

# MCCLEARY WASHINGTON



## *Economic Development Comprehensive Plan*

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Final Plan — March 2018

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A Building Communities™  
Strategic Plan



Project Supported by:





# McCleary, Washington Economic Development Comprehensive Plan

## Final Plan

Prepared by



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## **About This Planning Project**

The leaders and residents of McCleary have a sense that their community should be making progress given its proximity to Olympia and being a gateway point to the Olympic National Park and the Pacific Ocean. And yet, the population of the community has remained relatively the same for decades.

Recent changes in leadership have positioned the community to work to envision and enact its desired future, and yet no comprehensive plan for community and economic development exist.

Despite the lack of community and economic development strategic planning, the community has “done its homework” with respect to infrastructure planning and community facilities planning. Such planning, combined with utilities systems (power, water and sewer) sets the stage for growth. But the question remained: what should McCleary focus upon to diversify its economy and improve its overall quality of life?

With this situation in place, Public Works Director Todd Baun applied for a grant from the State of Washington Department of Commerce Community Economic Revitalization Board (CERB) program. The grant was a slight methodology-departure for CERB, as the typical grant is more focused upon the feasibility of community projects, rather than strategic plans for the community at large.

The City of McCleary engaged Building Communities, Inc. to not only perform economic development strategic planning services (referred to as the City of McCleary Comprehensive Plan), but also to assist with plan implementation with grant writing services.

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**Todd Baun, Public Works Director**

**Wendy Collins, City Clerk/Treasurer**

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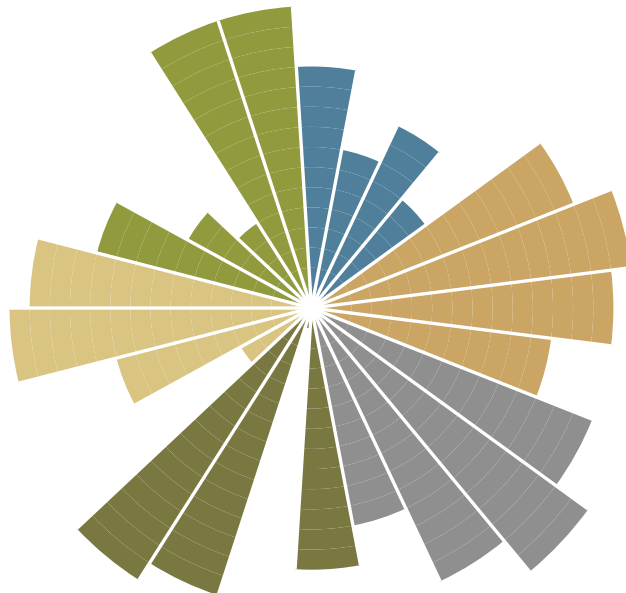
**State of Washington**

**Department of Commerce**

**Community Economic Revitalization Board  
(CERB)**

**City of McCleary**

[www.CityofMcCleary.com](http://www.CityofMcCleary.com)



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# **Executive Summary**

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# Executive Summary

## Our Community and Vision

Now is the time for McCleary to take charge of its future. For one reason or another, the population of McCleary has remained stagnant for decades. Despite its location near the interstate system and between the Seattle Metropolitan Area and the coast, McCleary has yet to take proactive measures to diversify its economy and improve its quality of life. Until now.

McCleary, Washington



In two days in late September 2017, two dozen of McCleary's finest got together and decided to change their world. They considered a full plate of 25 strategies and unlimited Quality-of-Life Initiatives, and decided to divvy up tasks and get the job done. No longer would McCleary allow the world to pass them by. It is time to take charge.

Once a company town, McCleary now sees the value-added forest products industry as a base from which to build upon. In addition to selecting Value-added Forest Products as a strategy—a strategy that scored the highest of the 25 based upon the odds of successful implementation—community leaders selected 11 additional strategies and 18 Quality-of-Life Initiatives in order to diversify the economy and improve the local quality of life.

For McCleary, door manufacturing and Bear Festivals will just be the beginning. Being on the route to the coast with proximity to the forest and an emerging first-class outdoor recreational vehicle park, McCleary is about to become known.

At 8:30 am on Thursday, September 28, the Steering Committee met for the very first time. Everyone was heartened to find so many people in the community that were willing to give of their time and talent to make McCleary a better place. By 8:30 the next morning, the Committee hardly needed a facilitator for the planning process. McCleary was already beginning to take the first steps to envision and enact a better future.

Perhaps it is the work of the current and past owners of the Old McCleary Hotel that best exemplifies the position that McCleary is in today. The Old McCleary Hotel stands because of the dedicated care of people who love McCleary.

Likewise, McCleary stands today because many people care and want to see a better day. Beginning in the fourth quarter of 2017, growth and new activity is set to begin. Just as the Hotel will soon see its next chapter in its storied life, McCleary is embarking on a very positive future.

## Scope of Plan

The purpose of this Comprehensive Plan is to guide the community and economic development activities of the City of McCleary for the next five years—and maybe more. This Plan contains 12 Economic Diversification Strategies and 18 Quality-of-Life Initiatives designed to improve the local economy and to bolster the livability of McCleary.

This strategic planning document is the first of two parts. A companion document, the Plan Implementation Workbook, details the Action Steps and Tasks intended to implement this Strategic Plan.

This Plan should not be confused with a Land Use Plan, but rather, the direction set forth in this Plan should guide future land use planning decisions for the City of McCleary. The planning for and utilization of land should be considered a “resource” or “input” not unlike human capital, financial capital and technical capital will serve to implement the plan.

This planning document is accompanied by the Action Planner Tracker which is a “living document” designed to identify, implement and track the specific action steps that are being taken to implement both the Strategies and Initiatives.

## Looking to the Future

The City of McCleary sees the Fall of 2017 as the ideal time to begin to develop and implement this Plan. Plan Week was a first-of-its-generation type meeting in McCleary. Such a convening to envision and enact the future of McCleary has not been done on such a scale in decades.

The City recognizes that it is very rural, and it needs to rely on its base of volunteers in order to complete much of the planning. The City also looks for assistance in plan implementation from Greater Grays Harbor, Inc. Greater Grays Harbor has been a long-term supporter of the City of McCleary, and this Plan serves to focus the specific community and economic development activities of Greater Grays Harbor in supporting McCleary over the next five years.

It is the desire of the City of McCleary to always look back to September of 2017 as the starting point for launching a new vision for the town that has staying power. McCleary envisions a much brighter future as a result of the work that was initiated here.

McCleary will be made a better place through the implementation of the following Strategies and Initiatives, which were identified as common focus areas by the Steering Committee.

## Community and Economic Development Strategies

- Attracting Funding
- Business Recruitment
- Business Retention and Expansion
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products

### Quality-of-Life Initiatives (For Action)

- Accessing the Capitol Forest
- Add STEM-related Classes to Schools
- Adopt-a-Road Program
- Capitalizing on the Nearby ORV Park
- Child Care
- Community Beautification
- Cultural and Community Events
- Encouraging Outdoor Activity
- Higher Education Satellite Campus
- Increased Use of School District Real Estate
- Increased Use of the Community Center
- Increasing McCleary Visibility
- Relocation and Expansion of Beerbower Park
- Rezone and Add Commerce Around Beerbower Park
- RV Park Development
- School District Tree Growing and Planting Project
- Sidewalk Improvement Project

### Quality-of-Life Initiatives “Honorable Mentions”

- Affordable Housing/Apartments
- Aging in Place
- Availability of Housing for “Downsizing”
- Branding McCleary
- Development of a Sports Complex
- House Exterior Cleanup
- Increased Hours at the Library
- Public Swimming Pool
- Youth Activities

Section 1:

# Plan Week Results

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# Plan Week Results

## Overview

To gather the information from which to begin formulating McCleary's strategic plan, the Steering Committee participated in a multi-session planning process called Plan Week, which is outlined in detail in Appendix F. During these sessions, the Steering Committee considered 25 specific community and economic development strategies and a community-generated list of initiatives to improve McCleary's quality of life. The community at large was also invited to consider and provide input about these same strategies and initiatives. At the conclusion of Plan Week, the Steering Committee selected the following strategies for implementation in McCleary:

- Attracting Funding
- Business Recruitment
- Business Retention and Expansion
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products

In addition, these *Quality-of-life Initiatives* were selected for advancement:

- Accessing the Capitol Forest
- Add STEM-related Classes to Schools
- Adopt-a-Road Program
- Capitalizing on the Nearby ORV Park
- Child Care
- Community Beautification
- Cultural and Community Events
- Encouraging Outdoor Activity
- Higher Education Satellite Campus
- Increased Use of School District Real Estate
- Increased Use of the Community Center
- Increasing McCleary Visibility
- Relocation and Expansion of Beerbower Park
- Rezone and Add Commerce Around Beerbower Park
- RV Park Development
- School District Tree Growing and Planting Project
- Sidewalk Improvement Project

## Strategy Selection Process

As mentioned briefly in Section 1, the McCleary Steering Committee participated in an objective assessment of the most viable economic development strategies for a given community—the *Key Success Factor Analysis*. Using this rating and scoring system, the Steering Committee considered a host of strategy-specific *Key Success Factors*, rating McCleary’s comparative advantage for each factor, relative to communities of a similar size.

Each of the *Key Success Factors* was scored on a scale of ‘A’ to ‘E’. Where the Steering Committee determined that McCleary has a significant comparative advantage relative to its competition, that factor was scored an ‘A’. Where a particular Key Success Factor was determined to be relatively absent in McCleary, it was given a score of ‘E’. Intermediate scores from ‘B’ to ‘D’ were given for factors in the middle of the range.

The scores provided by the Steering Committee were then integrated with each of the 25 strategies on a weighted basis. The result is the *Prioritized Strategy Report* to the right, which presents all 25 strategies, ranked by Building Communities according to the likelihood of successful implementation.

This initial *Prioritized Strategy Report* provided the Steering Committee with a solid foundation from which it could begin considering which of the 25 strategies the community should ultimately pursue. As the Building Communities approach recognizes that making wise choices in representative government requires not only capable leaders but an involved citizenry, the views of the community were also sought, in order that the collective voice of the community could be heard and given weight in the decision-making process. This began in the *Voice of the Community Meeting* in which the community at large was asked whether or not it would like to see the community advance each of the 25 strategies, and whether or not it believes the community could successfully do so.

### Prioritized Strategy Report

STRATEGY	SCORE	STRATEGY GROUP
Value-added Forest Products	84	Value-added
Environmental Restoration	80	Sector-specific
Pass-through Visitor Services	79	Tourism
Value-added Agriculture	76	Value-added
Health Care Expansion	76	Community Development
Attracting Government Jobs	76	Other
Value-added Fisheries	75	Value-added
Attracting Funding	75	Other
Logistics Centers	73	Sector-specific
Local/Regional Tourism	73	Tourism
Energy Development	72	Sector-specific
Bedroom Community Development	68	Community Development
Destination Tourism	63	Tourism
Business Recruitment	60	General Business
Leading-edge Development	59	Sector-specific
Infrastructure Development	56	Other
Value-added Mining	55	Value-added
Business Cultivation	48	General Business
Education Development	48	Community Development
Business Retention and Expansion	40	General Business
Entrepreneurial Development	35	General Business
Attracting Retirees	35	Other
Attracting Lone Eagles	23	Other
Downtown Development	18	Community Development
Cultural Tourism	6	Tourism

The results of the *Voice of the Community Meeting* were then weighed, factored and combined with the results of the *Key Success Factor Analysis* to produce the *Enhanced Strategy Report*. This report provided the Steering Committee with a more complete view about the desires and confidence level of both leaders and citizens with respect to each of the 25 potential strategies. This information, along with the *Prioritized Strategy Report*, served as the foundation for the final strategy selection process.

The findings of the *Community Organizer Assessment* also factor into the implementation of the Plan. These findings are presented in a separate section of this plan, and provide additional insight for the implementation stage of the planning process. Recommendations in the *Community Organizer Assessment* will help the community to refine and increase its capacity to work together and succeed as it begins implementing the strategic plan.

With these various analyses and assessments in place, the Steering Committee's task was to choose the strategies which the community would ultimately advance. Consideration of the *Prioritized Strategy Report* yielded an initial selection of the "most viable" strategies. Ultimately, the Steering Committee selected 12 Strategies. The Steering Committee was very deliberate about which strategies they selected, as there was great energy and enthusiasm about creating an ambitious plan while still recognizing that much of the implementation effort would have to be done by volunteers (primarily, themselves).

### Enhanced Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
✓ Attracting Funding	275	100%	100%	Other
✓ Value-added Forest Products	266	96%	95%	Value-added
✓ Business Recruitment	260	100%	100%	General Business
✓ Local/Regional Tourism	259	100%	93%	Tourism
Health Care Expansion	240	88%	94%	Community
✓ Pass-through Visitor Services	237	89%	90%	Tourism
✓ Business Retention and Expansion	228	94%	100%	General Business
✓ Infrastructure Development	212	86%	92%	Other
Attracting Lone Eagles	209	93%	100%	Other
✓ Entrepreneurial Development	207	94%	92%	General Business
✓ Environmental Restoration	180	81%	69%	Sector-specific
Value-added Agriculture	178	76%	75%	Value-added
✓ Downtown Development	178	95%	85%	Community
Attracting Retirees	171	76%	92%	Other
✓ Education Development	164	78%	80%	Community
Bedroom Community Development	146	59%	80%	Community
Business Cultivation	142	80%	67%	General Business
Attracting Government Jobs	100	62%	50%	Other
Leading-edge Development	83	65%	47%	Sector-specific
Destination Tourism	73	65%	40%	Tourism
Logistics Centers	33	42%	38%	Sector-specific
Value-added Fisheries	33	41%	38%	Value-added
✓ Energy Development	28	38%	40%	Sector-specific
Value-added Mining	-99	6%	17%	Value-added
Cultural Tourism	-128	20%	13%	Tourism

#### Key

✓ = Selected Strategy

**Score** = Total Score which adds the *Prioritized Strategy Report* score to the findings of the *Voice of the Community Session* ("Does the community want to implement the strategy," and "Does the community think that the strategy could be successfully implemented?")

**Want** = The percentage of the *Voice of the Community* attendees desiring to implement the strategy

**Can** = The percentage of the *Voice of the Community* attendees that believe this strategy can be successfully implemented

**Strategy Group** = One of six types of strategies

## Importance of Recommendations

The Building Communities methodology results in two types of recommendations: 1) *Essential Action Steps* associated with the selected community and economic development strategies and *Quality-of-life Initiatives*; and 2) organizational capacity recommendations generated by the *Community Organizer Assessment*.

Combined, these two elements generate a substantial number of recommendations and actions the community should take in order to successfully implement its selected strategies.

However, the results of the *Community Organizer Assessment* should be seen as supporting recommendations. In other words, it is the *Essential Action Steps* that should be the primary focus, with the recommendations provided through the *Community Organizer Assessment* viewed more as a “tune-up” for the assigned organizations—and the community as a whole—to get the work done. The recommendations of the Community Organizer follow the Selected Strategies section of this plan.

**IMPLEMENTING RECOMMENDATIONS**

**Essential Action Steps**  
Primary Focus

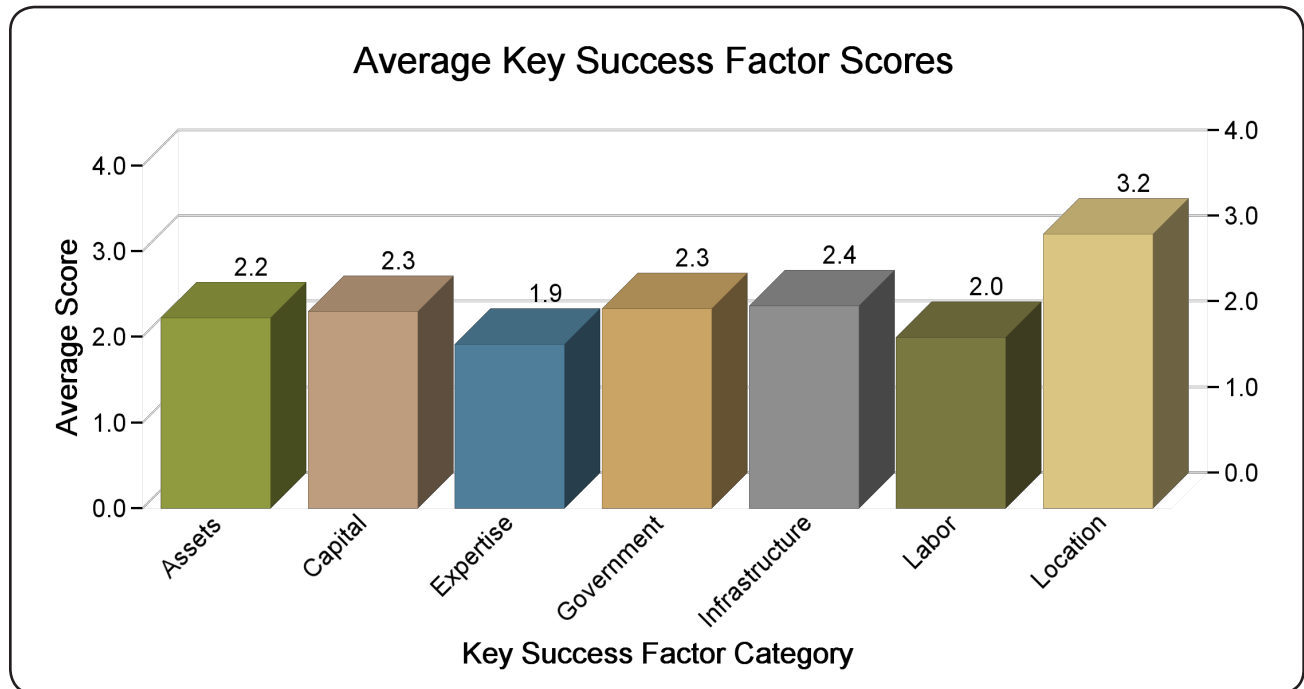
**Community Organizer Assessment**  
Secondary Focus

While it is recommended that the Steering Committee review the *Essential Action Steps* on a monthly (or more frequent) basis, it may only be necessary to review the *Community Organizer Assessment* recommendations on a quarterly or semi-annual basis.

