Economic Development Action Plan

CITY OF MAPLE VALLEY, WASHINGTON

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Prepared for:

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About Camoin Associates

Camoin Associates has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. We specialize in real estate market analysis to evaluate the feasibility and impacts of proposed projects. Through the services offered, Camoin Associates has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Volvo (Nova Bus) and the New York Islanders; as well as private developers proposing projects in excess of $600 million. Our reputation for detailed, place-specific, and accurate analysis has led to projects in thirty states and garnered attention from national media outlets including *Marketplace* (NPR), *Forbes* magazine, and *The Wall Street Journal*. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. The firm currently has offices in Saratoga Springs, NY, Portland, ME, and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter @camoinassociate and on Facebook.

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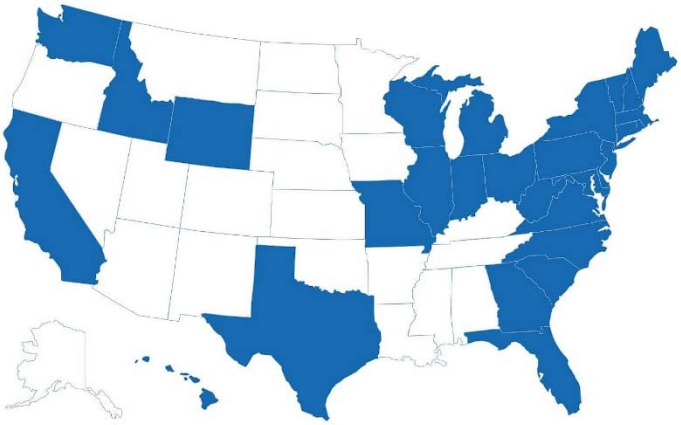

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Introduction

Since incorporating in 1997, the City of Maple Valley (the "City") has completed significant work on different economic development planning processes both locally as well as regionally. With all the planning processes completed, the City sought assistance in identifying priority projects, efforts, and policies and developing an action plan for the coming years. In Fall 2016, the City hired Camoin Associates to assist with the effort to prioritize economic development related objectives and create an implementation plan to be completed within the 2017 and 2018 fiscal years. Particular focus was placed around how best to increase economic development capacity within the City to ensure implementation of the plan and pursuit of economic development opportunities into the future. The following is a summary of the work completed as well as the final work plan for the coming fiscal years.

Work Completed

Background Research

The intention of this process was to use the planning and research that has already been completed for the City, plus additional interviews and national economic development best practices, to develop a work plan for the coming years. The primary work involved interviews with City staff, business leaders, real estate developers, small business owners, public officials and other partners plus a review of recent planning studies completed in the city and region (See Appendix B for the summaries of the prior planning documents). The outcomes of the interviews and background research were incorporated into the Themes, provided in Appendix A, and helped to inform the development of the work plan.

Strategy Development

Based on the emerging themes that were identified through the interview and plan review process, Camoin Associates developed the Maple Valley Action Plan organized around three key goal areas of focus:

Goal 1: Increase economic development capacity within the city.

The city needs a person or organization to lead its economic development efforts (implementation) in a more targeted and defined way.

Goal 2: Improve the city's economic development climate.

In order to diversify the city's tax base, and attract new business, it is important to promote the city's assets and make improvements where necessary to improve the perception of doing business in the city.

Goal 3: Enhance the city's entrepreneurial culture and support for small businesses.

Focusing on supporting existing residents who may be interested in starting their own business will help to grow the city's economy in an organic and sustainable way.

Performance Measures and Tracking

To guide and measure the implementation of the strategic plan, performance measures have been created for each of the actions. These performance measures are designed to be useful, simple to collect, and consistent over time to ensure that the efforts of the City are being accurately measured. The ability to track, measure, and promote the efforts of the City will be key to continued internal and external support of economic development efforts.

Economic Development Action Plan

Action Plan Matrix

The outcome of the interviews, research, and review of previous planning documents are specific action items that will guide economic development in the City of Maple Valley over the next two years. Many of the initiatives listed below have been suggested previously for the City as part of prior planning efforts, while others have been developed based on economic development best practices, an understanding of the issues facing the region, and potential capacity of City staff. These initiatives are intended to act as a work plan for the City and task status should be reviewed regularly for progress to completion or a need to change course. It is important to note that while these are important goals/objectives right now, the ever-changing economy, as well as fluctuating state and national priorities may dictate adjustments to the plan.

The following is a narrative description of the Action Plan Matrix. More detail around timeframe, partners, priority level, and performance measures is provided in Appendix B.

Goal 1: Increase Economic Development Capacity Within the City

1.1 | Engage leadership for economic development. In order to accomplish the tasks laid out in the work plan there will need to be leadership in the City focused on economic development (see Appendices C and D for more information about economic development organizations). This person would be responsible for the day-to-day economic development efforts of the City, including implementing and adding to the work plan created through this process. This would be a regular City position that would be filled using the standard process of the City. This position could be part-time to start out and build up to full-time depending on workload and resources available. The ED Manager would report to the Mayor and City Council on the work accomplished.

A key to this model being successful is an economic development committee that includes adequate representation from the private sector to ensure that all voices are being heard when guiding economic development initiatives in the city. This committee would be charged with assisting the ED Manager with his or her efforts, guiding strategy development, assisting with implementation efforts as possible, and bringing light to issues and concerns facing the private sector.

Position Requirements:

- Bachelor's degree in Economics, Planning, Public or Business Administration, Finance, or other related field (Master's degree preferred)
- Three to five years of experience in progressively responsible positions in an economic development, redevelopment or planning agency, or related non-profit or private sector experience
- Current status as a Certified Economic Developer (CEcD) by the International Economic Development Council, or current status as an Economic Development Finance professional (EDFP) is a plus

I. Advertise for and hire an economic development manager. Look for someone with experience in the region, good communication skills, ability to work with a diverse set of stakeholders, and a self-starter. Consider hiring an outside firm to help develop the job description and vet potential candidates.

II. Engage a diverse economic development commission that includes representatives of both the public and private sectors.

III. Hold a "get to know you" evening to introduce the new ED manager to the residents and businesses.

IV. Charge the economic development manager and economic development commission with implementing the work plan and identifying new opportunities.

1.2 | Establish a citywide agenda for economic development. There is need for the residents, businesses, policy makers, and officials to come together with a shared vision for the future of economic development. This will ensure that everyone will be moving and working forward in the same direction towards the same goals.

I. Facilitate a citywide visioning event to identify a vision for the city's economic development effort.

II. Publicize the event and the outcome to ensure as much participation from the community as possible. Include social media, traditional and non-traditional press, and community ambassadors to talk about what is going on within their networks.

III. Use the outcome of the visioning session to guide economic development, changes in zoning, and all related efforts. When issues or conflicts come up return to the vision and consider how the proposed change relates to the shared goals for the future.

1.3 | Create support for economic development through an education and communication program. Economic development means different things to different people. Informing and empowering residents through education around economic development will ensure that they are active participants in helping to guide the efforts. This should include not only public officials who are actively involved in economic development but also residents, who may be directly impacted by economic development initiatives.

