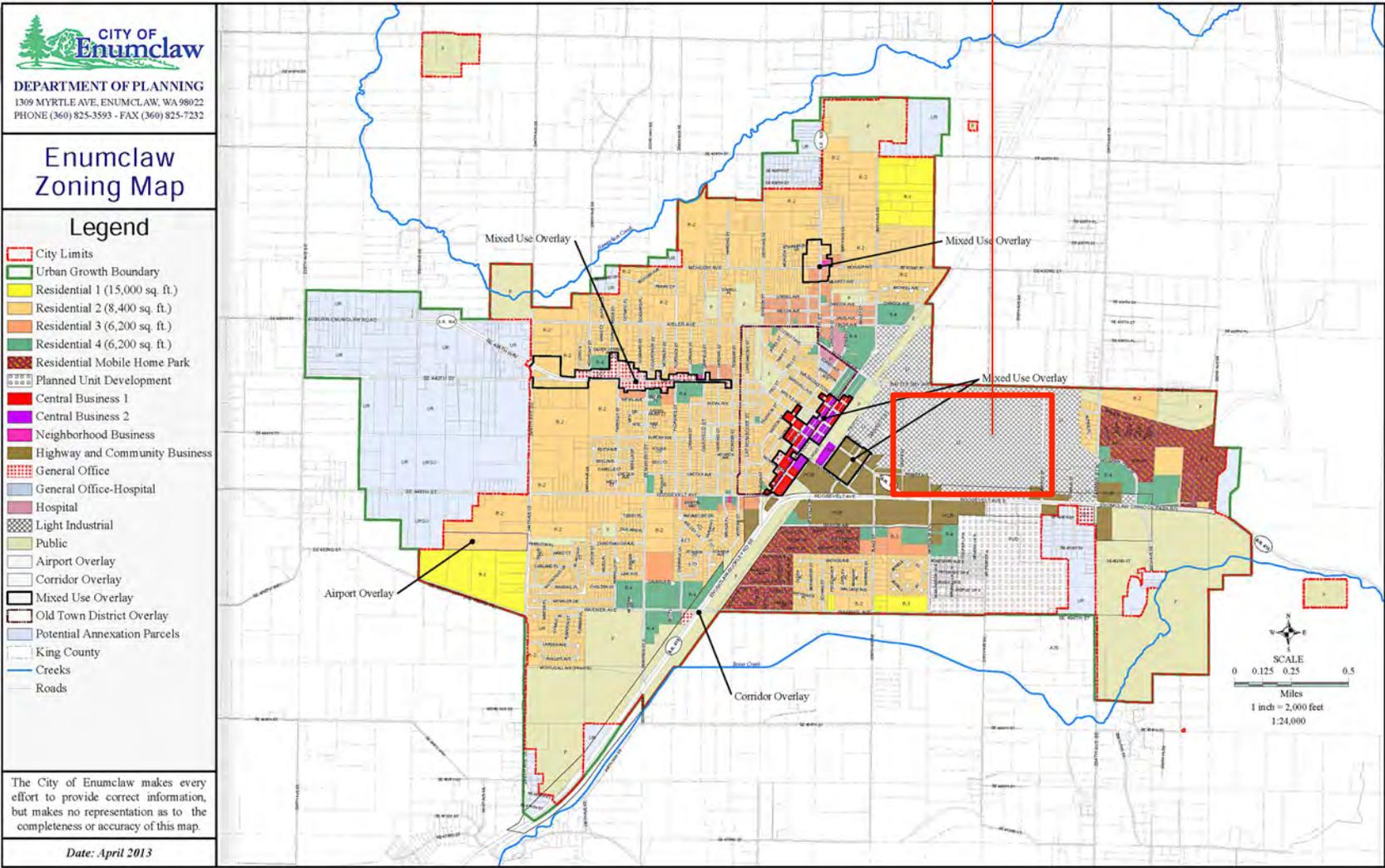
Action 49: Construction Sales Tax Refund

Strategic objective						Priority	
Implement a construction sales tax refund program for downtown residential developments and light industrial and medical buildings that generate 10 or more full time employees in the city.						33% ML	
Lead agent			Participants				
City Council and Planning Department			Developers and construction agents, property and building owners				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted with developers and property owners							
@ date City Council adopts sales tax refund option							
# development projects developed with sales tax refund							
% developers and property owners indicating sales tax refund option a success							

Action 47: Thomas Farm Development Rights

Strategic objective						Priority	
Work with King County to remove development rights limits on the industrially zoned tracts of land within the city's east boundaries through purchase, transfer development rights, eminent domain, or other means.						32% ML	
Lead agent			Participants				
City Council and Attorney, King County Council, Property Owner			State Representatives, GMA Hearings Board, Public - if vote required, Land Trust/Agricultural Preservation Groups/WSU				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ development rights bought back							
@ development rights traded for non-UGA property							
@ transfer development rights (TDR) utilized to acquire development potential on farm							
@ property moved out of UGA and UGA altered to include industrial requirements							

Thomas Farm Development Rights



Action 56: Mobile Vending

Strategic objective							Priority
Explore opportunities to allow permanent locations including hours of operation and standards for each site.							28% L
Lead agent			Participants				
Planning Department and Commission			Enumclaw Main Street, Chamber of Commerce, Downtown merchants and businesses				
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted with mobile vendor operators and downtown businesses							
@ date vendor ordinance is adopted - or not by Planning Commission and City Council							
@ date mobile vendor(s) begin operating in the downtown area							
% vendors, downtown businesses, and customers indicate vendors a success							

Action 48: Impact Fee Deferral

Strategic objective							Priority
Adopt a deferred impact fee to be assessed for light industrial and medical developments at the time of occupancy or until the property is sold to reduce financing impacts on housing developers.							22% L
Lead agent			Participants				
City Council and Planning Department			Developers and construction agents, property and building owners				
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted with developers and property owners							
@ date City Council adopts impact fee deferral option							
# industrial and medical projects developed with deferred impact fee							
% developers and property owners indicating impact fee deferral a success							

Action 50: Real Estate Developers

Strategic objective						Priority					
Create a commercial real estate developer marketing and promotion program using brochures, emails, and site tours to attract commercial real estate developers.						22% L					
Lead agent			Participants								
Economic Development Commission and Planning Department			Commercial real estate developers, Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted with real estate developers and property owners											
@ date marketing and promotion program initiated based on workshop suggestions											
# development projects attracted to city as result of outreach effort											
% developers and property owners indicating recruitment outreach a success											

Action 52: Gated Communities

Strategic objective						Priority					
Develop standards and criteria to allow gated communities while balancing the need for connected streets.						20% VL					
Lead agent			Participants								
Planning Department and Commission			Developers/real estate agents, Fire, Police, EMT responders								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
% impact on responder response times											
@ responders consider safe and workable											
# gated community projects developed in city under new guidelines											
# housing products in gated communities sold and sales/occupancy rates											
% developers and housing occupants indicating gated communities a success											
% general public indicating gated communities a success											

