
ENUMCLAW STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT

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PREPARED FOR THE
ECONOMIC DEVELOPMENT TASK FORCE

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EXECUTIVE SUMMARY

The City of Enumclaw is located in the far southeast corner of King County, surrounded by farm and forest lands, and removed by convenient distance from the populated areas of the Puget Sound region. Despite its physical location, the economy of the city is not isolated and is therefore affected by what occurs in neighboring cities, the region and the state.

The tremendous growth over the past several decades in adjacent cities (Maple Valley, Covington, Bonney Lake, etc.) created new and accessible opportunities for goods and services, as well as jobs. In contrast, over the same period of time, the city saw little in the way of new growth. The resultant effect is that today, many city residents spend their discretionary income elsewhere and are more likely than not to commute to work.

The continued export of jobs and income is of growing concern to city government, citizens and local businesses. This trend coupled with the recent economic downturn has constrained local growth to a point where it is now difficult to retain and attract new businesses and residents. If left unchecked, the current economic situation will have a long term impact on whether the city is able sustain itself, and potentially, to grow.

In response to the many discussions and expressions of concern voiced on the issue of and the need for economic development,

an Economic Development Task Force was convened by Mayor Reynolds. The charge of the Task Force was to “work together” to identify issues and come-up with viable solutions. The ***Enumclaw Strategic Plan for Economic Development*** is the result of the Task Force’s nearly yearlong effort.

The following summarizes the document and information contain therein:

SUMMARY OF PLANNING PROCESS

The Task Force comprised of nine members representing a cross section of the business community, undertook a deliberative process to garner information about the local economy. It interviewed a group of stakeholders (*Enumclaw School District, City Council, Plateau Outreach Ministries, Enumclaw Regional Healthcare Foundation, Enumclaw Rotary, and Windermere Real Estate*) by asking a series of questions meant to solicit feedback on opportunities and obstacles.

Public comments were solicited following release of a draft plan in May 2013. This final plan responds to comments received during the process.

The process also included the development of two studies: 1) *Economic Analysis – Retail Assessment and Comparative Advantages*, and 2) *Impact Analysis of Enumclaw Expo Center*. The stakeholder interviews, the aforementioned studies, and the Task Force’s considerable local knowledge, formed the basis of information for the Plan.

VISION AND MISSION STATEMENTS

To guide its effort through the process, the Task Force developed the following Vision and Mission Statements:

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

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

SWOT ANALYSIS

The Task Force completed a SWOT (strengths, weaknesses, opportunities, threats) analysis with the assistance of input from the stakeholder interviews. Though there are a number of economic and employment weaknesses, the Task Force found that the city has many strengths (small town charm) and opportunities (partnerships, light industrial).

OVERARCHING THEMES

From the interviews and analysis five overarching themes emerged:

- *Jobs/Employment growth supports local businesses, residential growth, and community.*
- *Take advantage of opportunities provided by the Expo Center.*

- *Encourage balanced and sustainable growth that maintains the city's small town atmosphere.*
- *Seize opportunities to attract tourists due to proximity to recreation and beautiful setting.*
- *Overcome the limitations of geographic location by supporting local business growth.*

ECONOMIC ANALYSIS

From the two economic (fiscal) assessments done, the following was found:

- Enumclaw's primary trade area consists of 22,500 residents.
- 60% of retail spending by residents occurs outside of Enumclaw.
- Residents spend their local dollars on eating establishments, groceries, drug/healthcare products, and lawn and garden supplies.
- Enumclaw's population growth rate is comparably low.
- Manufacturing is the fastest growing sector of the local economy.
- Expo Center attendance was 147,900 in 2012.
- Expo Center generated \$3.3m in spending within the City in 2012.

STRATEGIES AND TACTICS

The Task Force conducted an assessment of strategies based on ease of implementation and impact. For each strategy, there is a list of actions that if implemented will help achieve the strategy (not listed in order of priority):

1. Promote Employment Growth in Retail/Services, Medical & Light Industrial.
2. Attract one or more Senior Communities with High Quality Housing and Amenities.
3. Increase Tourist Visits.

FIVE YEAR PLAN

Implementation of the projects necessary to achieve the strategies will take time and resources. Included is a 5 year plan (2013-2017) that sets forth the tactics and desired timing of implementation. It also sets out the costs and a measure of success. The Plan is to be implemented through partnership between a number of entities, including the City.

INTRODUCTION

A good economic base strengthens the community and supports activities that increase liveability and quality of life. Enumclaw, along with the rest of the country, has struggled in a challenging economic climate. As a small rural city, we have both unique economic opportunities and unique obstacles to overcome. In May of 2012, the Mayor formed an Economic Development Task Force (the “Task Force”) of local business owners and citizens familiar with Enumclaw to develop a Strategic Plan for Economic Development.

TASK FORCE

The Task Force consists of nine business owners or representatives from different industries within Enumclaw including Cole Street retail (Skynet, Rainier Bar and Grill), SR 410 retail (Work, Sports and Outdoors), industrial sector (Helac), internet-based business (Party Pail), finance and insurance sector (Mutual of Enumclaw, Finance), the restaurant sector (Rainier Bar and Grill), healthcare sector (St. Elizabeth Hospital) and the Chamber of Commerce.

PURPOSE AND DESIRED OUTCOME

The purpose of the strategic plan is to strengthen and expand the city’s economic base and thereby strengthen the community, liveability and quality of life. Actions are deemed necessary in order to ensure the city maintains its housing/jobs balance; lessens the escapement of retail dollars to surrounding communities; creates more industrial/technical jobs that pay a living wage; and guides growth concomitant with need and local values.

This plan creates a vision for economic development and identifies opportunities and specific strategies to implement the vision over the next five years. The Task Force developed the following Vision and Mission Statements to guide the economic development effort:

Vision Statement:

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

Mission Statement:

Enhancing Enumclaw’s quality of life by fostering economic development activities that preserve and create jobs, create sustainable businesses and enhance the well-being of our rural community.

SUMMARY OF PLANNING PROCESS

The Mayor appointed nine members to the Task Force. The first Task Force meeting was held in June 2012. The Task Force discussed the project and elected to solicit input from various community stakeholder groups through interviews held in July 2012. Following the interviews, the Task Force met between September and November 2012 to discuss opportunities, advantages and disadvantages; and developed four overarching goals or themes for economic development. In February and March 2013, the Task Force assessed and discussed strategies and formulated a recommendation. The process was aided and informed by two commissioned studies completed by the economic consultancy firm Community Attributes, Inc.: a) Economic Analysis – Retail Assessment and Comparative Advantages; and b) Impact Analysis – Enumclaw Expo Center.

STAKEHOLDER INTERVIEWS

The Task Force conducted stakeholder interviews with the following organizations: ***Enumclaw School District, City Council, Mayor, Plateau Outreach Ministries, Enumclaw Regional Healthcare Foundation, Enumclaw Rotary, and Windermere Real Estate***. A summary of those answers with multiple stakeholder agreement is below. A more detailed description is found in Appendix B. The interviews included the following questions:

1. What is Enumclaw's #1 asset or selling point?

Picturesque setting, surrounded by beauty – rural land, farms and mountains

Our community. We have involved business people and volunteers and a strong sense of community identity.

Our small town atmosphere. It is friendly and a good place to raise children.

Good schools and athletic programs.

Historic and quaint downtown.

2. What should be Enumclaw's #1 asset or selling point?

High level of community involvement and small friendly community atmosphere. People know each other.

Enumclaw advertised/known outside the city as a tourism destination.

Expo center growth and opportunities.

Great place for seniors – great market for gated community/amenities.

Revitalized attractive downtown with unique restaurants and shops, and providing for visitors needs – accommodation, arts, great food and entertainment.

Employment opportunities, jobs that attract people/families and retail.

3. What is the biggest deterrent to your success?

Lack of growth and new population numbers. Need modest growth to survive, not a lot – 3-5% over 5 years is optimal.

Highway Transportation corridor issues – SR 410 improvements and signage to direct people to and through Enumclaw instead of around.

What is our vision? How are we going to market ourselves? There is a need for a common vision for downtown and for the community as a whole.

Lack of quality and quantity of hospitality, such as a brand name hotel and bed and breakfast establishments.

Enumclaw's location makes it difficult to compete with valley for large employers.

There is a need for employment opportunities of all types, especially entry level employment opportunities for those with less education.

4. What community assets (people/intellectual capital, process and infrastructure) are underutilized?

The City generally doesn't take advantage of its picturesque location close to recreational opportunities.

Underutilized land on SR 410 corridor. Thomas farm is underutilized – county bought development rights back, should try to get them back

Downtown is quaint, but needs a variety of restaurants and interesting stores to give tourists a reason to visit.

The Expo center is underutilized. It could have additional growth and we could provide opportunities to attract tourists to stop.

The City owns lots of land that is vacant or used for parking. It could be used to a build community/senior center or redeveloped through public /private partnerships.

Collaboration between City/Business/Social Services could be expanded.

5. What should Enumclaw look like in 5, 10 and 20 years?

The City has built collaboration around a strong vision.

We grow at a modest rate while maintaining the rural character and small town atmosphere.

We have a strong job/employment base, and have added employment opportunities in the City.

Revitalized historic downtown. The right mix of activities, restaurants and shops attracts tourists and residents to support it. There are downtown activities in the evenings, downtown gathering spaces.

City offers regulatory incentives, such as easy permitting and fewer infrastructure requirements.

There are places and activities for seniors here – we encourage 55+ active gated communities.

There are quality hospitality establishments such as Bed and Breakfasts and a franchise hotel.

Emphasis on healthy living, farmers market to spot light local farms, emphasis on maintaining farm fresh food/businesses.

We've built on recreation opportunities – our version of Leavenworth. We encourage outdoor/active families.

Balanced community where lower incomes are supported. Support services, programs for seniors and youth. There are housing options for people of low to moderate income levels.

SUMMARY OF PUBLIC INVOLVEMENT AND COMMENT PROCESS

The Economic Development Task Force conducted outreach to community groups and the public at large to ensure that the community had ample opportunity to review the draft plan and provide input into its recommendations. Public outreach began with a presentation to the City Council in May of 2013. The public involvement effort included presentations to community groups, press releases, and notices on utility bills. Between July and November of 2013, the Economic Development Task Force presented the plan to the Enumclaw Rotary, the Chamber of Commerce, the Downtown Merchants and Friends (now known as Friends of Historic Downtown Enumclaw), and a group of community arts supporters and advocates. Public comments were received at these meetings and also independently. Public comments are attached as Appendix D.

Of the many comments received, two subjects were most often mentioned or commented on:

ATTRACTING TOURISM

Many comments indicated that the plan needs to have a stronger emphasis on attracting tourists to the City due to its proximity to Mt. Rainier and Crystal Mountain. Tourism could be a means of supporting downtown businesses. The following specific tactics were mentioned:

- Development of a covered pavilion to host events downtown
- Increase the number of downtown events
- Marketing effort aimed at increasing tourism (such as branding, publicist, advertising)
- Improve downtown storefronts
- Increase arts and cultural activities
- Electronic readerboard on SR 410
- Branding as an outdoor recreational mecca

PROMOTION AND SUPPORT OF ARTS AND CULTURE

Comments included a desire that the plan include tactics that support and promote arts and cultural activities. There were general comments that arts and cultural organizations have been increasingly underfunded resulting in fewer events and activities. Increasing support for arts and cultural activities could have positive impact on quality of life provided to citizens, and compliments the retirement community proposed as many retirees look to locate where there is a significant arts and cultural community. Arts and cultural activities could also be an important means of creating a vibrant downtown as well as attract tourists.

“SWOT” ANALYSIS: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The stakeholder interviews, public comments and task force discussions identified a series of strengths, weaknesses, opportunities and threats facing the City of Enumclaw:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Small town atmosphere • Sense of Community • Picturesque Setting • Near Crystal Mt and Mt Rainier • Historic Downtown • City Owned Land • Expo Center • Hospital • Existing Light Industrial and Medical business clusters • Green River Community College • Places for active seniors • School district with STEM curriculum • Active human service providers/non-profits 	<ul style="list-style-type: none"> • Geographically isolated • Fewer restaurants and cultural activities, “things to do”, than other urban areas • Struggling businesses downtown • Lack of quality hospitality • Educational opportunities at comparative disadvantage as compared to metropolitan areas
Opportunities	Threats
<ul style="list-style-type: none"> • Capture tourist traffic • Increase Expo Activity and Events • Support growth of local businesses • Encourage growth of light industrial and medical businesses • Attract a Senior Community • Partner with GRCC • Attract hotel/motel • Encourage Bed and Breakfasts • Mixed use development downtown • Improve educational opportunities to attract employers 	<ul style="list-style-type: none"> • Decreasing population • Unfettered residential growth • Becoming a “bedroom” community • Retail escapement • Loss of small town atmosphere • Loss of businesses

OVERARCHING THEMES

During the Task Force discussions, interviews, public comments and analysis of Enumclaw's strengths and weaknesses, five overarching themes emerged. The Task Force chose to concentrate strategies around these five themes.

JOB/EMPLOYMENT GROWTH SUPPORTS LOCAL BUSINESSES, RESIDENTIAL GROWTH AND THE COMMUNITY.

Local job growth results in employees that patronize local businesses and restaurants. Job growth also results in residential growth as people relocate to be closer to jobs. In addition to providing jobs and income, employment growth and healthy businesses provide multiple benefits that improve liveability and quality of life. Local employers support community activities and sales tax from businesses supports parks and other similar programs that contribute to quality of life. Healthy businesses downtown provide the variety of interesting shops and restaurants that create a vibrant revitalized downtown. The consensus is that emphasis should be placed on the following priorities: 1) attracting industrial sector employers that create higher paying jobs than the service industry; 2) capturing tourist business, and 3) promoting a buy local campaign. The consensus of the group was that the City should take the lead on organizing and maintaining the buy local campaign.

TAKE ADVANTAGE OF OPPORTUNITIES PROVIDED BY THE ENUMCLAW EXPO AND EVENT CENTER

The Expo Center annually attracts 150,000 people to events. Many of the event goers patronize local restaurants, hotels and retail shops. Supporting growth of events and linking businesses with the Expo Center events will help local businesses survive and grow. Events may also support growth of hospitality industry, including additional hotel/motel and/or Bed and Breakfast establishments. The Task Force recommended additional analysis to understand the economic impact and return on investment to the City from the Expo Center, which was subsequently completed and included as Appendix C.

ENCOURAGE BALANCED AND SUSTAINABLE GROWTH THAT MAINTAINS THE CITY'S SMALL TOWN ATMOSPHERE.

The city population needs to grow moderately to better sustain local retail businesses, the education system and to reduce the per capita cost of government services. Additional planned residential growth will boost local retail services and educational opportunities. The Task Force felt strongly that residential growth should be well planned and its character should not resemble cookie-cutter development that occurred in nearby cities during the housing boom. Park maintenance, quality of schools and appealing streetscapes were recognized as important factors in quality of life. The emphasis for economic development strategies should be placed on residential development appealing to seniors and mixed use development downtown.

SEIZE OPPORTUNITIES TO ATTRACT TOURISTS DUE TO PROXIMITY TO RECREATION AND BEAUTIFUL SETTING

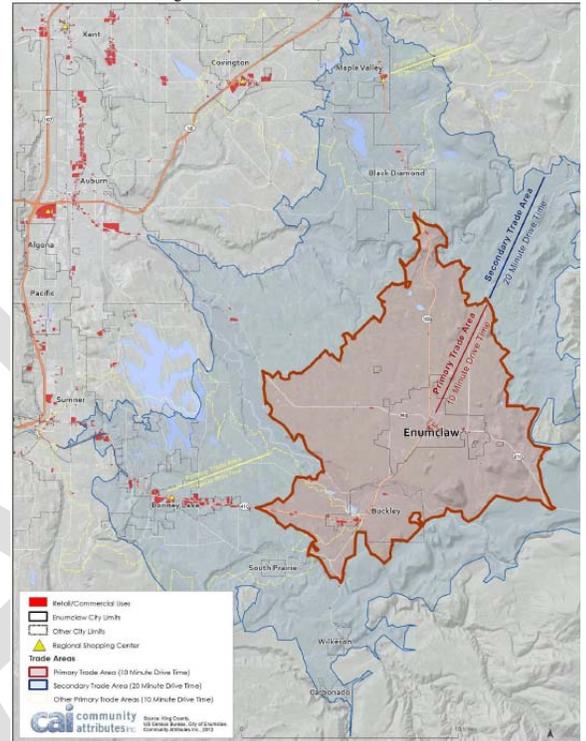
The City is located along State Route 410 which is a primary means of access to Mt. Rainier National Park and to Crystal Mountain Ski Resort. In the winter, approximately 300,000 skiers drive through Enumclaw to ski at Crystal. In the summer, high numbers of tourists drive through on their way to Mt. Rainier National Park and to the newly constructed Gondola at Crystal Mountain. In addition to its adjacency to tourist destinations, Enumclaw itself has a beautiful setting and quaint downtown which could appeal to tourists as a side trip or a base from which enjoy recreation in the surrounding areas. Strategies to increase tourist visits could include a marketing campaign to advertise the City's amenities within the Puget Sound region; wayfinding signage to lead tourists from State Route 410 to Downtown; additional and higher quality lodging facilities; arts and cultural events; and programs to revitalize downtown including improving downtown building facades and dressing up vacant storefronts.

OVERCOME THE LIMITATIONS OF GEOGRAPHIC LOCATION BY SUPPORTING LOCAL BUSINESS GROWTH

The City is geographically isolated, the "end of the line" of two state routes. During the summer and winter there is a significant amount of tourist traffic that passes through; but for employment and retail businesses, the City is isolated. The majority of workers who live in Enumclaw commute to work elsewhere and often shop on their way home, leading to a high level of retail escapement. For employers located in Enumclaw, finding higher level employees who prefer to live in Enumclaw is difficult because most often they choose to live in more urban environments with more activity. Large employers are unlikely to move to Enumclaw unless they or their employees have a strong appreciation for the City's quality of life and picturesque nature. Since the City's location isn't conducive to attracting a large outside company, strategies and tactics that will help existing businesses grow and be successful, such as a business mentor program and small business counseling, are the most useful. To reduce the retail escapement issue, a buy local campaign would help educate citizens about the importance of supporting local businesses and shopping local.

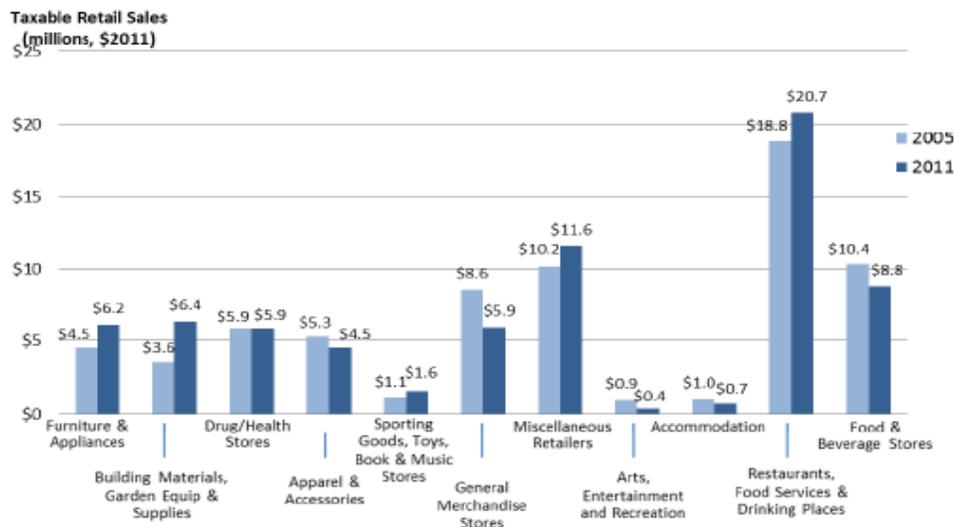
ECONOMIC ANALYSIS

The City hired Community Attributes to conduct an economic analysis of Enumclaw in order to provide a common understanding of opportunities for local businesses. Community Attributes presented the report to the Task Force. The full text of this analysis is contained in Appendix A. The analysis includes an assessment of retail and potential retail growth within the City of Enumclaw and its primary trade area. It also includes an assessment of the comparative advantages of Enumclaw and assessments of key employers and employee commuting patterns. The following is a summary of the major findings contained in the report:



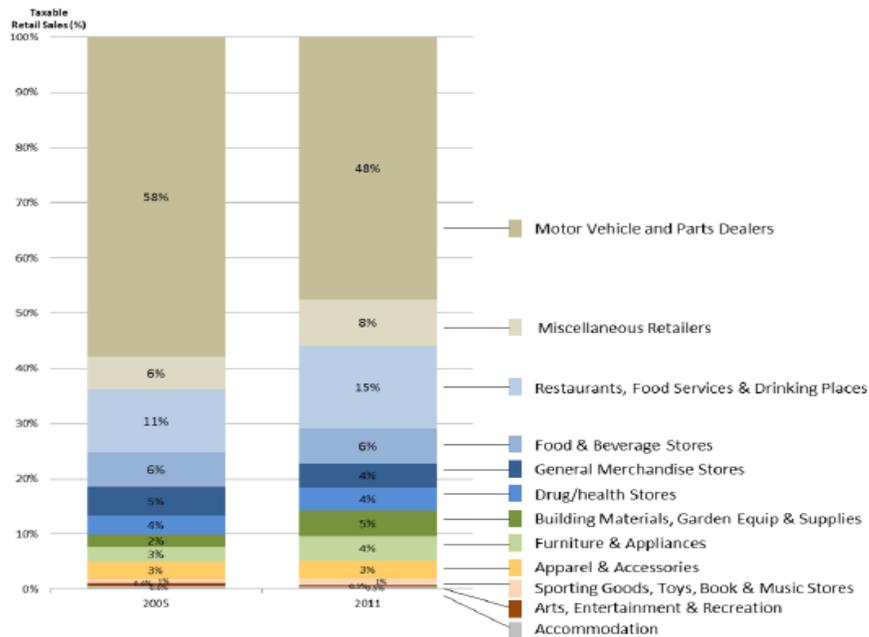
RETAIL ANALYSIS:

- Enumclaw’s Primary Trade Area consisted of 22,505 residents in 2010. There are no major clusters of retail within the Primary Trade Area outside of the City.
- Between 2005 and 2011, taxable sales of Furniture, Building materials, Miscellaneous retailers, Restaurants, Food Services and Drinking Establishments increased.



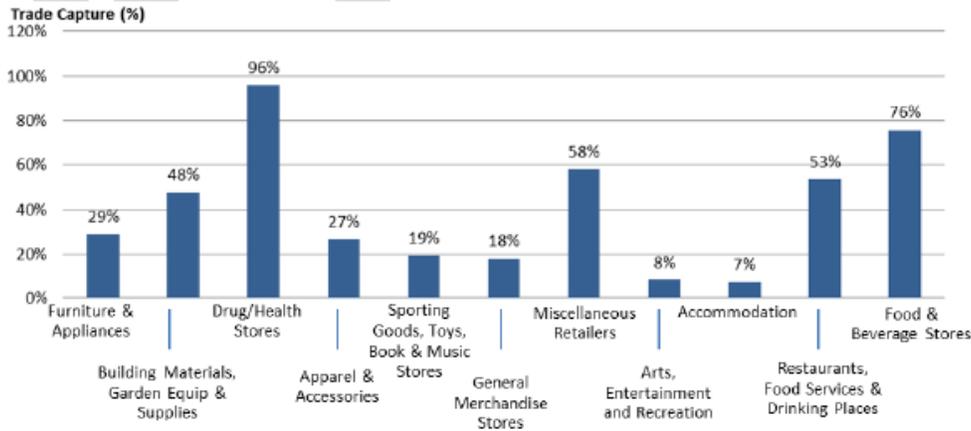
Source: Washington Department of Revenue, 2012.

- Retailers within Enumclaw capture 40% of all spending within the Primary Trade Area. This means that 60% of spending occurs outside of Enumclaw.
- The highest percentages of retail sales are in the categories of Motor vehicle sales; Restaurants, Food Service and Drinking Facilities and Miscellaneous Retailers.



Source: Washington Department of Revenue, 2012.

- Some retail sectors have capture rates below 40% indicating that there is room for growth: Furniture and Appliance (29%); Apparel and Accessories (27%); Sporting Goods, Toys, Book and Music Stores (19%); and General Merchandise Stores (18%).

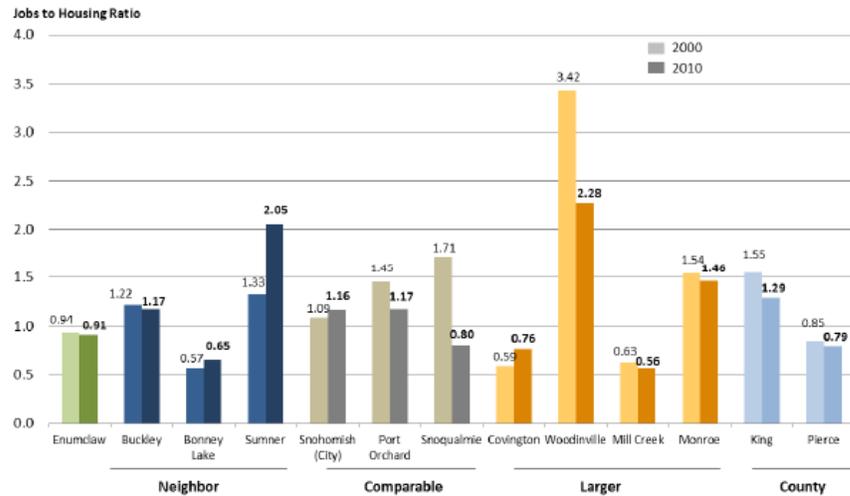


Source: Community Attributes, Inc., 2012.

- Forecast growth within the Primary Trade Area will support 120,000 square feet of new retail over the next 30 years.
- If trade capture was increased from 40% to 47%, the trade area would support an additional 250,000 square feet of retail over the next 30 years.

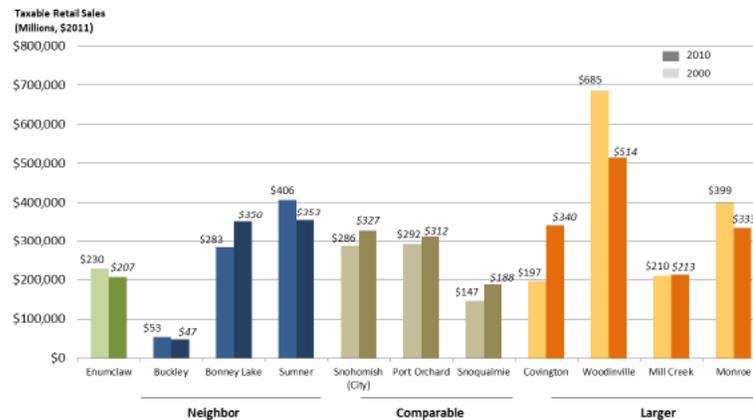
SUMMARY OF COMPARATIVE ANALYSIS:

- Enumclaw’s jobs-to-housing ratio is 0.91, down from 0.94 in 2000. The jobs-to-housing ratio indicates that Enumclaw has a balanced mix of housing and employment.



Source: Washington Office of Financial Management, 2012, Community Attributes, Inc., 2012.

- Enumclaw had lower population growth than other cities of similar size and location.
- Taxable Retail Sales in Enumclaw are less than other comparable cities.



Source: Washington Department of Revenue, 2012, Washington Office of Financial Management, 2012

ANALYSIS OF INDUSTRY PROFILE:

- The largest employment sector in Enumclaw is the Services sector, accounting for 38% of all employment. Retail services accounted for 16% and Finance, Insurance and Real Estate accounted for 13% of all employment.
- The fastest growing employment sectors in Enumclaw from 2000-2011 were Manufacturing (3.2%), Government (2.0%) and Services (1.8%).
- Two of the largest employers in Enumclaw are within the Insurance and Healthcare industries, employing upwards of 700 people in 2012.

ENUMCLAW EXPO CENTER ECONOMIC IMPACT ANALYSIS

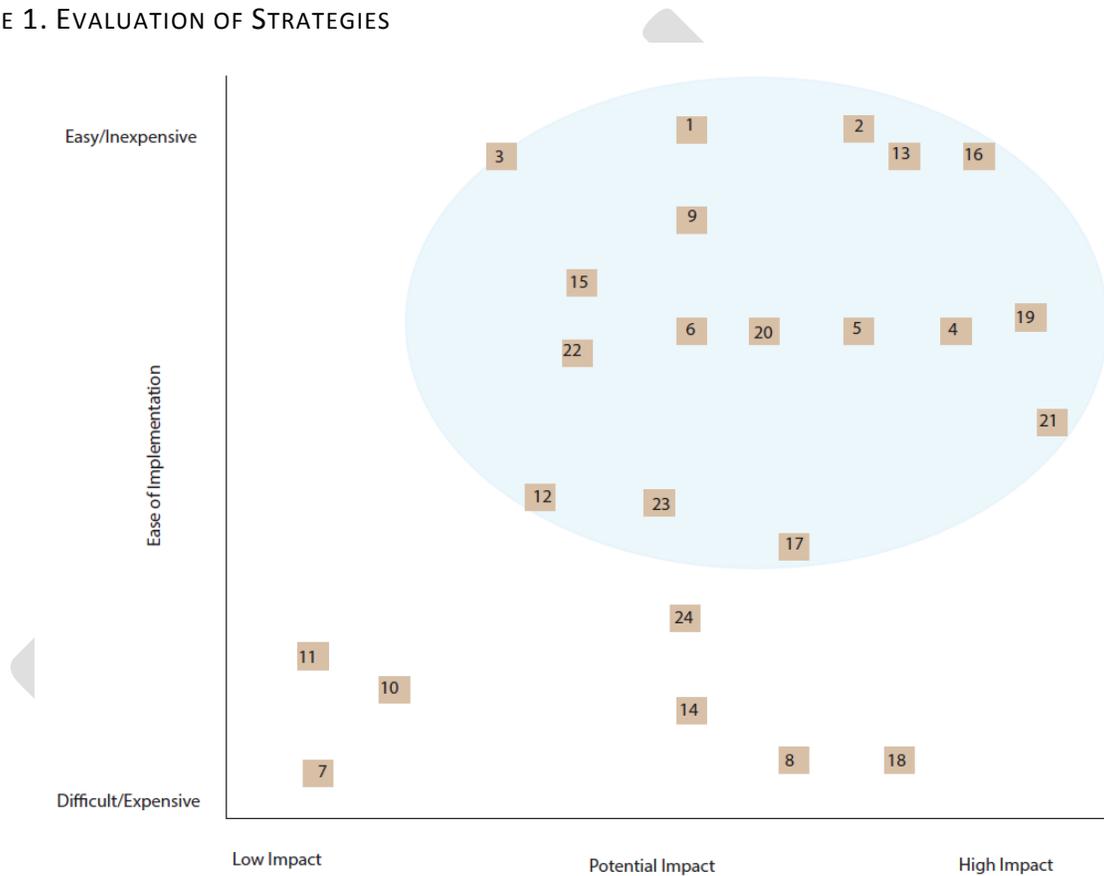
Community Attributes also conducted an economic impact analysis of the Enumclaw Expo Center to help the City understand its impact on the community. The findings are as follows:

- Estimated fiscal revenues accruing to the City of Enumclaw as a result of direct, indirect and induced revenues related to Expo Center activity was \$55,200 in 2012.
- The Expo Center attendance in 2012 was 147,900 patrons.
- Patrons spent an estimated total of \$3,393,300 outside of the Expo Center and within the City in 2012.
- Fairs, Festivals and Sporting Events (Highland Games) produce \$1,900,700 in spending on dining, more than any other event type.
- Spending on shopping, lodging and entertainment compose the remaining share of patron spending in 2012.

ASSESSMENT OF STRATEGIES

Using the overarching themes as a guide, the Task force evaluated the ease and impact of the strategies described in Appendix A in order to recommend a suite of strategies based on ease of implementation and impact. The resulting evaluation is shown in Figure 1. The area highlighted in blue includes strategies that are relatively easy to implement and are likely to have a medium to high impact. Those strategies outside of the highlighted blue are of interest and depending upon circumstance may be pursued if resources become available.

FIGURE 1. EVALUATION OF STRATEGIES



1. Buy Local Campaign	13. Marketing to Hotel/Motel Developers
2. Commercial Real Estate Marketing	14. Agricultural Food Product Incubator
3. Economic Development Website	15. Business Incubator
4. Business Mentor List	16. Commercial/Industrial Zoning Code Amendment
5. Small Business Counseling	17. Senior Community Zoning Code Amendment
6. Construction Sales Tax Refund	18. Hire Economic Development Manager
7. Manufacturing Incubator	19. Marketing to Senior Community Developers
8. Infrastructure Planning And Design	20. Maintain Senior Center and Programs
9. Impact Fee Deferral Program	21. Expo Center Events
10. Tourism Marketing Campaign	22. Bed and Breakfast Zoning Code Amendment
11. Storefront Improvement Program	23. Downtown Revitalization
12. Storefront Arts Program	24. Arts and Cultural Events

STRATEGIES AND TACTICS

The Task Force evaluated the Menu of Tactics contained in Appendix A and identified the following tactics organized by strategy/subject as being the highest priorities based on the evaluation shown in the blue oval on Figure 1. A tactic may appear more than once as some are relevant to more than one strategy.

One tactic, *“Agricultural Food Product Incubator”* (See 1.8 and 3.4) is included despite its level of difficulty because it could potentially have a large impact on employment while preserving the character of the community.

The following strategies and tactics further the Mission Statement of the Task Force:

“Enhancing Enumclaw’s quality of life by fostering economic development activities that preserve and create jobs, create sustainable businesses and enhance the well-being of our rural community”.

STRATEGY 1. PROMOTE EMPLOYMENT GROWTH IN RETAIL/SERVICES, MEDICAL AND LIGHT INDUSTRIAL

1.1 *“Buy Local Campaign”* Develop and Implement a Buy Local Campaign organized and run by the City (Figure 1, #1)

1.2 *“Business Mentor List”* Develop and maintain a contact list of willing business mentors that City staff and the Chamber of Commerce can provide to prospective business owners. (Figure 1, #4)

1.3 *“Small Business Counseling”* Continue to fund Small Business Counseling through Green River Community College. (Figure 1, #5)

1.4 *“Impact Fee Deferral”* Implement an Impact Fee deferral program for Light Industrial and Medical developments. Impact fees would be deferred until Certificate of Occupancy or until the property is sold, whichever happens first. (Figure 1, #9)

1.5 *“Construction Sales Tax Refund program”* Implement a Construction Tax Refund program for the construction of Residential development downtown, and Light Industrial and Medical buildings that bring 10 or more full time employees to the City. (Figure 1, #6)

1.6 *“Commercial Real Estate Marketing”* Create brochure and Lunch and Learn Tour of Enumclaw for commercial Real Estate Companies. (Figure 1, #2)

1.7 *“Economic Development Website”* that includes the following: Demographic information; market research; links to permits, business licenses and business counseling; available property for lease or sale; business mentor list. (Figure 1, #3)

1.8 “Commercial and Industrial Zoning Code Amendments” to broaden the types of uses allowed in Commercial and Light Industrial zones without conditional use permits, and update uses for new trends. (Figure 1, #16)

1.8 “Agricultural Food Product Incubator” Conduct a feasibility study for the development of an Agricultural Food Product Incubator for Artisan Cheese, Wine and Distilled Spirits. Model the facility on Walla Walla Community College’s Vintner program. Include training plus facilities. (Figure 1, #14)

1.9 “Business Incubator” Rent Expo Offices to company that creates office, meeting rooms, reception and office equipment to start up businesses in need of space. (Figure 1, #15)

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

2.1 “Construction Sales Tax Refund” Implement a Construction Tax Refund program for Senior Communities, once defined. (Figure 1, #6)

2.2 “Impact Fee Deferral Program” for Senior Communities, once defined. Impact fees would be deferred until Certificate of Occupancy or until the property is sold, whichever happens first. (Figure 1, #9)

2.3 “Senior Community Zoning Code Amendment” Interview development companies and define the necessary elements of a Senior Community with high quality housing, open space and other amenities for ages 55+. Develop special zoning and subdivision code provisions to define and allow for those elements identified as necessary for development of a Senior Community. (Figure 1, #17)

2.4 “Marketing to Senior Community Developers” Develop and implement a marketing plan to market Enumclaw to development companies that specialize in senior communities. (Figure 1, #19)

STRATEGY 3. INCREASE TOURIST VISITS

3.1 “Marketing to Hotel/Motel Developers” Develop and implement a marketing plan targeted at Hotel/Motel developers to attract one or more quality hospitality establishments. (Figure 1, #1)

3.2 “Bed and Breakfast Zoning Code Amendment” to make Bed and Breakfasts easier to establish which will increase availability and diversity of hospitality. (Figure 1, #1)

3.3 “Expo Center Events” Maintain and expand events and activities at the Enumclaw Expo Center (Figure 1, #1)

3.4 “Agricultural Food Product Incubator” Conduct a feasibility study for the development of an Agricultural Food Product Incubator for Artisan Cheese, Wine and

Distilled Spirits. Model the facility on Walla Walla Community College’s Vintner program. Include training plus facilities. (Figure 1, #14)

3.5 “Art and Cultural Events” include arts and cultural advocates on the economic development task force and explore opportunities to increase arts and cultural events that will have measurable results (Figure 1, #24)

3.6 “Downtown Revitalization” explore opportunities to improve the attractiveness of downtown to visitors. This could include storefront improvement programs, vacant storefront art programs or other efforts that will have measurable results (Figure 1, #11, #12, #23)

FIVE YEAR PLAN

The number and complexity of projects necessitates a phased approach to implementation of the recommended strategies and tactics. The highest priority projects and recommended implementation timeframes are identified in Table 2. Table 2 only contains the recommended projects, which are fewer than the total number of projects contained in Figure 1. A check mark in the table indicates the year the project is to begin.

TABLE 2. PRIORITIES AND TIMEFRAME FOR IMPLEMENTATION

The Economic Development Task Force carefully discussed and weighed each strategy to ensure that each has a measurable outcome. Moving forward, it is intent that future tactics and strategies be thoroughly vetted and found to have measurable outcomes before being adopted and implemented.

Tactic	Year				
	2013	2014	2015	2016	2017
Buy Local Campaign	✓				
Business Mentor List		✓			
Economic Development Website	✓				
Impact Fee Deferral		✓			
Construction Sales Tax Refund		✓			
Commercial and Industrial Zoning Code Amendment	✓				
Senior Community Zoning Code Amendment			✓		
Commercial Real Estate Marketing		✓			
Marketing to Hotel/Motel Developer		✓			
Marketing to Senior Community Developer				✓	
Small Business Counseling	✓				
Bed and Breakfast Zoning Code Amendment		✓			
Expo Center Events	✓				
Feasibility Study - Agricultural Food Product Incubator			✓		
Business Incubator			✓		
Downtown Revitalization				✓	
Support Art and Cultural Activities					✓

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

The success of individual program should be measured by the metrics in Table 3. If one or more individual programs do not meet the specified measures of success, this indicates that the program should be modified or re-evaluated, but does not mean the City’s economic development efforts have failed.

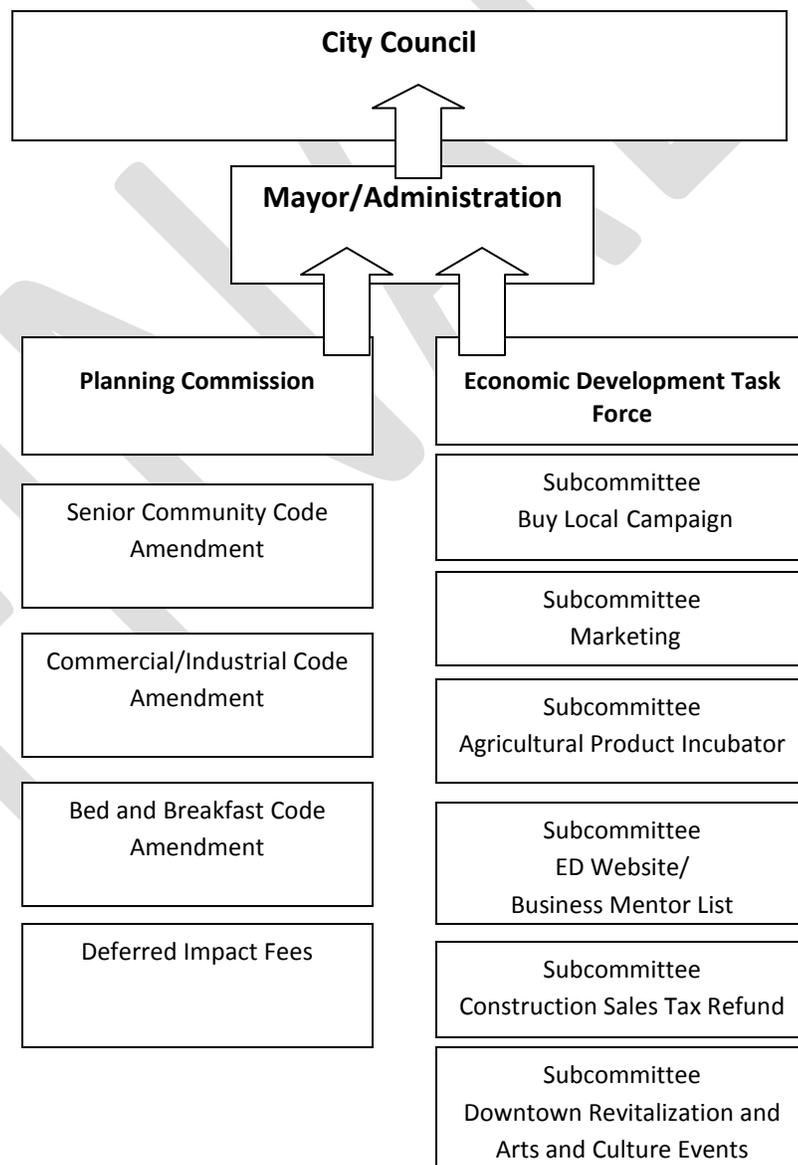
TABLE 3. RESOURCES AND MEASURES OF SUCCESS

TACTIC	CITY RESOURCE IMPACT START-UP/ MAINTAIN	CONSULTANT COST	MEASURE(S) OF SUCCESS
Buy Local Campaign	80 hrs/ 1 hr per wk.	\$15,000 (grant) Develop an Annual Business Survey	<ul style="list-style-type: none"> • Increase taxable retail sales per capita by \$120 per year, which would result in a sales tax increase of \$1.3 million annually.
Business Mentor List	20 hrs/ 1 hr per mo.		<ul style="list-style-type: none"> • Increase 2 year business survival rate from 55% to 60% as measured by business licenses • Two referrals per month.
Economic Development Website	40 hrs/ 1 hr per wk.		<ul style="list-style-type: none"> • Website traffic of 100 hits per month. • 10% of businesses say that the website helped them to establish or expand a business in Enumclaw.
Impact Fee Deferral Program	140 hrs/ 2 hr per deferral		<ul style="list-style-type: none"> • 10% of businesses say that the program was an important factor in choosing Enumclaw.
Construction Sales Tax Refund	80 hrs/ 2 hr per refund		<ul style="list-style-type: none"> • 25% increase in number of employees in targeted industries over five years. • 10% of businesses say that the program was an important factor in choosing Enumclaw.
Commercial /Industrial Zoning Code Amendment	120 hrs		<ul style="list-style-type: none"> • Code amendment developed and implemented. • 10% of businesses say that the program was an important factor in locating or expanding a business in Enumclaw as measured by survey of businesses.
Senior Community Zoning Code Amendment	132 hrs		<ul style="list-style-type: none"> • One master planned senior community locates in Enumclaw.
Commercial Real Estate Marketing	40 hrs/ 1 hr per wk	\$40,000	<ul style="list-style-type: none"> • Representatives of at least three regional commercial real estate firms attend a “lunch and learn” event. • Marketing materials and marketing plan developed and implemented.
Marketing to Hotel/Motel Developer			
Marketing to Senior Community Developer			

TACTIC	CITY RESOURCE IMPACT START-UP/ MAINTAIN	CONSULTANT COST	MEASURE(S) OF SUCCESS
Small Business Counseling		\$4,000 annually	<ul style="list-style-type: none"> • Increase 2 year business survival rate from 55% to 60% as measured by business licenses • 20 Enumclaw businesses counseled • 1 Workshop
Bed and Breakfast Zoning Code Amendment	40 hrs		<ul style="list-style-type: none"> • Five bed and breakfasts established over five years
Expo Center Events			<ul style="list-style-type: none"> • Maintain operating expense/revenue neutrality • Increase number of visitors each year
Agricultural Food Product Incubator- Feasibility Study	\$50,000 (grant)		<ul style="list-style-type: none"> • Grant received, Feasibility Study completed
Business Incubator			<ul style="list-style-type: none"> • Marketing materials and marketing plan prepared and implemented.
Downtown Revitalization	TBD	TBD	<ul style="list-style-type: none"> • Subcommittee established
Arts and Cultural Events	TBD	TBD	<ul style="list-style-type: none"> • Subcommittee established

MOVING FORWARD- NEXT STEPS TO IMPLEMENT THE PLAN

Every plan requires action to implement its recommendations. Many of the recommended strategies and tactics require additional research and development by staff and a public review process before they can be put in place. The City has standing boards and commissions that can address strategies related to land use and development regulations, but doesn't have expertise related to market related strategies. Those strategies that involve marketing, incubators, and the buy local campaign should have oversight and assistance from an Economic Development Task Force or subcommittees that are tasked with providing guidance to City staff in developing and implementing the projects. It is the intent that the Economic Development effort and subcommittee work be largely driven and implemented by the community rather than the City.