I. Develop a strategy to better inform residents about the importance of economic development including traditional media, social media, events, presentations at local clubs/organizations, etc. Highlight successful projects, local business leaders, projects that the City is working on, and regional efforts.

II. Engage and educate public officials about trends in economic development, role of economic development in fiscal resources of the City, and how public officials can help support economic development.

Goal 2: Improve the City's Economic Development Climate

2.1 | Update marketing and promotional materials. The ability for Maple Valley to "sell" itself to potential businesses will require increased awareness about available sites, assets, and opportunities related to locating in Maple Valley. In order to increase awareness, the materials should be designed to be easily updated, highlight the key community assets that are attractive to business decision makers, and be used regionally and beyond to entice people to come and locate in Maple Valley.

I. Conduct a full audit of existing marketing material, website, and social media accounts. What is working, what isn't working, what is getting the most traction, what needs to be updated.

II. Create an "available sites" landing page on the City's website with information related to the infrastructure assets of the sites.

III. Make updates to marketing material to highlight the assets of the community including available sites, access to workforce, and ease of commute into the city.

IV. Work with regional economic development organizations to identify other assets to include and best format (hard copy, digital, other).

V. Distribute new material to regional marketing and economic development organizations and conduct a familiarization tour with key representatives so that they can speak competently on the City's behalf at events.

2.2 | Improve economic development related customer service. Customer service is a very important aspect of economic development as people and businesses who have a good experience will be more likely to speak highly of the community and consider expansion locally. Businesses expect that the process will be transparent and predictable with consideration given to the time and money that is spent ("time is money") when municipal guidelines and regulations are inconsistent. This is not to say that the City should have no expectations or regulations to guide development, but the timeline and process should be clear and consistent to allow developers and businesses to be able to factor in any added requirements.

I. Create a customer service survey to identify areas that are in need of improvement in the permit and site plan review process.

II. Make the survey part of the current permitting process and ask people to complete it after they go through the process.

III. Ask recent participants of the permitting process to complete the survey to receive feedback.

IV. Make changes to process in response to the feedback where feasible.

V. Publish the findings of the survey and changes that were made as a result.

VI. Continue to issue the survey, make changes, and publicize feedback to improve the perception of doing business in Maple Valley.

2.3 | Establish a business retention and expansion (BRE) visitation program to support business attraction, retention and expansion. BRE programs are a great way for communities to stay in touch with their local businesses and ensure that they are able to respond to any concerns quickly. It opens the lines of communication between the business community and the City and will allow for the City to create programs, policies, and initiatives that are business friendly and reactive to the changing market. This program should be coordinated with regional economic development partners such as the Chamber of Commerce.

I. Engage the Economic Development Committee to assist with BRE visits.

II. Establish a priority business list, schedule of visits, list of questions, and database for entry.

III. Review feedback from the visits monthly to gather information regarding areas for improvement, concerns, and opportunities.

IEDC BRE Best Practices:

- Run the program through partnerships with multiple economic development related entities to share the work, cost, information, and avoid overlap.
- Use surveys that capture key information but are not overly burdensome to business.
- Conduct immediate follow-up to resolve any issue identified by the businesses.
- Integrate findings into ongoing strategic economic development planning.
- Utilize software to make the process more efficient and operationalize results.
- Train volunteers that become involved in the program.

Objective 3: Enhance the City's Entrepreneurial Culture and Support for Small Businesses

3.1 | Increase support for small businesses. The City should focus on developing and supporting small businesses because they are a great fit for the community. Small businesses will help increase overall economic activity in the community and are a major source for new job creation, allowing existing residents to find jobs locally and reduce dependence on regional job centers.

I. Schedule a meeting with regional small business support organizations like the Chamber of Commerce and the Small Business Assistance Center to identify role that the City can play.

II. Develop partnerships with local banks to provide financial assistance to small businesses in targeted industries.

III. Highlight and support small business owners in the community through networking events, publications, social media accounts, and helping them find partnerships and opportunities for collaboration.

3.2 | Encourage entrepreneurship by all residents. Having a climate that supports entrepreneurs and their efforts to create economic opportunities for themselves and others is a great way to encourage overall vibrancy in the community.

I. Work with local business owners to establish an after-school club to work with high school students

II. Create a mentorship program to connect new businesses with established business owners

Partner Organizations

The implementation of this plan's goals will not be possible without working jointly with other agencies, non-profits, and stakeholders. Some of the likely partner organizations include:

- Maple Valley Black Diamond Chamber of Commerce
- Economic Development Council of Seattle & King County
- Tahoma School District

Appendix A: Themes from Interviews and Previous Plan Review

Using the information gained from reviewing the previous reports and through the interviews, Camoin Associates started to recognize that there were four major themes that ran throughout issues related to economic development in Maple Valley. The following is a summary of these themes and a summary of the interview findings.

Quality of Life

It is clear from the interviews and the plan review that Maple Valley residents enjoy a high quality of life, with access to major employment centers in Seattle, Kent, Renton, and Bellevue, and higher than average median household income and home values. There are some traffic congestion issues during rush hour that result from limited road infrastructure. Most Maple Valley residents are leaving in the morning for work and there is only one major transportation corridor, State Route 169, leaving the City, therefore morning traffic is highly congested. However, there are very few people coming into the City in the mornings, so the open roadway is an asset to any employer looking to establish an office within city limits. Due to the high levels of congestion on State Route 169, the City began improvement on the State Route with the Wax to Witte Road project, the Gateway Project and the Four Corners project. Before instating these projects these areas did not have sidewalks, bicycle lanes or drainage. These roadway projects have worked to combat those issues. More information about these projects can be found on the City website.

One area of the City that was consistently spoken of in a positive way was the education provided by the Tahoma Central School District. It is clear that the school district is a point of pride for the City and there are many opportunities to increase and support the school's role in economic development. The new Tahoma High school construction is currently underway and is following the proposed schedule and has stayed within the designated budget. The school is projected to open in September 2017. It will be a multiple use building with access for extended learning and training during the night and summer. The school will also act as a new gathering place for local clubs, committees and various meetings for people in the region, outside of tradition school hours. The high school will be the largest in the state by size (not by population), and the true benefit to the City, is that the new high school is now located within city limits keeping jobs within the City. The City is clearly progressive in thinking about providing students with alternative paths for their future in addition to college and working with local businesses, higher education, and others will make these paths more viable for many students. The high school is planned to house the best robotics program for students in the region, and is hoping to partner with the other schools and organizations, such as Green River Community College and other technology programs nearby, to enhance their "future-ready" capacities for students. The community is energized and excited about the new high school and it acts as a huge asset to the City of Maple Valley. More information about construction of the new high school can be found on the Tahoma School District website.

Tax Base

The City has long been called a "bedroom community" for the other employment centers, with population growing at about 2% since 2015, according to US Census estimates, and total number of households growing at the same 2%, totaling 8,522 households in 2016, this is clearly the case. While there is nothing inherently wrong with being a bedroom community, people need to live somewhere, it does end up putting a heavy strain on the residential property owners. Communities with an imbalance of residential property use over commercial may eventually experience more rapid increases in property taxes with time. The cost to provide community services for residential properties is significantly higher than it is for commercial properties and they tend to pay less in property taxes due to lower assessed value. A big portion of this is around school children that are generated by

residential buildings that aren't generated by commercial buildings, but also other city services are strained when there are high numbers of residential buildings.