Zoning

Action 60: Planned Unit Development (PUD)

Strategic objective						Priority	
Develop clearer standards for density, character, siting/location and criteria.						41% MH	
Lead agent		Participants					
Planning Department and Commission		Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Local businesses and property owners, developers, and realtors					
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing PUD standards with developers, realtors							
@ date PUD standards amended or not by Planning Commission and City Council							
@ date projects developed in accordance with new PUD standards							
% property owners, developers, and public indicate PUD standards a success							

Action 59: General Office/Light Industrial Zoning

Strategic objective						Priority	
Determine whether there is sufficient demand and land zoned for large tech company such as Nintendo or Microsoft.						40% MH	
Lead agent		Participants					
Planning Department and Commission		Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Local businesses and property owners, developers, and realtors					
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted large site user requirements/capacities/markets							
@ date zoning amended or not by Planning Commission and City Council							
@ date newly authorized large sites zoned lands developed for large user							
% property owners, developers, and public indicate additional zoning a success							

Action 58: Commercial Zoning

Strategic objective						Priority	
Determine whether there is sufficient commercial zoned land capacity in Enumclaw including 244th & Griffin.						35% ML	
Lead agent		Participants					
Planning Department and Commission		Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Local businesses and property owners, developers, and realtors					
						2015	2016
						2017	2018
						2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted assessing commercial requirements/capacities							
@ date zoning amended or not by Planning Commission and City Council							
@ date newly authorized commercial zoned lands developed for commercial uses							
% property owners, developers, and public indicate additional zoning a success							

Action 57: Zoning Code

Strategic objective						Priority	
Amend commercial and industrial zoning code allowances to outright permit a broader range of uses without requiring conditional use permitting process based on the update in 2013 and a review of the effects thereof.						34% ML	
Lead agent		Participants					
Planning Department and Commission		Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Local businesses and property owners, developers and realtors					
						2015	2016
						2017	2018
						2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted exploring possible permitted uses							
@ date zoning amended or not by Planning Commission and City Council							
@ date newly permitted uses apply/occupy zones							
% permitted uses, property owners, developers, and public indicate new zoning a success							

Action 61: Mobile/Manufacturing Homes

Strategic objective						Priority	
Evaluate the city's requirements for consistency with new state laws; design of mobile/manufactured homes; and the community/land use needs for the future.						30% L	
Lead agent			Participants				
Planning Department and Commission			Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Local businesses and property owners, developers, and realtors				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing manufactured standards with developers, realtors							
@ date housing standards amended or not by Planning Commission and City Council							
@ date manufactured housing located in city under new manufacturing standards							
% property owners, developers, and public indicate manufactured housing a success							

Action 62: Bed and Breakfast (B&B) Parking

Strategic objective						Priority	
Amend bed and breakfast zoning code's parking requirements as a follow-up to the code amendments conducted in 2013.						28% L	
Lead agent			Participants				
Planning Department and Commission			Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Local businesses and property owners, developers, and realtors				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing B&B parking requirements with neighbors							
@ date B&B parking standards amended or not by Planning Commission and City Council							
@ date B&B open under new parking standards							
% property owners, B&B operators, and public indicate B&B parking standards a success							

Strategic Objective 5: Education and young adults - we want to provide our youth a quality education, employment prospects, public service opportunities, and young adult networking endeavors!

Action 71: Joint Use Facilities

Strategic objective						Priority					
Create a City/ESD partnership to formalize mutually agreeable joint use of facilities by both entities to allow for the greatest number of activities to benefit the community.						71% VH					
Lead agent			Participants								
Enumclaw School District (ESD) and City of Enumclaw			Planning Department and Commission, Parks Department and Board, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted reviewing Joint Use Facilities opportunities											
@ date Joint Use Facilities agreement adopted or not by City Council and ESD											
# occasions Joint Use Facilities undertaken following agreement											
% users, City, ESD, and public indicate Joint Use Facilities a success											

Action 69: Teen Outreach

Strategic objective						Priority					
Work with city to expand teen outreach activities at the Teen Center including homework assistance, job placement, and counseling.						68% VH					
Lead agent			Participants								
Parks Department and Park Board			Enumclaw School District (ESD), Green River College, Enumclaw Community Action Council, Plateau Outreach Ministries, Cornerstone Ministries, Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted reviewing Teen Outreach with teens, sponsors, parents											
@ date Teen Outreach continued and expanded at Teen Center											
# teens participating in Teen Outreach programs											
% teens, parents, sponsors, administrators, and partners indicate Teen Outreach a success											

Action 72: Facilities Upgrade

Strategic objective						Priority					
Support the ESD Board of Directors in helping to build a communitywide need to renovate aging schools, create a high quality learning environment, accommodate technological advances, innovate new programs, and accommodate future growth.						65% VH					
Lead agent			Participants								
Enumclaw School District (ESD)			Students, Parents, City of Enumclaw, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted reviewing Facilities Upgrade needs and implications											
@ date Facilities Upgrade levy/bond placed on ballot and approved by voters											
@ date Facilities Upgrade projects completed											
% students, parents, ESD, and public indicate Facilities Upgrade a success											

Action 65 Innovative Programs

Strategic objective						Priority					
Support ESD's efforts to expand and enhance innovative programs such as Robotics, STEM, and the joint Green River College aerospace training facility at Enumclaw High School.						64% VH					
Lead agent			Participants								
Enumclaw School District (ESD)			Green River College, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Parents								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted reviewing ESD Innovative Program opportunities											
@ date Innovative Programs expanded and enhanced by ESD											
# students involved in Innovative Programs at ESD											
% teachers, parents, administrators, and partners indicate Innovative Programs a success											



JJ Smith Elementary School

Action 74: JJ Smith Elementary

Strategic objective						Priority	
Develop a long range master plan for JJ Smith Elementary property.						64% VH	
Lead agent			Participants				
Enumclaw School District (ESD)			Planning Department and Commission, Parks Department and Board, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Neighboring property owners and residents, developers and realtors				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing master plan(s) with public and neighbors							
@ date master plan adopted or not by Planning Commission and City Council							
@ site reused/redeveloped in accordance with adopted master plan							
% users, neighbors, public, and ESD indicate master plan a success							

Action 63: Kindergarten

Strategic objective						Priority	
Continue partnership between city and ESD to find grant funding for full-day kindergarten program.						64% VH	
Lead agent			Participants				
Enumclaw School District (ESD) and City of Enumclaw			Parents				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing funding options for Kindergarten							
@ date Kindergarten funding secured by ESD and City							
# children enrolled in full-time Kindergarten							
% teachers, parents, and administrators indicate full-time Kindergarten program a success							