## SWOT Analysis

### Overall SWOT Summary

The Building Communities economic development strategic planning approach does not utilize a conventional strengths, weaknesses, opportunities and threats (SWOT) analysis as a starting point for the process. Instead, it presents *Key Success Factors* for community and economic development. The local assessment of the relative comparative advantage of each of the *Key Success Factors*, in effect, yields a SWOT analysis based on these seven categories:





- Assets
- Capital
- Expertise
- Government
- Infrastructure
- Labor
- Location

The table below presents a brief description of each category and the average score of the community in each of those categories.

Six of the seven Key Success Factor Categories scored in the “average” to “slightly above average” range, while the Location category scored substantially above average.

Key Success Factor Categories		AVG SCORE
Assets	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	2.2
Capital	Business debt and equity funding as well as consistent funding for development organizations to succeed.	2.3
Expertise	The skills, connections and abilities of local professionals.	1.9
Government	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.3
Infrastructure	The land, buildings and infrastructure necessary to advance many of the business development strategies.	2.4
Labor	The labor force of a community.	2.0
Location	The relative proximity of the community to the marketplace.	3.2
Scores reflect the community's relative capacity in each category on a scale from 0 to 4.		

## Assets

The “Assets” category generally presents *Key Success Factors* unique to particular strategies. For example, the “availability of energy resources” is a unique Key Success Factor to the Energy Development strategy.

Assets	
Financially sound existing health care facility	4
Local recreational and visitor attractions	4
Proximity and access to forests and forest products	4
Proximity to nationally recognized attractions	4
Proximity to travel routes	4
Proximity to urban population and workforce centers	4
Insulation from industrial business annoyances	4
Accurate, long-term analysis of infrastructure needs and costs	3
Availability of energy resources	3
Desirable climate	3
Proximity to fisheries commodities	3
Proximity to large volumes of agricultural commodities	3
Sufficient local entrepreneurial base	2
Quality residential neighborhoods	1
Available, desirable housing	1
Existence of recreational amenities	1
Proximity to raw materials and minerals	1
Existing or prospective cultural attraction	0
Expandable educational institution	0
High availability of urban services	0
Recognizable central business district/downtown	0
Sufficient base of local businesses	0

Of the 22 Asset Key Success Factors, 12 of them score as a comparative advantage. This serves to either significantly “favor” or “disfavor” about half of the strategies.

## Capital

Access to—and consistent availability of—capital is significant in two general respects. First, businesses must be able to secure sufficient debt and/or equity capital for their formation, operations, retention and expansion. Second, development organizations must have reliable sources of funding in order to regularly engage in activities consistent with their mission.

For businesses, access to capital is the lifeblood of the business itself. For small businesses that can demonstrate loan repayment capability, programs to provide such capital can be very traditional (bank and credit union lending), or they can be government-supported loan, loan guarantee or credit enhancement measures designed to supplement traditional lending.

For development organizations, reliable funding is necessary so the board and staff can engage primarily in activities consistent with the organizational mission, rather than regularly chasing funding sources for the preservation of the organization itself.

Capital	
Ability to secure long-term contracts for forest materials	3
Ability to secure power-purchase agreements	3
Access to small business financing	3
Access to large-scale capital	3
Access to long-term infrastructure loans and grants	3
Availability of appropriated funds	3
Dedicated local financial resources for staffing recruiters	3
Competitive recruitment incentives	1
Local funding for downtown development	1
Sufficient marketing, promotion, or public relations budget	0

Seven of the 10 Capital Key Success Factors are Comparative Advantages, but all seven of them scored a '3.' Therefore, this particular category of KSFs is without any "significant comparative advantages." The two KSF weaknesses of most significance relate to the lack of funding for Downtown Development, Community Development, and Tourism promotion efforts.

## Expertise

In this information age, it should be no surprise that one of the broadest and most important categories of *Key Success Factors* is expertise. The successful implementation of virtually every strategy requires expertise from a broad array of professionals in any community.

Not only must sufficient expertise be possessed by the individuals on the front lines of community and business development, but such capability is also important in various professional sectors of the local economy, for the advancement of targeted tourism and downtown development strategies and in the professionals backing up the front-line community and business developers (city managers, public works directors, county commissioners, etc.).

Expertise	
Competent, strategic-minded hospital and health-care executives	4
Ability to build a team comprised of energy-development experts	3
Ability to successfully market materials	3
Ability to understand industry trends and opportunities	3
Capable, experienced economic development professionals	3
Cooperation of economic development staff and educational community	3
Existing excellence in local health care	3
Local ability to identify and advance a funding proposal	3
Relationship with site selectors	3
Relative sophistication in coordinating and marketing local events	3
Team approach to infrastructure finance	3
Ability to compete in a global market	2
Ability to identify product and service gaps	2
Ability to network and attend relevant trade shows	2
Dedicated business coaching staff	1
Staff focused on attracting retirees and/or lone eagles	1
Support from local education professionals at all levels	1
Supportive post-secondary education training program	1
Cultural development and advocacy organization	0
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0
Sophisticated tourism development & promotion	0
Sophisticated use of the internet for marketing	0

The Expertise category is split right down the middle. About half of the Expertise KSFs are strengths and the other half are weaknesses.

## Government

Increasingly people argue that “if only government would get out of the way” our communities and businesses would thrive. In reality, however, it is through government (federal, state and especially local) that key strategies are envisioned, defined and implemented.

Governmental bodies not only establish policies and funding programs, but establish cultures and attitudes that are either pro-development or anti-development. Strong collaboration between government and the private and volunteer sectors is an essential ingredient for success.

Government	
Local government support	4
Community acceptance of the visitor industry	3
Favorable state policies with respect to office locations	3
Projected growth in government budgets	3
Strong community support	3
Strong state and/or federal legislative delegation	3
Support for attracting retirees	3
Support from local businesses	3
Local policies and ordinances supporting quality neighborhood development	3
Local pro-business climate	2
Strong relations between economic development organization and local businesses	2
Active engagement of downtown building and business owners	1
Local focus on revenues from visitors	1
Supportive state energy policies and incentives	1
Community support for needed infrastructure rate increases	0

The Government category scores relatively high. Nine of the 15 Key Success Factors are favorable while only one of them scores as a significant comparative disadvantage.

## Infrastructure

In order for communities to be attractive and appropriate for the implementation of many strategies, they must possess sufficient land, infrastructure, buildings and housing. Building Communities uses the term infrastructure in a very broad sense in this context (beyond just sewer, water and power facilities).

Infrastructure	
Availability of industrial-zoned land for industrial park development	4
Availability of brownfield sites	3
Availability of land for business prospects	3
Availability of local infrastructure	3
Excess water and sewer infrastructure capacity	3
Land/Buildings/Campus for education development	3
Proximity to transmission lines with excess capacity	3
Availability of local buildings	2
Adequate housing for labor force	1
Adequate telecommunications infrastructure	1
High-speed internet	0

Seven of the 11 infrastructure Key Success Factors are favorable led by the availability of land for Industrial Park Development. The most challenging factor for Infrastructure Development relates to the need to improve high-speed internet and broadband telecommunications.

## Labor

It takes a deeper bench than simply the “experts” to successfully implement many strategies. The availability and skills of the local labor force are critical to the implementation of many strategies.

Labor	
Local, available, low-skill labor pool	3
Local, available, high-skill labor pool	1

In general, McCleary does offer available low-skill labor but current and new businesses that would need a high-skill labor pool might find a challenge.

## Location

The location of the community is of great significance to many strategies. For example, communities strategically located to provide access to markets have a comparative advantage versus relatively isolated communities.

Location	
Proximity and access to markets	4
Strategic location for distribution centers	4
Advantageous location for government or education expansion	3
Prospect of an expanded geographic market for health care	3
Proximity to scheduled air service	2

Four of the Five Key Success Factors related to location are favorable. McCleary’s location near the interstate freeway system and proximity to health care and education offerings makes this the strongest of the seven KSF categories.

## Community Thumbprint™ Denoting Selected Strategies

Building Communities has developed the Community Thumbprint™ which, in effect, presents the “DNA” of the community in terms of how the Key Success Factor scores predict the likelihood of successful implementation for each of the 25 strategies.

In the figure below, each of the 25 strategies are represented by a spoke. The length of the spoke correlates to the likelihood of successful strategy implementation. Longer spokes denote higher scores while shorter spokes represent smaller strategy scores.

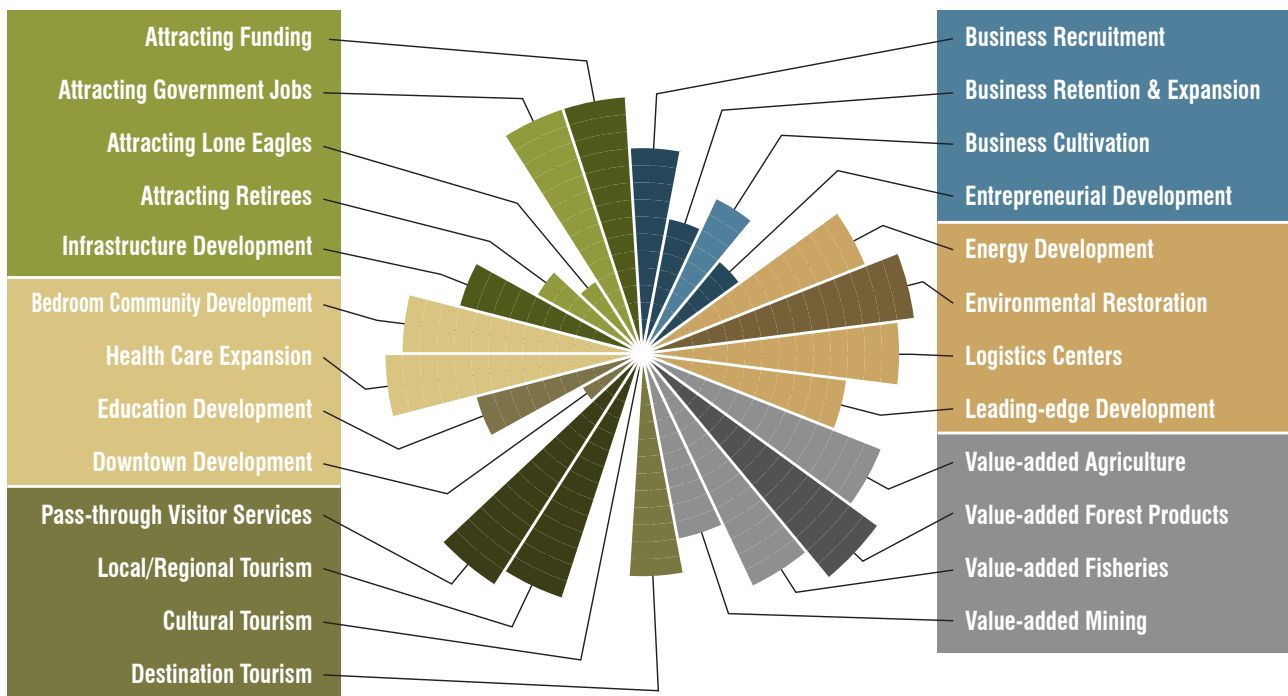
### Observations About the McCleary Community Thumbprint

The Community Thumbprint™ graphic shows a broad variety of relatively high scoring strategies that present an opportunity for economic diversification.

In general, the Sector Specific and Value-added strategies shown in tan and grey (between 2 o’clock and 6 o’clock) are high-scoring. This represents broad opportunities in traditional (Value-added) industries as well as emerging (Sector Specific) strategies.

General Business Development strategies as shown in blue (between noon and 2 o’clock) are generally lower scoring, indicating that many of the traditional business development (Business Recruitment, Business Retention, etc.) strategies may prove challenging.

The other three strategy categories (Tourism Development, Community Development and Other Strategies) demonstrate a greater variety of “winners” and “losers” in terms of their key success factor scores.



Section 2:

# Selected Strategies

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**Attracting Funding**

**Business Recruitment**

**Business Retention and Expansion**

**Downtown Development**

**Education Development**

**Energy Development**

**Entrepreneurial Development**

**Environmental Restoration**

**Infrastructure Development**

**Local/Regional Tourism**

**Pass-through Visitor Services**

**Value-added Forest Products**



## Selected Strategies

### McCleary's Selected Strategies

Ultimately, the Steering Committee recommended the advancement of 12 strategies to enhance the economic condition and overall quality of life for McCleary. Ten of the 12 Strategies were assigned "Strategy Leads," enabling these ten to move forward at the initial implementation stage of the plan. Energy Development and Entrepreneurial Development were put on hold for the beginning of the implementation phase.

On the following pages, each strategy is listed and described. In addition, the overall objective of the strategy is presented as well as the strategy-specific results of the *Key Success Factor Analysis*.

Two figures are shown on top of each strategy's page—"Score" and "Rank."

**Score** - This represents each strategy's overall score on a basis of 100 points, and is the result of the Steering Committee's collective responses to the *Key Success Factor Analysis* in the first session of Plan Week. A score of 75 or higher indicates a strategy that is highly recommended for advancement. A score of 60 to 74 indicates a strategy that should be seriously considered for advancement. A score below 60 indicates that there likely exist serious impediments to successful implementation of the strategy.

**Rank** - This represents the position of each strategy among all the strategies, based on its score.

The strategies selected by the McCleary Steering Committee are:

- Attracting Funding
- Business Recruitment
- Business Retention and Expansion
- Downtown Development
- Education Development
- Energy Development
- Entrepreneurial Development
- Environmental Restoration
- Infrastructure Development
- Local/Regional Tourism
- Pass-through Visitor Services
- Value-added Forest Products

Strategies not selected include:

- Attracting Government Jobs
- Attracting Lone Eagles
- Attracting Retirees
- Bedroom Community Development
- Business Cultivation
- Cultural Tourism
- Destination Tourism
- Health Care Expansion
- Leading-edge Development
- Logistics Centers
- Value-added Agriculture
- Value-added Fisheries
- Value-added Mining

In general, the Strategies that were selected were the ones that had the highest desirability by both the Steering Committee and the attendees of the Voice of the Community session. In other words, the strategies were more likely to be selected on the basis of "desire" than "perceived feasibility."

That being said, there was one strategy that was highly desired that was not selected: Health Care Expansion. The general thinking of the Steering Committee was that the local health care facility has been successful with its expansion, and additional expansion measures are underway regardless of the activity by the Steering Committee and community. As such, in effect, Health Care Expansion is being "implemented."

## Recommendations for Implementation

McCleary formed a 25-member Steering Committee which is highly engaged and committed to the development and implementation of this plan. Over the course of the next year, the Steering Committee will be assisted by Building Communities to help identify and implement the action steps necessary to successfully advance strategies and initiatives and ultimately complete projects.

In general, the Steering Committee should meet monthly and hear reports from its members about the progress in advancing the *Essential Action Steps* for each strategy.

In addition to the monthly meeting, the Steering Committee should hold a meeting approximately every nine months to consider every Essential Action Step in a systematic fashion. For each step: 1) completion of the step should be noted; 2) progress should be noted; 3) if needed, efforts to restart the effort should be planned; or 4) the particular step should be recognized as no longer relevant. This systematic approach will ensure that nothing falls through the cracks during strategy implementation.



# Attracting Funding

RANK: 8

SCORE: 75

## Objectives of Strategy Implementation

McCleary recognizes that the successful implementation of 11 other strategies and 18 Quality-of-Life Initiatives will require more available funding than McCleary—municipal government plus local contributions—can provide. As such, the Steering Committee selected Attracting Funding as a strategy.

At least two of the Steering Committee members—Todd Baun and Carri Comer—have been successful at securing foundation and/or government funding for community priorities.

The combination of local grant writing skills with a very specific strategic plan that identifies community priorities sets the stage to posture the community very competitively for funding. In addition, Building Communities will aid with grant writing for the early implementation of this plan. McCleary, therefore, is poised for success with grant writing.