Previous research also suggests that there is significant retail "leakage" out of the city which means that residents of Maple Valley are traveling elsewhere for goods and services because they are not available (or not meeting their needs) in the city. The loss of these sales also means that there is loss of jobs, earnings, and sales tax revenue for the city. While Maple Valley may not necessarily want to become a major regional shopping hub, there does indicate potential to capture some of those leaking sales to better serve local residents and bring shopping needs closer to home. Throughout interviews, it was mentioned that Maple Valley lacks a number of different, significant retail establishments such as a car dealership, tuxedo rental store, specialty health food store such as Trader Joe's, and a large middle-income retail store such as Target. This is important to some people living in the city because they realize residents are forced to travel outside the city to buy good sold by these specific retailers. Despite the fact that there are challenges with regard to having access to retail establishments in the city, people have said that they are hopeful due to the progress that has been made in the recent past. For example, Maple Valley at one point only had a few older restaurants and have recently opened some new options.

Finally, there are large areas of land that have been identified throughout the historic and current planning processes that could be used for development to create job opportunities for local and regional residents as well as diversify the tax base to lessen the strain on residential property owners. The development of these sites would bring in additional tax revenue for the city allowing them to continue to offer the high quality services currently being offered to residents and businesses without needing to increase property tax rates.

Economic Development Capacity

While the city has put a lot of effort into planning for economic development and recognizes its importance to improving and maintaining a high quality of life for residents, there seems to be inconsistent support for actual implementation. Since the City incorporated in 1997, there have been a number of economic development committees organized and then disbanded which has led to uneven efforts for economic development and a kind of "stop and go" mentality that makes it difficult to pursue the city's vision for the future.

Based on feedback from the interviews and reports, it seems there is a differing of opinion about what the future of Maple Valley should be and therefore how to achieve it. Some people believe Maple Valley is best suited pursuing residential projects and focusing on increasing the capacity for people to move to and live within the city. Whereas, other people interviewed believe Maple Valley would be better suited pursing some commercial business opportunities to increase amenities for residents, including retail establishments. Some believe a diverse number of retailers and other job creating establishments could be very interested in moving into Maple Valley due to the number of people living within the city, while other people believe only certain industries, such as health care services, would be interested in locating within the city. Differing opinions about the decisions on the economic future of Maple Valley are prominent. Increased leadership around economic development will help bring everyone together so that all residents, businesses, and public officials are working towards the same goals.

It is critical however that the right person with the necessary skills be selected for any new position. Often times, when communities take the first step to increase economic development capacity they unfortunately make the wrong selection. When that happens, a community and its leaders are more cautious about continuing with a capacity investment and economic development efforts continue to wane.

Economic Development Climate

It is a fact of economic development that the basic tenants of customer service play a major role in a community's ability to attract and retain business. The city must work on a daily basis to sell itself to prospects who are looking to locate or expand their business, prospects who may or may not ever actually come to the city but rather who are introduced via social media, website, and other online research. In order to be competitive, the city will need

to stand out as a place that is welcoming to business. There are a number of ways to present an "open for business" philosophy including: predictability of process, marketing material, and positive feedback from existing business. Regarding predictability, it came up a number of times during the interviews that there is room for improvements in terms of the ability for the City to turn around plan reviews in a timely fashion. Typically, developers are willing to accept time and cost associated with the process as long as the process is predictable. Some concerns were expressed during the interviews regarding unrealistic square footage restrictions on commercial businesses, including height restrictions on potential large office buildings. As well as zoning restrictions that are continually modified, but are not necessarily conducive to large developments. Some interviewees believe it is challenging to get things done through the city because of long wait times and regulations, including the review process and public works involvement slowing down the process. Despite these challenges, some interviewees believe the city has come a long way and is continuing to improve.

The marketing efforts for Maple Valley have been relatively minimal and the material used has not been updated recently. Often times site selectors and business location decision makers are using websites and social media accounts as the first checkpoint when considering where to locate their business. Community's around the country are working to update marketing material to highlight assets for external and internal business prospects and make it clear that they are open to working with businesses.

Appendix B: Review of Previous Documents

As part of this action plan matrix, Camoin Associates conducted a full review of previous planning efforts. From this review it was clear that significant work has been done by the City, outside professionals, and community members in trying to envision and guide economic development. The following is a summary of the documents reviewed and the key insights that informed the development of our work.

City of Maple Valley: Citizens Opinions on Commercial Development - July 2004

Prepared by: Elway Research, Inc.

Working to better understand the state of public opinion around whether the City would like to move in a direction towards developing more retail and services or maintain its bedroom community character. The survey explored the questions of:

1) How do residents want the city to develop economically?
2) What kind of shopping experience do residents want in Maple Valley?
3) Would citizens support or oppose changing the zoning to allow large retail stores inside the city limits?

Conducted in 2004 by telephone, the findings of the survey suggest that city residents favor small scale development and preserving the current character of the city. The type of small scale development that was preferred by respondents include "smaller boutiques in a downtown-like setting with larger stores somewhere else". Over 70% of the survey respondents favored maintaining the size limit of 60,000. Restaurants were the only commercial development type that a majority of residents said was highly desirable.

Recommendations to Maple Valley City Council – February 2012

Prepared by: Economic Development Council

This summary document was put together by the City's Economic Development Council for the Maple Valley City Council that outlines four primary goals for economic development in the city. The goals include:

1) Make necessary changes to zoning to encourage economic development in key commercial areas including the Brandt property and the Legacy site.
2) Guide development towards centers of employment rather than retail development.
3) Work with the Tahoma School District to explore a new approach to education that focuses on innovation and employment.
4) Work with the local chamber of commerce to develop promotional material for the city.

Four Pillars for Economic Growth and Job Creation: Making it in Washington – February 2012

Prepared by: Egils Milbergs, Executive Director, Washington Economic Development Commission

This power point was prepared by the Executive Director of the Washington Economic Development Commission and presented to the Maple Valley City Council in 2012. It focused on the need for changes to economic policy to focus more on long-term changes, private sector jobs, innovation, workforce skills, investment and exports. The presentation also reported that King County faced higher unemployment than the rest of the State. In order to accelerate job creation, the presentation suggested focusing on four pillars including 1) talent and workforce, 2) investment and entrepreneurship, 3) infrastructure and regulations and 4) international business. The presentation went on to suggest a transition in the workforce from a pyramid with "unskilled" labor at the bottom to a diamond with "technical" jobs taking up the largest middle portion and "professional" and "unskilled" at the top

and bottom of the diamond. The presentation finished with highlighting all the innovation and entrepreneurship that is occurring in Washington County and the great potential for the innovation ecosystem to evolve and improve economic conditions in Washington.