Action 70: Bullying

Strategic objective						Priority					
Promote and expand Weday bullying prevention program initiated by two 12-year old Canadian kids.						61% VH					
Lead agent			Participants								
Enumclaw School District (ESD)			Students, Parents, Enumclaw Community Action Council, Plateau Outreach Ministries, Cornerstone Ministries								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops and WeDay conducted reviewing bullying with students and parents											
@ date anti-bullying programs implemented by ESD and partners											
# teens participating in anti-bullying programs											
% teens, parents, sponsors, administrators, and partners indicate anti-bullying a success											

Action 66: IT Integration

Strategic objective						Priority					
Integrate technology into the classroom using recently voter approved levy and expand linkages to include city, chamber, and other websites for coordinated scheduling of activities and outreach.						55% VH					
Lead agent			Participants								
Enumclaw School District (ESD)			Parents, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Enumclaw Main Street								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted reviewing IT opportunities with possible participants											
@ date IT implemented in classrooms by ESD											
@ date IT linkages implemented between ESD, City, Chamber, and others											
% teachers, parents, administrators, and partners indicate IT integration a success											

Action 73: School Impact fees

Strategic objective						Priority	
Work with ESD to determine necessary facilities and appropriate school impact fees to support planned growth.						51% VH	
Lead agent			Participants				
Enumclaw School District (ESD) and City of Enumclaw			Planning Department and Commission, Enumclaw Economic Development Committee (EEDC), Chamber of Commerce, Developers and realtors				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing ESD growth impacts from population increase							
@ date School Impact Fees adopted or not by Planning Commission and City Council							
\$ amount generated by School Impact Fees for new school capacity projects							
% ESD, builders, and public indicate School Impact Fees a success							

Action 64: Birth-5 Program

Strategic objective						Priority	
implement the Birth-5 program to prepare all kids for kindergarten.						50% VH	
Lead agent			Participants				
Enumclaw School District (ESD)			Parents				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing Birth-5 program with parents							
@ date Birth-5 program implemented by ESD							
# children enrolled in Birth-5 program							
% teachers, parents, and administrators indicate Birth-5 program a success							

Action 68: Community Service

Strategic objective						Priority		
Maintain community service requirement for graduating seniors including outreach with local service clubs, city, chamber, and other organizations.						47% MH		
Lead agent			Participants					
Enumclaw School District (ESD)			Students, Parents, Local service clubs, City, Chamber of Commerce, Local businesses					
			2015	2016	2017	2018	2019	2020+
Implementation schedule								
Potential performance measures - annual achievements								
@ date workshops conducted reviewing Community Service program with students								
@ date Community Service program continued by ESD								
# students participating in Community Service programs								
% teachers, students, administrators, and partners indicate Community Service a success								

Action 67: English as Second Language (ESL)

Strategic objective						Priority		
Continue outreach programs to migrant families and households who speak English as a second language.						42% MH		
Lead agent			Participants					
Enumclaw School District (ESD)			Parents					
			2015	2016	2017	2018	2019	2020+
Implementation schedule								
Potential performance measures - annual achievements								
@ date workshops conducted reviewing ESL program with parents								
@ date ESL program continued by ESD								
# children enrolled in ESL program								
% teachers, parents, students, and administrators indicate ESL program a success								

Strategic Objective 6: Health and social services - we want to care for our citizen's health and social welfare including the disadvantaged and aging populations in our community!

Action 77: Food Bank

Strategic objective						Priority					
Coordinate and expand local Food Bank outreach and supply opportunities with local restaurants, markets, and growers.						80% VH					
Lead agent			Participants								
Enumclaw Community Center Action Council			Plateau Outreach Ministries, Cornerstone Ministries, Enumclaw Regional Healthcare Foundation, King Pierce Farm Bureau, WSU Agriculture Extension, Local farmers, grocery stores, and restaurants								
Implementation schedule						2015	2016	2017	2018	2019	2020+
Potential performance measures - annual achievements											
@ date workshops conducted reviewing Food Bank needs and resources with sponsors											
@ date expanded Food Bank programs adopted by participating sponsors											
# persons participating in Food Bank programs											
% users, sponsors, and public indicate Food Bank programs a success											

Action 75: Outreach

Strategic objective						Priority					
Continue to assist and coordinate social services including the efforts of Plateau Outreach Ministries, Enumclaw Regional Healthcare Foundation, the Senior Center, local churches, and volunteers for providing emergency assistance, physical and mental health services, transportation, meals, and other services for the low-income and homeless.						75% VH					
Lead agent			Participants								
Enumclaw Community Center Action Council			Senior Center, Plateau Outreach Ministries, Cornerstone Ministries, Enumclaw Regional Healthcare Foundation								
Implementation schedule						2015	2016	2017	2018	2019	2020+
Potential performance measures - annual achievements											
@ date workshops conducted reviewing outreach needs and resources with sponsors											
@ date expanded outreach programs adopted by participating sponsors											
# special populations participating in outreach programs											

% users, sponsors, and public indicate outreach programs a success						
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Action 76: Winter Shelter

Strategic objective

Priority

Coordinate and expand the winter shelter program sponsored by local churches for homeless youth, individuals, and families.

70% VH

Lead agent

Participants

Enumclaw Community Center Action Council

Plateau Outreach Ministries, Cornerstone Ministries, Enumclaw Regional Healthcare Foundation

	2015	2016	2017	2018	2019	2020+
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Implementation schedule

Potential performance measures - annual achievements

@ date workshops conducted reviewing Winter Shelter needs and resources with sponsors

@ date expanded Winter Shelter programs adopted by participating sponsors

special populations participating in Winter Shelter programs

% users, sponsors, and public indicate Winter Shelter programs a success

Action 78: Counseling

Strategic objective

Priority

Provide and expand personal counseling to senior and low-income households for medical and disability insurance coverage and claims, taxes, and other needs.

69% VH

Lead agent

Participants

Senior Center

Enumclaw Community Center Action Council, Plateau Outreach Ministries, Cornerstone Ministries

	2015	2016	2017	2018	2019	2020+
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Implementation schedule

Potential performance measures - annual achievements

@ date workshops conducted reviewing senior needs and resources with sponsors

@ date expanded Senior Counseling programs adopted by participating sponsors

seniors participating in Senior Counseling programs

% users, sponsors, and public indicate Senior Counseling programs a success

Action 81: Transportation

Strategic objective							Priority					
Work with Metro, Pierce Transit, and local organizations to maintain and expand van and other transportation alternatives to senior and low-income households and individuals for medical and dental appointments, hospital visits, and other needs within the local area and particularly along the corridor service areas.							68% VH					
Lead agent			Participants									
Enumclaw Community Center Action Council			Metro and Pierce Transit, Senior Center, Plateau Outreach Ministries, Cornerstone Ministries, Enumclaw Regional Healthcare Foundation									
							2015	2016	2017	2018	2019	2020+
Implementation schedule												
Potential performance measures - annual achievements												
@ date workshops conducted reviewing Transportation needs and resources with sponsors												
@ date expanded Transportation programs adopted by participating sponsors												
# persons participating in Transportation programs												
% users, sponsors, and public indicate Transportation programs a success												