APPENDIX A: MENU OF STRATEGIES AND EVALUATION

APPENDIX B: ECONOMIC ANALYSIS

APPENDIX C: IMPACT ANALYSIS – ENUMCLAW EXPO CENTER

APPENDIX D: PUBLIC COMMENTS

APPENDIX A: MENU OF STRATEGIES AND EVALUATION

STRATEGIES	EMPLOYMENT GROWTH			SENIOR COMMUNITY	ATTRACT TOURISM
	LIGHT INDUSTRIAL	RETAIL /SERVICES	MEDICAL		
1. Develop a Buy Local Campaign. A buy local campaign to educate Enumclaw citizens about the benefits of buying local and encourage them to shop locally.		✓			
2. Conduct Targeted Marketing to Commercial Real Estate Firms. Develop relationships/ connections with Commercial Real Estate Firms. Let them know where Enumclaw is, benefits of locating in Enumclaw.	✓		✓	✓	
3. Create an Economic Development Website. A website where real estate agents can list commercial and industrial properties for sale or lease; and where information describing business sectors with growth opportunity and other useful information for entrepreneurs.	✓	✓	✓	✓	✓
4. Develop a Business Mentor List of existing businesses who are willing to help new entrepreneurs to be successful.	✓	✓	✓		
5. Fund Small Business Counseling. Provide funding for the Green River Community College Small Business Assistance Program to provide training for local entrepreneurs.	✓	✓	✓		
6. Grant Construction Sales Tax Refund for Target industries. Provide a refund for purchasers who have paid Sales and Use Tax on construction materials, fixed equipment, labor and services or machinery installation directly related to new commercial construction or redevelopment of existing buildings.	✓			✓	

MENU OF STRATEGIES	EMPLOYMENT GROWTH			SENIOR COMMUNITY	ATTRACT TOURISM
	LIGHT INDUSTRIAL	RETAIL /SERVICES	MEDICAL		
7. Develop a Manufacturing Incubator. Provide assembly space for home businesses such as home occupations that have grown too large for their current location but can't yet build their own building.	✓				
8. Conduct Infrastructure Planning, Design and/or Development. Plan and/or develop street or stormwater facilities for areas zoned Light Industrial to reduce the start-up costs for industrial businesses.	✓				
9. Impact Fee Deferral Program. Develop a program that would allow impact fees and sewer connection fees to be deferred or paid over a period of time for targeted industries or for employers providing significant number of employees.	✓			✓	
10. Develop a Tourism marketing campaign. Communicate the tourist opportunities in Enumclaw and the surrounding community via magazines, DVD, brochures, website and other media.		✓			✓
11. Develop a Store Front Improvement Program. Create a low interest revolving loan program to help fund the revitalization of existing building facades.		✓			✓
12. Develop a Storefronts Art Program. Bring art installations and artists into vacant downtown retail space.		✓			✓

Menu of Strategies	Employment Growth			SENIOR COMMUNITY	ATTRACT TOURISM
	LIGHT INDUSTRIAL	RETAIL /SERVICES	MEDICAL		
13. Attract a Hotel/Motel Franchise. Conduct a marketing campaign targeted to the Hotel/Motel industry.		✓			✓
14. Develop an Agricultural Food Product Incubator. Design and installation of rentable facilities necessary for agricultural food product manufacturing. Examples: baked goods, wine-making, distilled spirits and cheese.	✓				
15. Develop a Business Incubator. Facility that offers office space, shared office equipment, accounting help and business counseling for start-up companies that aren't ready to purchase their own space.	✓	✓			
16. Commercial/Industrial Zoning Code Amendment. Modernize permitted and conditional use provisions of the zoning code to encourage development of light industrial, office, medical and tourist-oriented uses while protecting community character.	✓	✓	✓	✓	
17. Senior Community Zoning Code Amendment. Code provisions applicable to senior housing communities.				✓	
18. Hire Economic Development Manager. The Manager would be responsible for marketing and outreach to attract new businesses and for facilitating development.	✓	✓	✓		✓

Menu of Strategies	EMPLOYMENT GROWTH			SENIOR COMMUNITY	ATTRACT TOURISM
	LIGHT INDUSTRIAL	RETAIL /SERVICES	MEDICAL		
19. Targeted Marketing to Senior Community Developers. Develop and implement a marketing campaign targeted to developers of Senior Communities.				✓	
20. Maintain Senior Center and Senior Programs. Programs and facilities that will attract seniors.				✓	
21. Expo Center Events. Maintain and expand events and activities at the expo center.				✓	✓
22. Bed and Breakfast Zoning Code Amendment. Make it easier to establish bed and breakfasts.					✓

APPENDIX B: ECONOMIC ANALYSIS

CITY OF ENUMCLAW

Economic Analysis

Retail Assessment and
Comparative Advantages

October 2012

Prepared for:



Prepared by:





*Community Attributes tells data rich stories about communities
that are important to decision-makers.*

Principal: Chris Mefford

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INTRODUCTION

Background and Purpose

The City of Enumclaw seeks to frame decision-making for economic development with economic analysis providing a common understanding of opportunities for local businesses. This report frames retail, demographic, emerging entrepreneurial and employment opportunities for Enumclaw.

Methods

The methods used in this analysis integrate regional and long-term market demand assessment. Two key questions addressed through this analysis are: “How much retail makes sense for this area?”, and “For the kind of retail we envision, what geographic area does that retail need to serve and draw from?”

Assessment of retail and potential retail growth include establishment and analysis of the Primary Trade Area for the City of Enumclaw. In addition, assessments of overall spending within the Primary Trade Area utilizing consumer buying power data and trade capture ratios based on taxable retail sales are provided.

In addition, sub-regional assessments of Enumclaw’s comparative advantages for strong and emerging industries in the regional economy are provided. This includes comparisons to regional employment trends. Also provided is a demographic and economic profile of the City framed alongside demographic and economic data for comparable cities.

Organization of this Report

- **Findings.** A summary of key findings from the retail assessment, demographic analysis and industry profile.
- **Retail Assessment and Trade Capture Analysis.** Establishment and analysis of the City’s Primary Trade Area along with a description and analysis of taxable retail sales, consumer buying power and trade capture within the Primary Trade Area.
- **Comparative Advantages.** A demographic profile of Enumclaw and comparison cities, including analysis of income, growth, housing, and employment.
- **Industry Profile.** Assessments of regional and local employment including analysis of key employers and employee commuting patterns.
- **Potential Strategies.** A summary and cursory analysis of potential economic development strategies for the City of Enumclaw to consider.

FINDINGS

Retail Assessment

- Enumclaw's Primary Trade Area had 22,505 residents in 2010, approximately twice the population of Enumclaw. No major clusters of retail exist within the Primary Trade Area outside of the City of Enumclaw. Several major retail centers with existing large format discount retailers are located within Enumclaw's Secondary Trade Area.
- Within Enumclaw's Primary Trade Area (see **Exhibit 1**), retailers in the city capture 40% of all spending within the Primary Trade Area.
- The amount of disposable income or consumer buying power within the Enumclaw Primary Trade Area is higher than that of the rest of Washington State on a per household basis. Within the Enumclaw Primary Trade Area per household annual consumer buying power is \$71,000 compared to \$53,000 for the entire state (in 2011 dollars).
- Retail categories with relatively higher trade capture rates are Drug and Health Stores at 96% and Food and Beverage Stores at 76%.
- Categories that show room for growth in trade capture within the Primary Trade Area are Furniture and Appliance (29%), Apparel and Accessories (27%), Sporting Goods, Toys, Book and Music Stores (19%), and General Merchandise Stores (18%).
- Motor Vehicle Sales and Parts, analyzed separately, are captured at 166%, the strongest retail category in terms of trade capture within the Primary Trade Area.
- Forecasted population growth within the Primary Trade Area will support 120,000 square feet of new retail in Enumclaw over the next 30 years, if the city maintains the same trade capture rate of spending within its Primary Trade Area (40%).
- Attracting more than 120,000 s.f. will require increases in local trade capture.
 - 120,000 s.f. is roughly the equivalent of one large big box retailer and several boutique retailers and restaurants.
- A net gain of 250,000 s.f., as an alternative scenario, would require shifting the City's trade capture rate from 40% to 47%.
 - Moving to 47%, as an example, would require that for every \$60 a trade area household spends outside of Enumclaw today, that household would start spending \$7 more in Enumclaw and only \$53 outside of Enumclaw.

Demographics and Comparative Advantages

- Enumclaw's 2010 jobs-to-housing ratio was 0.91, relatively unchanged from the year 2000 when the ratio was 0.94. The jobs-to-housing ratio indicates that Enumclaw has a balanced mix of housing and employment.
- Several Comparison Cities have experienced substantial shifts in jobs-to-housing ratios from 2000 to 2010, where growth in housing has outpaced

growth in employment. Enumclaw's ratio has remained relatively unchanged over the same period.

- All Comparison Cities experienced greater population growth from 2000 to 2010 than the City of Enumclaw, with Enumclaw's population declining slightly during that time period.
- Enumclaw is less ethnically diverse than most Comparison Cities and the region as a whole, with a smaller percentage of foreign born residents and smaller percentage (12%) of non-white residents.

Industry Profile

- The Services sector is largest employment sector in Enumclaw, accounting for 38% of all employment in Enumclaw in 2011. Retail accounted for 16% of overall employment while Finance, Insurance and Real Estate accounted for 13% of total employment.
- The fastest growing employment sectors from 2000 to 2011 in Enumclaw were Services at 1.8% (CAGR), Government at 2.0% (CAGR) and Manufacturing at 3.2% (CAGR).
- Among people working in Enumclaw, 55% live in the Enumclaw Plateau (**Exhibit 33**) while 16% of Enumclaw employees commute from the Tacoma/Federal Way Area and 13% commute from the Kent/Renton/SeaTac Area. Only 4% commute from the Seattle/Bellevue/Everett area.
- A quarter (26%) of all workers that live within Enumclaw work within Enumclaw and the surrounding Enumclaw Plateau (**Exhibit 35**). Locations that Enumclaw residents commute to include the Kent/Renton/SeaTac Area (24%), Tacoma/Federal Way (15%) and Seattle/Bellevue/Everett (26%).
- Two of the largest employers in Enumclaw are within the Insurance and Healthcare industries, employing upwards of 700 people in 2012.

RETAIL ASSESSMENT

To determine how much neighborhood-serving retail (defined by square footage) makes sense to plan for Enumclaw the following has been completed:

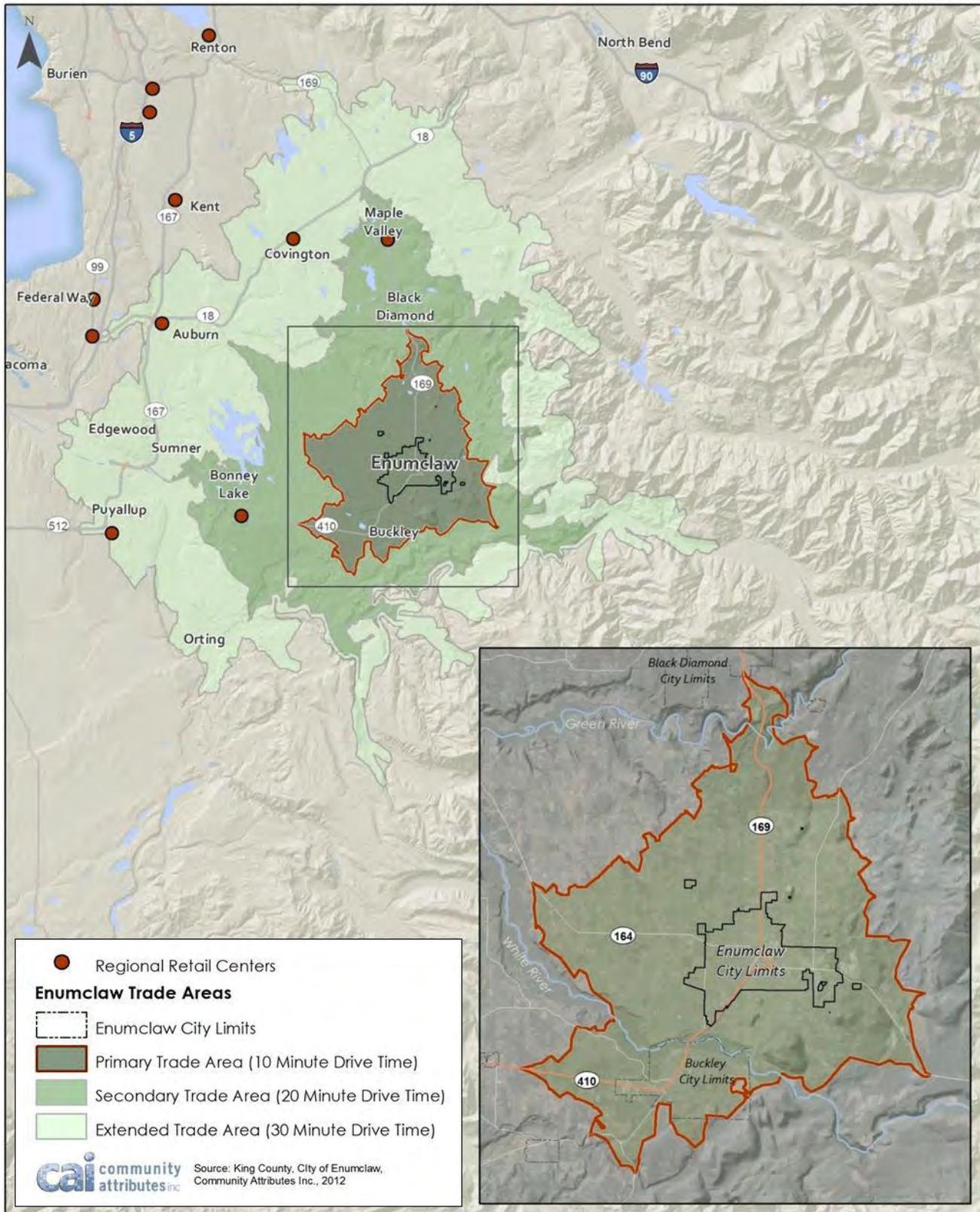
- Definition of the Enumclaw trade area (where consumers come from)
- Assessment of local spending power to determine potential consumer demand for products and services;
- Assessment of total taxable retail sales, taxable retail sales growth and taxable retail sales per capita.
- Identification of various trade capture scenarios (trade capture scenarios show the amount of retail spending captured by the neighborhood now and that could be captured by new neighborhood-serving retail square footage)

Trade Area

The first step in assessing Enumclaw retail is defining the primary trade area. It represents the area from which it would be reasonable to expect consumers to travel in order to shop in the City of Enumclaw. In other words, the Primary Trade Area represents an estimate of the geographic area from which approximately 2/3 of a retailer's customers would come. **Exhibit 1** illustrates the Enumclaw Primary Trade Area established for this analysis. In addition, secondary and extended trade areas are highlighted.

The study area for the retail assessment and trade area analysis encompasses all areas within a half hour drive of Enumclaw. Trade areas are determined by drive times of 10 minutes, 20 minutes and 30 minutes. The Primary Trade Area follows the 10 minute drive time from the City of Enumclaw. Existing retail centers within the study area are also identified

Exhibit 1. Enumclaw Trade Areas, 2012



Exhibits 2 and 3 illustrate the household density and spending power of Enumclaw and surrounding areas within the context of the Primary Trade Area boundaries. The Primary Trade Area has a population of 22,205 with 8,769 households (2010). No other concentrations of aggregate spending power or households exist within the Primary Trade Area beyond the City of Enumclaw boundaries. In addition, no other regional retail centers are located within the Primary Trade Area, while two, Maple Valley and Bonney Lake, are located within the Secondary Trade Area (20 minute drive time).

Exhibit 2. Primary and Secondary Trade Area Attributes, 2010

Primary Trade Area	Primary Trade Area	Secondary Trade Area (cumulative)
Population	22,505	78,494
Housing Units	9,257	28,323
Households	8,769	26,851
Area (sq mi)	52	138
Population Per Sq Mi	433	569
Forecasted 2030 Population	26,900	N/A
2010-2030 Forecasted CAGR	0.90%	N/A

Source: Puget Sound Regional Council, 2012., Community Attributes, Inc., 2012.

Exhibit 3. Income and Household Density, Enumclaw Trade Areas, 2010

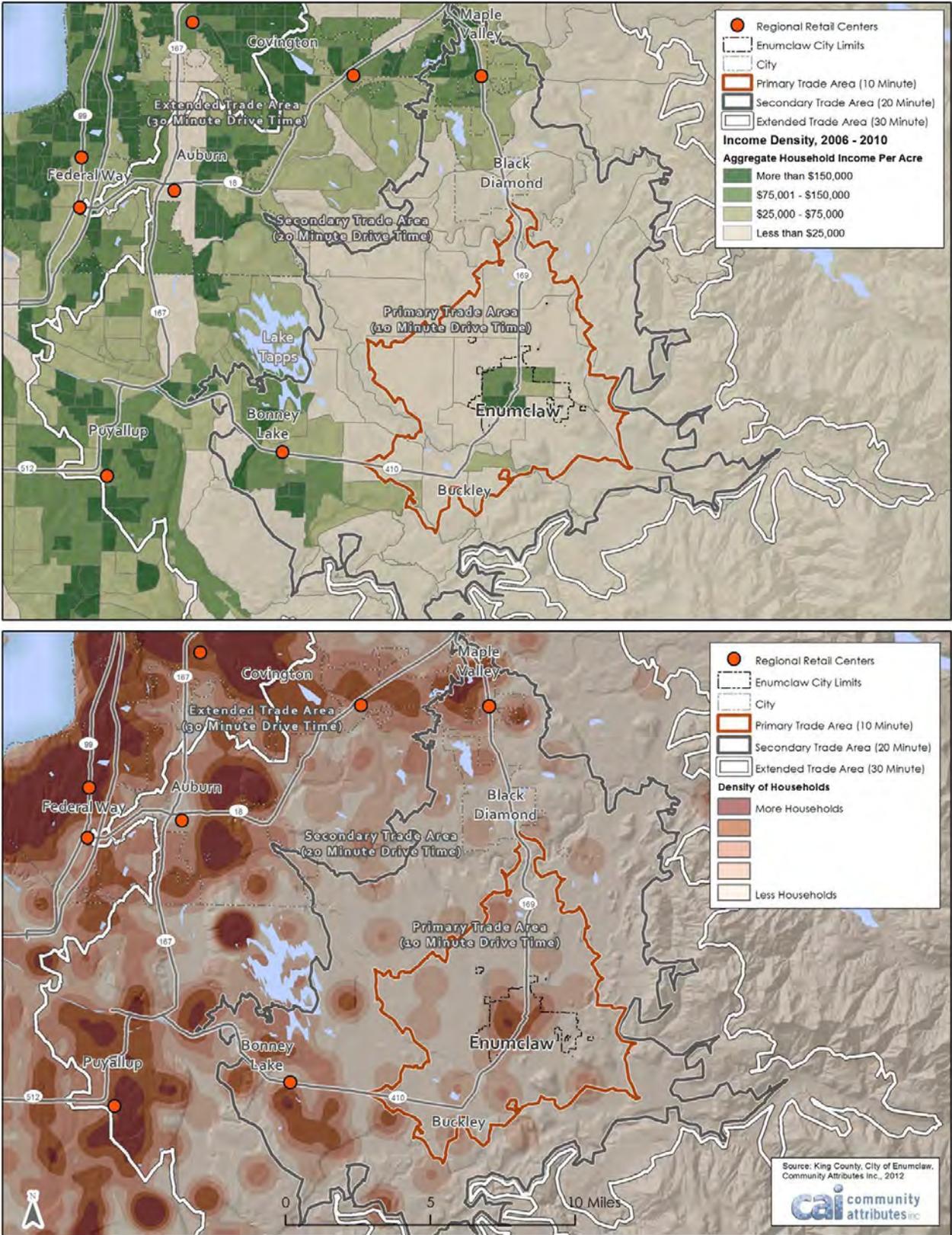
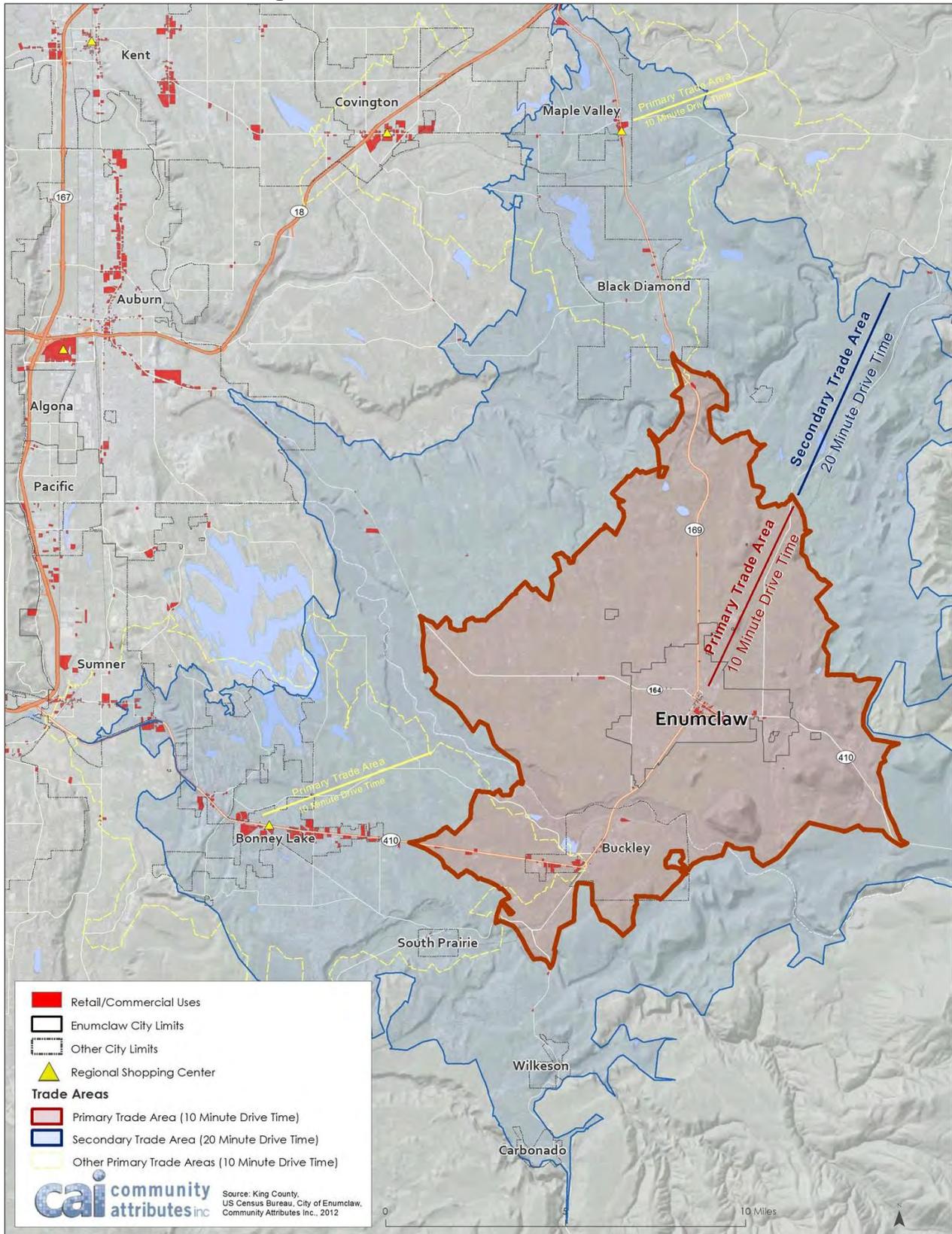


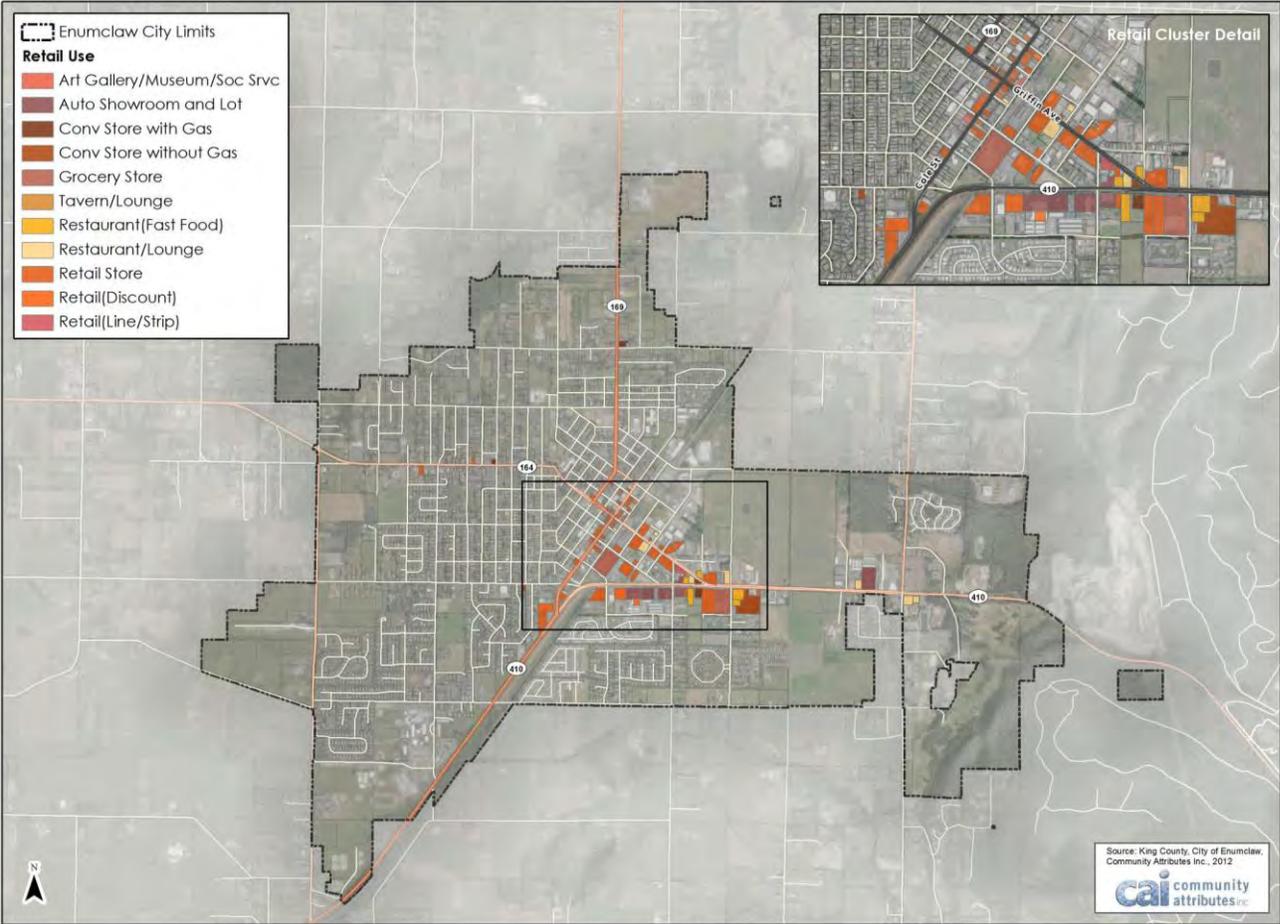
Exhibit 4 illustrates the location of existing retail uses within the Primary, Secondary and Extended Trades Areas of the City of Enumclaw. Within the Primary Trade Area retail clusters exist within Enumclaw and Buckley. Several retail clusters exist within the Secondary Trade Area including clusters in Maple Valley, Bonney Lake, and Sumner. The yellow lines represent primary trade areas for Maple Valley and Bonney Lake. The Bonney Lake primary trade area overlaps the Enumclaw primary trade area in and around Buckley.

Exhibit 4. Existing Retail/Commercial, Enumclaw Trade Areas, 2012



Parcels highlighted in **Exhibit 5** represent retail land uses within the City of Enumclaw. Nearly all retail uses within Enumclaw are clustered within or near Downtown or along the Highway 410 corridor. A concentration of auto showrooms and lots exists along Highway 410, while retail store and restaurant uses are more prevalent along Cole Street and Griffin Ave.

Exhibit 5. Existing Retail, City of Enumclaw, 2012



Source: King County Assessor, 2012, Community Attributes, Inc., 2012.

Consumer Buying Power

Exhibit 6 illustrates the consumer buying power (CBP) of residents that live within the Enumclaw Primary Trade Area. Total discretionary spending within the Enumclaw Trade Area amounted to \$70,768 per household in 2011 dollars. Discretionary spending for the remainder of Washington State was substantially less in 2011, at approximately \$50,000 per household.

Categories representing the highest proportion of spending include Services (16%), Motor Vehicles and Parts (18%) and Food and Beverage Stores (15%). Apparel and Accessories and Restaurants, Food Services and Drinking Places each represent 10% of overall spending.

Exhibit 6. Consumer Buying Power, Enumclaw Primary Trade Area, 2011

	Primary Trade Area (10 Min Drive Time)		Washington State	
	Dollars per Year	% of Total Spending	Dollars per Year	% of Total Spending
Services (includes Arts and Entertainment)	\$11,364	16%	\$8,281	16%
Motor Vehicles & Parts	\$12,683	18%	\$8,761	17%
Food & Beverage Stores	\$10,326	15%	\$8,851	17%
Restaurants, Food Services & Drinking Places	\$7,155	10%	\$5,683	11%
Apparel & Accessories	\$7,226	10%	\$5,207	10%
Furniture & Home Furnishing	\$4,193	6%	\$2,868	5%
Building Materials, Garden Equip & Supplies	\$3,988	6%	\$2,848	5%
Sporting Goods, Toys, Book & Music Stores	\$3,304	5%	\$2,441	5%
Contributions	\$3,150	4%	\$2,165	4%
Drug/Health Stores	\$3,056	4%	\$2,471	5%
Electronics & Appliances	\$2,602	4%	\$1,943	4%
Gas Stations & Convenience Stores	\$1,721	2%	\$1,488	3%
Total Discretionary Spending	\$70,768	100%	\$53,006	100%

Source: Claritas Inc., 2003, Office of Financial Management, 2012, Community Attributes, Inc., 2012.

Note: Data based on boundaries of the 98022 zip code, which closely aligns with the primary trade area.

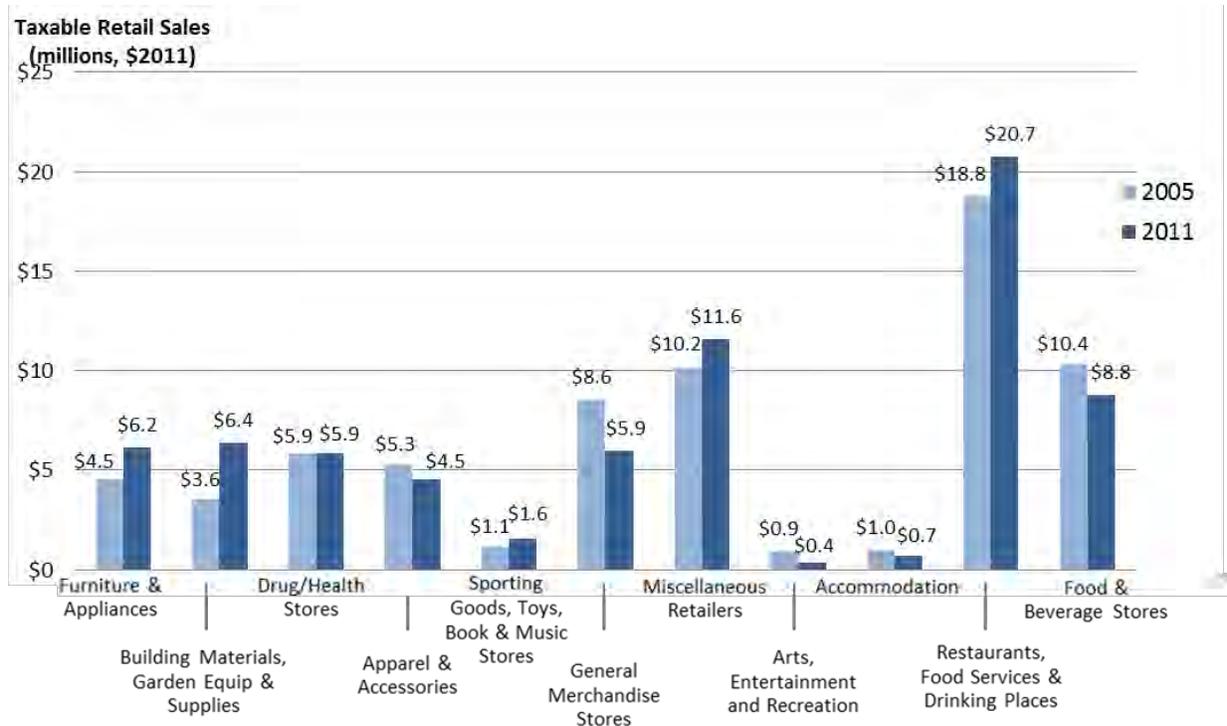
Taxable Retail Sales

The Washington State Department of Revenue provides taxable retail sales data based on the North American Industry Classification System (NAICS). **Exhibits 7 and 8** compare the City of Enumclaw’s taxable retail sales from 2005 to 2011 in terms of total value and on a per capita basis. Taxable retail sales for Motor Vehicles and Parts are not included and are analyzed in a separate section.

Several categories experienced growth in overall taxable retail sales from 2005 to 2011 (2011 dollars). Notable increases in total sales include Furniture and Appliances which increased from \$4.5 to \$6.2 million, Building Materials which more than doubled from \$3.6 to \$6.4, Miscellaneous Retailers which increased from \$10.2 million to \$11.6 million and Restaurants, Food Services and Drinking Places, which increased from \$18.8 million to \$20.7 million.

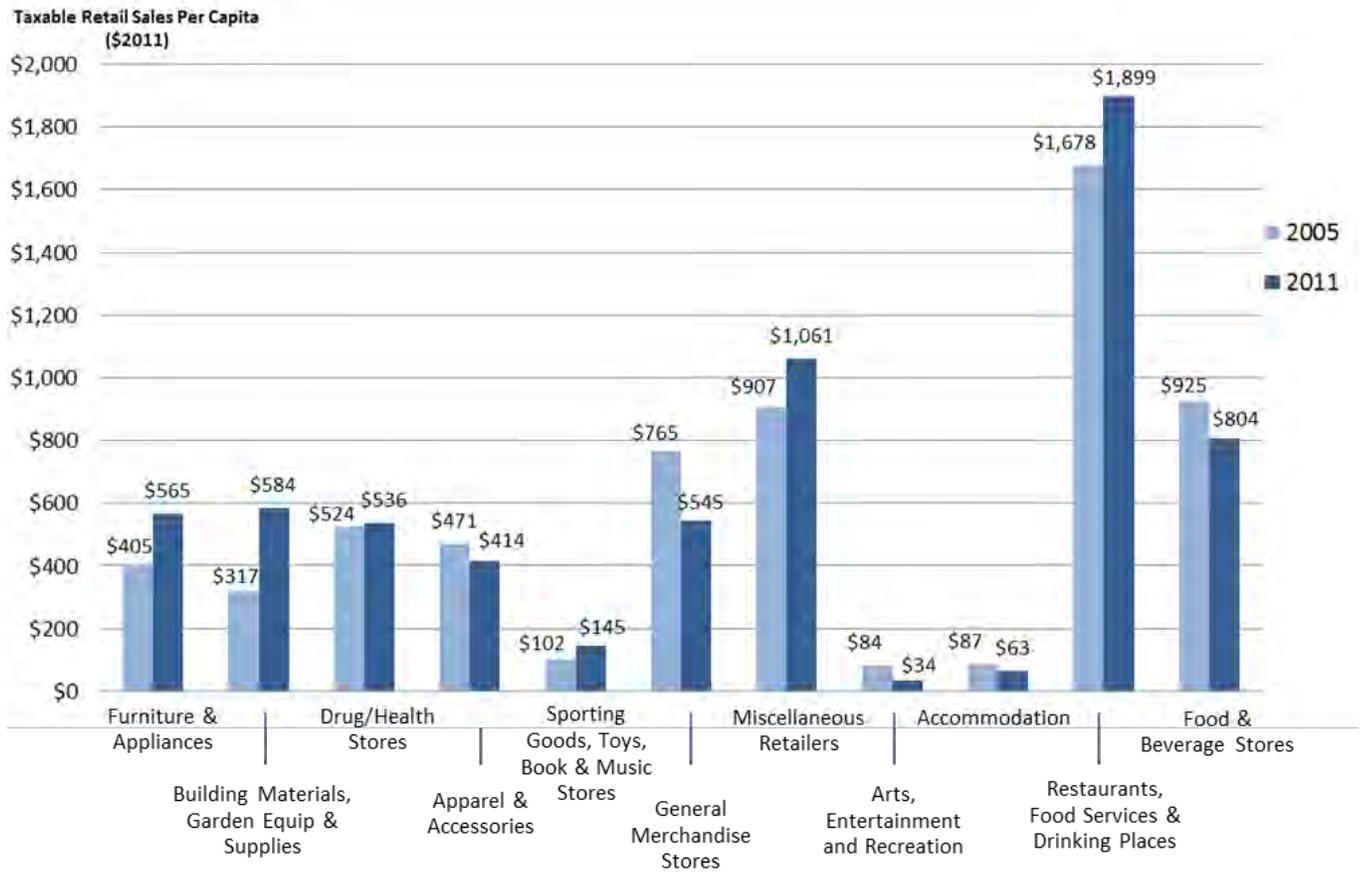
Categories that declined in overall revenues from 2005 to 2011 include Apparel and Accessories, General Merchandise Stores, Arts and Entertainment, Accommodation and Food and Beverage Stores. The General Merchandise category experienced the largest decline, decreasing from \$8.6 million in 2005 to \$5.9 million in 2011. The category represents department and big box retailers such as Costco, Target and any store that focuses on selling a large variety of goods from a single location.

Exhibit 7. Total Taxable Retail Sales by Category, City of Enumclaw, 2005-2011



Source: Washington Department of Revenue, 2012.

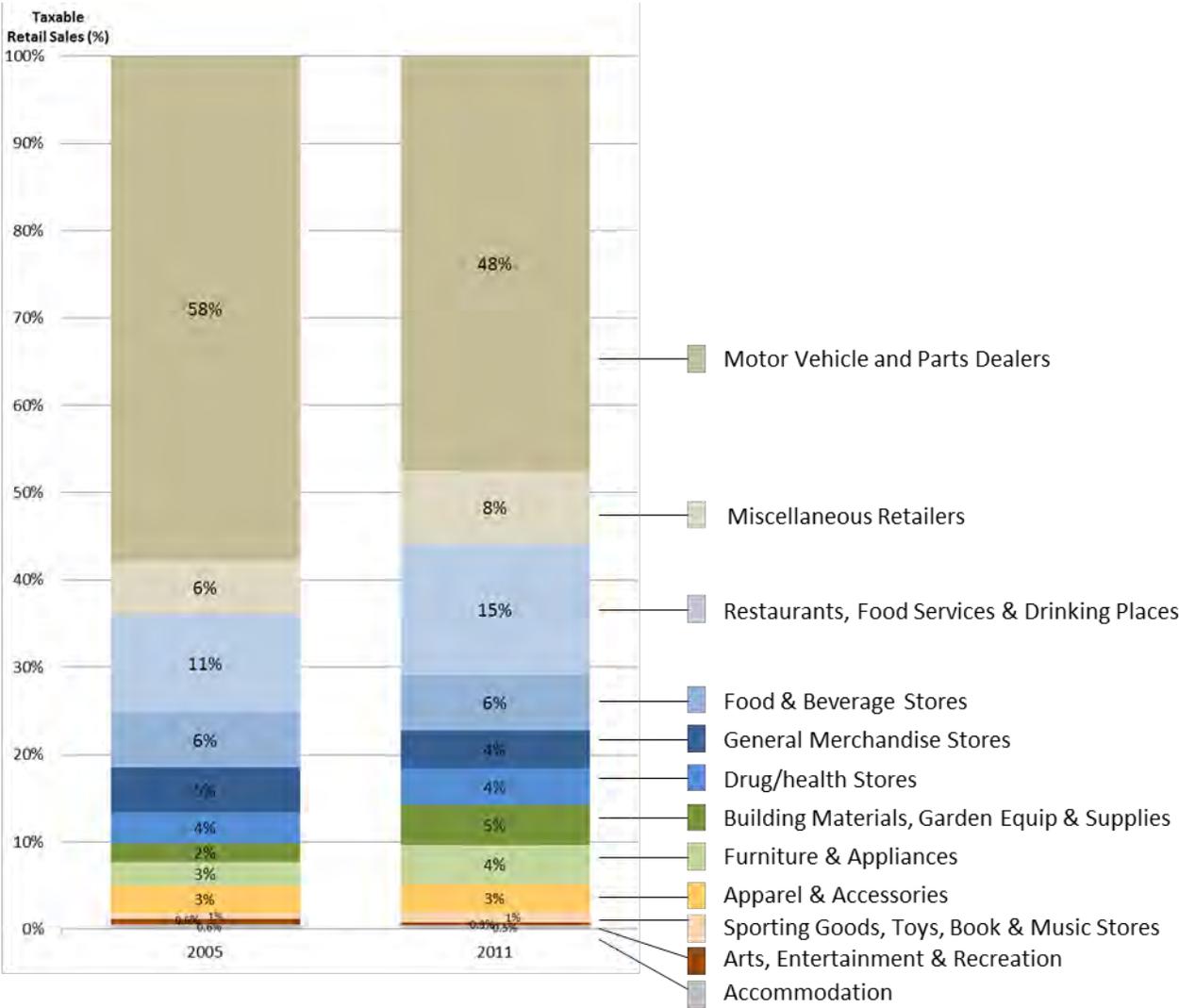
Exhibit 8. Per Capita Taxable Retail Sales, City of Enumclaw, 2005-2011



Source: Washington Department of Revenue, 2012, Washington Office of Financial Management, 2012.

The share of taxable retail sales by category is illustrated in **Exhibit 9**. Motor Vehicles and Parts, analyzed in more detail later in the analysis, makes up the largest share of taxable retail sales for the City of Enumclaw. Its share of taxable retail sales has declined from 2005 to 2011, but still represents nearly half of total retail sales. The next largest category is Restaurants, Food Services and Drinking Places, which has increased its share from 2005 to 2011 by 4%. The share of Miscellaneous Retailers has also increased from 6% in 2005 to 8% in 2011.

Exhibit 9. Taxable Retail Sales by Category, City of Enumclaw, 2005-2011



Source: Washington Department of Revenue, 2012.

Trade Capture Analysis

The trade capture analysis includes a detailed study of retail spending within the Enumclaw Primary Trade Area. The analysis utilizes taxable retail sales data collected by the Washington State Department of Revenue discussed in the previous section. The data are collected and organized by NAICS categories and location, allowing analysis and comparison of distinct retail types and geographic areas. In addition, population estimates and growth forecasts for Enumclaw and the region are utilized to establish per capita retail spending. The data allow for comparisons between different retail categories as well as overall assessment of trade capture within the Primary Trade Area. The analysis also provides the means to assess overall retail square footage growth based on varying trade capture scenarios.

Trade Capture Interpretation. Trade capture can be interpreted in the following manner: if a neighborhood had a trade capture rate of exactly 100%, then sales in that neighborhood would be equivalent to all residents in their neighborhood spending all of their disposable income within their neighborhood. This assumes that no outside consumers came into their neighborhood to purchase goods. A trade capture rate of 50% would be equivalent to all neighborhood residents spending half of their disposable income within their neighborhood. In reality, the trade capture rates presented below represent the percentage of spending power captured within a defined Trade Area.

