

Goal	Strategy	Objectives	Tasks	Priority (blue text)	Start Date		Lead	Partner(s)	Potential Resources Beyond Staff Time
					S-T = yr. 1 (2008)	M-T = yrs. 2-3 (2009-10) L-T = yrs. 4-5 (2011-12)			
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I.	Be Supportive of Business and Development Ready								
I.	A. Establish clear roles for the City and the Hoquiam Business Association	1. Define roles and assign responsibilities	i. Coordinate implementation of this plan with an initial meeting	Short-Term			City	Hoquiam Business Association	None needed
I.			ii. Establish annual coordinating, goal-setting meetings	Short-Term and Ongoing			City	Hoquiam Business Association	None needed
I.		2. Ensure City participation in meetings of the Hoquiam Business Association		Short-Term and Ongoing			City	Hoquiam Business Association	None needed
I.	B. Identify a City lead for economic development issues	1. Provide training for the designated economic development lead		Short-Term			City		General Fund
I.		2. Appoint this individual as the primary point of contact for businesses		Short-Term			City		None needed
I.		3. Catalog and promote potential grants and loans; tax credits; and other forms of financial assistance		Short-Term			City		None needed
I.	C. Encourage property owners to take advantage of the City's Historic Preservation Ordinance			Short-Term and Ongoing			City	Hoquiam Business Association	General Fund
I.	D. Build systems and processes to ensure the City is business-friendly and development-ready	1. Look for opportunities to streamline City processes and promote a customer service orientation		Mid-Term			City		None needed
I.		2. Establish streamlined permitting processes and guarantees for targeted development		Mid-Term			City		None needed
I.		3. Be flexible and creative, collaborating with developers working on challenging properties		Mid-Term			City		None needed
I.		4. Establish City-owned wetland mitigation properties and other tools to facilitate development and concentrate ecological preservation		Mid-Term			City		Existing City properties
I.	E. Make zoning adjustments so land supply reflects likely market demand and the City's Vision	1. Clearly communicate the City's intention to maintain industrial zoning for properties not recommended for rezoning in the following strategies		Short-Term			City		None needed
I.		2. Establish flexibility in the City's Comp Plan to allow consideration of multiple uses of the Anderson-Middleton property and the property on the west side of the river at the Simpson Avenue bridge	i. Hold a design charrette to explore development options for the Anderson-Middleton property	Short-Term			City		None needed
I.			ii. Support the master planning of these key parcels	Short-Term			City		None needed
I.		3. Allow residential, but not commercial, development along the west bank of the river now zoned industrial		Short-Term			City		None needed

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I.		4. Allow retail development to occur along Sumner Avenue in East Hoquiam	i. Ensure that existing users are forever grandfathered in		Short-Term		City		None needed
I.			ii. Actively assist the relocation of residents who would like to move elsewhere within the City		Ongoing		City	Community-Based partner organizations	None needed
			iii. Explore opportunities to utilize East Hoquiam alleys as an alternative walking and biking route		Mid-Term		City		None needed
I.			iv. Establish the foundation for walkable blocks between Sumner and Simpson		Mid-Term		City		None needed
I.	F. Solicit and be responsive to feedback from the business community	1. Schedule a quarterly breakfast for City staff and representatives of the industrial, retail, services, and building/construction sectors			Short-Term and Ongoing		City	Hoquiam Business Association	None needed
I.	G. Be a leader in sustainability and green building	1. Consider establishing a City environmental sustainability plan and program	i. Evaluate what other cities have done, establish the City's purpose, and determine whether the investment of time and resources is appropriate		Long-Term		City		None needed
I.		2. Take advantage of opportunities to minimize the City's environmental footprint and encourage green business and development			Short-Term and Ongoing		City		General Fund
I.		3. Communicate environmentally sound actions taken by the City, businesses, and residents			Ongoing		City	Hoquiam Business Association	None needed
I.	H. Define the mission and roles and enhance the capacity of the Hoquiam Business Association	1. Discuss and formalize the relationship and organizational structure of the organization		Priority	Short-term		Hoquiam Business Association		None needed
I.		2. Define roles and grow the capacity of the organization		Priority	Short-term		Hoquiam Business Association		None needed
I.		3. Provide training for Board members managing economic development activities			Short-Term		Hoquiam Business Association		Membership dues
I.		4. Develop a business plan for a financially sustainable organization	i. Identify options and the revenue potential from various earned revenue strategies		Mid-Term		Hoquiam Business Association		None needed
I.			ii. Over the long-term, seek to recruit and hire a professional administrator to execute programs		Long-Term		Hoquiam Business Association		Membership dues
I.	I. Collaborate with the City Economic Development Lead to strengthen the relationship between the City and business community				Ongoing		Hoquiam Business Association	City	None needed