Action 79: Dental Care

Strategic objective							Priority					
Work with and expand the dental care van services provided by local volunteer dentists to senior and low-income households.							65% VH					
Lead agent			Participants									
Enumclaw Community Center Action Council			UW Dental School, Senior Center, Plateau Outreach Ministries, Cornerstone Ministries, Enumclaw Regional Healthcare Foundation									
							2015	2016	2017	2018	2019	2020+
Implementation schedule												
Potential performance measures - annual achievements												
@ date workshops conducted reviewing dental needs and resources with dentist sponsors												
@ date expanded Dental programs adopted by participating sponsors												
# persons participating in Dental programs												
% users, sponsors, and public indicate Dental programs a success												

Action 80: Visitation

Strategic objective							Priority
Work with King County Health Services to provide and expand local service worker assistance and visitation within the city service area.							57% VH
Lead agent			Participants				
Enumclaw Community Center Action Council			Metro and Pierce Transit, Senior Center, Plateau Outreach Ministries, Cornerstone Ministries, Enumclaw Regional Healthcare Foundation				
							2015
							2016
							2017
							2018
							2019
							2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing Visitation needs and resources with sponsors							
@ date expanded Visitation programs adopted by participating sponsors							
# persons participating in Visitation programs							
% users, sponsors, and public indicate Visitation programs a success							

Special Needs Housing

Action 82: Consolidated (Housing) Plan

Strategic objective							Priority
Work with King County on their Consolidated (Housing) Plan to facilitate "Continuum of Care" (COC) services and facilities on the Plateau and within Enumclaw including provisions for affordable housing.							48% MH
Lead agent			Participants				
Planning Department and Commission			King County Housing Authority, King County Department of Social & Health Services, WA Department of Social & Health Services (DSHS), Enumclaw Community Center Action Council, Plateau Outreach Ministries, Cornerstone Ministries, Enumclaw Regional Healthcare Foundation				
							2015
							2016
							2017
							2018
							2019
							2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted reviewing affordable housing and COC with sponsors							
@ date expanded housing and COC programs included in Consolidated Plan							
# projects and programs implemented on the Plateau and in Enumclaw							
% users, sponsors, and public indicate affordable housing and COC programs a success							

Action 83: Affordable Housing

Strategic objective						Priority					
Explore tax credit housing development opportunities and developers within the downtown including mixed-use structures with an allocation of units for low-income households and individuals possibly including teachers and artists.						42% MH					
Lead agent			Participants								
Enumclaw Public Development Authority (EPDA)			Planning Department and Commission, Tax credit housing developers, King County Housing Authority, ARCH, Enumclaw Main Street, Downtown businesses and property owners								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date when workshops conducted with potential tax credit developers											
@ date when background market and other data assembled for an RFP											
@ date when an RFP process conducted and competitive proposals received											
@ date when a proposal is accepted and tax credit housing developed and opened											

Strategic Objective 7: Transportation - we want to effectively and efficiently maintain our streets, transit, bicycle, and pedestrian transportation systems for the benefit our citizens and for the promotion of economic development!

Action 86: SR-410 and SR-164

Strategic objective						Priority					
Work with WSDOT to determine if state funds can widen and/or improve state highways through Enumclaw.						52% VH					
Lead agent			Participants								
Public Works Department, WSDOT			Planning Department and Commission, Chamber of Commerce, Local businesses and property owners along state highway corridors								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted on state highway corridor conditions and proposals											
@ date City Council/WSDOT approve - or not proposals to improve highway corridors											
@ date state highway corridor improvement projects initiated											
# accidents before and after highway corridor improvements											

Working Artists Ventura (WAV)

The Working Artists Ventura (WAV) project is a state-of-the-art, sustainable village designed for artists and creative businesses. Located in the cultural district of downtown Ventura, California, WAV provides affordable living and working space for over 100 artists of every kind; painters, sculptors, dancers, poets, musicians, filmmakers and more.

The WAV Theater Gallery offers performances, art openings and public gatherings. Arts-friendly small businesses include coffee houses, galleries, cafes, wine bars and jazz clubs that will draw foot traffic and contribute to the vitality of the neighborhood.

With the community involved in every phase of development, the WAV project is filled with diverse, mixed-income families and individuals. Supportive Housing provides homes and services to those at the lowest end of the income scale. Solar-powered, ocean-view condominiums that come with a hybrid car bring higher income households to the community and help to cross-capitalize the affordable components.

The entire community is designed and built to the highest standards of green building technology (seeking LEED Gold Award), including recycled building materials, car sharing, water and energy conservation, and renewable power from the sun.

The City of Ventura worked with PLACE (Projects Linking Art, Community & Environment) a nonprofit organization based in Minnesota.

www.placeonline.us

<http://welcometoplace.com/projects/wav>



% local residents and corridor businesses indicate highway improvements a success						
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Action 87: Safe Pedestrian Crossings

Strategic objective						Priority
Build lighted/flashing crossings at key pedestrian crossings in the City such as SR-164 near the convenience store and the Foothills Trail crossing at Warner.						51% VH
Lead agent			Participants			
Public Works Department, WSDOT			Planning Department and Commission, Chamber of Commerce, Local businesses and property owners along highway corridors			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshops conducted on pedestrian crossing conditions and proposals						
@ date City Council/WSDOT approve - or not proposals to improve pedestrian crossings						
@ date pedestrian crossing improvement projects initiated						
# vehicle/pedestrian accidents before and after crossing improvements						
% local residents and corridor businesses indicate pedestrian improvements a success						

Action 84: Levy Lid Lift

Strategic objective						Priority
Submit a property tax levy lid lift referendum dedicated to deferred and critical local street maintenance and renovation projects as a one-time lift or sunset provision matched to outstanding needs.						29% L
Lead agent			Participants			
City Council			Public Works Department, Chamber of Commerce			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshops conducted with public on street maintenance and General Fund						
@ date dedicated levy lid lift submitted and approved by voters						
@ date cyclical street maintenance projects initiated						
@ date Council, Public Works, and public indicate streets levy lid lift a success						