Exhibit 10 illustrates trade capture by retail category for the City of Enumclaw Primary Trade Area. The exhibit illustrates retail categories in which the City of Enumclaw captures relatively well, including:

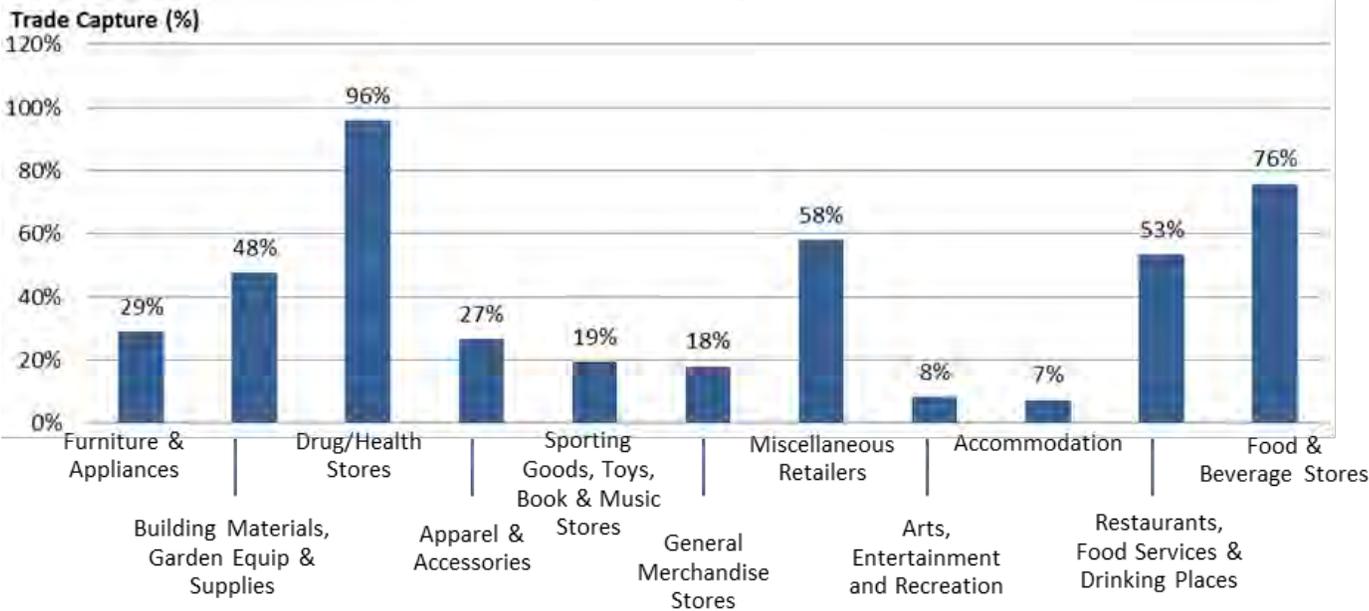
- Drug and Health Stores
- Food and Beverage Stores (grocery stores)
- Miscellaneous Retailers (specialized stores such as florists and pet supplies)

Conversely, the graph shows opportunities for growth in the following categories:

- Furniture and Appliances
- Apparel and Accessories
- Sporting Goods, Toys, Book and Music
- General Merchandise (department stores, large format discount stores)

Identifying the businesses that fall within each category is important in order to assess the specific types of retail where there is potentially room for growth. For example, General Merchandise Stores, with a relatively low trade capture rate, include large scale discount stores such as Target and Fred Meyer, both of which are located in nearby regional retail centers (Bonney Lake and Sumner) but not within the Enumclaw Primary Trade Area.

Exhibit 10. Trade Capture, City of Enumclaw, 2011



Source: Community Attributes, Inc., 2012.

Retail Growth Scenarios

Exhibit 11 provides the technical analysis of four retail growth scenarios, each representing a different amount of potential retail square footage growth. Influencing the analysis is anticipated population growth for the Enumclaw Primary Trade Area, forecasted to increase by 4,400 residents by 2030.

Total sales required per year are calculated under each scenario. Derived from total sales required are the additional sales required from the Primary Trade Area, a portion of which results from an increase in population.

Exhibit 11. Trade Capture Scenarios, City of Enumclaw, 2010-2030

	Additional Retail S.F. Desired			
	120,000	150,000	200,000	250,000
Retail Sales Required (per s.f. per year)	\$300	\$300	\$300	\$300
Total Sales Required (per year)	\$36,000,000	\$45,000,000	\$60,000,000	\$75,000,000
% from Primary Trade Area	40%	40%	40%	40%
Additional Sales Req'd from Primary Trade Area Residents	\$14,234,000	\$17,793,000	\$23,724,000	\$29,655,000
Increased Sales from Pop. Growth w/n Primary Trade Area	\$14,198,000	\$14,198,000	\$14,198,000	\$14,198,000
Net New Retail s.f. from Pop. Growth (all Trade Areas)	119,500	119,500	119,500	119,500
New Trade Capture Required (Sales)	\$0	\$3,600,000	\$9,500,000	\$15,500,000
Additional Sales per Capita in Trade Area	\$0	\$130	\$350	\$580
	Primary Trade Area (10 Minute Drive Area)			
Current Trade Capture	40%	40%	40%	40%
Trade Capture Target	40%	41%	44%	47%
	Secondary Trade Area (20 Minute Drive Time)			
Current Trade Capture	11%	11%	11%	11%
Trade Capture Target	11%	13%	16%	18%
	Primary Trade Area Population			
Population 2010	22,500			
Population 2030	26,900			
Growth	4,400			
CAGR	0.9%			

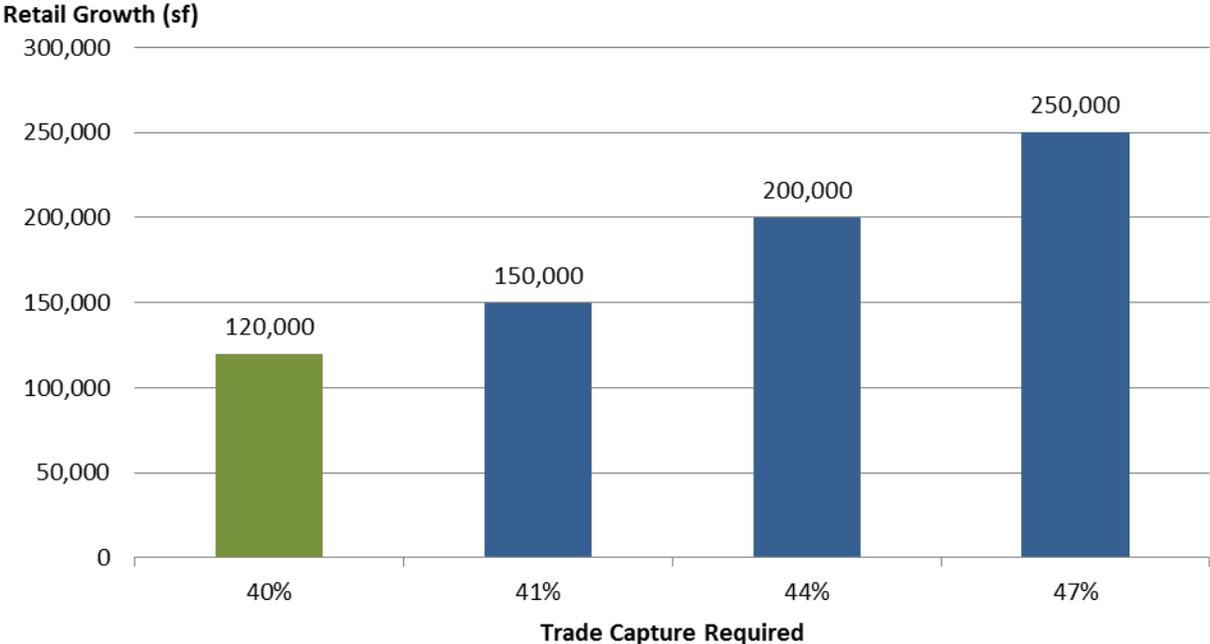
Source: Community Attributes, Inc., 2012.

Note: CAGR based on 2006 PSRC population growth estimates for the Enumclaw FAZ.

Exhibit 12 illustrates the amount of new retail space supportable by increases in trade capture based on the analysis shown in **Exhibit 11**. There is a positive correlation between trade capture and total retail building square footage. If trade capture increases the overall amount of net supportable retail square footage increases as well. Trade capture scenarios shown in **Exhibit 12** represent the Enumclaw Primary Trade Area trade capture rate and the corresponding net growth in retail square one can expect over the next 30 years. In 2011, overall trade capture within the Enumclaw Primary Trade Area was 40%. The population growth scenario is highlighted in green. The trade capture growth scenarios, shown in blue, of 41%, 44% and 47% illustrate increases in Enumclaw Primary Trade Area trade capture.

Population growth alone will account for approximately 120,000 net new square feet of retail. Increases in trade capture in combination with population growth would result in increased amounts of retail square footage. For example, if trade capture within the Primary Trade Area increased from 40% to 47% the amount of retail square footage would increase by 250,000 net square feet by 2030. Without growth, an increase in trade capture of 5% equates to 100,000 square feet in retail in Enumclaw.

Exhibit 12. Retail Growth Scenarios, Enumclaw Primary Trade Area, 2011-2030



Source: Community Attributes, Inc., 2012.

Exhibit 13 provides context for retailer’s square footage needs and illustrates the size and number of retail uses that might result from increases in trade capture. Neighborhood restaurants might require five thousand square feet. Boutique retail stores can range from a few hundred square feet to a few thousand square feet. A typical grocery store might require anywhere between 40,000 and 60,000 square feet. Major discount retailers can range from 50,000 square feet to upwards of 150,000 square feet.

Exhibit 13. Retail Square Footage Examples

Retail s.f. Growth	Retail Equivalent	Avg Unit Size
120,000	1 grocer	50,000
	5 family restaurants	6,000
	6 boutique shops	2,500
	1 small general retailer	25,000
150,000	1 grocer	50,000
	5 family restaurants	6,000
	8 boutique shops	2,500
	2 small general retailers	25,000
200,000	1 grocer	50,000
	5 family restaurants	6,000
	8 boutique shops	2,500
	1 large big box retailer	100,000
250,000	1 grocer	50,000
	5 family restaurants	6,000
	8 boutique shops	2,500
	1 small big box retailer	50,000
	1 large big box retailer	100,000

Source: Community Attributes, Inc., 2012.

Exhibit 14 illustrates retail square footage within the City of Enumclaw constructed since 1980. The list includes restaurants, banks, grocery stores, drug stores and car dealership to name a few. Since 1980 Enumclaw has had 225,220 gross square feet of retail construction. More than 64,000 square feet, or 29% was associated with auto or auto oriented sales while 44,000 square feet or 20% was associated with the construction of a new QFC. The exhibit does not represent a net gain in retail square, as some retail spaces may have been demolished or repurposed.

**Exhibit 14. Existing Retail Gross Square Feet,
City of Enumclaw, 1980-2012**

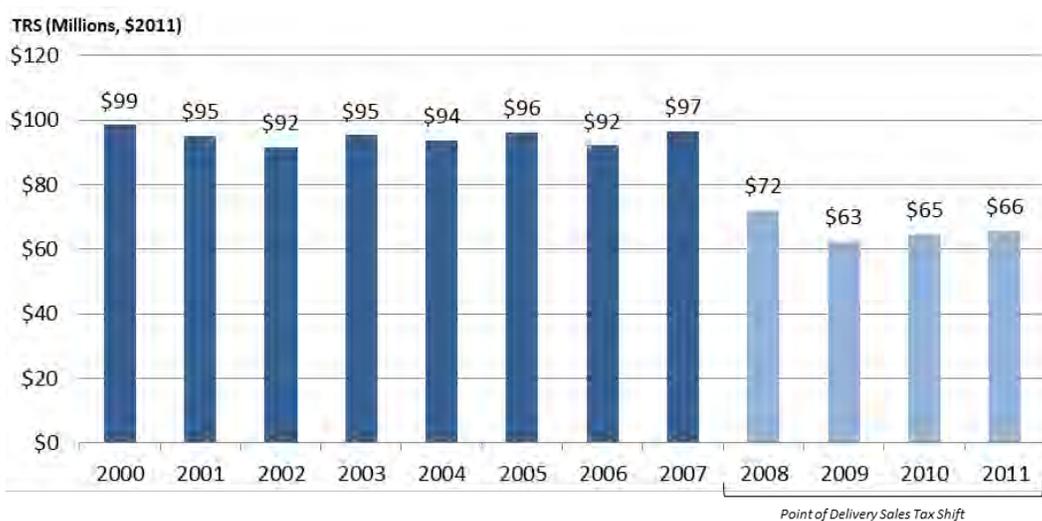
Year Built	Address	Assessor Building Description	Building Gross SF	Building Net Square Feet
2008	1335 Cole St	Retail Store	6,907	6,907
2007	1499 Garrett St	White River Credit Union (Bank)	7,855	7,855
2005	840 Roosevelt Ave	Sports Retail Store	14,400	14,400
2003	940 Stevenson Ave	Chase Bank	2,889	2,889
2003	1350 Garrett St	Walgreens Drug Store	14,392	14,392
2002	2537 Griffin Ave	TNT Espresso Stand	320	320
2001	1005 Stevenson Ave	Sears Building	12,441	12,441
1997	448 Roosevelt Ave	Suzuki Sales and Service Building	19,971	19,971
1994	240 Roosevelt Ave E	Retail	2,528	2,528
1992	1145 Cole St	Bank	4,160	4,160
1990	311 Griffin Ave	Fast Food Restaurant	2,190	2,190
1989	1009 Monroe Ave	QFC Grocer Store	44,284	44,284
1989	348 Roosevelt Ave	Fast Food Restaurant	3,334	3,334
1988	312 Roosevelt Ave	Convenience Mart w/Gas	2,478	2,478
1987	912 Griffin Ave	Hardware Store	10,880	10,880
1987	865 Watson St N	Fast Food Restaurant	2,236	2,236
1987	526 Roosevelt Ave	Auto Dealership	2,552	2,552
1987	1047 Roosevelt Ave E	Auto Dealership	24,564	24,564
1986	2415 Griffin Ave	Convenience Store w/Gas	3,015	3,015
1986	649 Griffin Ave	Tire Store	17,200	17,200
1985	640 Roosevelt Ave	Health Club	7,022	7,022
1983	2206 Roosevelt Ave	Convenience Store	1,440	1,440
1983	117 Roosevelt Ave	Retail	8,010	8,010
1982	1135 Roosevelt Ave E	Car Wash	1,872	1,872
1980	820 Griffin Ave	Restaurant	8,280	8,280
Total			225,220	225,220

Source: King County Assessor, 2012.

Motor Vehicle Sales and Trade Capture

In 2011 sales of Motor Vehicles and Parts made up 48% of selected taxable retail sales in the City of Enumclaw, more than any other retail category (see **Exhibit 9** in Taxable Retail Sales section). **Exhibit 15** illustrates Motor Vehicles and Parts retail sales from 2000 to 2011. Total retail sales amounted to \$66 million in 2011, down from a decade high of \$99 million in 2000 (in 2011 dollars). The economic downturn affected overall sales from 2007 to 2009, but sales have increased from 2009 to 2011.

Exhibit 15. Motor Vehicles and Parts Taxable Retail Sales, City of Enumclaw, 2000-2011



Source: Washington Department of Revenue, 2012.

Exhibit 16 illustrates the level of trade capture for Motor Vehicles and Parts for the City of Enumclaw. A trade capture rate of 166% within Enumclaw's Primary Trade Area indicates that the City draws motor vehicle shoppers from around the region, with greater sales per capita within the Primary Trade Area than the Tri-County region as a whole.

Exhibit 16. Motor Vehicles and Parts Trade Capture, City of Enumclaw, 2011

Enumclaw Primary Trade Area	2011
Taxable Retail Sales	\$65,763,614
Taxable Retail Sales Per Capita Primary Trade Area	\$2,922
Trade Capture Primary Trade Area	166%

Source: Washington Department of Revenue, 2012, Community Attributes, Inc., 2012.

COMPARISON CITIES AND COMPARATIVE ADVANTAGES

The following economic profiles contrast Enumclaw demographics and economic conditions to selected cities for comparison. The data provide a foundation for discussion about the City's comparative advantages within the regional economy.

Comparison Cities

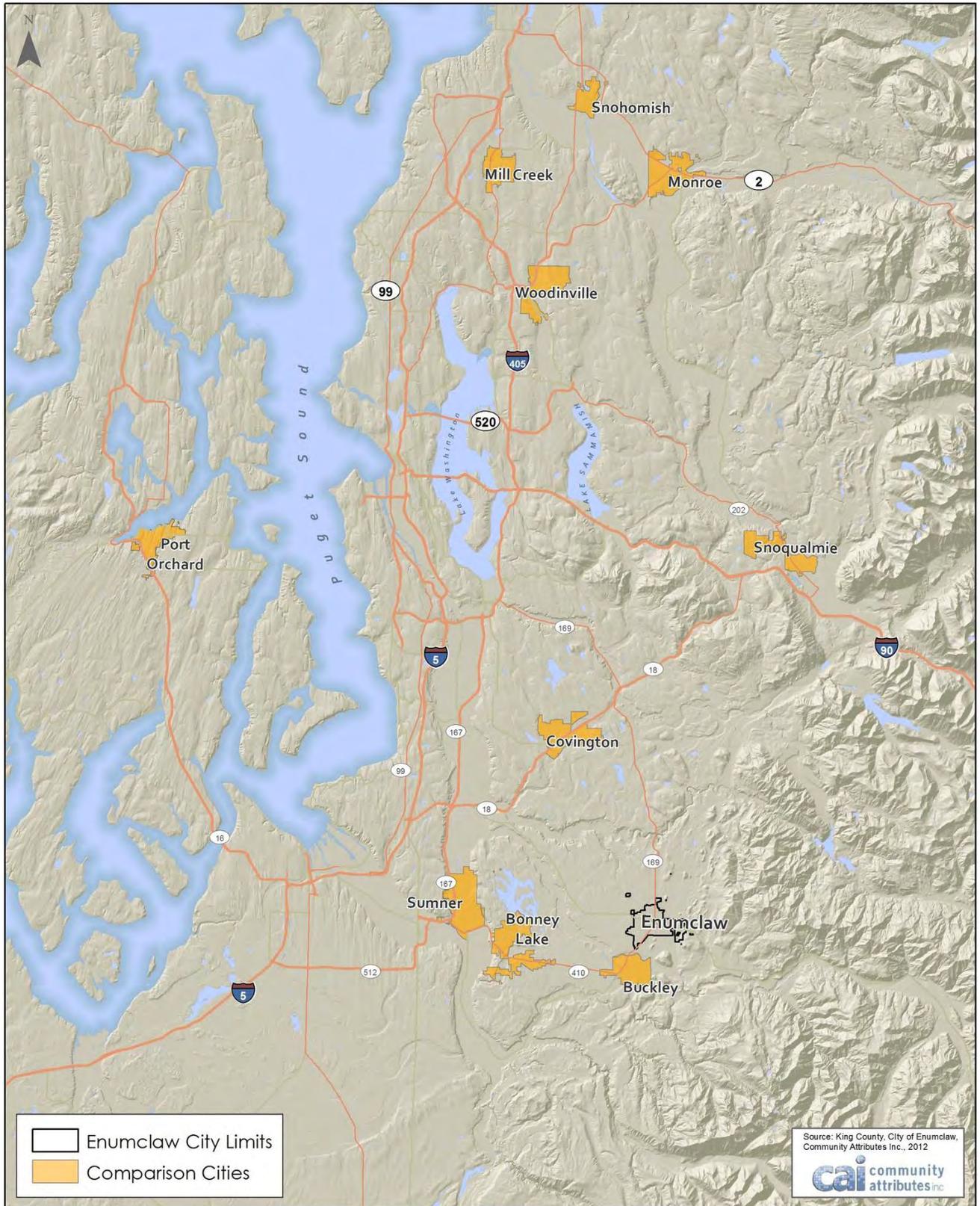
Comparison Cities are presented in three groups (**Exhibit 17**). Neighbors are cities of similar size which are located near Enumclaw. Comparable Cities are similar in size to Enumclaw and are more regionally distributed. They also carry varying traits, such as differing jobs-to-housing ratios and taxable retail sales per capita. Larger Cities were chosen based on the degree to which they reflect potential futures of Enumclaw, whether that be through employment or population. In addition, King and Pierce Counties are analyzed to provide regional context. **Exhibit 18** illustrates the locations of each Comparison City.

Exhibit 17. Comparison Cities, Puget Sound Region

Type	City
Neighbor	Buckley
Neighbor	Bonney Lake
Neighbor	Sumner
Comparable	Snohomish (City)
Comparable	Port Orchard
Comparable	Snoqualmie
Larger	Covington
Larger	Woodinville
Larger	Mill Creek
Larger	Monroe

Source: Community Attributes, Inc., 2012.

Exhibit 18. Enumclaw Comparison Cities, Puget Sound Region, 2012

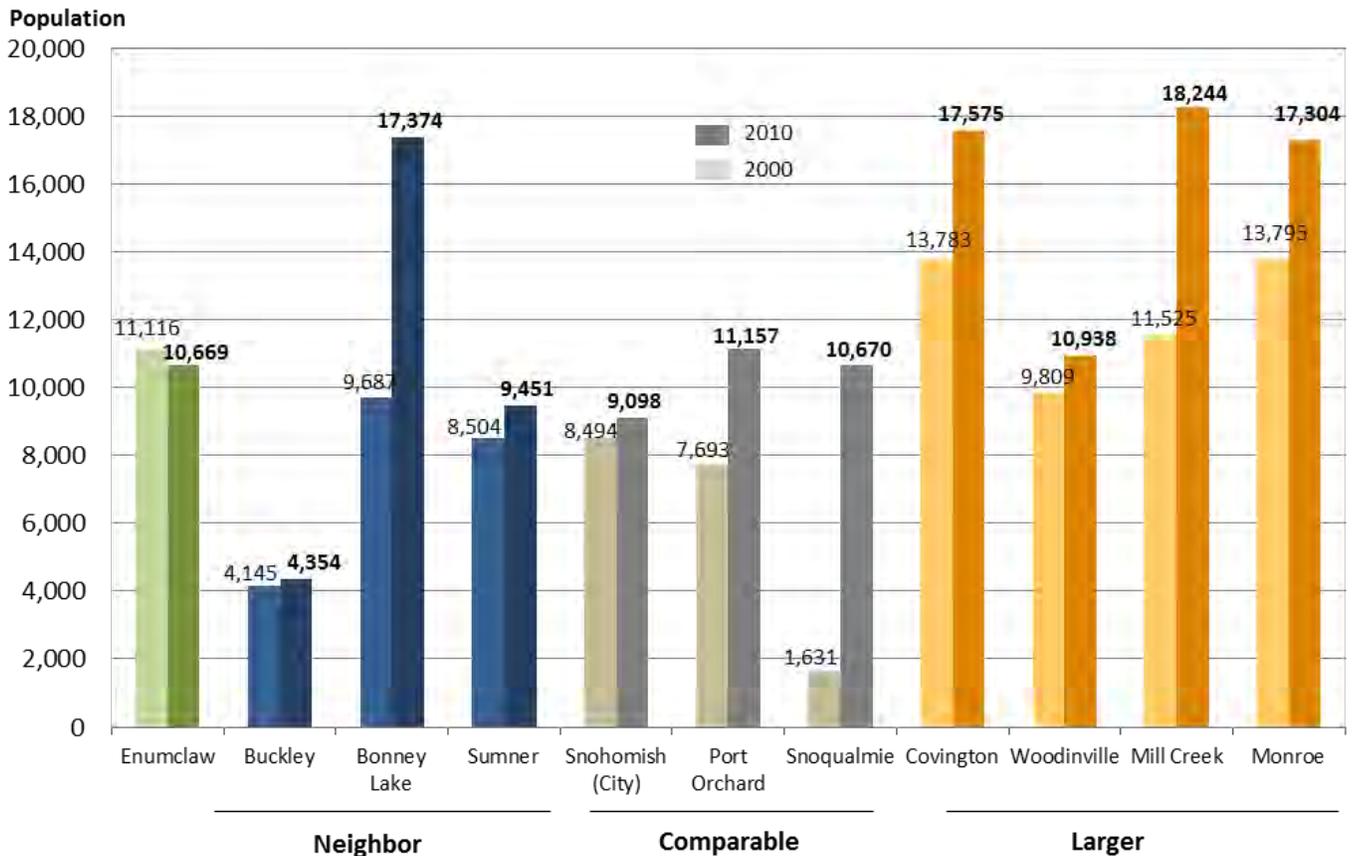


Population

Exhibit 19 compares Enumclaw’s population growth from 2000 to 2010 with all ten Comparison Cities. Enumclaw is the only city of those analyzed that did not experience population growth during that time period. Among Neighbor Cities, Buckley added 209 residents, while Bonney Lake expanded more rapidly by adding more than 7,600 residents, a portion of which was through annexation. Sumner added more than 900 residents during the time period.

Among Comparable Cities, Snoqualmie’s population changed the most substantially from 2000 to 2010, growing from 1,631 to 10,670 residents, an increase of 9,039. All three Larger Cities experienced growth from 2000 to 2010, with Mill Creek growing from 11,525 residents in 2000 to 18,244 residents in 2010.

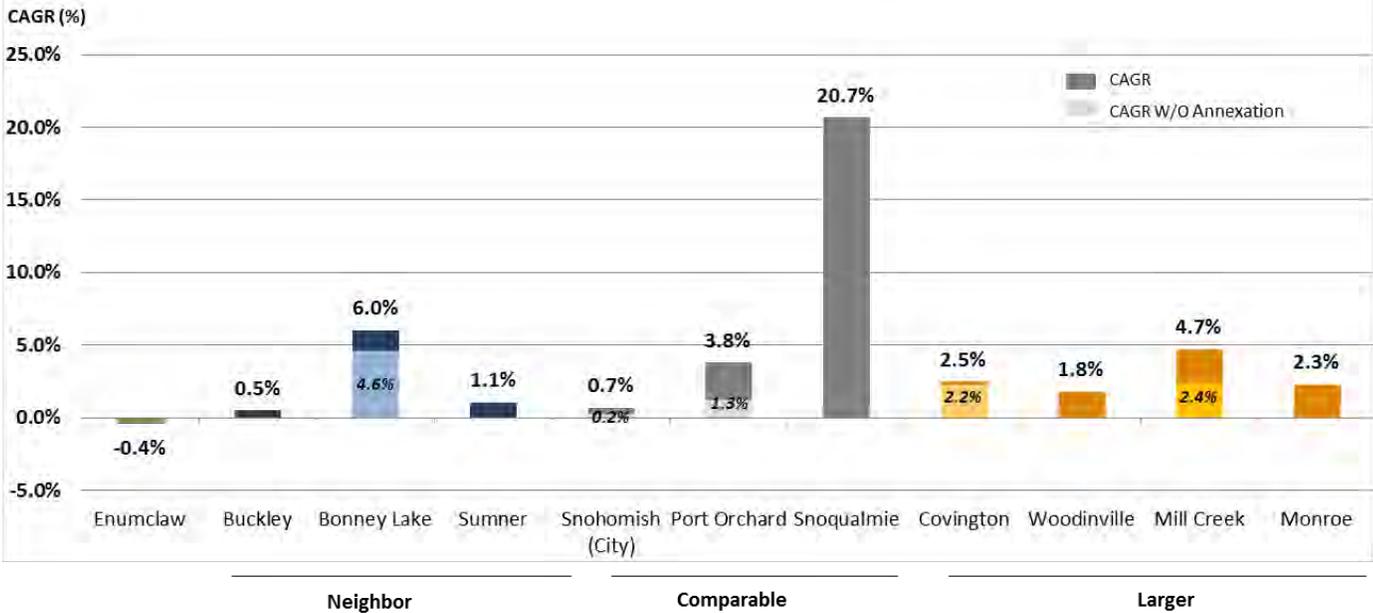
Exhibit 19. Population, Comparison Cities, 2000-2010



Source: Washington Office of Financial Management, 2012.

Exhibit 20 illustrates population growth rates and distinguishes population growth resulting from annexations. Bonney Lake, Snohomish, Port Orchard, Covington and Mill Creek all approved significant annexations from 2000 to 2010 that included incorporation of existing populations. Snoqualmie had the highest growth rate absent any annexations.

Exhibit 20. Population Growth Rate, Comparison Cities, 2000-2010



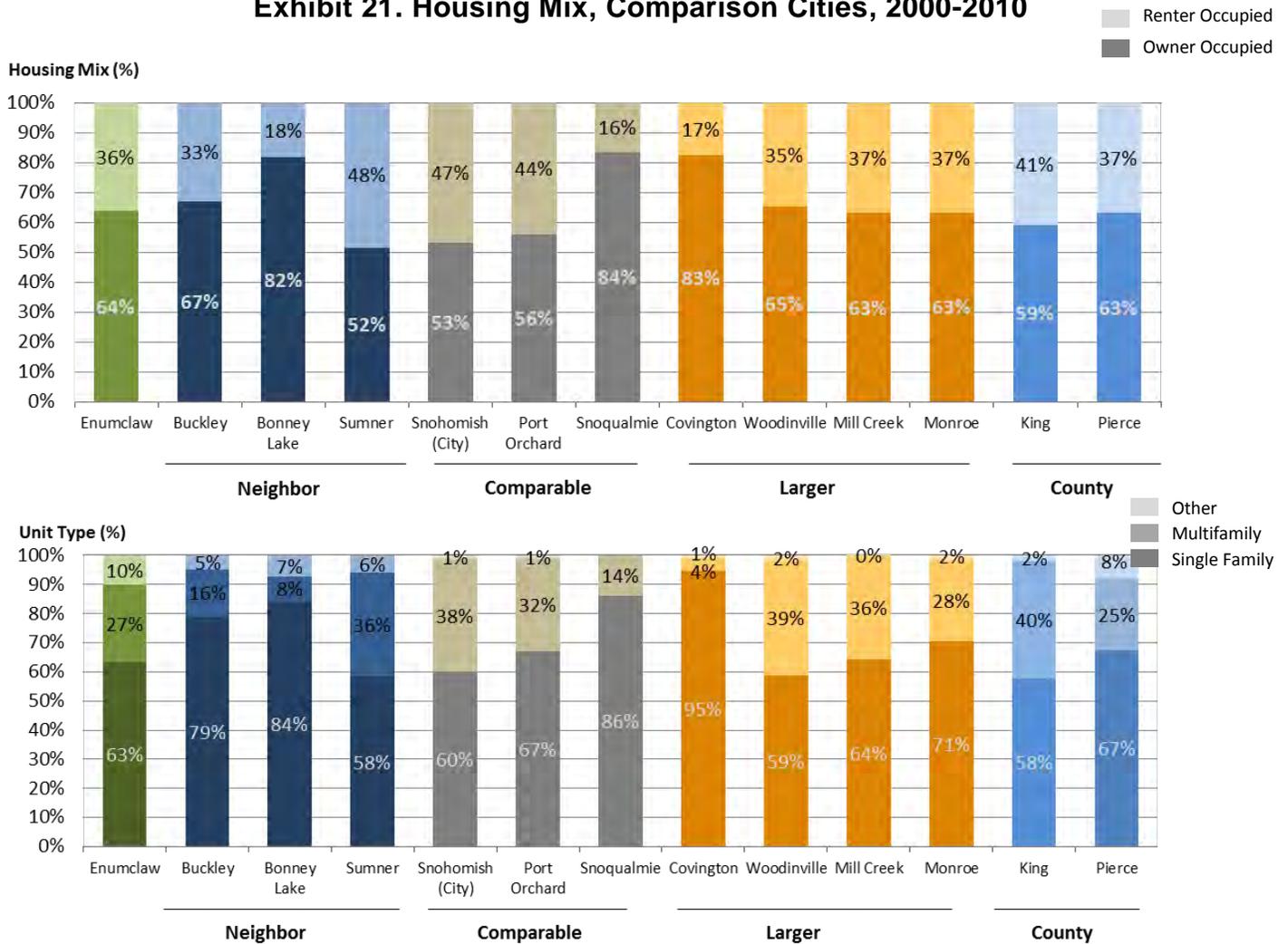
Notes: The City of Enumclaw had a moratorium on annexations through March of 2009.
 Source: Washington Office of Financial Management, 2012.

Housing Mix

Enumclaw's housing mix, measured by the percentage of owner occupied and renter occupied housing units, is similar to Pierce County, with less renters proportionally than King County (**Exhibit 21**). Among Comparable Cities, Enumclaw's rate of 64% owner occupied housing units is similar to that of Buckley, Woodinville, Mill Creek, and Monroe. Bonney Lake (82% owner occupied) and Snoqualmie (84% owner occupied) have fewer renters, while Snohomish (47% renter occupied) and Port Orchard (44% renter occupied) have larger proportions of renter occupied housing units.

Exhibit 21 also details housing units by type. Enumclaw housing units are predominantly single family, representing 63% of all housing units. 27% of all units are multifamily, while 10% fall into the Other category, which consists of mobile homes and other forms of housing.

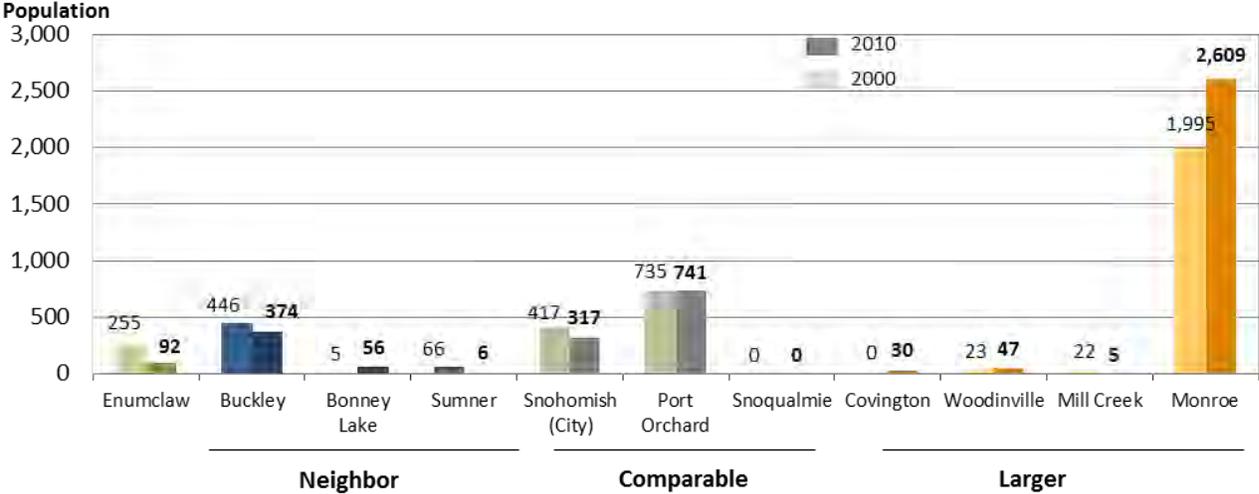
Exhibit 21. Housing Mix, Comparison Cities, 2000-2010



Source: 2010 US Census.

Exhibit 22 illustrates the change in group quarters population from 2000 to 2010. Group quarters are facilities such as dorms and assisted living facilities. Enumclaw’s population of group quarters residents declined over the decade. Several Comparison Cities have little to no group quarters population, while Monroe has a substantial group quarters population that grew over the last decade.

Exhibit 22. Group Quarters, Comparison Cities, 2000-2010



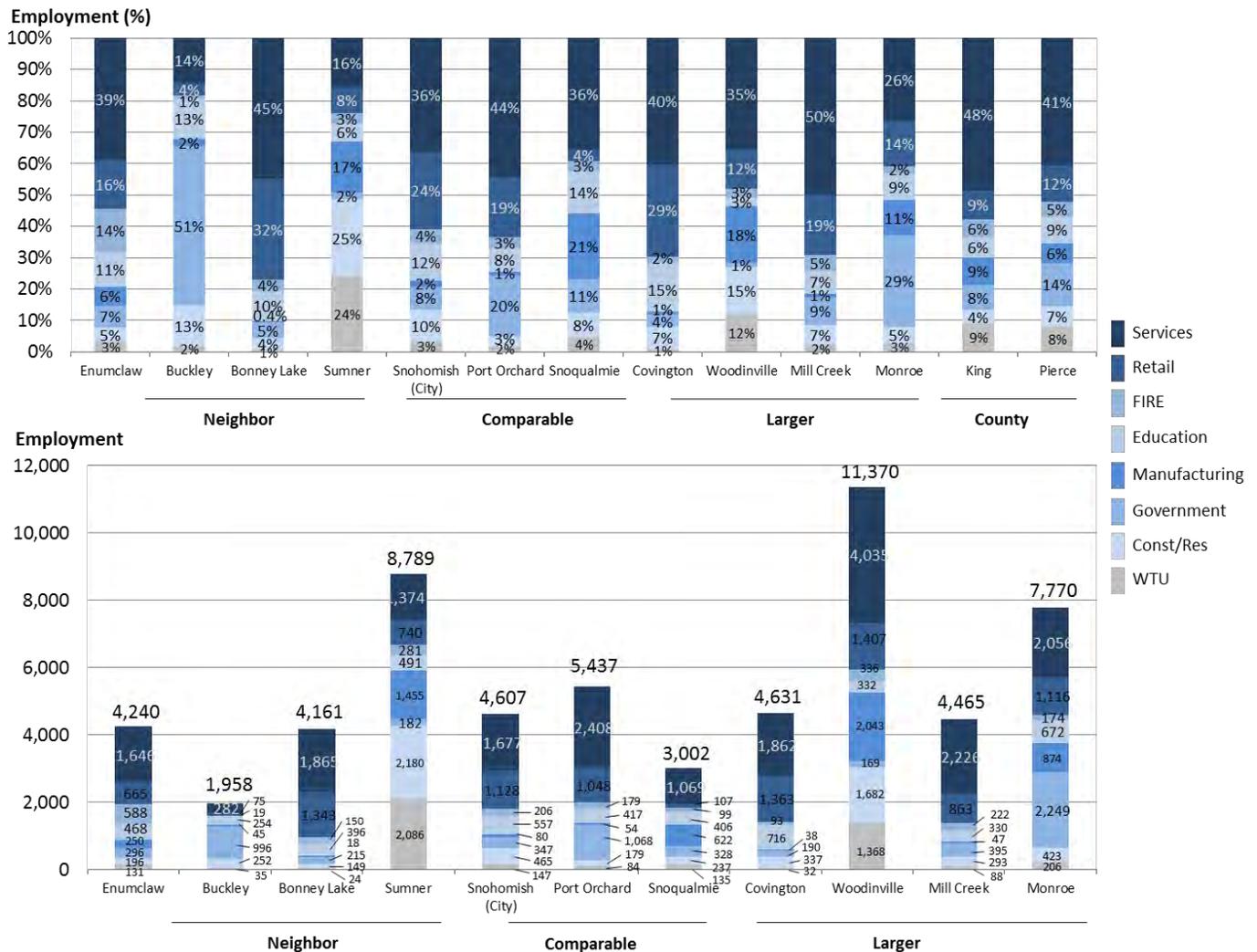
Source: Washington Office of Financial Management, 2012.

Employment

Enumclaw's largest sector, Services, made up 39% of total employment within the City in 2010. This is similar to the proportion of Service sector jobs found in Pierce County (41%) and less than the proportion found in King County (48%) (Exhibit 23).

Among Comparison Cities, Enumclaw has a larger proportion of Service Sector employees than Buckley, Sumner, Snohomish, Snoqualmie, Woodinville, and Monroe. Cities with larger Service sectors include Bonney Lake, Port Orchard and Mill Creek. The Finance, Insurance and Real Estate sector (FIRE) made up 14% of Enumclaw's total employment, more than in all Comparison Cities except Snoqualmie.

Exhibit 23. Covered Employment by Sector (%), Comparable Cities, 2010

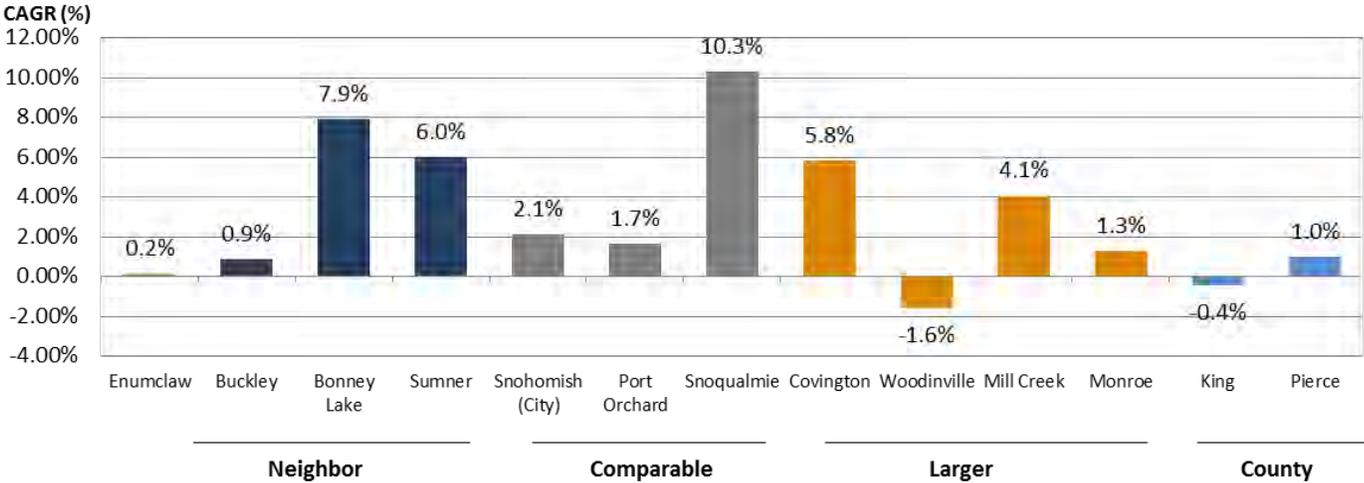


Source: Puget Sound Regional Council, 2012.

*Notes: FIRE is Finance, Insurance and Real Estate; WTU. is Wholesale, Transportation and Utilities.

Annual employment growth (CAGR) varies greatly between cities, with Enumclaw’s growth rate from 2000 to 2010 at 0.2% (**Exhibit 24**). During the same period, King County employment decreased at a rate of -0.4% while Pierce County grew at rate of 1.0%. Among Comparison Cities, Snoqualmie experienced the greatest growth rate at 10.3% while Bonney Lake, Covington, Sumner, and Mill Creek also experienced relatively high employment growth rates.

Exhibit 24. Employment Growth, Comparisons Cities, 2000-2010



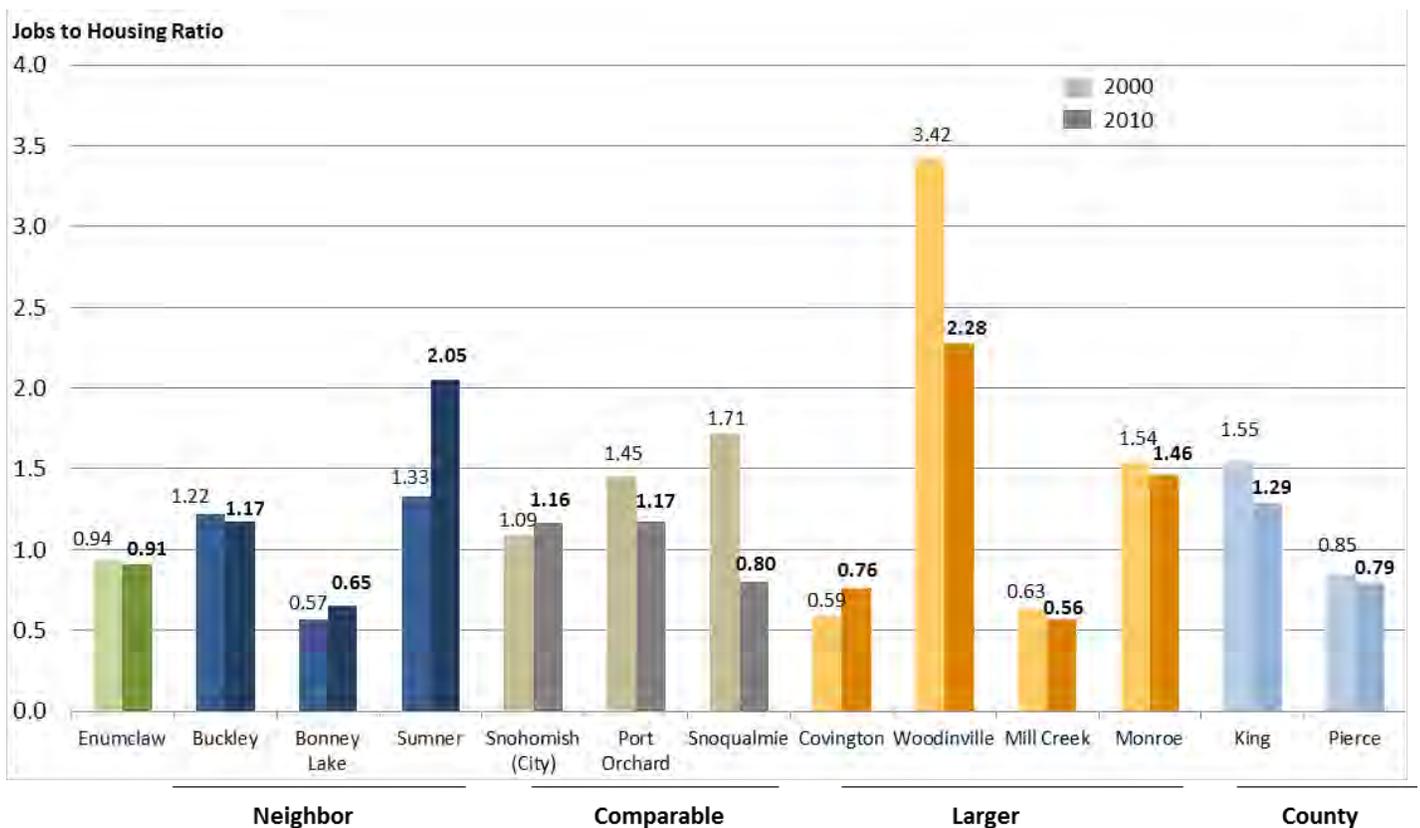
Source: Puget Sound Regional Council, 2012.

