



# CITY OF YELM

## ECONOMIC DEVELOPMENT STRATEGY



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# INTRODUCTION

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**E**conomic development plays a crucial and vital role in creating a roadmap for a successful and vibrant community. The State of Washington, through its Growth Management Act, requires that cities and jurisdictions develop, implement and update elements and plan chapters such as housing and transportation. But the practice and planning of economic development spans many, if not all of a community's planning documents. It creates a roadmap of success – of how a community is able to afford many of the things it deems necessary in the creation of a successful community.

It is the intent that this be a central document that collects and organizes the economic and community development priorities voiced by the citizens, business leaders, council members, educational, and civic group leaders of Yelm. These priorities become action items – actions presented on a five year horizon and matched with tangible results that can be tracked and recorded, ensuring that the strategic plan can be adjusted and improved over time to deliver the highest degree of positive impact possible to the community of Yelm.

This strategic plan does not replace individual organizational plans and goals, but rather serves as a unifying goal and accomplishment sharing strategy that is aligned under the moniker of building a strong and vibrant Yelm.

In many respects, the source documents referenced throughout this strategy represent the growing importance and role that Yelm has in the region's economic development vibrancy. The timing of this strategy is coincident with partners publishing key and critical research and strategy elements. These include the Thurston Regional Planning Council's Sustainable Communities strategy; the Pacific Mountain Workforce Development Council's Industry Cluster Study, and the Thurston Economic Development Council's Thurston Community Economic Alliance. Where possible and feasible, the opinions and priorities of Yelm's citizens and leadership were aligned with different elements of these regional documents. Strategically, this allows Yelm to leverage and pull into the community resources that will work to implement this strategic plan and document elements.

The City of Yelm has been ranked, certainly during the past decade and most likely for the past 15-20 years, at the top of communities in Washington State for growth rates. Many factors can be pointed to that have helped create this trend. The quality of life found throughout the community is at the top of all factors contributing to this growth. So too is the proximity to one of the State of Washington's largest employers and economic drivers – Joint Base Lewis McChord (JBLM). JBLM not only serves as an employment center, but also a generator of retail companies that seek out the personnel that is affiliated with the base. The base has been relatively stable in its size and scope of service, and it is anticipated that that this relative stability will continue well into the next decade. Yelm's location, geographically well-positioned in the South Puget Sound market has a recognized trade area extending westward through Thurston County, and eastward into Pierce County – capturing market interests from the communities of Tenino, Rainier, Roy, Eatonville, and Lakewood. All elements contributing to growth factors. Yelm leadership has done an excellent job of recognizing these factors and has planned for accommodating and capitalizing on these growth factors.

The City Mayor, Council and senior leadership of staff have well positioned their community to take significant action to secure their economic development future. This document is a capture of the work and community outreach undertaken to solicit thoughtful and strategic input. This document is intended to align critical data elements that ensure that actions have the greatest opportunity for a successful and positive impact. Additionally, a careful analysis of strengths, weaknesses, opportunities, and threats was conducted that lends support to priorities of the community as well as addressing gaps of service that hinder business growth and an expansion of an entrepreneurial culture.

The strategic elements are presented as steps that should be considered as recommendations and, where possible, are drafted identifying critical partnership groups that are well poised to impact the economy.



# PROCESS UNDERTAKEN

In 2017, the City Council adopted an updated Comprehensive Plan, culminating a 4-year public process that included hundreds of hours of public participation including meetings with neighborhood associations and business organizations, open houses, and formal public hearings.

The plan is comprehensive in nature and includes, as required by the Growth Management Act, goals and policies relating to the Economy. The Washington State Growth Management Hearings Board once stated, “In planning, as in life, everything is related to everything.” Building a sustainable and livable community requires a vibrant economy to provide its citizens a place to shop and work.

Plans are important to help envision a future. To create that future, implementation of those plans is required. To create specific actions that implement Yelm’s vision of a vibrant economy, Yelm, the city, embarked upon an effort to understand the needs of the business community in order to develop a strategy to help retain, expand, and attract businesses.

## ECONOMIC GOALS OF THE YELM COMPREHENSIVE PLAN

The objective of the economic development chapter is to encourage the location of jobs, goods, and services for the residents of Yelm and Yelm’s service area as an urban center serving southeast Thurston and south Pierce counties.

- Goal 1** Create a healthy economic base for the community by supporting clean industry, tourism, higher education, vocational education, and retail services.
- Policy 1.1** Support the development of retail and commercial services to meet the needs of the community.
- Policy 1.2** Support clean industry by providing large parcels suitable for development and supporting infrastructure.
- Policy 1.3** Support actions to preserve the charm and improve the character of Yelm’s historic Central Business District.
- Policy 1.4** Encourage new commercial services to locate in existing commercially zoned areas.
- Policy 1.5** Encourage the location of higher education and vocational education institutions in Yelm, focused on areas of interest in Yelm, such as:
- Agriculture
  - Horticulture
  - Forestry
- Policy 1.6** Market Yelm’s attractions to tourists; such as its agricultural setting, views of Mount Rainier, location at the head of the proposed regional railway right-of-way trail, fishing, hiking, bicycling, horseback riding, and day-trip proximity to Mount Rainier, ocean, and theme parks.
- Policy 1.7** Support the development of a survey of the strengths and weaknesses of the local economy and develop strategies to address the results.
- Policy 1.8** Support the development of a summary of the state of the local economy.
- Policy 1.9** Join with the Thurston Economic Development Council to identify potential businesses to locate in Yelm’s industrial areas.
- Policy 1.10** Join with the Thurston Economic Development Council to promote cottage industries within the community.
- Policy 1.11** Coordinate with state run universities and community colleges to promote Yelm as a satellite

location for a state education center.

