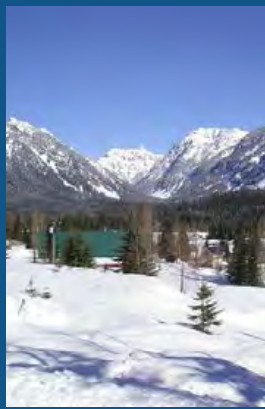


# Kittitas County

WASHINGTON

# COMPREHENSIVE PLAN



October 2017 DRAFT





Kittitas County  
WASHINGTON

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September 2017 DRAFT



**Kittitas County**  
W A S H I N G T O N

# COMPREHENSIVE PLAN



Report Prepared by:



**SCJ ALLIANCE**  
CONSULTING SERVICES

# Table of Contents

<b>Executive Summary</b> .....	<b>1</b>
<b>Project Introduction</b> .....	<b>2</b>
<b>Study Area Profile</b> .....	<b>4</b>
<i>Population, Demographics and Land Use</i> .....	4
<i>Residential</i> .....	4
<i>Commercial</i> .....	8
<i>Under-Developed Properties</i> .....	11
<i>Open Space and Recreation</i> .....	11
<i>Available Parks Space Compared to Lacey Parks Level of Service Standards</i> .....	12
<i>Assessed Values</i> .....	13
<b>Fiscal Analysis</b> .....	<b>14</b>
<i>Cost Scenarios</i> .....	14
<i>Infrastructure and Services Needs &amp; Costs</i> .....	15



# HOUSING

## Chapter 3: Housing

### 3.1 INTRODUCTION

*Guidance was provided on the development of this chapter based on the active participation of Kittitas County residents. The element works to present the major themes and unify smaller details in a concise examination of housing in Kittitas County. Multiple meetings and work sessions led to the recommendations and goals to follow.*

Housing impacts the character of our region; defines quality of life; and plays an important role in both state and local economies. The Housing Element includes goals and policies to preserve existing housing stock, promote a variety of residential densities, and encourage the availability of affordable housing for all economic segments of the community. The element describes existing housing conditions and needs in Kittitas County, and projected housing needs for the period of 2017-2037.

The purpose of this element is to identify Kittitas County's goals and policies for the preservation, improvement and development of housing, and the mechanisms that will lead to affordable housing opportunities at all economic levels of the population.

In accordance with the Growth Management Act, this element is intended to ensure the vitality and character of established residential neighborhoods, encourage the availability of affordable housing for all demographics,

promote a variety of residential densities and housing types, and encourage preservation of existing and historical housing stock.

### ELEMENT ORGANIZATION

The Housing Element consists of three main sections. The first section, "Housing Conditions and Needs" includes statistics, which support the County's housing goals and policies. It summarizes existing housing conditions and projected housing needs within the County. It focuses on inventory data, which supports the County's policy objectives and general approach on growth management. The second section, "Housing Goals" presents a general set of comprehensive goals to guide the implementation of the comprehensive plan. The final section, "Housing Policies" consists of a set of policies designed to help in the implementation of the Housing Element, with special consideration given to future



opportunities and unforeseeable outcomes that may arise.

### 3.1 HOUSING CONDITIONS AND NEEDS

In order to effectively plan for the housing needs of Kittitas County residents, and future residents, it is necessary to assess the existing housing conditions and needs in the County. This section of the Housing Element describes the number, type and character of housing units within Kittitas County. It also describes the population of Kittitas County as it relates to existing and future housing availability.

A significant proportion of the data contained in this section comes from the U. S. Bureau of Census 2010-2015 5-year estimates and 2017 Office of Financial Management estimates. Other information in this section comes from published reports regarding Kittitas County housing needs and population, and from housing studies completed by cities and subareas within the County.