Jobs-to-Housing Ratios

A city's jobs-to-housing ratio illustrates whether a city is an employment center or bedroom community (**Exhibit 25**). Enumclaw's 2010 jobs-to-housing ratio of 0.9 indicates a balanced mix of housing and employment, meaning it is neither an employment center nor bedroom community, but rather a balance of both. Enumclaw's jobs-to-housing ratio decreased slightly from 2000 to 2010, indicating housing growth outpaced that of employment.

A look at Comparison Cities and the region as a whole reveals that Enumclaw has a balanced jobs-to-housing ratio compared to other cities. Locations considered employment centers in 2010 are Sumner, Woodinville, Monroe, and King County. In the same year, locations considered bedroom communities are Bonney Lake, Snoqualmie, Mill Creek and Pierce County. Buckley, Snohomish, and Port Orchard have jobs-to-housing ratios closer to that of Enumclaw's. Only Sumner experienced a major shift in the direction of employment with a jobs-to-housing ratio change of 1.33 to 2.05 from 2000 to 2010. Woodinville and Snoqualmie experienced shifts towards housing with substantial drops in jobs-to-housing ratios.

Exhibit 25. Jobs-to-housing Ratio, Comparison Cities, 2000-2010

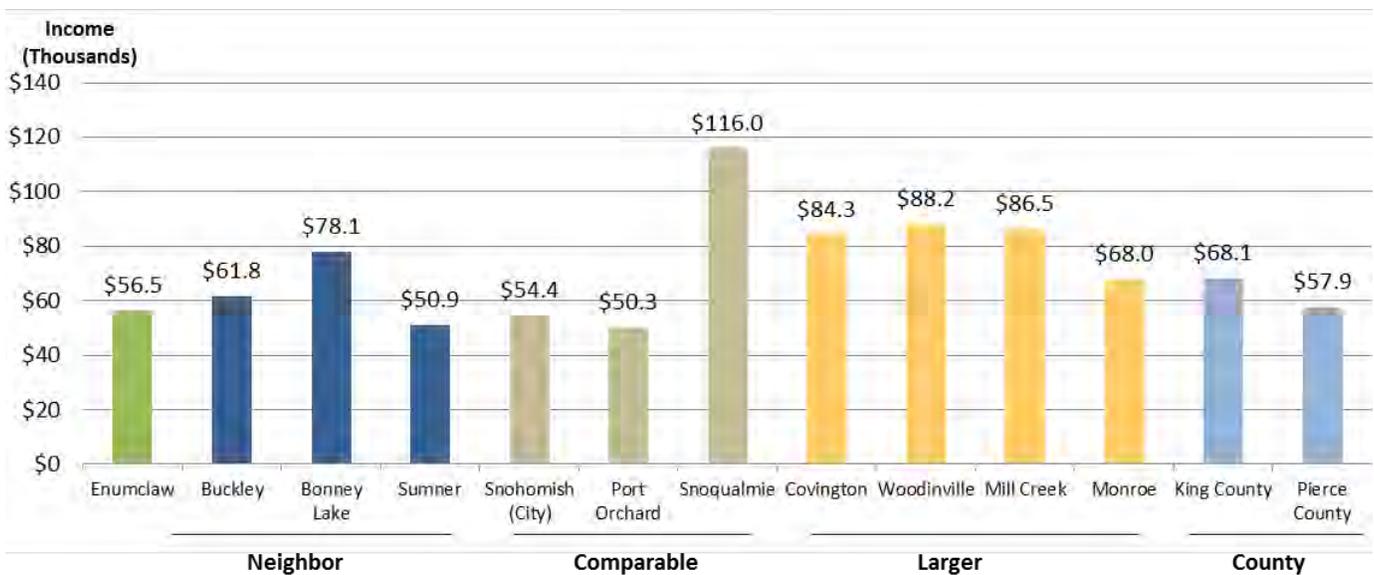


Source: Washington Office of Financial Management, 2012, Community Attributes, Inc., 2012.

Household Income

Enumclaw had a 2010 median household income of \$56,495 in 2010. Among Neighbor cities, both Buckley and Bonney Lake have higher median household incomes (**Exhibit 26**). Among Comparable Cities, Enumclaw has a higher median household income than both Snohomish and Port Orchard, but is substantially lower than Snoqualmie, which has a median household income of \$116,020, substantially higher than any other municipality analyzed. All four Larger Cities had higher median household incomes than Enumclaw, with Woodinville the highest at \$88,221. Enumclaw's median household income is comparable to Pierce County's, which was \$57,869 in 2010.

Exhibit 26. Median Household Income, Comparison Cities, 2010

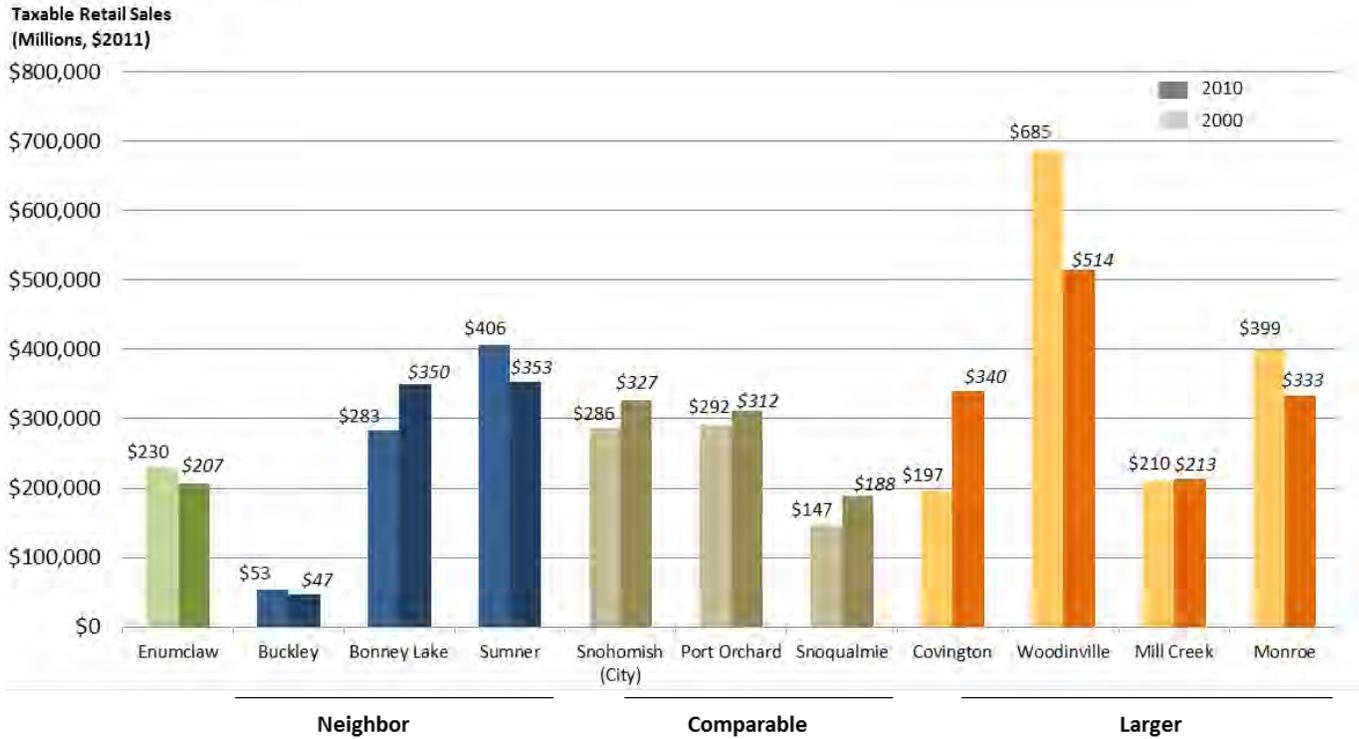


Source: American Community Survey, 5 Year Average, 2010.

Taxable Retail Sales

Total taxable retail sales from 2000 to 2010 for comparison cities are shown in **Exhibit 27** (in 2011 dollars). Enumclaw experienced a decline in taxable retail sales, similarly to several other cities, during this time period. Several other cities, including Bonney Lake and Covington experienced growth.

Exhibit 27. Taxable Retail Sales, Comparison Cities, 2000-2010

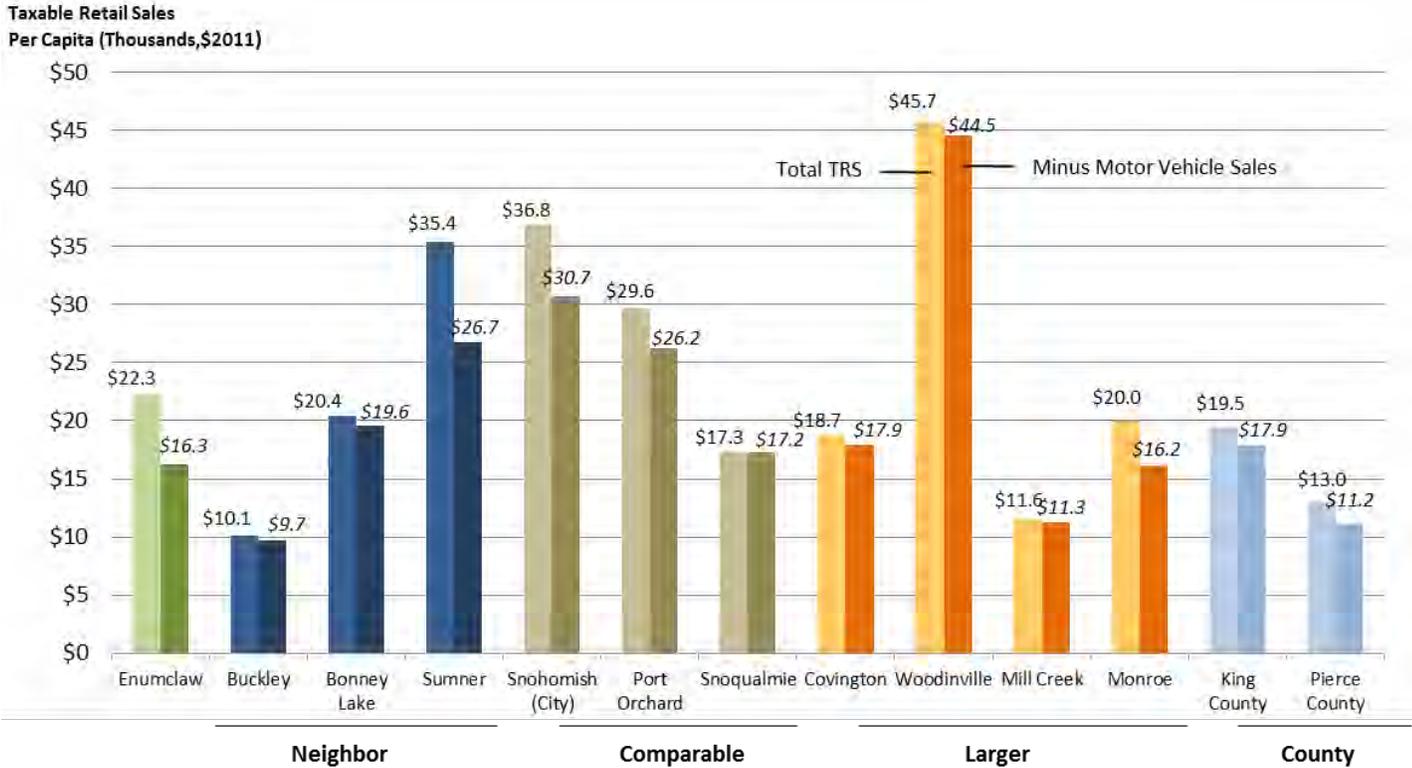


Source: Washington Department of Revenue, 2012, Washington Office of Financial Management, 2012

The City of Enumclaw had a taxable retail sales per capita ratio of \$22,300 in 2010 (2011 dollars) including motor vehicle sales, exceeding the sales per capita of Buckley, Bonney Lake, Snoqualmie, Mill Creek, Monroe, King County, and Pierce County (**Exhibit 28**). Cities with higher taxable retail sales per capita are Sumner, Snohomish, Port Orchard and Woodinville. Cities with higher taxable retail sales per capita are likely drawing shoppers from outside their Primary Trade Area.

Exhibit 28 also illustrates taxable retail sales per capita minus motor vehicle sales. A significant portion of taxable retail sales in Enumclaw originate from automobile sales. When motor vehicle sales are not included, Enumclaw’s taxable retail sales decreases to \$16,300 per capita. Among comparison cities only Sumner, Port Orchard and Monroe showed similar decreases in per capita sales. For comparison, Enumclaw has a similar ratio as Bonney Lake, Snoqualmie, Monroe and King County but is substantially lower than ratios found in Sumner, Shohomish, Port Orchard and Woodinville.

Exhibit 28. Taxable Retail Sales Per Capita, Comparison Cities, 2010



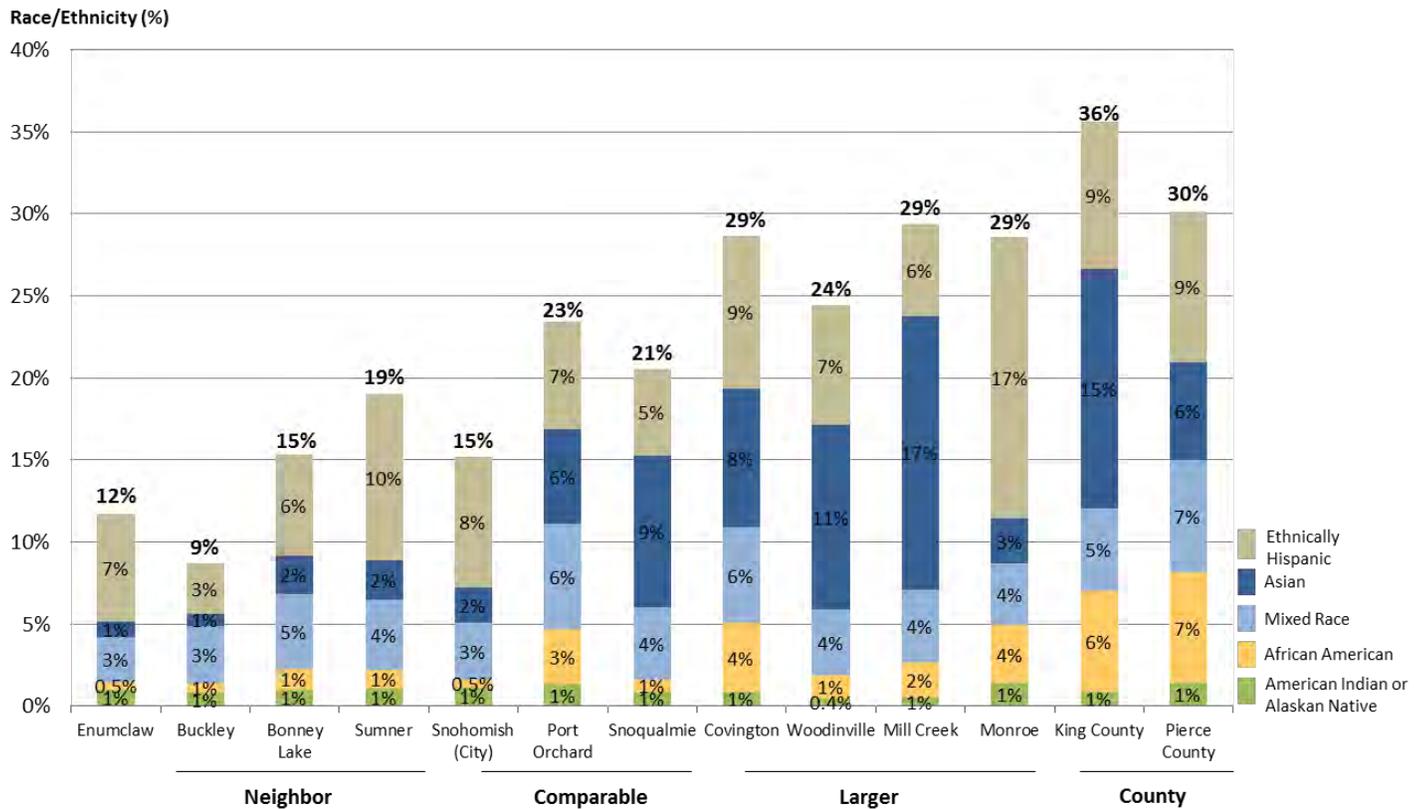
Source: Washington Department of Revenue, 2012, Washington Office of Financial Management, 2012.

Race/Ethnicity and Nationality

The City of Enumclaw’s population has a relatively smaller proportion of ethnic minority residents than the Comparable Cities, King County and Pierce County, as shown in **Exhibit 29**. Only neighboring Buckley with 9% has a lower percentage of residents who are ethnic minorities.

The percentage of Enumclaw’s population that is Ethnically Hispanic is 7%, similar to the percentages found in Bonney Lake, Snohomish, Port Orchard, and Woodinville. Both Buckley and Enumclaw have relatively small percentages of Asian populations, both at 1%. On a regional scale, 36% of King County’s population is considered an ethnic minority while 30% of Pierce County’s population is considered ethnic minority.

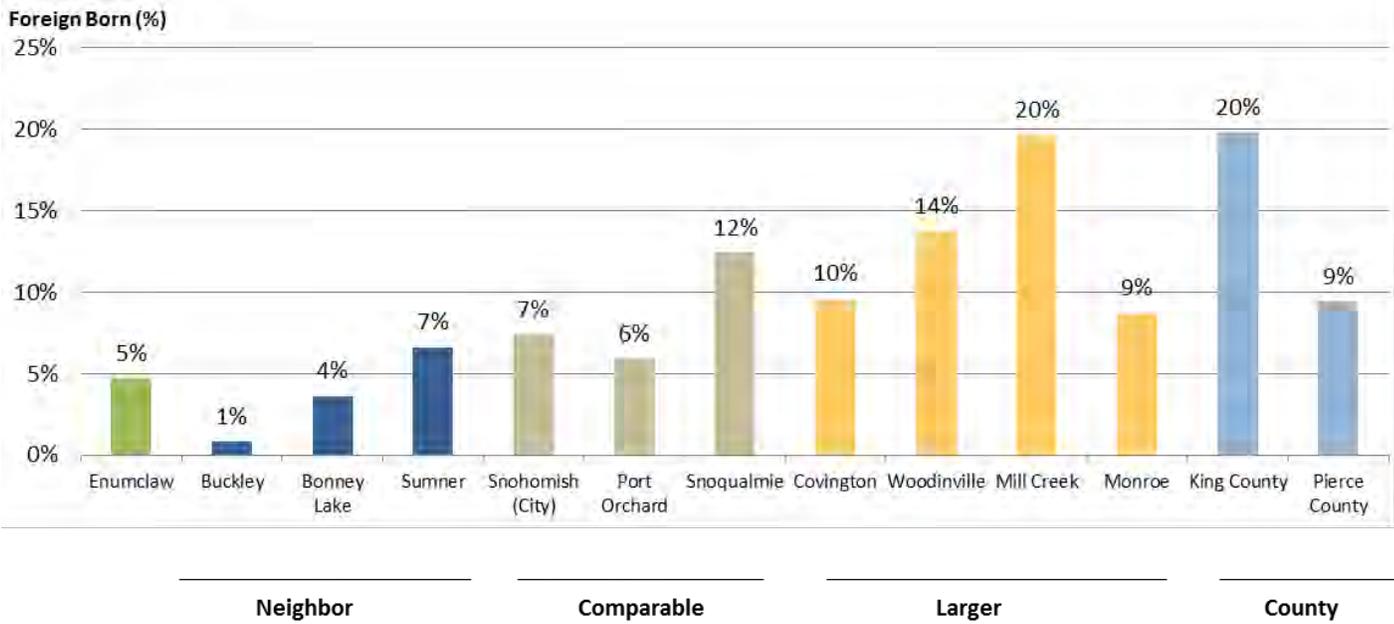
Exhibit 29. Minority Races as Percentage of Population, Comparison Cities, 2010



Source: 2010 US Census.

The foreign born population of Enumclaw represents 5% of the total population, similar to Sumner, Snohomish, and Port Orchard (**Exhibit 30**). King County has a foreign born population of 20% while Pierce County has a foreign born population of 9%. Woodinville and Mill Creek, both Larger Cities, have the highest concentrations of foreign born residents with 14% and 20%.

Exhibit 30. Foreign Born Population, Comparison Cities, 2010

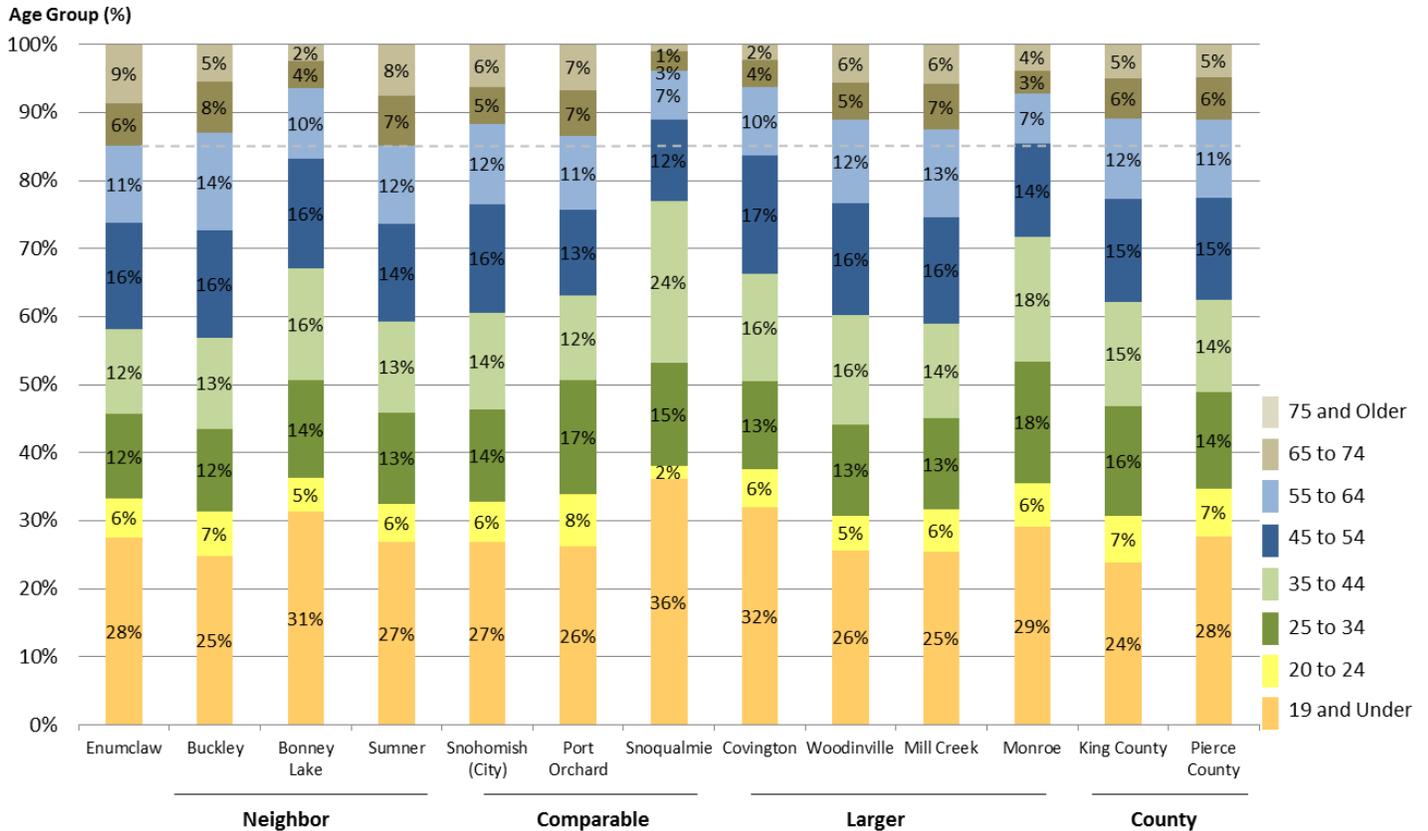


Source: American Community Survey, 5 Year Average, 2010.

Age Distribution

When analyzed alongside Comparison Cities, Enumclaw’s age distribution is most similar to those of Sumner and Snohomish (**Exhibit 31**). The percentage of Enumclaw residents 65 or older was 15% in 2010 (grey dashed line highlights this portion of the population), highest, along with Sumner, among Comparison Cities. Bonney Lake and Snoqualmie have the lowest concentration of 65 and over residents with 6% in Bonney Lake and 4% in Snoqualmie.

Exhibit 31. Age Distribution, Comparison Cities Puget Sound Region, 2010



Source: 2010 US Census.

PROSPECTIVE INDUSTRIES

The following section provides an analysis of existing industries and employment sectors within the City of Enumclaw.

Existing Industries and Employment

Exhibit 32 illustrates the top ten employers located within the City of Enumclaw. The company's facility size and overall level of employment for 2010 and 2012 are provided. The two largest employers within Enumclaw are the Enumclaw Insurance Group, also known as Mutual of Enumclaw, and the Enumclaw School District. The Enumclaw Insurance Group employed 482 people in 2012 and is one of the largest privately held companies in Washington State with a total of 85,000 square feet of office space in Downtown Enumclaw. The Enumclaw School District is the largest overall employer with 508 employees in 2012. Other major employers include St. Elizabeth Hospital, which employed 209 people in 2012. Other companies with more than 100 employees include the Helac Corporation (manufacturing, 235 employees in 2012), the Washington State Department of Natural Resources South Puget Sound Regional Office (Public Administration, 109 employees in 2012) and Hill Aerosystems Inc. (Manufacturing, 143 employees in 2012).

Exhibit 32. Top 10 Employers, City of Enumclaw, 2010 Updated

2010 Rank	Company Name	Facility Size (s.f.)	2010 Local Employees	2012 Full	2012 Part	2012 Total Employees	NAICS Classification
				Time Employees	Time Employees		
1	Enumclaw School District	621,513	567	270	238	508	Educational Services
2	Enumclaw Insurance Group (Mutual)	85,000	458	444	38	482	Finance and Insurance
3	Franciscan Health System - Hospital	94,000	221	149	60	209	Health Care and Social Assistance
4	Helac Corporation	100,000	160	233	2	235	Manufacturing
5	City of Enumclaw	45,514	125	90	10	100	Public Administration
6	Washington State Dept. of Natural Resources	27,568	110	85	24	109	Public Administration
7	Hill Aerosystems Inc.	13,755	80	142	1	143	Manufacturing
8	Franciscan Health System - Clinic	25,997	70	60	0	60	Health Care and Social Assistance
9	Sanford Motors Inc. (Dodge dealer)	48,000	48	35	0	35	Retail Trade
10	Frankie's Pizza-Enumclaw, LLC	5,000	44	20	5	25	Accommodation and Food Services

Source: Hoovers, 2011.

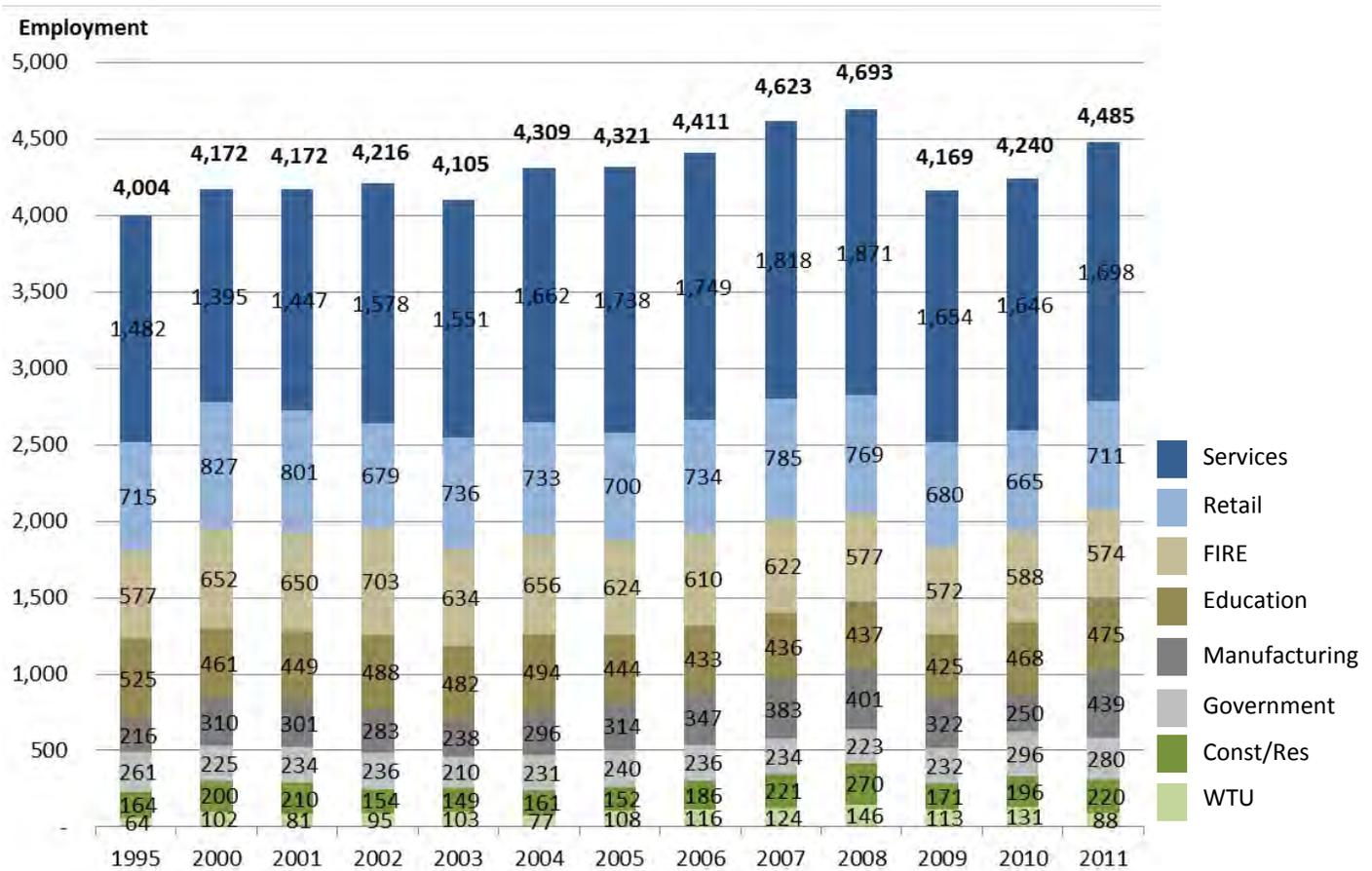
Jobs by Sector

Jobs within Enumclaw City Limits have fluctuated similarly to changes experienced in the regional and national economy. **Exhibit 33** illustrates Enumclaw's employment by major sector from 1995 to 2011. **Exhibit 34** illustrates the Four County Region's employment by sector during the same time period (King, Pierce, Snohomish and Kitsap Counties). Overall historical employment has followed broad market trends, with growth experienced from 2003 to 2008 and decline during the 2008 to 2010 period. Employment has grown both regionally and within Enumclaw since 2010, with Enumclaw experiencing steady growth from 2009 to 2011. From 2000 to 2011 Enumclaw experienced a .7% annual growth rate (CAGR), slightly more than the 0.2% growth rate experienced across the Four County Region.

The Services industry employs the largest number of employees within Enumclaw, representing 38% of all employees in 2011 compared to 45% in the Four County Region. The number of Service industry sector employees has fluctuated over the last decade in Enumclaw with a high of 1,871 in 2008. Retail employment decreased over the last decade from 827 in 2000 to 665 in 2010, a negative (-)2.0% annual growth rate, but increased to 711 employees from 2010 to 2011. The Retail sector represents the second largest employment sector within Enumclaw. The Construction sector also experienced rapid growth and decline, decreasing from a decade high of 270 employees in 2008 to 171 in 2009. Since 2009 employment in the Construction sector has steadily grown and totaled 220 jobs in 2011.

The three sectors with the highest growth rates within Enumclaw from 2000 to 2011 are the Services sector (1.8% CAGR), the Government sector (2.0% CAGR) and the Manufacturing sector (3.2% CAGR). Regionally, the highest growth sectors over the same time period were Services (1.3% CAGR), Government (1.2% CAGR) and Education (.7% CAGR).

Exhibit 33. Covered Employment by Sector, City of Enumclaw, 1995-2011

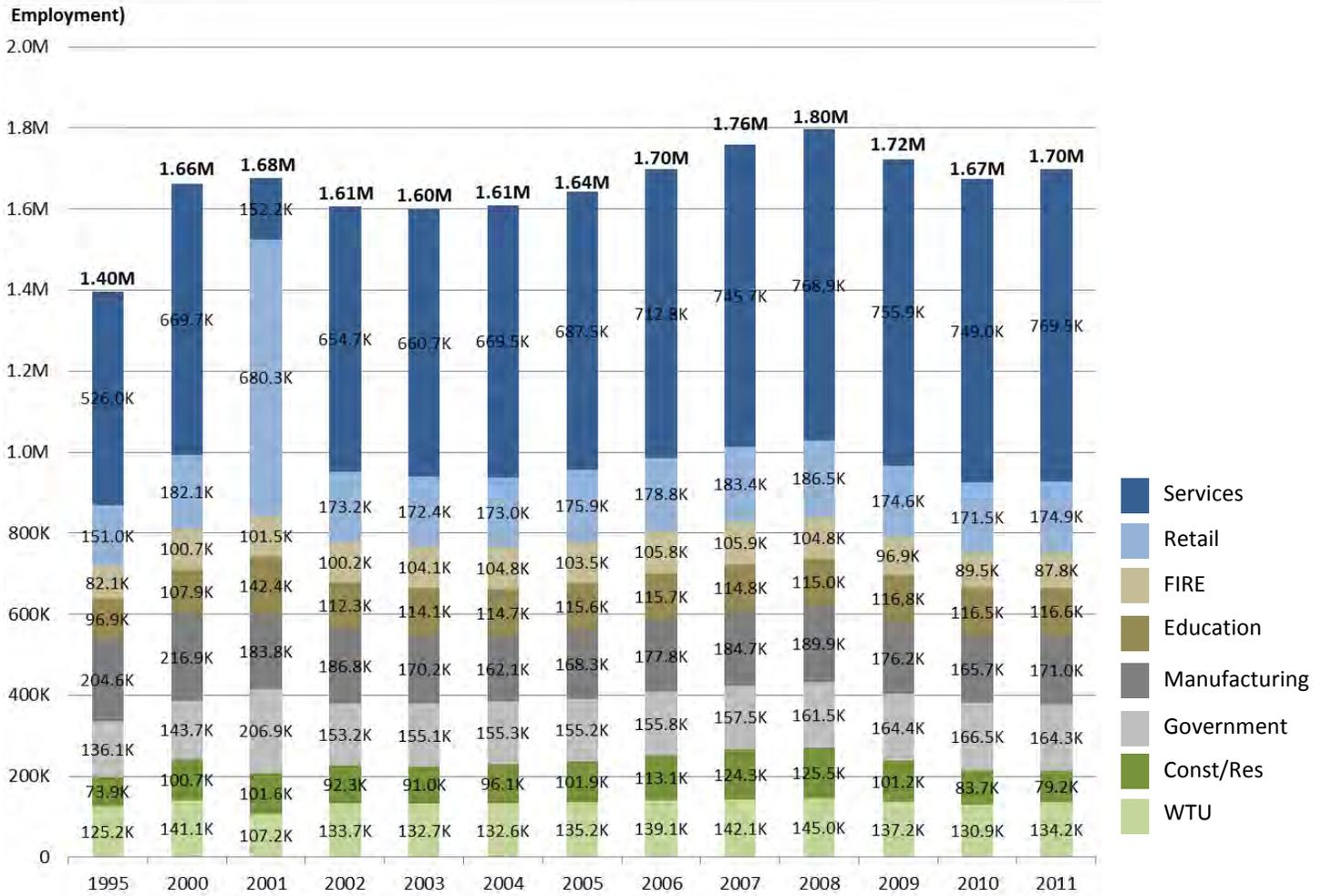


	City Employment		Percent of City Jobs		Jobs Change, 2000-2011		
	2000	2011	2000	2011	Net	% Net	CAGR
Total	4,172	4,485	100%	100%	313	8%	0.7%
Const/Res	200	220	5%	5%	20	10%	0.9%
FIRE	652	574	16%	13%	(78)	-12%	-1.2%
Manufacturing	310	439	7%	10%	129	42%	3.2%
Retail	827	711	20%	16%	(116)	-14%	-1.4%
Services	1,395	1,698	33%	38%	303	22%	1.8%
WTU	102	88	2%	2%	(14)	-14%	-1.3%
Government	225	280	5%	6%	55	24%	2.0%
Education	461	475	11%	11%	14	3%	0.3%

Source: Puget Sound Regional Council, 2012.

*Notes: FIR. is Finance, Insurance and Real Estate; WTU is Wholesale, Transportation and Utilities.

Exhibit 34. Covered Employment By Sector, Four County Region, 1995-2011



	Regional Employment		Percent of Regional Jobs		Jobs Change, 2000-2011		
	2000	2011	2000	2011	Net	% Net	CAGR
Total	1,662,879	1,697,448	100%	100%	34,569	2%	0.2%
Const/Res	100,698	79,164	6%	5%	(21,534)	-21%	-2.2%
FIRE	100,733	87,772	6%	5%	(12,961)	-13%	-1.2%
Manufacturing	216,880	170,963	13%	10%	(45,917)	-21%	-2.1%
Retail	182,076	174,885	11%	10%	(7,191)	-4%	-0.4%
Services	669,741	769,521	40%	45%	99,780	15%	1.3%
WTU	141,122	134,177	8%	8%	(6,945)	-5%	-0.5%
Government	143,739	164,348	9%	10%	20,609	14%	1.2%
Education	107,890	116,618	6%	7%	8,728	8%	0.7%

Source: Puget Sound Regional Council, 2012.

* Notes: FIR is Finance, Insurance and Real Estate; WTU is Wholesale, Transportation and Utilities.

Journey to Work

The following exhibits examine the geographical profile of Enumclaw resident's commute to work, and where Enumclaw employees commute from.

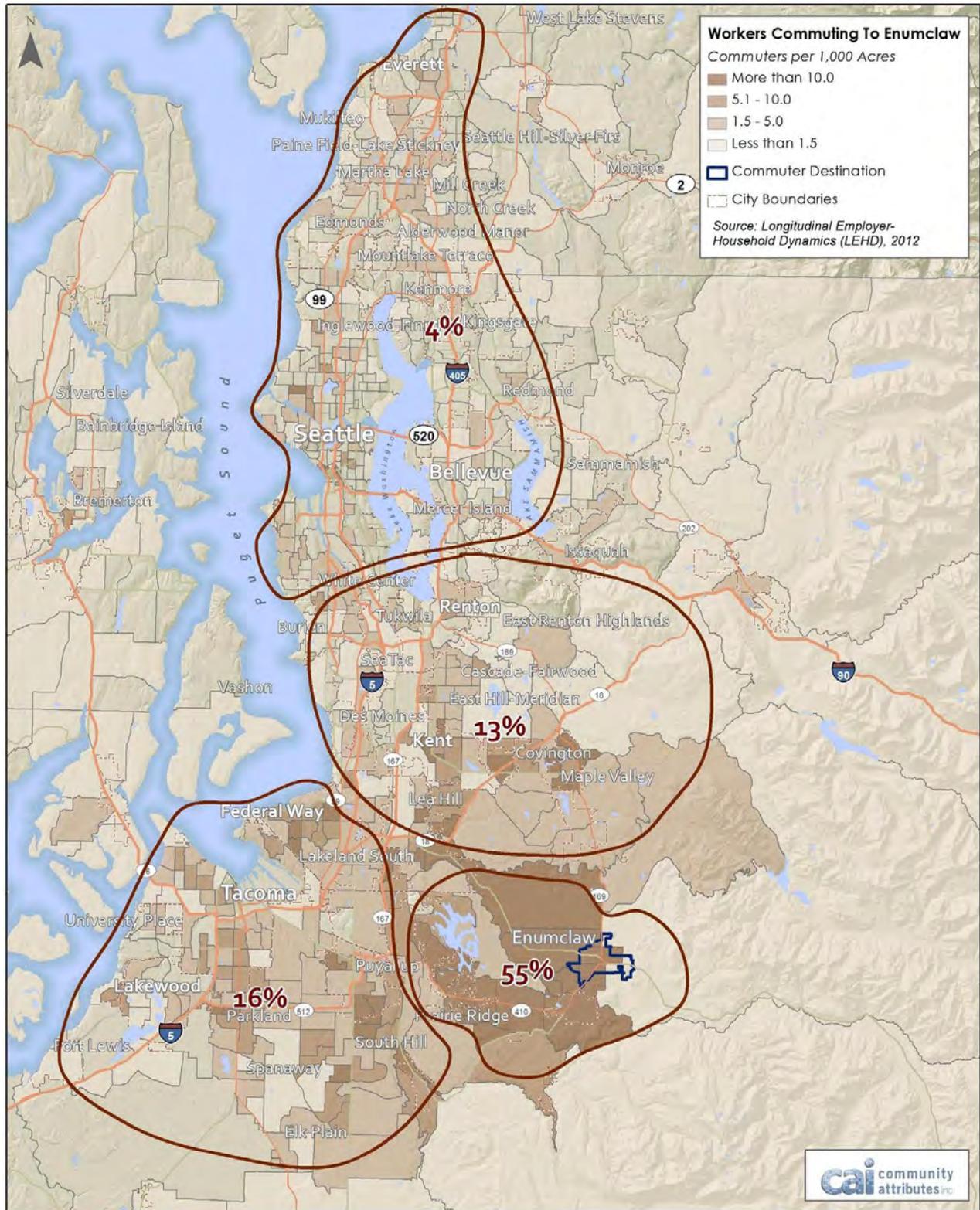
Exhibits 35 and 36 summarizes the geographical areas where people that work in Enumclaw commute from. More than half of all Enumclaw employees live within the area known as the Enumclaw Plateau. The Tacoma/Federal way area is home to 16% of Enumclaw employees and the Kent/Renton/SeaTac area is home to 13% of Enumclaw employees. Far fewer employees commute from the Seattle/Bellevue/Everett area, accounting for only 4% of Enumclaw employees.

Exhibit 35. Workers to Enumclaw Summary, Puget Sound Region, 2010

Region	Workers	Percentage
Enumclaw Plateau	2,385	55%
Kent/Renton/SeaTac	557	13%
Tacoma/Federal Way	709	16%
Seattle/Bellevue/Everett	165	4%
Total Workers	4,341	100%

Source: Longitudinal Employer-Household Dynamics (LEHD), 2012, Community Attributes, Inc., 2012.