- Goal 2** Coordinate economic development efforts to attract and retain businesses and jobs.
- Policy 2.1** Support efforts by the Thurston Economic Development Council and Yelm Chamber of Commerce to develop an intergovernmental collaboration and coordination panel focused on sustainability and aligned with economic development organizations.
- Policy 2.2** Support regional efforts to establish and update a matrix of development processes and publish a white paper as the guidepost for comprehensive plan updates and local land use issues.
- Policy 2.3** Coordinate with other permitting jurisdictions to advocate for permitting vision, clarity, and predictability.
- Policy 2.4** Support regional efforts to create a community-wide vision and action plan for coordinated and efficient governance that enlists multiple organizations in the implementation of defined community priorities and goals.
- Policy 2.5** Encourage the creation of a City economic development effort to include marketing to attract new businesses that are consistent with the community’s vision, to support retaining existing businesses, and to support small businesses.
- Policy 2.6** Explore opportunities to defer or delay system development charges to encourage new business and facilitate revitalization in the City.
- Policy 2.7** Explore incentive opportunities to encourage infill development within the City.
- Goal 3** Foster industry clusters to create jobs and increase revenue circulation locally.
- Policy 3.1** Support efforts to create local opportunities for educational funding.
- Policy 3.2** Support efforts to encourage the Washington State Legislature to create business tax incentives/credits.
- Goal 4** Create an innovation culture to encourage entrepreneurship.
- Policy 4.1** Support regional efforts to explore public-private partnerships for creation of a community artist’s center as a place for arts to exist and interact.
- Policy 4.2** Support efforts to evaluate the potential for creating a South County telework center, perhaps co-located with a small business incubator, library, or other appropriate use.
- Policy 4.3** Support private efforts to recruit artists and entertainers in order to create vital urban places that make the community an exciting place to live and attract young innovators.
- Goal 5** Provide robust infrastructure to support economic development.
- Policy 5.1** Support/preserve long-term investment in multimodal transportation.
- Policy 5.2** Build capacity in telecommunications and fiber networks for commercial & industrial properties/business parks and employment centers.
- Policy 5.3** Identify telecom/infrastructure gaps in the network, and place conduit during public works construction projects.
- Policy 5.4** Consider “last mile” freight delivery needs when developing site design and

# PROCESS UNDERTAKEN

ingress/egress requirements, street standards, and neighborhood-commercial circulation.

**Policy 5.5** Advocate for sustainable funding mechanisms.

**Goal 6** Ensure adequate supply of shovel-ready land along primary transportation corridors and invest in commercial and industrial redevelopment.

**Policy 6.1** Assess buildable land availability/readiness.

**Policy 6.2** Support regional efforts to protect employment-bearing lands and ensure an adequate supply to match target industries (medical, manufacturing, food, chemical).

**Policy 6.3** Support brownfield clean-up strategies/planned actions for development and redevelopment.

**Goal 7** Create a robust economy through sustainable practices.

**Policy 7.1** Support the Economic Development Councils efforts to implement the Sustainable Economy action plan.

*supporting Existing Bus*

- High Rents in certain dev - (Seattle Rates) so people can't afford
- Beautiful Bayway - good thing. No one figured out marketing yet. Tour - Need "Beautiful Bay"
- "decidedly different" (vcb) Hashtag too long; stupid
- People notice the difference with new city admin - Better!
- Supportive of new council action to allow split of payments for dev. fees

## 2017 ECONOMIC DEVELOPMENT SUMMIT

Mayor Foster convened an Economic Summit on June 15, 2017 to listen to and learn from the business community. All businesses in Yelm, along with key community stakeholders and Yelm's economic development partners, were invited. Key focus areas of the summit included Transportation & Infrastructure, Blight & Beautification, Starting a Business, Supporting Existing Businesses, and Fees & Charges.

There were no presentations or speeches given by the Mayor or staff members; this first summit was truly a listening session, and a very successful one, with great participation from the business community. City staff left with 23 full sheets of comments.

Part 2 of the Summit took place on August 15, 2017. During the time between the meetings, City staff worked to consolidate, summarize, and group the comments received at the first summit as well as prepare action steps to address the comments and concerns.

The purpose of Part 2 was to ensure that staff correctly captured the comments and concerns of the business community, and to seek business owners approval of the proposed actions. Significantly, the City had already undertaken or completed a number of the identified action steps.

Although the business community was not able to attend the second summit in the same numbers as the first, the takeaway was that staff had correctly captured their concerns and that the City was on the right path towards helping them be successful.

The result of the City's outreach to the business community is this Economic Development Strategy, a document designed to help the City accomplish Mayor Foster and the City Council's vision of thoughtful growth of Yelm's economic diversity and vitality.

It is the goal of the City to retain existing businesses, helping them grow and expand, as well as attracting new businesses to the City.

TRANS.

- OPPORTUNITY FOR PARTNERSHIP BETWEEN SCHOOL DIST & CITY, & BUSINESS COMMUNITY, BUT SCHOOL FUNDS ARE LIMITED & IT IS HARD TO TAKE ON FINANCIAL BURDEN OF INFRASTRUCTURE IMP (FRONTAGE, TRAFFIC CONTROL, HOOK-UPS).
- CHALLENGE - TRANS REQ'MENTS FOR HOMELESS CHILDREN - THEY HAVE RIGHT TO STAY AT THEIR ORIG SCHOOL -> SO NEW DIST IS RESP FOR TRANSPORTATION.
- KIDS CAN'T USE PUBLIC TRANSIT FOR RUNNING START - TOO LONG.
- LANDSCAPING ON NEW ROUNDABOUT
- HARD TO ACCESS TRAIL -> FIND PARKING SIGNAGE
- HOUSING INCENTIVE FOR NEW TEACHERS GOOD YOUNG ADULT HOUSING (VERY FAMILY ORIENTED)