Strategic Economic Development Assessment for The City of Maple Valley, Washington – March 2014

Prepared by: International Economic Development Council

The International Economic Development Council (IEDC) was retained by the City in 2014 to complete a strategic economic development assessment to identify opportunities for the City to grow its economic base. This strategic plan was then used to inform the comprehensive plan update. The report includes a SWOT analysis centered around two important issues facing Maple Valley including economic development capacity and competitiveness. Using the SWOT analysis, IEDC development a list of goals and action items for implementation including:

A- Building Capacity for Economic Development
    1. Make the case for economic development through a comprehensive, ongoing education and communication program
    2. Establish an economic development service model within the city.
    3. Develop a business retention and expansion strategy
        a. Work with the chamber to define roles regarding business retention and expansion.
        b. Engage in calls, visits and ongoing relationship-building with local businesses

B- Maximizing Employment Opportunities on Available Land
    1. Prepare and market the North End-Phase One as a regional employment center
        a. Revise the zoning code to maximize development potential
        b. Compile and prepare data to inform a request for proposals
        c. Take steps to engage a developer
        d. Utilize incentives
    2. Position Summit Place no for longer-term potential
        a. Rebrand the site
        b. Capitalize on the "Regional Learning Center" concept
        c. Partner with educational, workforce and industry to maximize the potential of the programming and land use as the RLC
        d. Zone for maximum economic development benefit
    3. Preserve the Legacy Site for future centerpiece project for the community

C- Lay the groundwork for future economic development success
    1. Leverage opportunities and partnerships around workforce development
    2. Foster small business development and entrepreneurship opportunities
    3. Plan for redevelopment potential
        a. Zone for higher density in selected areas
        b. Support infrastructure projects that benefit existing commercial districts and vacant parcels

The information, goals and objectives identified in this report will play a large role in informing the development of the 2017/2018 economic development action plan for Maple Valley.

South King – North Pierce County Economic Region: Economic Analysis & Statistical Profile – September 2008

Prepared by: Hebert Research

This comprehensive economic analysis document focuses on a variety of indicators for the regional economy, providing details on each of the 10 cities in the south King County and north Pierce County area, including Maple Valley. The goal of the report is to provide the communities with an accurate and representative profile of economic and demographic conditions to help with planning and development. The data points analyzed and provided range from top employers, employment by major sector, household income and wealth, housing stock and affordability, vacancy and lease rates for office and industrial space, and highlights for each of the cities. The following are some of the key findings of the analysis as it relates to Maple Valley.

- Maple Valley has some the lowest amount of taxable sales compared to the other communities however been ween 2005 and 2007 the percent increase is moderate compared to the other communities.
- Total employment in Maple Valley is the lowest but the percent increase been 2005 and 2007 was the highest at nearly 35%.
- The vast majority of housing units in Maple Valley are owner occupied)85%), followed by renter occupied (13%) and only 3% unoccupied.
- Maple Valley has the highest household income ($92,193 in 2008) and median household income ($81,468 in 2008) compared to the other communities
- Mean age in Maple Valley is the lowest at 32.7, compared to 38.4 for all of King County and 37.6 for Washington State.
- Nearly 25% of Maple Valley residents (over 25) have a Bachelor Degree and nearly 33% have some college but no degree.
- The most common industry for residents of Maple Valley is Manufacturing, followed by Retail Trade.
- Maple Valley has a high location quotient (over 1.2) compared to the rest of Washington State in: Agricultural Services (2.53); Building Construction and General Contractors (3.15); Heavy Construction (1.64); Construction-Special Trade Contractors (1.51); Pipe Lines, Except Natural Gas (17.19); Building materials, Garden Supply and Mobile Homes (2.30); Food Stores (2.63); Eating and Drinking Places (1.81); NonDepository Credit Institutions (1.27); Real Estate (1.56); Personal Services (2.08); Automobile Repair, Services, Parking (2.32); Miscellaneous Repair Services (1.54); Motion Pictures (2.65); Amusement and Recreational Service s(2.06); Educational Services (1.43); Museums, Art Galleries, Zoos, Etc. (7.60); and Miscellaneous Services (1.62).
- Top five employers (in 2008) included Tahoma School District (688 employees); Safeway (200 employees); QFC (87 employees); MV Fire and Life Safety (61 employees); and JR Hayes & Sons, Inc. (60 employees).

South King County – Maple Valley/Black Diamond Economic Forecast – March 2009

Prepared by: Hebert Research

This powerpoint presentation was prepared by Hebert Research to outline the economic data collected for the South King County region including population, housing sales, and a retail leakage analysis. The major findings of this report suggest that there is significant amount of sales leaking out of the city of Maple Valley as consumers are going elsewhere to purchase goods. The only sector that is not experiencing this leakage is the Food and Beverage Store sector, which indicates that people are coming from elsewhere to shop in Maple Valley grocery stores. Other sectors, such as Clothing and Clothing Accessory Stores, Furniture and Home Furnishing Stores, and General Merchandise Stores are seeing only 5% of resident spending occurring in this sectors in Maple Valley. This suggests opportunities for some recapture of these sales if new stores were to locate in Maple Valley.

Maple Valley Economic Profile and Market Assessment – April 2007

Prepared by: Community Attributes, Inc.

This PowerPoint presentation style report was prepared by Community Attributes, Inc. as a detailed overview of the socioeconomic, demographic, and retail characteristic of the City of Maple Valley. The intention of this data gathering was to inform the decisions of local planning efforts. The data collected shows a full economic profile of the City and helps community members to understand the comparative advantages within the region. Broad, key takeaways from this report include, but are not limited to:

- Notable population growth has occurred within the City, growing at 5.1% annually since 2000, which is higher than the greater regional trend which is only a 1.2% increase.
- Incomes within the city are higher than those in the surrounding region. Local median household income was estimates at $76,956 (circa 2007).
- Housing prices within the city are fairly high, at $440,000, which has attracted people with higher incomes to live in the City.
- Increasing population growth with relatively high incomes, represents an opportunity for increasing customer base for retailers within the City. However, currently (circa 2007), local retailers are capturing less than 50% of residents' spending.
- Interest in retail development as well as population growth suggest that increasing retail development space is attainable during the 24 years, by 2030, but would require intensive collaboration with developers.
- Maple Valley is considered to be a bedroom community having 0.5 jobs per housing unit, which is far lower than the region-wide total of 1.1 jobs per housing unit. The majority of workers travel outside of Maple Valley to their jobs. However, employment in the community is expected to slowly grow over the next 10 years. This presents challenges for retail in Maple Valley because many people choose to make weekly purchases near where they work on along the commute route.
- Findings from research and interviews of regional development professionals show that developers are optimistic about development opportunities within the City and around it.

Commercial Development Planning for Maple Valley Memorandum – February 2008

Prepared by: Community Attributes, Inc.

This memorandum was prepared by Community Attributes, Inc. because the City was planning to develop the "City's Four Corners" area. The planning required economic and market analysis to assist in decision making, more specifically with regard to the amount of retail and commercial developed that should be included in the plan. The memorandum provides context to make such decisions. Key takeaways included in the memorandum include:

- An increase in trade capture from 11%-14% currently to about 25% would be necessary for the City to absorb over 90,000 square feet of retail space. This would suggest strategies the City might consider would be articulating goals through clear design language and predictable regulatory environment, adopting a collaborative spirit to partner with developers, develop strong sense of place to support boutique retail and independent stores, and explore infrastructure investments.
- The pace of absorption in terms of square feet build and leased per year can depend on many factors, some of which are infrastructure investments, perception of market readiness, financing fluctuations and permit expedition.

