

# Economic Development Strategy

City of McMinnville



*November 15, 2017*

**CHALLENGE** Build upon the economic successes of McMinnville and continue to grow the City's emerging identity as a vital mixed use community

**SOLUTION** **Listen, Strategize, Plan.** CAI will lead stakeholder engagement and data analysis to inform development of an economic development strategy that provides a clear roadmap for future investment and policy decisions

# About Community Attributes Firm Background

**Community Attributes Inc. (CAI)** was founded in 2005 and supports all phases of economic and community development—from visioning to implementation—by linking community development objectives with economic opportunities in the context of regional economic trends.

CAI currently employs 20 staff members and is located in downtown Seattle. Personal attention, a collaborative approach and clear communication distinguishes our practice.

# About Community Attributes Key Staff



## **Chris Mefford, AICP**

*President and CEO, principal-in-charge*

- Two decades of analysis experience with regional economies
- Expertise in regional economic development, municipal finance and facilitation



## **Elliot Weiss, AICP**

*Senior Planner and Project Manager*

- Land use planning and economic development strategy
- Visioning, urban design, real estate feasibility and site planning

## **Additional Project Support**

- **Spencer Cohen, PhD**  
Senior Economist with an extensive background in economic geography, industry and market analysis, and regional economic development policy
- **Diana Haring**  
Senior Data analyst, expertise in GIS and spatial data analysis, including employment and workforce analytics
- **Bryan Lobel**  
Senior Planner and leader in economic development strategy with foundations in economic geography.
- **Kristina Gallant**  
Planning Analyst and urban planner with extensive experience in housing and real estate.
- **Mark Goodman**  
Senior Planner with in-depth professional planning and economic development experience.
- **Maeve Edstrom**  
Information Design Manager with over ten years experience creating visual communications.

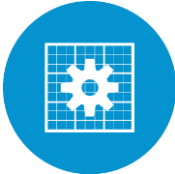
# About Community Attributes Our Practice



