

## **CHAPTER 4 – ECONOMIC DEVELOPMENT ELEMENT**

### ***I. INTRODUCTION***

Economic Development is a new required element of the Comprehensive Plan; the 2005 Carnation Comprehensive Plan Update did not include an Economic Development Element. As outlined in RCW 36.70A.070.7, the element must include a summary of the local economy, including its strengths and weaknesses, and identification of local goals, policies and provisions for economic growth and a high quality of life.

Encouraging economic development is Goal 5 of the GMA Planning goals found in RCW 36.70A.020:

*(5) Economic development. Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, promote the retention and expansion of existing businesses and recruitment of new businesses, recognize regional differences impacting economic development opportunities, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state's natural resources, public services, and public facilities.*

Economic development is a partnership between the public sector and private individuals and establishments. Local communities such as Carnation play an important part in setting the stage for economic development by planning for infrastructure to serve new growth and support new businesses; providing the regulatory framework for land use development through zoning codes, development standards and the like; and promoting healthy, vibrant and livable places that attract new businesses while retaining existing businesses. The City Council sets policies and adopts and implements city actions, but it is primarily private investment that creates jobs and new businesses. The Economic Development Element is an opportunity for the City to outline the goals and actions that will promote economic development as necessary to enable the city's future envisioned in the Comprehensive Plan.

In December 2007, the City Council adopted an Economic Development Strategic Action Plan with assistance from Berk and Associates. As part of the process for developing the Action Plan, the Council articulated a vision for future economic development that would support Carnation's core identity as a quality small town. The Action Plan was informed by dialogue with the local community including local businesses. While developing the Plan, the Council sought input from the community through a public open house as well as meetings with the Carnation Chamber of Commerce. Berk and Associates provided a detailed profile of the

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city's demographic and economic conditions and a profile of the city's market share to help craft a realistic strategy. Much of the work that went into the Strategic Plan can be used to create an Economic Development Element, especially the goals, policies and actions that were developed as part of the Plan. Much of the data that was available in 2007 was based on the 2000 Census, and so the data in the Economic Development Element will be updated with data from the 2010 Census.

### **SUMMARY OF THE LOCAL ECONOMY**

Carnation is a small community located within the Snoqualmie Valley in east King County. An incorporated city surrounded on all sides by the Snoqualmie Valley Agricultural Production District, Carnation has a population of less than 2,000 people and a geographic area of approximately one square mile. Carnation is "housing rich" as opposed to "jobs rich" in that the community provides housing for households that find employment elsewhere. Local economic opportunities for employment do exist in Carnation or nearby within the Snoqualmie Valley; however, regional employment centers in Redmond, Bellevue, Issaquah and elsewhere within commuting distance provide most of the employment for Carnation's residents. In addition to its residential neighborhoods, a commercial core centered on Tolt Avenue (SR203) provides goods and services, including a grocery store, restaurants, small shops, etc. Carnation has been the location of several small scale industries, primarily in the construction materials sector. Several of these have gone out of business in recent years due to the recession in the last decade.

**Population and Income.** The US Census reported a population of 1,786 in 2010 for incorporated Carnation. This actually represents a decrease of about 6% from the 2000 census. This population loss was most likely due to the foreclosure crisis which impacted many of Carnation's neighborhoods. Prior to 2000, growth in Carnation had occurred but at a slower rate than other nearby communities, such as Duvall or Snoqualmie, due to the lack of public sewer system and a smaller land base. The City was able to build a city-wide sewer system that became operational in 2008. Unfortunately, the new infrastructure to support growth occurred right as the downturn in the greater economy slowed the demand for new development. Up until very recently, Carnation had very few residential permits since its growth spurt in the 1990s: up until 2014, one new house had been built since the sewer became operational. Non-residential construction within Carnation in the last decade was primarily by the public sector, and included a new library and the Riverview School District's alternative learning center.

As the economy and residential housing starts have picked up in the region, the market for residential development in Carnation has re-emerged. Many of the homes that were foreclosed on have since been bought and are now occupied. Local realtors cite a very limited supply of available housing as of 2014. Several formal subdivisions have recently been approved, which will add approximately

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130 new lots. Recent interest in infill development has resulted in permits for new homes on existing lots in the original plat, as well as short plat applications.

