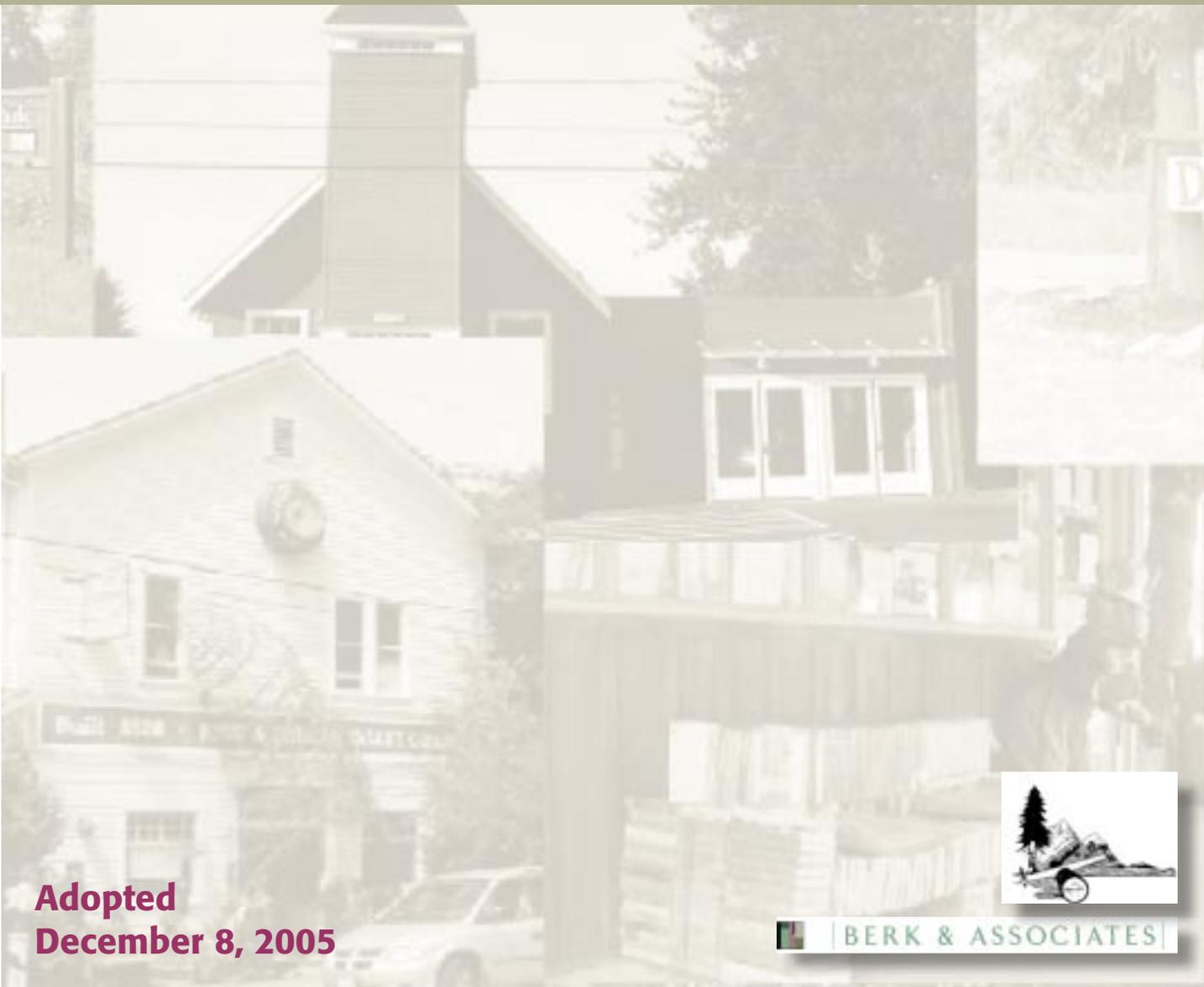




City of Duvall

Economic Development Strategic Action Plan: 2006-2011



**Adopted
December 8, 2005**



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Many individuals gave their time, thoughtfulness and energy to the making of this Plan. Contributors were motivated by a readily apparent fondness for the City of Duvall as it is – and a clear commitment to helping the community achieve its best possible future.