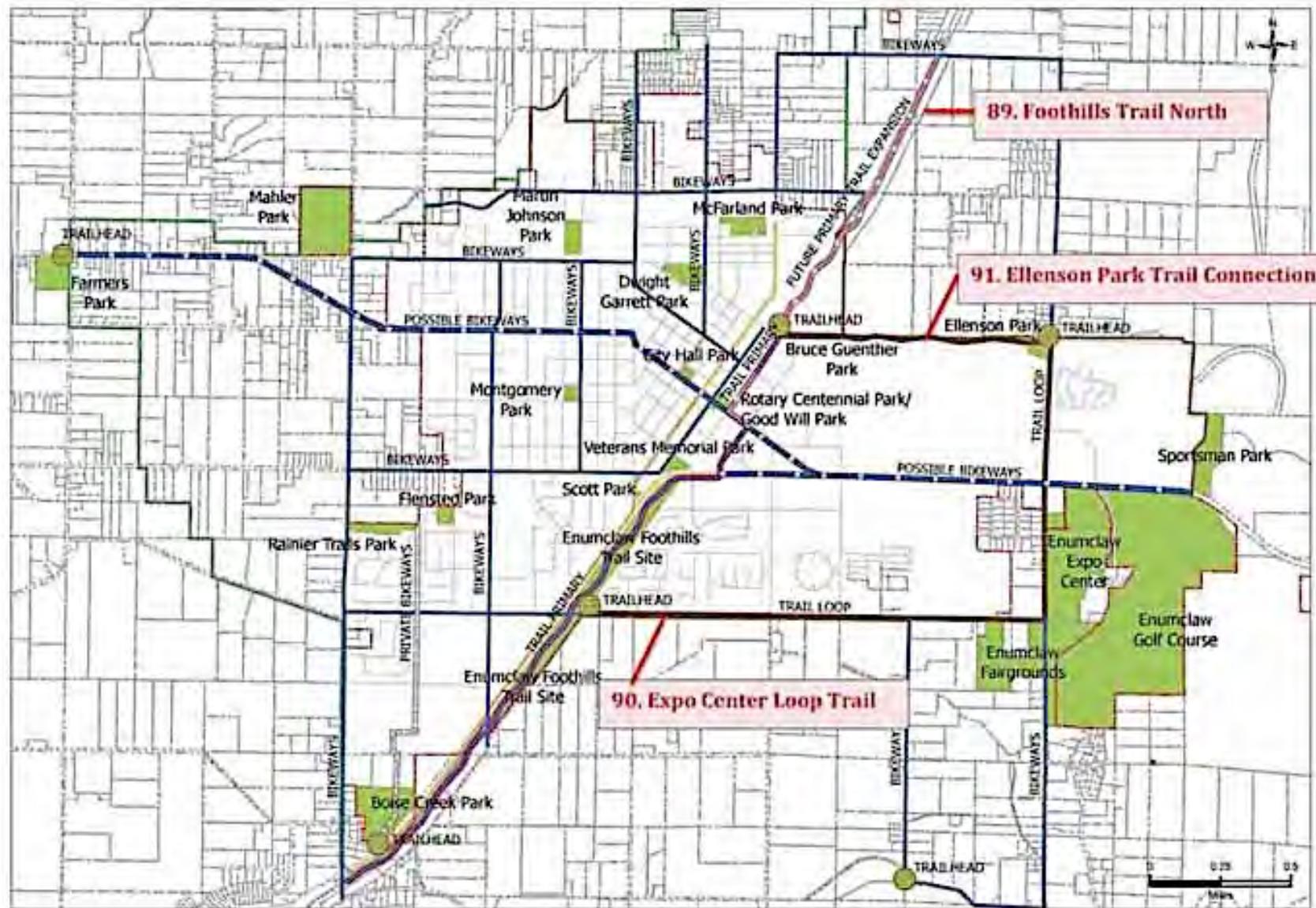
Action 85: Cole Street/SR-410 Roundabout

Strategic objective						Priority	
Construct a roundabout at the intersection of Cole Street and SR-410 to funnel traffic from SR-410 into downtown and to create a unique entry feature to the city.						25% L	
Lead agent			Participants				
Public Works Department, WSDOT			Public, Truckers, Adjacent property owners				
						2015	2016
						2017	2018
						2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date City Council/WSDOT approve - or not roundabout design and construction							
# accidents by vehicles, bikers, pedestrians before and after							
% to which relieves congestion and wait times at intersection							
% to which local residents and tourists indicate roundabout a success							

Trails

Action 88: Foothills Trail White River Bridge

Strategic objective						Priority	
Work with King and Pierce Counties to complete the Foothills Trail bridge across the White River to Buckley.						60% VH	
Lead agent			Participants				
King and Pierce Counties			City Council and staff, WSDOT, Users - trail organizations and volunteers, Muckleshoot Tribe, DOE				
						2015	2016
						2017	2018
						2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date a bridge crossing completed							
# additional new bridge/trail users							
% to which life cycle maintenance requirements funded							
@ to which bridge protects fisheries							
@ to which bridge satisfies all trail users							



Action 92: Sidewalks

Strategic objective							Priority					
Develop more sidewalks in the residential neighborhoods particularly newly annexed areas and also along SR-410.							51% VH					
Lead agent			Participants									
Planning and Public Works Departments			Planning Commission, Adjacent property owners and residents									
							2015	2016	2017	2018	2019	2020+
Implementation schedule												
Potential performance measures - annual achievements												
@ date workshops conducted on building sidewalks in neighborhoods and along SR-410												
@ date City Council approves project(s) to construct sidewalks												
@ date sidewalk projects initiated												
# vehicle/pedestrian accidents before and after sidewalk constructions												
% local residents indicate sidewalk constructions a success												

Action 89: Foothills Trail North

Strategic objective							Priority					
Work with King County to extend the Foothills Trail north of Enumclaw to the Green River and Kanaskat-Palmer Recreation Area.							44% MH					
Lead agent			Participants									
Planning Department and Commission, King County Parks Department			Parks Department and Board, Chamber of Commerce, Cascade Bicycle Club									
							2015	2016	2017	2018	2019	2020+
Implementation schedule												
Potential performance measures - annual achievements												
@ date workshops conducted on extending Foothills Trail north of Enumclaw												
@ date King County approves project to construct Foothills Trail north of city												
@ date Foothills Trail extension project initiated												
# trail users on Foothills Trail extension												
% local residents and trail users indicate Foothills Trail extension a success												

Action 90: Expo Center Loop Trail

Strategic objective						Priority	
Complete development of the loop trail from Expo Center to Foothills and back including a trail spur to Pinnacle Mountain.						37% ML	
Lead agent			Participants				
Planning and Public Works Departments			Planning Commission and Park Board, Expo Center Advisory Committee, King County Parks Department, Adjacent property owners and residents				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted on extending Expo Loop Trail to Foothills Trail							
@ date City Council approves project to construct Expo Loop Trail							
@ date Expo Loop Trail extension project initiated							
# trail users on Expo Loop Trail							
% local residents and trail users indicate Expo Loop Trail extension a success							

Action 91: Ellenson Park Trail Connection

Strategic objective						Priority	
Complete a trail connection from Ellenson Park to the King County Transfer Station.						25% L	
Lead agent			Participants				
Planning and Public Works Departments			Planning Commission and Park Board, Adjacent property owners and residents				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted on extending Ellenson Park Trail to Transfer Station							
@ date City Council approves project to construct Ellenson Park Trail							
@ date Ellenson Park Trail project initiated							
# trail users on Ellenson Park Trail							
% local residents and trail users indicate Ellenson Park Trail a success							

Strategic Objective 8: Community facilities - we want to effectively invest in and utilize our public lands and facilities to the benefit of our citizens!