## Strategy Summary

Communities can create jobs and improve their overall quality of life through either a onetime or consistent approach of attracting government appropriations and grants.

Hundreds of state and federal agencies manage grant programming and/or legislative earmarks (funding directives) which can be utilized to complete projects for a wide variety of purposes. States or localities with congressman/legislators participating on powerful appropriations committees are particularly well positioned to benefit from this strategy.

While the vast majority of such funding either goes to formula-based entitlement programs or for competitive grant processes, a small percentage of the funding is directed by state and federal appropriators, thus bypassing the formula or competitive approach.

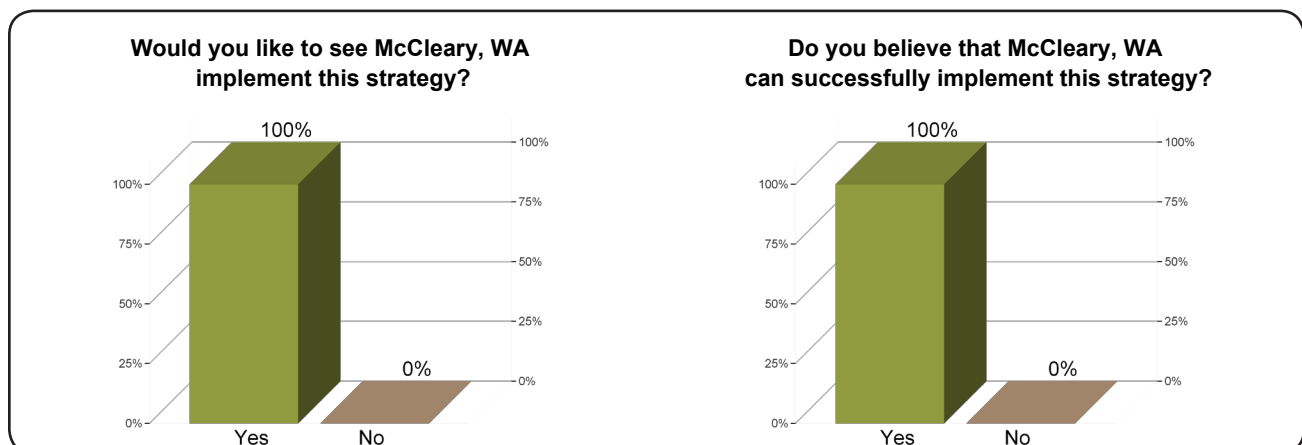
Often maligned as “pork barrel spending”, this strategy may face local opposition by individuals that are principled against such redistribution of government funding.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on:

- whether or not they wanted to see McCleary, WA implement this strategy, and
- whether or not they believed McCleary could successfully implement it.

Below is a summary of community responses:



## Findings from the Key Success Factor Analysis

McCleary is well suited to implement this strategy based upon four key strengths. First, the community does have a demonstrated track record of preparing successful grant applications. Two members of the Steering Committee are experienced in this regard. In addition, Building

Communities will be available during the first year to assist with grant writing. Second, although funding may be less available than previous years, there are still funding sources available and the community knows how to target and reach such funders. Third, McCleary is supported by a relatively strong state and federal delegation. Finally, the fact that McCleary supports community and economic development activities paves the way for grant proposals.

KEY SUCCESS FACTOR	SCORE
Availability of appropriated funds	3
Local ability to identify and advance a funding proposal	3
Strong community support	3
Strong state and/or federal legislative delegation	3

### Key Success Factor Report - Attracting Funding

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <hr/> <p>No Entries</p>	<p><b>Slight Comparative Advantages</b></p> <hr/> <p>Availability of appropriated funds                      Local ability to identify and advance a funding proposal                      Strong community support                      Strong state and/or federal legislative delegation</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <hr/> <p>No Entries</p>	<p><b>Major Comparative Disadvantages</b></p> <hr/> <p>No Entries</p>



# Business Recruitment

RANK: 14

SCORE: 60

## Objectives of Strategy Implementation

Business Recruitment received near unanimous support from all Steering Committee members as well as attendees of the Voice of the Community meeting. Participants in the strategic planning process are hungry for the creation of new jobs to diversify the economy.

To be successful, the Steering Committee will need to refine its target in terms of the types and/or industries of businesses to pursue. Business Recruitment can be one of the most expensive and sophisticated strategies, and requires focus, professional presentation of proposals, and perseverance.

The Steering Committee believes that successfully recruiting new business activity will also assist in the successful implementation of other selected strategies. For example, Downtown Development, Local/Regional Tourism and Pass-through Visitor Services all presume that existing business activity is taking place in McCleary. Successfully recruiting new businesses, therefore, complements the implementation of the full strategic plan.

## Strategy Summary

Perhaps the most widely recognized economic development strategy is business recruitment, which is the act of proactively soliciting existing businesses located out-of-region to expand or relocate into a community.

Business recruitment can be very advantageous for local communities desiring to establish new jobs, focus on family wage jobs, expand the local tax base—and generally enhance community vitality.

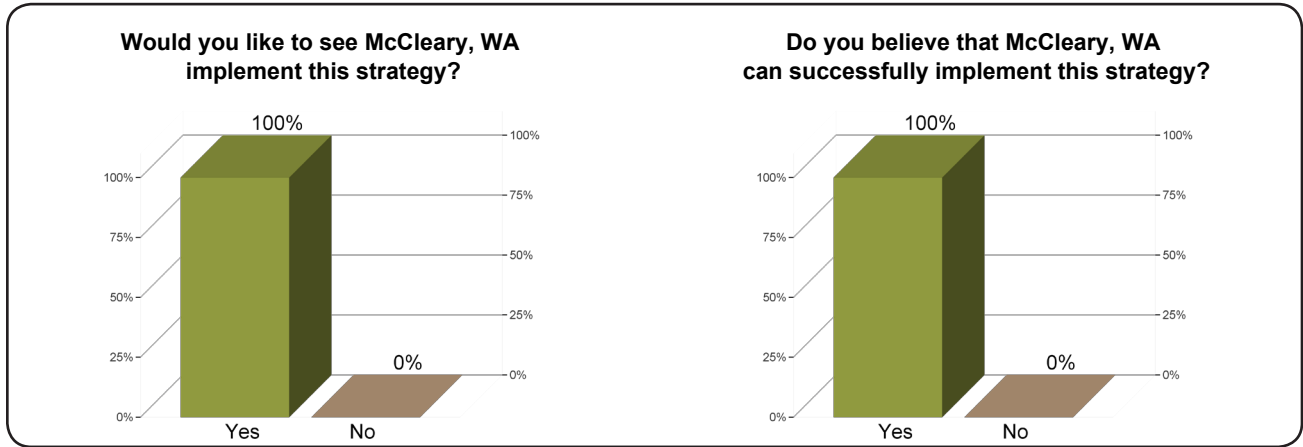
However, business recruitment can have drawbacks. Communities that do not have the desire or infrastructure capacity for growth may view business recruitment negatively.

Communities that rely on business recruitment as a substantial component of their economic development strategy should view their effort as a long-term endeavor. Frequently, communities can go months (even years) without tangible results. This does not necessarily mean their efforts are poorly planned or executed. The fact is, there are far more communities chasing new businesses than there are businesses looking for new communities.

Business recruitment activity can also be costly. Advertising, public relations, attendance at industry trade shows, website development and maintenance, and informational and promotional materials are expensive.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:



## Findings from the Key Success Factor Analysis

The top two factors supporting successful business recruitment relate to McCleary’s strong local government support and its proximity and access to markets. Other strengths include the ability to collaborate with Greater Grays Harbor, the experience of Greater Grays Harbor in working with corporate site selectors, the availability of land for business prospects, and the availability of local infrastructure. Key challenges to overcome include the availability of high-skill labor, and the current use of the internet for marketing.

KEY SUCCESS FACTOR	SCORE
Proximity and access to markets	4
Local government support	4
Access to large-scale capital	3
Dedicated local financial resources for staffing recruiters	3
Capable, experienced economic development professionals	3
Relationship with site selectors	3
Availability of land for business prospects	3
Strong community support	3
Support from local businesses	3
Local, available, low-skill labor pool	3
Availability of local infrastructure	3
Proximity to scheduled air service	2
Ability to compete in a global market	2
Ability to network and attend relevant trade shows	2
Availability of local buildings	2
Competitive recruitment incentives	1
Local, available, high-skill labor pool	1
Sophisticated use of the internet for marketing	0

## Key Success Factor Report - Business Recruitment

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <p>Proximity and access to markets Local government support</p>	<p><b>Slight Comparative Advantages</b></p> <p>Access to large-scale capital Dedicated local financial resources for staffing recruiters Capable, experienced economic development professionals Relationship with site selectors Availability of land for business prospects Strong community support Support from local businesses Local, available, low-skill labor pool Availability of local infrastructure</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <p>Competitive recruitment incentives Local, available, high-skill labor pool</p>	<p><b>Major Comparative Disadvantages</b></p> <p>Sophisticated use of the internet for marketing</p>



# Business Retention & Expansion

RANK: 20

SCORE: 40

## Objectives of Strategy Implementation

McCleary desires to support its existing base of businesses by conducting a Business Retention and Expansion campaign. Maintaining the existing business base, and working proactively to identify and facilitate business expansion opportunities is a priority for McCleary.

This strategy presents an opportunity to become more proactive and coordinated with Greater Grays Harbor as a partner in this effort. Greater Grays Harbor has business development professionals with experience in supporting existing and start-up businesses, and is familiar with many business resources to assist with workforce training, business finance, business planning and other networking opportunities.

McCleary should identify a subset of its existing business base, develop an outreach survey, schedule and conduct meetings with business leaders, and then routinely follow-up on specific priorities identified by participating businesses.

## Strategy Summary

It is widely agreed by most economic development professionals that opportunities for job retention and job expansion with existing companies exceed the number of opportunities for recruiting new businesses to their communities.

Communities can employ a variety of approaches to foster the expansion of existing companies. One of these methods is to conduct a Business Retention & Expansion (BR&E) program. The BR&E approach utilizes a systematic outreach to existing companies to identify their needs, challenges and opportunities. Several programs are available that can be adapted for the specific needs of a particular community.

Benefits of the BR&E approach include:

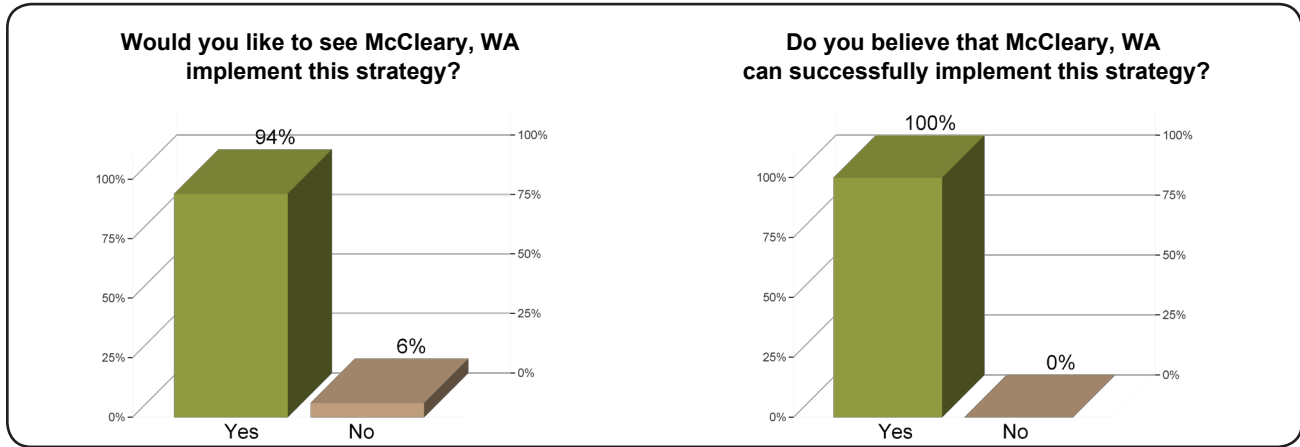
- Identifying opportunities to encourage the expansion of new companies;
- Identifying opportunities to avert pending job losses or business closures;
- Ability to take a community-wide approach to addressing business needs;
- A systematic way to collect information;
- Ability to immediately identify solutions for businesses;
- Opportunity to engage civic groups or volunteers to partner in the work;
- Building good public relations for municipalities and economic development organizations; and
- Identifying vendor and subcontractor business networking opportunities.

By meeting the needs of existing businesses, the stage is also better set for successful business recruitment efforts. Potential new businesses to a new community may investigate the satisfaction of existing businesses, and base a portion of their business location decision on such satisfaction levels.



## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:



## Findings from the Key Success Factor Analysis

McCleary can build upon five strengths to implement Business Retention and Expansion activities. These strengths relate to the availability of small business financing, the availability of local land and infrastructure, the experience of the team at Greater Grays Harbor and the availability of low-skill labor. The challenges to overcome relate to the lack of high-skill labor and the fact that there are not that many businesses to retain and expand in the community. Nonetheless, targeting and supporting the existing business base can pay dividends.

KEY SUCCESS FACTOR	SCORE
Access to small business financing	3
Capable, experienced economic development professionals	3
Availability of land for business prospects	3
Local, available, low-skill labor pool	3
Availability of local infrastructure	3
Ability to compete in a global market	2
Strong relations between economic development organization and local	2
Local pro-business climate	2
Availability of local buildings	2
Support from local education professionals at all levels	1
Local, available, high-skill labor pool	1
Sufficient base of local businesses	0

## Key Success Factor Report - Business Retention and Expansion

STRENGTHS TO BUILD UPON					
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Slight Comparative Disadvantages					
Support from local education professionals at all levels Local, available, high-skill labor pool					
Major Comparative Disadvantages					
Sufficient base of local businesses					



# Downtown Development

RANK: 24

SCORE: 18

## Objectives of Strategy Implementation

Members of the Steering Committee generally recognize that McCleary does not have a traditional downtown. That being said, a Downtown Development strategy was selected in order to build a sense of place, and to establish a central business district that is recognizable, serves the local population, and contributes to other strategies such as Pass-through Visitor Services.

McCleary should examine the tenants of the Main Street Approach as developed and provided by the National Main Street Center. All four of the core activities—organization, promotion, economic restructuring and design—should be considered in the implementation of the Downtown Development strategy.

McCleary should also consult with the Washington State Main Street Program for advice on steps to create a downtown development organization. Although McCleary may ultimately decide not to follow through on all the goals and objectives of the National Main Street Center, such outreach will undoubtedly provide valuable initial direction.

The Downtown Development Strategy can dovetail with the Business Recruitment strategy. One of the Downtown Development priorities should be “economic restructuring.” Economic restructuring is the process of identifying the optimal mix of retail, commercial and professional services in a central business district. Where such gaps can be filled, business recruitment activities might be utilized in order to generate new business activity.

The Downtown Development strategy can also support key projects and events in McCleary such as the annual Bear Festival. The central business district is the “stage” for such community events, and by creating a more attractive and vital downtown, existing and potential new event activities will be supported.

## Strategy Summary

Most communities have a central business district commonly referred to as their “downtown”. Frequently, this area is recognized as the community’s business center, and can become the emotional heart of the community.

The National Trust for Historic Preservation created the National Main Street Center approach which recognizes a four-point method for downtown advocacy:

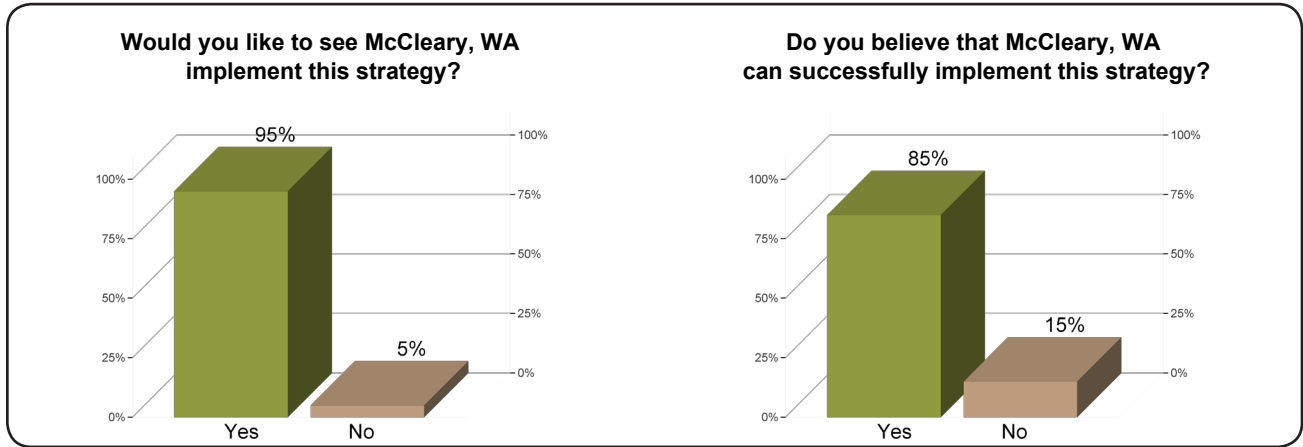
- Organization (volunteers, staffing, board of directors)
- Promotion (events, public relations, advertising)
- Design (building and amenity stabilization, preservation, beautification)
- Economic Restructuring (supporting existing businesses; promoting new businesses)

Often ignored is the large employment centers represented by downtowns. While most downtown business activity is in response to serving other businesses and residents, it still represents a vital economic sector for most communities.