A Docket request for the 2015 Comprehensive Plan Update includes a change in land use designation for approximately 34 acres of land from commercial and industrial use to high density residential. Two of the parcels had been used for manufacture of concrete structures for use in construction. This business had ceased operations and the property and facilities had been for sale for several years. The third parcel had a materials recycling establishment for many years. An estimate of 200 dwelling units could be developed if the docket request is approved by the City Council.

Carnation's median income is \$73,269 in 2011 inflation adjusted dollars, as compared to a median income of \$70,567 for King County. 20.5% of Carnation's households fall in the \$100,000 to \$149,999 income category, while 33% fall in the \$50,000 to \$99,999 range. For King County, 17.7% of households are in the \$100,000 to \$149,999 category, and 31% have incomes between \$50,000 and \$99,999. As a whole, Carnation's income brackets are slightly higher than King County. (Source: 2005-2011 American Community Survey 5-year estimates, US Census.)

**Occupation and Employment.** In terms of occupation, which is the type of worker but not a reflection of the economic sector in which the work is done, 34.5% of Carnation's civilian employed population 16 years and over are in a management, business, science and arts occupations. 20.2% are in service and 24.4% are in sales and office occupations. In terms of industrial sector of employers, the largest percentage, 20.9%, of Carnation's civilian labor force are employed in the Educational, health care and social service sector. The construction sector provides 13.6% of the Carnation labor force's employment, and manufacturing provides 13.1% of jobs. The professional, scientific and management sector provides 11.4% of Carnation's employment. Retail trade provides employment to 10.7% of Carnation's labor force. In terms of the type of employment, 78.2% are private wage and salary, government workers are 11.0% and workers who are self-employed in their own business comprise 10.5% of Carnation's labor force. The percent unemployed is reported at 7.2%, slightly higher than the King County unemployment rate of 6.9% (Source: 2005-2011 American Community Survey 5-year estimates, US Census.)

**Journey to Work.** Given the City's location within commute distance of several major employment centers, the bulk of Carnation's work force commute to work. Of the journey to work, 79.1% of commuters report driving alone to work, while 10.2% report using a carpool. Public transportation, which is limited in Carnation, provided 1.7% of the commute. Walking to work was reported by 2.2% of the workforce, and 5.4% reported working from home. The mean travel time was 30 minutes, which is slightly longer than the 26.6 minutes mean travel time to work

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for King County. (Source: 2005-2011 American Community Survey 5-year estimates, US Census.)

***Inventory and Availability of Land.*** Cities can promote economic development by making sure there is adequate land capacity to support commercial and industrial lands. The amount of land needed for retail uses will depend to a large extent on the population that will support the local retailers. Carnation's retail base would be characterized as a neighborhood shopping center, typically a small retail center anchored by a grocery store and serving approximately 10,000 population. The Economic Development Strategy estimated that the city would be competitive for approximately 127,000 to 211,000 square feet of retail space. Currently the City has approximately 88,000 square feet of retail space in use. The capacity for retail uses as zoned within the Urban Growth Area was estimated to be on the order of 225,000 square feet. This estimate is based on assumptions for commercial development in the parcels zoned CBD, Service Commercial and Mixed Use, as described in more detail below. The analysis shows that there is more than adequate capacity for retail uses to serve the Carnation market area for the twenty year planning period.

Table 3-5 in the Land Use Element shows the future land use capacity of various land use types as provided for in the Future Land Use Map; each land use type is summarized as a percentage of the entire Urban Growth Area (UGA). Residential land use is by far the largest percentage of land use and capacity, at 60% of the land UGA. Both the Land Use and Housing Elements contain information on current residential development and future capacity for residential development within the Carnation UGA.

Retail land use is included in the high intensity commercial category, and is comprised of the Central Business District (CBD) and Service Commercial (SC) zones. The retail core is centered on SR203, and the 5 acres zoned Service Commercial located opposite Eugene Street. This is where the Tolt Town Center which contains the grocery store anchor is located. The zoning for this area is Service Commercial, which allows for expansion of service oriented larger scale retail, such as a grocery store, pharmacy, etc. The size and depth of the parcels allows for adequate parking, which is essential to the success of this type of retail. In contrast, the historic Central Business District (CBD) which encompasses four blocks to the north of the anchor is characterized by shallow (100' in depth) parcels that are quite limited for parking. Many of the existing buildings are historic, and are well suited to restaurants, shops, and other retail uses. Retail zones, including, both the CBD and Service Commercial zones, account for 9 acres or approximately 1% of the UGA. All of the CBD and SC zoned parcels are located within the current city limits. As described above, land capacity for retail development is estimated to be more than adequate to serve the needs of Carnation and nearby residents, as well as visitors to the area.