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I.	J. Build relationships with the local business community, other stakeholders, and the community at-large	1. Reach out to businesses and property owners to build the base and encourage membership in the organization			Short-Term and Ongoing	Hoquiam Business Association		None needed	
I.		2. Develop and maintain a contact database of members and interested stakeholders			Short-Term and Ongoing	Hoquiam Business Association		None needed	
I.		3. Conduct outreach and develop relationships with schools, other non-profits, and community groups			Mid-Term	Hoquiam Business Association		None needed	
I.	K. Partner with the school district to create a mentoring program involving local community leaders				Mid-Term	Hoquiam Business Association	Hoquiam School District	None needed	
I.	L. Create a network of alumni from Grays Harbor County schools				Mid-Term	Hoquiam Business Association	Hoquiam School District	None needed	
I.	M. Participate in local and regional business support and economic development initiatives				Short-Term and Ongoing	Hoquiam Business Association		None needed	
II. Support and Grow Basic Industry									
II.	A. Clearly communicate that industry is welcome and part of the City's future	1. Post the City's existing Mission Statement prominently on the City website, in City Hall, and other venues		Priority	Short-Term and Ongoing	City		None needed	
II.	B. Partner with the Port to promote opportunities for industrial development	1. Establish quarterly meetings with Port executive management			Short-Term and Ongoing	City	Port of Grays Harbor	None needed	
II.		2. Invite the Hoquiam Port Commissioner to provide status updates to the City Council twice a year			Short-Term and Ongoing	City	Port of Grays Harbor	None needed	
II.	C. Establish standards for industrial uses, codifying and enforcing these standards as City ordinances when possible				Mid-Term	City		None needed	
II.	D. Support new and existing industrial businesses by understanding and addressing their concerns when possible	1. Meet annually with owners and key managers of the City's industrial businesses		Priority	Short-Term and Ongoing	City		None needed	
II.		2. Provide proactive guidance and support for industrial developers	i. Help industrial developers comply with environmental regulations		Mid-Term	City		None needed	
II.			ii. Help industrial businesses and developers conduct effective outreach		Mid-Term	City		None needed	
II.			iii. Pursue grants to support the infrastructure needed to make industrial parcels ready for development		Mid-Term	City		Community Economic Revitalization Board grants and loans; Job Development Fund grants if reactivated; EDA grants	
II.			iv. Support and promote the region's emerging green industry sector		Short-Term and Ongoing	City		Community Economic Revitalization Board grants and loans; Job Development Fund grants if reactivated; EDA grants	

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II.		3. Be an active participant in Grays Harbor 2020				Short-Term and Ongoing	City		None needed
II.		4. Host a regional Green Industry Forum to solicit input on ways to support these businesses				Mid-Term	City	Port of Grays Harbor; City of Aberdeen; Grays Harbor Economic Development	None needed
II.	E. Serve as a connector among existing industrial users, potential users, and the City					Ongoing	Hoquiam Business Association	City	None needed
III. Attract New Residents By Improving Housing and Quality of Life									
III.	A. Encourage residential development Downtown and within walking distance of Downtown					Short-Term	City		None needed
III.	B. Enhance the appeal of the City's residential neighborhoods	1. Prioritize funding for the City's abatement program		Priority		Short-Term	City		General Fund
III.		2. Engage private sector partners to clean-up and redevelop existing		Priority		Short-Term	City	Private sector partners	Private sector contributions
III.		3. Encourage homeowners and neighbors to maintain residential properties and public spaces		Priority		Short-Term	City	Community	None needed
III.		4. Encourage local banks to provide low- or no-interest loans for residential improvement projects and first-time home owners		Priority		Short-Term	City	Banking community	Private sector contributions
III.	C. Facilitate residential infill development and redevelopment	1. Conduct a Residential Development Forum	i. Assess what the City and others can do to support infill development	Priority		Mid-Term	City		None needed
III.		2. Target specific geographic areas for infill and residential rehabilitation	i. Create a database of properties that are attractive targets for residential infill or rehabilitation	Priority		Mid-Term	City		None needed
III.			ii. Provide priority review and permitting for residential improvement projects	Priority		Mid-Term	City		None needed
III.			iii. Allow lot size averaging in short subdivisions on lots with an existing	Priority		Mid-Term	City		None needed
III.			iv. Consider establishing a rehabilitation building code	Priority		Mid-Term	City		None needed
III.			v. Consider allowing greater density as an incentive for the improvement of existing residential properties	Priority		Mid-Term	City		None needed
			vi. Consider providing a property tax abatement as an incentive to home improvements	Priority		Mid-Term	City		None needed
			vii. Consider providing title assistance to facilitate improvement of properties with title complexities	Priority		Mid-Term	City		None needed