By capitalizing on the four-point approach described above, jobs are created, communities have increased vitality, and a sense of pride and optimism is maintained.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:



## Findings from the Key Success Factor Analysis

Only one of the six Key Success Factors are positive for the implementation of a Downtown Development strategy. The support that this project will receive from local government is a strong plus. The five challenges relate to the lack of active engagement by downtown building and business owners, the lack of local funding for downtown development, the fact that there is no staffing for downtown development activities, the lack of familiarity with the Main Street Four Point Approach™ and the lack of a downtown recognizable central business district.

KEY SUCCESS FACTOR	SCORE
Local government support	4
Local funding for downtown development	1
Active engagement of downtown building and business owners	1
Recognizable central business district/downtown	0
Downtown organization and staff	0
Implementation of national Main Street Four-Point Approach™	0

## Key Success Factor Report - Downtown Development

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Local government support	<b>Slight Comparative Advantages</b> No Entries
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> Local funding for downtown development Active engagement of downtown building and business owners	<b>Major Comparative Disadvantages</b> Recognizable central business district/downtown Downtown organization and staff Implementation of national Main Street Four-Point Approach™



# Education Development

RANK: 19

SCORE: 48

## Objectives of Strategy Implementation

Education Development was selected as a strategy recognizing that McCleary would like to benefit from more post-secondary educational activity. Noting that other communities, such as Elma, have educational facilities and programming in their small, rural community, McCleary would like to carve out its own niche in this realm.

One opportunity might be to collaborate with Evergreen State College. The Steering Committee recognizes that there is a tremendous amount of talent at Evergreen State College, and discussions about either general classes or a specific educational niche for the community might create a win/win situation. A similar conversation could take place with Grays Harbor College. Implementation of this Strategy could take a more modest form with a smaller-scale establishment of higher education resources being placed at the school and/or the community center.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:

### Strategy Summary

The provision of educational services, especially in rural communities, comprises a significant portion of the overall economy of a community. Communities that are home to community colleges, and especially four-year higher education institutions, benefit from an even higher percentage of economic impact derived from provision of educational services.

More and more, the ability to derive a family-wage is dependent upon educational attainment. As such, counties, states and regions that have a more educated population tend to compete better in the 21st century marketplace.

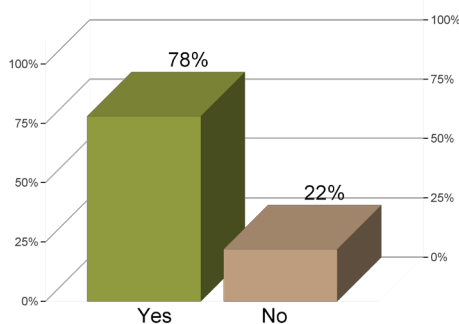
The combination of these two dynamics may inspire a community to develop an Education Development Strategy.

By developing a community development—and a political—strategy to create or enhance provision of educational services at all levels, communities can derive economic benefit. Wages associated with the delivery of educational services tend to meet family-wage levels.

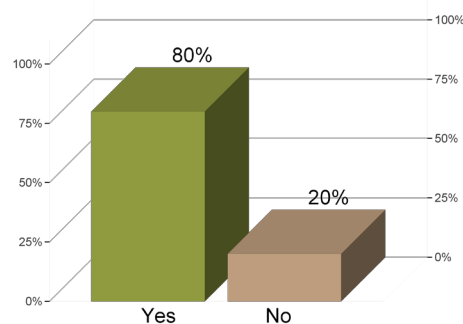
Such a strategy might simply entail the augmentation or expansion of existing post-secondary educational services. Alternatively, a strategy could be more ambitious such as the creation of an institute dedicated to researching and resolving emerging issues or perhaps the establishment of a four-year educational institution.

Communities desiring to pursue an Education Development Strategy must be cognizant of the budget dynamics and emerging educational trends associated with the educational institution they are trying to attract/expand.

**Would you like to see McCleary, WA implement this strategy?**



**Do you believe that McCleary, WA can successfully implement this strategy?**



## Findings from the Key Success Factor Analysis

Four of the five Key Success Factors for the implementation of an Education Development strategy are positive. These strengths include support from local government, McCleary’s excellent location near post-secondary educational institutions, the cooperation of economic development staff with the community and the availability of land for such development. The challenge will be the identification of an existing education institution that will want to expand into the community.

KEY SUCCESS FACTOR	SCORE
Local government support	4
Advantageous location for government or education expansion	3
Cooperation of economic development staff and educational community	3
Land/Buildings/Campus for education development	3
Expandable educational institution	0

### Key Success Factor Report - Education Development

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <p>Local government support</p>	<p><b>Slight Comparative Advantages</b></p> <p>Advantageous location for government or education expansion Cooperation of economic development staff and educational community Land/Buildings/Campus for education development</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <p>No Entries</p>	<p><b>Major Comparative Disadvantages</b></p> <p>Expandable educational institution</p>



# Energy Development

RANK: 11

SCORE: 72

## Objectives of Strategy Implementation

McCleary believes that it may have a significant opportunity in the energy development sector by capitalizing on its proximity to existing natural gas and transmission infrastructure.

McCleary has relative sophistication in the realm of energy development in that the municipality operates its own electric utility. Power is purchased from the Bonneville Power Administration and then resold to its market area. Because of this, the City has expertise and relationships in energy development.

McCleary has great proximity to natural gas pipelines and high-voltage electrical distribution which would be critical for the production and transmission of locally-generated electricity.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:

## Strategy Summary

The current and forecasted shortages in energy resources, and more specifically renewable energy resources, present communities with an opportunity to recruit or locally establish new energy production facilities.

Renewable energy options include wind, solar, biomass, bio-energy, geothermal, and hydropower.

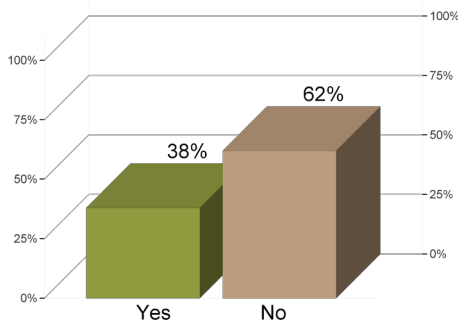
Both the federal government and many states have approved new policies and incentives to foster the development of the renewable energy industry.

While larger, established companies may have an edge in capitalizing on many of these business opportunities, viable start-up options exist based upon proximity to renewable energy supplies and local market demand.

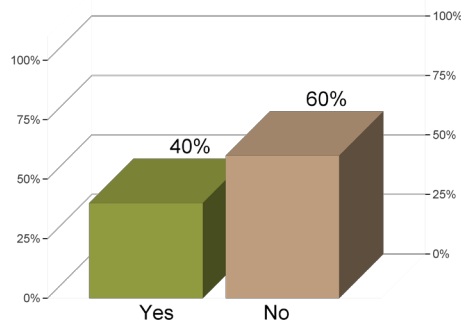
For many states and communities, traditional non-renewable energy development and production using coal, oil or natural gas has significant potential. In these cases, proximity to the energy resource is not only necessary, but can become the catalyst in creating a local industry with or without significant local community advocacy.

America's commitment to energy independence is generally seen as dependent upon all forms of energy development—both renewable and non-renewable. At the same time, increasing emphasis on energy conservation--efficiency though green building practices and retrofitting is becoming a more common element in public policy supporting that development.

Would you like to see McCleary, WA implement this strategy?



Do you believe that McCleary, WA can successfully implement this strategy?



## Findings from the Key Success Factor Analysis

Seven of the eight Key Success Factors related to Energy Development are positive. The knowledge of the City staff in managing its own utility, combined with proximity to infrastructure, creates significant opportunities. In addition, McCleary could build a team of energy-development experts to analyze advances in specific projects.

KEY SUCCESS FACTOR	SCORE
Local government support	4
Availability of energy resources	3
Access to large-scale capital	3
Ability to secure power-purchase agreements	3
Ability to build a team comprised of energy-development experts	3
Proximity to transmission lines with excess capacity	3
Capable, experienced economic development professionals	3
Supportive state energy policies and incentives	1

### Key Success Factor Report - Energy Development

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <p>Local government support</p>	<p><b>Slight Comparative Advantages</b></p> <p>Availability of energy resources</p> <p>Access to large-scale capital</p> <p>Ability to secure power-purchase agreements</p> <p>Ability to build a team comprised of energy-development experts</p> <p>Proximity to transmission lines with excess capacity</p> <p>Capable, experienced economic development professionals</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <p>Supportive state energy policies and incentives</p>	<p><b>Major Comparative Disadvantages</b></p> <p>No Entries</p>





# Entrepreneurial Development

RANK: 21

SCORE: 35

## Objectives of Strategy Implementation

McCleary selected Entrepreneurial Development in order to foster the ideas and business opportunities of its local population.

Similar to Business Recruitment, the Entrepreneurial Development strategy offers an opportunity to work with the expertise of Greater Grays Harbor to identify would-be entrepreneurs, and then to connect such individuals to the type of workforce training, business planning, business finance, and other technical expertise available in the region.

While the community does not foresee an opportunity to hire in-house business coaching, networking with other entities, including the Small Business Development Center, could transform local ideas into local jobs.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:

## Strategy Summary

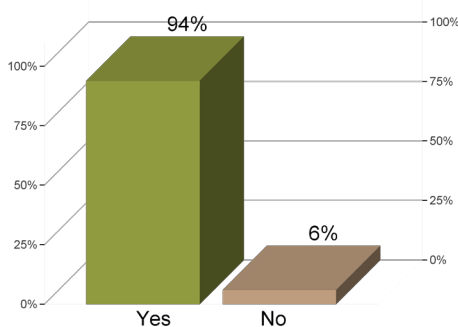
Small businesses represent over 99% of all employers in the United States. People establish businesses based on unique skills, passion or a perceived market opportunity.

Frequently missing in a community-based economic development strategy is a concerted approach to facilitating the start-up and growth of entrepreneurial ventures.

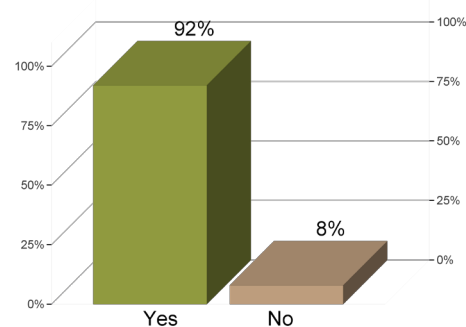
Often referred to as microenterprise development, some programming exists to assist businesses with access to capital, resources for labor force improvement, business coaching and/or partnerships with local educational institutions.

One approach used by several communities in the United States is Enterprise Facilitation® advanced by the Sirolli Institute. Ernesto Sirolli presents the Trinity of Management approach that recognizes that individuals have passions (and therefore business ability) either with their product/service or marketing their product/service or financial management. Sirolli asserts that no one individual possesses all three skills/passions and very few possess two of the three skills/passions. Enterprise Facilitation engages an Enterprise Facilitator advised by a local board to respond to the passion and interests of local entrepreneurs to facilitate their successful establishment and expansion.

**Would you like to see McCleary, WA implement this strategy?**



**Do you believe that McCleary, WA can successfully implement this strategy?**



## Findings from the Key Success Factor Analysis

While an Entrepreneurial Development strategy will benefit from access to small business financing, the lack of high-speed internet and the lack of dedicated business coaching staff will be obstacles to overcome.

KEY SUCCESS FACTOR	SCORE
Access to small business financing	3
Sufficient local entrepreneurial base	2
Local pro-business climate	2
Dedicated business coaching staff	1
Supportive post-secondary education training program	1
High-speed internet	0

### Key Success Factor Report - Entrepreneurial Development

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <hr/> <p>No Entries</p>	<p><b>Slight Comparative Advantages</b></p> <hr/> <p>Access to small business financing</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <hr/> <p>Dedicated business coaching staff Supportive post-secondary education training program</p>	<p><b>Major Comparative Disadvantages</b></p> <hr/> <p>High-speed internet</p>



# Environmental Restoration

RANK: 2

SCORE: 80

## Objectives of Strategy Implementation

One specific opportunity primarily led to the selection of Environmental Restoration as a strategy for McCleary.

Opposite City Hall on the main intersection in McCleary, the former site of a gas station has sat derelict in a highly-visible part of town. City officials have had communications with the Washington Department of Ecology related to potential environment contamination under the site, but to date no one has taken the initiative to fully investigate the extent of such environmental problems. One concern has been that any investigation that would happen to identify the certainty of such environmental contamination would then lead to other mitigation requirements that the City or others might not be able to afford.

During Plan Week, information was shared about brownfield cleanup programs funded by the U.S. Environmental Protection Agency that might be able to offset the environmental remediation activities that would be required.

The Steering Committee recognizes the valuable business development activity that could develop at this intersection, and it would contribute to the successful implementation of many of the other selected strategies.

## Strategy Summary

Communities have the opportunity to “turn lemons into lemonade” by focusing on derelict industrial buildings and sites for redevelopment.

Frequently, communities may have industrial sites from a bygone era that are not currently in use. These sites relate to natural resource-based extraction industries that may have utilized chemicals or compounds that have left the industrial land unusable for future use without first completing clean-up activities.

The benefits of this strategy are twofold: 1) jobs can be created initially by clean-up activities; and 2) the residual industrial site becomes available for promotion and development thus creating jobs in the long-term.

First and foremost, communities must have an eligible site for an environmental restoration strategy. One or more former industrial sites that have environmental contamination preventing future redevelopment are essential to advance this strategy. These sites are frequently referred to as brownfield sites.

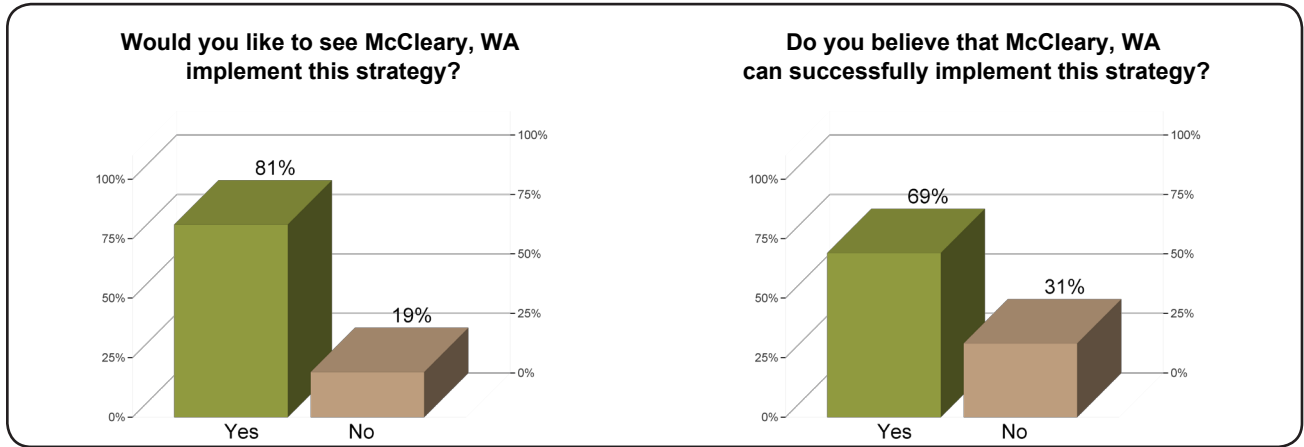
A community must then mobilize itself by first assessing the condition of the property, and then developing a specific action plan to remediate the environmental problem.

Of critical importance is the formation of a local team that can network with state and/or federal contacts to attract the funding necessary to assess and address the environmental problem.

Finally, communities must have the local sophistication to redevelop and market the restored site for future use.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:



## Findings from the Key Success Factor Analysis

All of the Key Success Factors for Environmental Restoration are positive. In addition to local government support, this strategy is benefitted by the availability of a brownfield site and the strength of state and federal delegation members that can support accessing funding for such improvements.

KEY SUCCESS FACTOR	SCORE
Local government support	4
Capable, experienced economic development professionals	3
Availability of brownfield sites	3
Strong state and/or federal legislative delegation	3
Access to large-scale capital	3

## Key Success Factor Report - Environmental Restoration

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <hr/> <p>Local government support</p>	<p><b>Slight Comparative Advantages</b></p> <hr/> <p>Capable, experienced economic development professionals</p> <p>Availability of brownfield sites</p> <p>Strong state and/or federal legislative delegation</p> <p>Access to large-scale capital</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <hr/> <p>No Entries</p>	<p><b>Major Comparative Disadvantages</b></p> <hr/> <p>No Entries</p>



# Infrastructure Development

RANK: 16

SCORE: 56

## Objectives of Strategy Implementation

The City selected Infrastructure Development recognizing that its existing municipal water and sewer systems have excess capacity. One specific opportunity would be to extend sewer and waterline connectivity to the large, vacant industrial parcel in the community.