Action 94: Senior/Teen Center

Strategic objective						Priority
Upgrade the existing senior/teen center facility to include ADA, restroom, kitchen, classroom, and other supporting spaces and improvements.						57% VH
Lead agent			Participants			
Public Works Department			Seniors and Senior Center staff, Teens and Teen Center staff, Enumclaw Community Center Action Council			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshops conducted on building conditions and proposals						
@ date City Council approves project to upgrade Senior/Teen Center						
@ date Senior/Teen Center project initiated						
% seniors, teens, and center administration indicate building improvements a success						

Action 96: Tournaments

Strategic objective						Priority
Promote and expand competitive tournament use of the city/school district's baseball and soccer field complex.						51% VH
Lead agent			Participants			
Enumclaw Economic Development Committee (EEDC) and Parks Department			Parks Board, Expo Center Advisory Board, Enumclaw School District, Chamber of Commerce			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshops conducted with regional athletic league representatives						
@ date marketing and improvement projects and promotion program implemented						
# of regional tournaments scheduled on city/school/Expo fields						
\$ dollars spent in local economy from tournament participants						
% league participants and local businesses indicate tournament program a success						

Action 95: Community Center

Strategic objective						Priority		
Develop a long-range strategy for a multi-age community center provided space and accommodations for public and private sponsors of daycare and preschool, teen, adult, and senior programs and services.						48% MH		
Lead agent			Participants					
Planning and Public Works Departments			Planning Commission and Park Board, Seniors and Senior Center staff, Teens and Teen Center staff, Enumclaw Community Center Action Council, Enumclaw Main Street, Chamber of Commerce, Enumclaw School District, Green River College					
			2015	2016	2017	2018	2019	2020+
Implementation schedule								
Potential performance measures - annual achievements								
@ date workshops conducted on developing a new Community Center								
@ date City Council approves - or not project to develop a new Community Center								
@ date Community Center project initiated								
# additional events, users, and other activities realized at new Center								
% seniors, teens, users, administration, and public indicate Community Center a success								

Action 93: Public Facilities Master Plan

Strategic objective						Priority		
Develop a long range public facilities master plan for all Enumclaw property holdings including public parking lots, former railroad right-of-way property, Park Center Hotel, Senior & Teen Center, City Hall, Community Development Offices, and Police Station.						44% MH		
Lead agent			Participants					
Planning and Public Works Departments			Planning Commission and Park Board, Users - seniors, teens, arts, services clubs; tenants, Economic Development Commission, Chamber of Commerce					
			2015	2016	2017	2018	2019	2020+
Implementation schedule								
Potential performance measures - annual achievements								
% of buildings with sustainable life cycle components (LEED certified)								
% facility represents highest and best use of each property								
# space meets level of service requirements (LOS) for staff per population level								
% users indicate facility is usable and functional								



City Facilities - Community Development Offices, City Hall, Jail, Senior/Teen Center

Action 97: City Square

Strategic objective						Priority	
Develop a central city square or special event space in the downtown with a covered structure, public restrooms, special paving, artworks, and landscaping for festivals, farmers' markets, and other activities possibly using the ideas advanced in the Enumclaw Pavilion at Cole Street.						42% MH	
Lead agent			Participants				
Planning and Public Works Departments, Enumclaw Main Street			Pavilion users - Farmers' Market, Festivals, etc, Downtown businesses and property owners, Chamber of Commerce				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted on City Square project and program proposals							
@ date City Council approves - or not a City Square project							
@ date City Square project initiated							
# number of events programmed and accomplished in City Square							
% City Square users, local businesses, and public indicate City Square project a success							

Action 98: Downtown Park

Strategic objective						Priority	
Develop a park downtown to host movies, music, farmer's markets and other events.						40% MH	
Lead agent			Participants				
Planning and Public Works Departments, Enumclaw Main Street			Downtown Park users - Farmers' Market, Festivals, etc, Downtown businesses and property owners, Chamber of Commerce				
						2015	2016
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshops conducted on Downtown Park project and program proposals							
@ date City Council approves - or not a Downtown Park project							
@ date Downtown Park project initiated							
# number of events programmed and accomplished in Downtown Park							
% Downtown Park users, local businesses, and public indicate Downtown Park a success							

Action 99: Welcome Center

Strategic objective						Priority					
Resolve the location and development of a Welcome Center with or without National Park or US Forest Service, Chamber of Commerce, or other participant, with which to promote city tourism opportunities and the city's gateway attributes to Mount Rainier National Park.						27% L					
Lead agent			Participants								
Enumclaw Economic Development Committee (EEDC), National Park Service, US Forest Service			Planning Department and Commission, Public Works Department, Enumclaw Main Street, Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted on Welcome Center project and program proposals											
@ date City Council and Park/Forest Services approve - or not a Welcome Center project											
@ date Welcome Center project constructed											
# number of tourists using Welcome Center facilities and information											
% tourists, local businesses, and public indicate Welcome Center a success											

Strategic Objective 9: Recreation - we want to develop and promote our recreational opportunities for the enjoyment of our local citizens and interested visitors!

Action 101: Youth Camps & Programs

Strategic objective						Priority					
Promote and expand annual tutoring and summer camp for kids age 5-12 and teens.						44% MH					
Lead agent			Participants								
Parks Department and Board, Enumclaw School District			Kids, Parents, Enumclaw Community Center Action Council, Adjacent property owners and residents								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted on expanding Youth Camps & Programs programs											
@ date sponsors approve - or not an Youth Camps & Programs expansion											
@ date Enumclaw Adventure expansion implemented											
# number of kids 5-12 participating in expanded Youth Camps & Programs programs											

% kids, parents, sponsors, and public indicate Youth Camps & Programs a success

Action 102: Equestrian Events

Strategic objective						Priority					
Promote and expand equestrian events, programs, and activities at Expo Center including the possible expansion of the covered or an indoor arena, stabling opportunities, and local horse trail opportunities linking Expo with Foothills Trails.						38% ML					
Lead agent			Participants								
Expo Center Advisory Committee			Wranglers & Riders 4-H Club, Backcountry Horsemen of WA, US Pony Clubs Inc, Equine Project								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted on expanding Equestrian Events at Expo Center											
@ date sponsors approve - or not an expansion of Equestrian Events											
@ date Equestrian Events expansion implemented											
# number of horses and riders participating in Equestrian Events at Expo Center											
% riders, sponsors, and public indicate Equestrian Events expansion a success											

Action 100: Motocross

Strategic objective						Priority					
Work with DeVol Engineering to develop and promote motocross competition and exhibition events at Expo.						19% VL					
Lead agent			Participants								
Expo Center Advisory Committee and DeVol Engineering			Parks Department and Board, Chamber of Commerce, Motocross participants, Expo Center neighbors								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted on Motocross event and program proposals											
@ date Expo Center approves - or not a Motocross event(s)											
@ date Motocross event(s) scheduled and accomplished											
# number of persons attending Motocross events											
\$ spent in local economic from Motocross participants											
% Motocross participants, local businesses, and public indicate Motocross a success											

Strategic Objective 10: Security - we want to provide our community a safe and secure environment!

