

## ***Economic Development***

### **A. INTRODUCTION**

#### **Purpose of the Economic Development Element**

The overall purpose of the Economic Development Element is to improve the local economy through diversification and integration with the regional economy. While the State Growth Management Act does not require cities or counties to specifically address issues of economic development, the City of Ephrata recognized the importance of the local economy in the community's development and has chosen to address it in their comprehensive plan.

The development of any community is, to a significant degree, shaped by the jobs available to its residents. The life-style of those residents will be a reflection of the type, quality, and wage rates available in the local community. This element represents an evaluation of the various components that comprise the local economy and presents a set of related goals, policies, and objectives aimed at retaining and expanding upon the City's economic resources.

### **Economic Development Element**

The city of Ephrata recognized that implementing an economic development strategy will benefit the future vitality of the community. Generating economic activity in Ephrata will increase employment opportunities, expand the tax base, increase disposable incomes, and provide additional tax revenues. Increased development will also have the potential to cause adverse impacts on the community, such as traffic congestion, increased demands for housing, and additional demands on the water supply and sewer services. Therefore, it is crucial for the town to develop an economic strategy that facilitates improvements and maintenance of capital facilities, transportation needs, and coordinates land use and housing policies with the economic development policies.

The economic development goal of the Growth Management Act encourages economic development throughout the state that is consistent with adopted comprehensive plans, promotes economic opportunity for all citizens of this state, especially for unemployed and

for disadvantaged persons, and encourages growth in areas experiencing insufficient economic growth all within the capacities of the state’s natural resources, public services and public facilities. To support the economic development goal of the Growth Management Act, the city of Ephrata will implement the following strategies:

## **COORDINATE ECONOMIC DEVELOPMENT EFFORTS**

### Economic Coordination and Strategy

- Goal 1: To coordinate economic development efforts.
- Goal 2: To expand tourism and special events, especially in cases where the City can offer complementary events in conjunction with others.
- Goal 3: To support downtown redevelopment efforts.
- Goal 4: To develop a broad economic base retaining and enhancing the primary sector and providing an appropriately sized and targeted service sector, facilitation the creation of income and increasing the local multiplier.
- Goal 5: To encourage interagency coordination for economic development planning, project funding and sponsorship.

### Economic Maintenance Issues

- Goal 6: To maintain capital facilities and utilities.
- Goal 7: To encourage affordable housing.
- Goal 8: To maintain health care services.
- Goal 9: To attract new industry to the area while still retaining Ephrata’s quality of life.

### Activity Generation

- Goal 10: To foster “incubation economics”, providing an environment conducive to start-up industries helping to restructure Ephrata’s economy.

<b>Goal</b>	<b>Policy</b>	<b>Program</b>
1. To coordinate economic development efforts.	1.a. The City will make Port development a priority.	1.a.1. Develop a marketing program and master plan.
	1.b. The City will assist the Port in implementing the Port of Ephrata Master Plan and marketing strategy plan for	1.b.1. Hire or assign a person to market the economic potentials of the community.

	Port development	
		1.b.2. Encourage recreational flying and related industries.
		1.b.3. Research the feasibility of housing development on Port property.
		1.b.4. Determine the potential for expanding RV and camping facilities at the Port.
		1.b.5. Coordinate efforts to establish incubator buildings in the city to assist start-up businesses.
	1.c. Consider Ephrata’s namesake “Orchard in the Desert” as a promotional theme.	1.c.1. Create a graphic for “Orchard in the Desert” theme.
2. T expand tourism and special events, especially in cases where the City can offer complimentary events in conjunction with others.	2.a. Encourage public and private sector endeavors that will foster the expansion of the tourism industry.	2.a.1. Implement the parks and recreation facilities plan.
		2.a.2. Capitalize on the “Orchard in the Desert” theme on flyers, brochures, and promotional handouts.
	2.b. Plan and encourage pedestrian and non-vehicular traffic by the development of a bike and walking network throughout the city.	2.b.1. Develop jogging trails that could serve as cross-country ski trails when weather permits within the open-space recreation loop identified in the comprehensive plan.
		2.b.2. Develop jogging/pedestrian trails along the canal.
		2.b.3. Develop funding priorities.
		2.b.4. Hold community meetings.
	2.c. Develop Beezley Hill as a regional recreation area for hikers, joggers, walkers and bicyclists.	2.c.1. Plan fundraisers.
	2.d. Develop city-owned property adjacent to Oasis Park for recreational and camping needs.	2.d.1. Acquire property as needed to provide day-use and overflow RV parking.
	2.e. Develop and promote Sun Basin Plaza.	2.e.1. Coordinate with Economic Development Council.
		2.e.2. Pursue development of information kiosks in the Sun Basin Plaza.