# SUPPORT BUSINESS

## WHAT WAS SAID

- There is confusion over business & occupation (B&O) tax rules & forms
  - What constitutes taxable sales for B&O tax is not clearly stated
  - Poor attitude at the City causes roadblocks to new businesses
    - Codes are confusing
- Need transparency & good data about the process and costs for starting a business
  - Need a one-stop shop for all the information needed to start a business
    - Forms and information should be online and submitted digitally
      - Need online checklists for new businesses
- Continue to promote the positive direction for Mayor & City Administrator
  - Be encouraging to small businesses, establish an ombudsman
    - Lobby for new businesses
      - Put up welcome & military appreciation banners
      - Hold new business workshops & mentor new businesses
- Get the Small Business Development center to Yelm for training and workshops
  - Provide economic & geographic data about Yelm to the business community
    - Create a small business incubator space in Yelm
- The process to start or expand a businesses is too complex
  - Sign regulations need to be revised to increase advertising potential
    - Home businesses should be encouraged
      - Public parking is not well marked

## POSSIBLE ACTIONS

- PUBLISH ALL FORMS ONLINE AND ALLOW FOR DIGITAL SUBMISSION
- DEVELOP "ROAD MAPS" AND CHECKLISTS FOR NEW BUSINESSES
- Explore using the Washington State business license system
  - Review B&O reporting requirements and forms
    - Review and update sign code
- Support the Economic Development Council to bring their programs to Yelm
  - Partner with the Port of Olympia for industrial incubator opportunities
    - Review home occupation standards
- Install additional signage for city facilities & public parking
- CONTINUE TO PROMOTE THE POSITIVE DIRECTION OF THE MAYOR & CITY ADMINISTRATOR
- DEVELOP AN ECONOMIC STRATEGY TO RETAIN, EXPAND AND ATTRACT BUSINESSES

## SUPPORT BUSINESS

WHAT YOU SAID

- There is confusion over business & occupation (B&O) tax rules & forms
- What constitutes taxable sales for B&O tax is not clearly stated
- Poor attitude at the City causes roadblocks to new businesses
  - Codes are confusing
- Need transparency & good data about the process & costs for starting a business
- Need a one stop shop for all the information needed to start a business
- Forms & information should be online & submitted digitally



# REDUCE COSTS

## WHAT WAS SAID

The cost of sign permits, water, impact fees & home occupation permits are too high  
B&O tax rates should be reviewed

The cost of installing necessary improvements & upgrading old buildings is too high

Rent is too high in some parts of town

Alternative funding sources needed for new businesses

Create a sliding fee scale for small vs large businesses

Explore tax incentives for new businesses

Defer System Development Charges

## POSSIBLE ACTIONS

Connect start-ups with the Economic Development Council's ThINk local investment program

Review fees & taxes (B&O) annually

Allow the amortization of System Development Charges

Review utility rate, base fees, & connection charges

Prioritize public projects (streets & utilities) in areas targeted for growth & development

Update the Unified Development Code & Engineering Specifications to implement economic goals

Explore incentives to provide affordable commercial space

# INFRASTRUCTURE

## WHAT WAS SAID

Support the SE Thurston Fire Authority

Find a short-term solution to traffic on Yelm Avenue

What must be available for growth

Water & sewer infrastructure must be maintained and expanded to support growth

Support Intercity Transit to increase service to Yelm

Support Yelm Community Schools as a workforce development partner

Explore options for the use of the Prairie Line Railroad

Work with PSE to increase reliability of the power grid

Improve access to I-5

## POSSIBLE ACTIONS

Partner with SE Thurston Fire Authority

Construct local roads to reduce congestion on Yelm Avenue

Obtain water rights to provide for growth in Capital Facilities Plans

Partner with Intercity Transit

Partner with Yelm Community Schools

Review options for the Yelm Prairie Line Railroad

Require all new developments to underground their power & work with PSE to underground existing lines

# BUILD COMMUNITY

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## WHAT WAS SAID

Plant street trees, build more sidewalks and complete streets

Encourage more festivals and events

Promote the trail system and market to recreational bicycles

Beautify the City

Create gateways such as archways over Yelm Avenue

Develop a theme for Yelm

Support the Bountiful Byway project; partner with the Yelm Farmers Market and support agricultural businesses

Continue to work with local press to provide excellent community communication

Open a multi-use space for a small business incubator

Create a walkable community with great destinations

Develop community broadband

Increase higher education opportunities

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## POSSIBLE ACTIONS

Complete streets and more of them

Work with property owners to remove blight

Engage citizens to participate in the Downtown Corridor Plan

Continue to provide support for community events

Encourage private/public participation to promote the trail system and local events

Work with Yelm Farmers Market to support agricultural business and relocate to Yelm