Exhibit 36. Residence of Workers Commuting to Enumclaw, Puget Sound Region, 2010



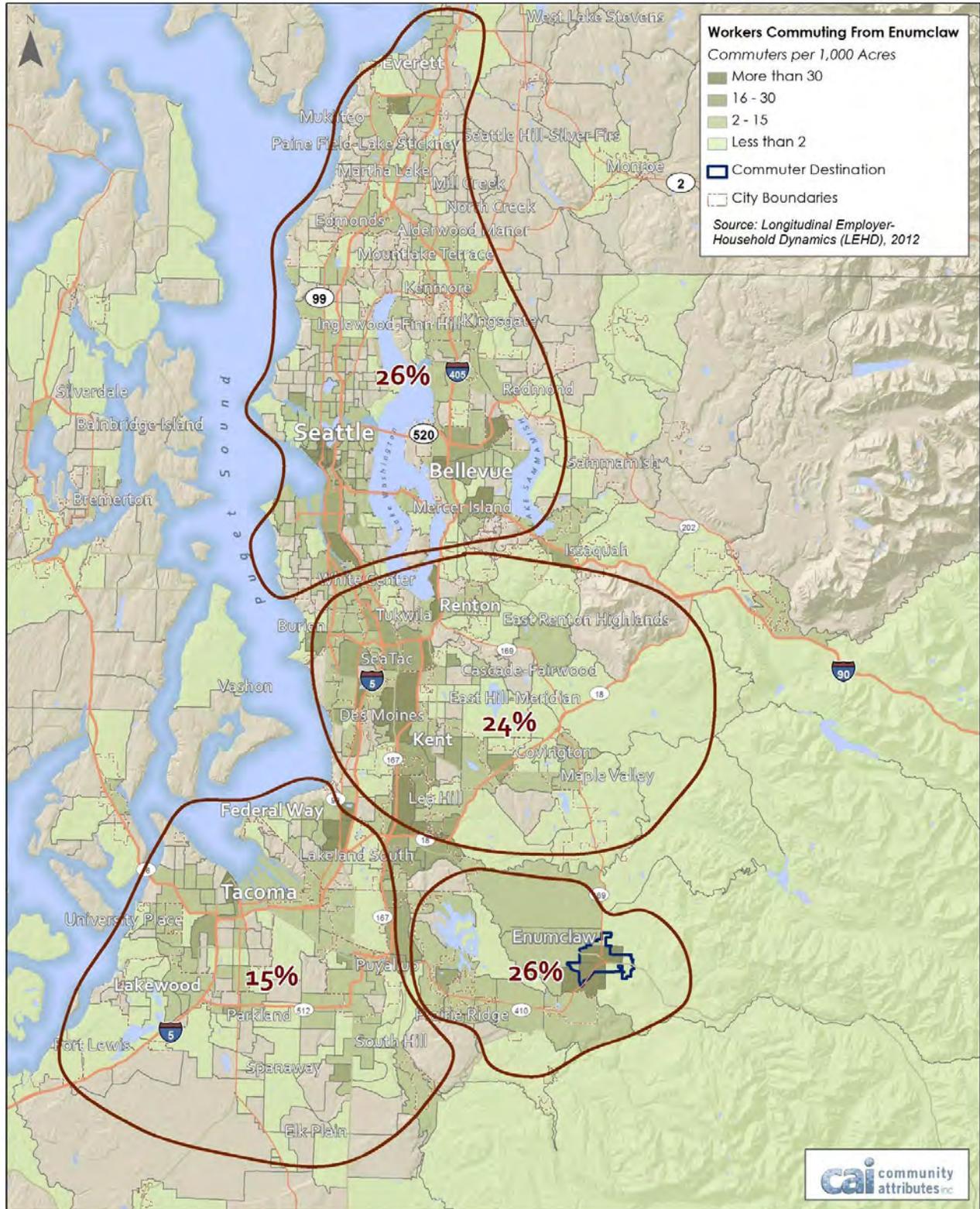
Exhibits 37 and 38 summarize the geographical locations of Enumclaw residents that are employed. Employed people that live within Enumclaw are distributed across Pierce and King Counties with concentrations of workers in Seattle/Bellevue/Everett, Kent/Renton/SeaTac and within the Enumclaw Plateau/City of Enumclaw. The analysis suggests that approximately two thirds of Enumclaw residents commute to areas outside of the Enumclaw Plateau.

**Exhibit 37. Workers from Enumclaw Summary,
Puget Sound Region, 2010**

Region	Workers	Percentage
Enumclaw Plateau	1,334	26%
Kent/Renton/SeaTac	1,262	24%
Tacoma/Federal Way	763	15%
Seattle/Bellevue/Everett	1,364	26%
Total Workers	5,228	100%

Source: Longitudinal Employer-Household Dynamics (LEHD), 2012, Community Attributes, Inc., 2012.

Exhibit 38. Enumclaw Residents Place of Employment, Puget Sound Region, 2010



POTENTIAL STRATEGIES

The following section provides examples of potential economic development strategies for the City of Enumclaw to consider. They include ideas brought forth by City staff as well as strategies discussed by the Economic Development Task Force. The City's Economic Development Task Force has structured economic development strategies into two categories: *Retain and Encourage Growth of Existing Businesses* and *Attract New Businesses*.

Retain and Encourage Growth of Existing Businesses

Programs

- *Store Front Improvement Program*: Loan interest revolving loan program to help fund the revitalization of existing building facades.
- *Storefronts Art Program*: Bring art installations and artists into vacant downtown retail space

Marketing and Advertising

- Way-finding Signs
- Web page
- Marketing materials: Brochures, DVD, magazines
- Media: Television, Radio, Press Releases

Incubators and Industry Clusters

- *Agricultural and Food Product Incubator*: Design and installation of facilities necessary for the production of agricultural and/or food product manufacturing that start-up companies can rent at low cost to create and develop products before investing in expensive equipment. Examples: jams/jellies, baked goods, wine-making, distilled spirits and cheese.
- *Business Incubator*: Facility that offers office space, shared office equipment, accounting help and business counseling for start-up companies that aren't ready purchase their own space.
- *Technical Assistance*: City staff helps the companies organize materials and provide needed data for bond offering statements for Washington Economic Development Finance Authority bonds.

Attract New Businesses

Development Fee Reductions or Deferrals

- *Impact Fee Waiver or Deferral*: Waiver or deferral of impact fees for new development to encourage development within specific target neighborhoods or business sectors.
- *Reduce Development Fees*: Reduce development fees by 50% for small businesses (20 fewer full time employees) who are starting up or relocating.

Development Code, Plans and Studies

- *Simplify* requirements, timeframes and regulations
- *Reduce* regulatory requirements
- *Density bonus*' for targeted neighborhoods, *Zoning, Infrastructure Plans*

Tax Exemptions and Refunds

- *Multi-Family Tax Exemptions*: Tax exemption for 8 years for new multi-family or rehabilitated housing units constructed in specific target neighborhoods (typically downtown).
- *Construction Sales Tax Refund*: Provides a refund for purchasers who have paid Sales and Use Tax on construction materials, fixed equipment, labor and services or machinery installation directly related to new commercial construction or redevelopment of existing buildings.

Infrastructure Design and/or Development

- *Storm water capacity infrastructure*: Design and installation of infrastructure to benefit development within specific target neighborhoods or for specific business sectors.
- *Street Construction*: Construct streets to benefit development within specific targeted neighborhoods or for specific business sectors.
- *Water and Sewer infrastructure*: Design and/or installation of water and sewer extensions to benefit specific target neighborhoods or for specific business sectors

APPENDIX A. SUPPORTING DEMOGRAPHICS AND DATA ANALYSIS

Exhibit A1. Historical Population, City of Enumclaw, 1950-2010

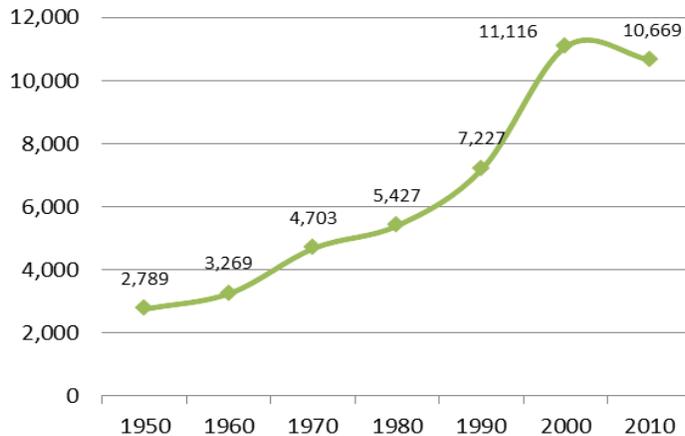


Exhibit A1 illustrates Enumclaw's population growth over the last six decades. Enumclaw's 2010 population was 10,669, down from 11,116 in 2000. The decline in population contrasts with population growth experienced during the previous decade, during which Enumclaw experienced a 4% annual growth rate.

Exhibit A2. Population, City of Enumclaw, 2000-2012

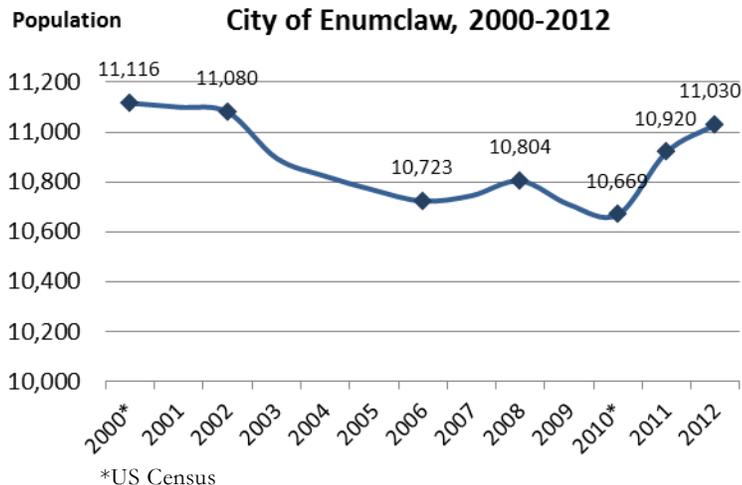


Exhibit A2 illustrates Enumclaw's population change from 2000 to 2012. Some of the more recent growth is a result of annexations from September 2010 to July 2011, which according to the Washington State of Financial Management, included the incorporation of areas with populations totaling 296 people.

Exhibit A3. Housing Units, City of Enumclaw, 2000-2011

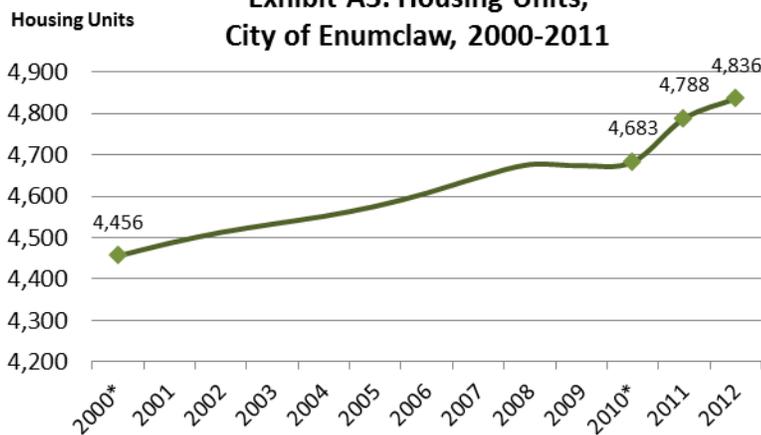


Exhibit A3 describes the total number of housing units within Enumclaw city limits from 2000 to 2012. From 2000 to 2008 Enumclaw added housing units at a relatively steady rate. From 2008 to 2011 the total number of housing units fluctuated, with 105 units added from 2010 to 2011, a majority of which are likely the result of annexations into the City.

Source: Office of Financial Management, 2012.

Exhibit A4. Population, Comparison Cities, 2000-2010

Comparison Cities Population Analysis						
Type	City	County	2000 Census	2010 Census	2000-2010	2010 % of
			Population	Population	CAGR	Enumlaw Population
Study City	Enumclaw	King (Pierce Partial)	11,116	10,669	-0.4%	100%
Neighbor	Buckley	Pierce	4,145	4,354	0.5%	40.8%
Neighbor	Bonney Lake	Pierce	9,687	17,374	6.0%	162.8%
Neighbor	Sumner	Pierce	8,504	9,451	1.1%	88.6%
Comparable	Snohomish (City)	Snohomish	8,494	9,098	0.7%	85.3%
Comparable	Port Orchard	Kitsap	7,693	11,157	3.8%	104.6%
Comparable	Snoqualmie	King	1,631	10,670	20.7%	100.0%
Larger	Covington	King	13,783	17,575	2.5%	164.7%
Larger	Woodinville	King	9,809	10,938	1.1%	102.5%
Larger	Mill Creek	Snohomish	11,525	18,244	4.7%	171.0%
Larger	Monroe	Snohomish	13,795	17,304	2.3%	162.2%
County	N/A	King	1,737,046	1,931,249	1.1%	N/A
County	N/A	Pierce	700,818	795,225	1.3%	N/A

Source: Office of Financial Management, 2012.

Exhibit A5. Group Quarters Population, Comparison Cities, 2000-2010

Comparison Cities Group Quarters Population					
Type	City	County	2000 Group	2010 Group	
			Quarters	Quarters	
Study City	Enumclaw	King (Pierce Partial)	255	92	
Neighbor	Buckley	Pierce	446	374	
Neighbor	Bonney Lake	Pierce	5	56	
Neighbor	Sumner	Pierce	66	6	
Comparable	Snohomish (City)	Snohomish	417	317	
Comparable	Port Orchard	Kitsap	735	741	
Comparable	Snoqualmie	King	0	0	
Larger	Covington	King	0	30	
Larger	Woodinville	King	23	47	
Larger	Mill Creek	Snohomish	22	5	
Larger	Monroe	Snohomish	1,995	2,609	
County	N/A	King	37,621	37,131	
County	N/A	Pierce	21,508	17,945	

Exhibit A6. Housing, Comparison Cities, 2000-2010

Comparison Cities Housing Units Growth							
Type	City	County	2000		2010 Housing Units	2000-2010 CAGR	2010 % of Enumlaw Housing Units
			Housing Units	Units			
Study City	Enumclaw	King (Pierce Partial)	4,456	4,683	0.5%	100%	
Neighbor	Buckley	Pierce	1,472	1,669	1.3%	35.6%	
Neighbor	Bonney Lake	Pierce	3,404	6,394	6.5%	136.5%	
Neighbor	Sumner	Pierce	3,689	4,279	1.5%	91.4%	
Comparable	Snohomish (City)	Snohomish	3,444	3,959	1.4%	84.5%	
Comparable	Port Orchard	Kitsap	3,178	4,636	3.8%	99.0%	
Comparable	Snoqualmie	King	656	3,761	19.1%	80.3%	
Larger	Covington	King	4,473	6,081	3.1%	129.9%	
Larger	Woodinville	King	3,900	4,996	2.5%	106.7%	
Larger	Mill Creek	Snohomish	4,769	7,923	5.2%	169.2%	
Larger	Monroe	Snohomish	4,427	5,306	1.8%	113.3%	
County	N/A	King	742,239	851,261	1.4%	N/A	
County	N/A	Pierce	277,060	325,375	1.6%	N/A	

Comparison Cities Housing Units Occupancy							
Type	City	County	Total Occupied Housing			Renter Occupied	
			Units	Owner Occupied Units	Percentage	Units	Percentage
Study City	Enumclaw	King (Pierce Partial)	4,420	2,819	64%	1,601	36%
Neighbor	Buckley	Pierce	1,591	1,065	67%	526	33%
Neighbor	Bonney Lake	Pierce	5,989	4,897	82%	1,092	18%
Neighbor	Sumner	Pierce	3,980	2,054	52%	1,926	48%
Comparable	Snohomish (City)	Snohomish	3,645	1,934	53%	1,711	47%
Comparable	Port Orchard	Kitsap	4,278	2,389	56%	1,889	44%
Comparable	Snoqualmie	King	3,547	2,970	84%	577	16%
Larger	Covington	King	5,817	4,807	83%	1,010	17%
Larger	Woodinville	King	4,478	2,924	65%	1,554	35%
Larger	Mill Creek	Snohomish	7,551	4,764	63%	2,787	37%
Larger	Monroe	Snohomish	5,024	3,179	63%	1,845	37%
County	N/A	King	789,232	466,718	59%	322,514	41%
County	N/A	Pierce	299,918	189,080	63%	110,838	37%

Comparison Cities Occupied Housing Units Type									
Type	City	County	Total Occupied Housing			Other			
			Units	Single Family	Percentage	Multifamily	Percentage	Other	Percentage
Study City	Enumclaw	King (Pierce Partial)	4,788	3,026	63%	1,274	27%	488	10%
Neighbor	Buckley	Pierce	1,673	1,320	79%	273	16%	80	5%
Neighbor	Bonney Lake	Pierce	6,444	5,422	84%	547	8%	475	7%
Neighbor	Sumner	Pierce	4,280	2,492	58%	1,533	36%	255	6%
Comparable	Snohomish (City)	Snohomish	4,013	2,411	60%	1,545	38%	57	1%
Comparable	Port Orchard	Kitsap	4,780	3,205	67%	1,514	32%	61	1%
Comparable	Snoqualmie	King	3,876	3,340	86%	536	14%	-	0%
Larger	Covington	King	6,107	5,784	95%	249	4%	74	1%
Larger	Woodinville	King	4,997	2,942	59%	1,958	39%	97	2%
Larger	Mill Creek	Snohomish	7,991	5,129	64%	2,854	36%	8	0%
Larger	Monroe	Snohomish	5,326	3,760	71%	1,477	28%	89	2%
County	N/A	King	857,993	496,219	58%	342,847	40%	18,927	2%
County	N/A	Pierce	327,308	220,245	67%	81,069	25%	25,994	8%

Source: Office of Financial Management, 2012, American Community Survey, 5 Year Average, 2010.

Exhibit A7. Covered Employment by Sector, Comparison Cities, 2010

Comparison Cities Employment By Sector 2010											
Type	City	County	Const/Res	FIRE	Manufacturing	Retail	Services	WTU	Government	Education	Total
Study City	Enumclaw	King (Pierce Partial)	196	588	250	665	1,646	131	296	468	4,240
Neighbor	Buckley	Pierce	252	19	45	75	282	35	996	254	1,958
Neighbor	Bonney Lake	Pierce	149	150	18	1,343	1,865	24	215	396	4,161
Neighbor	Sumner	Pierce	2,180	281	1,455	740	1,374	2,086	182	491	8,789
Comparable	Snohomish (City)	Snohomish	465	206	80	1,128	1,677	147	347	557	4,607
Comparable	Port Orchard	Kitsap	179	179	54	1,048	2,408	84	1,068	417	5,437
Comparable	Snoqualmie	King	237	99	622	107	1,069	135	328	406	3,002
Larger	Covington	King	337	93	38	1,363	1,862	32	190	716	4,631
Larger	Woodinville	King	1,682	336	2,043	1,407	4,035	1,368	169	332	11,370
Larger	Mill Creek	Snohomish	293	222	47	863	2,226	88	395	330	4,465
Larger	Monroe	Snohomish	423	174	874	1,116	2,056	206	2,249	672	7,770
County	N/A	King	48,460	64,477	96,873	101,863	533,039	97,343	87,202	70,382	1,099,639
County	N/A	Pierce	16,840	11,705	15,743	30,031	105,079	20,769	35,704	22,406	258,277

Comparison Cities 2010 Employment By Sector Percentage											
Type	City	County	Const/Res	FIRE	Manufacturing	Retail	Services	WTU	Government	Education	Total
Study City	Enumclaw	King (Pierce Partial)	5%	14%	6%	16%	39%	3%	7%	11%	100%
Neighbor	Buckley	Pierce	13%	1%	2%	4%	14%	2%	51%	13%	100%
Neighbor	Bonney Lake	Pierce	4%	4%	0.4%	32%	45%	1%	5%	10%	100%
Neighbor	Sumner	Pierce	25%	3%	17%	8%	16%	24%	2%	6%	100%
Comparable	Snohomish (City)	Snohomish	10%	4%	2%	24%	36%	3%	8%	12%	100%
Comparable	Port Orchard	Kitsap	3%	3%	1%	19%	44%	2%	20%	8%	100%
Comparable	Snoqualmie	King	8%	3%	21%	4%	36%	4%	11%	14%	100%
Larger	Covington	King	7%	2%	1%	29%	40%	1%	4%	15%	100%
Larger	Woodinville	King	15%	3%	18%	12%	35%	12%	1%	3%	100%
Larger	Mill Creek	Snohomish	7%	5%	1%	19%	50%	2%	9%	7%	100%
Larger	Monroe	Snohomish	5%	2%	11%	14%	26%	3%	29%	9%	100%
County	N/A	King	4%	6%	9%	9%	48%	9%	8%	6%	100%
County	N/A	Pierce	7%	5%	6%	12%	41%	8%	14%	9%	100%

Notes: Italicized numbers indicate estimates due to suppression of the applicable data.

Source: Puget Sound Regional Council, 2012.

Exhibit A8. Total Covered Employment, Comparison Cities, 2000-2010

Comparison Cities PSRC Covered Employment Analysis						
Type	City	County	2000 PSRC Covered	2010 PSRC	2000-2010	2010 % of
			Employment	Covered	Employment CAGR	Enumlaw
Study City	Enumclaw	King (Pierce Partial)	4,172	4,240	0.2%	100%
Neighbor	Buckley	Pierce	1,797	1,958	0.9%	46.2%
Neighbor	Bonney Lake	Pierce	1,939	4,161	7.9%	98.1%
Neighbor	Sumner	Pierce	4,915	8,789	6.0%	207.3%
Comparable	Snohomish (City)	Snohomish	3,742	4,607	2.1%	108.7%
Comparable	Port Orchard	Kitsap	4,608	5,437	1.7%	128.2%
Comparable	Snoqualmie	King	1,124	3,002	10.3%	70.8%
Larger	Covington	King	2,632	4,631	5.8%	109.2%
Larger	Woodinville	King	13,352	11,370	-1.6%	268.2%
Larger	Mill Creek	Snohomish	2,998	4,465	4.1%	105.3%
Larger	Monroe	Snohomish	6,823	7,770	1.3%	183.3%
County	N/A	King	1,149,642	1,099,639	-0.4%	N/A
County	N/A	Pierce	234,619	258,277	1.0%	N/A

Source: Puget Sound Regional Council, 2012.

Exhibit A9. Jobs to Housing Ratio, Comparison Cities, 2000-2010

Comparison Cities Jobs to Housing Ratio				
Type	City	County	2000 Jobs to Housing Ratio	2010 Jobs to Housing Ratio
Study City	Enumclaw	King (Pierce Partial)	0.94	0.91
Neighbor	Buckley	Pierce	1.22	1.17
Neighbor	Bonney Lake	Pierce	0.57	0.65
Neighbor	Sumner	Pierce	1.33	2.05
Comparable	Snohomish (City)	Snohomish	1.09	1.16
Comparable	Port Orchard	Kitsap	1.45	1.17
Comparable	Snoqualmie	King	1.71	0.80
Larger	Covington	King	0.59	0.76
Larger	Woodinville	King	3.42	2.28
Larger	Mill Creek	Snohomish	0.63	0.56
Larger	Monroe	Snohomish	1.54	1.46
County	N/A	King	1.55	1.29
County	N/A	Pierce	0.85	0.79

Source: Community Attributes Inc., 2012.

Exhibit A10. Taxable Retail Sales, Comparison Cities, 2000-2011

Comparison Cities Taxable Retail Sales						
Taxable Retail Sales	Type	City	2005 Taxable Retail	2010 Taxable Retail	2011 Taxable	2010 Taxable
			Sales (\$2011)	Sales (\$2011)	Retail Sales	Retail Sales Per Capita (\$2011)
	Study City	Enumclaw	\$230,397,819	\$238,184,196	\$207,351,396	-1.7%
	Neighbor	Buckley	\$52,931,678	\$43,825,315	\$46,908,595	-2.0%
	Neighbor	Bonney Lake	\$283,191,007	\$354,512,430	\$349,721,097	3.6%
	Neighbor	Sumner	\$406,242,569	\$334,637,490	\$352,580,930	-2.3%
	Comparable	Snohomish (City)	\$286,424,941	\$334,788,031	\$326,935,241	2.2%
	Comparable	Port Orchard	\$291,734,257	\$330,726,791	\$311,771,657	1.1%
	Comparable	Snoqualmie	\$147,340,575	\$184,299,798	\$188,183,863	4.2%
	Larger	Covington	\$197,298,848	\$328,983,176	\$339,946,244	9.5%
	Larger	Woodinville	\$685,380,546	\$499,883,566	\$514,180,312	-4.7%
	Larger	Mill Creek	\$210,394,523	\$211,596,216	\$213,441,011	0.2%
	Larger	Monroe	\$399,107,595	\$346,762,362	\$333,453,377	-3.0%
	County	King County	\$45,289,905,666	\$37,634,491,940	\$38,789,855,551	-0.5%
	County	Pierce County	\$12,771,511,703	\$10,339,139,563	\$10,624,265,947	-1.0%

Source: Washington Department of Revenue, 2012, Community Attribute Inc., 2012

Exhibit A11. Age Distribution, Comparison Cities, 2010

Comparison Cities Age Distribution										
Type	City	2010 Total	1 to 19	20 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 and older
Study City	Enumclaw	10,669	2,938	611	1,324	1,327	1,667	1,209	676	917
Neighbor	Buckley	4,354	1,081	286	525	587	682	625	329	239
Neighbor	Bonney Lake	17,374	5,451	851	2,496	2,854	2,809	1,797	683	433
Neighbor	Sumner	9,451	2,543	533	1,266	1,259	1,352	1,091	688	719
Comparable	Snohomish (City)	9,098	2,443	537	1,230	1,293	1,461	1,070	499	565
Comparable	Port Orchard	11,144	2,924	857	1,864	1,384	1,405	1,206	745	759
Comparable	Snoqualmie	10,670	3,860	203	1,616	2,534	1,282	762	302	111
Larger	Covington	17,575	5,622	969	2,287	2,779	3,036	1,777	703	402
Larger	Woodinville	10,938	2,810	553	1,464	1,758	1,794	1,349	592	618
Larger	Mill Creek	18,244	4,638	1,133	2,439	2,557	2,852	2,338	1,217	1,070
Larger	Monroe	17,304	5,029	1,124	3,094	3,157	2,377	1,283	578	662
County	King County	1,931,249	461,892	129,822	312,717	296,790	291,132	228,217	112,747	97,932
County	Pierce County	795,225	220,369	56,203	112,050	108,427	118,943	91,448	48,907	38,878

Type	City	2010 Total	1 to 19	20 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 and older
Study City	Enumclaw	10,669	28%	6%	12%	12%	16%	11%	6%	9%
Neighbor	Buckley	4,354	25%	7%	12%	13%	16%	14%	8%	5%
Neighbor	Bonney Lake	17,374	31%	5%	14%	16%	16%	10%	4%	2%
Neighbor	Sumner	9,451	27%	6%	13%	13%	14%	12%	7%	8%
Comparable	Snohomish (City)	9,098	27%	6%	14%	14%	16%	12%	5%	6%
Comparable	Port Orchard	11,144	26%	8%	17%	12%	13%	11%	7%	7%
Comparable	Snoqualmie	10,670	36%	2%	15%	24%	12%	7%	3%	1%
Larger	Covington	17,575	32%	6%	13%	16%	17%	10%	4%	2%
Larger	Woodinville	10,938	26%	5%	13%	16%	16%	12%	5%	6%
Larger	Mill Creek	18,244	25%	6%	13%	14%	16%	13%	7%	6%
Larger	Monroe	17,304	29%	6%	18%	18%	14%	7%	3%	4%
County	King County	1,931,249	24%	7%	16%	15%	15%	12%	6%	5%
County	Pierce County	795,225	28%	7%	14%	14%	15%	11%	6%	5%

Source: US Census, 2010.

Exhibit A12. Age Race/Ethnicity Distribution, Comparison Cities, 2010

Comparison Cities Race/Ethnicity Distribution, 2010							
Type	City	African American	American Indian and Alaska Natives	Asian	Mixed Races	Ethnically Hispanic	Total Non White
Study City	Enumclaw	0.5%	1%	1%	3%	7%	12%
Neighbor	Buckley	1%	1%	1%	3%	3%	9%
Neighbor	Bonney Lake	1%	1%	2%	5%	6%	15%
Neighbor	Sumner	1%	1%	2%	4%	10%	19%
Comparable	Snohomish (City)	0.5%	1%	2%	3%	8%	15%
Comparable	Port Orchard	3%	1%	6%	6%	7%	23%
Comparable	Snoqualmie	1%	1%	9%	4%	5%	21%
Larger	Covington	4%	1%	8%	6%	9%	29%
Larger	Woodinville	1%	0.4%	11%	4%	7%	24%
Larger	Mill Creek	2%	1%	17%	4%	6%	29%
Larger	Monroe	4%	1%	3%	4%	17%	29%
County	King County	6%	1%	15%	5%	9%	36%
County	Pierce County	7%	1%	6%	7%	9%	30%

Source: American Community Survey, 5 year average, 2012.

Exhibit A13. Foreign Born Residents, Comparison Cities, 2010

Comparison Cities Foreign Born Residents, 2010		
Type	City	% Foreign Born
Study City	Enumclaw	5%
Neighbor	Buckley	1%
Neighbor	Bonney Lake	4%
Neighbor	Sumner	7%
Comparable	Snohomish (City)	7%
Comparable	Port Orchard	6%
Comparable	Snoqualmie	12%
Larger	Covington	10%
Larger	Woodinville	14%
Larger	Mill Creek	20%
Larger	Monroe	9%
County	King County	20%
County	Pierce County	9%

Source: American Community Survey, 5 year average, 2012.

Exhibit A14. Median HH Income, Comparison Cities, 2010

Comparison Cities Median HH Income, 2010		
Type	City	2010 Median HH Income
Study City	Enumclaw	\$56,494
Neighbor	Buckley	\$61,757
Neighbor	Bonney Lake	\$78,103
Neighbor	Sumner	\$50,943
Comparable	Snohomish (City)	\$54,431
Comparable	Port Orchard	\$50,275
Comparable	Snoqualmie	\$116,020
Larger	Covington	\$84,323
Larger	Woodinville	\$88,221
Larger	Mill Creek	\$86,461
Larger	Monroe	\$67,988
County	King County	\$68,065
County	Pierce County	\$57,869

Source: American Community Survey, 5 year average, 2012.

APPENDIX C: EXPO CENTER ECONOMIC IMPACT ANALYSIS

DRAFT

CITY OF ENUMCLAW
**Impact
Analysis**

Enumclaw Expo Center

February 2013

Prepared for:



Prepared by:





*Community Attributes tells data rich stories about communities
that are important to decision-makers.*

Principal: Chris Mefford

Analysts: Mark Goodman
Tyler Schrag

Community Attributes Inc.
1411 Fourth Avenue, Suite 770
Seattle, Washington 98101

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INTRODUCTION

Background and Purpose

The City of Enumclaw took possession of the Expo Center from King County in 2007. A 72 acre multi-venue events facility, the Expo Center provides a cultural and community hub for the City of Enumclaw and south King County. This facility is unique in the region, providing indoor and outdoor venues as well as a campground.

With total attendance of more than 147,000 in 2012, City leadership and stakeholders recognize that the Expo Center is a critical asset for local economic development. As such, the City desired an economic profile of the Expo Center. This profile synthesizes efforts by the City to improve attendance, raise revenues and make improvements to the facility. The analysis provided in this report informs the City of the visitor spending impacts to local business and the fiscal revenues that result from continued operation and maintenance of the Expo Center.

Methods and Approach

The approach to this work leverages existing data from the Expo Center along with impact modeling to tell a complete story of the economic impact of the Expo Center. The analysis draws from data compiled specifically for this analysis as well as data compiled from other Community Attributes impact analysis, including:

- Expo Center financial data obtained directly from the City of Enumclaw
- Expo Center attendance data
- Implan Input/Output model for King County
- Survey data from the ShoWare Center Economic Impact Analysis

In the absence of primary data collection, the analysis uses recent survey data collected from other projects, adjusted based on professional judgment and local Enumclaw knowledge and pricing data, to arrive at estimates of visitor spending.

Organization of this Report

- **Findings.** A summary of key findings from analysis of revenues and expenses, attendance and estimated economic and fiscal impacts.
- **Current Conditions.** An overview of Expo Center's current operations, attendance and event segmentation.
- **Impact Analysis.** A detailed analysis of Expo Center's economic impact in terms of direct spending and fiscal impact to the City of Enumclaw.

FINDINGS

This analysis presents estimated local economic impacts in Enumclaw that result from Expo Center activity. The Expo Center has been operated by the City of Enumclaw since 2007, and findings related to operations and revenues cover the time period from acquisition to the end of 2012. Economic impacts are calculated for 2012 based on available attendance data. The following sections present a list of key findings, discussed in more detail in the body of this report.

Economic Impact and Fiscal Revenues

- Estimated fiscal revenues accruing to the City of Enumclaw as a result of direct, indirect and induced revenues related to Expo Center activity is \$55,200 in 2012. The tax revenues are derived from total estimated direct, indirect and induced spending and business revenues resulting from Expo Center activities of \$6,514,300 in 2012.
- The Enumclaw Expo Center created gross business revenues of an estimated \$3,868,400 in 2012, including revenues from facility operations to gross business revenues from patron spending outside of the Expo Center (direct spending). This economic activity generated an estimated \$30,800 in additional tax revenue for the City of Enumclaw, not including multiplier effects of indirect and induced spending. Expo Center generated a total of \$298,200 in tax revenues in 2012, including state and county government revenues.
- Indirect and induced business revenues, those derived through the multiplier effect resulting from direct spending, produced an estimated \$2,646,000. This number represents the maximum amount of induced benefits the City of Enumclaw may have experienced as a result of Expo Center direct revenues. These indirect revenues resulted in an estimated \$21,000 dollars in fiscal revenues for the City of Enumclaw.

Operations and Attendance

- The Expo Center experienced increases in the number of events and total attendance each year since 2010. In 2010 total attendance was an estimated 122,700 and in 2012 total attendance was 147,900. The facility's busiest time of year is the summer season, when outdoor events and festivals are possible.
- The largest share of attendance comes from Festivals and Fairs, anchored by the Creation Festival, which drew an estimated 52,000 people in 2012 and represents approximately one third of the Expo Center's total 2012 attendance. Private events such as weddings and fundraisers were the most common event types in 2012, with 52 rental days.
- Direct operating revenues grew from \$268,900 in 2007 to a high of \$502,600 in 2011. Revenues decreased in 2012 to \$475,100. Rentals and leases generate the largest share of revenues. Activities captured under this category include short- and long-terms rentals of the facility, concessions and RV rentals.

- Operating expenses peaked in 2010 at \$828,100 and have since declined substantially. In 2012 expenses totaled \$609,200, a decrease of 26%.

Patron Spending Impacts

- Patrons spent an estimated total of \$3,393,300 outside of the Expo Center and within Enumclaw in 2012, based on spending patterns observed for a nearby events center and adjusted for Enumclaw.
- Dining represents the majority of spending at an estimated \$2,646,300 of total spending. Expo Center patrons each spend an average of approximately \$18.00 on dining.
- Fairs and Festivals, the event type with the largest patron draw, produce \$1,103,900 in spending on dining, more than any other event type. Sporting events, including high attendance events such as the Highland Games, produced an estimated \$796,800 in spending on dining.
- Spending on shopping (\$231,000), lodging (\$143,700) and entertainment (\$371,700) compose the remaining share of patron spending in 2012.

CURRENT CONDITIONS

Facility Amenities and Location

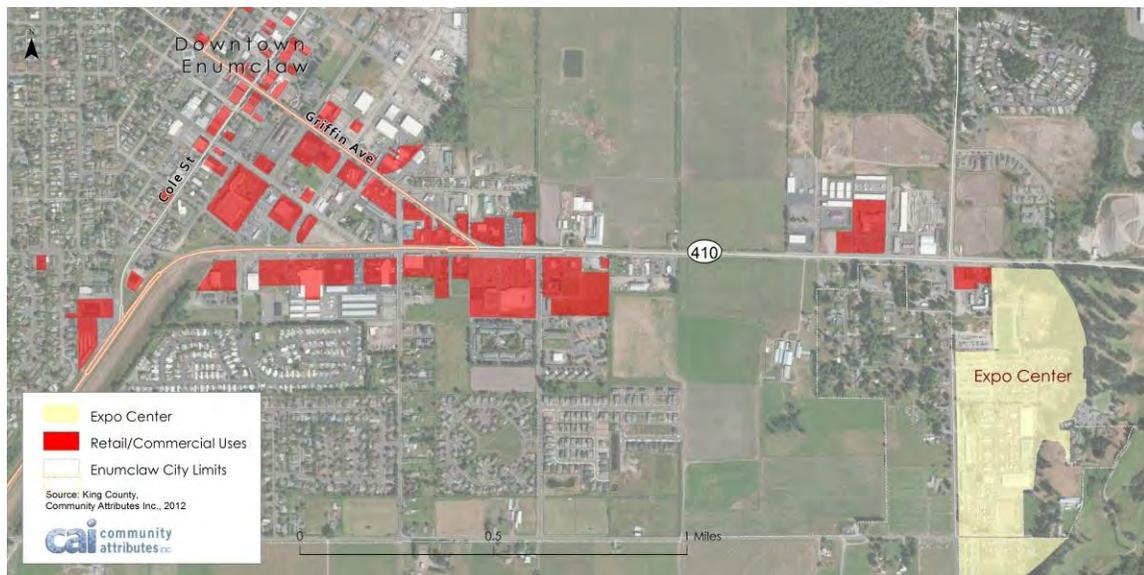
The Enumclaw Expo Center is a 72-acre facility located southeast of downtown Enumclaw. The Expo hosts events each year in a variety of facility types including a field house, exhibit hall, activity hall, covered arena, rodeo arena, various barns and an RV park (**Exhibit 1**). The Expo Center is located along Highway 410, minutes from Enumclaw's highest concentration of retail and commercial uses (**Exhibit 2**).

Exhibit 1. Venue Makeup, Enumclaw Expo Center, 2012

Venue	Max Capacity	Size (sf)
Field House	700	8,328
Exhibit Hall	1,180	18,200
Activity Hall	805	12,600
Covered Arena	NA	15,000
Rodeo Arena	NA	15,000
Barns	NA	34,569
RV Park	28 Sites	

Source: City of Enumclaw, 2012.

Exhibit 2. Aerial Map, Enumclaw Expo Center, 2012



Source: Community Attributes Inc., 2012.

In 2007 when the City took over operation and ownership of the Expo Center, King County provided a \$2 million fund, to be evenly divided between operating and capital expenses. Two full-time and two permanent part-time City employees are assigned to Expo, a total of three FTEs (Full Time Equivalents). There is a full time Expo and Events Manager responsible for booking the facility and one full-time Maintenance and Events Lead responsible for maintenance and supervision of part time employees. There are two permanent part-time employees who work on weekends to open, close and monitor the facilities during events and who perform routine maintenance and cleaning. Additional temporary staff is hired on an as needed basis, primarily during the summer festival season.

Event Types and Facilities

With a broad set of facilities (both indoor and outdoor) the Expo Center hosts a diverse range of events, from major Fairs and Festivals such as the Creation Festival to smaller private events such as weddings and memorial fundraisers. Pet and Livestock events take place in the Expo Center’s outdoor facilities. The Expo Center grounds include a RV park, creating a revenue stream from lodging.

Exhibit 3 breaks down the 2012 events by category and total number of event days.

Exhibit 3. Event Types, Enumclaw Expo Center, 2012

Event Grouping	Events/Days	Percentage Attendance
Civic	4	2%
Business Trade	22	5%
Private Event	52	7%
Pets and Livestock	27	12%
Sporting Events	17	27%
Fairs & Festivals	21	47%
Total	143	100%

Source: City of Enumclaw, 2012.

Competing Venues

Exhibit 4 illustrates competing and nearby venues from around the region. These include major indoor venues such as the Tacoma Dome and Key Arena to outdoor venues like the nearby White River Amphitheatre and Puyallup Fairgrounds. The Enumclaw Expo Center may not compete directly with all such facilities, but the list provides context when evaluating event mix and attendance.

Exhibit 4. Major Competitive Venues, Puget Sound Region, 2012

Year-Round	Location	Capacity
ShoWare Center	Kent, WA	6,300
Comcast Arena	Everett, WA	10,000
Christian Faith Center	Federal Way, WA	5,000
Emerald Queen Casino	Fife, WA	2,000
Showbox at the Market	Seattle, WA	1,200
Showbox SODO	Seattle, WA	1,500
Paramount Theater	Seattle, WA	2,800
Moore Theater	Seattle, WA	1,400
KeyArena	Seattle, WA	15,500
McCaw Hall	Seattle, WA	3,000
WaMu Theater	Seattle, WA	7,000
Benaroya Hall	Seattle, WA	2,500
Snoqualmie Casino - Ballroom	Snoqualmie, WA	1,500
Tacoma Dome	Tacoma, WA	22,500
Tacoma Dome Theater	Tacoma, WA	7,000
Broadway Center, Tacoma	Tacoma, WA	1,200
Pantages Theater, Tacoma	Tacoma, WA	1,200
Summer Season		
White River Amphitheatre	Auburn, WA	20,000
Puyallup Fair (Concert Venue)	Puyallup, WA	10,800
Gorge Amphitheatre	Quincy, WA	22,000
Marymoor Park	Redmond, WA	5,000
Woodland Park Zoo	Seattle, WA	3,700
Snoqualmie Casino - Mountain View Plaza	Snoqualmie, WA	2,000
Tulalip Amphitheater	Tulalip, WA	2,400
Chateau St. Michelle Winery	Woodinville, WA	4,300

Source: Community Attributes Inc., 2012.

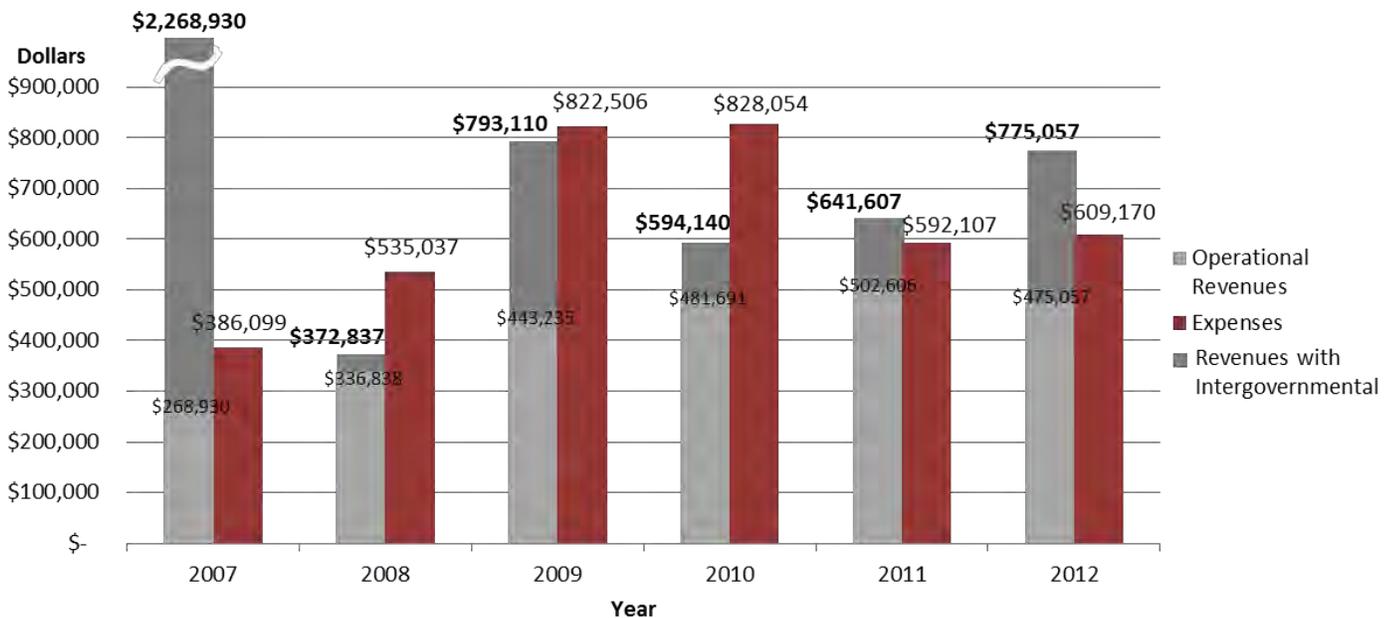
Revenues and Operations

The following section covers the financial performance and operations of the Expo Center, particularly focusing on revenues and expenses including spending on capital improvements.