Seattle  
Denver  
Oakland



Regional  
Economics



Land Use  
Economics



Data Dashboards &  
Business Intelligence



Community & Economic  
Development



Information  
Design



Surveys &  
Market Research

# Project Understanding Opportunities and Challenges

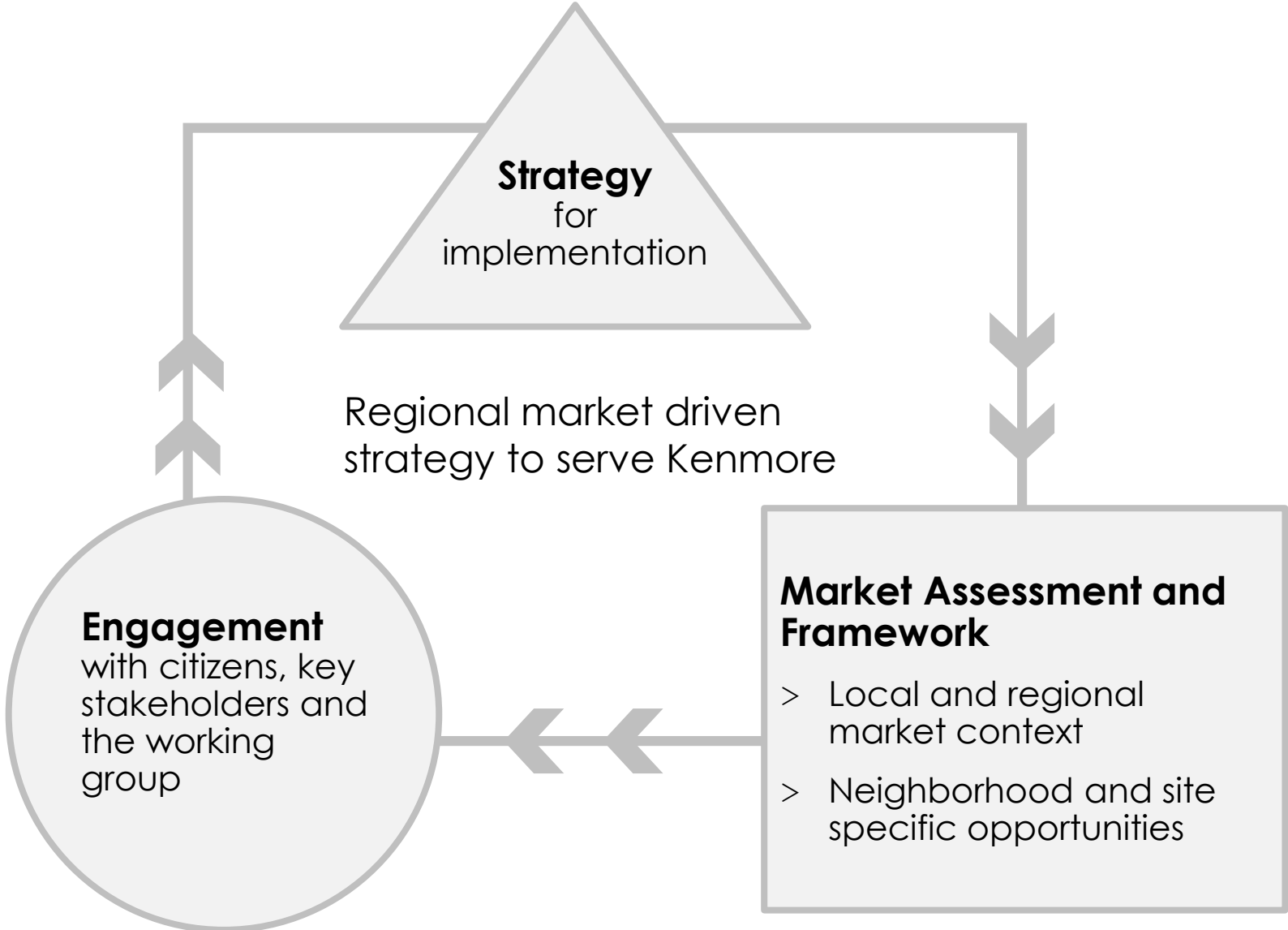
## ***Progress and Opportunities***

- Capitalize on tourism without sacrificing sense of place
- Grow retail within traditional downtown setting
- Maintain and expand resilient, year-round employers that pay living wages

## ***City Needs and Challenges***

- Maintain a high quality of life
- Engage a wide array of stakeholders
- Organize local leaders, particularly in the private sector, to spur implementation

# Project Approach CAI Methods



# Project Approach Community & Stakeholder Engagement

*Successful engagement means McMinnville stakeholders and policy makers are engaged in the process and have ownership in the plan while the general public has ample opportunity to contribute their ideas and priorities*

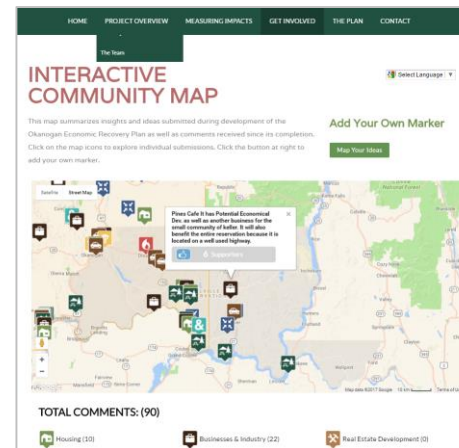
- 2-3 focus groups to identify challenges, opportunities, and strategies
- Focus groups to be tailored to match the needs of the City and designed to leverage existing efforts and expertise

- CAI to host project website and public commenting tool
- Stakeholders can geolocate comments and see what others are saying about McMinnville



## **Sammamish Valley Wine and Beverage Strategy:**

CAI led facilitation of a business stakeholder working group made up of winery owners, retailers and residents.



## **Okanogan Economic Recovery Plan:**

CAI created a community portal that featured an interactive community map residents used to leave comments, as well as an interactive version of the final economic recovery plan.



# Project Approach Strategies & Implementable Actions

A successful strategy acknowledges past goals while clearly communicating new priorities and actions for the City to pursue

- Develop and refine economic development strategies and actions
- Strategies will be organized in a coherent framework for ease of use
- Develop implementation matrix and performance benchmarks
- Matrix will include performance measures tied to benchmarks and available data

## RURAL INNOVATION

Strategy 6.1: Stillaguamish Valley Outdoor Adventure Recreation Plan, Phase I

### SUMMARY & OBJECTIVE

The 2015 North Stillaguamish Valley Economic Redevelopment Plan recommended the development of an outdoor recreation plan to identify, improve and market local recreation assets and tourism opportunities. With its wealth of natural assets, the region is well-suited to increase its appeal to visitors interested in outdoor recreation. This strategy initiates work that will contribute to the Outdoor Adventure Recreation Plan, which will strengthen the region's position as a recreation destination. The Rural Tourism Studies (Strategy 6.2) that target a select group of stakeholders could potentially be a source of important feedback that would aid development of the plan.