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Other types of commercial land include medium and low intensity lands. Medium intensity commercial lands include the Mixed Use (MU) and the Agri-tourism and related industries (AGI) zones. The Mixed Use zone allow both residential and commercial uses, including office as well as retail. There are a total of 30 acres zoned Mixed Use, of which approximately 7 are within the Potential Annexation Area. The mixed use zone creates a buffer between the commercial and residential areas, and also provides a range of land uses including commercial, residential or a combination of both. South of Eugene and east of SR203, the Mixed Use parcels have enough depth from SR203 to provide adequate parking if these areas develop for retail use. The Agri-tourism and Industries (AGI) zone would allow for a range of activities related to agri-tourism and supporting industries, including both the retail and tourist activities themselves and the industries that would support them, such as processing, wholesaling, etc. The Medium Intensity Commercial zones account for approximately 6% of the land area of the UGA.

Low intensity lands are zoned Horticultural Commercial (HC) Zone, which is a unique zone that reflects the economic potential of the agricultural heritage of Carnation. Forty acres or 9% of the UGA is zoned for this use.

As described above, there is more than adequate capacity for new businesses and expansion of existing businesses within all three categories of commercial lands, especially within the high intensity, retail commercial acreage. There are three vacant parcels within the CBD as of the date of this Element. Similarly, a significant portion of land zoned Service Commercial is currently vacant, and there is a vacant storefront located in the Tolt Town Center development. Much of the City's Mixed Use lands located along Tolt Avenue are currently either vacant or have single family residences which could be redeveloped for commercial use.

Industrial lands provide capacity for land uses that provide employment. Industrial lands comprise a relatively small percentage of Carnation's land area within the UGA. Without direct access to I-90, Carnation's potential for larger scale industrial development is somewhat limited. However, some smaller scale and specialized industries have located in Carnation, and public infrastructure and relatively inexpensive land values help create potential for industrial development. Industrial lands are especially important in providing employment and help create a more sustainable local economy. Currently 12 acres or 2% of the UGA is zoned for industrial use. This acreage of industrial land reflects the Docket request which would change approximately 34 acres from industrial to residential use. While this is a significant loss of employment based land use, the lack of access to the Interstate system impedes the City's ability to support industry, as evidenced by the low intensity industrial use of materials recycling, and the vacancy for the concrete manufacture facility. The subsequent development of additional dwelling units resulting from the change in land use designation would help to provide a

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population base that is large enough to support the downtown businesses and local economy.

Carnation's nonresidential lands have more than enough capacity to meet the employment numbers that have been targeted for the community as part of the King County Countywide Planning Policies Buildable Lands analysis. Carnation's assigned target for new jobs over the next twenty years is 370. Based on the capacity for nonresidential development within its Zoning map, Carnation could potentially support over 1,000 new jobs.

**CONSISTENCY WITH MULTI-COUNTY AND COUNTY PLANNING POLICIES**

The Growth Management Act requires counties to create planning policies in cooperation with the cities located within them, and the cities' comprehensive plans are required to be consistent with the adopted Countywide Planning Policies (CPPs). Similarly, Multi-county Planning Policies (MPPs) are required to be developed by two or more counties with contiguous urban populations. In our region, the Puget Sound Regional Council (PSRC) created VISION 2040, the MPPs for the Puget Sound region, in cooperation with the counties and cities. Both the King County CPPs and the PSRC MPPs have policies related to economic development.

VISION 2040 is the Puget Sound Regional Council's document that provides guidance for development of the four-county region. Carnation is characterized as a "free-standing small city" as it is surrounded by unincorporated rural land, and provides input as follows:

VISION 2040 calls for these communities to be the primary places for meeting the service needs — including shopping, jobs, and services — of both their residents and residents in nearby rural areas. Cities in rural areas should also be the focal points of rural-based industries and commerce. Schools and other institutions and facilities serving rural populations should be sited in rural cities. Development patterns in these communities should be at a size and scale appropriate for smaller towns. Commerce should cluster in the town center, which should be walkable and compact.

**CITIES IN RURAL AREA POLICIES**

**MPP-DP-16:** Direct commercial, retail, and community services that serve rural residents into neighboring cities and existing activity areas to prevent the conversion of rural land into commercial uses.