Financial Overview

The Expo Center's financial performance has fluctuated over the last five years. **Exhibit 5** details the Expo Centers revenues from 2007 to 2012 including intergovernmental revenues, which include transfers and grants from King County and other sources. The original acquisition of the Expo Center included a \$2,000,000 transfer from King County to be used toward facility operating and capital expenses. Including intergovernmental revenues, total revenues exceeded expenses in 2007, 2011 and 2012. Operating Revenues, shaded in light grey and detailed in the following section, have been below Operating Expenses in each year of the Expo Center's operation.

Exhibit 5. Revenues and Expenses, Enumclaw Expo Center, 2007-2012



Source: Community Attributes, Inc., 2012. City of Enumclaw, 2012.

Revenues

The Expo Center benefits from a diverse set of revenue sources, ranging from short-term facility rentals to event admissions and vendor fees. **Exhibit 6** presents types of revenue sources associated with operation of the Expo Center and its various facilities.

Exhibit 6. Revenue Generators, Enumclaw Expo Center, 2012

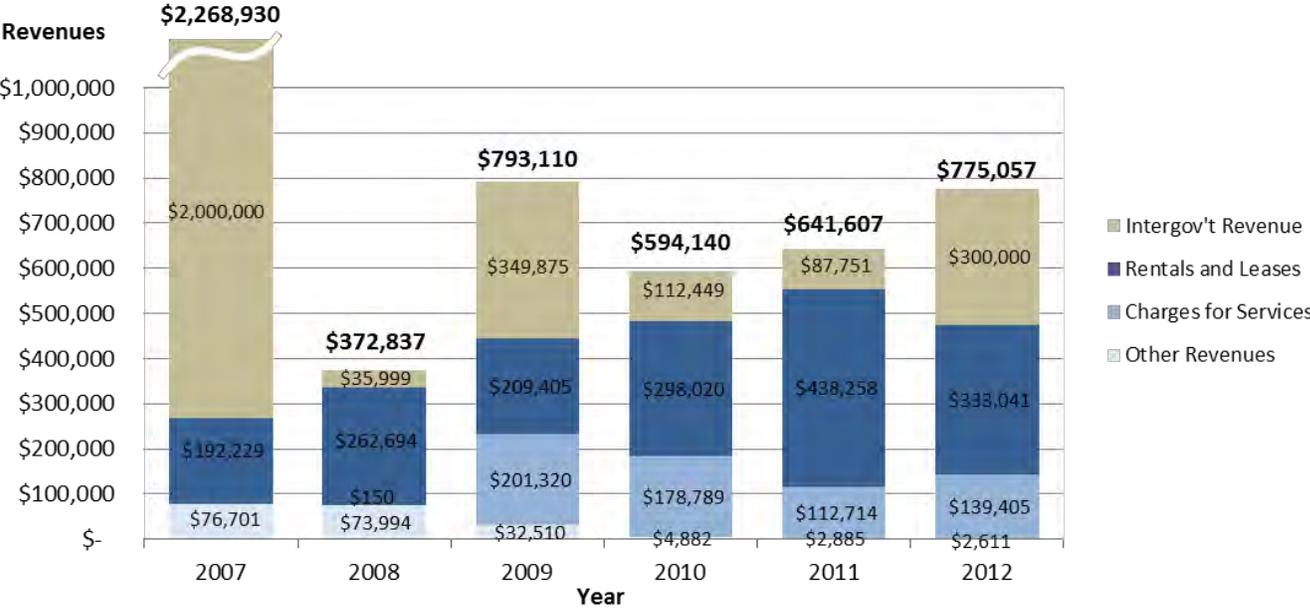
Charges for Services	Rentals and Leases
Sale of Bid Specs	Rent-Parking
Sale of Merchandise	Expo Ctr. Rent - Short Term
Event Admissions	Field House Rent-Short Term
Vendor Fees	Stadium Rent-Short Term
Other Fees-Sponsorship	Ballfield Rent-Short Term
Ride Revenue	RV Park Rent - Short Term
	Expo Center Rent-Long Term
	Concessions
	Other Misc Revenue
	Expo Center Rent-Short Term

Source: City of Enumclaw, 2012.

Exhibit 7 details Expo Center revenues since 2007, separated into four categories: Intergovernmental Revenues, Rentals and Leases, Charges for Services and Other Revenues. In 2007, the year Enumclaw assumed control of the Expo Center, Intergovernmental Revenues totaled \$2,000,000, the result of a lump sum payment from King County to be used on Expo Center operations and capital expenses. In the following years Intergovernmental Revenues represented revenues from grants and other similar sources. Revenues resulting from operations of the Expo Center are shown in blue and Intergovernmental Revenues are shown in brown. From 2007 to 2011 operational revenues increased and Rentals and Leases comprise the majority of growth. In 2012 the Expo Center experienced a decrease in such revenues.

Revenue sources resulting from operations include Rentals and Leases, Charges for Services and several other categories grouped into Other Revenues. Revenues from Rentals and Leases have increased from the first three years of operations totaling more than \$438,000 in 2011 and \$333,000 in 2012 compared to \$192,000 in 2007.

Exhibit 7. Revenue Detail, Enumclaw Expo Center, 2007-2012

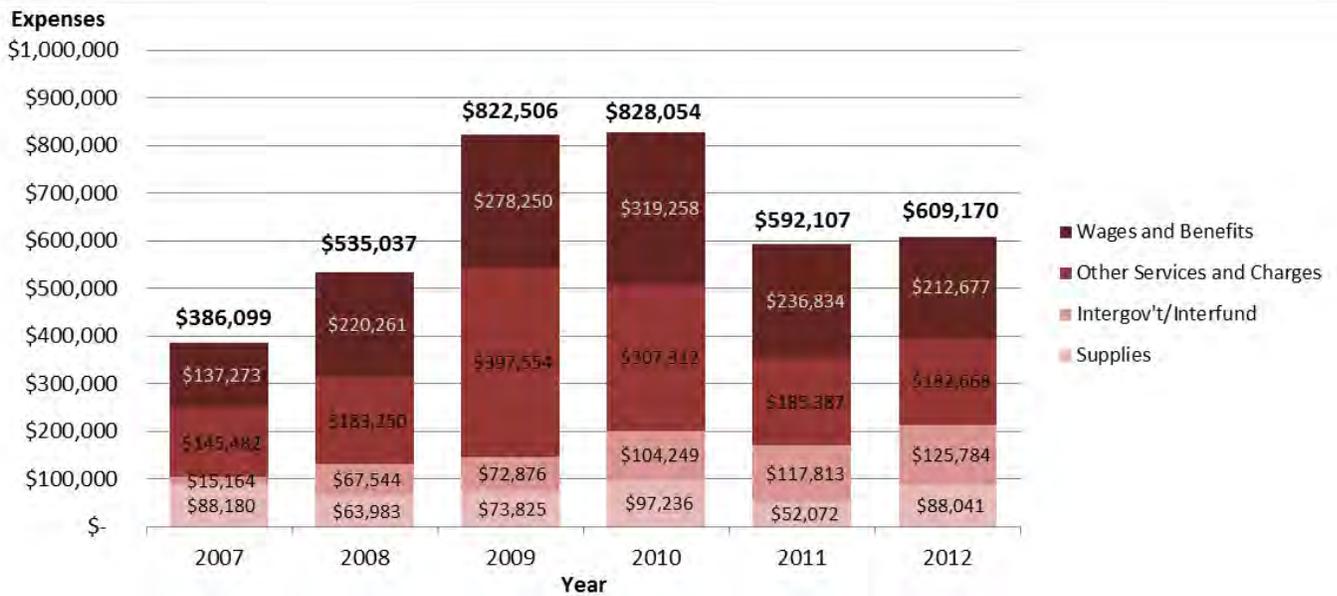


Source: Community Attributes, Inc., 2012. City of Enumclaw, 2012.

Expenses

The cost to operate the Expo Center has varied since 2007. Expenses peaked in 2009 and 2010, exceeding \$800,000 (**Exhibit 8**). Overall, expenses increased over the first four years of operation. In 2011 and 2012 expenses decreased substantially from the two previous years. From 2010 to 2011 expenses decreased from \$828,054 to \$592,107. Expenses increased only slightly from 2011 to 2012 at \$609,170. Wages and benefits has been the most substantial spending category since 2007 and remain at a relatively steady amount. Other Services and Charges is the second largest spending category and include costs associated with professional services, maintenance, advertising, training, commercial equipment rentals and utilities among others.

Exhibit 8. Expense Detail, Enumclaw Expo Center, 2007-2012



Source: Community Attributes, Inc., 2012. City of Enumclaw, 2012.

Enumclaw Events

In addition to hosting a variety of privately organized and funded events, the City of Enumclaw organized three events in 2012: the Festival of Crafts, the Wine and Chocolate Festival and Oktoberfest. The City produced these events, absorbing all expenses, revenues and profits. **Exhibit 9** shows attendance, revenues, expenses and profits at the three events. These events provided a profit for Expo Center and attracted over 8,000 attendees in 2012.

Exhibit 9. City Organized Events, City of Enumclaw, 2012

Enumclaw Event	Attendance	Revenues	Expenses	Profits
Wine and Chocolate Festival	2,799	\$70,200	\$44,397	\$25,803
Oktober Festival	2,700	\$49,596	\$34,250	\$15,346
Festival of Crafts/1	2,600	\$19,875	\$11,650	\$8,225
Total	8,099	\$139,671	\$90,297	\$49,374

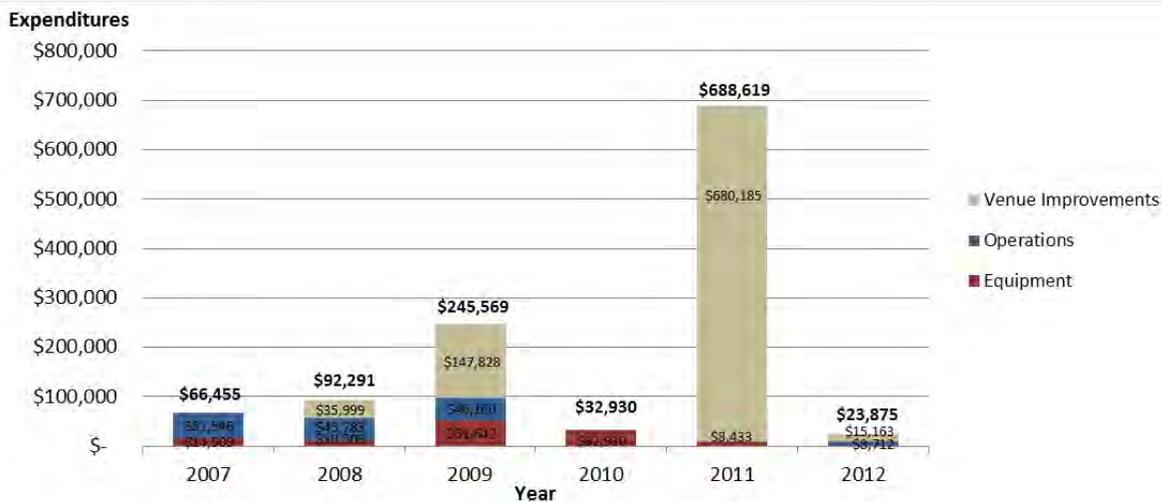
1 The festival of crafts revenues, expenses and profits are based on budget estimates as actual figures were unavailable at the time of this report.

Source. City of Enumclaw, 2012.

Capital Investments

The City of Enumclaw continually invests in the Enumclaw Expo Center since it took control of the facility in 2007. Capital investments include equipment purchases, operational improvements and venue improvements. **Exhibit 10** illustrates capital spending from 2007 to 2012.

Exhibit 10. Expo Center Capital Spending, City of Enumclaw, 2012



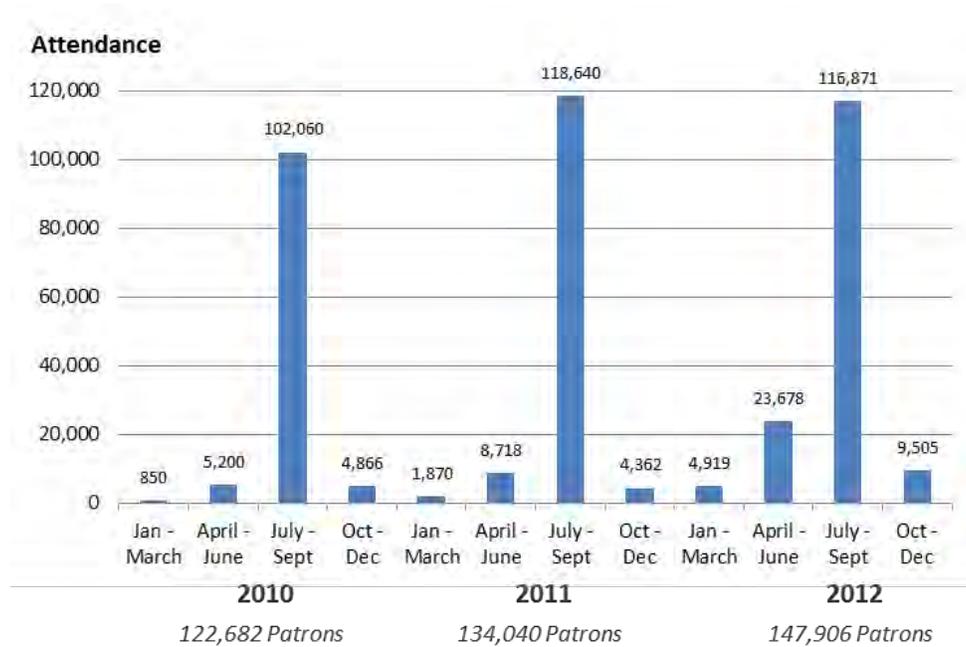
Source: Community Attributes, Inc., 2012. City of Enumclaw, 2012.

Event Attendance

From 2010 to 2012 the Expo Center has experienced a steady increase in overall attendance. This is in part a result of an increase in the number of events held at the Expo Center, which increased from 77 event days in 2010 to 143 event days in 2012. **Exhibit 11** illustrates daily attendance during this time period.

Expectedly, July and August have the higher concentrations of events than any other time of year. Attendance grew from 122,682 patrons in 2010 to 147,906 patrons in 2012.

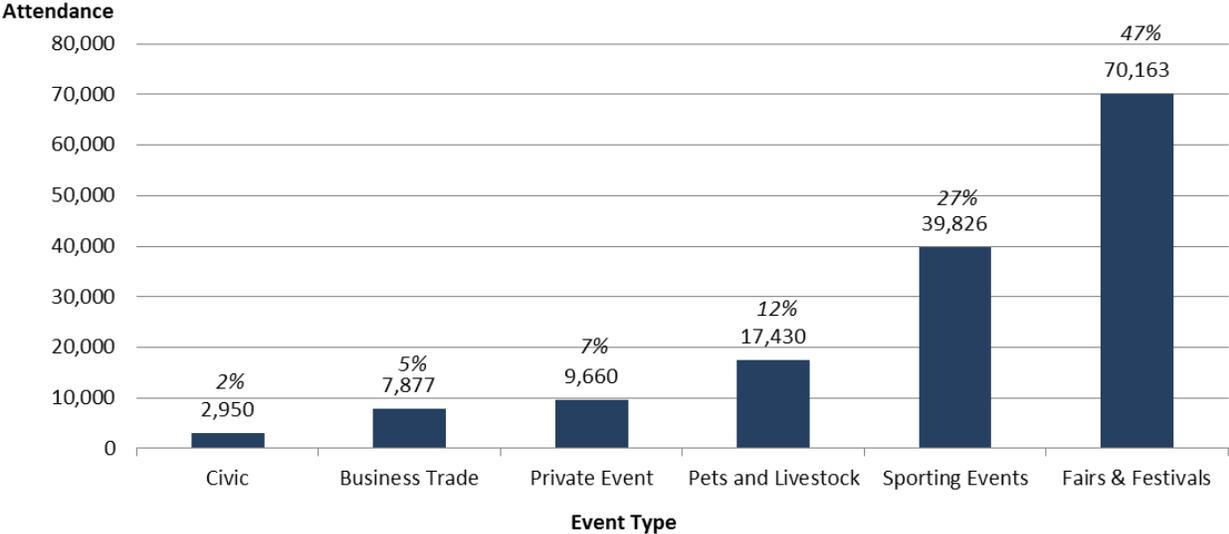
Exhibit 11. Event Attendance, Enumclaw Expo Center, 2010-2012



Source: Community Attributes, Inc., 2012. City of Enumclaw, 2012.

The Enumclaw Expo Center drew an estimated 147,906 people in 2012. **Exhibit 12** illustrates the number the attendees by event type. 47% of visitors attended events in the Fairs and Festivals category, which included events like the Creation Festival (52,000 attendees) and Oktoberfest (2,700 attendees). The second most attended event types were Sporting Events with 39,826 attendees in 2012 representing 27% of all visitors that year. Major Sporting Events included the Highland Games (27,000 attendees) and the Mexican Rodeo (5,500 attendees). Pet and Livestock events drew 17,430 people in 2012, representing 12% of all attendees. Such events included the Olympic Kennel Club Dog Show and 4-H Horse Show among others.

Exhibit 12. Event Attendance, Enumclaw Expo Center, 2012

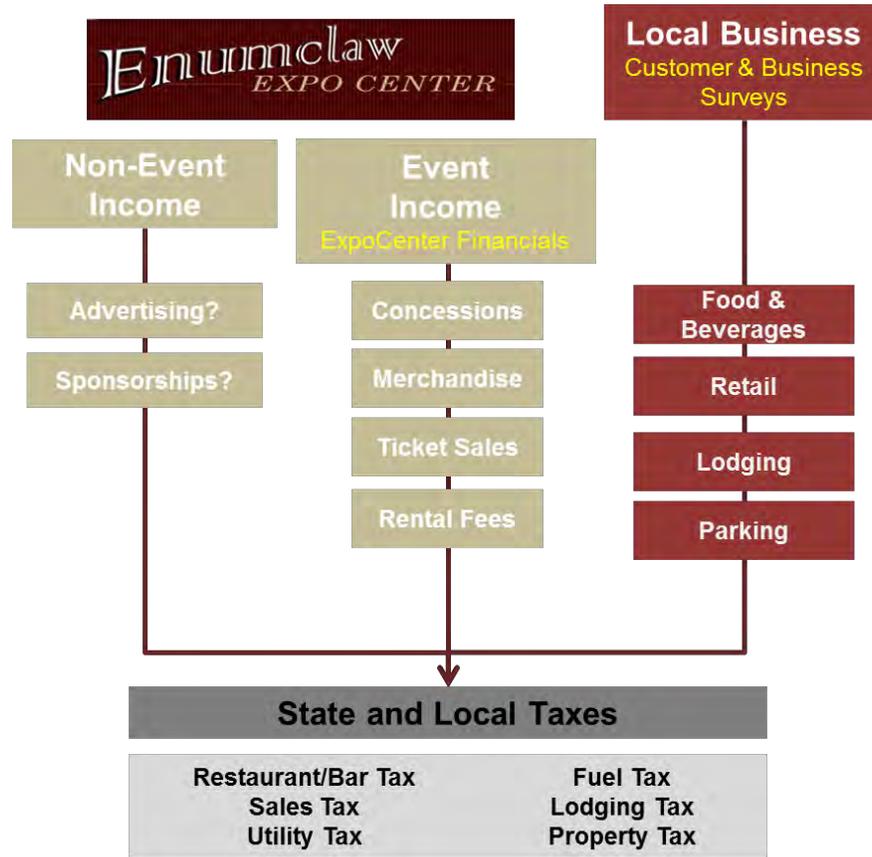


Source: Community Attributes, Inc., 2012. City of Enumclaw, 2012.

IMPACT ANALYSIS

The following section provides a detailed analysis of the economic impacts of the Expo Center on both the City of Enumclaw’s economy and the direct fiscal impacts it has on the City of Enumclaw’s revenues. **Exhibit 13** maps the Expo Center’s impact and depicts revenue sources and impacts.

Exhibit 13. Expo Center Impact



Visitor Spending

Visitor spending for 2012 was calculated based on attendance data provided by the City of Enumclaw in addition to average patron spending data. Because survey data specific to the Expo Center was unavailable, average spending data from a study conducted for the City of Kent ShoWare Center was utilized to calculate patron spending outside of the Expo Center. Community Attributes tabulated the data utilized for the City of Kent ShoWare Center facility in 2012, utilizing four patron surveys conducted that summer. The surveys included two in-person intercept surveys and two online surveys and drew from patrons for all event types.

To account for anticipated differences in Expo Center and ShoWare Center patrons spending habits, total patron spending was reduced for the Expo Center based on a number of factors. These included the following:

- Amenities surrounding each facility
- Total population of surrounding area
- Event size and mix
- Event draw
- Facility size
- Local dining and shopping costs

Based on these factors, this analysis sets average spending per Expo Center patron at 65% of the amount on dining, shopping, lodging and entertainment that ShoWare Center patrons spent. This adjustment factor is an estimate based on professional judgment and the criteria above, not derived by a mathematical formula or index.

Exhibit 14 summarizes patron spending based on the previously described methodology. The table represents patron spending with the local adjustment for Enumclaw. Dining before Expo Center events represents the patron spending category with largest share of the total spending, at an estimated \$2,646,300 in 2012. Among event types, Fairs and Festivals had the highest attendance and produced the highest amount of patron spending within Enumclaw. In 2012 Fairs and Festivals resulted in \$1,462,000 of patron spending in Enumclaw.

Exhibit 14. Patron Spending, Outside Expo Center, 2012

Event Category	Dining	Shopping	Lodging	Entertainment	Total
Civic	\$61,900	\$4,900	\$6,400	\$9,000	\$82,200
Business Trade	\$115,000	\$14,600	\$11,400	\$9,300	\$150,200
Private Event	\$202,800	\$15,900	\$20,900	\$29,600	\$269,200
Sporting Events	\$796,800	\$65,700	\$34,700	\$46,600	\$943,900
Pets and Livestock	\$365,900	\$28,700	\$37,800	\$53,300	\$485,700
Fairs & Festivals	\$1,103,900	\$101,800	\$32,500	\$223,900	\$1,462,000
Total	\$2,646,300	\$231,600	\$143,700	\$371,700	\$3,393,300

Source: Community Attributes, Inc., 2012. City of Enumclaw, 2012.

Fiscal Impact

Applicable Tax Rates

Exhibit 15 illustrates tax rates for the City of Enumclaw considered for inclusion in calculating fiscal impacts resulting from activities taking place at the Enumclaw Expo Center. Sales Tax and Lodging Tax were used in determining the fiscal impacts of the Expo Center in addition to utilities taxes. Other taxes listed were determined not applicable to the analysis. For example, no Property Taxes are paid for the Expo Center property as it is a City owned facility. Enumclaw does not have a Business and Occupancy Tax.

Exhibit 15. Tax Rates, City of Enumclaw, 2012

Tax	Regional Share	City of Enumclaw	Total Tax Rate (if applicable)
Sales Tax	2.1%	0.85%	8.6%
Lodging Tax/1	2.1%	1.0%	9.6%
Property Tax Levy (per \$1,000)/2	\$1.34		\$12.71
Utilities (Based on gross receipts)			
Water/Sewer	8.0%		
Garbage	8.0%		
Natural Gas	5.0%		
Electric	6.0%		
Gambling	Varying rates		
Business and Occupancy Tax	NA		

1 The City's share of Lodging Tax is made up of the 2.1% share of Sales Tax plus the Special Lodging Tax rate of 1.0%

2 No Property Taxes are collected for the Expo Center property due to exemption as a publically owned property

Source: Washington Department of Revenue, 2012. City of Enumclaw, 2012.

Fiscal Revenues

Exhibit 16 illustrates fiscal revenues accruing to the State, County and City of Enumclaw from Expo Center patron spending outside of the Expo Center and within the City of Enumclaw. These figures are based on the tax rates and are cumulative, meaning they include revenues that eventually accrue to the City of Enumclaw.

Exhibit 16. Patron Spending Fiscal Revenues, State and Local, 2012

Event Category	Dining	Shopping	Lodging	Entertainment	Total
Civic	\$5,300	\$420	\$610	\$770	\$7,100
Business Trade	\$9,900	\$1,260	\$1,090	\$800	\$13,050
Private Event	\$17,400	\$1,370	\$2,010	\$2,550	\$23,330
Sporting Events	\$68,500	\$5,700	\$3,300	\$4,000	\$81,500
Pets and Livestock	\$31,500	\$2,470	\$3,600	\$4,600	\$42,170
Fairs & Festivals	\$94,900	\$8,800	\$3,100	\$19,300	\$126,100
Total	\$227,500	\$20,020	\$13,710	\$32,020	\$293,250

Source: Community Attributes, Inc., 2012.

Exhibit 17 illustrates fiscal revenues that accrue to the City of Enumclaw from Expo Center patron spending within Enumclaw.

Exhibit 17. Patron Spending Fiscal Revenues, City of Enumclaw, 2012

	Dining	Shopping	Lodging	Entertainment	Total
Civic	\$530	\$40	\$120	\$80	\$770
Business Trade	\$980	\$120	\$210	\$80	\$1,390
Private Event	\$1,720	\$140	\$390	\$250	\$2,500
Sporting Events	\$6,770	\$560	\$640	\$400	\$8,370
Pets and Livestock	\$3,110	\$240	\$700	\$450	\$4,500
Fairs & Festivals	\$9,380	\$870	\$600	\$1,900	\$12,750
Total	\$22,490	\$1,970	\$2,660	\$3,160	\$30,280

Source: Community Attributes, Inc., 2012.

Taxes Collected at Expo Center

Exhibit 18 summarizes tax collected at the Expo Center in 2012, including sales tax and lodging tax. Sales and lodging tax collected in 2012 at the Expo Center totaled \$4,969. The City of Enumclaw's share of taxes collected is estimated at \$491.

Exhibit 18. Sales and Lodging Tax Collections, Enumclaw Expo Center, 2012

Revenues and Taxes Collected	2012
Sales/Lodging Tax Collected	\$4,969
Concessions	\$29,489
RV Rental Revenues	\$18,812
City of Enumclaw Share	\$490

Source: City of Enumclaw, 2012.

Public Utility Revenues

The Expo Center, much like other commercial facilities within the City, utilizes the City's utility services. These include sewer, water, natural gas and solid waste services. **Exhibit 19** illustrates payments made by the City for utility services and the corresponding taxes collected. Because the City owns and operates both the Expo Center and the aforementioned utility services, the resulting spending impacts are categorized separately from other impacts. In theory, the utility bills associated with the Expo Center are paid for through its revenues, thereby positively impacting the City's revenues. Electric service is also included, although such services are not operated by the City.

Exhibit 19. Utilities Revenues, Enumclaw Expo Center, 2012

Utility	Cost	Tax Collected
Electric	\$23,839	\$1,430
Gas	\$14,365	\$718
Water	\$4,282	\$343
Sewer	\$10,701	\$856
Garbage	\$486	\$39
Total	\$53,673	\$3,386

Source: City of Enumclaw, 2012.

Direct, Indirect and Induced Benefits

Business Incomes and Fiscal Impact Analysis

Exhibit 20 summarizes total revenues by revenue category including Expo Center revenues, event related patron spending outside of the Expo Center and indirect and induced revenues. Total fiscal benefits are calculated based on

applicable tax rates provided by Washington State and City of Enumclaw. In 2012 it is estimated that there was a total of \$3,868,360 in direct revenues (or spending) associated with the Expo Center. The total fiscal benefits, those accruing to the State, County and City of Enumclaw totaled \$298,220. The City of Enumclaw's share of the direct fiscal benefits was \$30,770.

Exhibit 20 includes the indirect and induced multiplier output based on the IMPLAN Input/Output model (**Exhibit 21**). The multiplier used (1.68) is a weighted average of the segments shown. Total direct, indirect and induced spending in 2012 is estimated at up to \$6,514,320 – assuming 100% of indirect and induced impacts are captured within Enumclaw. The total fiscal impact of this spending is estimated at \$502,200, including taxes gathered by other Washington State jurisdictions.

Exhibit 20. Business Incomes and Fiscal Impact Analysis, Enumclaw Expo Center, 2012

	Revenues	Total Fiscal Benefits/1	Enumclaw Fiscal Benefits
Expo Center Revenues/Sales	\$475,060	\$4,970	\$490
Event Related Spending			
Dining	\$2,646,300	\$227,500	\$22,490
Shopping	\$231,600	\$20,020	\$1,970
Lodging	\$143,700	\$13,710	\$2,660
Entertainment	\$371,700	\$32,020	\$3,160
Subtotal	<u>\$3,393,300</u>	<u>\$293,250</u>	<u>\$30,280</u>
Subtotal of Expo Center direct revenues	<u>\$3,868,360</u>	<u>\$298,220</u>	<u>\$30,770</u>
Indirect & Induced revenues	\$2,645,960	\$203,980	\$21,050
Total Direct, Indirect, and Induced	<u>\$6,514,320</u>	<u>\$502,200</u>	<u>\$51,820</u>

Notes

1 Benefits to the State, County and City of Enumclaw

2 Based on Implan Input/output model, King County, 2010

Source: Community Attributes, Inc., 2012.

**Exhibit 21. Indirect and Induced Multipliers by Impact Segment,
Implan Model, 2012**

Industry Code	Industry Description	Output Assigned	Output Multiplier
327	Retail Stores - Clothing and clothing accessories	Shopping	1.73
328	Retail Stores - Sporting goods, hobby, book and music	Shopping	1.66
329	Retail Stores - General merchandise	Shopping	1.58
402	Performing arts companies	ShoWare	1.85
403	Spectator sports companies	ShoWare	1.69
409	Amusement parks, arcades, and gambling industries	Entertainment	1.60
410	Other amusement and recreation industries	Entertainment	1.60
411	Hotels and motels, including casino hotels	Lodging	1.62
413	Food services and drinking places	Dining	1.62
	Regional Multiplier		1.68

Source: Minnesota IMPLAN Group, Inc., 2012.

Fiscal Impact Summary

Exhibit 22 details the fiscal impacts associated with the Expo Center for the City of Enumclaw and provides a combined total for direct and indirect fiscal benefits for 2012. In 2012, total fiscal benefits generated by the Expo Center Center for the City of Enumclaw are estimated at \$55,210. The fiscal impact estimates include taxes collected by the City at the Expo Center (Sales Tax and Lodging Tax), taxes collected from event related spending outside of the Expo Center, utility taxes and indirect/induced impacts based on the previously described multiplier calculation (**Exhibit 20**).

Exhibit 22. Enumclaw Expo Center Fiscal Impact Summary, City of Enumclaw, 2012

Direct Benefits	
Expo Center Revenues	\$490
Expo Center Sales Impacts	\$490
Utilities (taxes)	\$3,390
Other Patron Spending Impacts	\$30,280
Total Direct Benefits	\$34,160
Indirect and Induced Benefits	\$21,050
Total Expo Center Fiscal Benefits	\$55,210

Source: Community Attributes, Inc., 2012.

APPENDIX D: PUBLIC COMMENTS

DRAFT



STAFF REPORT

DEPARTMENT OF COMMUNITY DEVELOPMENT

TO: Economic Development Task Force

FROM: Erika Shook, Community Development Director

DATE: November 21, 2013

SUBJECT: Public Comments on the Economic Development Plan

Attached to this staff report you will find all written/mailed materials submitted regarding the Draft Strategic Plan for Economic Development.

The following is a summary of ideas brought forward in the written comments:

- *Tourism marketing, storefront arts and storefront improvement are important to creating a vibrant downtown which will attract seniors and a senior community and should be included.*
- *Enumclaw should consider branding itself as a base camp for recreational activities with the goal of attracting people to the City – spend time here, and not just a place to gas up, buy a few food items and keep going.*
- *The Arts, a significant draw for tourism, needs to have a place in our economic plan*
- *Create an electronic reader board located at the intersection of SR 410 to advertise local events.*
- *Apply for grants for Music in the Park, murals and public art projects*
- *Create and adopt a strategic plan for creation and construction of a future performing arts center*
- *Continue/increase funding for Arts Alive and Arts and City Art and Culture Department*
- *Create a funding mechanism for arts and performing arts here in the City or adjacent area*
- *Request grants and re-grant/disperse them for arts and performing arts in the City*
- *Build a concert hall and arts center*

- *Build a covered pavilion Downtown for events*
- *The right promotional effort coupled with wise incentives may cause small manufacturing firms to relocate here.*
- *Partner with GRCC to bring a trade school to Enumclaw*
- *I like the idea of a Buy Local campaign*
- *A Tourism Marketing campaign should include email, newspaper, radio, tv internet, billboards etc...*
- *A variety of comments are found in the Patch blog related to retail, big box stores (Fred Meyer preferred, not Walmart) and the type of retail stores people would like to see, including an expanded True Value, a men's clothing store, hobby store, sporting goods, household goods and kitchen store.*

Below are the verbal comments that we received from the various groups that we presented to:

Rotary - October 10, 2013

- *Need for a hotel/quality accommodations*
- *Past experience with Downtown partnership and willingness to help with new efforts.*

Downtown Merchants –October 15, 2013

- *The group has been discussing the possibility of electronic reader boards along SR 410 – at Cole and SR 410 and Expo Center area that would allow for advertising along SR 410. Purpose of the signs weren't entirely clear as to whether they would be for advertising community events or for individual businesses. They have provided their estimates to Rotary.*
- *A downtown event pavilion would help festivals and markets to happen all year long*
- *Downtown has been left out of the strategies: storefront improvements, artists in empty storefronts and similar projects are important and should be considered*
- *Day trip tourism has potential- targeted marketing to Seattle/Tacoma areas to attract day trippers*
- *Downtown merchants should be connected to Expo events – allow them to distribute brochures at Expo events. Brochure with businesses and maps could be handed out*
- *TV mounted at Expo ticket booths could show a video advertising experiences in Enumclaw to draw young Expo event attendees to shop/play in Enumclaw*
- *What are the roles and responsibilities – who will keep this effort going? Will there be a permanent economic development committee or staff person to keep this going?*
- *Promote Downtown as having unique shops*

Chamber of Commerce – October 29, 2013

- *Maybe Chinook Pass should be open year round*
- *Geographic location is an asset to some businesses*

- *Educated people want arts and cultural activities such as music theater and artistic activities, the plan should address this need. Would like to see presentation to arts and cultural groups.*
- *Tourism is important – a tourist is someone who might move here, spend time and money here. Roger Brooks report (Destination Development Inc) provided good information about branding and theme, important to identify niche and have a critical mass of commerce/shops to attract tourists*
- *We need active people to live here*
- *We need a publicist for Enumclaw*
- *Branding and publicity could be around quality of life, country living, tourism*
- *Families follow jobs, need jobs to attract families*
- *Retired people attracted by outdoor recreation*

Downtown Arts Group – November 14, 2013

- *Dream is to have Downtown be a place with all kinds of fun activities going on, concerts, art shows wine walk – there should always be something to do.*
- *Supporting arts and culture is a way to make Enumclaw a tourist destination and a way to attract educated residents. Should be included in the plan.*
- *We need to have interesting arts and cultural activities happening to be able to attract a people, including a senior community here.*
- *Enumclaw should be a destination with arts and entertainment, Interesting shops and restaurants.*
- *Arts and culture attract tourists*
- *Arts help stimulate the economy*
- *Covered pavilion over the downtown parking lot would help downtown activities and events*
- *Need a reader board on SR 410 to direct people downtown and to let them know what kind of activities are going on, increase tourist visits.*
- *Would like to see more murals*
- *Town is getting dirty, and there are empty storefronts*
- *There are no shops for men, we need some shops that would attract men*
- *Need more signage on SR 164 and SR 169 to let people know what is here*
- *We need more doctors – hospital seems to be empty*
- *Subsidize or make it cheaper to have performances – Expo and Danish hall to are too expensive. Would like to set up open mic nights, concerts etc...,but can't afford rental fees. Currently band members are paying to perform.*
- *Arts Alive or Expo could become an arts incubator or art Center with classes and studio space as a way to promote arts and culture and to expand tourism.*
- *We need youth activities. Starfire soccer center is an example.*
- *Sound publishing doesn't publish press releases for free anymore, no free advertising for the arts*
- *Why can't we be like Renton and have buses deliver seniors to our local art and cultural events?*

- *We need to market Enumclaw as a place to visit,*
- *We want to have a great downtown with lots of activities*
- *Arts and cultural events – music and entertainment contribute to the quality of life and attracts people – has been left out of the plan*
- *Can we have tour buses that stop downtown on their way to Crystal Mountain and Mt Rainier?*
- *We should have a Tourism Development Council*
- *Storefront improvement program important*
- *Need an Arts Endowment fund to subsidize performing arts*

Comments on the Enumclaw Draft Economic Plan

Major issues:

1. Tourism marketing, storefront arts, and storefront improvement, are listed as expensive and low impact and then not likely to get resources for improvement. This conclusion seems at odds with one of the main goals to bring "well healed" retired seniors (gated communities for example) into Enumclaw. Retired seniors, besides convenient health care and programs for seniors (Community College Classes, etc.) will be attracted by a vibrant downtown. This is also at odds with listing a vibrant downtown as one of the main attractions of Enumclaw now and in the future.

Minor issues:

2. Retailers within Enumclaw capture 40% of all spending within the Primary Trade Area. Forty percent is just the average of individual category capture rates which range from 96% for Drug and Health Stores to a low of 7% for Accommodations. Using the average of 40% to indicate room for growth may be arbitrary and without useful meaning.
3. Are tourism dollars somehow included in the spending within the Primary Trade Area?
4. It would be nice to be able to see the % of tourism dollars captured in Enumclaw as compared to Sumner or ? Sumner has had about twice the rate of growth in taxable sales as Enumclaw since the early 2000's. Was part of this growth due to tourism?
5. If trade capture was increased by 7% and this was spread evenly over all categories that is only an increase for each category of 7% in sales. A 7% increase in sales is hardly going to support present businesses that are barely making it, let alone make room for more retail business.
6. Is the Taxable Retail Sales chart adjusted for additional population in areas surrounding the city limits (in the Primary Trade Areas for those cities). If this were done then Covington would not be a comparable city, nor would Woodinville, etc.
7. If the category General Merchandize represents large "box stores" like Costco which are the large box stores in Enumclaw that get 18% of the spending?
8. I found it hard to understand the economic impact analysis of the Expo Center on Enumclaw. Was the revenue number of \$55,200 in 2012 actual "profit" to the city and includes expenses also? What about the effect of helping retain businesses by increasing their sales? Is the conclusion from the analysis is that the Expo Center is an asset or is the conclusion is that the Expo Center is a liability? Or, in the future could it become an asset?
9. I feel from my experience (in downtown) that the amount of spending in Enumclaw from patrons of the Expo Center was greatly over estimated. This was estimated from studies of the Showare Center in Kent. However, the Showare Center in Kent is embedded right in town and close to the popular Kent Station. The Expo Center is more isolated from downtown Enumclaw which limits the number of patrons that make the effort to come to downtown Enumclaw.

John Locatelli

Young's Enumclaw Flowers and Gifts

Erika Shook

From: Bill Otto [inetcon@msn.com]
Sent: Sunday, August 04, 2013 9:30 AM
To: Erika Shook
Subject: Economic Development for Enumclaw

Dear Erika,

I meet regularly with a few citizens of Enumclaw or in from the immediate area. Among other things, we are discussing ideas to try to develop for the betterment of the city, etc. I have spent some time researching the "art" of branding a community. A few years ago, as you probably recall, an effort was proposed to brand Enumclaw as an Equestrian Center. That idea didn't quite fly, right?

Well, as we look at the area, compare it a bit with other communities in the USA as well as Canada who have "found" their brand, we are toying around with the concept of a new approach. Enumclaw, because of its close proximity to a myriad of outdoor recreational and sports activities - from hiking to biking to rock climbing to horseback riding to snowmobiling to off-road sport to skiing and snowboarding, as well as the spectacular sightseeing facilities, we kind of see Enumclaw as potentially being the "Base Camp" for these attractions. One central place for visitors to stay for the time that they need to participate in one or more of these activities.

The goal is to attract people to the city - to spend time here, and not just a place to gas up, buy a few food items, and keep going.

What do you think? Where do you see us progressing with a concept such as this?

Enumclaw - Western Washington's BASE CAMP

Sincerely,

Bill Otto
Enumclaw, WA

*"You are never too old to set another goal or dream a new dream."
- C.S. Lewis*

TO: TASK FORCE – City of Enumclaw Economic Development Plan
From: Susan Etchey, Arts Advocate
Date: November 14, 2013

Research nationwide proves that the arts and culture of a city can be drivers of its economy. (Americans for the Arts see at www.usartas.org) However, **in our proposed plan, the economic potential of Arts & Culture in Enumclaw are not even mentioned.**

In our plan there are numerous strategies to overcome dropping revenues due to lack of sufficient business and residential growth. Sadly, for the past two years, **Enumclaw has lost population, not gained.** Some people moved away due to lack of jobs. We need jobs but what about arts and culture? What will attract people to move her? What spurs residential growth? ... Studies show many people, *especially professionals and retirees*, prefer to live in or near in towns where arts, culture and entertainment are abundant and accessible. Without a focused plan heading us in that direction we will suffer in the arts. **Arts, a significant draw for tourism, needs to have its place in our economic plan.** With a plan we can envision our Enumclaw becoming the “*Port Townsend of the mountains*” - a beautiful place unlike any other.

Here are just some possible strategies our economic development plan might include :

- 1) **Apply for grants to create an electronic (computerized) reader board located at the triangle on Hwy 410 advertising our local events on an updated and regular rotation basis. This would bring attention to and help increase attendance at the numerous events, performances, art shows, festivals, fundraisers that our local non-profit arts organizations offer, as well as Expo events and City meetings. (Our current static reader board on Griffin has shortcomings.)**
- 2) **Apply for grants for such things as: Music In The Park Series, murals and public art projects.**
- 3) **Develop a strategic plan for creation and construction of a future performing arts center.**
- 4) **Continue to fund the Enumclaw Arts & Culture Department with extended hours of operation, when funds are available.**
- 5) **Continue to help fund Arts Alive! Center for the Arts.**

Strengthening Rural Economies through the Arts

August 28, 2005

Every state has areas with rural characteristics. Rural areas are often noted for providing an enhanced quality of life and some of the highly distinctive and treasured dimensions of a state's culture and character. However, these regions also may face economic development challenges such as geographic isolation from metropolitan areas, infrastructure deficiencies, poor links with metropolitan and global markets, and the flight of skilled human resources to metropolitan regions. States have successfully addressed these challenges through the arts.

An arts-based economy can enhance state efforts to diversify rural economies, generate revenue, improve the quality of life, and attract visitors and investment. Rural areas often feature various arts and cultural industries, which, with some assistance, can become productive economic sectors. In addition to stimulating substantial employment and tax revenues, arts enterprises are highly entrepreneurial, readily available in many communities, and attractive to tourists. The arts also create a highly desirable quality of life that draws businesses and knowledge workers to further stimulate the economy.

Many state initiatives are harnessing these creative assets to help revitalize rural regions while improving their ability to compete in the new economy. State arts agencies are positioned to assist in economic development efforts; many already initiate, support, and grow arts programs that contribute to rural economies. States have adopted a wide array of arts-based economic development strategies, including the following.

- Integrate the arts as a formally recognized and quantified industry into state economic-development planning as a part of overall investment strategies and programs.
- Use traditional entrepreneurship and economic-development tools, including incubators, start-up capital, and training.
- Attract the arts community by offering incentives, supporting business collaboration, and improving physical infrastructure.
- Use higher-education systems in training and business assistance efforts.
- Integrate the arts into planning and marketing to build sustainable tourism.
- Invest in cultural resources for rural areas by helping fund rural programming and providing incentives for other entities to invest in rural communities.
- Identify, obtain, and creatively use the wide variety of federal resources available from sources including the National Endowment for the Arts and U.S. Departments of Agriculture, Transportation, and Commerce.

Related Content

- [Strengthening Rural Economies through the Arts](#)

Arts and Performing Arts --Proposed for 5 year Plan for Enumclaw, WA

In 1927 Joseph Maddy had a vision for a summer camp where students could come, learn, play music together and enjoy their summer. An organization called the National High School Orchestra Camp Association was formed, they bought land near Traverse City, Michigan and the place was called the Interlochen National Music Camp. In 1962, they formed the first Arts boarding school called Interlochen Arts Academy. The place and the structures have grown and it became known as the Interlochen Center for the Arts. Producing some of today's top performing artists, writers, artists, sculptors, composers and administrators, doctors, lawyers, et al.