Action 109: Dispatch

Strategic objective						Priority					
Continue operating the shared dispatch center for Police, Fire District, and Mount Rainier Forest Rangers.						66% VH					
Lead agent			Participants								
Police Department and Fire District			King County Sheriff’s Department, Washington State Patrol, National Park Service, US Forest Service								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date City Council approve - or not continuation of shared Dispatch Center											
# number of responses generated by shared Dispatch Center operations in Enumclaw											
% emergency responders and Police indicate shared Dispatch Center a success											

Action 104: Emergency Access to Building Plans

Strategic objective						Priority					
Inventory and maintain electronic building plans for all school and community facilities that are readily accessible by Patrol Officers and responders in the event of an emergency response.						66% VH					
Lead agent			Participants								
Police, Planning, and Public Works Departments			Enumclaw School District (ESD)								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshops conducted on inventorying all public building access plans											
@ date City Council approves maintenance and access to all public building floorplans											
@ date on-line security access to public building floor plans implemented											
# number of incidents monitored and resolved using public building floorplan access											
% building users, Police administration, and public indicate access program a success											

Action 113: Off-Duty Security Hires

Strategic objective							Priority
Continue providing security during events at school district facilities and at Expo Center including those that involve alcohol consumption.							66% VH
Lead agent		Participants					
Police Department		Enumclaw School District (ESD), Expo Center					
		2015	2016	2017	2018	2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date Off-Duty Security Hires continued							
# number of incidents resolved during Off-Duty Security Hires							
% sponsors and Police indicate Off-Duty Security Hires a success							

Action 105: Emergency Response Simulations

Strategic objective							Priority
Continue to participate in "Table Top" simulation exercises for natural hazard, active shooter, terrorist, and other events with surrounding emergency and security response agencies.							63% VH
Lead agent		Participants					
Police Department		Fire Department, King County Sheriff's Department, St Elizabeth Hospital					
		2015	2016	2017	2018	2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date City Council approves participation in Table Top simulation exercises							
@ date Table Top simulation exercises conducted							
# number of emergency response agencies participating in Table Top exercises							
% emergency responders and Police administration indicate access program a success							

Action 111: Mental Illness Response

Strategic objective						Priority
Resolve mental illness holding and evaluation procedures and resources such that Patrol Officers are not held out of service for long periods of time.						62% VH
Lead agent			Participants			
Police Department and St Elizabeth Hospital			King County Social & Health Services Department, King County Sheriff's Department, Washington State Patrol, National Park Service, US Forest Service			
						2015 2016 2017 2018 2019 2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshop conducted on Mental Illness Response conditions, needs, and proposals						
@ date City Council approves - or not a Mental Illness Response program						
@ date Mental Illness Response program initiated						
# number of Mental Illness Responses conducted under new program						
% mental health agencies and Police indicate Mental Illness Response program a success						

Action 107: Security Monitors

Strategic objective						Priority
Complete installation of security monitoring cameras in area schools and public facilities.						62% VH
Lead agent			Participants			
Police Department, Fire District, and Enumclaw School District			King County Sheriff's Department, Washington State Patrol, Students, Parents			
						2015 2016 2017 2018 2019 2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshop conducted on installing Security Monitors in school/public facilities						
@ date City Council, ESD Board approve - or not installation of Security Monitors						
@ date Security Monitors installed						
# number of Security Monitor responses initiated						
% emergency responders, ESD, and Police indicate Security Monitors a success						

Action 106: Alerts

Strategic objective						Priority	
Link with and expand email and text message alerting systems with the Enumclaw School District for weather and other emergency responses.						60% VH	
Lead agent			Participants				
Police Department, Fire District, and Enumclaw School District			King County Sheriff's Department, Washington State Patrol, National Park Services, US Forest Service, St Elizabeth Hospital				
						2015	2016
						2017	2018
						2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshop conducted on coordinating and expanding an Emergency Alerting system							
@ date City Council, ESD Board approve expanding Emergency Alerting system							
@ date Emergency Alerting system implemented							
# number of Emergency Alerting events conducted							
% emergency responders, ESD, and Police indicate Emergency Alerting a success							

Action 112: Outreach

Strategic objective						Priority	
Continue outreach programs for at-risk youth including clean and sober houses and community service programs.						54% VH	
Lead agent			Participants				
Police Department			Enumclaw School District, St Elizabeth Hospital, King County Social & Health Services Department, Enumclaw Community Center Action Council, Plateau Outreach Ministries, King County Sheriff's Department, Washington State Patrol				
						2015	2016
						2017	2018
						2019	2020+
Implementation schedule							
Potential performance measures - annual achievements							
@ date workshop conducted on At-Risk Youth conditions, needs, and proposals							
@ date City Council approves - or not a At-Risk Youth Outreach program							
@ date At-Risk Youth Outreach program initiated							
# number of At-Risk Youth involved in outreach programs							
% sponsors and Police indicate At-Risk Youth program a success							

Action 108: Panic Buttons

Strategic objective								Priority
Complete installation of panic buttons on phones and laptops in area schools and public facilities.								51% VH
Lead agent	Participants							
Police Department, Fire District, and Enumclaw School District	King County Sheriff's Department, Washington State Patrol, Students, Parents							
		2015	2016	2017	2018	2019	2020+	
Implementation schedule								
Potential performance measures - annual achievements								
@ date workshop conducted on installing Panic Buttons in school/public facilities								
@ date City Council, ESD Board approve - or not installation of Panic Buttons								
@ date Panic Buttons installed								
# number of Panic Buttons responses initiated								
% emergency responders, ESD, and Police indicate Panic Buttons a success								

Action 110: Jail

Strategic objective								Priority
Assess the long-term functionality of the City Jail including the potential of housing juvenile offenders.								48% MH
Lead agent	Participants							
Police Department and Public Works Department	King County Sheriff's Department, Washington State Patrol, National Park Service, US Forest Service							
		2015	2016	2017	2018	2019	2020+	
Implementation schedule								
Potential performance measures - annual achievements								
@ date workshop conducted on Jail conditions, requirements, and proposals								
@ date City Council approves - or not a Jail improvement or construction project								
@ date Jail improvements project completed								
# number of Jail inmates housed from Enumclaw responses								
% security agencies and Police indicate Jail project a success								

Action 103: School Resource Officer (SRO)

Strategic objective							Priority					
Employ a School Resource Officer (SRO) to work with and protect youth and be housed on the high school campus.							42% MH					
Lead agent			Participants									
Police Department, Enumclaw School District (ESD)			Students, Parents, King County Sheriff's Department									
							2015	2016	2017	2018	2019	2020+
Implementation schedule												
Potential performance measures - annual achievements												
@ date workshops conducted on installing SROs in Enumclaw High School												
@ date City Council and ESD Board approve - or not installation of SROs in high school												
@ date SRO program implemented												
# number of incidents monitored and resolved by SROs												
% students, parents, administration, and public indicate SRO program a success												