The development of such infrastructure would not only create short-term construction jobs, but it would make the industrial land more marketable and immediately-developable to businesses that might consider McCleary as a result of its Business Recruitment strategy activities.

At a minimum, the initial implementation of this strategy would give the community more certainty as to the extent of the problem, the probable cost of the solution, and the availability of funding programs to offset environmental remediation costs.

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:

## Strategy Summary

The term infrastructure describes all of the basic utilities and public services needed by communities and businesses. Infrastructure includes, but is not limited to, power, water, sewer, storm sewer, street/roads, and telecommunications.

Although “infrastructure development” is an economic development strategy, it is typically viewed of a means-to-an-end in terms of providing the necessary input for other strategies to be successful.

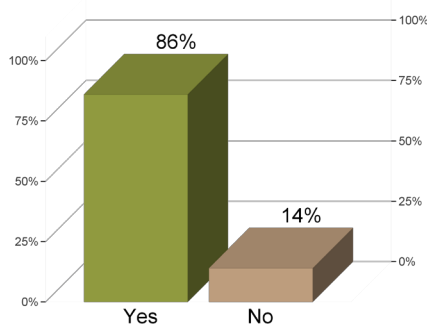
Infrastructure development is considered an economic development strategy in-and-of-itself in that it is a long-term commitment toward the betterment of communities and the businesses that they support.

Communities need to examine the infrastructure requirements both of their current residents, as well as their projection of future residential, commercial, and industrial demands.

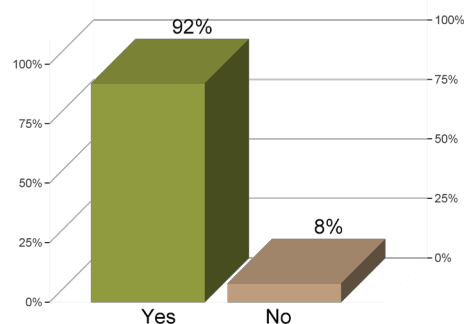
The federal government, and most state governments, provide long-term, low-interest debt financing to advance eligible infrastructure projects. At times, particularly when immediate job creation opportunities arise, grant funding is available for infrastructure development.

Communities pursuing an infrastructure development strategy should strategically assess their needs, and engineer solutions consistent with long-term projections.

**Would you like to see McCleary, WA implement this strategy?**



**Do you believe that McCleary, WA can successfully implement this strategy?**



## Findings from the Key Success Factor Analysis

Three of the four Key Success Factors for infrastructure development are positive. The community has an excellent understanding of its infrastructure needs and costs, and is aware of the availability of government loans and grants to support such development. The only negative Key Success Factor, the lack of community support for infrastructure rate increases, would become a factor if government infrastructure funding programs were to require the City of McCleary to contribute its own funding for such infrastructure projects.

KEY SUCCESS FACTOR	SCORE
Accurate, long-term analysis of infrastructure needs and costs	3
Access to long-term infrastructure loans and grants	3
Team approach to infrastructure finance	3
Community support for needed infrastructure rate increases	0

### Key Success Factor Report - Infrastructure Development

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <hr/> <p>No Entries</p>	<p><b>Slight Comparative Advantages</b></p> <hr/> <p>Accurate, long-term analysis of infrastructure needs and costs                      Access to long-term infrastructure loans and grants                      Team approach to infrastructure finance</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <hr/> <p>No Entries</p>	<p><b>Major Comparative Disadvantages</b></p> <hr/> <p>Community support for needed infrastructure rate increases</p>



# Local/Regional Tourism

RANK: 10

SCORE: 73

## Objectives of Strategy Implementation

McCleary is known for the Bear Festival. Members of the Steering Committee considered the many benefits of adding additional events and activities in the community. Scheduled annual events such as running, biking, motorcycles or other activities would not only contribute to the economy, but add to the vibrancy of the community.

Recognizing the limitation of local staffing to coordinate the events, Steering Committee members discussed reaching out to individuals and organizations that might coordinate such events externally from the community, yet utilize the community as the base for such positive activity and economic development. A second way to address the need for volunteerism is the community's effort to explore internships and activities that would meet high school senior community service requirements.

## Strategy Summary

While most communities do not have a destination attraction in their backyard, they may have sufficient recreational or historical amenities that can draw visitors within a one-day drive and thus stimulate the local economy.

Many communities have successful weekend events designed to celebrate the community's history and/or culture. These events have potential to draw people from a county or two away.

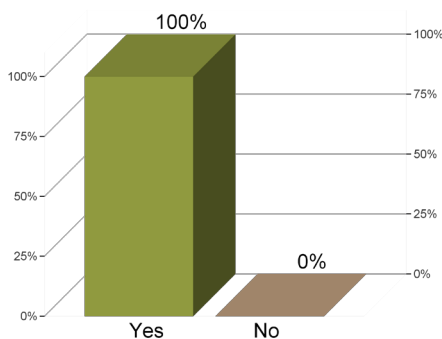
By investing in the local tourism "product" and marketing efforts, tourism expenditures can be maximized.

Communities should understand that employing a local/regional tourism strategy is not an economic panacea. Such a strategy can have a modest economic impact, however, and bolster community pride.

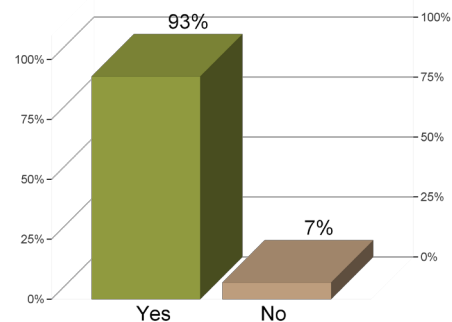
## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:

**Would you like to see McCleary, WA implement this strategy?**



**Do you believe that McCleary, WA can successfully implement this strategy?**



## Findings from the Key Success Factor Analysis

The Local/Regional Tourism strategy has three positive Key Success Factors, including the availability of nearby recreational and visitor attractions, the expertise of the community in promoting the Bear Festival, and strong community support for economic development activities. The one major negative factor, the lack of funding for marketing and promotion, would need to be overcome.

KEY SUCCESS FACTOR	SCORE
Local recreational and visitor attractions	4
Relative sophistication in coordinating and marketing local events	3
Strong community support	3
Sufficient marketing, promotion, or public relations budget	0

### Key Success Factor Report - Local/Regional Tourism

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <p>Local recreational and visitor attractions</p>	<p><b>Slight Comparative Advantages</b></p> <p>Relative sophistication in coordinating and marketing local events Strong community support</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <p>No Entries</p>	<p><b>Major Comparative Disadvantages</b></p> <p>Sufficient marketing, promotion, or public relations budget</p>





# Pass-through Visitor Services

RANK: 3

SCORE: 79

## Objectives of Strategy Implementation

McCleary is on the primary route between the Seattle/Tacoma metropolitan area and the Pacific Ocean/Olympic National Park. Unfortunately for McCleary, most of the motorists are passing through—or even bypassing McCleary—without stopping by for food, gas, or other visitor conveniences.

Increasingly, communities on the Olympic Peninsula are recognizing their location on the Olympic Peninsula Loop and desiring to take a more regional, coordinated approach to promoting the region as a visitor destination. Aberdeen, for example, has made it a priority to develop the Discovery Center which they plan as the front door to the peninsula wonderland.

McCleary can participate as a part of a larger regional area to promote the scenic byway, and perhaps to create large-scale, professional freeway signage that would increase the visibility of McCleary as “the real front door” to the Olympic Peninsula. This may provide a local business with an opportunity to sell Discovery or Park access passes.

This strategy also offers the Old McCleary Hotel increased visibility and even an opportunity for new development and job creation. The existing owners of the Hotel have lovingly maintained, promoted and operated the historic hotel for decades, and desire to see the Hotel continue to benefit the community, and to inform locals and visitors alike of the history of the Hotel and community. Potential future investors in the Hotel can recognize that tourism is a key element of the local economic development strategic plan, and be assured that their investment is in conformance with the future direction of McCleary.

One specific opportunity discussed by the Steering Committee would be to inform McMenamins of the development opportunity in McCleary. With investment and additional historic preservation, up to 24 rooms could be developed within the hotel, as well as other dining and events opportunities.

## Strategy Summary

Depending on a community's proximity to major interstates, highways, scenic byways, and other significant travel routes, communities can enjoy the benefits of non-destination visitor expenditures.

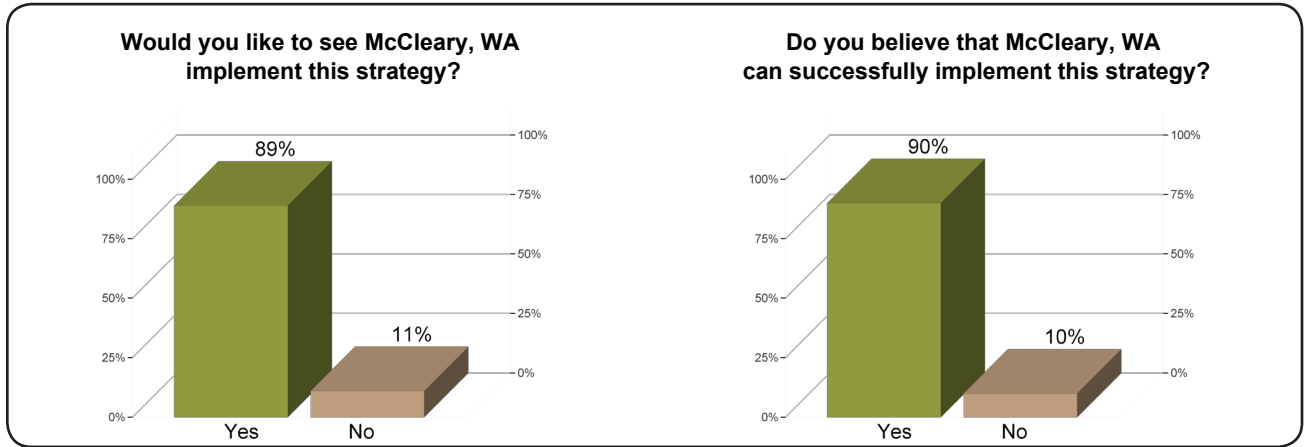
Travel expenditures can be categorized as destination travel expenditures or pass-through travel expenditures. Unlike destination travel, pass-through travel simply represents the activity that a traveler conducts on the way to their destination. These expenditures are typically fuel, meals, and sometimes lodging.

Generally, these expenditures happen regardless of efforts made by local communities. Certain targeted efforts, however, can have a modest impact on pass-through visitor expenditure patterns:

- Signage on travel routes (freeways, highways, etc.)
- Community entrance beautification efforts
- Low-frequency AM Radio transmitters
- Hospitality training educating front-line workers about local visitor destinations

## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:



## Findings from the Key Success Factor Analysis

McCleary’s proximity to travel routes is a positive Key Success Factor for the Pass-through Visitor Services strategy. Focusing the local business community on the benefits of capitalizing upon this strategy is a key challenge.

KEY SUCCESS FACTOR	SCORE
Proximity to travel routes	4
Local, available, low-skill labor pool	3
Local focus on revenues from visitors	1
Local, available, high-skill labor pool	1

## Key Success Factor Report - Pass-through Visitor Services

STRENGTHS TO BUILD UPON	
<b>Major Comparative Advantages</b> Proximity to travel routes	<b>Slight Comparative Advantages</b> Local, available, low-skill labor pool
CHALLENGES TO OVERCOME	
<b>Slight Comparative Disadvantages</b> Local focus on revenues from visitors Local, available, high-skill labor pool	<b>Major Comparative Disadvantages</b> No Entries



# Value-added Forest Products

RANK: 1

SCORE: 84

## Objectives of Strategy Implementation

Value-added Forest Products recognizes that the forest products industry has been at the foundation of the economy of McCleary since Day One. Generations of employees working to fabricate doors have decades of woodworking experience creating a knowledgeable and motivated community sector in support of this strategy.

Changes in management at Simpson Door Company will require the community to be proactive in its discussions with the company to find win/win opportunities for direct and/or indirect job creation. Supporting the company's operations and looking for spin-off opportunities could be at the heart of this strategy's implementation.

## Strategy Summary

A variety of products can be produced from our federal, state, and private forests. Most commonly, lumber is produced from timber. Additionally, forests produce other potential products including fuel for biomass energy, hardwood for furniture manufacturing and flooring, and miscellaneous forest products such as mushrooms.

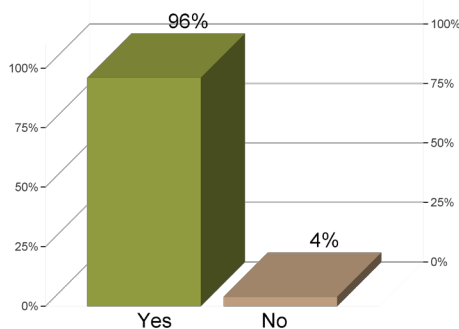
Policy changes on federal forests over the past 20 years have reduced the availability of the timber supply, causing the lumber production industry to be more centralized amongst fewer large-scale companies. Replacing these mill jobs with new jobs in a related industry can be an attractive strategy for communities.

In addition, the nation's increasing demand for renewable energy is increasingly making biomass-to-energy plants economically viable.

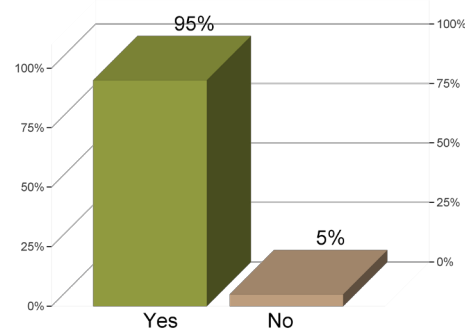
## Voice of the Community Survey Results

During the Voice of the Community Meeting the community at large was asked to weigh in on 1) whether or not they wanted to see McCleary implement this strategy and 2) whether or not they believed McCleary could successfully implement it. Below is a summary of community responses:

**Would you like to see McCleary, WA implement this strategy?**



**Do you believe that McCleary, WA can successfully implement this strategy?**



## Findings from the Key Success Factor Analysis

Nine of the 11 Key Success Factors for Value-added Forest Products are positive. Clearly, Grays Harbor County has access to the forest and proximity to international markets. This has been a long-standing Key Success Factor that has developed the industry for decades. Other important Key Success Factors relate to the ability to secure long-term contracts for forest materials, the availability of land and infrastructure, and the availability of a low-skill labor force. The lack of a high-skill labor force could be a challenge for certain projects related to this strategy.

KEY SUCCESS FACTOR	SCORE
Proximity and access to forests and forest products	4
Proximity and access to markets	4
Access to large-scale capital	3
Ability to secure long-term contracts for forest materials	3
Ability to successfully market materials	3
Ability to understand industry trends and opportunities	3
Availability of land for business prospects	3
Local, available, low-skill labor pool	3
Availability of local infrastructure	3
Availability of local buildings	2
Local, available, high-skill labor pool	1

### Key Success Factor Report - Value-added Forest Products

STRENGTHS TO BUILD UPON	
<p><b>Major Comparative Advantages</b></p> <p>Proximity and access to forests and forest products Proximity and access to markets</p>	<p><b>Slight Comparative Advantages</b></p> <p>Access to large-scale capital Ability to secure long-term contracts for forest materials Ability to successfully market materials Ability to understand industry trends and opportunities Availability of land for business prospects Local, available, low-skill labor pool Availability of local infrastructure</p>
CHALLENGES TO OVERCOME	
<p><b>Slight Comparative Disadvantages</b></p> <p>Local, available, high-skill labor pool</p>	<p><b>Major Comparative Disadvantages</b></p> <p>No Entries</p>

Section 3:

# Quality-of-Life Initiatives

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# Quality-of-Life Initiatives

## Background

For most communities, economic development is not just about creating jobs. Many communities are recognizing that they must take proactive measures to sustain and improve the quality of life for their residents and future generations.

Building Communities approaches this by asking Steering Committee members and *Voice of the Community Meeting* attendees the following question: “What is impacting the quality of life in your community?”

Invariably, a thoughtful discussion ensues. Typically, between 10-40 issues are identified. Where logical and convenient, many of the issues/projects are then combined into manageable efforts that could be handled by the community in order to improve its quality of life.

Ultimately, the Steering Committee discusses all of the potential *Quality-of-Life Initiatives* and selects a subset of such initiatives for implementation.

## Initiatives Selected by McCleary

Ultimately, McCleary selected 18 *Quality-of-life Initiatives* for implementation. Below is a brief description of each of these selected initiatives.

### Accessing the Capitol State Forest

McCleary is surrounded by the forest, and very proximate to the Capitol State Forest. People that want to visit McCleary and go on day hikes would enjoy the connectivity between a localized trail system and the larger state asset.