Maddy's passion was to start something, then find the money to fill the hole, whether the construction of a building or a program. From about 1938 through last year...I have witnessed this progress of a place which reaches around the world for the world of talent.

We have much talent here in Enumclaw; artists, writers, sculptors, performing artists. We just do not have the money, the venues, nor the audiences to showcase what indeed is already here. But we have to start somewhere, and why not with the City's new 5 year plan.

Some of the money spent on consultants in the past by the city, could have supported some of the cultural groups here in town for a number of years. But this is not to criticize the past, but to say that money can be made available, whether to hire consultants, arrange for grants, arrange for long range advertising and promotions to bring audiences here, or to send our talent as ambassadors for Enumclaw to other areas.

I think the number one thing in the 5 year plan needs to be the development of funding for arts and performing arts and artists here in the city or adjacent area. Our Gateway Band for instance would play in Sumner except for the cost of \$400 to rent the auditorium, as well as enough money to advertise in that area that we would be playing there.

There are other instances of performance which have gone unknown to even people here in town for lack of good promotions. People who are artists often don't participate because as organizations we lack funds to promote our groups in a well-orchestrated marketing plan. 4-culture and other funding units have put restrictions on who can get those funds which are available, one of which is that an organization "must have a paid executive with \$125,000 compensation for two years."

I told the funding coop group their insane restriction was such that if we had money to pay someone that much, we wouldn't be asking for funding.

Given this; our first order of business would try and get the city to fund an executive at that rate (or whatever rate is now required by the granting group) so that that executive could request grants and be eligible to receive them for dispersion to arts and performing arts here in the city.

This is my "Joe Maddy" start-up request; proposal. If this first step would be achieved, we would start bringing in other funding...and maybe the matching money to build our own concert hall and arts center.

I visited the Starfire sports center in Renton today (9-10-2013.) "Build it and they will come"...from all over. An unbelievable number of soccer teams playing in one city, indoors and outdoors, in one day!

Arts and performance can be like that too, with the right venues, the right funding, and right promotions.

Submitted by Paul Jackson

The City of Enumclaw needs to incorporate arts in its draft economic development plan. Omitting the arts is an oversight, at best, and a great mistake at worst. Arts are a catalyst to the creation and sustaining of a healthy community, not only in terms of culture and activity, but also in terms of a vibrant economy. Other towns and cities in our region have successfully implemented arts as part of economic development and redevelopment. Cities of similar population that have integrated arts into economic development and redevelopment include Sumner, Gig Harbor, and Anacortes. Although having a larger population than Enumclaw, Edmonds remains a relatively small city that has leveraged arts to create a healthy economy. Tacoma, as one of Washington's larger cities, wisely incorporated arts into its revitalization planning that has transformed the city from years of decline into an once again desirable city. Before the City of Enumclaw adopts any economic development plan, the role of arts needs to be explored and included in the plan.

John S. Mayers

Historical Downtown
Enumclaw
Enhancement Foundation, Inc.

To enhance and promote our beautiful city



PURPOSE

A foundation to strengthen the economic base of Enumclaw, encouraging visual improvements and creation of public facilities that promote the downtown area as Enumclaw's social, cultural economic center.

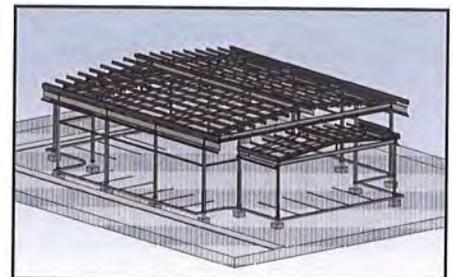
GOAL

To help create, in a public/private partnership with the City of Enumclaw, a functional and architecturally pleasing open air public pavilion in downtown Enumclaw that enhances the downtown parking experience and yet provides covered shelter for social, educational and recreational gatherings and events.

USES

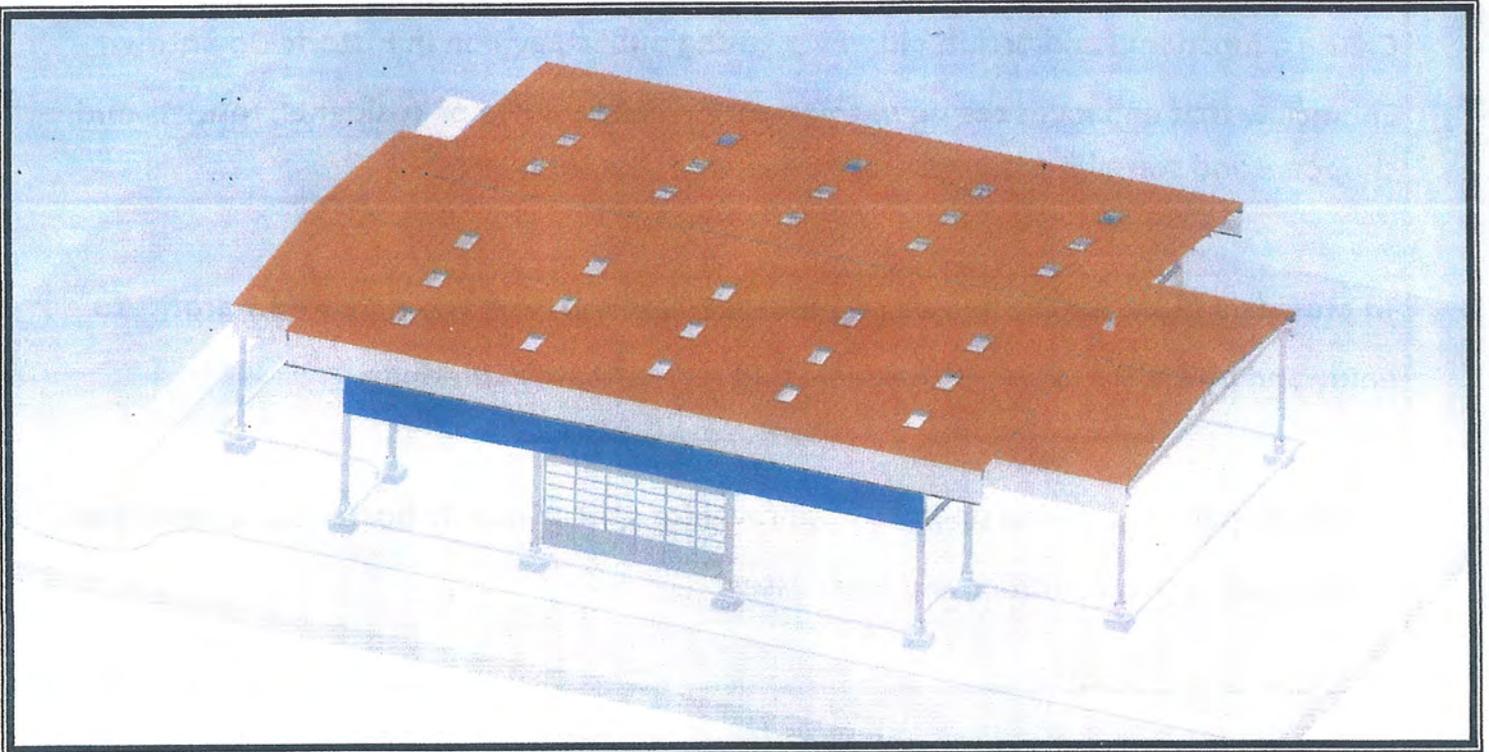
Available for a variety of community, civic and social events throughout the year like a Saturday farmer's market, dances and performances, concerts, chili cook-offs, rallies, tournaments, car and biker shows, youth exhibits and recitals, and more.

RENDERINGS



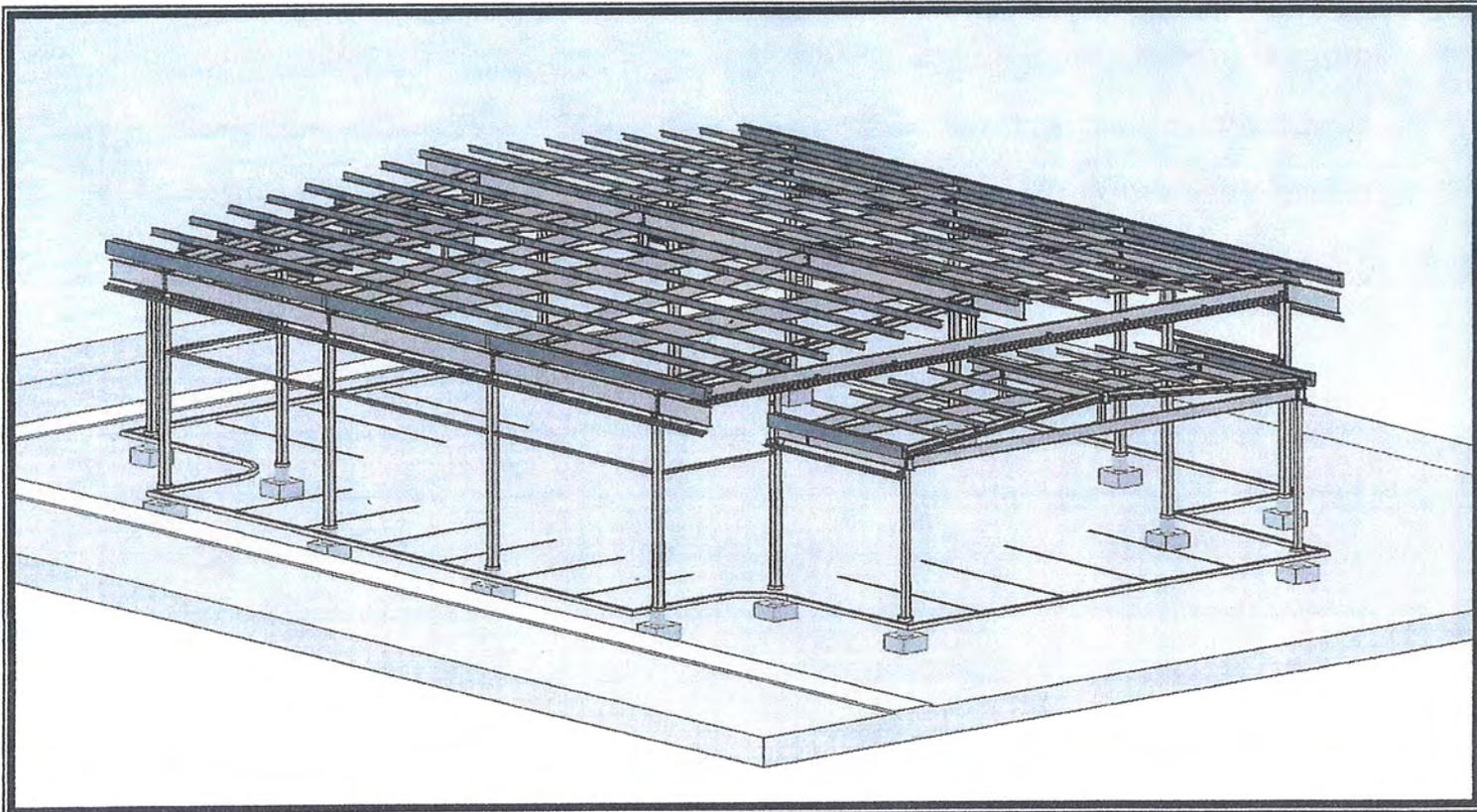
For more info contact:
Marilyn Nelson
360-825-3134 or
email azaroa1940@gmail.com

ECONOMIC DEVELOPMENT PROPOSAL



ENUMCLAW PAVILION

COLE STREET & INITIAL



10,000 Square Feet Under One Roof

All present parking stalls preserved. Available for a variety of community, civic and social events throughout the year.

For more information contact Marilyn Nelson 360-825-3134

GOAL:

Create a functional and architecturally pleasing public pavilion in Historic Downtown Enumclaw that enhances the downtown parking experience of residents, tourists and shoppers and stimulates tourism and economic development.

To provide a place for the people of Enumclaw and our own Enumclaw non-profits to enjoy and utilize for social, educational and recreational gatherings.

To utilize space as a rental upon city-approval for special events hosted by commercial enterprises, private entities and businesses.

Imagine the Possibilities!

Approximately 10,00 square feet for fun!

Saturday Farmer's Market (year round)

Garden Show

Street Dances

Chili or BBQ Cook-off

Car and Biker Shows

Annual Flea Market

Youth Exhibits and Recitals

Drum Circles

Concerts

Rallies

Community Gatherings

Rental Possibilities

Tournaments (like Ping Pong, Chess, Badminton, Volley Ball, Horseshoes (You name it!))

And much more!

NOTE: This property and structure will remain the property of the city of Enumclaw.

The proposed structure will be paid for by grants, endowments, donations and other creative financing possibilities.

Downtown Merchants & Friends Economic Development Proposal

WHAT:

To create a functional but decorative, architecturally pleasing * **Cole Street Pavilion Parking Area** in Historic Downtown Enumclaw that enhances the downtown parking experience for tourists and shoppers and aids in Tourism and Economic Development.

WHERE:

Utilizing the current municipal parking lot located on Cole Street between Initial and Stevenson Streets is a logical and strategic location.

WHY:

- A) **"To Increase Tourist Visits" is one of the major goals of the city as outlined in the city's May 2013 Economic Development Plan.**
Tourism is essential for the survival and economic sustainability of Historic Downtown Enumclaw. Revenues from thriving stores are essential for the city. The economic plan states: **"It is important to monitor the success of the Economic Development projects and programs. Overall, the City's Economic Development efforts should be considered successful if they 1) increase the number of jobs created, 2) increase the business survival rate, and 3) increase sales tax collection."** An enhanced parking experience for tourists and shoppers will help the city attain these goals.
- B) The municipal parking lot on Cole St is the only public parking lot for Tourists, other than curbside parking. It provides convenient access to many retail shops and restaurants dependent on foot traffic.
- C) Many cities have created public plaza-like settings in downtown cores to stimulate pedestrian traffic in shopping areas. A roofed parking with frontage facing the main street with easy access to shops can have the same goal as a plaza and would enhance tourism.

SPECIAL FEATURES:

- A) With the parking lot's current public rest rooms we can direct people driving through town on Griffin St. or Hwy 410 into the downtown core with new or additional signs to the parking lot plaza.
- B) Current signage on Hwy 410 is inadequate and needs improvement ASAP. Since it is the goal of the City to address the issue of **"way-finding and signage to direct people to and through Enumclaw instead of around"** this crucial matter needs to be addressed.
- C) Additional metal benches bordering the parking area would be appreciated by shoppers/tourists. Other downtown plazas like the ones in Kent and Renton provide sitting areas. Some have fountains and sculptures which could eventually be incorporated into this space.

- D) **Potential for providing an electric vehicle charging station, also called EV charging station, electric recharging point, charging point and EVSE (Electric Vehicle Supply Equipment) for recharging of plug-in electric vehicles, including all-electric cars, neighborhood electric vehicles and plug-in hybrids.**
- E) **A covered parking area will provide cover for rainy and sunny days alike, a welcome convenience for visitors and shoppers.**

MULTI-PURPOSE USES:

The city has an interest in a **“Revitalized historic downtown. The right mix of activities, restaurants and shops attracts tourists and residents to support it. There are downtown activities in the evenings, downtown gathering spaces.”**

To stimulate downtown activities a covered pavilion parking area could be used for many other purposes, such as:

- 1) Location of Saturday Farmers Market
The city's goal is **“Emphasis on healthy living, farmers market to spot light local farms, emphasis on maintaining farm fresh food/businesses.”**
- 2) Arts Alive! Center for the Arts sponsors a monthly “Lots of Art”
- 3) Annual Outdoor Events.
- 4) Staging Area/ Announcements Stage for organization's to conduct Christmas Parade/ 4th of July Parade/ Summer and Winter Wine Walk / Street Fairs, Rallies, High School Band Performance, dance performances, school events, etc.
- 5) With city permits it could be offered as a rentable area for commercial groups to stage an event, music, festival, market, etc. thus bringing in some city funds for upkeep costs.

NOTES:

* The name of this project is just a working title. The name is TBD at a later date.

*Explanation of Charging Station from Wikipedia: An **electric vehicle charging station**, also called **EV charging station**, **electric recharging point**, **charging point** and **EVSE** (Electric Vehicle Supply Equipment), is an element in an infrastructure that supplies electric energy for the recharging of plug-in electric vehicles, including all-electric cars, neighborhood electric vehicles and plug-in hybrids.

As plug-in hybrid electric vehicles and battery electric vehicle ownership is expanding, there is a growing need for widely distributed publicly accessible charging stations, some of which support faster charging at higher voltages and currents than are available from domestic supplies. Many charging stations are on-street facilities provided by electric utility companies, mobile charging stations have been recently introduced. Some of these special charging stations provide one or a range of heavy duty or special connectors and/or charging without a physical connection using parking places equipped with inductive charging mats.

JUL 15 2013

An **electric vehicle network** is a proposed infrastructure system of publicly accessible charging stations and possibly battery swap stations to recharge electric vehicles. Government, car manufacturers, and charging infrastructure providers have entered into many agreements to create such networks.

***The following are excerpts from the Enumclaw Strategic Plan for Economic Development May 2013**

POTENTIAL STRATEGIES

The following section provides examples of potential economic development strategies for the City of Enumclaw to consider. They include ideas brought forth by City staff as well as strategies discussed by the Economic Development Task Force. The City's Economic Development Task Force has structured economic development strategies into two categories:

Retain and Encourage Growth of Existing Businesses

Programs

- Store Front Improvement Program*: Loan interest revolving loan program to help fund the revitalization of existing building facades.
- Storefronts Art Program*: Bring art installations and artists into vacant downtown retail space

Marketing and Advertising

- Way-finding Signs*
- Web page
- Marketing materials: Brochures, DVD, magazines
- Media: Television, Radio, Press Releases

Incubators and Industry Clusters

- Agricultural and Food Product Incubator*: Design and installation of facilities necessary for the production of agricultural and/or food product manufacturing that start-up companies can rent at low cost to create and develop products before investing in expensive equipment. Examples: jams/jellies, baked goods, wine-making, distilled spirits and cheese.
- Business Incubator*: Facility that offers office space, shared office equipment, accounting help and business counseling for start-up companies that aren't ready purchase their own space.
- Technical Assistance*: City staff helps the companies organize materials and provide needed data for bond offering statements for Washington Economic Development Finance Authority bonds.

Documents prepared by Marilyn Nelson and Susan Etchey, July 2013

Hi Erika

Here are some of my thoughts on the draft plan-----I don't need a response as I know that you are busy.

John Locatelli

Young's Flower's and Gifts

1. Retailers within Enumclaw capture 40% of all spending within the Primary Trade Area. Forty percent is just the average of individual category capture rates which range from 96% for Drug and Health Stores to a low of 7% for Accommodations. Using the average of 40% to indicate room for growth may be arbitrary and without useful meaning.
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“well healed” retired seniors (gated communities for example) into Enumclaw. Retired seniors, besides convenient health care and programs for seniors (Community College Classes, etc.) will be attracted by a vibrant downtown. This is also at odds with listing a vibrant downtown as one of the main attractions of Enumclaw now and in the future.

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Erika Shook

From: Fred Sears [fsears55@yahoo.com]
Sent: Wednesday, July 24, 2013 5:21 PM
To: Erika Shook
Cc: David Hancock <hancock2010@hotmail.com> Fred Sears <fsears55@yahoo.com> Jeff Dahlquist (jeffdahlquist@comcast.net) <jeffdahlquist@comcast.net> Jessica Kinney <JKinney@Shannon-CPAs.com> Linda Kleppe-Olson (Kleppe43@msn.com) <Kleppe43@msn.com> Lori McDonald (lori@mcdcompany.com) <lori@mcdcompany.com> Mike Sando
Subject: Draft Economic Development Plan Comments

Erica,

Here are my comments regarding the Draft Enumclaw Strategic Plan for Economic Development. Please forward them to the Task Force and other appropriate members/participants. Thanks.

I have read through the plan 3 times and each time I gain more understanding of the thinking and effort that has been invested in this project. I am impressed. My comments are from the perspective of someone who has been living in Enumclaw for only 10 years. I moved here in 2003 as a career move, but shortly after moving here that career path ended and I became a small business owner. I own F&B Excavating as a sole proprietor. My children are on their own and self supportive, so it is just my wife and I. We live in Flensted Neighborhood.

In 2011 I applied for an opening on the planning commission and was accepted. I have an extensive background in Municipal Public Works Operations and thought it would be interesting to become more involved in community affairs relating to long range planning and all of the other responsibilities that come with being on the planning commission. We love Enumclaw, we have made many lifetime friendships here.

So I think my comments, though few, may bring a fresh perspective. They aren't very specific as to the plan itself because I think the work surrounding the ideas presented is thorough.

I see Enumclaw's geographic location as one of it's biggest strengths. Not only for the obvious beauty in it's natural surroundings, but also for the location in relation to the ease of access to Tacoma, Seattle, and everywhere in between. Our location has good access to the larger shipping and transportation hubs in the Central Puget Sound area. The report seemed to indicate that our location is too remote for the logistics of a large manufacturing company. Perhaps, but is that a weakness, given our natural surroundings and limited space available? No it is our primary strength. From my perspective I think with the right promotional effort coupled with wise incentives, many small manufacturing companies providing a living wage may give interest to locating/relocating here. Enumclaw should be promoted as the ideal package for light/clean industrial business. Good schools, good access, a business friendly environment, a small town feel, all in a gorgeous natural setting.

I would think there are many types of manufacturing businesses that manufacture 2nd and 3rd tier after market high tech components that would consider Enumclaw as the ideal package.

Another thought. One of the things I did not see addressed at length was education. Education that may benefit the types of businesses we would like to see move here. The trades for example. Trades related to the timber and construction and service industries. Did you know there are more excavating companies in Enumclaw per capita than just about anywhere else this side of the mountains? For a town our size I am amazed at the number of equipment repair services offered here. We have welders, mechanics, and equipment operators in abundance here. It is a fact trade skilled labor is declining in our country, and in the years ahead, skilled labor will be in great demand. Would a trade/technical school fit in here? What if Enumclaw, perhaps through Green River CC, or

whatever, had a trade school of some size, perhaps 300 students or more? Would that fit into our plan? Would it bring money into our area? What other businesses would benefit? Maybe we could get this guy to help with the idea.

<http://www.mikeroweworks.com/mikes-office/>

Imagine the jobs created by staffing and maintaining a Trade School. Would this help our local economy? Would it help retail and restaurants? Would it help our local agriculture, construction, and manufacturing businesses? Perhaps.

Thats about it. Thanks for your time. Contact me anytime.

Fred Sears, Planning Commission Chair
253-508-3512

Erika Shook

From: David Hancock [hancock2010@hotmail.com]
Sent: Saturday, July 20, 2013 1:51 PM
To: Erika Shook
Cc: fsears55@yahoo.com
Subject: Draft Economic Development Plan
Attachments: Enumclaw PED Hi All V2.pdf

Hi Erika - I'm submitting comments on the City's Draft Economic Development Plan, thanks for sharing this with the Planning Commission. I hope we can be of assistance in its adoption and execution. Please see attached file. Thanks, Dave

Instructions:

Now the City is seeking input and comments on the draft plan. To submit comments or to arrange for a presentation to your group or organization, please contact:

Erika Shook, Community Development Director
1309 Myrtle Avenue
Enumclaw, WA 98022
eshook@ci.enumclaw.wa.us
(360) 825-3593

***** This message contains confidential information intended for the use of the addressee(s) named above. If you received this message by mistake, please disregard and delete the original message.

Hi All: Many thanks to the Economic Development Task Force for their time and attention to City growth challenges and opportunities. Also, thanks to the Mayor and City Council members who drove this initiative. It's apparent to me, that much thought, discussion and compromise has contributed to the production of the 2013 Enumclaw Strategic Plan for Economic Development (herein after "PED").

As you will find out by reading to the signature at the bottom of this, I am on the City Planning Commission. Also, if familiar with the PED you will know the Planning Commission has an important role in the success of the PED. I am proud of the work the Planning Commission has done thus far and proud to serve the Enumclaw community. Each member of the Planning Commission takes their role seriously and is committed to do their best to understand and execute on the final adopted PED goals and tasks. As a Commission member, I strive to be informed and take a broad look at our community issues and help other Commissioners do the same. With that in mind, the comments and suggestions presented here are meant to address general PED topics. In other words, I am commenting on those topics the Commission has little likelihood of working on as projects, and on topics which may achieve greater success if additional information were made readily available the City business owners and residents at large.

The PED is comprehensive to the point of identifying 22 strategies for City growth and sustainability (see Fig. 1). From the broadest perspective "growth", however, may not answer a couple key questions. For example, is "growth" desired over "sustainability"? Meaning, are we seeking a sustainable picture for the City (growing or not) or is our need satisfied only if we have "growth" in our community? Are the voting residents of Enumclaw seeking growth? And, at what cost? Is there any chance that a majority of Enumclaw's 10,000-11,000 residents, 4500 workers and ??? local businesses feel we've grown enough. I believe some will say we've grown enough and should just "sustain". That's not my opinion, but I like to keep an open mind.

??? Side note: Is there any information available on the number of local employers (businesses)? Exhibit 32 lists Enumclaw's Top Ten employers, with the School District as our biggest employer. If the goal is to expand local business opportunities and grow jobs, shouldn't we start by understanding the exact number of local businesses, their specialty and location?

In addition to my growth vs. sustain question, is there any goal to increase City revenue? Does Growth include the desire to increase City budgets, City employment or City assets? Of the factors contributing to "growth" which one is most important, City increase in: (a) Population, (b) Jobs, (c) Employers, (d) Housing, or (d) Taxable Retail Sales? What if City revenues decreased -5% but all other City growth components increased by +5%; is that okay? Or, what if all other City growth factors decreased -5% but City Revenues increased by +5%; would that be okay? If there's an underlying desire is to "grow" City Revenues, shouldn't we include that as a requirement in the PED so it is not just an arbitrary outcome of business and job growth?

The PED says our target for growth is 3%-5% over five years. Essentially, less than 1% per year; but averaging 4% over five years, or if doubled, that's 8% over ten years. Did anyone check this growth rate against the 2000-2010 rate for Bonney Lake? Exhibit 24 shows Bonney Lake had 7.9% employment growth during that period; is the PED proposing a growth rate higher than Bonney Lake? And, does Bonney Lake gridlock come with it? Can we assume that a 7.9% employment growth rate (Bonney Lake) will mean an 80% increase in population (Exhibit 19) and 23% growth in retail sales (Exhibit 27)?

If we get a little more granular on this growth number...for the sake of argument, let's say we want +5% growth in jobs and +3% growth in businesses. Looking at just those two growth components, it would only take just one Big Box store (e.g., Fred Meyer, Wal-Mart, Home Depot, Lowes, Target, Office Depot, etc.) to create 5% job growth in Enumclaw; but this single-store opening may do the opposite to growing the number of businesses in Enumclaw, as a Big Box store may force several smaller businesses to close. Is that acceptable?

A few other questions around "growth": If we build more parks and open space, is that growth? If the School District expands to create more civil service jobs in Enumclaw, is that growth? If we get more people to shop in Enumclaw, but don't increase the number of businesses, is that growth? If we increase the number of residents via commercial building, but don't increase jobs, is that growth? If we increase retail traffic in the downtown, but the number of auto accidents and crime to go up, is that growth? If a business like Mutual of Enumclaw moves out, but is replaced by a business like Home Depot and Taxable Retail Sales in the City increase by 10%, is that growth?

Assuming our goal of 3%-5% growth over five years sounds reasonable and attainable is there more information available on similar sized cities with similar growth goals and how those cities are working to achieve those goals in a 'controlled' manner? It might also help to know the expected effects and means of control should a Big Box store move into a small town like Enumclaw. Our information should be robust on how to achieve 3%-5% growth and avoid uncontrolled growth.

There are a lot of questions on my mind concerning "growth" and regardless of the number solved, I am glad to see Enumclaw and the Task Force have made it to the Draft stage of our "Plan". A Plan firmly based on facts and clear goals will most likely result in sustained growth with minimal negative impacts such as traffic congestion, noise, pollution, crime, blight, etc.

Here are a few specific comments on the PED in order of their appearance:

Pg 3 – "export of jobs": can this be explained further as I don't think the numbers support a job decrease in the City.

Pg 8 & 10 – "great market for gated communities/amenities": can this be explained further, I didn't find any background within the PED lauding the benefits and/or fit associated with a gated community in Enumclaw.

Pg 8 – “SR 410 improvements and signage to direct people to and through Enumclaw”: haven’t new signs just been installed? Have we been monitoring traffic and or commercial sales before and after those signs were installed? If so, what is the trend?

Pg 9 & 10 – Reference on pg 9 to “lots of land” and “parking” going unused should be the solution for the proposed “farmers market” on pg 10, right? Where is this unused land and parking?

Pg 11 – “Geographically isolated” is one of the Weaknesses listed for the City; yet on pg 3, first paragraph of the PED, it is stated “...the City is not isolated”. Which is correct?

Pg 13 – It’s stated that City residents shop “elsewhere” because they work elsewhere. Is that a supported fact? In my view, most folks shop elsewhere for two reasons: convenience and price. ‘Convenience’, meaning the work commute as well as services such as store hours, variety, brands, parking and volume. For example, where can you purchase lumber in Enumclaw? Where can you buy a television, tools or a cell phone after 7pm in Enumclaw? Where can you have sit-down dinner after 10pm? And, price...well, we’ve all become savvy shoppers with the Internet and are willing to pay shipping or drive for a lower price; these are the times we live in and it’s not the City’s fault...unless we want a Wal-Mart, Home Depot and Target to be parked on Hwy 410 or Hwy 164 somewhere?

*I like the idea for a **Buy Local** campaign; we should drive toward a program that is sustainable and not just a ‘Band-Aid’ for this problem.

Pg 16 – “Enumclaw has a balanced mix of housing and employment”: please explain how this can be true, yet in many other sections of the PED we talk about the lack of jobs or the “export” of jobs?

Pg 18 & 20 - #10 “Tourism Marketing Campaign”: on pg 20 the PED explains this as development, zoning changes and adding events at the Expo Center, is that all there is to a marketing campaign? Doesn’t ‘marketing’ imply much more such as reaching out to individuals and groups by email, newspaper, radio, tv, Internet, billboards, etc?

Pg 22 – “City Resource Impact”: please explain how these numbers/costs were derived? What do we do if these costs trend higher?

Pg 22 - “Measure(s) of Success”: Do we have benchmarks to measure these proposed improvements? If so, can we put them in this table so the Benchmark is side-by-side with Tactic, Measure and the Improvement goals?

Exhibit 27 – table shows 2000-2010 timeframe for Taxable Retail Sales. Exhibit A10 table shows the about the same Retail Sales figures but has two different time periods in its header, “2000-2011” and “2005-2011”, which table/header is correct?

Thanks to the Mayor, City Council and Planning Department for convening a group of knowledgeable and engaged citizens who worked tirelessly to compose the 2013 Plan for Economic Development. I look forward to the opportunity to work with, and for, the Task Force to support and deliver on its ideas, strategies and goals.

Sincerely,

David Hancock
Hancock2010@hotmail.com

Enumclaw

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Community Pride For Shopping: Reaction To Development Plan

Patch users have responded strongly to the Economic Development Plan. See what the discussion's all about and learn how you can contribute.

Posted by Brita Moore (Editor) , August 03, 2013 at 11:13 PM

9 Comments Recommend



As the City of Enumclaw weighs its options with its economic development plan, community members have ideas of their own about how to enhance the local business atmosphere.

After the Enumclaw Economic Development Strategic Plan was released, citizens responded on Patch with concern that the City may turn to "big box stores" like Walmart or Costco to boost the economy, which has affected Enumclaw less favorably than neighboring cities.

"Why can't we just find a way to boost our downtown area as Leavenworth has done, or even for that matter Port Townsend, with their numerous small businesses?" Patch user Kimberly Fleming said. "There is a large mountain and ski resort right in front of us, why can't we get that traffic here?"

Community Development Director Erika Shook said in a press release that the City does want to turn to local resources. For instance, the Economic Development Task Force suggested a buy local campaign and a feasibility study for agricultural products as strategies

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Make an announcement, speak your mind, or sell something

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Head over to Pete's Pool tonight 6-7pm and purchase raffle tickets from the Enumclaw Footb...

Announcements August 05, 2013 at 08:17 AM
deborah azevedo

Pre-Moving Garage sale

Friday 8/9 and Saturday 8/10 from 9:00 am to 4:00 pm 208 Almadon St, Enumclaw We've cleane...

Buy | Sell | Trade August 05, 2013 at 07:27 AM
bonnie.schofield

Grampa's Garage Sale

Grampa's Garage Sale! Lots of "guy stuff" from the shop & always things for t...

Buy | Sell | Trade August 04, 2013 at 09:47 PM

"If, as a community, we were able to create some community pride around trying to shop locally it can have a pretty amazing impact," Task Force member Charles Bender said.

Besides growing employment in local businesses, the Task Force suggested attracting more senior living communities and more tourists to Enumclaw. Increasing tourism would mean more hotels, motels and bed and breakfasts, as well as more activity at the Enumclaw Expo Center.

In the meantime, the City encourages residents to keep talking about how to find the balance between a strong economy and a unique community, preventing citizens from spending too much of their money elsewhere.

"Plain and simple, people develop shopping patterns and we need to establish a pattern in our direction," Patch user Hoke Overland said. "If you keep doing what you are doing, you will keep getting what you are got."

To learn more about this project or to provide comments, contact:

Erika Shook, AICP
Community Development Director
1309 Myrtle Avenue
Enumclaw, WA 98022
Office: (360) 825-3593 ext 5725
eshook@ci.enumclaw.wa.us

9 Comments Recommend

From Propwash Junction Patch



Meet The Characters in Disney's Planes
What do a crop-duster and a corsair have in common? Here, meet the friends and flyers in Disney's Planes.

Comments

+ Leave a Comment



ItchieFeet August 04, 2013 at 10:00 AM
Would seem to me that business for the town is also being retarded by the signs directing visitor traffic to the Expo Center by way of Warner instead of continuing on down Hwy 410. I realize a lot of them would not be stopping but to send them away from any exposure to the town seems to be a mistake to me.

Recommend

Flag as Inappropriate



Hoke Overland August 04, 2013 at 05:30 PM
I'm not in favor of box stores; the exception would be a small scale Fred Meyer. We just don't have the diversity of products that most people need and use every day and the few stores we do have, don't stay open late enough for our citizens who work out of town. Our citizens then establish their shopping patterns away from our community. We also lose Buckley and Black Diamond shoppers and with a Fred Meyer, we could draw them back. Losing this tax revenue impacts needed money for streets and other services. I have seen our local store owners, elected officials and my neighbors in other communities shopping. Why? Because they can't find what they need in town. If we can attract niche stores to fill that gap, that would work too. I do shop Enumclaw first but leave when I can't find what I need.

1 Recommend

Flag as Inappropriate

Zumbathon to benefit POM Food Bank

Lets join Chris at a Zumbathon on August 10, 2013 from 8:00 AM to 9:30 AM. The event will be ...

Announcements August 03, 2013 at 06:50 AM
ItchieFeet

Historic Mint is Terrific!

The Historic Mint on Cole Street had it's opening yesterday, August 2nd and it was packed ...



Announcements August 03, 2013 at 06:43 AM
Susan Etchey

My Three Sons Restaurant

My Three Sons restaurant is a winner! A delicious breakfast (I had the chicken fried steak) a...

Business Updates
August 02, 2013 at 07:38 PM
2 dexterjibs

Yard Sale Friday Only 606 Wallace Ave. Enumclaw 8am-4pm

8/2/13 Great items for sale! Large bookshelf, home decor, like new motorcycle gear, books, h...

Buy | Sell | Trade
August 01, 2013 at 07:55 AM
Jenelle Murrell

Enumclaw Patch Editor

Jenny Manning
jenny.manning@patch.com

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PatchU
Volunteer



Paula Nordby August 04, 2013 at 06:00 PM
Well said, Hoke Overland.
Recommend

Flag as Inappropriate



dexterjibs August 04, 2013 at 10:05 PM
We are still going to need a Walmart or Lowes. I would put these stores near the Fred Meyer and on the west end of town in the area of 244th by the VFW Hall. This way, you can attract people living towards Auburn and Buckley. If it is on the east end of town, it may be a little further than people outside the 98022 zip code would be willing to travel.
Recommend

Flag as Inappropriate



Chris August 04, 2013 at 10:23 PM
Kroger won't build a Fred Meyer in Enumclaw for two reasons. 1) There's one 15mins down the road in BL and then another 5mins past that one in Sumner and 2) QFC does the majority of grocery service in Enumclaw. Kroger would make money either way, but they wouldn't want to steal business from QFC
Recommend

Flag as Inappropriate



Hoke Overland August 04, 2013 at 11:46 PM
Chris, Actually they moved into Sumner and closed the QFC. They are also in other small towns that are smaller markets than Enumclaw. They just opened one in Maple Valley 7 miles from their store in Covington.
Recommend

Flag as Inappropriate



Hoke Overland August 04, 2013 at 11:51 PM
Dexter, I personally don't think we need anything other than a Fred Meyer and an expanded True Value. Walmart is bad news for local stores and some say they have a history of not playing fair. Many communities have resisted Walmart and I think we should take the high road and do the same.
1 Recommend

Flag as Inappropriate



Chris August 05, 2013 at 12:22 AM
You're correct about the Sumner QFC Hoke I forget about that store since its been closed for years. I still don't see a Freds opening up in Enumclaw, but for some reason there was most likely be a Freds Marketplace which is the smaller version. I also agree NO Walmart!
Recommend

Flag as Inappropriate



J Mactutis August 05, 2013 at 09:47 AM
If we are truthfully, Freddie's is just a hometown Walmart sort of store. To be able to keep our heritage and small town charm, wouldn't it be wonderful to see a men's store like an equivalent to Bridget's Boutique open up? We'd need a source for shoes, kitchenware and households store, and some hobby stores...maybe some athletics goods. Could we support a farmers market? I understand the need for something "big" to come in so that there are more jobs available in the community, but I just hate to see something like those (insert city) Town Centers going in as they are all the same and don't really provide places to shop that most of a community with our values would shop. Something promoting community and the cultural heritage of Enumclaw would be astounding!
Recommend

Flag as Inappropriate

Spring to the Tap Information Night Thursday 7 pm

Reminder of Spring to the Tap Information Night this Thursday. From Austin's Spring to...



Announcements July 31, 2013 at 07:45 PM

Doreen Anderson

Lost Beagle

We lost our Beagle on Sun. July 28th near Hwy. 410 by Taco Time. If you have any information p...



Announcements July 31, 2013 at 04:24 PM

1 5 Mark Kullberg

EHS Class of '78 Reunion Aug. 17th at Men's Club 6:00 RSVP and Tickets <http://enumclaw.com>

Announcements July 31, 2013 at 03:07 PM

Tracie Waterhouse Morris

Artist Reception

Arts Alive! Gallery is celebrating the work of three local artists this month, and you are inv...



Announcements July 31, 2013 at 01:45 PM

Samantha Rheinford

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Enumclaw's Next Two Decades: 2013-2033 Part 1--Forecasting

Posted by John Anderson, July 22, 2013 at 10:35 pm

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Suburbia was a product of the last half of the 20th Century.



6 0

Artist Trading Card Exhibit Opens Friday Press Release

3 Enumclaw founder Frank Stevenson made a forecast that proved to be accurate: if the railroad built a siding on his land, his 160-acre property would become the hub of activity on the Plateau, despite several much larger settlements in the neighborhood. Enumclaw would never have developed into what it is today without Stevenson acting on his prediction and offering free property to the Northern Pacific.

What he couldn't have foreseen is that the northwest rail hub would move from Tacoma to Seattle, and Enumclaw would lose first its transcontinental trains and then all rail service. He couldn't have foreseen the eventual shift from trains to trucks, could not have imagined his town becoming a draw for Boeing workers and airline pilots or information technology commuters.

The accuracy of forecasting ranges from nearly certain (tomorrow) to nearly impossible (50 years from now.) Looking ahead two decades lies closer to the latter. Even so, we try to predict change so we can better influence it or at least adapt to it.

History is the starting point. How did Enumclaw get where it is today? The second step is to gather reliable information about where we are now, and compare it to the past to discover trends. The third step is to look at the outside world in the same way, since events there will also shape Enumclaw's future.

Historical (and future) change occurs in two distinct patterns, cyclical and structural; hence, the contradictory (but accurate) statements that "history repeats itself" and "the only constant is change". Examples of cyclical changes are war and peace or the swings in the economy. Structural changes include technological innovation (the railroad, the family car, the computer), geopolitical shifts (explosion of global trade, the rise of Asia and developing nations worldwide, outsourcing of jobs), and changes in the use of natural resources (depletion, alternative sources). Confounding these patterns are sudden surprises that could change a lot of things, such as hop lice; or everything, such as a mudflow from Mount Rainier.

As I wrote in the introduction to the history blogs, it is also impossible to forecast Enumclaw's future without understanding the past, and unreliable even if you do. Predicting the future is colored by wishful thinking and other biases. It can be rendered more accurate by understanding trends, and confounded by unforeseeable events. One way to improve the forecast is to pose alternative futures. If such and such occurs, then this is likely to happen, but if another thing occurs, this is the more likely future.

Arts Alive! Presents
Artist Trading Card
Exhibition July 23rd -
Sept...



Announcements July 2:
2013 at 07:08 am

Samantha
Rheinford

It's a boy!

Enumclaw
congratulates Will and
Kate! Local Moms and
Dads: What's your best
advice for the...



Announcements July 2:
2013 at 03:02 pm

1 Jenny Mannin
(Editor)

The City of Enumclaw has done just that on several occasions. In 1969, it completed its first comprehensive plan, with updates or new plans in 1980, 1989, 1995, and 1999, with the latest Comprehensive Plan adopted in 2005. Among the most important forecasts included in these plans are those for population and economic change. These plans, however, go beyond forecasting--they inform policy to influence the future of Enumclaw consistent with goals of the community in general and sometimes of specific stakeholders.

Population and economics impact nearly every aspect of what the town will look like in the next twenty years, but both are difficult to predict. "The 1980 plan did not foresee, and therefore did not address the rapid growth of the late 1980s and early 1990s. With increased growth, the stress on infrastructure and services became apparent. Deficiencies in Enumclaw's water and sewer systems caused the City to adopt moratoria on annexations and plats allowing only limited development in 1998. The moratoria have continued to be renewed on a yearly basis into 2004." (1)

The moratoria virtually curtailed residential development in Enumclaw during a period of even more rapid growth in the region, and were lifted just before the housing bubble burst, another event unforeseen by most. Accelerated development elsewhere, at least in residential housing, was fueled by illegal lending practices and speculation by the big banks and a shadow banking industry. Even though Enumclaw missed that hollow expansion, the crash brought down property values by 1/3 here and extended the virtual halt of new construction even after the moratoria expired, with a significant impact on city revenue.

Last year, Mayor Reynolds appointed a task force to assess Enumclaw's current economic strengths and weaknesses in light of the past few years' events, and make recommendations for future policy. The task force presented a preliminary report to the city council in May of 2013.

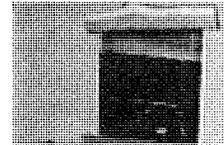
Since this was an economic development task force, it naturally equated health of the city with growth, an assumption everyone in the community might not share. To promote that growth, the members recommended three actions to insure the city's future health:

- 1- Promote employment growth in fields of retail, medical and light industrial;
- 2- attempt to attract one or more senior communities to town; and
- 3- ramp up efforts to draw tourists and the dollars they bring.

The task force noted that obstacles to implementing these strategies included "geographic isolation. . . , decreasing population, loss of businesses, and the continued trend toward

Win Free Custom Made Mirror at Enumclaw Street Fair

Studio 54 Furniture and Art Gallery has a gift for the lucky winner of a free drawing if you...



Announcements July 20, 2013 at 06:10 pm

Susan Etchey

yard sell

1066 harding street enumclaw Lots of kid and babies stuff, lots of women's jeans size 4...

Buy | Sell | Trade July 20, 2013 at 11:01 am

Letisha Nelson

Wine Tasting Tonight

Wine Tasting tonight Sip City from 4-10pm Taste Opolo Vineyard from Paso Robles, CA ...

Business Updates July 19, 2013 at 03:01 pm

1 Kristen

Enumclaw becoming a 'bedroom community.' " They stated that Maple Valley and Bonney Lake were able to achieve rapid expansion in recent years, while "Enumclaw has fallen off the pace." (2)

The purpose of these blogs is descriptive, not prescriptive, so I will try to look at the likelihood of various futures rather than promote any one of them. The effort of any group to influence the future is one factor among many that will affect the change.