### NUMBER, TYPE & DISTRIBUTION OF HOUSING

According to the 2017 Office of Financial Management estimates, Kittitas County has approximately 23,665 housing units. Most of the housing units (53%), are located within unincorporated areas. This represents a change from the 2000 census, when the majority of housing units were located within incorporated cities. The largest city, Ellensburg has 36% of the County's housing units. Table 3.1 shows the distribution of housing units by city and unincorporated areas for 2000, 2010 and 2015, and the percent change in the housing distribution over the fifteen-year period.

- **AVAILABILITY OF UNITS**

The majority of housing units located within unincorporated Kittitas County are not served by public water or sewer systems. The number and percent of housing units on private wells and septic tanks has surpassed those currently connected to city systems. The majority of existing housing units in Kittitas County are owner occupied single-family units. In 2015,

### HOUSING UNITS IN KITTITAS COUNTY

<i>Jurisdiction:</i>	<i>2000</i>	<i>2010</i>	<i>2015</i>	<i>Percent Growth</i>
<i>Kittitas County</i>	16,475	21,900	23,084	40%
<i>Unincorporated Kittitas County</i>	7,444	11,430	12,139	63%
<i>Incorporated Kittitas County</i>	9,031	10,470	10,945	21%
<i>Cle Elum</i>	956	1,105	1,098	15%
<i>Ellensburg</i>	6,732	7,867	8,315	24%
<i>Kittitas</i>	510	579	618	21%
<i>Roslyn</i>	623	648	645	4%
<i>South Cle Elum</i>	210	271	269	28%

Source: 2017 Office of Financial Management





approximately 58% of the County's housing units were owner occupied.

- **EXISTING CONDITIONS**

According to the 2017 Kittitas County Homelessness and Affordable Housing Plan, nearly a third of all housing units were built before 1970, many of these are owned or occupied by elderly individuals or low-income families who struggle to afford repairs and upgrades. Of the occupied housing units in Kittitas County, 42.7% are renter occupied.

Of the total housing units, 67% are one-unit housing units, 21% are two or more-unit housing units, and 12% are mobile homes or "specials" (defined as an entity that owns and/or manages one or more group quarter facilities).

- **DEVELOPMENT TRENDS**

While the number of housing units is increasing in both incorporated and unincorporated areas of Kittitas County, the number of unincorporated housing units has grown at a rate 42% faster than that of incorporated areas over the same period.

If population growth in Kittitas County continues in the same pattern as it has since 2010, the majority of new housing units will be single-family homes in unincorporated areas. Changes in zoning designations and the provisions of water and sewer services in unincorporated areas has the potential to play a role in orienting future growth towards selected areas. As discussed in a 2016 County commissioned study on future population growth (Population Projection Review and Analysis), these allotments are



development in the future as growth is bound to the availability of future water supplies.

- **TENURE & OCCUPANCY RATES**

According to 2017 Office of Financial Management (OFM), there are 23,665 housing units in Kittitas County. Of the identified housing units, 17,826 were occupied as of the 2016 American Community Survey projections. This suggests approximately 5,839 units were vacant within Kittitas County at the time of the survey. These vacant units include seasonal and recreational households, and units available for rent at the time of the survey. In some areas of the County such as Easton, Snoqualmie Pass and Swauk-Teaway, seasonal and recreational units comprise a majority of the available housing stock. In total, seasonal and recreational units represent approximately 70% of vacant units within Kittitas County.

- **HOUSING OWNERSHIP**

Of the occupied units, approximately 10,270 were occupied by the owner, while the remaining



7,556 were renter occupied. This represents a home ownership rate of 58%. This rate represents a marginal drop in home ownership over the last fifteen years. Efforts targeted at assisting first-time homebuyers and offering housing in various price ranges may work to reverse this trend.

Central Washington University represent the largest generator of group housing quarters, as many students are housed on campus throughout the year. With the planned expansion of Central Washington University, affordable housing stock (especially in the Ellensburg area) is expected to become progressively student (non-permanent resident) oriented.