Action 114: Marijuana Sales

Strategic objective							Priority					
Work with City Council and policies governing the potential location of marijuana retail outlets and other marijuana businesses and land use in the city or surrounding area.							39% ML					
Lead agent			Participants									
City Council and Police Department			Planning Department and Planning Commission, Parks Department and Park Board, King County Sheriff's Department, Washington State Patrol, National Park Service, US Forest Service, Chamber of Commerce, Enumclaw Main Street, Local businesses									
							2015	2016	2017	2018	2019	2020+
Implementation schedule												
Potential performance measures - annual achievements												
@ date workshop conducted on Marijuana Sales issues and implications												
@ date City Council approves - or not a Marijuana Sales policy for retail stores in city												
@ date Marijuana Sales policies and program initiated												
# number of incidences resolved concerning Marijuana Sales in city and on area roadways												
% Police and public indicate Marijuana Sales policy and program a success												

Fire District

Action 116: Dispatch Shifts

Strategic objective						Priority					
Expand the Dispatch Center shifts to provide 2 operators for each shift to improve fire district rating and reduce insurance rate assessments.						48% MH					
Lead agent		Participants									
Fire District		Police Department, King County Sheriff's Department, National Park Service, US Forest Service, Chamber of Commerce, Enumclaw Main Street, Local businesses, property owners, and residents									
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshop conducted on adding 2 operators to Dispatch Center shift											
@ date additional operators hired and on-site											
# number of incidents resolved due to additional operators											
@ date fire district rating and insurance rate assessments improved											
% Fire District and public indicate rating results a success											

Action 115: Fire Levy

Strategic objective						Priority					
Support fire district's re-submittal of levy lid lift to fund equipment reserve fund including support of the FEMA grant to fix the ladder truck.						46% MH					
Lead agent		Participants									
Fire District		Chamber of Commerce, Enumclaw Main Street, Local businesses, property owners, and residents									
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshop conducted on Fire Levy issues and implications											
@ date Fire Levy submitted to and approved - or not by voters											
@ date Fire Levy equipment and ladder truck purchases accomplished											
# number of incidents resolved using Fire Levy equipment and ladder truck											
% Fire District and public indicate Fire Levy results a success											

Action 117: Branch Fire Station Live-Ins

Strategic objective						Priority
Employ live-in firefighter staff at the Cumberland branch fire station to improve fire district rating and reduce insurance rate assessments.						37% ML
Lead agent			Participants			
Fire District			Chamber of Commerce, Enumclaw Main Street, Local businesses, property owners, and residents			
						2015
						2016
						2017
						2018
						2019
						2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshop conducted on employing live-in firefighters at Cumberland Station						
@ date live-in firefighters hired and on-site						
# number of fire incidents resolved due to live-in firefighters						
@ date fire district rating and insurance rate assessments improved						
% Fire District and public indicate rating results a success						

Strategic Objective 11: Fiscal and governance - we want to facilitate an efficient, effective, representative, transparent, and sustaining civic governance!

Action 118: Fiscal Strategy - Budgeting for Objectives (BFO)

Strategic objective						Priority
Develop a fiscal strategy that reflects voter-approved constraints on property tax revenues yet addresses growing requirements for infrastructure maintenance and improvements.						55% VH
Lead agent			Participants			
City Council and staff			Enumclaw Economic Development Committee (EDDC), Chamber of Commerce, Local businesses, property owners, and residents			
						2015 2016 2017 2018 2019 2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshop conducted on General Fund constraints and implications						
@ date City Council institutes Budget for Objectives (BFO) approach						
% mandatory level of service (LOS) requirements met by General Fund						
% infrastructure life cycle requirements financed						
% community's highest priorities funded by city budgets						
@ date budget balanced						
% City Council and public indicate Budgeting for Objectives approach a success						

Action 119: Annexation

Strategic objective						Priority
Develop policies and criteria for phasing future annexations, such as sewer adjacent and available, and residential land base availability.						35% ML
Lead agent			Participants			
Planning Department and Commission			Public Works Department, Parks Department and Board, Chamber of Commerce, Local property owners and residents, developers and realtors			
						2015 2016 2017 2018 2019 2020+
Implementation schedule						
Potential performance measures - annual achievements						
@ date workshop conducted on Annexation policies and areas						
@ date City Council approves - or not Annexation policies and areas						

Budgeting for Outcomes (BFO)

How is BFO different?

	Traditional budgeting	Budgeting for Outcomes
Budget begins with	Last year's budget	Community priorities
Focuses on	Cost of services	Value of services
Is organized by	Department	Priority
Encourages	Low risk "same as before" approach	New ideas, innovation, cooperation, and improvement
Motivation	Be fair to all, avoid pain	Get the best results that match priorities

BFO is also called Priority-Driven Budgeting (PDB) or Budgeting by Priority (BP) or Performance Based Budgeting (PRB)

Budgeting for Outcomes (BFO)

BFO is one form of priority based budgeting where spending is linked to overall community results. Using BFO, the government identifies its most important priorities for its citizens. Services are then ranked according to how well they align with the priorities, and resources are allocated in accordance with the ranking.

Budgeting for Outcomes is drastically different than a traditional incremental approach to budgeting where decreases in revenue often lead to across the board cuts limiting results that can be achieved for both low and high priority services. Rather than having the starting point be what was funded by a department in the previous budget, the starting point with BFO becomes what results the jurisdiction wants to achieve.

Elected officials spend more of their time making decisions on how much revenue citizens can afford to provide and on choosing results and less time on deciding how much money to cut from the budget and where to cut. The incentives for agencies and departments change from making it difficult for the budget office to find places to cut their budgets to figuring out what activities work best to achieve results and how to provide those activities at lower cost.

BFO is an innovative approach to budgeting that acts as a catalyst for additional improvements in efficiency and the ability to deliver results for citizens.

http://www.gfoaconsulting.org/downloads/GFOA_Whitepaper_AnatomyofaPriority-Driven%20BudgetProcess_March2011.pdf

@ date Annexations occur under approved policies						
% City Council and staff, annexed residents, and public indicate Annexation a success						

Action 120: Cable Access

Strategic objective						Priority					
Expand city cable television access to include public workshops, community events, and service group activities.						25% L					
Lead agent			Participants								
City Council			Planning Department and Commission, Parks Department and Parks Board, Expo Center Advisory Board, Enumclaw School District, Enumclaw Main Street, Chamber of Commerce								
						2015	2016	2017	2018	2019	2020+
Implementation schedule											
Potential performance measures - annual achievements											
@ date workshop conducted on expanding City Cable to other public, nonprofit groups											
@ date City Council approves - or not City Cable extensions to other groups											
@ date City Cable expanded access on-line											
# of other public and nonprofit workshops, events, activities on-line with expanded access											
% City Council, participants, and public indicate City Cable expansion a success											