In particular, we would like to thank the following groups and individuals:

- Members of the City of Duvall Cultural Planning Steering Committee, whose passion and inspired ideas are incorporated in many places of this Plan
- Patrick Overton of Astoria, Oregon's Front Porch Institute (www.patrickoverton.com), who facilitated and supported the work of the Cultural Planning Steering Committee
- The 30 individual stakeholders whose thoughtful contributions, summarized in the Stakeholder Interview Summary, informed much of this Plan

CITY OF DUVALL ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN: 2006-2011 ADOPTED DECEMBER 8, 2005

INTRODUCTION

Plan Purpose and Context

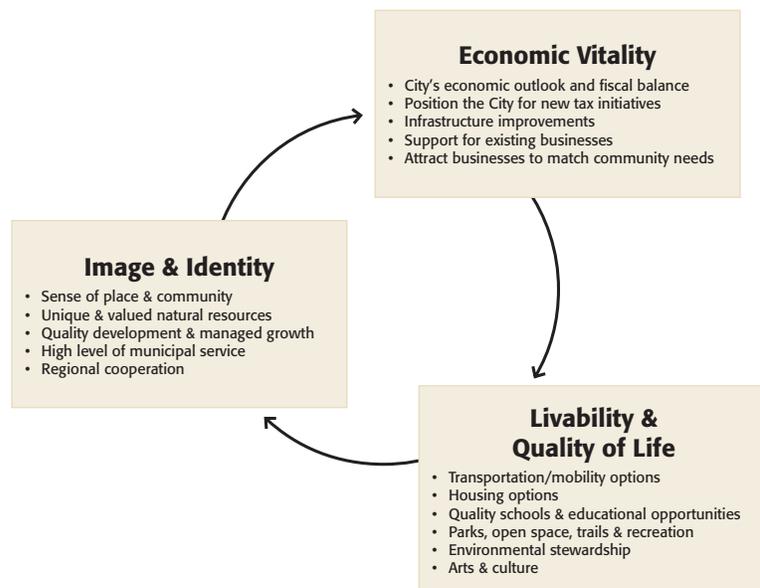
Together with the supporting analytics which accompany this document, this Plan is designed to provide direction and prioritization for the City and its partners in economic development for the coming five years. With this Plan, the City is better positioned to make the informed and proactive choices that will allow it to choose among a range of possible futures.

This Plan was prepared shortly after the lifting of Duvall's development moratorium, which had been in place since July 1999. During the six year moratorium, City staff and residents engaged in a tremendous effort to plan for future growth. The City's Economic Development Action Plan must be seen as the latest addition to this very proactive process which includes creation of the following plans and documents:

- Citywide Visioning Plan – adopted March 2003
- Downtown Sub-Area Plan – adopted February 2004
- Comprehensive Plan – adopted November 2004
- Unified Development Regulations – adopted July 2005

Guiding Principles

This Economic Development Strategic Action Plan is built upon the understanding that the City's economy is intrinsically tied to its livability and quality of life, as well as the identity it presents to others, be they potential tourists, residents or employers.



Based on this understanding of the interrelationships between the City's economy, quality of life and image, the Plan is guided by the following **Guiding Principles**:

- Enhance Duvall's attractiveness as a great place to do business, live and visit
- Draw on Duvall's culture and heritage, respecting the City's rural character as a key asset. At the same time, embrace and proactively plan for change.
- Support a family-friendly environment. Consider the large presence of families when considering residential and commercial development, infrastructure investments, community events and other actions.
- Target City investments and efforts in enhancements which benefit and are attractive to both City residents and out-of-town visitors. For example, maximize benefit from the river for local residents and as a tourism draw.
- Tie investments in public infrastructure to economic development and future development goals
- Leverage resources through collaboration among the City, community groups and community volunteers. Form "tiger teams" to address key areas of interest, bringing together City and community resources and ideas. Consider teams dedicated to:
 - Old Town
 - Recreation
 - Business retention
 - Recruitment of targeted businesses and industries

Planning Process

This Plan was created by the City's Economic Development Committee, working from May to December, 2005. This standing Council Committee is comprised of three Council members: Will Ibershof (Chair), Dianne Brudnicki and Gérard Cattin. The Committee is supported by City staff, including Doreen Booth, Planning Director, and Steve Schuller, Director of Public Works. Analytic and facilitative support for this planning project was provided by Berk & Associates.