• **SUPPORTED LIVING**

Assisted living facilities and foster care facilities represent other forms of group living quarters that currently exist within Kittitas County. Persons in assisted living facilities include individuals with special needs, and others of aging populations. The portion of the County’s population which is over the age of 65 years increased by 704 people between 2010 and 2015. As this generation nears retirement, there will be a growing need for more housing for seniors and assisted or supportive living units. Smaller housing units and Accessory Dwelling Unites (ADU) are popular options for individuals and families post retirement. By law, this population is eligible to live in legally “age-restricted” communities.

Other persons living in group quarters include individuals with developmental disabilities. As these individuals age, it is likely that some of them will require assisted living or nursing

care facilities. (Kittitas County Mental Health/ Developmental Disability Board)

**VALUE & COST OF HOUSING**

Sale prices of homes are a common indicator of the value of homes available within a community. The average sale price for homes in the Lower Kittitas County area was \$250,573 in 2006. As of the time of this report (2nd quarter, 2017), the average listing price of single-family homes available for sale was \$277,450, with a median home value of \$242,900 for the entire county (figures based on information provided by local real estate broker database listing services).



• **HOUSING AFFORDABILITY**

This increase in home purchase prices has made home ownership beyond the affordability of many potential homebuyers. According to the 2017 Kittitas County Homeless and Affordable Housing Plan, the median household income in Kittitas County was \$45,406 compared to \$60,294 in Washington State. The median family income was listed as \$65,103 compared to \$73,039 in Washington State. The per capita income is



\$24,014 compared to \$31,233 in Washington State.

The median family income was listed as \$65,103 compared to \$73,039 in Washington State. The per capita income is \$24,014 compared to \$31,233 in Washington State. The latest 5-year estimate from the American Community Survey places median monthly ownership costs (with a mortgage) at \$1,476. Although Washington State and Kittitas County are fairly similar in mortgage costs (as a percentage of income), Kittitas County has a higher proportion of households with a mortgage over 35% of income. As the Department for Housing and Urban Development (HUD) classifies families who pay more than 30 percent of their income for housing as “cost burdened”, this inequity typically translates to increased challenges in affording other necessities such as food, clothing, transportation, home improvements, and medical care. In Kittitas County, the current mortgage limit for a FHA single-family loan is \$275,665.

- **RENTAL PROPERTIES**

Data from the 2006 U.S. Census indicated a median rent of \$497 for Kittitas County. 2015 census data places median rent for the year at \$798, representing a 61% increase from 2006 median rent estimates. At the time of this census, there were 7,186 renter households in Kittitas County. When considering the per capita income of Kittitas County in conjunction with the HUD recommended percentage of income to be spent on rental costs, an individual should



spend approximately \$600 on a single bedroom housing unit.

- **HOUSING AVAILABILITY**

In April of 2017, the Kittitas County Conference of Governments (COG) made a recommendation to the Board of County Commissioners to adopt Office of Financial Management (OFM) numbers and distribution of population projections through 2037. These projections are intended to guide in the development of the 2017 Kittitas County Comprehensive Plan. This recommendation included a population

projection of 65,967 residents within Kittitas County by the year 2037. From this projection, County-Wide Planning Policies have set population allocations for local jurisdictions. Using this projection, the 20-year population allocation for Kittitas County is anticipated to increase by 23,297 people. Based on data collected in the American Community Survey (ACS), there was an average of 2.34 people per household in 2016. This figure was for the entire county and represented the number



of individuals living within a household. The following equation can be used to determine the number of future housing units that may be needed over the next 20-years.