There are several causes of population change in a small town. The birth rate is one, but people are having smaller families, and zero or negative growth from births appears possible in the United States in the next twenty years. It has already occurred in many developed countries. Patterns are even changing among ethnic and religious groups that have traditionally had larger families. The steady growth from 1945 to 2000 is over.

3.5% of people in Enumclaw who responded to the Census were born outside the United States. Immigration has surged at times in our history. The United States continues to be a draw to people from around the world, but that attraction appears to be in flux now as other economies develop. For example, "the net migration flow from Mexico to the United States has stopped and may have reversed,"(3) because of increased opportunity at home and high unemployment in certain fields here. Future policy decisions will likely also have an impact, but it is difficult at this point to know how. And the surge in immigration following the Viet Nam War does not appear to be happening following our wars in Iraq and Afghanistan.

The Task Force lamented the fact that Enumclaw is a bedroom community. Nevertheless, a large portion of our town's residents commute to work somewhere else, and much of our growth in the past came from commuters and their families. Plentiful jobs, cheap transportation, and affordable housing allowed the last half of the 20th century to be the period of suburbia. A nation-wide movement back to the cities in the past decade could portend troubled times for suburban development. If new and cheaper sources of energy are discovered, this could slow the return to urban centers. So could new employment in small towns such as ours, but the cost of transportation will be a planning factor for industries as well as for commuters.

The proliferation of suburbia was possible because of a rising middle class and its demand for single-family homes. The commuters' need for homes fueled the construction industry here and provided local employment for large numbers of people. The sewer and water moratoria put a hold on new housing in town, but most builders found ample work elsewhere. That came to a halt with the housing crash. There is some question about whether new construction will rebound now in a cyclical change, or whether a structural change will prevent this. The percentage

Enumclaw Fitness Center Space Available For Lease

1800-2600 sqft available for lease \$2,000/month. Call (360)825-2534 or email me at...



Announcements July 19, 2013 at 09:27 am

Aaron Mahelona

Flensted Neighborhood Garage Sale

Neighborhood garage sale in the Flensted neighborhood starting tomorrow morning.

Lots of...

Buy | Sell | Trade July 18, 2013 at 06:20 pm

Jaclyn Chabot

of people who were home owners in 2012 was the lowest in fifteen years.(4)

Other local businesses besides construction also grew during the boom years, but most have been struggling since 2008. Their problems in Enumclaw have been exacerbated by the out-of-town spending of residents, and now the town has several vacant buildings downtown. That is one reason the Task Force recommended a renewed Buy Local campaign.

Another element of population change in Enumclaw is out-migration, particularly of young people. As youth reach adulthood here, most leave for better employment opportunities elsewhere. The number and variety of jobs needed for adults entering the workforce cannot be provided by any small town, so most of them must choose between commuting and leaving.

Fifteen percent of the residents in Enumclaw are over 65.(5) If the average lifespan continues to lengthen, it will obviously affect population here. And if the Task Force is correct that we have a suitable location for senior living centers, there is potential for more elderly to move to Enumclaw and employment for those who serve them. Few jobs in this field pay well, so whether these workers would live here would depend upon affordable housing. The operations themselves, however, would provide considerable tax revenue to the city.

Since the late 1970s, the middle-class percentage of the population has been shrinking, reversing a 30-year trend after World War II, and this decline has accelerated in recent years. The "jobless recovery" impacted the upper and middle classes quite differently, with unemployment remaining relatively high and many average wage-earners working for less than they used to. At the same time, the wealthy have regained what they lost in the past five years and the stock market is at record highs.(6) Much of the profit has come from corporate investment and economic growth outside the United States. Several decades of tax changes have also disproportionately benefited the rich. If the declining of the middle class continues,(7) prospects for more homeowners in Enumclaw are not likely.

"Deep job losses in occupations such as construction, information technology, manufacturing and insurance are not likely to recover. Middle-class families also saw nearly 30 percent of their wealth disappear over the past decade, while the cost of goods and services they rely upon steadily climbed."(8)

The recommended strategies of the Task Force--attracting industry, promoting local business more, and making Enumclaw less of a bedroom community, will definitely be challenges. One recommendation that could more easily succeed would be the focus on tourism. Tourist dollars could grow the economy here even if population remained constant, and the additional revenue

One day left to help the MOVIE about Enumclaw!

Enumclaw native Rocky Hessler has returned from Hollywood to make a full-length indie film..



Announcements July 11, 2013 at 07:38 am

Rocky Hessler

Expo Event Coordinator Wanted

Part-time position working closely with and under the direction of the Expo Marketing Manager....

Business Updates July 17, 2013 at 11:18 am

2 Enumclaw Expo Center

Help Wanted

Wanted – Exceptional individuals with knowledge of fine wiring to join our dynamic team at Sip...

Business Updates July 17, 2013 at 11:13 am

Kristen

would not require additional city services. Discovering how to get those tourists to stop and spend is probably easier than trying to out-manuever long-term trends over which we have no control.

Since the underlying conditions fostering growth in Enumclaw during the last half of the 20th century have changed, it is unlikely that growth pattern will continue in the 21st--unless new stimuli emerge. The next blog will visualize several possible futures.

NOTES

(1) *Winds of Tomorrow--Comprehensive Plan for the City of Enumclaw: 2005-2022.* June 2005.

(2) Kevin Hanson. "Enumclaw Task Force Wrestles With Economic Development". Enumclaw Courier. June 24, 2013.

(3) "Net Migration from Mexico Falls to Zero--and Perhaps Less." Pew Research Hispanic Center. May 3, 2012.

(4) United States Census Bureau.

(5) State and County QuickFacts: Enumclaw, WA. United States Census Bureau.

(6) "While the middle class stagnated [since 1979], the ultra-rich (the top 0.01 percent) jumped from an annual average income of \$4 million in 1979 to \$24.3 million in 2006--a 600% gain per family." Hedrick Smith. *Who Stole the American Dream.* Random House. New York. 2012. pp. 73-74.

(7) According to the Pew Research Center, 61% of all American households were "middle class" in 1971. Today [2012], that figure has fallen to 51%. "The Lost Decade of the Middle Class." Pew Research & Demographic Trends. April 22, 2012.

(8) "Middle Class Income, Jobs Quickly Disappearing." Huff Post Business. June 7, 2013.

ENUMCLAW CENTENNIAL BLOG SERIES

- The Histories of Enumclaw
- Introduction--Enumclaw: The First 6020 Years
- Early Enumclaw: 6000 Years Ago to the Mid-1800s
- Early Enumclaw: The First European Americans Arrive
 - The Adventures of Allen Porter's Wagon
- Enumclaw's Early Plateau Neighbors
 - Schools and Districts
 - Franklin
 - Enumclaw's Railroads
- Enumclaw Becomes a Town: 1879-1913
 - Enumclaw, the Cooperative Capital
 - Historic Houses In and Around Enumclaw

1991 Ford Explorer for sale...

1991 Ford Explorer for sale. Good condition Two-toned red and silver. One owner.

No...

Buy | Sell | Trade July 17, 2013 at 08:46 am

1 msbethcrosse

Go Back Patch (to original format)

The Patch really need to change back to the original format. I really don't like this...

Speak Out July 16, 2013 at 08:52 pm

4 1 dexterjibs

For rent ...clean & comfortable...house in Buckley...3 bedrooms 1 bath...455 Balm Ave.....

Buy | Sell | Trade July 15, 2013 at 10:52 pm

2 termarlowe

Setting the Scene for the Centennial Celebration,
 1/27/1913
 Incorporation through World War II: Enumclaw from 1913-1945
 Logging and Lumber
 Enumclaw's Affair with Alcohol and Tobacco
 Tom Smith, Enumclaw Town Marshall
 Local Elders Know Their History
 Growth and Prosperity: Enumclaw from 1945-2008
 History of the Anderson Garden in Enumclaw
 120 Years of Churches in Enumclaw
 From Puncheon Roads to Scenic Byway
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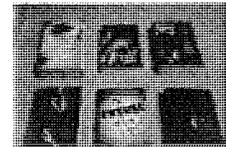


Must-Know Guide to Planes

Have an aspiring pilot of your own at home? Find yourself trying to keep up with all the terminology? From gliders to fighter planes, here's what you need to know!

Books for Sale! Great Prices!

Six Books: I like him, He likes her. (Three in one). \$6 The Luxe. \$1 Balefire. (Four in one ...



Buy | Sell | Trade July 11, 2013 at 10:38 pm

1 Kenna Burnes

Jewelry For Sale

I have 5 pieces of jewelry for sale. The first is a charm bracelet that has little black...



Buy | Sell | Trade July 11, 2013 at 10:28 pm

Kenna Burnes

Enumclaw

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Blog | John Anderson's Blog

Five Futures: Enumclaw's Next Two Decades Part 2

Posted by John Anderson , August 01, 2013 at 11:19 AM

Comment Recommend



What will Enumclaw look like in 20 years?

Included in *Winds of Tomorrow--Comprehensive Plan for the City of Enumclaw: 2005-2022* is "Enumclaw's Vision," a scenario describing one day in the life of a typical family of three in 2024. It illustrates what the town would be like if the Plan's forecasts were accurate and recommendations successfully implemented. The father and son head down a trail on Battersby property that the city bought from the railroad back in the 90s. They are off to the boy's first day at J. J. Smith School and the father's job at a big insurance company downtown. The mother takes the Mini to her job at the agricultural cooperative that helps local farmers reach distant markets. Growth in Enumclaw has continued since 2005 and now land within the Urban Growth Boundary is nearly full. Housing during that time continued to be single family homes in developments, despite zoning that allows it throughout the city and the trend toward apartments and condominiums elsewhere. Now in 2024, the city faces the difficult choice of increasing its density or seeing the predicted Plateau growth occur elsewhere.(1)

"Enumclaw's Vision" was based upon the assumption that current trends would continue. However, the rapid growth on the Plateau came to an abrupt halt three years after the report, and J. J. Smith School closed in 2009 following nine years of declining enrollment in the district. Annexations did proceed, taking the city limits closer to the Urban Growth Area limits. The big question for us is whether new housing demand will resume after its collapse or whether other factors will drive a different trend.

Boards All Boards >

Make an announcement, speak your mind, or sell something

Post

Yard Sale Friday Only 606 Wallace Ave. Enumclaw 8am-4pm

8/2/13 Great items for sale! Large bookshelf, home decor, like new motorcycle gear, books, h...

Buy | Sell | Trade
August 01, 2013 at 07:55 AM

Jenelle Murrell

Spring to the Tap Information Night Thursday 7 pm

Reminder of Spring to the Tap Information Night this Thursday. From Austin's Spring to...



Announcements July 31, 2013 at 07:45 PM

Doreen Anderson

It is interesting that in the scenario above, the two choices-- higher density or lack of growth--are both seen as negative.

The most accurate future scenarios are based upon an understanding of significant trends--whether they will accelerate, slow down, or reverse, and what latent new trends will emerge. The 1980 and 2005 planners did not foresee a few major changes triggered by internal and external factors, and the same could happen now as we make forecasts for 2033. Nevertheless, here are five brief scenarios, based on trends that will likely influence where Enumclaw will be at that time.

Enumclaw in 2033

Scenario 1: Growth slows to zero but economy gains on tourism. Enumclaw drivers experienced a steady but moderate increase in gasoline prices, tempered by a shift from petroleum to natural gas in non-transportation uses and continuing improvements in vehicle gas mileage.

The economy in the region continued to be strong and employment is now up for a variety of reasons: Some outsourced jobs returned to the region as wages and the standard of living increased in the developing world. The trend of the shrinking middle class slowed, and reversed by 2020 as populist sentiment returned, so consumers had both money to spend and confidence to do so. The burden of the national debt on economy eased over time, primarily because of a change in the internal revenue code, taxing income from investments and income at the same rates.

The population is now 18,000. Growth was slow for many years, but the annexed lands eventually filled. The low birth rate then kicked in, leaving the population virtually unchanged for the past five years.

Despite only modest growth in 20 years, the economy of Enumclaw is now strong. The city opted for tourism as the primary source of additional revenue. The neighboring cities of Auburn, Bonney Lake, and Black Diamond are all on the way to Mount Rainier and the Cascade forests, but are not strategically located like Enumclaw. Traffic from all three routes converges at Enumclaw, the final stop before the wilderness. The town's location is also unusual in that tourism through here is year-round. A number of bed and breakfasts are now a draw, and many out-of-towners attend our annual tours of historic homes, working farms, and area gardens. Enumclaw has become a magnet for artists. Many of them have set up shop here, and several galleries and numerous arts events bring in outsiders.

The town's biggest attraction as a destination has been the Expo Center, which has become a leading venue in the region.

Local businesses have been modestly successful, particularly those oriented to tourists. A large retirement facility also located here, complete with condominiums, assisted living, and care facilities. Finally, most locals still find it economically feasible to live here and commute to work elsewhere.

Scenario 2: Many commuters leave Enumclaw following increased cost of gasoline, continued economic problems, and global competition in regional industries. The economy never really recovered from the Great Recession of 2008, with several smaller dips and comebacks since then. Unemployment reached a high of 11% and a low of 5%, but the lows have been short-lived. The price of gasoline has risen to \$10 a gallon, resulting in a decreased demand for housing in Enumclaw, and a drop in population to 15,000, following a peak of 20,000 eight years ago. The loss of population, mainly commuters, has left many houses in town empty and some abandoned.

Enumclaw commuters got a boost with a number of strong years for the commercial airplane market and continued growth in the short term of the region's high tech industry. However, China eventually built up its aviation manufacturing and is now the world leader, and India took the lead in information technology. One bright spot for the state has been agriculture, as the U.S. economy has shifted more to feeding the world. However, this has primarily benefited eastern Washington and our ports, and it appears our dominance in agriculture will be surpassed by Africa in a few years.

Lost Beagle

We lost our Beagle on Sun. July 28th near Hwy. 410 by Taco Time. If you have any information p...



Announcements July 31, 2013 at 04:24 PM

2 Mark Kullberg

EHS Class of '78 Reunion Aug. 17th at Men's Club 6:00 RSVP and Tickets <http://enumclaw.com>

Announcements July 31, 2013 at 03:07 PM

Tracie Waterhouse Morris

Artist Reception

Arts Alive! Gallery is celebrating the work of three local artists this month, and you are inv...



Announcements July 31, 2013 at 01:45 PM

Samantha Rheinford

Lift Espresso Drive-Thru's New Menu Addition!

Hello, everyone! Lift Espresso Drive-Thru has a new addition to the menu! Stop by for a Toas...



Announcements July 31, 2013 at 12:55 PM

Michelle Smith

Enumclaw Patch Editor

Jenny Manning
jenny.manning@patch.com

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The transfer of wealth in the United States from the middle class to the wealthy has continued unabated for sixty years and shows no signs of slowing. For Enumclaw, the effect has been as great as the transition to a bedroom community in the 20th Century. Now, despite the gradual decline within the city, the surrounding area has become a magnet for the ultra-rich. They have been buying up large adjoining properties, tearing down 30-year-old mansions, and creating super-estates the area has never seen. Most Enumclaw natives can now afford to live only in town.

Scenario 3: Gradual acceptance of the electric car and solar power and a strong regional economy benefit Enumclaw commuters, but world crises are driving the local prosperity. Although the cost of gasoline climbed sharply through 2025, increases since then have been modest because demand has shrunk so much. Advances and acceptance of the electric car have been gradual but steady, and the number of them eventually reached a critical mass to impact the oil industry. A similar pattern followed with solar power. Both trends had a significant impact on Enumclaw. The cost of driving long distances to work was becoming prohibitive, but rather than moving, many commuters were among the early adopters of electric cars beginning about 2015, when several workplaces added charging stations. But as improvement in the range of the vehicles increased, charging at work became less important. Then the numbers of drivers surged. As a result, the population of Enumclaw has grown steadily for the past ten years, despite a dip in the late teens.

The city was able to attract a solar equipment company to locate here in 2018. Various incentives for solar products produced in Washington, launched in 2008 and renewed in 2020, benefited consumers and strengthened this manufacturing sector in Washington, even when it appeared for a while that China would dominate the market.

The economy in the region has generally been strong for a decade, with our town as one of the beneficiaries. Unfortunately, the benefits have come from a world in crisis. For several years, we have been involved in a series of small wars in Africa, protecting U.S. interests in agri-business and water resources. (Corporate investment there escalated as the economies of Latin America flourished and became more independent of the United States.) The reason this turmoil affected the Puget Sound and Enumclaw economies is that the wars have been primarily waged by remote control. A segment of the hi tech industry, particularly the video game companies east of Lake Washington, has been a major player in the new systems, while Boeing, even with losses to China in airplane manufacturing, has made up for it with its satellite and drone advances. These companies are where many people from Enumclaw work.

Although the city itself is financially sound, the downtown never really revived. Enumclaw has been a bedroom community for close to 75 years, and has been unable to get those in its housing developments to shop here in sufficient numbers. Growth has been a challenge for retail businesses here. More people should have translated into more customers, but in fact, the population increase was a trigger for the financial viability of a megastore at the edge of town, and that was devastating to the small businesses. Our one remaining hardware store, now a five-generation local family enterprise, was forced to close, and the empty storefronts on Cole Street reminded old timers of the Great Recession early in the 21st century.

There were, however, local beneficiaries of growth--car dealerships, real estate offices, the Courier-Herald, and restaurants. However, their success was challenged by new competitors. The opening of a Toyota dealership in town took a large market share from the other three, and out-of-town restaurateurs put several family-run operations out of business.

Scenario 4: A strong economy and moderate gas prices triggered a decade of rapid growth in Enumclaw, but the bubble burst in 2028 with a global food crisis followed by economic depression. Several factors triggered rapid growth in the city between 2020 and 2028, with the population slightly down from its high of 30,000. Relatively low gas prices, a new growth management plan in 2022, followed by almost immediate annexation of additional lands, and a building bubble attracted new commuters. Besides the new apartment buildings and housing developments, primarily smaller starter homes.

National Night Out in Black Diamond

The Black Diamond Community Center, Black Diamond Police and Fire will be hosting a community ...



Announcements July 30, 2013 at 02:00 PM

Akiko Oda (Editor)

The EnumclawFootball Foundation Golf Tournament is August 10. Please consider sponsoring a go...

Business Updates July 29, 2013 at 08:28 PM

deborah azevedo

Womens Fashion Boutique

Big news! I've started an online jewelry boutique called Womens Fashion Boutique. Each we...



Buy | Sell | Trade July 29, 2013 at 07:00 PM

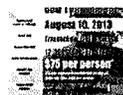
tina pitts

Register your team for the Enumclaw Football Golf Tournament. Early Bird savings.

Announcements July 29, 2013 at 04:32 PM

deborah azevedo

The Enumclaw Football Foundation Annual Golf Tournament is Aug 10. Local Retailers please rem...



Announcements July 29, 2013 at 04:29 PM

deborah azevedo

Walmart, helped by tax and other incentives from the city, built a large complex on 244th Street in 2025. Additionally, because of reasonable transportation costs and improved highways, the city was able to attract five small industries to set up shop here.

Trouble started in 2029 with a sharp rise in global food prices. Within a year, they doubled. Civil strife in many parts of the world began as food riots and ended with several revolutions. Even the U.S. had its share of riots, but Enumclaw was spared. Prices have since fallen back to near their previous levels, but the world-wide recession they triggered is still with us. Two of the new factories have closed and unemployment here is back up to nine percent. Foreclosures are up again, although apartments are still occupied to near capacity. The Walmart closed once the incentives expired. Local poverty increased in recent years, particularly among seniors because of cuts in Medicare and Social Security. With the socioeconomic profile of the city dropping during the past fifteen years, the population is more vulnerable to the swings of the economy than in previous generations.

As if the economic woes were not enough, Enumclaw experienced a massive forest fire east of town, similar to the one in 1902. Again, the town was spared, but many homes were destroyed in the Mount Peak and foothills areas.

Scenario 5: Escalating gas prices and low birth rates caused the population of Enumclaw to shrink, but the problem of downsizing a city proved almost unsolvable.

The economy has been much more volatile in the 21st century than the last half of the 20th. With the upswings also came inflation, but wages did not keep pace. The cost of building houses started to climb but people's ability to purchase them was limited, so it was very competitive for builders. Early on, massive developments in Black Diamond and Bonney Lake had the economy of scale, along with shorter commutes, so Enumclaw missed out on most of that growth spurt. The situation was exacerbated in the 2020s when the price of gasoline doubled in five years, forcing many wage earners to move closer to work. Since then, populations have stabilized in the region, but Enumclaw has lost 3,000 residents.

One unique reversal of history occurred in 2022. While the number of Enumclaw residents remained about the same, the school district population climbed substantially. Black Diamond petitioned the State Board of Education to become its own district once again. The Board had consolidated them with Enumclaw back in 1975,(2) but demographics changed considerably over the sixty-year period, and they wanted their own district again.

Downsizing the town was not an easy task. The infrastructure--sewers, waterlines, streets--remained the same size, but the number of people to support them declined. So rates and taxes have both gone up substantially. Downsizing is especially painful to employees who lose their jobs both in the public and private sector, especially now that other jobs are difficult to find. Many small businesses have closed. Even tourism is down, the one bright spot in Enumclaw's economy.

In early 2032, the mayor appointed a task force to consider how Enumclaw could thrive as a smaller town without any prospects for growth. We have too many houses, many of them are too big, and some of them are abandoned. It is difficult to even consider tearing them down, although that will get easier as they continue to deteriorate. Downtown is also a challenge. Since half of the buildings are empty, we could condense the city center into a smaller area the way you would prune a fruit tree to make it healthier, but how do you go about that? The town pioneers were regularly moving buildings around with rollers and teams of horses, but that was in a time of expansion, not contraction. The task force finally disbanded, unable to come up with a downsizing strategy.

A citizens' group formed quite spontaneously about the same time to look at the same issues. Rather than focus on the 3,000 citizens who had left, they looked at the 14,000 who remained. They realized that 9% unemployment meant 91% employment. They decided to look to those who were fortunate enough to escape the ravages of the recession to save the town. They proposed a bond issue to enable the city to negotiate with mortgage holders for deeply discounted purchase of abandoned and foreclosed homes. As they were acquired, the city would then offer them singly, at cost, to town residents only, who

Zumbathon to benefit POM Food Bank

Come one come all to the upcoming Zumbathon on August 10, 2013 from 8:00 AM to 9:30 AM. Lets ...

Announcements July 29, 2013 at 04:07 PM

ItchieFeet

2006 Jeep Commander Limited \$12,000

Fully loaded 2006 Jeep Commander, 5.7 Hemi, 107,000 Miles, small damage to rear bumper cover d...



Buy | Sell | Trade July 29, 2013 at 10:55 AM

Dana Gitchel

Multi Family Garage Sale

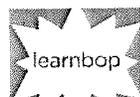
20926 SE 416th (Next to Blue Dot Farms) Furniture, household items, clothing and more. Satur...

Buy | Sell | Trade July 29, 2013 at 09:28 AM

Cathie Valentine-Mckinney

Parents—LearnBop's Free Back to School Math Review Starts...

Announcing a free Back to School Math Review for grades 6-9 from LearnBop. Sign up by clickin



Announcements July 29, 2013 at 06:05 AM

Zacc Dukowitz

wished to rehabilitate them for sale, rent, or habitation. Those that did not sell within two years were to be demolished. The proposal was accepted by the City and surprisingly, the bond issue passed. We have yet to see if it will be successful. The citizens' group was unable to come up with a parallel proposal for commercial buildings. Clearly, reducing a city's size while keeping it vibrant is one of the most difficult challenges for Enumclaw and many other municipalities in the coming years.

Making an accurate forecast twenty years into the future is both difficult and unlikely. There are multiple variables, and an unpredicted change in one affects the others. Nevertheless, we try to see what will happen so that we can have a hand in creating a future we want. To increase our odds of success, we study our past, objectively analyze current conditions, and try to understand whether and how trends are changing. Finally, we recognize that in creating a desirable future, we must also adapt to factors that we can't influence and surprise events, often negative, that we can't anticipate.

NOTES

1. "Enumclaw's Vision." *Winds of Tomorrow--Comprehensive Plan for the City of Enumclaw: 2005-2022.* . "Chapter 3 Community Issues, Vision and Goals." June 2005. p.1-5.
2. "Black Diamond School circa 1916." *Black Diamond Now.* Black Diamond Historical Society. April 16, 2013.

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Buy | Sell | Trade July 28, 2013 at 12:07 PM

Rhonda

Nine West Women's 8M suede boots

Adorable Nine West blue suede ankle high boots. So cute for Fall!! Like new, barely worn. \$...



Buy | Sell | Trade July 28, 2013 at 12:02 PM

Rhonda

Guess brand Women's strappy silver/brown metallic 8M heels

Very cute women's Guess heels. Like new, barely worn. \$20



Buy | Sell | Trade July 28, 2013 at 11:54 AM

Rhonda

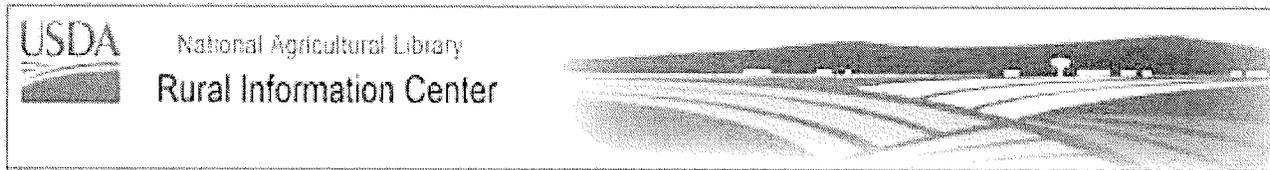
Aebleskiver and Bake Sale This Saturday

Just saw the Danish Sisterhood's aebleskiver breakfast and bake sale posted on the readerb...



Announcements July 25, 2013 at 09:58 PM

2 Doreen Anderson



Arts and Humanities in Rural America

Contents

- Introduction
- Internet Resources
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 2. Funding Trends
 3. Community Benefits
 4. Economic Impact
 5. Planning Resources
 6. Case Studies, Best Practices, and Model Programs
 7. Funding Sources
 - Federal Funding
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- Journals
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- Arts Organizations
- Humanities Organizations



The source for the image on the right is a USDA photo by Larry Rana.

Introduction

This online guide brings together full-text resources for local officials and organizations seeking information on planning arts and humanities programs in their communities. It includes resources on funding trends, community benefits, economic impact, planning, case studies and model programs, federal and private funding sources, and lists of key organizations.

Additional related resource guides:

- ***Promoting Tourism in Rural America***, <http://www.nal.usda.gov/ric/ricpubs/tourism.html>
- ***Historic Preservation Resources***, <http://www.nal.usda.gov/ric/ricpubs/preserve.html>

This resource guide was revised and updated by Patricia LaCaille John in May 2005.

Last Modified July, 2013.

Rural Information Center Publication Series; no. 74 2005. Beltsville, MD

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Internet Resources

The Arts and Humanities

1. *American Canvas*. Gary O. Larson. Washington, DC: National Endowment for the Arts, 1997. 194 p. <http://www.arts.gov/pub/AmCan/AmCanPDF.html>
2. *Arts Participation in America*. Arthur L. Dirks. Bridgewater, MA: The Author, 1999. 6 p. <http://webhost.bridgew.edu/adirks/ald/papers/artspart.htm>
3. *Authentic Passion: An Introduction to the Arts in Rural and Small Communities*. Janet Brown. Saxapachaw, NC: Community Arts Network, 2002. 5 p. http://www.communityarts.net/readingroom/archivefiles/2002/03/authentic_passi.php
4. *The Changing Faces of Tradition: A Report on the Folk and Traditional Arts in the United States*. Elizabeth Peterson. Research Division Report #38. Washington, DC: National Endowment for the Arts, 1996. 96 p. <http://www.arts.gov/pub/Report38/ChangingPDF.html>
5. "Don't Get Above Your Raisin" Bill C. Malone. *Tulanian*. (Winter 2003): 5 p. http://www2.tulane.edu/article_news_details.cfm?ArticleID=4588
6. "Feasts of Unnaming: Folk Festivals and the Representation of Folklife." Robert Cantwell. In *Public Folklore*, edited by Robert Baron and Nicholas R. Spitzer, pp. 263-305. Washington, DC: Smithsonian Institution Press, 1992. 370 p.
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9. *A New Framework for Building Participation in the Arts*. Kevin F. McCarthy, Kimberly Jinnett. Santa Monica, CA: Rand, 2001. 112 p. <http://www.rand.org/publications/MR/MR1323/index.html>
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Funding Trends

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Economic Impact

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Funding Sources

Federal Funding

Three agencies provide most of the funding available to communities to promote the arts and humanities. These programs can be accessed in the *Catalog of Federal Domestic Assistance (CFDA)* cultural affairs section at: <http://www.cfda.gov>

1. The **National Endowment for the Arts (NEA)** is dedicated to supporting excellence in the arts, both new and established; bringing the arts to all Americans; and providing leadership in arts education. The NEA is the nation's largest annual funder of the arts in the country, including rural areas, inner cities, and military bases.

The NEA publishes the *NEA ARTS*, a bimonthly newsletter. Each issue includes recent information on the NEA's national initiatives, sponsored programs, awards, grants, and a calendar of upcoming events. http://www.arts.gov/about/NEARTS/2010_v1/index.html

The National Endowment for the Arts

1100 Pennsylvania Avenue, NW
 Washington, DC 20506
 202-682-5400
<http://www.arts.gov>

2. The **Institute of Museum and Library Services (IMLS)** is dedicated to creating and sustaining a nation of learners by helping libraries and museums serve their communities. IMLS supports all types of museums, from art and history to science and zoos, and all types of libraries and archives, from public and academic to research and school.

Institute of Museum and Library Services

1100 Pennsylvania Avenue, NW, Room 510
 Washington, DC 20506
 202-606-8536
 Email: imlsinfo@imls.gov
<http://www.imls.gov>

3. **National Endowment for the Humanities (NEH)** supports research, education, preservation, and public programs in the humanities. NEH is the largest funder of humanities programs in the country. According to the 1956 National Foundation on the Arts and the Humanities Act, "The term 'humanities' includes, but is not limited to, the study of the following: language, both modern and classical; linguistics; literature; history; jurisprudence; philosophy; archaeology; comparative religion; ethics; the history, criticism and theory of the arts; those aspects of social sciences which have humanistic content and employ humanistic methods; and the study and application of the humanities to the human environment with particular attention to reflecting our diverse heritage, traditions, and history and to the relevance of the humanities to the current conditions of national life."

The NEH publishes the *Humanities*, a bimonthly review of notable humanities programs.
<http://www.neh.gov/news/humanities.html>

The NEH in partnership with the National Trust for the Humanities and Marco Polo Education Foundation sponsor EDSITEMent, an online humanities resource from some of the world's great museums, libraries, cultural institutions, and universities.

EDSITEment -- The Best of the Humanities on the Web

<http://edsitement.neh.gov>

The National Endowment for the Humanities

1100 Pennsylvania Avenue, NW
 Washington, DC 20506
 800-NEH-1121
 Email: info@neh.gov
<http://www.neh.gov>

Private Funding

1. **Databases**

Searchable Databases of Arts Resources

Institute for the Management of Creative Enterprises
 Carnegie Mellon University
<http://www.artsnet.org/databases/>

2. Guides to Funding Organizations

- *Alternative Sources of Income for the Arts: Final Report.* Morrie Washawski. San Francisco, CA: Bay Consulting Group, 1999. 23 p.
<http://www.theatreontario.org/download/Hand5-Alternative%20Sources%20of%20Income.pdf>
- **Art in Education Funding Sources**
 Kentucky Arts Council. 3 p.
http://artscouncil.ky.gov/Education/edu_fund.htm
- **Federal Resource Guide Series for Arts Organizations.**
 Americans for the Arts.
http://www.americansforthearts.org/get_involved/advocacy/funding_resources/default.asp
- **A Focus on Funding for the Arts**
 Foundation Center. Current 2010 Web Page with an Arts Funding Watch, RSS News Feed, current publications and mp3 audio on art information.
<http://foundationcenter.org/focus/arts/>
- **Major Grant Makers to Arts and Culture.** 3 p.
 National Assembly of State Arts Agencies
http://www.nasaa-arts.org/aoa/grant_makers.shtml
- **Regional Funding Resources.**
 Fund for Folk Culture. 2 p.
<http://www.folkculture.org/InfoforGrantseekers/RegionalFunding/tabid/94/Default.aspx>

3. Article/Publications

- *Corporate Philanthropy in the Arts: A Resource List.* New York: Foundation Center. 6. p.
<http://foundationcenter.org/getstarted/topical/corparts.html>
- *Funding and Managing Arts Organizations: A Resource List.* New York: Foundation Center. 6 p. <http://foundationcenter.org/getstarted/topical/arts.html>
- *Property Tax: Funding for the Arts.* Amanda Rafool, Scott Mackey. Washington, DC: Americans for the Arts, 1998. 12 p.
<http://www.artsusa.org/NAPD/modules/resourceManager/publicsearch.aspx?id=9610>
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- *United Arts Fund: Meeting the Challenge of Increased Private Sector Support for the Arts.* Robert Bush. Monograph. Washington, DC: Americans for the Arts, 2003. 11 p.

<http://www.artsusa.org/NAPD/modules/resourceManager/publicsearch.aspx?id=9020>

Journals

African American Review

Saint Louis University
Humanities 317
3800 Lindell Blvd
St. Louis, MO 63108
Email: keenanam@slu.edu
<http://aar.slu.edu/>

American Art

The University of Chicago Press
Journals Division
P.O. Box 37005
Chicago, IL 60637
877-705-1878
Email: subscription@press.uchicago.edu
<http://www.journals.uchicago.edu/toc/amart/current>

American Craft

American Craft Council
72 Spring Street.
New York, NY 10012
212-274-0630
Email: council@craftcouncil.org
<http://www.craftcouncil.org/>

American Indian Culture and Research Journal

University of California at Los Angeles
American Indian Studies Center
3220 Campbell Hall
Los Angeles, CA 90095-1548
310-206-7508
Email: sales@aisc.ucla.edu
http://www.books.aisc.ucla.edu/comensus/store/comensus_listCategoriesAndProducts.aspx?idCategory=2

American Indian Quarterly

University of Nebraska Press
233 N. 8th St.
Box 880484
Lincoln, NE 68588-0255
1-800-755-1105
Email: cpress2@unl.edu
<http://www.nebraskapress.unl.edu/catalog/productinfo.aspx?id=673174&AspxAutoDetectCookieSupport=1>

American Music

University of Illinois Press
1325 S. Oak Street
Champaign, IL 61820
217-244-0626
Email: journals@uillinois.edu
<http://www.press.uillinois.edu/journals/am.html>

Craft Connection

Minnesota Crafts Council
Hennepin Center for the Arts
528 Hennepin Ave. Rm. 216
Minneapolis, MN 55403
612-333-7789

The Crafts Report

P.O. Box 1992
Wilmington, DE 19899-1992
800-777-7098
<http://www.craftsreport.com/>

Folk Art Finder

Gallery Press
117 North Main Street
Essex, CT 06426
860-767-0313

Folk Dance Directory

Folk Dance Association
P.O. Box 300500
Midwood Station
Brooklyn, NY 11230
888-321-1023
Email: director@folkdancing.org
http://www.folkdancing.org/fd_directory.html

Hoosier Folklore

Hoosier Folklore Society
Department of English
Indiana State University
Terre Haute, IN 47809
812-237-3160
Email: english@indstate.edu
<http://www.indstate.edu/english/content/organizations/hoosier-folklore-society/index.asp>

The Foxfire Magazine

Foxfire Fund, Inc.
PO Box 541
Mountain City, GA 30562
706-746-5828
Email: foxfire@foxfire.org

<http://www.foxfire.org/>

Goldenseal: West Virginia Traditional Life

West Virginia Division of Culture and History

The Cultural Center

1900 Kanawha Blvd. E.

Charleston, WV 25305-0300

304-558-0220 Ext. 153

Email: goldenseal@wvculture.org

<http://www.wvculture.org/goldenseal/index.html>

Journal of American Folklore

University of Illinois Press

1325 S. Oak Street

Champaign, IL 61820

217-244-0626

Email: journals@uillinois.edu

<http://www.press.uillinois.edu/journals/jaf.html>

Journal of Folklore Research

Indiana University Press Journals

601 N. Morton St.

Bloomington, IN 47404

800-842-6796

Email: iuporder@indiana.edu

<http://inscribe.iupress.org/loi/jfr>

MELUS

Society for the Study of the Multi-Ethnic Literature of the United States

University of Connecticut

Department of English

215 Glenbrook Rd. U-4025

Storrs, CT 06269

Email: melus@uconn.edu

<http://webpace.ship.edu/kmlong/melus/>

North Carolina Folklore Journal

North Carolina Folklore Society

P.O. Box 62271

Durham, NC 27715

Email: pcoyle@email.wcu.edu

<http://www.ncfolkloresociety.org/pub.htm>

Sing Out

Sing Out Corporation

PO Box 5460

Bethlehem, PA 18015

610-865-5366

Email: info@singout.org

<http://www.singout.org>

Southern Humanities Review

Department of English
9030 Haley Center
Auburn University, AL 36849-5203
334-844-4620
<http://media.cla.auburn.edu/english/shr/index.cfm>

Tennessee Folklore Society Bulletin

Tennessee Folklore Society
c/o Jubilee Community Arts
1538 Laurel Avenue
Knoxville, TN 37916-2016
615-898-2663
Email: tfseeditor@jubileearts.org
<http://www.tennesseefolklore.org/publications.html>

Western Humanities Review

University of Utah, Dept. of English
255 S. Central Campus Dr. Room 3500
Salt Lake City, UT 84112
801-581-6070
Email: whr@mail.hum.utah.edu
<http://vegeta.hum.utah.edu/whr/>

Woodworker's Journal

PO BOX 56585
Boulder, CO 80322-6585
800-765-4119
Email: support@woodworkersjournal.com
<http://www.woodworkersjournal.com/>

State and Regional Arts Agencies and Humanities Councils**State Arts Agency and Regional Arts Organizations Directory**

<http://www.nasaa-arts.org/aoa/saadir.shtml>

State Humanities Councils

<http://www.neh.gov/whoweare/statecouncils.html>

Arts Organizations**Alternate Roots**

1083 Austin Ave.
Atlanta, GA 30307
1-888-871-9898

Email: info@alternateroots.org
<http://www.alternateroots.org/>

American Federation of Arts

41 E. 65th St.
New York, NY 10021-6594
212-988-7700
fax: 212-861-2487
Email: pubinfo@afaweb.org
<http://www.afaweb.org/>

Americans for the Arts

1000 Vermont Ave. NW, 6th fl.
Washington, DC 20005
202-371-2830
<http://www.artsusa.org/>

The Arts Coalition

P.O. Box 5266
San Antonio, TX 78201
210-736-9272
Email: artco@concentric.net
<http://www.artco.org/>

Arts Extension Service

Box 31650
University of Massachusetts
Amherst, MA 01003
413-545-2360
Email: aes@admin.umass.edu
<http://www.umass.edu/aes/>

Association of Independent Video and Filmmakers

304 Hudson St., 6th Fl.
New York, NY 10013
212-807-1400
Email: info@aivf.org
<http://www.aivf.org/>

Association of Performing Arts Presenters

1112 16th St. NW, Suite 400
Washington, DC 20036
202-833-2787
Email: artspres@artspresenters.org
<http://www.artspresenters.org/>

Business Committee for the Arts

1775 Broadway, Suite 510
New York, NY 10016
212-664-0600

Email: info@bcainc.org
<http://www.bcainc.org/>

Center for Arts and Cultural Policy Studies

Robertson Hall
Princeton, NJ 08544-1013
609-258-5180
Email: artspol@princeton.edu
<http://www.princeton.edu/~artspol/>

Community Arts Network (CAN)

Art in the Public Interest/CAN
P.O. Box 68
Saxapahaw, NC 27340
336-376-8404
Email: info@communityarts.net
<http://www.communityarts.net/>

Dance/USA

1156 15th St. NW, Suite 820
Washington, DC 20005
202-833-1717
Fax: 202-833-2686
Email: danceusa@danceusa.org
<http://www.danceusa.org/>

Kennedy Center Alliance for Arts Education Network

KCAAEN Education Department
Washington, DC 20566
202-416-8845
Email: kcaaen@kennedy-center.org
<http://kennedy-center.org/education/kcaaen/>

The League of Historic American Theatres

34 Market Place, Suite 320
Baltimore, MD 21202
410-659-9533
<http://www.lhat.org/>

National Assembly of State Arts Agencies

1029 Vermont Ave. NW, 2nd Fl.
Washington, DC 20005
202-347-6352
Email: nasaa@nasaa-arts.org
<http://www.nasaa-arts.org/>

National Association of Artists Organizations

918 F St. NW, Suite 611
Washington, DC 20004
202-347-6350

Email: nao2@artswire.org
<http://www.nao.net/>

National Council for the Traditional Arts

1320 Fenwick Ln., Suite 200
Silver Spring, MD 20910
301-565-0654
Email: info@ncta.net
<http://www.ncta.net/>

Partners for Livable Communities

1429 21st St. NW
Washington, DC 20036
202-887-5990
Email: partners@livable.com
<http://www.livable.com/>

Performing American Arts Alliance
formerly the American Arts Alliance

Advocates for the Arts
805 15th St. NW, Suite 500
Washington, DC 20005
202-289-1776
Email: aaa@artswire.org
<http://theperformingartsalliance.org/>

Humanities Organizations**American Association for Museums**

1575 Eye Street, NW, Suite 400
Washington, DC 20005
202-289-1818
Email: aamino@aam-us.org
<http://www.aam-us.org/>

American Association for State and Local History

1717 Church Street
Nashville, TN 37203-2991
615-320-3203
Email: membership@AASLH.org
<http://www.aaslh.org/>

American Folklife Center

Thomas Jefferson Building, Room LJ-G53
101 Independence Ave, SE
Washington, DC 20540-4610
202-707-5510
Email: folklife@loc.gov
<http://www.loc.gov/folklife/>

American Folklore Society

Mershon Center, Ohio State University
1501 Neil Avenue
Columbus, OH 43201-2602
614-292-3375
Fax: 614-292-2407
<http://www.afsnet.org/>

American Historical Association

400 A Street, SE
Washington, DC 20003-3889
202-544-2422
Email: info@historians.org
<http://www.historians.org/>

American Institute for Conservation of Historic & Artistic Works

1717 K Street NW, Suite 200
Washington, DC 20036-5346
202-452-9545
Email: info@aic-faic.org
<http://aic.stanford.edu/>

Association for Living History, Farm and Agricultural Museums

8774 Route 45 NW
North Bloomfield, OH 44450
Fax: 440-685-4410
<http://www.alhfam.org>

Center for the Study of Southern Culture

Barnard Observatory
The University of Mississippi
P.O. Box 1848
University, MS 38677-1848
662-915-5993
Email: cssc@olemiss.edu
<http://www.olemiss.edu/depts/south/>

Consortium of Humanities Centers and Institutes

c/o John Hope Franklin Humanities Institute
Box 90403, 2204 Erwin Road
Duke University
Durham, NC 27708-0403
919-668-0107
Fax: 919-668-1919
Email: chci@duke.edu
<http://www.chcnetwork.org>

Cultural Policy Center

University of Chicago
1155 E. 60th Street
Chicago, IL 60637-2745

773-702-4407

Email: culturalpolicy@listhost.uchicago.edu

<http://culturalpolicy.uchicago.edu/>

Federation of State Humanities Councils

1600 Wilson Boulevard, Suite 902

Arlington, VA 22209

703-908-9700

Email: info@statehumanities.com

<http://www.statehumanities.com>

Louisiana Folklife Program

(part of Louisiana Division of the Arts)

P. O. Box 44247

Baton Rouge, LA 70804

225-342-8180

Email: folklife@crt.state.la.us

<http://www.louisianafolklife.org/>

Museum on Main Street

Smithsonian Institute Traveling Exhibition Service

Arts & Industries Building

900 Jefferson Drive, SW, Suite 1271

Washington, DC 20560-0706

202-633-0078

<http://www.museumonmainstreet.org/>

National Humanities Alliance

21 Dupont Circle, NW, Suite 800

Washington, DC 20036

202-296-4994 ext. 149

<http://www.nhalliance.org/>

Smithsonian Center for Folklife and Cultural Heritage

Smithsonian Institution

750 9th Street, NW, Suite 4100

Washington, DC 20560-0953

202-275-1150

Email: folklife-info@si.edu

<http://www.folklife.si.edu/>

*USDA, Rural Information Center
National Agricultural Library
10301 Baltimore Ave., Room 123
Beltsville, MD 20705-2351
ric@ars.usda.gov
1-800-633-7701*