This Plan draws on substantial amounts of quantitative and qualitative research, which is presented in the attachments to this document:

- A comprehensive analysis of the City's demographic, economic, market and land use conditions is contained in the Economic Development Profile.
- The memorandum titled Fiscal Implications of Land Use Alternatives captures the impacts of different land use choices on the City's financial position.
- Summaries of phone and in-person interviews with more than 30 stakeholders and the City's Cultural Planning Steering Committee present important context and community opinions.
- Additional public input was gained at the Public Open House held on September 29, 2005.

The above analysis was synthesized in a document titled Assessment of Key Factors, also found in the attachments to this document.

From this wealth of data and input, the members of the Economic Development Committee identified opportunities, established priorities and drafted the Goals and Strategies which follow.

Plan Implementation

An important piece of the planning process has been to consider Plan implementation, clearly identifying priority action items, anticipated timelines and implementation leads. Following each actionable item in the Plan, bracketed notes clarify who will be responsible for advancing the item in the identified timeframe.

 = specific, actionable step

 = partnerships

Short-Term = Accomplished in 1st year of Plan implementation

Medium-Term = Accomplished in years 2 and 3

Long-Term = Accomplished in years 4 and beyond

Two Priority Focus Areas are also identified in the text.

Summary – *The Plan on a Page*

Goal I. Maximize the Potential of Duvall’s Character and Quality of Life

- A. Establish a “Duvall Cultural Corridor”
- B. Support Old Town as the heart of the community [**Priority Focus Area**]
- C. Improve motorized and non-motorized transportation infrastructure [**Priority Focus Area**]
- D. Continue to enhance Duvall’s high quality of life, making Duvall a great place to live
- E. Support a cohesive community identity while recognizing and enhancing neighborhood identity

Goal II. Promote the Vitality of Duvall’s Existing Businesses

- A. Increase the trade capture of Duvall’s retailers
- B. Promote business retention and expansion
- C. Ensure is Duvall an attractive place for customers to shop and for businesses to operate: enhance Duvall’s business climate

Goal III. Implement an Active Business Development and Recruitment Plan

- A. Proactively recruit target businesses or industries
- B. Support entrepreneurship and new business development
- C. Encourage larger-scale commercial and mixed use development in the southern portion of town
- D. Develop a vibrant Main Street Corridor

Goal IV. Guide Future Residential Development to Provide Long-Term Benefits for the City

- A. Ensure residential development is in desired locations and of desirable quality
- B. Recruit and support the development of workforce housing

Goal V. Maximize the City’s Potential as an Interregional Tourism Destination

- A. Use visitor maps, directories and attractive signage to identify points of interest
- B. Actively promote the City’s natural, cultural, artistic and agricultural assets
- C. Promote usage of the City’s trails
- D. Recruit overnight lodging options
- E. Collaborate with other Valley cities to boost the sub-region’s tourism draw through unified marketing, signage, and other activities

Goal VI. Coordinate Economic Development Planning/Admin and Enhanced Communication

- A. Dedicate City resources to economic development planning and implementation
- B. Create a unique and meaningful City identity
- C. Develop a proactive marketing strategy identifying key audiences and messages

Goal I. Maximize the Potential of Duvall’s Character and Quality of Life

A. Establish a “Duvall Cultural Corridor” [Planning/Admin and Public Works]



- 1. Create a cultural focal point in Old Town [further developed in Strategy B, below]
 - i. Prioritize development of a Community Center that could host cultural events and shows and/or a Town Square to provide community gathering space [Medium-term]



- ii. Develop a high quality and unique market for farmers, artisans and craftspeople to sell their wares [short-term; Planning/Admin; partners include Farmers Market Committee; also referenced in Goal V, B, 1]



- 2. Facilitate the development of places artists can live, work and sell their goods, perhaps using the Thayer House [long-term; partners include Duvall Foundation for the Arts and Duvall Arts Commission]

B. Support Old Town as the heart of the community [priority focus area; see sidebar]



- 1. Create a unique and attractive ambiance and a rich cultural experience with inviting public spaces [Planning/ Admin and Public Works]



- i. Create a Town Square as a central community gathering point, as well as additional public spaces [medium-term]
 - a. Evaluate available properties including the Public Works Yard¹ and the adjacent property [short-term]

Old Town

Old Town Duvall is already described by many stakeholders as being the heart of the community, and with additional investment and coordination, it has tremendous potential as the City’s focal point – both for residents and out-of-town visitors. Implementation of this Plan will create an Old Town environment which is charming, vibrant and pedestrian-friendly, with lots a community space, making it an attractive destination for people to spend time, eat, drink and shop. Coming to Old Town will be a cultural experience, with complementary public spaces, restaurants and businesses.