# ECONOMIC DEVELOPMENT DATA

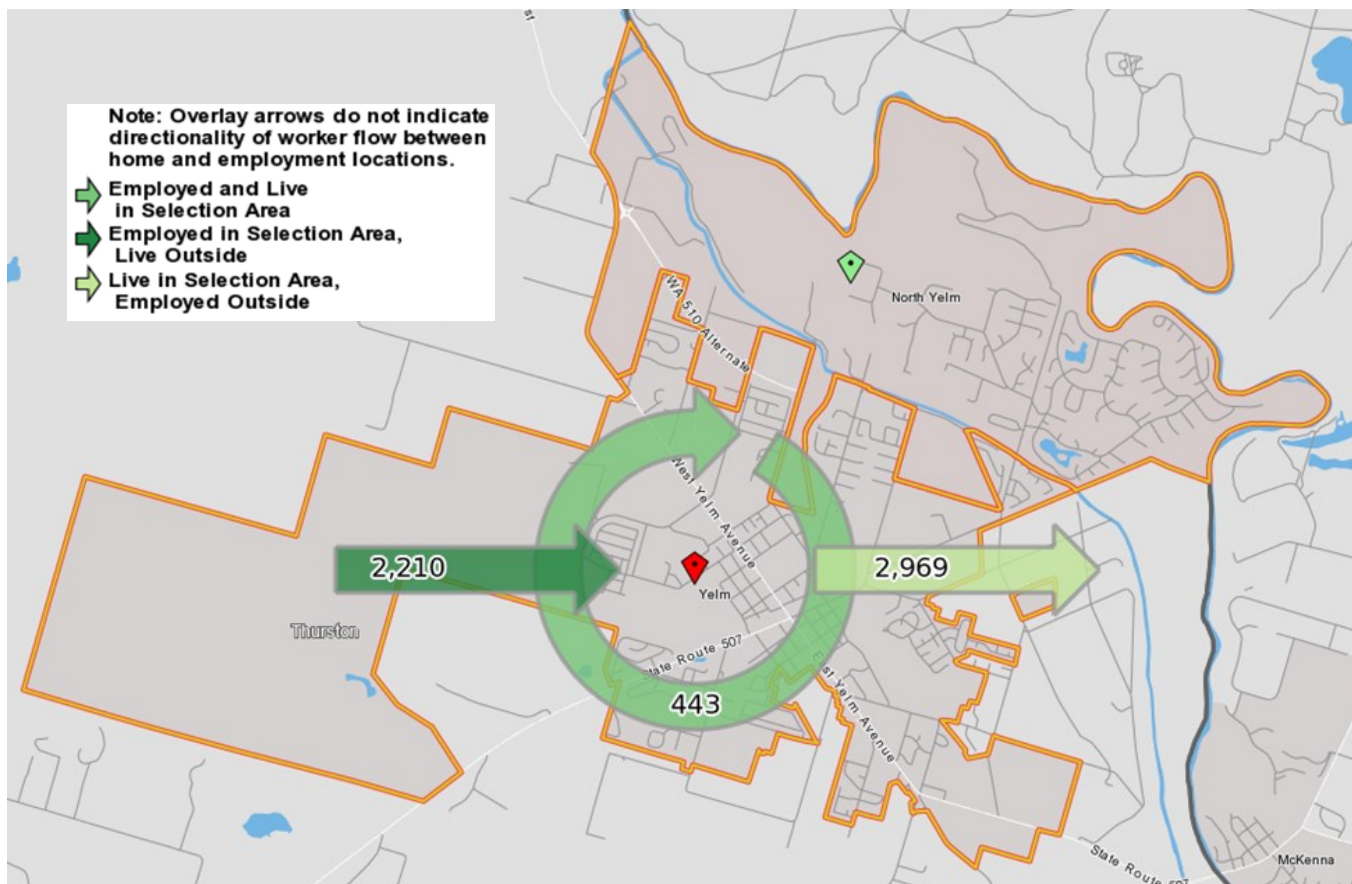
## OVERVIEW:

This section is focused on data to assess the overall economic conditions of Yelm. The main data sources include open sourced data from the U.S. Census Bureau – Longitudinal Employer Household Dynamics (LEHD) and private data from Applied Geographic Solutions. The purpose of this section is to provide Yelm-specific data and an assessment of that data. The information below is focused on inflows and outflows which are broken up into two main categories; 1.) People who live within Yelm, and 2.) People who work within Yelm. This assessment will include inflow/outflow counts on jobs within a particular industry by age, earnings, and educational attainment. Additionally, an overview of “Retail Potential” will be provided at the end of this section.

## INFLOW-OUTFLOW:

Inflow and outflow counts represent individuals who work inside Yelm (inflow), and people who live in Yelm and work outside of Yelm (outflow). The data for this section is provided by the U.S. Census Bureau – Longitudinal Employer Household Dynamics (LEHD). The parameters are set to the most recent data available which represents data from the year 2015 and is focused on “Primary Jobs,” a public or private-sector job that is the highest paying job for an individual worker. This data set pulls in both Yelm and North Yelm data as identified by the U.S. Census Bureau (see below for a map of the assessed region).

Based off of the set parameters, 2,210 people live outside of Yelm and work in Yelm (inflow), 443 people live in Yelm and work in Yelm, and 2,969 people live in Yelm and work outside of Yelm (outflow). See following sections for a detailed breakdown of these individual by industry, age, earnings, and educational attainment.