The objective is to promote and enhance the region's unique recreational assets through the establishment of a community vision and the creation of an inventory of recreation assets and natural amenities as well as printed promotional materials.

### MEASUREMENTS & OUTCOMES

Demonstrated interest in promoting, and greater awareness of, the region's recreation assets, measured by:

- > Kick-off attendance
- > Downloads / hard copies distributed of asset map and promotional materials

**BUDGET: \$14,000**

### TACTICS

**Tactic 6.1.1: Community Kick-off**  
A community kick-off meeting will introduce the project, outline the process and compile initial input and feedback for the plan.

**Tactic 6.1.2: Inventory of Recreation Assets**  
A prioritized inventory of relevant recreation and tourism assets will be developed, including selected natural features, trails, facilities and other infrastructure.

**Tactic 6.1.3: Asset Mapping and Promotional Materials**  
Based on the asset inventory, a series of visually appealing maps will be created. These will be designed as promotional materials for area recreation and tourism and used both to inform residents and market recreation opportunities to visitors.

### RESOURCES AND RELATIONSHIPS

Snohomish County Tourism Bureau, Snohomish County Office of Economic Development, Snohomish County Parks & Recreation

### ERP CROSS-REFERENCES

- > Create a recreation master plan (5.3.8)

### WHERE DO WE GO NEXT?

Phase II of the SVOARP will continue to deploy promotional materials and develop an action plan to improve recreational offerings. The specific scope for Phase I and Phase II will be negotiated during consultant selection.

## INFRASTRUCTURE

Strategy 1.1: Install Wireless Hotspots

### SUMMARY & OBJECTIVE

As high-speed access to the internet has been identified as a critical challenge for residents and businesses in the North Stillaguamish Valley, this strategy seeks to improve local infrastructure by expanding local broadband service. Providing broadband access throughout the region is a long term goal; establishing two Wi-Fi hotspots in public spaces or along key trail corridors represents an initial effort to bring broadband services into the area.

The communities of Arlington and Darrington will work with other stakeholders to determine the appropriate locations for the hotspots. Sites that function as safe community gathering spaces or key recreational nodes should be prioritized.

The objective is to create a pilot project that will incrementally improve broadband access through the installation of two Wi-Fi hotspots in key public places.

### MEASUREMENTS & OUTCOMES

Increased internet usage and demand for internet access, as well as demonstrated viability of broadband expansion into the North Stillaguamish Valley, as measured by:

- > Successful installation of hotspots
- > Use rates of hotspots (number of users / volume)

**BUDGET: \$8,000**

### TACTICS

**Tactic 1.1.1: Install two (2) Wi-Fi hotspots in public places.**  
Two Wi-Fi hotspots with broadband internet access will be provided in key public spaces in the area. These hotspots will be sited both to maximize potential use by the public, and to encourage future adoption of broadband internet in the community.

Promote the social media platforms for the Stilly Valley (see Strategy 6.3) at the hotspots to encourage user engagement, possibly featuring a hashtag based on the Wi-Fi hotspot location to track user activity and promote sharing.

### RESOURCES AND RELATIONSHIPS

Frontier, Washington State University Extension, Washington State Department of Commerce (formerly WA Broadband Office)

### RELATED STRATEGIES FROM THE ERP

- > Improve telecommunications infrastructure (1.6)
- > Improve high-speed internet access (1.6.1)
- > Expand broadband access (1.6.3)