This enhancement of the Old Town environment will be accomplished through planning and coordination of the built environment; City investment in public spaces, amenities and aesthetic enhancements; business outreach; and collaboration and contribution by partner organizations, the community and the private sector.

¹ This yard is on Stella Street, west of Main Street. Options to be evaluated include a parking area and/or play area and/or plaza for families

- ii. Evaluate opportunities for a new City Hall facility in Old Town [long-term]
- iii. Develop a Community Center, perhaps in the old Library building, with indoor and outdoor public spaces [medium-term]
- iv. Invest in additional public amenities including public restrooms, benches and picnic tables [short-term and medium-term, as part of the Main Street Project]
- v. Invest in beautification efforts including streetlights, trees, and flower baskets [medium-term, as part of the Main Street Project]
-  vi. Establish a public arts policy through the Arts Commission to enhance the Old Town environment and the community’s cultural identity and sense of place [short-term; partners include the Duvall Arts Commission]
-  vii. Enhance signage to draw tourists and residents to Old Town and to connect Old Town and other local features such as the riverside walking and biking trail and McCormick Park [short-term; partners include King County and WSDOT]
- viii. Evaluate the feasibility of providing wireless Internet access in Old Town [short-term; also referenced in Goal III, B, 2]
-  ix. Establish standards for the use of signs, striking a balance between maintaining an attractive streetscape and allowing businesses to market themselves [Planning/Admin; short-term]
- x. Evaluate establishing a local Main Street program or incorporating elements of the Main Street approach in Old Town revitalization [short-term]



2. Retain existing and attract new distinctive and desirable small businesses to Old Town [Planning/Admin]
 - i. Draw on themes of culture and active recreation
 - ii. Consider bike rental stores, art supply stores, dance schools, cafes, restaurants
3. Continue to implement the Downtown Subarea Plan [Planning/Admin]
 - i. Encourage additional housing north of Old Town, on the hill and in mixed use development
 - ii. Encourage development of small-scale office space for offices and service-oriented businesses
 - iii. Encourage the location of anchor tenants in Old Town, including retail and service businesses, entertainment venues and public services
4. Keep Old Town charming with appropriate building design when buildings are redeveloped or newly constructed [Planning/Admin]
 - i. Investigate innovative options for enhancing Old Town's aesthetic through City investment, redevelopment incentives, tax credits, grants, loans or other options [short-term]
 - ii. Encourage redevelopment of existing properties
 - a. Allow flexibility in code enforcement and impact fee assessment to facilitate development or redevelopment projects which advance the established vision for a high-quality, mixed use environment in Old Town
 - b. Encourage master planning for larger sites



C. Improve motorized and non-motorized transportation infrastructure [Public Works]

1. Address the impacts of current and future traffic patterns on accessibility, safety and the desired ambiance throughout town [Priority Focus Area]
 -  i. Slow Main Street traffic and invest in streetscape enhancements, working with local businesses to mitigate negative impacts of the project [medium-term, as part of the Main Street Project]
 -  ii. Encourage the diversion of truck traffic around the City; working with King County and WSDOT proactively on future improvements [short-term]
 -  iii. Evaluate opportunities for adding parking on the east side of Main Street [short-term]
 -  iv. Evaluate opportunities for recreational vehicle parking, including overnight options [long-term]
2. Improve pedestrian and bicycle connections
 -  i. Enhance pedestrian connections between residential and commercial centers [medium-term]
 -  ii. Enhance and complete sidewalks along Main Street for the length of the City [medium-term; also referenced in E, 2, below]
 -  iii. Provide better pedestrian access between Main Street and the Community Car Park (Park and Ride) [short-term]
 -  iv. Enhance pedestrian access between the river and Main Street, by creating a walking art path to draw trail users to Old Town [short-term]