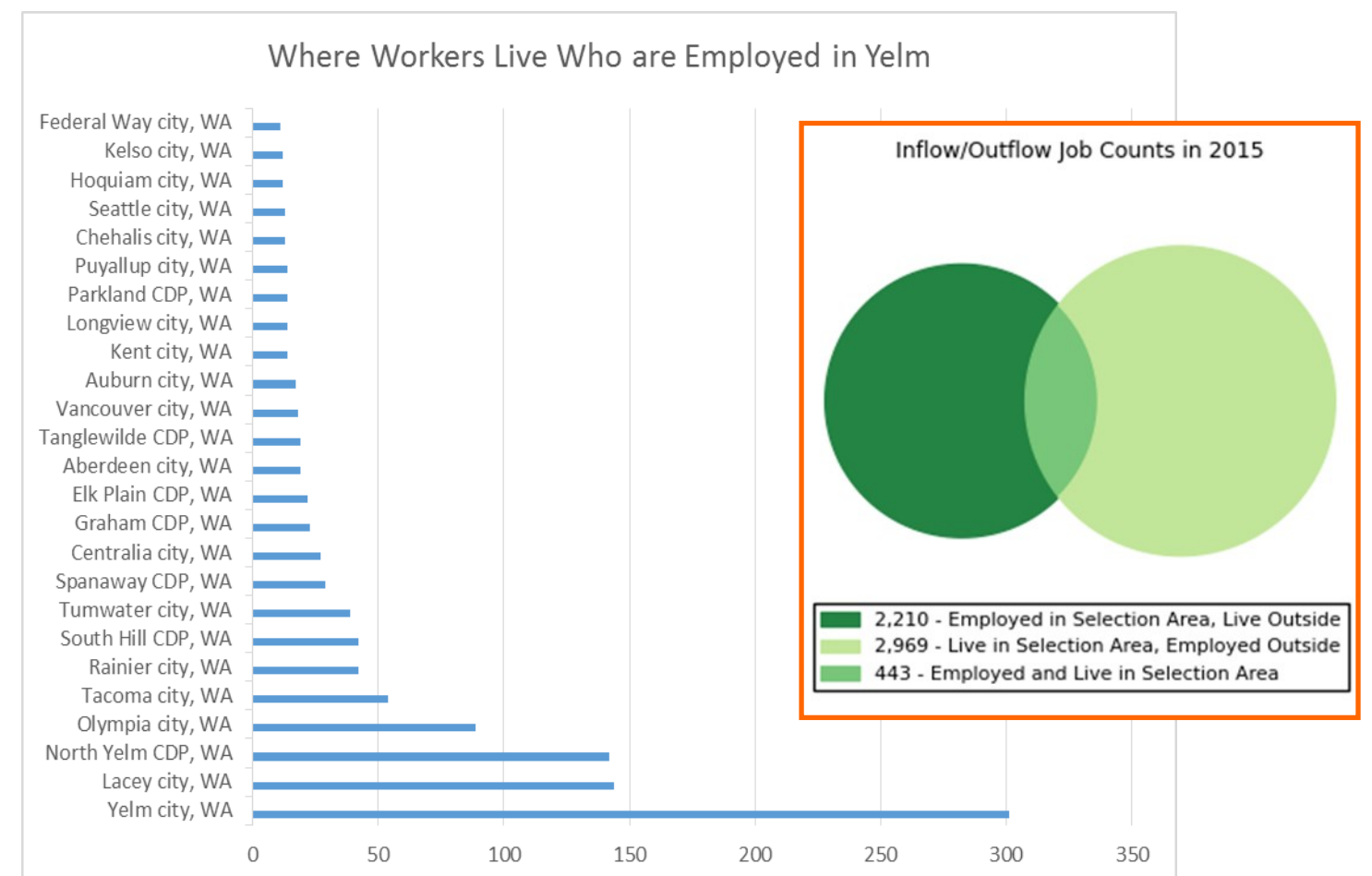


## INFLOW DESTINATION/COUNTS:

This section analyzes all individuals who are employed in Yelm by the location (city or Census Designated Place - CDP) in which they reside. Based off of the set parameter, there is a total of 2,653 individuals employed in Yelm, which includes 2,210 individuals who live outside of Yelm and work in Yelm, and 443 individuals who live in Yelm and work in Yelm. Of the individuals who do not live in the analysis area, the next top five (5) communities by number of individuals who are employed (imported) in Yelm include:

- Lacey, WA (144 individuals or 5.4% of total)
- Olympia, WA (89 individuals or 3.4% of total)
- Tacoma, WA (54 individuals or 2.0% of total)
- Rainier, WA (42 individuals or 1.6% of total) and,
- South Hill CDP, WA (42 individuals or 1.6% of total)

Yelm and North Yelm combined make up a total of 443 individuals which is 16.7% of the total.



# ECONOMIC DEVELOPMENT DATA

## Jobs Counts by Places (Cities, CDPs, etc.) Where Workers Live - Primary Jobs

	Count	Share
Yelm city, WA	301	11.3%
Lacey city, WA	144	5.4%
North Yelm CDP, WA	142	5.4%
Olympia city, WA	89	3.4%
Tacoma city, WA	54	2.0%
Rainier city, WA	42	1.6%
South Hill CDP, WA	42	1.6%
Tumwater city, WA	39	1.5%
Spanaway CDP, WA	29	1.1%
Centralia city, WA	27	1.0%
Graham CDP, WA	23	0.9%
Elk Plain CDP, WA	22	0.8%
Aberdeen city, WA	19	0.7%
Tanglewilde CDP, WA	19	0.7%
Vancouver city, WA	18	0.7%
Auburn city, WA	17	0.6%
Kent city, WA	14	0.5%
Longview city, WA	14	0.5%
Parkland CDP, WA	14	0.5%
Puyallup city, WA	14	0.5%
Chehalis city, WA	13	0.5%
Seattle city, WA	13	0.5%
Hoquiam city, WA	12	0.5%
Kelso city, WA	12	0.5%
Federal Way city, WA	11	0.4%
All Other Locations	1,509	56.9%

## OUTFLOW DESTINATION/COUNTS:

This section analyzes all individuals who live in Yelm and are employed outside of Yelm by the location (City or Census Designated Place - CDP) in which they are employed. Based on the City of Yelm and North Yelm CDP, there is a total of 3,412 individuals who live in Yelm that are employed, which includes 2,969 individuals who live in of Yelm and work outside of Yelm, and 443 individuals who live in Yelm and work in Yelm. Of the individuals who do not live in the analysis area, the next top five (5) communities by number of individuals who are employed (exported) outside of Yelm include:

Olympia, WA (336 individuals or 10.6% of total)

Tacoma, WA (319 individuals or 9.3% of total)