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III.	D. Pursue opportunities to ease the requirements of FEMA's "50-percent	1. Determine what direct action the City may take				Short-Term		City		None needed
III.		2. Determine whether lobbying efforts by the City would be effective				Short-Term		City		None needed
III.	E. Support the development of affordable and workforce housing	1. Conduct a survey to determine the characteristics and price points of desirable housing				Mid-Term		City	Hoquiam Business Association	None needed
III.		2. Collaborate with and support organizations to provide low-income and workforce housing				Short-Term and Ongoing		City	Non-profit community	None needed
III.		3. Encourage organizations supporting low-income and workforce housing to concentrate on targeted residential areas				Short-Term and Ongoing		City	Non-profit community	None needed
III.		4. Support efforts to appeal the USDA's classification of Hoquiam as a part of the Aberdeen Micropolitan Statistical Area				Short-Term		City	NeighborWorks	None needed
III.		5. Market workforce housing				Mid-Term		City		None needed
III.	F. Consider quality of life an important economic development strategy	1. Support strong schools by supporting school levies when appropriate				Ongoing		City	Hoquiam School District	None needed
III.	G. Continue efforts that improve and enhance the Hoquiam community and the quality of life for all residents					Ongoing		Hoquiam Business Association	Community	None needed
IV. Strengthen Existing Retail Base and Create Opportunities for Development										
IV.	A. Create an active business support and retention program	1. Support existing retail with targeted trainings and motivational speakers on topics of interest to small businesses	i. Establish a "Hoquiam standard" for customer service	Priority		Short-Term and Ongoing		Hoquiam Business Association		None needed
IV.			ii. Hold design workshops	Priority		Short-Term and Ongoing		Hoquiam Business Association	City	None needed
IV.			iii. Hold training and discussion session on small business issues	Priority		Short-Term and Ongoing		Hoquiam Business Association	City	None needed
IV.			iv. Showcase businesses that implement inspirational changes	Priority		Short-Term and Ongoing		Hoquiam Business Association		None needed
IV.		2. Use trainings and regular reminders to promote a "visitor friendly" approach	i. Communicate the importance of out-of-town visitors to supporting local	Priority		Short-Term and Ongoing		Hoquiam Business Association		None needed
IV.			ii. Encourage business owners and their staff to be prepared to refer visitors to other Hoquiam businesses	Priority		Short-Term and Ongoing		Hoquiam Business Association		None needed
IV.			iii. Distribute visitor brochures and maps to local stores	Priority		Short-Term and Ongoing		Hoquiam Business Association		Membership dues
IV.		3. Coordinate market research surveys		Priority		Mid-Term		Hoquiam Business Association		None needed
IV.		4. Advocate the concept of "business perpetuation"		Priority		Mid-Term		Hoquiam Business Association		None needed