D. Continue to enhance Duvall’s high quality of life, making Duvall a great place to live [Planning/Admin and Public Works; short-term]

- 1. Continue to invest in the City’s parks and open spaces, creating a system of central properties and community parks



- i. Update the Parks and Recreation Element of the City’s Comprehensive Plan [Planning/Admin]
 - a. Evaluate creating a Parks and Recreation Department
 - b. Encourage developers to incorporate quality landscaping, parks, open space areas and trails that connect neighborhoods
 - Allow developers to use sensitive areas as amenities for a development and for recreation as appropriate
 - Allow developers to receive credits for park fees by creating their own neighborhood parks
 - c. Evaluate requiring parks when residential developments reach a certain size
 - d. Develop a map of parks and trail connections desired in the future
- ii. Create additional trails to connect neighborhoods, through City investment or developer action
- iii. Evaluate alternative uses for the area south of McCormick Park [Planning/Admin]

- 2. Encourage development of recreation facilities and fields attractive to City and Valley residents

School and Community Group Projects
 Examples of projects at the school might include a mentor program, providing assistance with senior projects, assisting with curriculum development and doing in-class visits or presentations. Support of projects with community groups might include Eagle Scout projects.

Neighborhood Grant Program
 Such a program could be modeled on one of the neighborhood grant programs in Bellevue. Such a program could allow a grant of \$500-\$5000 for community or economic development. Potential grantees could include a farmer's market, neighborhood park such as the basketball court on the detention vault on 278th or a kiosk construction.

-  3. Actively work with Riverview School District to provide support for projects and opportunities for partnering on projects [short-term; City Council; see sidebar]
 - i. If created, utilize the City's Parks and Recreation Department, to assist in the administration of related School District properties
- 4. Be an accessible resource to support projects implemented by community groups [short-term; City Council; see sidebar]

E. Support a cohesive community identity while recognizing and enhancing neighborhood identity

-  1. Work with community partners, including neighborhoods (i.e. homeowner's associations) to bridge cultural divides
 - i. Sponsor community events which bring people together
 - ii. Sponsor community conversations about various topics, including emergency management, economic development, public projects, etc.
 - iii. Support neighborhood groups
 -  a. Create a neighborhood grant program that requires community participation for application and supports projects that complement the City Vision [Planning/Admin; short-term; see sidebar]
- 2. Bridge geographic divides
 - i. Bridge the gap between Old Town and the south end of town by encouraging development along Main Street [Planning/Admin]
 -  ii. Enhance and complete sidewalks along Main Street for the length of the City [Public Works; medium-term; also referenced in C, 2, above]
 -  iii. Use street furniture, banners and lighting to create a unified Main Street corridor [Public Works; also referenced in Goal III, D, 3]

Goal II. Promote the Vitality of Duvall’s Existing Businesses

A. Increase the Trade Capture of Duvall’s retailers

1. Capture more spending by City residents and extend the geographic draw of Duvall retailers
 - i. Market Duvall and Duvall’s businesses in the surrounding areas, including Redmond Ridge, the area between Cottage Lake and Duvall along the Woodinville-Duvall Road, and the lake communities east and southeast of Duvall
 -  a. Create and widely distribute an artistic map showing the location of Duvall businesses, parks, and other places of interest [short-term; Planning/Admin]
 -  b. Consider creating a partnership with the Chamber of Commerce and other partners to market Duvall using creative and engaging promos highlighting Duvall products [short-term; Planning/Admin]
 - ii. Encourage local residents to shop locally through education/marketing campaigns and by providing an environment and goods and services attractive to the local population
 -  a. Engage in public outreach and education related to economic development by elected officials [City Council; short-term]
2. Attract spending by tourists [see Goal V]

B. Promote business retention and expansion

-  1. Provide information describing the findings of the economic development Planning/Admin process to existing businesses. Discuss what this information might mean to their specific business [Planning/Admin; short-term]
-  2. Partner with the Chamber of Commerce or other organizations to sponsor subsidized classes provided by the Small Business Development Center (or similar organizations) on marketing, advertising, bookkeeping, customer service, and other practical topics useful to small business owners