- Projected Population Increase / Average number of persons per household = Total number of dwelling units needed
  - $23,297 / 2.34 = 9,956$  Dwelling Units Needed
- Total number of dwelling units needed - Existing vacant units\* = number of additional units needed
  - $9,956 - 1,345 = 8,611$

*\*The number of vacant units was estimated at 5,411 in 2015. Of those units, approximately 73% were considered seasonal/ recreation units. Of the remaining housing units, 1,345 were available in 2015 to accommodate future population growth.*



• **FUTURE HOUSING NEEDS**

By using these estimates in conjunction with 2016 Census projections for the average number of people per households and the County-Wide

Planning Policies 20-year population allocation for the Kittitas County, the total number of additional units needed between 2017 and 2037 is 8,611.

The allocation of these housing units by geographic area and type will be determined by a number of factors including land availability, property ownership, land use controls and market forces. According to 2016 Census estimates, 323 building permits were issued in 2016. For Kittitas County to adequately accommodate its 2037 population projections, approximately 430 housing units will need to be made available on a yearly basis through the 20-year planning horizon.

**CITY HOUSING ASSESSMENTS**

There are five incorporated cities in Kittitas County, including Ellensburg, Kittitas, Cle Elum, South Cle Elum, and Roslyn. These cities have designated Urban Growth Areas (UGAs) outside of their current city limits. It is recognized and anticipated that as these cities undergo their own individual Comprehensive Plan Updates, they work concurrently with Kittitas County to accommodate future projected growth and housing needs. Kittitas County intends to work collaboratively with neighboring jurisdictions and incorporated cities in order to identify and address housing issues as they arise in an appropriately scaled and equitable manner.

### 3.1 HOUSING GOALS

Kittitas County has established the following goals to guide future housing development. These goals were developed in response to existing housing conditions and identified needs within the County and support the County-Wide Planning Policies.

**H-G 3.1:** Support strategies that increase and maintain the availability of affordable housing for all income levels throughout the county.

**H-G 3.2:** Encourage mixed residential and commercial development close to employment opportunities, public transportation, and social and health services within Urban Growth Areas.

**H-G 3.3:** Provide equitable housing options to allow residents with special housing needs to live as independently as possible throughout the County.

**H-G 3.4:** Encourage large employers and educational institutions to support housing options for their employees that are compatible with worker housing and student housing lifestyles.

**H-G 3.5:** Allow for the development of accessory dwelling units and cooperative housing (multi-family) within Urban Growth Areas and in mixed-use (commercial/residential) corridors.

### 3.1 HOUSING POLICIES

The Kittitas County community can accomplish its housing goals through intentional incorporation into future county decisions and through the active implementation of the following policies. These policies have been

developed to guide future housing development as envisioned by the Kittitas County community. Policies focus on the relationship of zoning and land use to housing needs rather than recommending a particular designation alternative.

**H-P 3.1:** Establish development regulations and incentives that provide an equitable supply of housing types, sizes, costs and densities which are affordable to all economic groups throughout the County.



**H-P 3.2:** Promote a higher density of residential land uses by implementing innovative residential developments, such as cluster developments, master planned developments, shadow platting, and planned unit developments within urban growth areas.

**H-P 3.3:** Identify lands within areas which are served by centralized water and sewer systems, paved streets, and have other public services provided to them which are suitable for higher density residential use, including multi-family and single family planned unit developments and clustered housing.



**H-P 3.4:** Promote and pursue grant opportunities to increase the supply and accessibility of housing for special needs populations.

**H-P 3.5:** Adopt zoning and development regulations that support ongoing residential/mixed use development and the preservation or rehabilitation of existing housing stock and established neighborhood character.

**H-P 3.6:** Promote preservation, rehabilitation and reuse of historic structures for housing and other neighborhood compatible uses.

**H-P 3.7:** Invest in the maintenance and expansion of water, sewer, streets, parks and fire protection services to adequate service levels in areas designated for higher density residential uses.

**H-P 3.8:** Allow multi-family units and accessory dwelling units in mixed-use buildings within commercial zones.

**H-P 3.9:** Identify the residential zones in which group homes, foster homes, and other specialized care facilities are compatible with zoning code and existing uses.