**MPP-DP-17:** Promote transit service to and from existing cities in rural areas. (VISION 2040, PSRC, page 52)

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In fact, Carnation's compact and walkable urban form meets the description in VISION 2040, and its downtown provides commercial, retail and community services as described in MPP-DP-16. Transit service from Carnation to employment centers is somewhat limited. Recent modifications to transit within the Snoqualmie Valley now prioritize transit service within the Valley. Transit riders can access employment centers from Duvall or other cities. However, inconvenient and limited transit service for commuters is still a limitation for Carnation residents.

In terms of the regional economy, VISION 2040 looks at the region's ability "to promote a sustainable economy that creates and maintains a high standard of living and quality of life for all." (VISION 2040, PSRC, page 71). Significant growth is forecast for the region in professional, business, education and health employment, as a center for aerospace, information technology, finance, insurance, health care and business and professional services. The strength of the regional employment base will impact demand for housing in Carnation, as there are employment centers within commute distance. In turn, the demand for local businesses and services to serve Carnation and nearby residents will be tied to the population base. Carnation's commercial center has been limited in recent years by the lack of residential growth. Recent development including new subdivisions and infill development have helped bring "rooftops" which will support the viability of the commercial core. The docket request, if approved, will further provide households to support local businesses. A rule of thumb is that it takes approximately 1,000 households to support a small center. With the 130 lots in formation along with the 660 existing households, the additional 150 to 200 households from development of the three parcels in the docket request would come close to this critical mass of residences needed for economic viability.

While VISION 2040 provides strategies for economic development for the region, these strategies can also inform Carnation's efforts. VISION 2040 cites the need to support businesses to help retain and expand existing businesses and attract new concerns, including fostering a supportive environment for small and locally owned businesses. Investing in people is another way to promote economic development, through high quality education and promoting family wage jobs. Finally, VISION 2040 cites the need to protect and enhance the environment and great places in order to draw new talent and new business to the region.

The Countywide Planning Policies (CPPs) are developed by King County and ratified by the cities within King County. The CPP were last amended in December of 2012. In its efforts to support economic development, Carnation's Comprehensive Plan policies need to be consistent with the relevant CPP's.

The King County CPPs for economic development center around three key concepts: business development, people and places. There are 21 CPP policies

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related to economic development within King County. The following are especially relevant to Carnation:

EC-5 Help businesses thrive through...transparency, efficiency, and predictability of local regulations and policies

EC-7 Promote an economic climate that is supportive of business formation, expansions, and retention and emphasizes the importance of small business in creating jobs.

EC-10 Support the regional food economy including the production, processing, wholesaling and distribution of the region's agricultural food and food products to all King County communities....

EC-16 Add to the vibrancy and sustainability of our communities and the health and well-being all people through safe and convenient access to local services, neighborhood-oriented retail, purveyors of healthy food (e.g., grocery stores and farmer's markets) and transportation choice.

EC-17 Promote the natural environment as a key economic asset. Work cooperatively with local businesses to protect and restore the natural environment in a manner that is efficient and predictable and minimizes impacts on businesses.

EC-21 Encourage economic activity within rural cities that does not create adverse impacts to the surrounding Rural Area and Resource Lands and will not create the need to provide urban services and facilities to those areas.

As described above, the CPPs also include a Buildable Lands target for new households and new employment within each jurisdiction within King County. Carnation has adequate capacity within its Urban Growth Area to accommodate well over the targeted number of new jobs identified by the CPPs, as well as more than enough capacity for the targeted number of new households (See the Housing Element for more detail on the target for households).

## ***II. STRENGTHS AND WEAKNESSES OF THE LOCAL ECONOMY***

As identified in VISION 2040, Carnation as a small city can provide goods and services to serve the local population both within the City limits and the nearby rural areas. Commercial development aids the city, not only by locally providing those goods and services, but also by providing local jobs and improving the City's fiscal health through increased property values and sales tax revenues. Local industrial uses also serve to provide jobs as well as increased property value and



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sales tax revenue, with the added benefit of employees buying goods and services, eating in local restaurants, etc.

However, Carnation's local economy does suffer from weaknesses. Carnation is comparatively remote from population centers, since it is served by state and county roads as opposed to an interstate such as I-90. There has been a perception within the region that Carnation is far away, even though its only 20-30 minutes to Redmond and even closer to Issaquah, although this is changing as evidenced by recent increase in housing development. There is a lack of direct transit service to employment centers.