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IV.	B. Collaborate with business & property owners to “manage” the Downtown and East Hoquiam Business Districts	1. Establish a business district identity	i. Encourage business operating hours to coincide with heavy traffic periods and special events	Priority	Short-Term		Hoquiam Business Association		None needed	
IV.		2. Schedule an annual walking tour of each business district	i. Follow this walking tour with a business district clean-up day	Priority	Short-Term and Ongoing		Hoquiam Business Association	City	None needed	
IV.		3. Identify empty lots and storefronts and seek permission from property owners to activate this space		Priority	Short-Term and Ongoing		Hoquiam Business Association		None needed	
IV.		4. Create a database of available properties and connect property owners and businesses		Priority	Mid-Term		Hoquiam Business Association		None needed	
IV.		5. Create a system to track and report on the results of advertising and business district improvement efforts	i. Create a quick and simple way for businesses to record walk-in traffic counts and the number of sales	Priority	Short-Term and Ongoing		Hoquiam Business Association		None needed	
IV.			ii. Analyze results	Priority	Short-Term and Ongoing		Hoquiam Business Association	City	None needed	
IV.		6. Leverage private sector resources and grant programs to encourage façade improvements	i. Create a pilot program to test options for encouraging façade improvements	Priority	Short-Term		Hoquiam Business Association	Private sector partners	Private sector contributions	
IV.			ii. Provide non-monetary resources: consider a resource center	Priority	Mid-Term		Hoquiam Business Association		Membership dues	
IV.			iii. Showcase and celebrate building improvements	Priority	Ongoing		Hoquiam Business Association		None needed	
IV.		7. Establish a unified look for frontages, lighting, signage, and design of new or redeveloped buildings		Priority	Long-Term		Hoquiam Business Association	City	None needed	
IV.	C. Establish a common night for special events and extended opening hours	1. Coordinate business opening hours and encourage special attractions			Short-Term and Ongoing		Hoquiam Business Association		None needed	
IV.	D. Establish a campaign to encourage residents to shop and ship locally	1. Create stickers for shop windows and promotional material highlighting the benefits of shopping locally			Mid-Term		Hoquiam Business Association		Membership dues	
IV.		2. With the change in sales tax sourcing laws, encourage residents and businesses to have goods shipped to locations within the city			Mid-Term		Hoquiam Business Association		None needed	
IV.	E. Proactively recruit new businesses	1. Create a business attraction team			Mid-Term		City, Hoquiam Business Association		None needed	
IV.		2. Actively recruit businesses in target sectors			Mid-Term and Ongoing		City, Hoquiam Business Association		None needed	
IV.		3. Target recruitment of restaurants	i. Encourage development of an attractive chain restaurant in East			Mid-Term and Ongoing	City, Hoquiam Business Association		None needed	
IV.		4. Reach out to successful, local entrepreneurs	i. Consider Half Moon Bay Bar and Grill, Galway Bay Restaurant, Savory Faire, Parma, El Rancho, and others		Mid-Term and Ongoing		City, Hoquiam Business Association		None needed	

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IV.		5. Conduct outreach to professional service firms	i. Evaluate the needs and target the recruitment of such firms		Mid-Term and Ongoing		City, Hoquiam Business Association		None needed
IV.		6. Engage a recruiter to market the City to large-scale retail establishments	i. Support the development of Target, Fred Meyer, or other large-scale retail ii. Continue to critically evaluate the value of this investment		Mid-Term and Ongoing Mid-Term and Ongoing		City, Hoquiam Business Association City, Hoquiam Business Association		General Fund, Membership Dues None needed
IV.	F. Develop short- and long-term parking strategies	1. Manage existing parking to increase availability for customers	i. Encourage business owners and employees to park on nearby side streets ii. Consider increasing the parking limit Downtown to four hours		Short-Term Short-Term		Hoquiam Business Association City	City	None needed None needed
IV.			iii. Use empty lots for additional business district and event parking options		Short-Term		City	Hoquiam Business Association	None needed
IV.			iv. Explore using vacant lots for overnight RV parking during event weekends		Short-Term		City	Hoquiam Business Association	None needed
IV.		2. Develop a longer-term parking strategy for Downtown	i. Determine a location for additional parking easily walkable to Downtown ii. Make the parking site as attractive as possible		Mid-Term Long-Term		City City	Hoquiam Business Association Hoquiam Business Association	None needed Capital Budget
V. Make Downtown Hoquiam an Attractive Place to Live, Walk, Shop, and Eat									
V.	A. Engage residents and Downtown property owners to establish a Downtown and Riverfront Vision and	1. Hold a design charrette		Priority	Mid-Term		City	Hoquiam Business Association	None needed
V.		2. Establish phased priorities for redevelopment and investment in concentrated blocks of Downtown	i. Consider means of creating connections between business and linking Downtown to the riverfront ii. Explore opportunities to connect Downtown with neighboring districts		Mid-Term Mid-Term		City City	Hoquiam Business Association	None needed None needed
V.		3. Create visual representations of streetscape appearances, building improvements, and new development	i. Post these designs on the City's website and in empty storefront windows		Short-Term and Ongoing		City		None needed
V.		4. Create a Downtown zoning overlay	i. Engage the Hoquiam Historic Preservation Commission ii. Clearly communicate the requirements of this overlay to the development community		Mid-Term Mid-Term and Ongoing		City City		None needed None needed
V.		5. Evaluate development opportunities for the City-owned parcel on Simpson Avenue between 7th and 8th Streets	i. Until this site is developed, ensure it is well signed as free public parking		Short-Term		City		General Fund
V.	B. Evaluate options to establish East Hoquiam and Downtown gateways	1. Use street trees and planting to make entries into Hoquiam green and			Mid-Term		City	Hoquiam Business Association	Capital Budget, community contributions
V.	C. Establish strategies to address traffic challenges with WSDOT				Short-Term and Ongoing		City		None needed

