



Chapter 10 - Economic Development Element

This chapter illustrates Enumclaw’s existing economic patterns and potential economic opportunities. An assessment of today’s business environment reveals where Enumclaw is hitting and missing in its industrial and service sectors. Identifying the gaps is an important first step in solidifying the community’s economic foundation, and this plan provides policies and programs to help Enumclaw build a promising economic future. Economic development strategies can strengthen the community’s position as a unique, established, and attractive place to reside and visit.

Enumclaw was settled at the turn of the century as a point of trade, collecting resources from the surrounding fields, mountains and forests and shipping them off to other locations for packing, processing or milling. A secondary, or “service,” sector of financial institutions, retail, housing and professional offices grew and diversified to serve the primary, or “basic,” sector geared for resource export.

Things are different today. Enumclaw’s economy is less dependent on the natural and agricultural resources surrounding it. Many of Enumclaw’s residents work in professional office environments, for service sector business, medical services or for the government sector. Many also leave Enumclaw for their jobs, making regular commutes to larger metropolitan centers to the west. Enumclaw’s business make-up has also evolved, relying less on industrial production and more on retail and service commercial trade to support the community’s residents. The days of Enumclaw’s classical export-based economy are gone.

Enumclaw remains a center for trade on the plateau, however, offering services for local residents and the financial, religious and educational institutions that serve an area much larger than just what is within city

limits. It remains a “central place”, retaining a diversity of activities that serve more people than those who reside in Enumclaw. Understanding that role is an initial step to crafting economic development policy.

Statutory and Growth Management Act Requirements

The Growth Management Act (GMA) requires an economic development element be included in the Comprehensive Plan. The GMA requires it to include the following:

- Summary of the local economy
- Summary of the strengths and weaknesses of the local economy as defined as the commercial and industrial sectors
- Identification of policies, programs, and projects to foster economic growth and development

The Enumclaw Strategic Plan for Economic Development 2014-2018, Appendix, includes analysis and recommendations consistent with the requirements of the GMA.

Strategic Plan for Economic Development 2014-2018

Past efforts assembled the values of the community for an inviting economic atmosphere in Enumclaw. Over 12 efforts in the past 30 years worked on various aspects of economic development resulted in the detailed updated 1999 comprehensive plan chapter. Extensive economic planning are major efforts of the City and Enumclaw businesses. The efforts continued with the year 2000 Strategies for Enumclaw’s Future (A Strategic Action Plan) and the commissioned Economic Base Study and Development Opportunities Analysis. This was followed by the Downtown Enumclaw Enhancement Plan (2000). These past



efforts resulted in the following efforts:

- A Main Street Program (now defunct)
- Construction of the downtown streetscape improvements
- Reconstruction of Garrett Street
- Installation of Wayfinding signs and a Gateway Monument Sign
- Foothills Trail development

In 2012, The Mayor appointed an Economic Development Task Force consisting of local business owners and industry representatives to provide advice, strategies and a vision for economic development within the City. The Task Force spent two years working hard to create the 2014 – 2018 Enumclaw Strategic Plan for Economic Development. The Task Force was very thorough and is to be commended for its work. Members reviewed economic data and trends for the City and the Expo Center; interviewed stakeholders; took public comment; developed a vision and mission statement and formulated a series of recommendations. The result was the following vision and mission statement and a series of strategies and tactics.

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

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

This plan was adopted in June of 2014 by Resolution 1510 and is hereby incorporated by reference to this document. It includes a detailed summary of the local economy, analysis of economic conditions, strengths and weaknesses and recommended policies, programs and project to foster economic

growth. To date, the following initiatives have resulted from the latest plan:

- Formation of a "Buy Local" group – LiveLocal98022;
- Revisions to the zoning code to make it easier to establish Bed and Breakfasts, Breweries, Wineries, Distilleries, Bakeries and other value added agricultural products;
- Initial research for a senior community zoning code amendment;
- Development of downtown design concepts to create a downtown gathering area with an outdoor performance area, covered event space and park area to attract tourists and residents;
- Establishment of a Food, Beverage and Agricultural Tourism Committee.

Issues

Economic growth is closely linked to land use. It is nearly impossible to predict what specific businesses will develop in the community, but it is possible to create an environment that encourages the types of enterprises the community would like to see. The following Goals, Policies and Policies are summarized from the adopted Enumclaw Strategy for Economic Development 2014-2018.