### Add STEM-related Classes to the Schools

Increasingly, science, technology, engineering and math skills are essential to compete in the 21st century work place. McCleary desires that the school districts in McCleary and Elma increase their provision of STEM classes. Discussion of robotics and drone technology were a focus of the Steering Committee. It is recognized that programming through the Pacific Science Center might be worth looking into.

### Adopt-a-Road Program

Similar to how the Washington State Department of Transportation operates an Adopt-a-Highway program, the City would like to inspire additional litter cleanup and beautification efforts along City streets. Scheduled “litter pick up parties” would contribute to community beautification and pride. The community is also exploring the development of an ecology club at the school which could support this project as well as the implementation of the STEM initiative.

### Capitalizing on the Nearby ORV Park

For years, McCleary has hoped to capitalize on its proximity of the nearby (within four miles) Off-Road Vehicle (ORV) Park. In recent years, the park has come under new ownership, and is being developed and promoted to a higher standard. McCleary is the ideal location for individuals using the ORV Park to benefit from community services. Creating an ORV trail that directly connects the park to the City would be the ultimate asset.

### **Child Care**

The community desires to take proactive measures to increase the local provision of affordable child care. The lack of child care services is not simply an inconvenience to local families. It also impacts the local labor force and the ability of families to earn family-wage incomes.

### **Community Beautification**

Steering Committee members expressed a desire to give McCleary a fresh, clean look. The implementation of this strategic plan should usher in an era of community pride, and the most outward reflection of such pride will come from how the community looks. This might relate to improving the exterior of high-profile buildings, streetscape improvements and other visible investments. The planned sidewalk improvement project in 2018 will complement and launch the community beautification effort.

### **Cultural and Community Events**

McCleary could benefit from a series of cultural and/or community events that would be targeted to the local population. Such activities could include partnering with the local schools, operating a children's theater, conducting a bubble run or obstacle course, and community races (5k/10k).

### **Encouraging Outdoor Activity**

McCleary would like to develop assets and facilities that encourage outdoor recreational activity within the community. The development of bike paths, walking paths and nature trails could connect to the school and/or the existing or possibly-relocated Beerbower Park, creating a tremendous community access.

### **Higher Education Satellite Campus**

Implementation activities for this Quality-of-Life Initiative are included in the Education Development strategy.

### **Increased Use of Community Center**

McCleary has an attractive, well-maintained Community Center that is not receiving the frequency of use that it could. The Community Center could be utilized as a youth center, providing a place for movies, games and other social activities.

### **Increased Use of School District Real Estate**

Everyone recognizes the K-8 school as a great asset for the community. This Initiative would identify ways to use the unused and under-used school property to support economic and business development as well as higher education and resources for kids and families.

### **Increasing McCleary Visibility**

McCleary is too hidden. For example, people can enjoy the nearby ORV Park and never know that they are near a community that can provide gas, groceries, and other conveniences. An effort to increase the visibility of McCleary to the passing travelers should be conducted. Recommendation: Combine this with Pass-through Visitor Services.

### **Relocation and Expansion of Beerbower Park**

One of the more visionary ideas during Plan Week was discussion about possible relocation and expansion of Beerbower Park. Not only would this allow for a broader recreational opportunity, but it could be connected into the concept of developing a sports complex. Furthermore, it would make commercial land available at a highly-visible, high-traffic location in the community. Given limited opportunities for other commercial

development, such commercial land could be valuable and highly developable.

### **Rezone and Add Commerce Around Beerbower Park**

With limited opportunities for commercial development, the area in and around the existing Beerbower Park location is ideal for such commercial development. Future zoning activity should take this into consideration.

### **RV Park Development**

McCleary may be a prime location for RV Park development. A simple drive-by analysis of area RV Parks concludes that such parks are at or near full occupancy, and there is an existing and growing market for such a development. With proximity to the ORV Park and the Capitol Forest, McCleary is centrally located for such a development.

### **School District Tree Growing and Planting Project**

Education and community beautification could come together by working with a local school district(s) to grow trees that could then be planted throughout the community.

### **Sidewalk Improvement Project**

The City of McCleary is in the state funding queue for improvements to its sidewalks on S. 3rd street. The sidewalk improvement project is funded and scheduled, and will take place. Steering Committee members expressed the desire to extend this sidewalk improvement project to the north and the west in future phases. The sidewalk system could be connected to the trail system to provide a complete trail network.

## **“Honorable Mention”**

The following Initiatives were discussed and are important to the City of McCleary.

Despite their importance, the Steering Committee needed to prioritize their effort. These Initiatives were deemed worthy of mention, but they did not rise to the level of proactive implementation.

### **Aging in Place**

Like most rural communities, the average age of a resident in McCleary is older than it used to be. A coordinated effort to increase supports for the aging population is a priority. Supporting residents so that they can stay in their homes rather than moving to a more expensive, less convenient location would benefit many.

### **Branding McCleary**

Considerable discussion by the Steering Committee focused upon the success of Leavenworth, Washington in redeveloping their community as a theme town. Although seriously considered, ultimately the Steering Committee voted to recognize this as a potential future activity of the community.

### **Youth Activities**

Many of the quality-of-life discussions and comments during Plan Week related to supporting youth. It is widely recognized that communities that offer after-school programming and local activities for youth have fewer cases of youth vandalism, delinquency or other negative impacts. One opportunity would be to better utilize and program the Community Center for such activity.

### **Development of a Sports Complex**

A sports complex inclusive of both outdoor fields and indoor facilities would provide a location for both



youth and adults to enjoy activities, fitness and other positive social gatherings.

### **Affordable Housing/Apartments**

McCleary is in need of affordable apartments that would support the portion of the population not willing or able to purchase their own homes. One of the first steps would be to address the zoning code in order to allow such development.

### **Public Swimming Pool**

One of the specific activities to benefit local youth—as well as the entire general public—would be to build and operate a public swimming pool. Because such swimming pools typically must be subsidized, a source of ongoing financial support would be required. Nonetheless, this is a priority for consideration for McCleary.

### **Increased Hours at the Library**

It is widely agreed by the Steering Committee that increased hours at the local library would be a positive development for the community.

### **House Exterior Cleanup**

Although not rising to the level of a proactive initiative, the Steering Committee largely recognized that many of the houses and yards throughout the community would benefit by a cleanup/beautification effort.

### **Availability of Housing for “Downsizing”**

McCleary simply does not have many homes that are available and attractive for an aging population that is looking to “downsize.” Smaller homes with more manageable yards are needed for this population sector.

Section 4:

# **Civic Condition Assessment Results**

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## Civic Condition Assessment Results

### Overview

During Session Three of Plan Week, the Steering Committee completed the Civic Condition Assessment. Civic Condition is defined by Building Communities as the “quality and intent of a community’s civic dialogue.” That is, what is the purpose of the community’s most engaged citizens as they discuss matters central to the community’s social and economic direction?

Building Communities finds that there are four stages of civic condition: apathy, argumentative, action and alliance. Each of these stages then predict the reaction of community members to the planning and implementation phase of this project.

- Apathy Communities tend to be driven by affiliation-oriented civic leaders. People interrelate civically primarily for the experience of socializing.
- Argumentative Communities are dominated by leaders who strive to maintain and enhance their authority. While the civics of the community may have the flavor of teamwork and cooperation, the underlying motivation is the control of the community agenda.
- Action Communities are characterized by a drive to achieve projects and address issues. An achievement ethic stimulates the actions of the community.
- Alliance Communities orient themselves with the holistic advancement of the entire community, and are primarily motivated by the possibility of actualizing the community’s ultimate potential.

Reactions to the Planning & Implementation Process		
Civic Condition	Planning Phase	Implementation Phase
Apathy	Engaging, Positive	Disengaged, Disinterested
Argumentative	Regimented, Controlled	Selective, Forced
Action	Engaging, Productive	Collaborative, Effective
Alliance	Studios, Complete	Deliberate, Purposeful

During the session, Steering Committee members were asked to find the best response to a series of 20 questions that yield clues with respect to the community’s civic condition. Electronic response cards (i.e. “clickers”) were used, and the most frequent response to each of the 20 questions leads to the table below.

Civic Condition for McCleary			
Apathy	Argumentative	Action	Alliance
4	5	9	2

The numbers above show that the greatest frequency of response was that representing an **Action Community**. With nine of the 20 responses consistent with that of an Action Community, McCleary’s path to progress is well paved as described in the following table.

Stage	Actions to Develop and Implement Strategic Plan
<p><b>Apathy Stage.</b> Communities at the Apathy Stage are characterized by having little, if any, drive amongst their civic leaders (elected and non-elected). Perhaps the simplest test is: “How many people wake up on a Saturday morning thinking about civic projects that are being advanced by the community?” While many communities have paid staff charged with advancing community development projects, are there individuals who are self-motivated to advance the project beyond any professional requirements?</p> <p>Apathy Stage communities are characterized by the lack of vision and drive for community achievements. The community may be largely composed of impressive individuals with other worthy values related to family and their religion but not those with a civic focus. These communities typically assume or decide that they cannot control their destiny, that state and federal government serves only as a regulator rather than a partner and that any attempts to change that philosophy will be doomed to failure.</p>	<p>The primary motivation for Apathy Stage leaders and volunteers is association. That is, such community members simply want to affiliate with one another in a social context.</p> <p>The challenge for achievement-oriented professionals and volunteers is to gain serious commitment to the community. While people may show up to the planning process, especially if there is good opportunity to socialize, the key is to get people to dedicate themselves in the long-term.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> <li>• Select a small number of strategies and initiatives to include in the plan</li> <li>• Carefully select dates and times that Steering Committee members find most convenient for meetings</li> <li>• Provide snacks or rewards at the meetings</li> <li>• Celebrate small victories as the plan is being implemented</li> <li>• Be on the lookout for and reinforce new members who might want to make targeted commitments (specific projects or initiatives)</li> </ul>
<p><b>Argumentative Stage.</b> Argumentative Stage communities move significantly forward on the willingness continuum but generally have not advanced on the <i>ability continuum</i>.</p> <p>Argumentative Stage communities are characterized by a group of civic leaders who do have goals and dreams for their community. These communities, however, generally lack both the <i>professional capability</i> and the <i>unity</i> to carry these dreams forward.</p> <p><i>Professional capability</i> refers to a community’s investment in an individual and/or organization that serves as an advocate. Although the individual need not be a paid professional, communities generally find this necessary in order create the stability needed for long-term advocacy.</p> <p>Unity refers to the community’s acceptance of the individual development projects being advanced. A lack of unity creates a dynamic in which the greatest obstacles to project advancement are created within the community itself.</p> <p>Argumentative Stage communities frequently create a “lose-lose” dynamic.</p>	<p>Argumentative Stage community leaders are typified by their behind-the-scenes power plays designed to carry out their personal agendas.</p> <p>This stage presents the greatest challenge to professionals and volunteers simply looking to improve their community. It is sometimes difficult for such altruistic volunteers to understand the gamesmanship that such power-grabbing people have, as it is so different from their own.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> <li>• Co-opt one or more of the good ol’ boys into the process by offering them power on one or more of the plan’s priorities</li> <li>• Withhold publicity on key projects or initiatives until such efforts are beyond being vulnerable to attack or subversion</li> <li>• Invite power players to ceremonies and ribbon-cuttings; share the credit (even if undeserved)</li> <li>• If possible, facilitate the desires of authority-seekers to serve on out-of-town boards and commissions</li> </ul>

Stage	Actions to Develop and Implement Strategic Plan
<p><b>Action Stage.</b> Action Stage communities are characterized by a track record of consistently identifying and advancing development projects. These communities have a high level of willingness and a high level of ability. They typically have a sense of overall direction whereby they can immediately identify whether or not proposed projects are consistent with that direction. Projects that are inconsistent are typically discarded. The balance are usually embraced and advanced.</p> <p>Like Argumentative Stage communities, however, Action Stage communities are still faced with limited resources. While there are, at times, opportunities for collaboration among projects in Action Stage communities, typically the agenda becomes so large that competition for available technical and financial resources becomes a limiting factor. As such, Action Stage communities sometimes face a “win-lose” situation.</p>	<p>Action Stage communities generally have an army of professionals and (especially) volunteers dedicated to achieving all that is possible for their community.</p> <p>The Action Stage setting is perfect for both planning and implementing the desired future of the community. People serving on Steering Committees will be right at home in their achievement-seeking environment.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> <li>• Invite a broad array of interests to the planning process</li> <li>• Acknowledge and include existing projects and initiatives when developing the strategic plan</li> <li>• Proactively promote the planning and implementation process to the community</li> <li>• Ensure that implementation steps are broadly assigned in order to capture full implementation potential</li> <li>• Use the planning process to broaden public awareness of the many strategies, initiatives and projects of the community</li> </ul>
<p><b>Alliance Stage.</b> Alliance Stage communities take the ultimate step on the ability continuum. These communities are not only willing but are completely able to advance their development agenda. Like Action Stage communities, Alliance communities are skilled at envisioning, defining and advancing development projects. They have a record of success which reinforces a “we will succeed at this—it is only a matter of time” approach.</p> <p>Alliance Stage communities make a paradigm shift from project orientation to community orientation. That is, it is simply not enough to succeed with advancing community development projects—it is necessary to examine how each of these projects serves larger community goals.</p>	<p>Alliance Stage communities are very rare. They have leaders who work to successfully elevate their Action Stage capabilities to actualize and sustain long-term progress.</p> <p>While this stage should be the “ultimate level” of civic condition, there are some unique challenges to the planning and implementation stage, as such communities can at times become preoccupied with process over results.</p> <p>Recommended actions:</p> <ul style="list-style-type: none"> <li>• Ensure that strategies and initiatives include action steps and assigned implementers</li> <li>• Be wary of analysis paralysis (studying ideas to death)</li> <li>• If certain strategies and initiatives seem to be falling victim to debate and study, consider advancing doable elements of such efforts</li> </ul>

Section 5:

# Community Organizer Results

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# Community Organizer Results

## Overview

Prior to *Plan Week*, McCleary considered the *Community Organizer Assessment*. This assessment focuses upon the capacity of the community to successfully implement community and economic development initiatives.

Up to 142 questions related to 66 capacity factors are considered by community leaders and development staff. Just as there are 88 *Key Success Factors* that shape what communities should do in terms of strategy selection, these 66 capacity factors inform the community of how it can implement the plan. Forty-two of the capacity factors relate to business development capacity, while the remaining 24 capacity factors are specific to community development.

The analysis of capacity is intended to be comprehensive (considering all relevant capacity factors), objective (specific, factual considerations) and expeditious (the *Community Organizer Assessment* session takes less than two hours and yields an instantaneous report).

The *Community Organizer Assessment* has two ultimate functions:

- Informs steering committee members of capacity implications during the plan implementation phase of the work
- Advises the community of the current and potential business and community development capacity in order to implement the plan

## Preliminary Community Organizer Report

The City of McCleary does not have the personnel nor financial resources to operate its own Community and Economic Development Office. For this reason, the City contracts with Greater Grays Harbor for community and economic development assistance.

It is recommended that this relationship between the City of McCleary and Greater Grays Harbor continue. Furthermore, this Comprehensive Plan serves to prioritize the specific community and economic development activities Greater Grays Harbor can take to support the City.

This report is the findings of the Community Organizer Assessment session conducted on Wednesday, August 23, 2017 at McCleary City Hall. During that session, the following participants answered a series of questions designed to identify the current and desired level of capacity for plan implementation: Todd Baun, Director of Public Works; Wendy Collins, Clerk-Treasurer; Steve Blumer, Police Chief; Paul Morrison, Public Works Planning Assistant; Dru Garson, Greater Grays Harbor Chief Executive Officer; and Doug Minkle, MPA Candidate 2018 at the Evans School of Public Policy and Governance at the University of Washington.

The findings below were considered during Plan Week, the more intense part of the Comprehensive Planning process held on September 28-29, 2017.

# Business Development Capacity

## 1 - Business Development Strategy

### 1a. Priority of Business Development in Community's Strategic Plan

The community is currently engaged in a strategic planning effort. High priority is given to business development and specific business development objectives are clearly identified.

### 1b. Interest in Business Development Activity

The community has a high level of interest in business development activity and is moderately interested in seeing its population grow.

### 1c. Appropriateness of Business Development Activities

After considering existing “uncontrollable factors” (e.g., community location, available labor force, access to markets, available infrastructure, business climate), the community still has moderate business development potential. In spite of this, however, the community is only somewhat focused on its most promising business development priorities.

### 1d. Foundation of Support for and from Existing Businesses

The community has not conducted a business retention and expansion outreach effort in the recent past.

### 1e. Business Climate

The perception among local businesses is that the overall business climate in the community could be improved. Two specific areas related to business climate include: 1) the need for improved signage from the highway directing people into McCleary, and 2) utility rates are too high.

## 2. Local Staff and Team Development

### 2a. Focused Business Development Organization

The City of McCleary counts on Greater Grays Harbor to be its primary business development organization. Greater Grays Harbor, however, has not been able to implement the community's outlined business development priorities with much regularity. It is expected that the completion of this Comprehensive Plan, with the engagement with Greater Grays Harbor, will fully address this matter.