- 

 3. Support workforce training efforts by Lake Washington Technical College and in local schools [Planning/Admin; short-term]
- 

 4. Work with Lake Washington Technical College to determine what classes would be most desired by local residents [Planning/Admin; short-term]
- 
 5. Support the work of the Chamber of Commerce and other organizations in efforts to promote and grow City businesses.
 - i. Address issues of consistent hours, special events and other relevant issues.
 - ii. Develop specific strategies needed to help keep City businesses attractive and viable, including sponsoring special events and supporting festivals and celebrations in the City.
- 
 6. Work with Old Town business and property owners to evaluate the desirability of creating a Main Street business association.
- 
 7. Explore the creation of an economic development grant program for local businesses, including a façade grant program [Planning/Admin; short-term]

C. Ensure is Duvall an attractive place for customers to shop and for businesses to operate: enhance Duvall’s business climate

- 
 1. Support a culture of customer service throughout City government [Mayor’s Office; short-term]
- 
 2. Appoint an official staff and council liaison to the Chamber of Commerce [Mayor’s Office/City Council; short-term]
- 
 3. Examine the permitting and development processes for streamlining opportunities [Planning/Admin; short-term]
- 
 4. Evaluate joining MyBuildingPermit.com service of the E-Gov Alliance [Planning/Admin; short-term]



- 5. Formalize the City's business outreach efforts [Planning/Admin; short-term]
 - i. Solicit small business input and considering the impacts of City policies on small businesses
 - ii. Communicate proactively with business owners about upcoming City decisions or actions

Goal III. Implement an Active Business Development and Recruitment Plan

↑ A. Proactively recruit target businesses or industries

- ↑ 1. Establish and update a list of target businesses or industries, taking into account market realities and fiscal implications to the City, including:
 - Providers of daily goods
 - Restaurants: family-friendly and high-end
 - Cafes
 - Specialty grocers (e.g. health food store, Trader Joe’s)
 - Specialized and boutique retail (e.g. vintage motorcycle store)
 - General retail (bookstore, office supply store)
 - Outdoor-oriented retail (e.g. bicycle sales/rental/repair)
 - Mid-scale office and industrial employers
 - Larger-scale retail
 - Entertainment venues
 - Overnight lodging
- ↑ 2. Form “tiger teams” to encourage expansion by existing businesses and recruit target businesses or industries [City Council; short-term]

B. Support entrepreneurship and new business development

- 1. Encourage the development of affordable flex-tech space for small businesses, including evaluating the possibilities for turning the Valley Tech Center into an incubator space
- ↑ 2. Evaluate the costs and benefits of providing wireless Internet access in portions of town, particularly the Old Town area [Planning/Admin/Public Works short-term; also referenced in Goal I, B, 1]



- ↑ 3. Evaluate the provision of infrastructure to facilitate development of a business park south of Old Town [Planning/Admin/Public Works; long-term]
- ↑ 4. Facilitate connections between businesses and developers seeking available properties by joining the NWProperty.net service of the E-Gov Alliance [Planning/Admin; short-term]

C. Encourage larger-scale commercial and mixed use development in the southern portion of town

- 1. Encourage new development to include attached high-quality mixed use rental or owner-occupied housing
- 2. Allow larger office or industrial development



- 3. Maintain quality development through design standards

- ↑ 4. Consider a Planned Action SEPA/Master Plan for the South UGA [Planning/Admin; short-term]

D. Develop a vibrant Main Street Corridor

- 1. Encourage high-quality mixed use centers, stand-alone office and industrial developments and an industrial or business park



- 2. Encourage development of flex-tech space

- ↑ 3. Use street furniture, banners and lighting to create a unified Main Street corridor [Public Works; also referenced in Goal I, E, 2]

- 4. Coordinate business outreach efforts, including façade grant program, with the physical enhancements planned as part of the Main Street Project

Goal IV. Guide Future Residential Development to Provide Long-Term Benefits for the City

A. Ensure residential development is in desired locations and of desirable quality



1. Implement a study to evaluate the residential capacity and/or commercial potential of the City's UGA-Reserve [Planning/Admin; long-term]



2. Use zoning and infrastructure investments to encourage the location of residential development close to existing and new retail centers, particularly in mixed use developments with design standards that encourage high quality
3. Utilize codes and design standards to ensure high quality design throughout the City and the development of neighborhoods that are well-planned and of an individual character that complements the rest of the City