As export-based economies shrink, the service sector established to serve them also shrinks, sometimes losing its diversity as the market gets smaller. Enumclaw has been able to retain its service sector's diversity despite the downturn in basic industry. There is no single-source directory, however, to encourage a "buy local" program, nor is there a large hospitality sector in town. As Enumclaw seeks to enrich its commerce sector, it may wish to



promote local merchants more actively and provide accommodations for its visitors. Enumclaw may also wish to create a more entrepreneurial culture, supporting start-up businesses as they explore new market niches.

Though the traditional resource-based industry has declined, Enumclaw is still positioned to benefit from what remains. It has a heritage worth celebrating and an active agricultural sector that has potential to explore and succeed in niche markets.

Enumclaw can continue to strengthen its position as the central place on the plateau, offering an ever widening circle of retail, institutional and employment activities as it grows. It will need to build on its central place position, however, continuing to monitor changes in the economic and social needs of the plateau population and striving to meet those needs. Some of that work will involve a strategic and comprehensive assessment to determine how the regional highways that lead into and divide the community can be used to Enumclaw’s best advantage.

Enumclaw’s downtown is the heart of the community and will continue to be the intuitive seat of its economic development. Maintaining the downtown’s economic viability and heritage character will help the entire community prosper, even if more intense commercial or industrial businesses develop along the community’s highway corridors.

Tourism is an important component of Enumclaw’s economy. The Enumclaw Expo Center, Crystal Mountain Resort and the Mt. Rainier National Park are prominent tourist destinations, and Enumclaw sits in close proximity to each. These regional tourist amenities draw thousands of people though Enumclaw.

Goals and Policies

The following goals and policies are those adopted in the Enumclaw Strategic Plan for Economic Development 2014-2018. The plan recognizes that a successful effort requires partnerships and collaboration with the private sector, the Chamber of Commerce, educational providers and other local organizations. The City will work with partners to implement these strategies. Some strategies will be implemented with City resources and it is expected that others will be led by other community organizations with City participation. This is intended to be a living document that the City will revisit and update annually to ensure that it continues to reflect the preferences of the citizens.

Goal ED-1. Promote Employment Growth in Retail/ Services, Medical and Light Industrial Sectors

Policies

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

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

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

1.4 Consider “Impact Fee Deferral” Implement an Impact Fee deferral program for Light Industrial and Medical developments. Impact fees would be deferred until Certificate of Occupancy or until the



property is sold, whichever happens first. This would be a City developed and led program.

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

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

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

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

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

Goal ED-2 Attract one or more senior communities with high quality housing and amenities to locate in Enumclaw

Policies

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

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

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

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

Goal ED-3 Encourage/attract upper middle income residential development

Policies

3.1 “Upper Middle Income Housing” Develop incentives to encourage development of large homes on large lots attractive to upper middle income families. Incentives such as reduction in building fees, construction sales taxes and other incentives should be developed for homes.

Goal ED- 4 Increase Tourist Visits

Policies



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

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

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

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

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

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

4.7 “Mt Rainier/Enumclaw Visitor Signage”. Work with Washington Department of Transportation (WSDOT) to change signage along SR 167, SR 18 and I-5 to direct traffic to add Enumclaw to signs

and to direct visitors to Mt. Rainier/Sunrise through Enumclaw. This would be a City Council led effort.

4.8 “Food and Beverage Committee”. Develop a citizen committee to develop and conduct a campaign to market to and recruit wineries, breweries, distilleries and restaurants to locate in Enumclaw. This effort would led by a citizen committee of three recommended by the CED committee and appointed by City Council.

4.9 “Mt Rainier National Park Schedule”, Lobby for year-round opening of Sunrise and Mt.Rainier National Park. This would be a City Council led effort.

4.10 “Chinook Pass Schedule”. Lobby WSDOT and the State Legislature to keep Chinook Pass open year-round. This would be a city led effort.

4.11 “Welcome Center” Locate a joint City/National Park/Forest Service Welcome Center in Enumclaw. This would be a city led effort.

4.12 “SR 410 Aesthetics” Improve attractiveness of SR 410 corridor, specifically landscaping at key intersections. This would be a City led effort.

4.13 “Tourism Marketing and Branding” Create a five-year tourism marketing and branding program. This effort should be led by the business community with the support from the City.



PAGE LEFT BLANK INTENTIONALLY