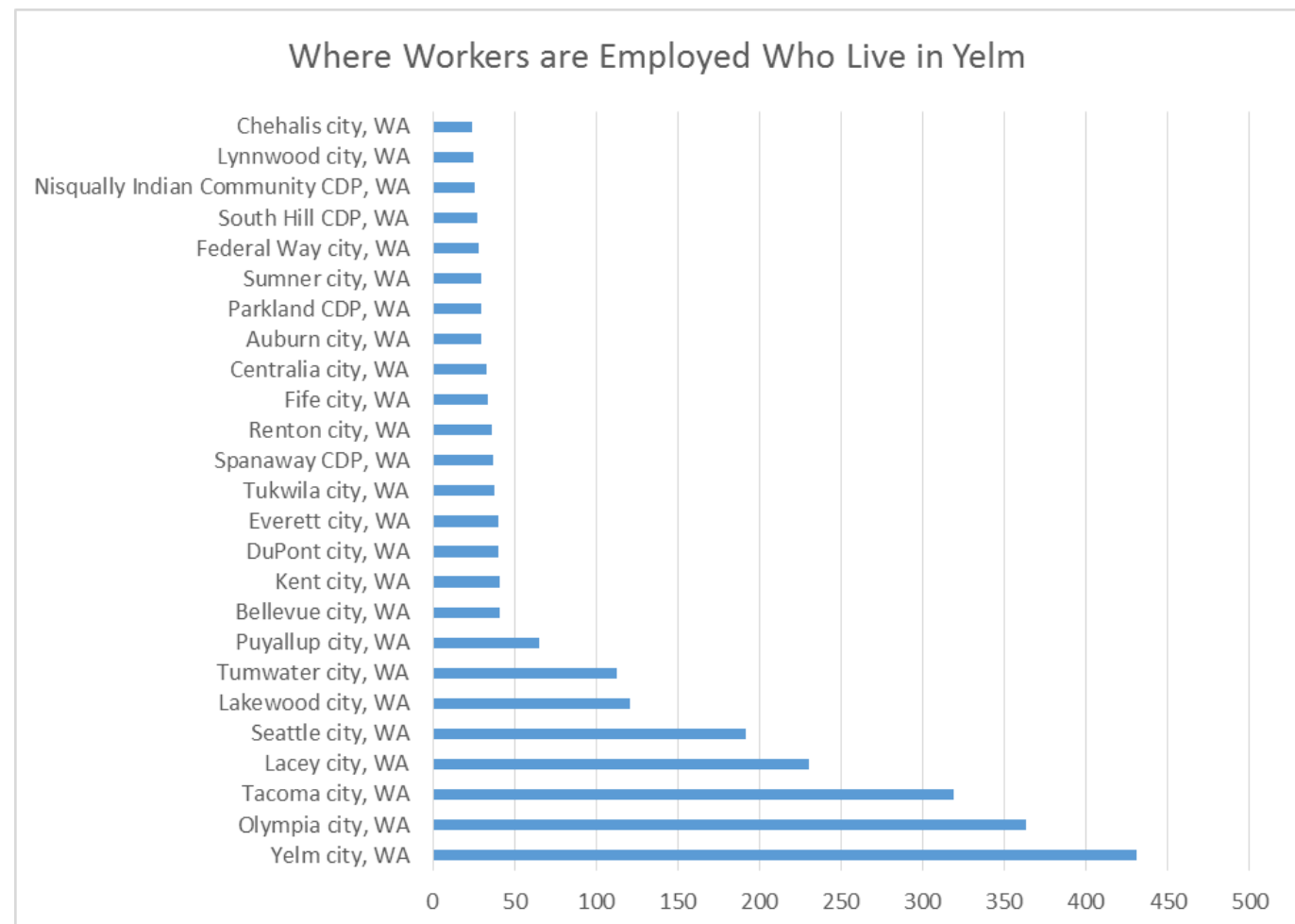
Lacey, WA (230 individuals or 6.7% of total)

Seattle, WA (192 individuals or 5.6% of total) and,

Lakewood, WA (121 individuals or 3.5% of total)

Note: Tumwater, WA is a close 6th with 113 individuals or 3.3% of the total

Yelm and North Yelm combined make up a total of 443 individuals which is 13.0% of the total.

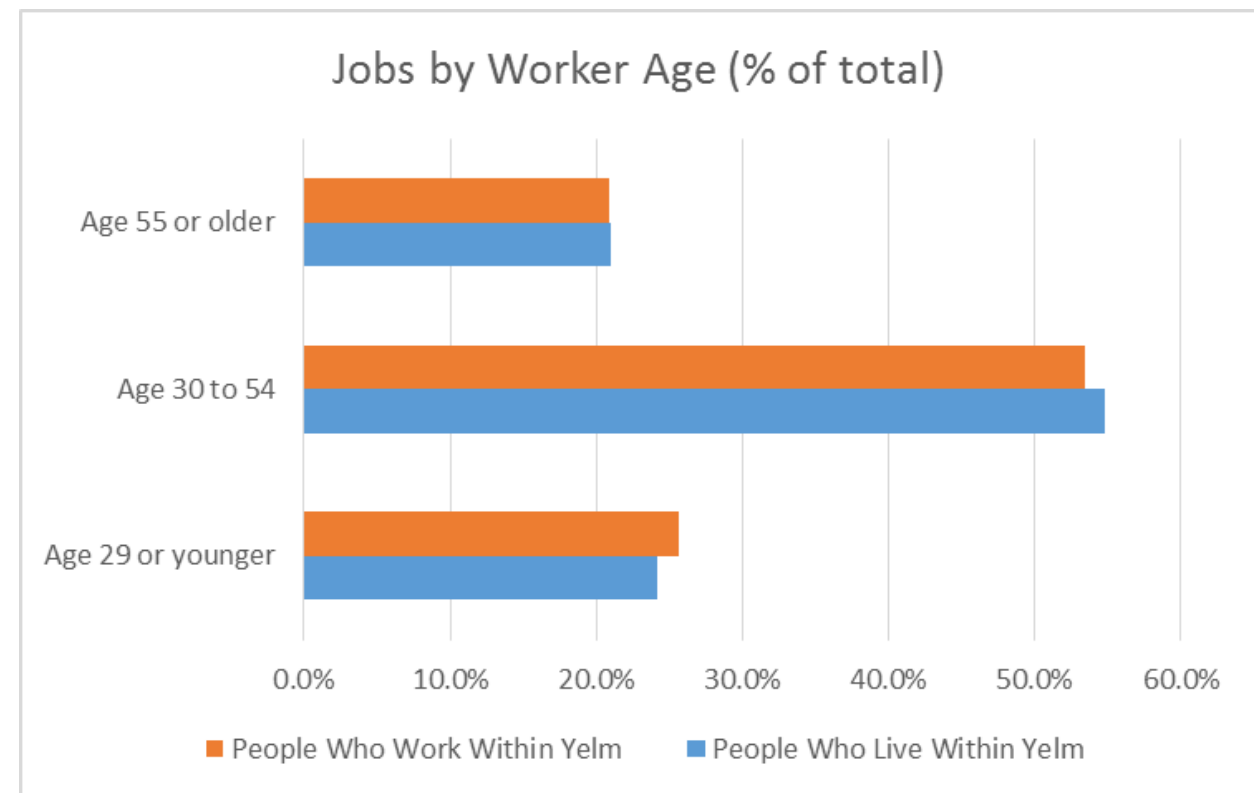
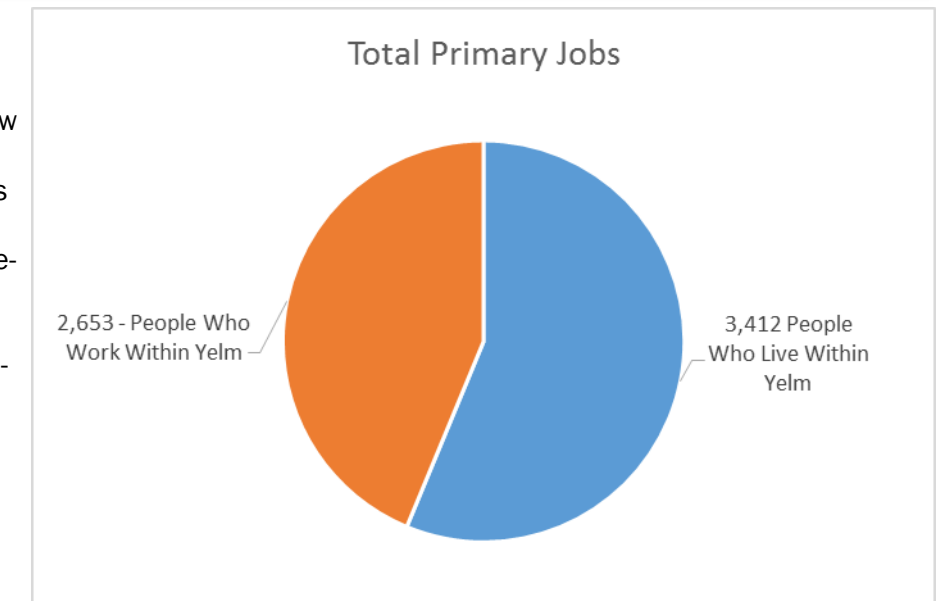