- Maple Valley does not have a significant market for office space, therefore large developments are unlikely even with increases in employment forecasts. PSRC projects an increase of 4,400 new jobs in Maple Valley between 2006-2030, and of these approximately 1,500 could potentially require office space. Doubling the share of office jobs could lead to absorption of 165,000 square feet of office space through 2030.
- Comparative advantages of the Four Corners area include, but are not limited to, it being a central location within the City, surrounding residential areas, location at intersection of primary transportation corridors, proximity to planned civic developments, and sufficient land area to support general and specialized retailers, as well as office space.

Maple Valley Office and Community Business/Retail Market Analysis – October 2008

Prepared by: Hebert Research

This report presentation was prepared by Hebert Research to display the economic data collected for the Maple Valley trade area, specifically as it relates to office and community business/retail opportunities. As shown in the data, the population is growing and Maple Valley is hoping to preserve tax revenues through shopping and service facilities in a way that is suitable for the community. The component of development being suitable for the community is important because the primarily high income residents want to maintain the small town feel of Maple Valley, this can be a challenge because they could potentially oppose at large office space or large retail center. Although they want to maintain the small town feel, many people are interested in mixed-use communities where they can live, work, and shop all in one small area. After conducting analysis of the region, the city has an advantage in focusing on shopping, dining, entertainment, and community gathering places. There is currently significant retail leakage of revenue in the city therefore there may be opportunity to recapture that leakage through a mix of anchor stores and smaller retail stores and service oriented businesses. The demographic of people living in Maple Valley tend to purchase high quality goods and services, and enjoy service oriented shopping and dining places. Residents also show concern for health oriented high quality retailers such as Trader Joes and Whole Foods. There are regions within Maple Valley that, with proper planning, could becoming walkable, vibrant areas with dining, shopping and gathering places.

Appendix C: Types of Economic Development Organizations

One of the main questions considered regarding the work plan, was the best way to increase capacity for economic development and create leadership that will help the work get accomplished. Without increased capacity for economic development in Maple Valley, it will be extremely difficult to implement the goals and initiatives identified in this work plan, and make any progress towards increased economic diversity within the City.

The work plan includes a recommendation about the model that we think will work best for Maple Valley, however, in order to make that recommendation we referenced the International Economic Development Corporation's Introduction to Economic Development[1] training manual. The following information is taken directly from that manual.

Trends in Economic Development

National and international economic forces have intensified the need for effective local and regional economic development programs. Thus, the globalization of the economy and the growing role of technology demand new skills in the workforce and in organizations. Economic Development Organizations (EDOs) must respond to these changes.

As recently as a few years ago, many economic development functions were compartmentalized within organization types; cities performed certain functions, chambers another. A diverse range of economic development organizations are now increasingly offering key services, such as business financing and small business development.

Today, organizations are beginning to cooperate with one another, delivering services on a wider scale. Businesses tend to look at regions, not just discrete jurisdictions. Therefore, a regional approach to marketing, which can be accompanied by groups of ED working together to promote their region, is more responsive to customer needs.

In addition to regionalism, another trend is the increase in use of benchmarking in EDOs. EDOs need to be able to evaluate their performance. Public and private level funding sources expect to see some measure of positive performance and return on investment. EDOs need to evaluate their performance to justify their spending. Successful economic development programs encourage participation and investment by the community and its leaders.

More EDOs are developing their own unique metrics or benchmarks for measuring outcomes and objectives, and thus reporting the economic value within the community in all aspects of the local economy due to their efforts. This is more than just the number of jobs and property tax base values but more sophisticated outcomes such as construction value, indirect employment and wage impact, sales tax impacts, increased discretionary spending by the residents and new employees and governmental receipts related to projects. An increasing number of EDOS are taking an "if not but for our activity this would not have occurred" approach to defending their mission.

Types of Economic Development Organizations

[1] The International Economic Development Council (IEDC) is a non-profit, non-partisan membership organization serving economic developers, with the mission to provide leadership and excellence in economic development for our communities, members, and partners. The IEDC has worked with the City of Maple Valley, in the recent past, to generate recommendations for future economic development plans.

There are a number of different types of EDOs, each with their own distinct set of characteristics. Examples of EDOs include:

- State and local governments
- Chambers of commerce
- Port authorities
- Development authorities
- Business improvement districts
- Technology transfer organizations
- State enterprise zones
- Empowerment zones and enterprise communities
- Community development banks
- Certified development corporations
- Community development corporations
- Local redevelopment corporations
- Industrial development corporations
- Utility companies
- Universities
- Community colleges
- State and local economic development organizations
- Regional / metropolitan marketing organizations
- Regional / metropolitan planning organizations

EDOs may not fall neatly in one category or another. One way to view the organizational structure is to distinguish organizations according to their governance structure: public agency, private corporation, or formal public-private entity. Below, you will find a brief summary of the major distinctions among types of EDOs.

Public Economic Development Organizations

Public EDOs may be set up in a variety of ways:

- Independent agencies
- Regular local government departments
- Part of the one or more local departments
- Part of the local government manager or mayor's office

There are also many regional cooperative arrangements among local governments and other economic development organizations.

Public EDOs have different formal and informal powers than private EDOs. For example, they can assemble land, access grants from the state and federal government not available to private EDOs, and provide public sector funding and tax incentives that otherwise would not be available. Public EDOs encourage economic development through implementation and utilization of:

- Infrastructure improvements
- Eminent domain
- Ownership of land
- Control of right of ways
- Zoning and regulatory powers
- Special permits
- Special improvement districts
- Tax increment financing agreements (TIF)

- Construction and operation of public facilities
- Business incentives, both tax and non-tax varieties
- Business marketing, retention, and expansion
- Entrepreneurial / minority business assistance

Because they are part of local, city, county, or state governments, public EDOs have access to, and influence upon, government decision makers. Public EDOs can often direct public or political pressure onto other public agencies to improve factors that have become increasingly important to business investment decisions. Clearly, public EDOs can play a significant role in informing government policy.

Types of Public Economic Development Organizations

There are several different types of public economic development organizations, including: local governments, regional planning organizations, and state economic development organizations.

Governments: Local governments are the primary institution for promoting economic development. They are the central initiator of economic development programs through public spending, regulatory powers, and through their promotion of industrial and small business development.

Regional Planning Organizations: Planning organizations are public organizations that are typically responsible for handling infrastructure and transportation issues. They tend to serve larger areas than city or county agencies. Membership is from representatives of the municipalities of a region. Their main responsibilities include strategic planning, information collection and dissemination, and transportation planning. Some regional planning organizations go beyond planning and make investments in infrastructure with state and federal funding. Workforce efforts including both planning and implementation are often organized at regional levels.