Another weakness is the relatively small population base which provides the demand for commercial and retail services. Currently, Carnation's population is less than 2,000; even if combined with residents in the vicinity, the population is smaller than typically can support a neighborhood shopping center. Land suitable for residential development at urban densities is limited by Carnation's physical setting: rivers to the south and west, steep topography to the east and floodplain to the north. Some small communities draw visitors from the urban centers by being on the path to major recreation areas such as ski resorts, ferry routes, etc. However, while there is wonderful recreation opportunity locally, Carnation is not on I-90 or US Route 2 and so does not benefit from being on the way to the Cascades. Transit service between Carnation and nearby employment centers is very limited, as the only option to commute by transit is to take a bus to another Snoqualmie Valley city such as Duvall and catch a bus from there to employment centers such as Redmond or Seattle. This lack of transit options limits the ability of some households from moving to Carnation.

Another constraint on future development is the lack of local medical facilities. There is currently no pharmacy within the city, the nearest hospital is 15 to 20 minutes away, and there is no assisted living facility for elders. Lack of convenient medical service may prevent some households from choosing to locate in Carnation, or from staying here, especially for households with seniors. Fortunately, there are local medical providers and clinics, including family medicine and dentists.

The result of these weaknesses can be seen in retail sales "leakage" as reported in the Economic Profile that was prepared by Berk and Associates. Leakage refers to the potential retail sales lost to retailers located outside Carnation. The sales potential of the population is calculated and the spending that would be expected from the residents is compared to sales made within the community. The Economic Profile concluded that Carnation loses about 25% of what could be expected in retail sales. While the data is a bit out of date (based on 2007 data), it is safe to say that Carnation's retail leakage is unlikely to have changed that much in recent years, as the retail base has seen little change. Retail leakage can be addressed in two ways, by expanding the desirability of locally available goods

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and services to encourage local residents to buy locally, and by attracting more visitors to Carnation's retail core. Programs to support "buy local" initiatives also help reduce retail leakage. Adding "rooftops", that is, new residential development within the city, provides a larger customer base to support the city's businesses. As new residential development occurs, the city will come closer to a critical mass of households needed to support a full range of services within the downtown. For that reason, encouraging new residential development consistent with the Comprehensive Plan and zoning map is important to the city's economic vitality. Recent residential development has occurred that will help bring needed customer base to the City over the next few years. There are approximately 130 lots currently in development, and new houses can be expected in 2015 and over the next few years. In addition, residential development as a result of the 2015 Docket request to change the land use of approximately 34 acres from industrial and commercial to residential use will further increase the population base, which should help the local business community.

Carnation's strengths can help counteract the weaknesses described above. Carnation's local recreation opportunities are great draws with potential to bring many people from the urban centers to the city. The opportunities include those provided by King County's Tolt-McDonald Park, such as mountain biking, as well as the agriculture and natural amenities that can draw tourism to the area. Farm tours within the Snoqualmie Valley, Remlinger Farms and the nearby agriculture provide lots of family fun, and draw many people to Carnation each year. There are also identified potential for sports fields to bring both adult and youth teams to the city. All of these opportunities increase the potential for visitors to purchase goods and services from Carnation businesses, thus supporting the local economy.

In addition to the recreation opportunities surrounding Carnation, the City itself provides recreation for citizens and visitors. Carnation is pedestrian and bicycle friendly, with its small scale, flat topography, and linked trails and pathways. The historic town center and nearby neighborhoods are attractive places to walk and bicycle. The City recently partnered with the King County Parks Department and the Chamber of Commerce to create a map of the city designed especially for visitors. The map, which includes the local trails and highlights Carnation's points of interest, is available at City Hall and local businesses, and is displayed on strategically located kiosks in area parks and along trails.

Another of Carnation's strengths are the partnerships within the city's business community, between the business community and the City, and with other partners within the Snoqualmie Valley. Up until recently, there has been no central marketing organization dedicated to marketing Carnation or the Snoqualmie Valley to the region's population centers. Beginning in 2014, two efforts were initiated to work on branding and market strategies. First, a downtown Carnation merchants group called the Main Street Mavens formed to pool their funds, experience and

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creativity to reach a larger market and develop innovative promotional activities. The work of the Mavens continues the on-going partnership between local businesses, community leaders, the City of Carnation and others such as the Farmer's Market to host a number of very successful events that bring many visitors into the City. Some examples include the weekly Farmer's Market, the Fourth of July celebration and Christmas in Carnation.