### 2b. Business Development Organization Stability

As a membership organization, Greater Grays Harbor does require its Board and Staff to conduct fundraising efforts to sustain the organization. Although there are funding challenges, Greater Grays Harbor is a stable and reliable partner to the City.

### 2c. Frequency of Meetings

Greater Grays Harbor holds meetings on at least a monthly basis and holds subcommittee meetings on a regular basis.



## **2d. Business Development Staff**

Greater Grays Harbor has professional staff that is highly skilled, well-connected and which is experienced in carrying out business development activities.

## **2e. Business Development Training**

The staff has received effective, professional business development training and participates in such training on a regular basis.

## **2f. Administrative Support Staff**

Greater Grays Harbor has sufficient administrative support.

## **2g. Volunteer Training**

Community volunteers, including current organization board members, have received relevant business development training. Leadership Grays Harbor provides beneficial training to community volunteers and leaders.

## **3. Industrial Land and Infrastructure**

### **3a. Availability of Industrially Zoned Land**

The community has land that is sufficient in size and configuration to accommodate business development priorities.

### **3b. Potential for Land**

The community has additional existing land that could be zoned and developed as industrial land and the community is motivated to take measures to add new land to its industrial land inventory.

### **3c. Public Control of Land**

The community does not have public control over the price and availability of its industrial land, but the owner of the majority of industrial land is motivated to sell. The final price of the land should remain competitive during final negotiations. Two land owners control the entirety of the industrial land in McCleary. The developable land near the freeway (highway) is primarily intended for commercial development.

### **3d. Environmental Considerations**

The community is somewhat confident that its industrial land is environmentally safe and clean, but currently has no documentation to support this conclusion.

### **3e. Land Price**

The price of the community's industrial land is about average, as compared to other communities.

### **3f. Availability of Buildings**

The community does not have existing industrial buildings for sale.

### **3g. Basic Infrastructure**

The industrial land is generally served by basic infrastructure.

### **3h. Access Infrastructure—Roads**

The industrial land site is served by an existing paved street.

### **3i. Access Infrastructure—Interstate Access**

The industrial land site is within five minutes of an interstate highway system.

### **3j. Access Infrastructure—Barging Service**

The industrial land site is not adjacent to a body of water on which goods are transported via barge.

### **3k. Access Infrastructure—Rail Access**

The industrial land site is served by a rail spur.

### **3l. Access Infrastructure—Air Service**

The industrial land site is not within 40 miles of scheduled air service. The nearest scheduled air service is the SeaTac International Airport.

### **3m. Access Infrastructure—Telecommunications Service**

Telecommunications infrastructure is provided by CenturyLink, Wave Broadband, Comcast/Xfinity, AT&T and the Grays Harbor PUD. In addition, community leadership is aware of power purchasing agreements with the Bonneville Power Administration (BPA).

### **3n. Special Infrastructure**

The community is generally aware of additional, specialized infrastructure requirements which may be important for particular business development prospects (e.g., broadband telecommunications, high volumes of low-cost power, immediate proximity to an international airport, etc.) and can meet such specialized infrastructure requirements.

### **3o. Land/Target Compatibility**

The community understands the specific land requirements of the types of businesses most likely to locate in the community and is confident that it could meet such land requirements.

## **4. Targeted Industries**

### **4a. Import Substitution Analysis**

The community has not conducted an import substitution analysis within the last four years, but could likely determine viable import substitution possibilities with some accuracy even without such a study.

### **4b. Economic Clusters Analysis**

Pacific Mountain Workforce Development Council conducted an economic clusters analysis that is relevant to the City of McCleary. Six specific strategies were identified.

#### **4c. Targeted Industry Analysis**

The Economic Clusters Analysis referenced above also provided information with respect to prospective targeted industries.

### **5. Marketing**

#### **5a. Marketing Track Record**

The community does not have a very successful business development marketing track record.

#### **5b. Professional Marketing Advice**

The community has not engaged a professional business development marketing firm within the last year.

#### **5c. Diversification of Marketing Techniques**

The community does not currently utilize a very wide variety of marketing tools to achieve its business development objectives. (e.g., cold calling, direct mail, search-engine marketing, trade shows, etc.)

#### **5d. Financial Resources**

The annual marketing budget for Greater Grays Harbor is approximately \$20,000.

#### **5e. Internet Presence**

The community does not have a website dedicated to promoting business development.

#### **5f. Community Profile**

The community does not have a “community profile” document developed for use in business recruitment efforts.

### **6. Prospect and Lead Management**

#### **6a. Professional Community Response**

Greater Grays Harbor responds to business development leads for the City of McCleary. Such response is typically conducted within three days, ultimately putting together an information package custom-tailored to the inquiring business’s needs.

#### **6b. Availability to Travel**

Greater Grays Harbor regularly sends representatives to meet with business development prospects and close deals.

### **7. Closing the Deal**

#### **7a. Deal Making Experience**

Greater Grays Harbor has successfully negotiated and closed at least one business development deal in McCleary within the last four years. This was assistance with the health clinic project.

### **7b. Experience with Incentives**

Greater Grays Harbor has a good relationship with state business development officers and is currently aware of available business development incentives and/or resources, in addition to being able to competitively package such incentives in the final stages of business development deals.

### **7c. A Winning Attitude**

The community generally exudes a “winning attitude” with regard to its business development prospects.

### **7d. Community Sophistication**

The community would rely on outside legal expertise in order to develop agreements and contracts to close business development deals.

### **7e. Project/Contract Monitoring**

The community is currently able to monitor its business development deals to ensure contractual compliance over time.

# Community Development Capacity

## 1. Experience with Strategic Planning

### 1a. History of Strategic Planning Activity

Although the community has not historically completed a community and economic development strategic plan, the process right now to complete the Comprehensive Plan will generate such a road map for the future of McCleary.

## 2. Project and Issue Development

### 2a. Identification of Specific Community Development Priorities

The community is currently engaged in a strategic planning process which will identify specific community development priorities and projects.

### 2b. Identification of Regional Strategic Issues

The community is aware of strategic regional issues which are expected to impact the community, but it is not currently involved in the advancement or resolution of any of these issues. The specific issues impacting Grays Harbor County relate to the impact of gophers in Thurston County, the Hirst Decision (impacting water rights in Snohomish County), the Elma Medical Center (an increase of 100 jobs) and the Residential Treatment Facility (repurposing of the historic hospital).

### 2c. Large-scale Project Advocacy

The community has not successfully advanced a large-scale community development project within the last four years. The community does not use advocacy groups to advance such projects.

### 2d. Coordinating Projects with State and Federal Processes

The community has not participated in any state or federally coordinated project funding processes.

## 3. Organizational Capacity

### 3a. Organizational Connectedness

The community does not have an organization in place to advance community development priorities.

### 4. Capable, Effective Staffing

This section of the assessment was skipped because of the response immediately above in 3. Organizational Capacity. Because McCleary does not have a community development organization, there is no staffing to evaluate.

## **5. Civic Volunteerism**

### **5a. Opportunities for Service**

Civic volunteerism is widely encouraged in the community, although opportunities for service by citizens on boards and commissions, or in ad-hoc project groups, is limited. Specific examples of community volunteer service relate to volunteers on the Planning Commission and the Civil Service Committee.

### **5b. Celebration of Volunteerism**

The community regularly recognizes civic volunteerism, such as during annual Chamber of Commerce banquets or other similar events.

## **6. Community Attitude**

### **6a. Proactive versus Reactive Communities**

The community is generally reactive to community development opportunities, and does not have a list of community development priorities. This deficiency will be addressed in this Comprehensive Plan.

### **6b. Viewing the Glass Half Full**

The community generally views its community development posture and opportunities as a glass “half full.”

## **7. Maintaining the “Community” as the Goal**

### **7a. Commitment to Strategic Direction**

A commitment to a strategic direction will be generated by developing this Comprehensive Plan.

# Appendices

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**Prioritized Strategy Report**  
**Recommended Strategies Report**  
**Strategies by Group**  
**Alphabetical Listing of Strategies**  
**Key Success Factor Report**  
**Planning Methodology**

## Appendix A

## Prioritized Strategy Report

STRATEGY	SCORE	WANT	CAN	STRATEGY GROUP
Value-added Forest Products	84	96%	95%	Value-added
Environmental Restoration	80	81%	69%	Sector-specific
Pass-through Visitor Services	79	89%	90%	Tourism
Value-added Agriculture	76	76%	75%	Value-added
Health Care Expansion	76	88%	94%	Community Development
Attracting Government Jobs	76	62%	50%	Other
Value-added Fisheries	75	41%	38%	Value-added
Attracting Funding	75	100%	100%	Other
Logistics Centers	73	42%	38%	Sector-specific
Local/Regional Tourism	73	100%	93%	Tourism
Energy Development	72	38%	40%	Sector-specific
Bedroom Community Development	68	59%	80%	Community Development
Destination Tourism	63	65%	40%	Tourism
Business Recruitment	60	100%	100%	General Business
Leading-edge Development	59	65%	47%	Sector-specific
Infrastructure Development	56	86%	92%	Other
Value-added Mining	55	6%	17%	Value-added
Business Cultivation	48	80%	67%	General Business
Education Development	48	78%	80%	Community Development
Business Retention and Expansion	40	94%	100%	General Business
Entrepreneurial Development	35	94%	92%	General Business
Attracting Retirees	35	76%	92%	Other
Attracting Lone Eagles	23	93%	100%	Other
Downtown Development	18	95%	85%	Community Development
Cultural Tourism	6	20%	13%	Tourism



## Appendix B

### Recommended Strategies Report

To aid communities in determining which community and economic development strategies are most viable for them, Building Communities answers three questions using input gathered from the community:

- What should we do?
- What do we want to do?
- What can we do?

The “Recommended Strategies Report” is based on the findings of the *Key Success Factor* (KSF) Analysis and answers the question “What should we do?”

In the KSF analysis, the steering committee considered McCleary’s comparative advantage relative to a host of specific factors in categories such as community assets, public- and private-sector expertise, access to funding, etc. Responses were run through Building Communities’ strategy-selection algorithm which returned a rank-based list of strategies—the Prioritized Strategy Report—from which the recommendations below are drawn. Recommendation thresholds used in the Prioritized Strategy Report are:

**Recommended** (score of 75 and above) - It is highly recommended that these strategies be considered for implementation:

- Value-added Forest Products
- Environmental Restoration
- Pass-through Visitor Services
- Value-added Agriculture
- Health Care Expansion
- Attracting Government Jobs
- Value-added Fisheries
- Attracting Funding

**Borderline** (score between 60 and 74) - These strategies may be pursued with a degree of confidence, although existing obstacles may make successful implementation more challenging:

- Logistics Centers
- Local/Regional Tourism
- Energy Development
- Bedroom Community Development
- Destination Tourism
- Business Recruitment

**Challenging** (score under 60) - Serious impediments exist which are likely to make successful implementation of these strategies very difficult:

- Leading-edge Development
- Infrastructure Development
- Value-added Mining
- Business Cultivation
- Education Development
- Business Retention and Expansion
- Entrepreneurial Development
- Attracting Retirees

- Attracting Lone Eagles
- Downtown Development
- Cultural Tourism

As indicated, these recommendations are viewed in reference to the question, “What should we do?” Strategies are not selected on the basis of these recommendations alone, but are determined after considering the other two questions as well. Material examined and data gathered in the Voice of the Community and *Community Organizer Assessment* sessions of Plan Week were also considered before final selection of strategies took place.

## Appendix C

## Strategies by Group

GROUP	STRATEGY	SCORE
<b>General Business</b>	Business Recruitment	60
	Business Retention and Expansion	40
	Business Cultivation	48
	Entrepreneurial Development	35
<b>Sector-Specific</b>	Energy Development	72
	Environmental Restoration	80
	Logistics Centers	73
	Leading-edge Development	59
<b>Value-added</b>	Value-added Agriculture	76
	Value-added Forest Products	84
	Value-added Fisheries	75
	Value-added Mining	55
<b>Community Development</b>	Destination Tourism	63
	Cultural Tourism	6
	Local/Regional Tourism	73
	Pass-through Visitor Services	79
<b>Tourism</b>	Downtown Development	18
	Education Development	48
	Health Care Expansion	76
	Bedroom Community Development	68
<b>Other</b>	Infrastructure Development	56
	Attracting Retirees	35
	Attracting Lone Eagles	23
	Attracting Government Jobs	76
	Attracting Funding	75

## Appendix D

## Alphabetical Listing of Strategies

STRATEGY	SCORE	STRATEGY GROUP
Attracting Funding	75	Other
Attracting Government Jobs	76	Other
Attracting Lone Eagles	23	Other
Attracting Retirees	35	Other
Bedroom Community Development	68	Community Development
Business Cultivation	48	General Business
Business Recruitment	60	General Business
Business Retention and Expansion	40	General Business
Cultural Tourism	6	Tourism
Destination Tourism	63	Tourism
Downtown Development	18	Community Development
Education Development	48	Community Development
Energy Development	72	Sector-specific
Entrepreneurial Development	35	General Business
Environmental Restoration	80	Sector-specific
Health Care Expansion	76	Community Development
Infrastructure Development	56	Other
Leading-edge Development	59	Sector-specific
Local/Regional Tourism	73	Tourism
Logistics Centers	73	Sector-specific
Pass-through Visitor Services	79	Tourism
Value-added Agriculture	76	Value-added
Value-added Fisheries	75	Value-added
Value-added Forest Products	84	Value-added
Value-added Mining	55	Value-added

## Appendix E

### Key Success Factors Report

#### Key Success Factors with a Score of “4” - Major Comparative Advantage:

- Financially sound existing health care facility
- Local recreational and visitor attractions
- Proximity and access to forests and forest products
- Proximity to nationally recognized attractions
- Proximity to travel routes
- Proximity to urban population and workforce centers
- Insulation from industrial business annoyances
- Competent, strategic-minded hospital and health-care executives
- Local government support
- Availability of industrial-zoned land for industrial park development
- Proximity and access to markets
- Strategic location for distribution centers

#### Key Success Factors with a Score of “3” - Slight Comparative Advantage:

- Accurate, long-term analysis of infrastructure needs and costs
- Availability of energy resources
- Desirable climate
- Proximity to fisheries commodities
- Proximity to large volumes of agricultural commodities
- Ability to secure long-term contracts for forest materials
- Ability to secure power-purchase agreements
- Access to small business financing
- Access to large-scale capital
- Access to long-term infrastructure loans and grants
- Availability of appropriated funds
- Dedicated local financial resources for staffing recruiters
- Ability to build a team comprised of energy-development experts
- Ability to successfully market materials
- Ability to understand industry trends and opportunities
- Capable, experienced economic development professionals
- Cooperation of economic development staff and educational community
- Existing excellence in local health care
- Local ability to identify and advance a funding proposal
- Relationship with site selectors
- Relative sophistication in coordinating and marketing local events
- Team approach to infrastructure finance
- Community acceptance of the visitor industry
- Favorable state policies with respect to office locations
- Projected growth in government budgets
- Strong community support
- Strong state and/or federal legislative delegation
- Support for attracting retirees
- Support from local businesses
- Local policies and ordinances supporting quality neighborhood development
- Availability of brownfield sites

- Availability of land for business prospects
- Availability of local infrastructure
- Excess water and sewer infrastructure capacity
- Land/Buildings/Campus for education development
- Proximity to transmission lines with excess capacity
- Local, available, low-skill labor pool
- Advantageous location for government or education expansion
- Prospect of an expanded geographic market for health care

### **Key Success Factors with a Score of “2” - Average:**

- Sufficient local entrepreneurial base
- Ability to compete in a global market
- Ability to identify product and service gaps
- Ability to network and attend relevant trade shows
- Local pro-business climate
- Strong relations between economic development organization and local businesses
- Availability of local buildings
- Proximity to scheduled air service

### **Key Success Factors with a Score of “1” - Slight Comparative Disadvantage:**

- Quality residential neighborhoods
- Available, desirable housing
- Existence of recreational amenities
- Proximity to raw materials and minerals
- Competitive recruitment incentives
- Local funding for downtown development
- Dedicated business coaching staff
- Staff focused on attracting retirees and/or lone eagles
- Support from local education professionals at all levels
- Supportive post-secondary education training program
- Active engagement of downtown building and business owners
- Local focus on revenues from visitors
- Supportive state energy policies and incentives
- Adequate housing for labor force
- Adequate telecommunications infrastructure
- Local, available, high-skill labor pool

### **Key Success Factors with a Score of “0” - Major Comparative Disadvantage:**

- Existing or prospective cultural attraction
- Expandable educational institution
- High availability of urban services
- Recognizable central business district/downtown
- Sufficient base of local businesses
- Sufficient marketing, promotion, or public relations budget
- Cultural development and advocacy organization
- Downtown organization and staff
- Implementation of national Main Street Four-Point Approach™
- Sophisticated tourism development & promotion
- Sophisticated use of the internet for marketing
- Community support for needed infrastructure rate increases
- High-speed internet

## Appendix F

### Planning Methodology

In order to maximize community participation in the planning process, and to quickly transition the community to plan implementation, McCleary engaged Building Communities to employ its unique strategic planning methodology in the development of this plan. The Building Communities approach to strategic planning bypasses traditionally used planning and research components—such as lengthy demographic studies, which often add little to a plan in terms of usefulness over time and focuses instead on the development of action-oriented projects and initiatives. The Building Communities planning approach is objective, comprehensive and expeditious.