State Economic Development Organizations: Typically, state governments are a main provider of economic development through state funds and the receipt of federal dollars. They have broader authority than city governments to issue tax credits, tax abatements and other incentives to fund initiatives. Their powers include taxing, setting unemployment insurance, and funding major infrastructure and transportation projects. States are involved in business recruitment, both domestic and overseas, technology development, university linkages, workforce development, as well as special funding for business development and export assistance.

Advantages and Disadvantages of Public Economic Development Organizations

Some of the major advantages and disadvantages of public economic development organizations include:

Advantages:

- Public EDOs can access public financing mechanisms to leverage private investment.
- Public EDOS have direct access to sources of public funding (e.g., CDBG, revenue sharing).
- Public EDOS have municipal powers, such as taxing authority, eminent domain, ownership of land, rights of way, zoning and regulatory powers, and the ability to construct and operate public facilities and services which can be used in economic development initiatives.
- Public EDOs have access to other city or county resources such as planning, research, and public works.

Disadvantages:

- The economic influence of public EDOs is essentially limited to their specific political jurisdictions.
- Public EDOs face municipal debt limitations which restrict economic development finance.
- Public EDOs are often prohibited from lending money directly to the private sector and often cannot participate in profit-making ventures.
- The turnover of elected officials can cause inconsistent economic development policies.

Private Economic Development Organizations

A private economic development organization is defined here as an organization with the express mandate of promoting economic growth, but which has no public control of governance and no formal links to government. Private EDOs emphasize business attraction, retention, and expansion as their primary economic development mission, but other economic development activities include financing, construction projects, small business development, infrastructure improvements, business advocacy, and international trade. Some of the most common economic development tools private EDOs use to achieve these goals include: marketing, advertising, entrepreneurial assistance, advocacy for infrastructure improvements, and direct loans to businesses.

Private, non-profit organizations are free from direct public scrutiny. A private EDO can rely more on its own decision making process to act quickly and flexibly. Privately organized projects or efforts need not comply with lengthy public reviews, administrative red tape, civil service hiring requirements, and travel and entertainment restrictions. Additionally, the staff has direct contact with public and private leaders via a board of directors whose members are generally selected because of their ability to influence the allocation of resources for urban development.

Types of Private Economic Development Organizations

Non-Profit Economic Development Organizations: The number of non-profit EDOs has grown in recent years. The global financial crisis has led many communities to privatize economic development efforts to help balance municipal, county, and state budget deficits. The organizational structure is quite simple in that:

- The board governs;
- The CEO manages;
- The staff performs;
- The community stakeholders, constituents, and customers benefit.

Non-profit EDOs tend to offer more specialized economic development services. Other non-profit EDOs work directly with private investors to manage housing and commercial property loan and developer assistance programs.

Chambers of Commerce: Chambers of commerce are the traditional leaders in local economic development in business recruitment, attraction and retention, entrepreneurial assistance, as well as tourism. In those efforts, chambers of commerce provide a variety of economic development program and services including:

- Membership services (publications, networking opportunities, entrepreneurial training, and public relations)
- Business marketing
- Business advocacy
- Job training
- Neighborhood and downtown revitalization
- Business advocacy
- Regulatory reform

Community Development Corporations (CDCs): Community Development Corporations are established to implement community-based economic development. They may be created under federal or state to meet community economic development needs as defined in their enabling legislation. They may be organized as: cooperatives in which community residents may purchase shares, non-profit umbrella corporations, or for-profit corporations with non-profit subsidiaries to accept federal grants and private contributions.

The economic development functions of a CDC include: acquiring, developing, constructing, rehabilitating, and leasing land and other property, either as sole owners or as joint ventures with other private and public agents, owning (partially or solely) and/ or operating businesses, lending or guaranteeing loans, equity investments in, and making grants to, a business, and providing manpower training, technical assistance, and counseling services.

Community Development Financial Institutions: Community Development Financial Institutions (CDFIs) are designated by the Department of the Treasury's Community Development Financial Institution Program. The purpose is to create private, for-profit and non-profit financial institutions to promote community economic development in low-income areas that do not have access to main stream financial institutions. CDFIs consist of banks, credit unions, loan funds, and venture capital funds. They provide a wide range of financial services and products including commercial loans to start-ups and expanding small business, first-time home buyers, rental housing, rehabilitation projects, and community facilities.

Advantages and Disadvantages of Private Economic Development Organizations

Advantages:

- Private EDOs can serve as an intermediary through which individuals can deal with the government on behalf of a private client.
- Private EDOs are no directly accountable to a broad constituency.
- Private EDOs are organized to make decisions quickly.
- Private EDOs are able to perform functions and activities that may be in the public interest but are not necessarily allowable "government activities" for a municipal corporation.

Disadvantages:

- Private EDOs lack the powers of eminent domain and other public land management powers.
- Private EDOs may lack public sector support and commitment, which means that they take risks in assuming responsibilities for economic development. This may make it unprofitable and inefficient for them to assume the responsibility for economic development without government cooperation.
- Since the private agency must support itself, sometimes efforts are shifted away from economic development.

Public Private Economic Development Organizations

An organization that systematically and formally joins public and private sector resources and powers can be effective in formulating and/or implementing economic development policies and programs. Public-private partnerships are long-term shared commitments between the public and private sectors designed to pursue common goals related to the social, political, and business environment in a community.

Key players could include, elected officials from city and county governments, economic development officials, CEOs from major businesses, representatives from utilities, neighborhood groups, Chambers of Commerce, banks, industrial parks, and private real estate developers, business services firms such as accounting and law firms, public universities, private colleges, as well as labor organizations.

These organizations have greater flexibility than public EDOs to conduct economic development activities since they do not have to answer to as broad a constituency. They are typically established as nonprofit corporations with public and private representatives on their board of directors. Funding is provided from both the private and public sectors, including local, state, and federal funds. In general, they are formed around specific development project such as provision of workforce training, venture capital, marketing, technology development, and technical assistance.

Public-private organizations may be public benefit corporations or authorities, and may be created by a legislative act. They are not part of the structure of government and have, at least in principle, some degree of autonomy. The public-private mix within these institutions may occur in board representation, funding, objectives, or staff. These institutions straddle the boundaries between public and private, and there are distinctions between those institutions which make a "more private" and those that take a "more public" approach. For example, in a more public organization, the mayor might appoint a board of public and private representatives for an organization that is publicly funded. For a more private organization, the mayor might appoint an all-private board of directors for an organization that is both publicly and privately funded.

Public-private organizations differ from city to city depending on a number of variables such as critical local issues, geographic scale, or balance of public and private interests

Successful public-private economic development organizations have:

- Clearly defined missions that address the concerns of both the private and public sector,
- Internal autonomy over the organization,
- Consensus among members regarding the mission of the organization and how to implement the mission,
- Adequate funding to achieve goals,
- The commitment of both the public and private sector,
- Established performance measures to justify continued support and funding.

Types of Public-Private Organizations

There are two basic types of public-private economic development organizations. One type is an unincorporated committee that performs planning, technical advisory, policy development and information dispersal functions. The other type is incorporated as a non-profit, tax-exempt corporation and has financing and implementation responsibilities as well as policy, advisory, and planning functions.