**H-P 3.10:** Develop criteria for the use of density bonuses for new housing developments that include at least 10% affordable housing within urban growth areas.

**H-P 3.11:** Coordinate with other agencies and non-governmental organizations for the use of competitive subsidies and grants.

**H-P 3.12:** Support the use of non-profit community housing land trusts that will own and lease land and/or structures to homeowners and

guarantee permanent affordability of the homes in the event of resale.

**H-P 3.13:** Permit home occupations within residentially zoned areas as a conditional use, within an occupant's primary residence, subject to current business license.

**H-P 3.14:** Allow use of innovative technology in residential developments which promote sustainable practices and lifestyles.



# ECONOMIC DEVELOPMENT

## Chapter 10: Economic Development

### 3.1 INTRODUCTION

*Guidance was provided on the development of this chapter based on the active participation of Kittitas County residents. The element works to present the major themes and unify smaller details in a concise examination of economic development in Kittitas County. Multiple meetings and work sessions led to the recommendations and goals to follow.*

Economic Development can create and maintain a strong, vibrant local economy, while playing a key role in maintaining a high quality of life; by encouraging a greater number and variety of economic opportunities that provide services and create employment opportunities for Kittitas County residents. Within Kittitas County, economic development can be defined as public and private initiatives that promote job creation and business retention and recruitment, increase goods and services to residents and businesses, and provide job training programs, all of which contribute to a stronger tax base.

The purpose of this chapter is to establish the goals for economic growth and vitality that will enhance the County's character and quality of life. Supporting economic development and reinforcing the policies to do so, will assist in encouraging and retaining business and industry within Kittitas County.

### 3.1 ELEMENT ORGANIZATION

The Economic Development Element consists of three main sections. The first section, "Economic Conditions and Needs" includes statistics, which support the County's economic goals and policies. It summarizes existing economic conditions and projected economic needs within the county. The second section, "Economic Goals" presents a general set of comprehensive goals to guide the implementation of the Comprehensive Plan. The final section, "Economic Policies" consists of a set of policies related to implementation of the Economic Development Element, with special considerations given to future opportunities that may arise.



### 3.1 ECONOMIC CONDITIONS AND NEEDS

As reported within the American Community Survey (ACS) 5-Year Estimate, the median household income in 2015 was \$46,904, which is 26% less than the reported median household income in Washington over the same period (Table 10.1).

In 2014, Central Washington University (CWU) Department of Public Affairs conducted a study on the economic impacts of the university on Kittitas County. This study was based on the conclusions of a prior study conducted by ECONorthwest in 2009. The consensus of the two studies indicates continued growth in Kittitas County household income with a stabilizing effect on the Kittitas County economy. In part,

these results can be attributed to the presence of CWU locating in Kittitas County.

In 2014, one in nine jobs in Kittitas County was at CWU with \$91 million in payroll. The 50,000-yearly people CWU draws to local restaurants, hotels, and retail businesses suggests a higher potential income than that depicted above.

### 3.1 EMPLOYMENT GROWTH AND DISTRIBUTION

While unemployment within Kittitas County and Washington State are comparable at 7.77% and 7.85% respectively, Kittitas County has a smaller percentage of participants in the labor force. While this can also be attributed, in part, to CWU students living in Kittitas County, it also points

### HOUSEHOLD INCOME IN KITTITAS COUNTY

<i>Household Income ACS 5-Year Estimate</i>	<i>Kittitas Co.</i>		<i>Washington State</i>	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
<i>Less than \$10,000</i>	1,987	6.1	162,559	11.7
<i>\$10,000 to \$14,999</i>	1,092	1.4	110,156	6.4
<i>\$15,000 to \$24,999</i>	2,060	8.8	234,988	12.2
<i>\$25,000 to \$34,999</i>	1,648	9.0	241,373	9.7
<i>\$35,000 to \$49,999</i>	2,155	13.0	346,476	12.7
<i>\$50,000 to \$74,999</i>	3,368	18.6	496,902	19.9
<i>\$75,000 to \$99,999</i>	1,953	13.4	358,433	11.5
<i>\$100,000 to \$149,999</i>	1,890	15.2	405,731	11.1
<i>\$150,000 or more</i>	800	11.7	312,294	4.7
<i>Median household income (dollars)</i>	\$46,904		\$63,439	