# ECONOMIC DEVELOPMENT DATA

Jobs Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - Primary Jobs		
	Count	Share
Yelm city, WA	431	12.6%
Olympia city, WA	363	10.6%
Tacoma city, WA	319	9.3%
Lacey city, WA	230	6.7%
Seattle city, WA	192	5.6%
Lakewood city, WA	121	3.5%
Tumwater city, WA	113	3.3%
Puyallup city, WA	65	1.9%
Bellevue city, WA	41	1.2%
Kent city, WA	41	1.2%
DuPont city, WA	40	1.2%
Everett city, WA	40	1.2%
Tukwila city, WA	38	1.1%
Spanaway CDP, WA	37	1.1%
Renton city, WA	36	1.1%
Fife city, WA	34	1.0%
Centralia city, WA	33	1.0%
Auburn city, WA	30	0.9%
Parkland CDP, WA	30	0.9%
Sumner city, WA	30	0.9%
Federal Way city, WA	28	0.8%
South Hill CDP, WA	27	0.8%
Nisqually Indian Community CDP, WA	26	0.8%
Lynnwood city, WA	25	0.7%
Chehalis city, WA	24	0.7%
All Other Locations	1,018	29.8%

## JOBS BY INDIVIDUAL

This section analyzes the inflow and outflow of individuals by age, earnings and educational attainment. As stated in the previous sections "Inflow Destination/Counts" and "Outflow Destination/Counts," the two categories of analysis are 1.) People who work within Yelm, and 2.) People who live within Yelm. Both categories include the 443 individuals who live in Yelm and work within Yelm.



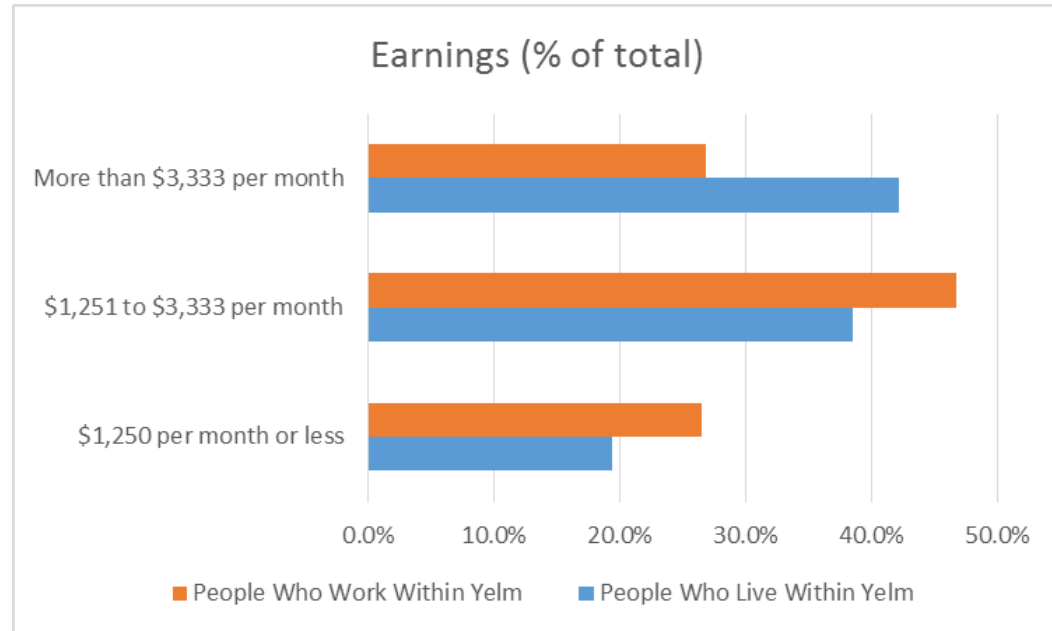
## JOBS BY AGE

For workers age 29 and under, Yelm imports 25.6% (680 workers) and exports 24.2% (825 workers) of its workforce. For workers age 30 – 54, Yelm imports 53.4% (1,418 workers) and exports 54.8% (1,870 workers) of its workforce. For workers 55 or older, Yelm imports 20.9% (555 workers) and exports 21% (717 workers) of its workers.