B. Recruit and support the development of workforce housing



1. Explore the feasibility and desirability of becoming a member of ARCH - A Regional Coalition for Housing
2. Work with King County Housing Authority and other non-profits



Goal V. Maximize the City’s Potential as an Interregional Tourism Destination

A. Use visitor maps, directories and attractive signage to identify points of interest

1. Create a program that directs visitors to direct buying of locally made crafts and locally grown agricultural products



- i. Create a map, directory and distinctive signage linking points of interest in Duvall and the surrounding area. Use attractive signs consistent with the design used by other Snoqualmie Valley cities [Planning/Admin; short-term]

Feature the following:

- Duvall’s Downtown and Cultural District
- Valley farms and art studios
- Wildlife and farmlands viewing in the Snoqualmie Valley
- Outdoor recreation opportunities, including the river, parks and trails



2. Create a gateway program to assist in the development of gateway signs and landscaping and take ownership of maintaining the gateway [Public Works; medium-term]



3. Install information kiosks that are also works of art throughout the City [Planning/Admin/Public Works; short-term; also referenced in Goal VI, C, 2, ii]

B. Actively promote the City’s natural, cultural, artistic and agricultural assets



1. Support the development of a regular market featuring Duvall’s agricultural products, crafts and arts [short-term; Planning/Admin and partners, including Farmers Market Committee; also referenced in Goal I, A, 1]



Photo courtesy of Serendipity Photography

-  2. Feature public art throughout the City [short-term; Arts Commission]
-  3. Hold a City-Wide Art Show, working with local artists to open studios to visitors and create a guided driving map to those studios [Planning/Admin; short-term]
-  4. Support through better advertising all City festivals including Sandblast, Quilt Day, Duvall Days, SummerStage and others [Planning/Admin; short-term]

C. Promote usage of the City’s trails

- 1. Have a bike rental program and build awareness of the bike trail
- 2. Capitalize on nature hikes for kids and families drawing on Washington Trout and the Wilderness Awareness School and other local resources

 **D. Recruit overnight lodging options [Tiger Team; short-term]**

 **E. Collaborate with other Valley cities to boost the sub-region’s tourism draw through unified marketing, signage, and other activities [Planning/Admin; short-term]**

Goal VI. Coordinate Economic Development Planning and Enhanced Communication [short-term]

A. Dedicate City resources to economic development planning and implementation

-  1. Determine the organization and future role of the City’s economic development body
 - i. Provide adequate resources, support, and recognition for the organization to succeed
 - ii. Ensure that all community leaders and organizations are members, affiliates, and/or supporters
 - iii. Set performance measures and track successes and failures in economic development implementation, communicating results to the community
-  2. Create a staff position to coordinate and implement economic development activities, with a part-time responsibility for special event management [City Council]
-  3. Create a workplan from the City’s Comprehensive Plan [Planning/Admin]
-  4. Work with all City departments to utilize economic development as a decision-making screen [Planning/Admin]
-  5. Communicate and coordinate with City partners to align City and partner economic development efforts [see sidebar]

City Partners

Current City partners include the Chamber of Commerce, the Riverview School District, the Rotary Club, local churches, City and other local boards and commissions, King County, development community, homeowners, Valley Cities, the Snoqualmie Tribe, and others.

B. Create a unique and meaningful City identity

-  1. Redesign the City’s logo [Planning/Admin]
-  2. Ensure the City’s identity is properly conveyed in all City and partner communications
- 3. Develop and tell the “Duvall Story” as to who we are and why we are unique

Marketing Strategy

These materials can be created by drawing from the Economic Development Profile and other work describing demographic changes, market changes, improvements in the business climate, and current and projected population growth.

C. Develop a proactive marketing strategy identifying key audiences and messages [see sidebar]

- ↑ 1. Communicate changes occurring in the community, the Vision for the City’s future, and action steps to current and potential residents, businesses and developers
- 2. Facilitate better communication of community events
 - ↑ i. Create a community calendar that that can be posted on the City’s web site and distributed via the Valley View, the City newsletter and Chamber mailings
 - ↑ ii. Create information kiosks constructed and updated by community groups [also referenced in Goal V,B,3]