Source: 2015 ACS 5-Year and OFM Estimates



**EMPLOYMENT INDUSTRY BY HOME LOCATION**

Industry:	Kittitas Co.		Washington State	
	Number	Percent	Number	Percent
Agriculture, Fishing, & Mining	1,014	5.1%	86,192	2.6%
Construction	1,345	6.8%	198,176	6.1%
Manufacturing	988	5.0%	340,891	10.5%
Wholesale Trade	493	2.5%	95,060	2.9%
Retail Trade	2,683	13.5%	385,279	11.8%
Transportation	1,030	5.2%	169,356	5.2%
Information	248	1.3%	74,949	2.3%
Finance & Insurance	560	2.8%	176,782	5.4%
Scientific & Professional	1,012	5.1%	399,860	12.3%
Education & Health Care	5,529	27.9%	700,729	21.5%
Arts, Food, and Entertainment	2,807	14.2%	301,829	9.3%
Public Administration	1,134	5.7%	174,160	5.3%
Other Services	968	4.9%	156,614	4.8%
<b>Total:</b>	<b>19,811</b>		<b>3,259,877</b>	

Source: 2015 ACS 5-Year and OFM Estimates

to a growing future demand in available job opportunities for students and other populations entering the workforce.

**MAJOR EMPLOYMENT INDUSTRIES**

Education and health care are the greatest industry employers, both in Kittitas County and Washington State. While true, Kittitas County has a significantly greater proportion of its population employed in education and health care than Washington State. Kittitas County also employs a higher percentage of people in the fields of art, food, entertainment, agriculture, fishing, and mining. These spikes in specific employment sectors can be linked to the rural

character of Kittitas County and the resource based industries that come with this character, meeting the urban entertainment centers brought about by cities and CWU.

**MINOR EMPLOYMENT INDUSTRIES**

Manufacturing industries and scientific and professional industries are noticeably lower in Kittitas County than in comparison with the rest of Washington State. Both industries are more than 5% lower than the state average. In part, this may be attributed to the lack of land within Kittitas County where the manufacturing of goods is an accepted or permitted use. Central Washington University’s emphasis in programs



oriented around education and teaching may also play a role in promoting opportunities in other related industries.

### SMALL BUSINESS OPPORTUNITIES

Small Business Loans can be viewed as another indicator of economic development within Kittitas County. From 2012 to 2015 the percentage of SBA Loans has decreased from 30.43 percent to 17.39 percent. This represents a 13.04 percent drop in loans targeted at small business entrepreneurial investments. Over the same time period, Washington State SBA Loans has increased from 19.53 percent in 2012, to 30.94 percent in 2015 (Small Business Administration: extracted from USASpending.gov).

### POPULATION GROWTH

Based on 2017 Office of Financial Management population estimates and projections, Washington State grew by an estimated 126,600 persons, a 1.76 percent increase over the past year. This was the largest percentage increase since before the 2008 Financial Crisis. Migration (people moving in versus people moving out) was identified as the primary driver behind Washington’s population growth. Over that same time period, Kittitas County was the 7th fastest growing County in the state. This growth spiked from 2016 to 2017, when Kittitas County grew at a rate of 2.33 percent, with a net influx of 1,020 people. This was the fastest single-year percent change for any county within Washington State.