	2.f. The City should actively support the efforts necessary to have an Ephrata Air Show.	2.f.1. Coordinate with Economic Development Council and local flying clubs.
	2.g. Initiate discussions and planning efforts with Grant County and other nearby municipalities to construct a regional bike loop.	2.g.1. Coordinate with Economic Development Council and Washington State Department of Transportation (WSDOT).
		2.g.2. Solicit funds for signs.
	2.h. Coordinate with the Ephrata School District and Big Bend Community College to determine the feasibility of developing a performing arts center.	2.h.1. Conduct a community survey to determine if sufficient interest exists.
	2.i. Coordinate with the Grant County Museum to acquire and develop additional facilities and parking area.	2.i.1. Coordinate efforts with Economic Development Council.
		2.i.2. Create a museum expansion committee to explore options.
	2.j. The City will actively recruit for the development of hotel/motel facilities and bed and breakfast inns.	2.j.1. Coordinate with Economic Development Council and traveler’s organizations.
	2.k. The City will study the feasibility of developing a children’s museum to allow young children and families the opportunity to explore the arts and sciences.	2.k.1. Work with museum expansion committee to study feasibility.
	2.l. Develop an expanded year round festival and event program that will focus on attracting people form outside of the Central Columbia Basin.	2.l.1. Create tourism brochure.
		2.l.2. Coordinate with Economic Development Council.
	2.m. Plan for the development of a sports/aquatic complex.	2.m.1. Coordinate with Economic Development Council.
		2.m.2. Conduct a community survey to determine if sufficient interest exists.
		2.m.3. Explore public/private partnership opportunities.
	2.n. Develop daytime activities to complement the concerts at the Gorge, such as Shakespeare in the Park.	2.n.1. Coordinate with other groups, such as the Chamber and the Society for Creative Anachronism to develop a “renaissance faire”.
		2.n.2. Update or modify

		community web site to include tourism and travel information.
		2.n.3. Seek out local talent.
	2.o. The City tourism/activities department will actively work with the state film and video office for the promotion of Ephrata as a filming site.	2.o.1. Coordinate with Economic Development Council.
	2.p. The City will enforce maintenance standards.	
3. To support downtown redevelopment efforts.	3.a. Continue to support the Chamber of Commerce, the Greater Ephrata Economic Development Task Force and Public Development Authority in the formation of a “Main Street” program to guide the revitalization of downtown.	3.a.1. Develop a low interest loan program for downtown improvements that would reinvest in downtown buildings, enhance appearance of the downtown area, and create a cohesive image for the downtown area.
		3.a.2. Develop plans for continued beautification of the central business district.
		3.a.3. Develop Ephrata publications such as the Community Business Guide, an a new lure brochure and a distributing and marketing plan.
		3.a.4. Support and encourage the chamber to hire a “Downtown Manager” for development of the Main Street Program.
		3.a.5. Implement a public art program.
		3.a.6. Develop community uses for vacant spaces in the downtown area.
		3.a.7. Maintain working relationships with local and regional economic development agencies in order to market the city and attract new retail businesses.
4. To develop a broad economic base retaining and enhancing the primary sector and providing an appropriately sized and targeted service sector,	4.a. Maintain sufficient land zoned to support primary sector development.	4.a.1. Institute zoning designations and subdivision requirements to support large lot industrial and business park development.

facilitating the creation of income and increasing the local multiplier.		
	4.b. Coordinate with regional economic development groups to retain existing primary sector employers.	
	4.c. Support breadth in the service sector.	4.c.1. Study economic data on primary sector industry and report to local and regional business organizations on under-served or emerging service markets.
		4.c.2. Amend zoning where necessary to allow for flexibility in services provided by businesses, particularly in the downtown.
5. To encourage interagency coordination for economic development planning, project funding and sponsorship.	5.a. Work in concert to identify and develop projects.	5.a.1. Attend local government planning meetings.
		5.a.2. Invite other agency members to speak at City Council meetings.
		5.a.3. Continue building informal relationships between agency staff.
6. To maintain capital facilities and utilities.	6.a. Maintain the sewer system at a level of capacity at which it will serve the existing needs and be prepared to serve additional users as projected in the comprehensive plan.	6.a.1. Pursue funding mechanisms to expand the sewer system.
	6.b. Maintain a capital facilities improvement program and a long range public facilities and services plan that will allow for the provisions of public facilities and services to commercial, industrial and residential lands beyond the immediate planning period.	6.b.1. Establish funding priorities for future infrastructure projects to further economic development.
		6.b.2. Prioritize geographical areas for infrastructure expenditures and invest in public infrastructure in a timely way that supports economic development.
		6.b.3. Identify new funding

		mechanisms to spread infrastructure costs over time to minimize up-front costs.
	6.c. Maintain the ability to provide water to meet all projected residential, commercial and industrial needs.	6.c.1. Protect or acquire water rights.
		6.c.2. Ensure sufficient surplus water resources are identified and preserved.
7. To encourage affordable housing.	7.a. Provide a range of affordable housing.	7.a.1. Implement the recommendations of the Housing Element.
		7.a.2. Secure grants or other funds to help in the production of housing units.
		7.a.3. Assist the Columbia Basin Hospital in its efforts to produce elderly housing. Consider a joint venture with the hospital.
8. To maintain health care services.	8.a. Ensure adequate health care remains available in Ephrata.	8.a.1. Coordinate activities with the hospital district.
9. To attract new industry to the area while still retaining Ephrata's quality of life.	9.a. Encourage future industrial development to locate at the Port of Ephrata.	9.a.1. Permit extension of utilities within the designated urban growth area as needed to accommodate industrial development at the Port.
	9.b. The City will assist the Port in implementing the Port of Ephrata Master Plan and marketing strategy for Port development.	9.b.1. Coordinate efforts with the Port of Ephrata to attract small non-polluting industries.
10. To foster "incubation economics", providing an environment conducive to start-up industries helping to restructure Ephrata's economy.	10.a. Seek economic development assistance from the Grant County Economic Development Council (EDC), State Department of Community, Trade and Economic Development (DCTED) and other entities in the economic development arena.	10.a.1. Implement a procedure that ensures applications for local government permits be processed in a timely and fair manner to promote predictability and consistency.
		10.a.2. Look for opportunities to facilitate development.