Policy Planning Organizations: Policy planning organizations include ad hoc committees appointed by the mayor to help set city development policies, and downtown councils, which coordinate public and private efforts to improve the central business district. They may facilitate communication between public and private leaders; serve as a source of private sector advice on technical aspects of development; recommend specific action to cope with economic problems; or set general economic development priorities.

The specific functions and roles policy planning organizations may assume include:

- Coordinate / advise policy
- Advise other local organizations and institutions on economic development
- Coordinate implementation of economic development activities
- Monitor and evaluate local, state, and federal legislation from the local economic perspective
- Planning, research, and analysis
- Analyze fiscal impacts and provide market studies and cost-benefit reviews
- Maintain and update a database to evaluate changes in local, county, state, regional and/or national, conditions (available land and buildings by type, classification, zoning, lease terms, etc.)
- Identify and adopt economic growth indicators
- Develop capacity to present policy-oriented impact analysis

Public-private policy planning organizations can offer valuable assistance in setting public development policy and are a way to directly involve private sector leaders in the process. However, since they do not directly implement the programs they recommend, there may be a gap between policy setting and program implementation. Another potential problem is that city staff may not have the expertise to carry out the organization's advice.

Implementation Organizations: Public-private implementation organizations are often referred to as quasi-public corporations because they are legally, and usually physically, outside of local government. They can be independent private sector corporations that serve a public purpose and have both public and private sector representatives on their board of directors. Or, they can be institutions that are enabled by city, state, or federal legislation to use public powers or special financing tools. The public-private mix within these institutions may occur in board representative, funding, objectives, and/or staff. Their financing and implementation functions and roles can include: financier, developer, and information service provider.

Advantages and Disadvantages of Public-Private EDOs

Advantages:

- Excessive politicization of the EDO's work is less likely to occur.
- Neither public nor private EDOs have the degree of freedom in hiring, firing, and setting salaries than public-private agencies typically have.
- Private/public partnerships. can undertake greater risk because directors sitting on the board do not to run for general election. An unpaid board directing a public-private EDO has little to lose from making bold decisions because they earn their living elsewhere. Public/private EDOs can use public resources and powers without public limitations (e.g., red- tape, citizen review, civil service restrictions).
- Public/private EDOs are free to expand on government powers since they are not restrained by the city charter, partially because they can use the functions and powers of legal, private subsidiaries and affiliates. Thus they can invest in non-profit and sometimes for-profit ventures.
- Some semi-public agencies take on the "straw man" role, proposing the project, sampling public reaction, and allowing the local government to either support or oppose it.
- Lastly, a public-private economic development organization can eventually be financially self-supporting through management and service fees, and/or membership dues.

Disadvantages:

- A public-private EDO is not under the same degree of public control as public agencies, which can limit its accountability.
- Limited accountability may cause a public-private EDO to forfeit a portion of their influence if the public sector and the citizenry are not satisfactorily represented.
- Limited accountability can also restrict its freedom of action.

Fulfilling Staffing Needs

The quality of an economic development program or organization is contingent upon the quality of the staff. Staff must be able to make judgment decisions; understand laws, regulations, and procedures; be familiar with the needs of businesses, politicians, community residents and government employees; be good communicators; and be pro-active.

Generally, desired staff characteristics include:

- Previous professional public and/or private experience
- Bachelor’s degree or higher, in public administration, business, planning, public policy, or economic development
- Analytical skills
- Community brand management
- Marketing and social media experience
- Persuasiveness

- Enthusiasm
- Initiative, self-starter, independent
- Flexibility
- Proven desire to be a lifelong learner

Importantly, EDO staff members need to have the generalist perspective of community and economic development programs combined with an intimate knowledge of public and private business practices. For example, business retention and expansion staff members who conduct onsite interviews will be required to understand specific industry dynamics, in addition to the EDOs capacity to strengthen the business climate.

Appendix D: Economic Development Capacity Options for the City of Maple Valley

Based on information gathered from research, interviews, and experience working in economic development, there are a few options for the City of Maple Valley to consider when determining how to increase economic development capacity in the City. The two options we believe are the best in this situation are:

1) Creating a position within City government that will report directly to the Town Manager and have an active economic development committee that will assist with implementation, guiding initiatives, and providing representation from the private sector; or,
2) Establishing a non-profit, public benefit corporation that will be charged with conducting economic development for the City, comprised of an Executive Director as staff and a Board of Directors to represent the interests of the public and private sectors.

The following outlines what these two approaches could look like for the City of Maple Valley as well as some advantages and disadvantages of both.

City of Maple Valley Economic Development Manager

Overview

In this scenario, the City of Maple Valley would hire a professional to act as the City Economic Development Manager. This person would be responsible for the day-to-day economic development efforts for the City, including implementing and adding to the work plan created through this process. This would be a regular city position that will be filled using the standard process of the City. This position could be part-time to start out and build up to full-time depending on workload and resources available. The ED Manager would report to the Mayor and City Council on the work accomplished.

A key to this model being successful is an economic development committee that includes adequate representation from the private sector to ensure that all voices are being heard when guiding economic development initiatives in the city. This committee would be charged with assisting the ED Manager with his or her efforts, guiding strategy development, assisting with efforts as possible, and bringing light to issues and concerns facing the private sector.

Challenges

Some challenges with this particular model include the relationship between the private sector and the public sector. There are some cases in which a business owner would prefer not to get involved with the public sector, even when there could be some benefits for them, simply due to concerns over their business and personal financial information becoming public and other regulations/reporting requirements that come up for public agencies.

Another challenge the City may face if they decide to start the position as part time is finding an experienced and qualified person to take on this job.

Funding

Funding for salary and benefits for this position would come out of the City budget.

Other advantages and disadvantages identified by IEDC include

Advantages:

- Public EDOs can access public financing mechanisms to leverage private investment,
- Public EDOS have direct access to sources of public funding (e.g., CDBG, revenue sharing),
- Public EDOS have municipal powers, such as taxing authority, eminent domain, ownership of land, rights of way, zoning and regulatory powers, and the ability to construct and operate public facilities and services which can be used in economic development initiatives,
- Public EDOs have access to other city or county resources such as planning, research, and public works.

Disadvantages:

- The economic influence of public EDOs is essentially limited to their specific political jurisdictions,
- Public EDOs face municipal debt limitations which restrict economic development finance,
- Public EDOs are often prohibited from lending money directly to the private sector and often cannot participate in profit-making ventures,
- The turnover of elected officials can cause inconsistent economic development policies.

Maple Valley Economic Development Organization

Overview

In this scenario, a new non-profit, public benefit corporation would be created to provide economic development support. This public-private partnership organization would not be part of the structure of government and would have, at least in principle, some degree of autonomy. The public-private mix within these institutions may occur in board representation, funding, objectives, or staff. Public-private partnerships are long-term shared commitments between the public and private sectors designed to pursue common goals related to the social, political, and business environment in a community. These organizations have greater flexibility than public EDOs to conduct economic development activities since they do not have to answer to as broad a constituency.