The following data offers a few high-level takeaways concerning employment growth and distribution in the coming years:

1. Population growth in Kittitas County lagged behind the rate of Washington in the 1980’s, but it has been above the state rate since 1990.
2. From 2016 to 2017, population in Kittitas County grew at an average rate of 2.33 percent, with a net influx of 1,020 people. Washington State Grew at a rate of 1.76 percent over the same time-period.
3. While Millennials represent the largest generation of individuals within Kittitas County, the percentage of persons 65 and over is growing while the percentage of persons under 18 years of age has dropped for the last 5 years (ACS 5-Year Estimates, 2015).
4. Total covered employment in Kittitas County grew at an average rate of 1.33% per year from 2002 through 2014, slightly



slower than population in the same period. Population and employment growth tend to grow at similar rates. When employment grows slower than population rates, it may indicate an increase in unemployment, a decrease in the labor force participation rate, or a decrease in the number of workers commuting from outside of Kittitas County.

5. Population in Kittitas County is projected to grow at an average annual rate of two percent (2%), resulting in a population of 65,967 people in 2037. (BCC Resolution 2017-068)
  - This projection includes an assumption that sixty-five percent (65%) of the future population will reside within urban areas.
6. Employment in Kittitas County is expected to grow at an average annual rate of two percent (2%), resulting in a total of 30,517 jobs by 2037. (BCC Resolution 2017-068)
  - This projection includes an assumption that eighty percent (80%) of the future population will reside within urban areas (and that twenty percent will locate in rural areas outside the established urban growth areas).

Employment in Kittitas County may continue to grow at a slightly slower rate than population as it has since the early 2000's, if the labor force participation rate continues to decline due to an aging population. Given the range of growth rates in the State's population forecast for Kittitas County over the next 20-year period, this

suggests employment growth at a rate of 0.5% to 2.0% per year over the next 20 years. The low end of this range, however, is unlikely to occur unless the US or Washington State experiences a severe economic recession. While this scenario is possible, it is unlikely to provide a useful scenario for planning purposes.

### 3.1 ECONOMIC GOALS

Kittitas County has established the following goals to guide future economic development. These goals were developed in response to existing economic conditions identified within the County.

**E-G1:** Support economic development initiatives that meet the varied needs and demands of the community.

**E-G2:** Support the retention and expansion of existing local businesses and industries.

**E-G3:** Recruit new business and industries to foster a strong and diverse base of jobs and wages.





**E-G4:** Encourage economic growth while protecting the rural character of the County.

**E-G5:** Promote a balance of employment opportunities and housing.

**E-G6:** Encourage the full economic use of commercial and industrial lands, buildings, and infrastructure.

**E-G7:** Encourage efforts to decrease business leakage to other regional markets.

**E-G8:** Protect the viability of the airport as a significant economic resource to the community by encouraging compatible land uses, densities, and reducing hazards that may hinder economic viability of the airport.

**E-G9:** Balance economic development with environmental stewardship, social equity, and fiscal responsibility/sustainability.

### 3.1 ECONOMIC POLICIES

The goals, which have been developed to guide future economic development in Kittitas County, can be achieved by adoption of the previously stated objectives and implementation of the

following policies. While it is hard to predict what businesses may develop in the County, the goals and policies aim to work together in order to help encourage economic development.

**E-P1:** Develop and maintain the infrastructure and public facilities needed to support economic activity and growth.

**E-P2:** Establish and expand education, research and other related activities that support existing local industries and businesses.

**E-P3:** Develop partnerships and collaboration with other economic development organizations, the business community, other government entities and educational institutions.

**E-P4:** Support the long-term sustainability of natural resource based activities.

**E-P5:** Promote tourism and tourist based businesses to attract outside investment.

**E-P6:** Develop a collaborative framework for the creation and implementation of local and regional economic development strategies.

**E-P7:** Support a stable mix of industrial and service sector businesses.

**E-P8:** Promote regional infrastructure coordination to facilitate regional growth and commerce, including rail for freight and passengers.