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V.	D. Use infrastructure, art, public spaces, and special events to make Downtown interesting and increase foot traffic	1. Institute a replanting and repainting schedule			Short-Term and Ongoing		City		General Fund
V.		2. Improve walkability and enhance the streetscape with improved sidewalks, wheelchair ramps, and bulb-outs			Mid-Term		City		Allocated federal funding already received
V.		3. Use street art and standardized street lights and benches to contribute to a consistent Downtown identity			Short-Term and Mid-Term Phases		City		Allocated federal funding already received, Capital Budget, community contributions
V.		4. Reserve public spaces Downtown			Short-Term		City		Existing City properties
V.	E. Promote tourism-oriented uses along the river				Long-Term		City	Hoquiam Business Association	General Fund
V.	F. Collaborate with City-led efforts to establish a Downtown vision and			Priority	Short-Term		Hoquiam Business Association	City	None needed
V.	H. Promote Downtown's status as a unique and interesting historic	1. Ensure designation of entrances to Hoquiam's "Historic Downtown"			Mid-Term		Hoquiam Business Association		Membership dues
V.		2. Use signage, maps, and brochures to direct visitors to historic sites			Mid-Term		Hoquiam Business Association		Membership dues
V.		3. Develop a self-guided walking tour of historic sites			Mid-Term		Hoquiam Business Association		Membership dues
VI. Enhance Hoquiam's Image and Identity									
VI.	A. Launch implementation of this Plan with community celebration and commitment to action	1. Promote the adoption of the Plan through The Daily World			Short-Term		City	Hoquiam Business Association	None needed
VI.		2. Hold a community celebration to launch Plan implementation			Short-Term		Hoquiam Business Association	City	Membership Dues, General Fund, private sector
VI.		3. Provide and widely distribute realistic annual reports on progress made			Mid-Term and Ongoing		City	Hoquiam Business Association	General Fund
VI.	B. Identify a City staff person and a member of Hoquiam Business Association to coordinate marketing				Short-Term		City		None needed
VI.	C. Refine and adopt a comprehensive communications plan	1. Establish communications calendar		Priority	Short-Term		City	Hoquiam Business Association	None needed
VI.	D. Develop community marketing materials in support of the marketing	1. Develop multiple packages			Short-Term		City	Hoquiam Business Association	General Fund
VI.	E. Continue to support, grow, and promote special events and festivals	1. Seek to expand existing special events			Short-Term and Ongoing		Hoquiam Business Association	City	Membership Dues, General Fund, private sector
VI.		2. Distribute an informational document helping businesses			Short-Term		Hoquiam Business Association		None needed
VI.		3. Explore the feasibility of establishing a Shakespeare Festival			Mid-Term		Hoquiam Business Association	City	Membership Dues, General Fund, private sector
VI.	F. Enhance the City's website	1. Ensure the community's vision and economic development priorities are well-communicated			Short-Term		City		None needed

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VI.		2. Continue to keep content-rich materials available in a timely manner			Ongoing		City		None needed
VI.		3. Populate the website with images of Hoquiam's past, present, and desired future			Ongoing		City		None needed
VI.		4. Increase traffic to the City's website	i. Develop the City's website as an open site		Short-Term and Ongoing		City	Hoquiam Business Association	None needed
VI.		5. Take advantage of new online payment tools to boost public knowledge of what is on the website			Short-Term		City		None needed
VI.	G. Develop a City email distribution list	1. Establish regular communication through email and promote opportunities for citizen engagement and comment			Short-Term and Ongoing		City		None needed
VI.	H. Serve as a connector and facilitator	1. Develop a listserv and email newsletter			Short-Term			Hoquiam Business Association	None needed
VI.	I. Improve the Hoquiam attractions map				Mid-Term		Hoquiam Business Association		Membership Dues
VI.	J. Welcome new Hoquiam residents and businesses	1. Create welcome packets			Mid-Term and Ongoing		Hoquiam Business Association		Membership Dues
		2. Host a new resident welcome twice annually			Mid-Term and Ongoing		Hoquiam Business Association		Membership Dues