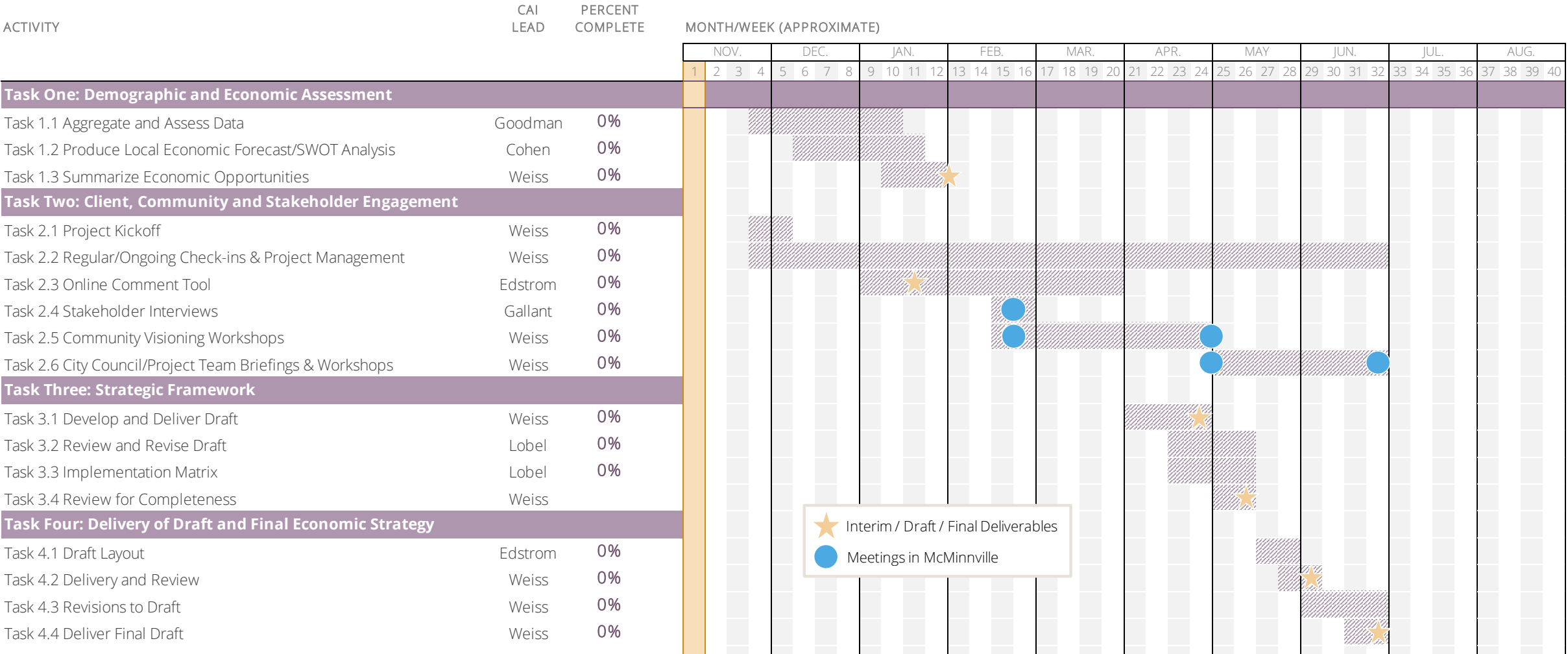
### WHERE DO WE GO NEXT?

The wireless hotspots will improve broadband access while demonstrating the viability of broadband expansion into the North Stillaguamish Valley.

## Arlington and Darrington Community Revitalization Plan

CAI led development of strategic revitalization plan for the North Stillaguamish Valley, leading to a more specific implementation plan for the communities of Darrington and Arlington

# Project Logistics Schedule and Key Milestones



# Proposal Summary Why Community Attributes?

- Leading firm for economic development strategy
- Experts in land use and integrating economic development strategies
- Understand how to design engagement tools
- Have delivered functional, relevant economic development strategies tailored to regional communities
- Internal project management pros, with a do-what-it-takes attitude

## Relevant Experience

### Economic Development Plans

- City of Lynnwood
- City of Kent
- City of Sammamish
- PSRC
- City of Astoria, OR
- Okanogan County
- City of Spokane Valley

### Subarea Plans

- Ridgefield Junction
- Port of Olympia New Market Campus
- Spring District, Bellevue
- UW Bothell and Cascadia College
- Wilburton Commercial Area

### Market Analyses

- PSRC Regional Economic Strategy
- PSRC Industrial Land Study
- City of Bothell, Downtown and Canyon Park
- Bothell Park Impact Fees
- Sammamish Valley
- Lake Forest Park
- Bel-Red Road Corridor
- City of Seattle
- Snohomish County Agricultural Economic Opportunity Assessment

### Industry Studies

- Information & Communication Technology
- Medical Devices
- Aerospace
- Maritime
- Healthcare
- Global Health
- Agriculture
- Wine