A second effort, the Snoqualmie Strategy, is a partnership of the Mountains to Sound Greenway and Stewardship Partners along with the Valley city government, Chambers of Commerce, arts and heritage foundations, farm groups and individual businesses. Beginning with an assessment of the assets and deficits that service visitors to the Valley, the goal of the Snoqualmie Strategy is to develop a Valley-wide vision and brand, and to promote tourism. The challenge for most of the Valley cities has been to attract the tens of thousands of visitors that frequent the farms and recreational destinations outside the cities into their central business districts. This initiative seeks to integrate the incorporated areas with the unincorporated areas in the Snoqualmie Valley into one tourism strategy that will build connections all along the Snoqualmie River. Resources to support these types of marketing efforts are still somewhat limited compared to larger urban areas, but these efforts can greatly help Carnation and its neighbors create a vibrant local economy.

Finally, the partnership between the City and the business community will be essential to the success of the Tolt Corridor Plan for improvements to Tolt Avenue. As described in more detail in the Transportation Element, the Tolt Corridor Plan is a major public improvement for the entire Tolt Avenue. The first step is engineering design for the Central Business District segment, which is underway as of 2015.

Finally, Carnation's largest comparative advantage is most likely its character: family and senior friendly, safe, neighborly. As described in VISION 2040, creating great places to live, work and play is an important economic strategy in today's world. Retaining and attracting new residents and businesses is increasingly tied to quality of life factors. The Carnation City Council adopted its own vision for the community as part of the Economic Development Strategy:

*Carnation is a friendly and safe family-oriented community where a vibrant small town benefits from the natural beauty, heritage and recreational opportunities of the Snoqualmie Valley. (Adopted by Carnation City Council, April 10, 2007)*

In an effort to fine-tune the city's identity, and "get the word out" about Carnation, an Identity Stakeholders Group (ISG) consisting of local citizens and business owners was convened in the fall of 2009. The ISG conducted numerous surveys of residents and visitors. Agriculture and recreation were identified as primary

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themes in the survey data. In May of 2010, the ISG presented their positioning statement to the Council:

*Within easy reach of Seattle, Carnation features an abundance of natural beauty and outdoor experiences. Framed by the Cascade foothills and located where the Tolt and Snoqualmie rivers meet, Carnation is in one of the most productive agricultural regions in the Northwest. Carnation offers biking, hiking, camping, and fishing. In our downtown, you can visit our unique shops and restaurants. Carnation is your natural destination.*

To summarize, Carnation has multiple challenges in order to reach its potential for sustainable and on-going economic development that reaches all segments of the city, including residents and businesses. First, Carnation needs to continue its work to create a great small city. On-going work on the Tolt Corridor Project, for example, represents significant public investment in infrastructure to support a great downtown. The city and the business community together need to work on making sure that the existing buildings and streetscape are as clean and attractive as possible, and both need to support existing local businesses and foster new businesses. Finally, perhaps the Carnation community's biggest challenge is to find a way to market itself to nearby population centers, so that this great small city will bring in visitors from outside to recreate, enjoy the community, and support the local economy while they are visiting.

### **III. GOALS AND POLICIES TO FOSTER ECONOMIC GROWTH**

The Economic Development Strategic Plan provided 6 goals, with policies/actions identified for each. While the goals from the Strategic Plan have been incorporated into the Economic Development Element, the policies and actions have been updated to account for actions already accomplished, and new policies and actions that are now appropriate.

#### **GOAL ED1**

##### **Refine and promote Carnation's identity**

Policy ED1.1 Design a new Carnation logo and identity

- The new logo and identity should reflect recreational, agricultural, outdoor, and family themes. Use this identity as a common theme in all City promotional efforts
- Cultivate relationships with local media and provide photos and story ideas to encourage positive coverage of Carnation
- Explore social media

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Policy ED1.2 Support and promote recreation opportunities and special events

- Promote Carnation’s recreational and cultural opportunities including seasonal special events
- Encourage local organizations, including the school district, Tolt MacDonald Park, Remlinger Farms, Jubilee Farm, and others, to notify the City and the Chamber of Commerce of upcoming special events; ensure this information is passed along to businesses so they can be prepared.
- Update information boards or kiosks at key points in town, along the Snoqualmie Valley Trail, and at Tolt MacDonald Park
- Distribute brochures to nearby residential communities and shopping centers
- Promote Carnation opportunities among eastside employees, using company intranets or networks of new residents and foreign nationals
- Work with local businesses and community groups to explore holding one major event per season, engaging a festival promoter to grow attendance and establishing clear lead and support roles for the City and other partners
  - Establish a spring event
  - Continue to hold the 4<sup>th</sup> of July celebration
  - Establish a fall event such as a harvest festival
  - Continue to hold Christmas in Carnation
  - Support the Timber! Outdoor Music Festival
- Work with other Valley cities and organizations to cross-promote events and activities.