**E-P9:** Collaborate with the private sector and local communities in actively improving conditions for economic growth and development.

**E-P10:** Employ a strong marketing campaign through the establishment of County branding

and promotion of the County as a great place to do business.

**E-P11:** Develop strategies for attracting large economic generators such as manufacturing and industrial uses and technological companies.

**E-P12:** Increase or support the creation/retention of home-based businesses.

**E-P13:** Encourage flexible office developments that act as small business “incubators”; office share space.

**E-P14:** Ensure that the development review process is efficient and predictable.

**E-P15:** Support the remediation of environmentally contaminated sites into productive uses.

**E-P16:** Create a County Parks Department to leverage community assets and/or local events to grow the local economy (e.g. natural amenities, cultural events, etc.)

**E-P17:** Support start-up businesses with technical assistance for County-supported economic development initiatives.

**E-P18:** Encourage economic development opportunities and aviation related uses adjacent to airports and promote the efficient mobility of goods and services region-wide, consistent with the economic development element and the regional transportation strategy.

**E-P19:** Encourage the redevelopment and infill development of underutilized properties.

**E-P20:** Develop and maintain a strong labor force through access to housing and educational

and training programs that meet the needs of local businesses.

**E-P21:** Enhance our cultural resources and promote expanded cultural opportunities.

**E-P22:** Support arts and heritage organizations, public art and historic properties.

**E-P23:** Enhance opportunities for recognition of farming and ranching in the community, such as Farm to Table and harvest festivals.

**E-P24:** Develop intergovernmental cooperation for shared infrastructure and services.

**E-P25:** Encourage industrial or technological parks in urban growth areas by providing supporting infrastructure and utilities.

### 3.1 ECONOMIC DEVELOPMENT STRATEGIC PLAN

The Economic Development Strategic Plan (EDSP) was prepared by TIP Strategies and the Economic Development Group of Kittitas County in 2009. Under the guiding principle of “the use of public resources to stimulate private investment,” the purpose of the plan was to help the Kittitas



County business community and Kittitas County policy makers at all levels of government to understand their competitive position and to coalesce around a vision for promoting the region.

By utilizing a strengths, weaknesses, opportunities, and threats (SWOT) analysis approach, the plan identified and addressed strategic goals, policies and objectives for policy makers and administrative personnel to apply in decision making processes to advance and enhance the economic vitality of Kittitas County. The EDSP drew input from a broad cross section of citizens and interest groups, and has been formally endorsed by Kittitas County, the City of Ellensburg, the City of Cle Elum, the City of Roslyn, the City of Kittitas, the Ellensburg Chamber of Commerce, and the Cle Elum Chamber of Commerce. The findings and recommendations outlined in the plan are designed to serve as a framework for making investment decisions, and for providing guidance in growth that is both realistic and sustainable.

The 2009 version of the Economic Development Strategic Plan is adopted by reference into this comprehensive plan subject to the following limitations:

1. The Economic Development Strategic Plan is adopted as a reference document to be used by Kittitas County as an aid in land use, capital facilities, and public policy discussions, and by members of the public wishing to propose projects, pursue grants

for projects, or propose agreements with landholders.

2. The Economic Development Strategic Plan may be used as a part of the Kittitas County Capital Facilities plan for purposes of utilizing real estate excise tax (REET) proceeds for acquisition or expansion of recreational infrastructure.
3. Non-compliance or inconsistency with the Economic Development Strategic Plan shall not be considered noncompliance or an inconsistency with the comprehensive plan or the GMA; nor may any noncompliance or inconsistency with the Economic Development Strategic Plan be a basis for appeal of any land use or public policy decision made by Kittitas County. In any instances of conflict or inconsistencies between the EDSP and the Kittitas Comprehensive Plan, the Comprehensive Plan will serve as the governing document.
4. The Economic Development Strategic Plan shall not be used as evidence of use of property in an action for prescriptive easement or adverse possession.