The Executive Director of the new organization would report directly to their Board of Directors. Key players on the Board include elected officials from city and county governments, economic development officials, CEOs from major businesses, representatives from utilities, neighborhood groups, Chambers of Commerce, banks, industrial parks, and private real estate developers, business services firms such as accounting and law firms, public universities, private colleges, as well as labor organizations.

The makeup of the Board of Directors depends on whether the City wants an organization that is more “private” or more “public”. For example, in a more public organization, the Mayor might appoint a board of public and private representatives for an organization that is publicly funded. For a more private organization, the mayor might appoint an all-private board of directors for an organization that is both publicly and privately funded.

The City would help with the start-up of the organization, including getting the Board of Directors in place and helping with the hiring process. There might need to be an interim Executive Director for a period of time before the position is filled.

Challenges

Two potential challenges the City might face in implementing this type of model would be: (1) getting people to sit on the Board of Directors, and (2) finding funding for the organization. Due to the small size and nature of economic development in Maple Valley it might be challenging to get adequate capacity to fill the board and find donations from the private sector for the organization if private investment is needed.

Funding

The funding for these types of organizations depend on what is available and the particular intent of the organization. Some organizations are fully funded by the public sector, so the City of Maple Valley would fund the organization (as it would with the City position alternative), whereas others are funded through private investments. A combination of the two might be possible depending on the resources available from both the public and private sector.

Other advantages and disadvantages identified by IEDC include

Advantages:

- Excessive politicization of the EDO's work is less likely to occur.
- Neither public nor private EDOs have the degree of freedom in hiring, firing, and setting salaries than public-private agencies typically have.
- Private/public partnerships. can undertake greater risk because directors sitting on the board do not to run for general election. An unpaid board directing a public-private EDO has little to lose from making bold decisions because they earn their living elsewhere. Public/private EDOs can use public resources and powers without public limitations (e.g., red- tape, citizen review, civil service restrictions).
- Public/private EDOs are free to expand on government powers since they are not restrained by the city charter, partially because they can use the functions and powers of legal, private subsidiaries and affiliates. Thus they can invest in non-profit and sometimes for-profit ventures.
- Some semi-public agencies take on the "straw man" role, proposing the project, sampling public reaction, and allowing the local government to either support or oppose it.
- Lastly, a public-private economic development organization can eventually be financially self-supporting through management and service fees, and/or membership dues.

Disadvantages:

- A public-private EDO is not under the same degree of public control as public agencies, which can limit its accountability and thus costly and time consuming reporting requirements.
- Limited accountability may cause a public-private EDO to forfeit a portion of their influence if the public sector and the citizenry are not satisfactorily represented.
- Limited accountability can also restrict its freedom of action.

Appendix E: Action Plan Matrix

City of Maple Valley 2017/2018 Work Plan

Goal: Increase Economic Development Capacity Within the City

Rational: The City needs a person or organization to lead their economic development efforts in a more targeted and defined way.

	Objective	Actions	Lead and Partners	Priority Level	Timeframe	Source	Measures for Progress and Success
1.1	Engage leadership for economic development	I. Advertise for and hire an economic development manager II. Engage a diverse economic development commission that includes representatives of both the public and private sector. III. Hold a "get to know you" evening to introduce the new ED manager to the residents and businesses IV. Charge the economic development manager and economic development commission with implementing the work plan.	City	Highest	Q1 2017	Camoin	Position hired, annual job performance review
1.2	Establish a citywide agenda for economic development	I. Facilitate a citywide visioning event to identify a vision for the city's economic development effort. II. Publicize the events and the outcome to ensure as much participation from the community as possible III. Use the outcome of the visioning session to guide economic development, changes in zoning, and all related efforts	City and Outside Services	High	Q2 2017	Camoin	# of people attending the visioning sessions
1.3	Create support for economic development through an education and communication program	I. Develop a strategy to better inform residents about the importance of economic development including traditional media, social media, events, presentations at local clubs/organizations, etc. Highlight successful projects, local business leaders, projects that the City is working on, and regional efforts. II. Engage and educate public officials about trends in economic development, role of economic development in fiscal resources of the City, and how the public officials can help support economic development.	City	High	Q2 2017	IEDC	# of training sessions completed, # of participants

Goal: Improve the City's Economic Development Climate

Rational: In order to diversify the city's tax base, and attract new business, it is important to promote the city's assets and make improvements where necessary to improve the perception of doing business in the city.

	Objective	Actions	Lead and Partners	Priority Level	Timeframe	Source	Measures for Progress and Success
2.1	Update marketing and promotion material	I. Conduct a full audit of existing marketing material, website, and social media accounts. II. Create an "available sites" landing page on the City's website with information related to the assets of the sites. III. Make updates to material to highlight the assets of the community including available sites, access to workforce, and ease of commute into the city. IV. Work with regional economic development organizations to identify what other assets to include and best format. V. Distribute new material to regional marketing and economic development organizations and conduct a familiarization tour so that they can speak competently on the city's behalf at events.	City and Outside Services	Medium	Q4 2017	Camoin	Completion of audit, number of site views and social media connections
2.2	Improve economic development related customer service	I. Create a customer service survey to identify areas that are in need of improvement in the permit and site plan review process. II. Make the survey part of the current permitting process III. Ask recent participants of the permitting process to complete the survey to receive feedback IV. Make changes to process to respond to the feedback where feasible V. Publish the findings of the survey and changes that were made as a result VI. Continue to issue the survey, make changes and publicize feedback to improve perception of doing business in Maple Valley.	City to take the lead	Medium	Q1 2017	IEDC	Survey feedback, rating of overall experience, average length of time to get through the review process
2.3	Establish a business retention and expansion (BRC) visitation program to support business attraction, retention, and expansion.	I. Engage the Economic Development Committee to assist with BRE visits II. Establish a priority business list, schedule of visits, list of questions and database for entry III. Review feedback from the visits monthly to gather information regarding areas for improvement, concerns, and opportunities.	City to assist EDC with actual visits and follow-up on findings. Work with Chamber of Commerce to coordinate feedback and divide up work.	High	Q2 2018	IEDC	# of businesses visited annually

Goal: Enhance the City's Entrepreneurial Culture and Support for Small Businesses

Rational: Focusing on supporting existing residents who may be interested in starting their own business will help grow the city's economy in an organic and sustainable way

	Objective	Actions	Lead and Partners	Priority Level	Timeframe	Source	Measures for Progress and Success
3.1	Increase support for small businesses	I. Schedule a meeting with regional small business support organizations like the Chamber of Commerce and the Small Business Assistance Center to identify role that the City can play. II. Develop partnerships with local banks to provide financial assistance to small businesses in targeted industries. III. Highlight and support small business owners in the community through networking events, publications, social media accounts, and helping them find partnerships and opportunities for collaboration.	City, Chamber, SBAC	Medium	Q2 2018	IEDC	# of small businesses in the City
3.2	Encourage entrepreneurship by all residents	I. Work with local business owners to establish an after-school club to work with high school students II. Create a mentorship program to connect new businesses with established business owners	City, local businesses, School District	Low	Q3 2018	IEDC	# of students participating in program, participants in mentorship program

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