Policy ED1.3 Celebrate and promote Carnation’s agricultural heritage

- Encourage local growers to identify Carnation as their location when at Seattle farmers markets
- Encourage linkages between the Farmer’s Market and the local business community, such as the Tuesdays in Carnation events

**GOAL ED2**

**Establish Carnation as a regional recreation hub and the commercial center for the Snoqualmie Valley’s agricultural production**

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Policy ED2.1 Enhance Carnation’s active recreation offerings by supporting community groups pursuing the development of recreation opportunities

Policy ED2.2 Communicate Carnation’s events and attractions to grow the City’s capture of regional tourism

- Keep City information current; communicate special events
- Expand opportunities that bring people to Carnation by focusing on activities that draw visitors
- Work with the WSDOT to create an attraction on the bridge over the Tolt River that draws people across the bridge and into town
- Enhance wayfinding signage on Tolt Avenue to ensure visitors can easily find parking and attractions
- Attract specific user groups by enhancing and promoting Carnation’s appeal to their particular interests. Some examples include:
  - Draw bicyclists and runners to the area and into downtown
  - Encourage automobile and motorcycle enthusiasts to include Carnation as a stop in their circuit.
  - Support agri-tourism

Policy ED2.3 Encourage active recreation and walking by making Carnation pedestrian- and bicycle-friendly:

- Continue to implement the pedestrian and bike plan for the city found in the Parks and Recreation Element
- Create strong connections between downtown and Tolt MacDonald Park and the Snoqualmie Valley Trail
- Using art, hidden treasures, and interpretative signs, make exploring downtown and nearby sites playful and fun
- Encourage youth and adult sports leagues to schedule events in Carnation

Policy ED2.4 Support and expand Carnation’s agri-tourism

- Help promote the market by including it in City marketing material
- Explore the possibility of weekend and year-round markets

Policy ED2.5 Support regional efforts to bring natural resource education to

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Carnation and the Snoqualmie Valley

Policy ED2.6 Promote agricultural heritage in Carnation

**GOAL ED3**

**Make Downtown Carnation a great place for living and visiting**

Policy ED3.1 Implement the Tolt Corridor Plan

- Give priority to the downtown core, followed by the southern Gateway
- Pursue funding opportunities for design and construction

Policy ED3.2 Enhance the appeal of Downtown

- Enforce existing City codes related to property appearance and maintenance
- Encourage building and property owners to develop and maintain their properties beyond minimal code requirements and encourage building renovations that adhere to adopted design standards.
- Encourage businesses to utilize alley frontage and empty lots for outdoor dining or displays

Policy ED3.3 Assist the business community in their efforts to promote opportunities to eat, shop, and attend events in Downtown.

Policy ED3.4 Develop a short-and long-term parking strategy

- Manage existing parking to increase availability for customers
  - Encourage business owners and employees to park elsewhere, reserving spots along Tolt for shoppers and visitors
  - Enforce/Provide signage identifying existing two hour time limits on parking on Tolt Avenue.
- Develop a longer-term parking strategy
  - Determine a location for additional parking that is well-connected and easily walkable to downtown
  - Use plantings, trees, and other design factors to make the parking site as attractive as possible.
  - Develop this plan in concert with the pedestrian and bike plan

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**GOAL ED4**

**Increase commercial vitality and employment options through business retention and attraction**

Policy ED4.1 Support the business community and City/business organization partnerships

- Follow through on the City’s responsibilities around implementation of these policies while supporting the business community in fulfilling their responsibilities
- Continue City involvement in ongoing business association meetings and create opportunities for input from the business community on City actions that affect the downtown

Policy ED4.2 Assist the business community and active business associations in supporting existing businesses.

- Assist the business community to “manage” the downtown business district for an attractive environment and high quality shopping experience
- Schedule annual events to hear from and address the concerns of local retail businesses
- Encourage and support expansion of the existing Tolt Town Center shopping center
- Assist the business community in efforts to encourage residents to shop and ship locally. Help distribute educational material on the benefits of shopping locally, and other promotional material.