- **Objective:** Communities select community and economic development strategies and initiatives based on a logical analysis of the factors most relevant to community advancement
- **Comprehensive:** Communities consider a host of possible strategies and initiatives to improve local economic conditions, and to sustain and advance overall quality of life
- **Expeditious:** The process is fast-paced (typically 13 hours total) and excludes discussion unrelated to the development and implementation of the strategic plan

#### Vision and Mission

The development of vision and mission statements has long been “standard procedure” in traditional community and economic development strategic planning processes. These statements are crafted to inspire, convey core values, and to indicate the direction communities desire to head as they implement their plans. These are all important ingredients in any strategic plan. In the Building Communities planning methodology, vision and mission statements assume a different form. In fact, vision and mission statements *appear* to be absent in the planning process and final plan, at least as traditionally seen. But they are anything *but* missing.

The Building Communities methodology recognizes that communities embrace similar values, missions, objectives and visions for the future—leadership, integrity, health, quality services, safe environments, responsible use of resources, economic growth and quality living, to name a few. Fully recognizing that these values and ideals are both common to, and important in, nearly all communities (if not all!), the Building Communities methodology integrates vision and mission statements seamlessly into the strategic plan, both expanding their content and application, and making them unique to the community.

As part of the Building Communities planning approach, McCleary’s vision—“*what we aim to become based on who and where we are*”—is presented in a lengthier format than just a sentence or two. It is found under the header “Our Community and Vision” in the *Executive Summary*. The plan itself can also be considered an extension of McCleary’s vision—a palpable manifestation of its values and desires—while the strategies and initiatives which constitute the bulk of the plan define McCleary’s mission—“*what we want to do to enact our vision.*”

Defining a community’s vision and mission is at the core of the Building Communities planning approach. For McCleary, these elements emerged as participants were guided through a planning process that had two over arching objectives—improving local economic conditions and enhancing quality of life in the community.

## Objectives of Methodology

The Building Communities approach is firmly grounded in the belief that the objectives of community and economic development strategic planning (like the values and aims of visions and missions) are also common among communities—*improving economic condition* and *enhancing quality of life*. These two high-level objectives can be directly related, indirectly related, or almost completely insulated from one another, depending on the development projects being pursued by the community. For example, development of value-added projects offers the potential for significant improvement to a community’s economic condition, but may only indirectly improve the quality of life enjoyed by its citizens. In like manner, strategic positioning as a bedroom community can dramatically improve general community conditions for residents in the form of residential amenities and aesthetic elements, but may only indirectly contribute to the economy. And some initiatives, such as well-developed tourism campaigns, may result in enhancements to both quality of life and the local economy.

The relationship between these two objectives works in both directions. That is, while improvements in one category may have a positive effect on the other, neglect in one—or overemphasis on it—may have a drag-down effect on the other. In order to maximize the benefit of community projects and initiatives, the Building Communities methodology emphasized analysis and planning in both of these categories during the planning process.

## Major Components of Planning Approach

The Building Communities planning approach brings together three important components to produce a strategic plan—people, analysis and action. These components were carefully combined and organized for McCleary in order to minimize time spent on relatively fruitless planning activities, while maximizing the power that each of the components brings to the process:

- **People:** The Plan Director, Plan Facilitator, Building Communities Support Staff, Steering Committee—and the Community at large
- **Analysis and Action:** Plan Week, which included these analyses and action-assignment sessions:
  - Community Organizer Assessment (conducted prior to Plan Week)
  - Key Success Factor Analysis
  - Quality-of-Life Initiatives (QOLIs) Session
  - Civic Condition Assessment
  - Voice of the Community Meeting
  - Strategy & QOLIs Selection Session
  - Assigning Essential Action Steps
  - Elevator Speech Session

## The People

This strategic plan is a road map to better the individual and collective lives of its people. As such, the Building Communities methodology places high value on involvement of the people. In fact, perhaps more than any other strategic planning process currently in use, the Building Communities approach invites—*no, requires!*—community members themselves to do the analyses and evaluations, determine the strategic projects and initiatives to be pursued, develop the content which constitutes the “meat” of the completed strategic plan and conduct follow-up activities to ensure that it is implemented, with Building Communities guiding the process.

Contrast this to traditional approaches in which often “detached” hired consultants do most or all of the analyses, interpret local conditions, write the plan, and community members accept the resulting plan as “their own.” Though this is the common formula, it in many cases leads to strategic plans being little more



than expensive dust collectors. This is no future, and the Building Communities methodology does not use this model.

The Building Communities methodology employed the services of the following people:

- **Plan Director:** Todd Baun, Director of Public Works - Serves as the liaison between Building Communities and McCleary; oversees community outreach efforts; assists in creating the Steering Committee; coordinates all planning and implementation efforts over the life of the plan.
- **Plan Facilitator:** Brian Cole, Building Communities Inc. - Deploys the Building Communities Strategic Planning methodology, tools and software; provides guidance and assistance to the Plan Director; conducts planning, analysis and content-development sessions; delivers the plan in its various drafts and forms.
- **Building Communities Support Staff:** Though rarely visible to the community, Building Communities' support staff works behind the scenes to provide communities with effective and efficient planning tools, and to deliver a polished plan they can be proud of and use effectively.
- **Steering Committee:** Includes the Plan Director and represents the interests of McCleary in the planning process; participates in all Plan Week work sessions; invites community participation in the planning process; weighs all community input; selects strategies and initiatives for implementation; reviews and provides feedback on the draft final plan; leads implementation efforts during the life of the plan. McCleary Steering Committee members:
 

▪ Ben Blankenship	▪ Wes Cormier	▪ Christy Reynolds
▪ Steve Blumer	▪ Joy Iversen	▪ Ryan Reynolds
▪ Teneille Carpenter	▪ Doug Krikava	▪ Dustin Richey
▪ Dan Casler	▪ Christopher Miller	▪ Brent Schiller
▪ Evert Challstedt	▪ Brittany Moonan	▪ Andrea Watts
▪ Wendy Collins	▪ Paul Morrison	
▪ Carri Comer	▪ Monica Reeves	
- **Citizens of McCleary:** Includes all citizens and elected officials; provides crucial input during the Voice of Community Meeting and during plan review and adoption proceedings; assists and supports the Steering Committee during planning and implementation.

## Overview of Plan Week

The bulk of the analysis and data gathering needed to build the strategic plan were accomplished during Plan Week—a term actually coined by a Building Communities client to describe the series of rapid-fire Building Communities planning sessions. For McCleary, Plan Week consisted of the seven sessions listed previously and was conducted September 28-29, 2017. (The Community Organizer Assessment was held on August 23rd with City/County leadership but not the entire Steering Committee).

Data-gathering and analysis sessions were first in the process. They drew on the knowledge and experience of Steering Committee members and community members. Evaluation sessions followed, in which collected data and information were assessed and weighed. Next were decision-making sessions during which Steering Committee members determined the strategies and initiatives which would define McCleary's mission during the life of the plan. Initial plan implementation steps were also determined by the Steering Committee in the later sessions, and finalization of these "*Essential Action Steps*" is underway. In the final session of Plan Week, Steering Committee members were invited to reflect on the results of the preceding sessions, and to merge these with McCleary's identity and aspirations to create an expanded statement of its vision and direction.

The seven sessions of Plan Week are designed to capture the "full body" of community and economic development considerations:

- A logical assessment of what the community **should do** based on the likelihood of success (the “mind”)
- The passion the community has to advance in a desired direction, or what it **wants to do** (the “heart”)
- The capacity of the community to advance based on its human, financial and technical resources, or what it **can do** (the “muscle”)

### Prior to Plan Week: Community Organizer Assessment



One part of community and economic development strategic planning often ignored is determining the capacity of the community to implement its plan. *Capacity* relates to the human, financial and technical resources needed to generally engage in community and economic development activities, and considers such things as unity of vision, land-use policy, community attitude and organizational stability.

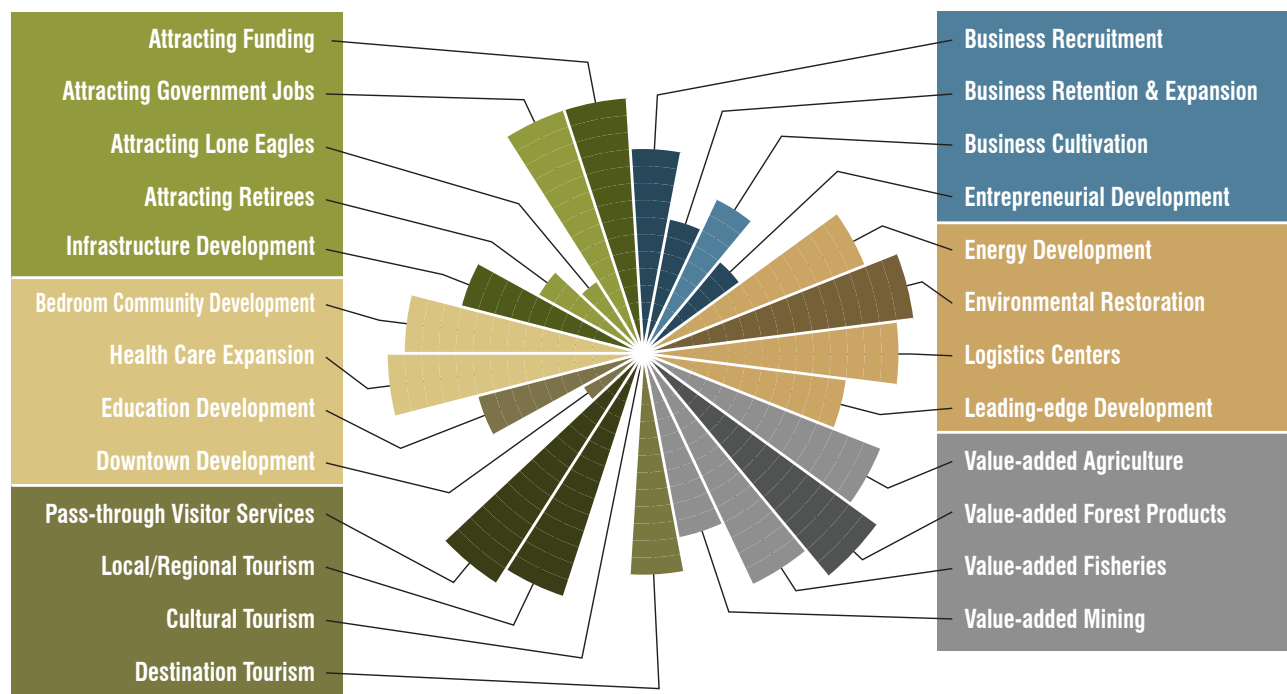
The Building Communities planning approach addressed this critical element in a pre-Plan-Week Session—the *Community Organizer Assessment*—in which were presented a series of questions specific to the community and business development development aspirations of the community. This yielded a report detailing specific recommendations about how McCleary can increase its capacity in order to successfully implement its strategic plan. The results of the *Community Organizer Assessment* can be found in Section 4 of this plan.

### Session 1: Key Success Factor Analysis



Plan Week began with a fast-paced analysis of McCleary’s comparative advantage for a host of *Key Success Factors*—conditions, assets, abilities, etc. possessed by the community—related to 25 community and economic development strategies the community could pursue to improve economic condition and enhance quality of life.

The graphic below shows in “thumbprint” showing all the strategies the Steering Committee considered in this first session, and that the broader community also considered in a later session. Strategies ultimately



selected appear as dark spokes, with the length of the spoke indicating the strategy’s potential for successful implementation.

The input from this session yielded McCleary’s *Prioritized Strategy Report*—a ranking of the 25 strategies on a scale of 0 to 100 based on the likelihood of successful implementation. This report, along with a more detailed explanation of its content, can be found in Section 1 of this plan.

## Session 2: Quality-of-Life Initiatives



Unlike the 25 strategies, which are presented as a finite list, *Quality-of-life Initiatives* are an “open book” whose main purpose is to address quality-of-life issues of concern to the community. In Session 2 members of the Steering Committee were asked the question, “What would improve the quality of life in your community?” and invited to consider major issues or concerns they have about the livability in McCleary.

These initiatives were presented to the broader community in a later session for their consideration and input, before the final selection of initiatives to pursue was completed by the Steering Committee. A more detailed treatment of the *Quality-of-life Initiatives* follows in Section 3 of this plan.

## Session 3: Civic Condition Assessment



During Session Three of Plan Week, the Steering Committee completed the Civic Condition Assessment. Civic Condition is defined by Building Communities as the “quality and intent of a community’s civic discourse and interaction.” That is, what is the purpose of the community’s most engaged citizens as they discuss matters central to the community’s social and economic direction?

It is the overall civic condition and related capacity of the community that either contributes to—or compromises—the strategic planning and implementation process.

Steering Committee members considered 20 measures of civic condition, and utilized their electronic response cards (“clickers”) to identify one of four stages of civic condition for McCleary: Apathy, Argumentative, Action or Alliance. They then received information on how to navigate the remainder of the planning and implementation process based upon their civic stage.

## Session 4: Voice of the Community Meeting



The entire community was invited to Session 4, a town-hall-style meeting carefully designed to receive broader input about the same strategies and initiatives being considered by the Steering Committee. During this meeting, two overall objectives were met.

First, the community was asked to consider the 25 strategies earlier presented to the Steering Committee and answer the following questions in relation to each:

- Would you like to see this strategy implemented in McCleary?
- Do you believe that McCleary can successfully implement this strategy?

The second objective was to present the results of the Steering Committee’s work on Quality-of-life Initiatives (from Session 2) and to receive feedback and other input on these topics. The results of the Voice of the Community Meeting were added to those of the Key Success Factor Session and presented to the Steering Committee in a later session as the *Enhanced Strategy Report*. This report can be found in Section 2 in this plan.

## Session 5: Strategy and Quality-of-Life Initiatives Selection



After the Steering Committee considered the “full body” of community and economic development considerations it made a final selection of strategies and *Quality-of-life Initiatives* in Session 5. For the strategies, this was accomplished during a detailed review of all strategy-related information from previous sessions. Where consensus could not immediately be reached about how to treat specific strategies, they were “held” and reviewed again later. This pattern continued until an acceptable subset of “selected” strategies was complete.

Additionally, the Steering Committee reviewed all previously considered *Quality-of-life Initiatives*, along with all related information collected in previous sessions. From the original list of topics, the Committee chose to “act on,” “write about” or “ignore” the concern or issue. Topics selected for action became full-fledged initiatives and were slated, along with the selected strategies, for further development in Session 6.

## Session 6: Assigning Essential Action Steps



Deciding *what* to do is almost always easier than determining how to get things done. Making decisions about how to begin implementation of selected strategies and initiatives, about who will lead these efforts for each strategy/initiative and determining exactly what steps need to be taken along the way is challenging work in the Building Communities methodology. And, equally important (perhaps even more so) is community members assuming ownership of making these implementation decisions. The “Achilles heel” of many strategic plans is the disconnect between community members and their plan when implementation consists of little more than “the consultant says this is what we should do.”

With these points in mind, during Session 6, each selected strategy and initiative was individually assigned to Steering Committee members or community organizations to act as “lead.” Committee members were then introduced to an online tool designed by Building Communities to help them identify *Essential Action Steps* (EASs) for each strategy/initiative and “Tasks” for each EAS. Essentially, designated Steering Committee members were assigned to detail “who will do what by when, and with what resources” for each strategy and initiative. Ultimately, the Steering Committee selected 12 Strategies. The Steering Committee was very deliberate about which strategies they selected, as there was great energy and enthusiasm about creating an ambitious plan while still recognizing that much of the implementation effort would have to be done by volunteers (primarily, themselves).

## Session 7: Elevator Speech



The final session returned to the heart of the matter: why are we doing strategic planning in the first place? Steering Committee members were asked to reflect on why they care about their community and what they desire for the future. During this time, the group explored and discussed what is unique about McCleary and what they expect as a result of conducting the strategic planning process. The result of this last session became the opening message in the plan and makes a unique statement about the heart of the community and what to expect in the plan—and during the years to come.

## Objectivity of Planning Methodology

Great care was taken during Plan Week to avoid traditional strategic planning pitfalls. One of the most common of these pitfalls is the tendency in communities for the “loudest voice” or “most important person in the community” to dominate discussions and to silence (intentionally or otherwise) those who might disagree or, quite frankly, have better ideas. The Building Communities methodology used by McCleary employed a system which collected participants’ public responses to important questions anonymously in real-time. Because initial responses were given privately and silently, results were very likely genuine and representative of participants’ true positions. This ensured that discussions were fruitful, and that the issues, initiatives and concerns discussed were representative of the group rather than reflective of the opinion of one or two people. In other words, this provision for anonymity made what is, by its nature, very subjective work as objective as possible.



# McCleary

*Strategy Thumbprint™ by Building Communities, Inc.*