Policy ED4.3 Assist the business community to conduct targeted business attraction

Policy ED4.4 Assist the business community in their efforts to retain existing businesses

- Conduct annual outreach to understand and address business concerns
- Support the expansion of existing businesses

Policy ED4.5 Support the development of “Flex-Tech” spaces appropriate for office, light industrial, and some retail uses

- Consider “flex-tech” development on the City-owned lot near the wastewater treatment plant
- Attract small-scale support industries for Snoqualmie Valley agricultural producers, including livestock and agricultural supply



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stores, canners and processors, producers of bottles, boxes, and other packaging, and specialty construction firms

**GOAL ED5**

**Enhance the quality of life for existing residents and encourage residential development**

Policy ED5.1 Encourage residential development and redevelopment

- Increase the residential population within walking distance of downtown by providing zoning and infrastructure for high density residential development
- Encourage residential infill development
- Encourage innovative housing products such as cottages or townhomes. Cultivate relationships with developers who focus on these products to establish proof-of-concept, showing there is a market for this type of development in Carnation
- Adequate housing for seniors and low- and moderate-income households is important to the city's economic health. Encourage King County Housing Authority and other non-profit organizations that promote affordable housing to build in Carnation

Policy ED5.2 Use local real estate expertise on Carnation's housing market in the decision-making on zoning and infrastructure

- Conduct outreach to employees of local businesses who currently commute to see what types of housing they are interested in
- Continue to talk with residential developers about the range of housing options appropriate for Carnation

Policy ED5.3 Streamline permit processes and reduce costs for housing development, without compromising levels of service for infrastructure.

**GOAL ED6**

**Ensure that the City's development regulations and permit processes encourage new development that reflects the city's goals and policies**

Policy ED6.1 Encourage future development and redevelopment that supports Carnation's vision for the future.

- As part of the City's annual Comprehensive Plan amendment process, evaluate the City's design standards, design guidelines,

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and related policies and regulations, ensuring they reflect the community's desires for development and redevelopment

- Continue to enforce the City's design standards and codes related to the appearance and repair of existing buildings, especially in the downtown
- Clearly communicate expectations of developers
  - Consider adding a page to the City's website describing the community's desires for future development and redevelopment, also highlighting that City staff will work collaboratively with developers to ensure successful projects that are in line with community desires
- Concentrate development in and near downtown, encouraging density in residential and commercial development in this concentrated area
- Evaluate potential incentives to encourage green development and sustainable design
- Continue to evaluate capital planning to maximize efficiency, thereby keeping impact fees and general facilities charges as reasonable as possible.

Policy ED6.2 Provide high quality development services and information

- Evaluate City regulations and codes for clarity and ease of use, streamline processes where possible
- Provide excellent customer service to the development community
- Support development by continuing to provide information on the City's website and free pre-application consultations

Policy ED6.3 Establish an outreach strategy creating stronger connections with the development community

- Create materials to promote a multi-faceted view of the city to developers. Use these materials to promote Carnation's new development capacity with an operational public sewer system
- Identify and cultivate relationships with developers capable and interested in development that is in line with the community's Vision
- Help developers and business owners understand the Carnation market and find appropriate sites for expansion of new businesses or new development

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- Hold a developers forum to highlight particular opportunities, receive feedback from development professionals, deepen relationships, and build interest in working in Carnation

Policy ED6.4 Evaluate land use policies and zoning relative to projected market demand and city vision, adjust as needed during annual amendments to the Comprehensive Plan

- Maintain flexibility for commercial and residential uses within the Mixed Use Zone and encourage residential uses in the Central Business District in conjunction with retail use
- Evaluate the long term conversion of Light Industrial/Manufacturing uses along SR 203 to retail uses to take advantage of the proximity to the city's south-end retail node, street frontage, and pass-through traffic
- Take a flexible approach to industrial zoning to accommodate the type of niche light industrial or manufacturing users Carnation is likely to attract
- Evaluate the City's Table of Permissible Uses from an economic development perspective and consider amendments when appropriate

Policy ED6.5 Communicate the importance of economic development to Carnation

- Consider creating a page on the City's website that is devoted to economic development, describing implementation of the Strategic Action Plan adopted in 2007 and the City's flexible and assistive approach to working with the development community. Use this page to post promotional materials and updates.