# ECONOMIC DEVELOPMENT DATA

## JOBS BY EARNINGS

Yelm is the home of relatively high wage earners, with 42.1% (1,438 individuals) of its residents who live in Yelm and work outside of Yelm earning more than \$3,333 per month. In comparison to jobs hosted in Yelm, 26.8% (711 individuals) of jobs in Yelm earn more than \$3,333 per month. For the earnings category \$1,251 - \$3,333 per month, 38.5% (1,312 individuals) live in Yelm and work outside of Yelm, while Yelm hosts 46.7% (1,239 individuals) of its workforce who work in Yelm. For the earnings category \$1,250 per month or less, 19.4% (662 individuals) live in Yelm and work outside of Yelm, while Yelm hosts 46.7% (1,239 individuals) of its workforce who work in Yelm.



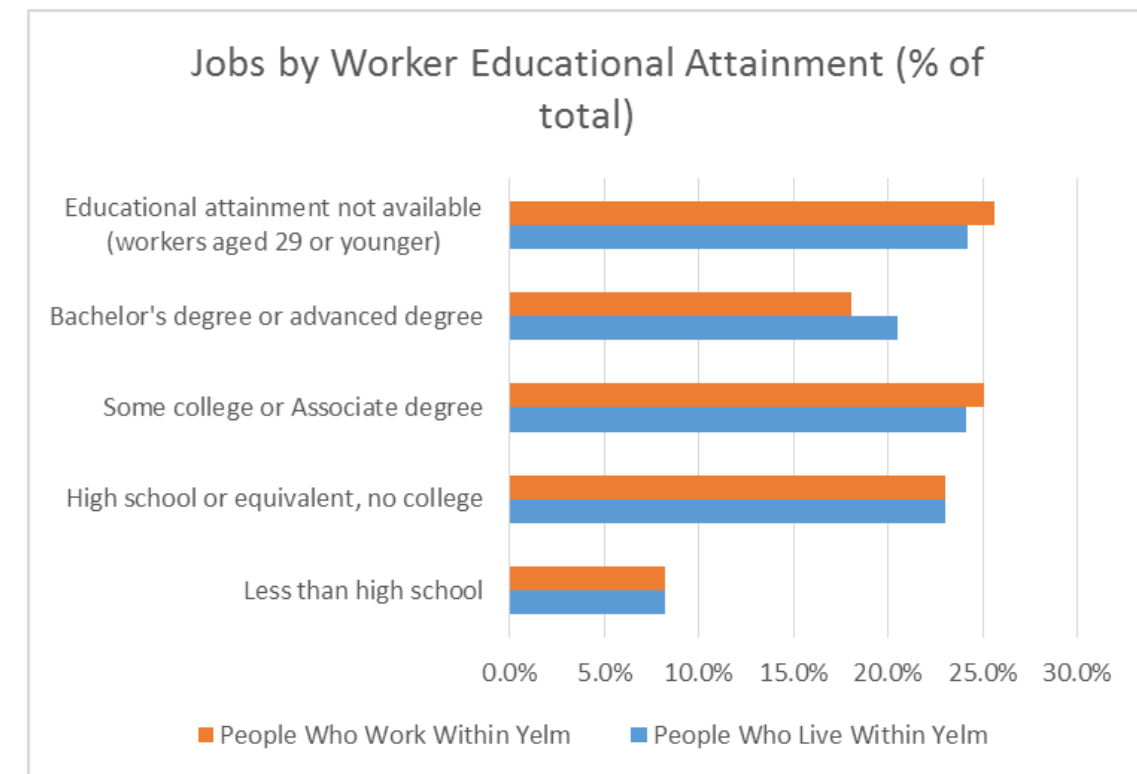
For the earnings category \$1,250 per month or less, 19.4% (662 individuals) live in Yelm and work outside of Yelm, while Yelm hosts 46.7% (1,239 individuals) of its workforce who work in Yelm.



Jobs by Earnings	Home Area Profile Report		Work Area Profile Report		Change From Home to Work Count Difference
	Count	Share	Count	Share	
\$1,250 per month or less	662	19.4%	703	26.5%	-41
\$1,251 to \$3,333 per month	1,312	38.5%	1,239	46.7%	73
More than \$3,333 per month	1,438	42.1%	711	26.8%	727

## JOBS BY EDUCATIONAL ATTAINMENT

Yelm is home to an educated workforce which exports 44.6% (1,521 individuals) of its residents who have attained anywhere from some college to an advanced degree. In comparison, Yelm's imported workforce consists of 43.1% (1,124 individuals) of individuals in this same category. Yelm imports and exports the same percentage of workforce who have a high school or equivalent degree (no college), which totals 23% for each category, with 786 individuals who live in Yelm and work elsewhere and 611 individuals who are employed in Yelm. This trend remains the same within the "less than high school attainment category" at 8.2% for imports and exports. This category is made up of 280 individuals who live in Yelm and work elsewhere and 218 individuals who are employed in Yelm.



Jobs by Worker Educational Attainment	Home Area Profile Report		Work Area Profile Report		Change From Home to Work Count Difference
	Count	Share	Count	Share	
Less than high school	280	8.2%	218	8.2%	62
High school or equivalent, no college	786	23.0%	611	23.0%	175
Some college or Associate degree	822	24.1%	664	25.0%	158
Bachelor's degree or advanced degree	699	20.5%	480	18.1%	219
Educational attainment not available (workers aged 29 or younger)	825	24.2%	680	25.6%	145



# ECONOMIC DEVELOPMENT DATA

## JOBS BY INDUSTRY

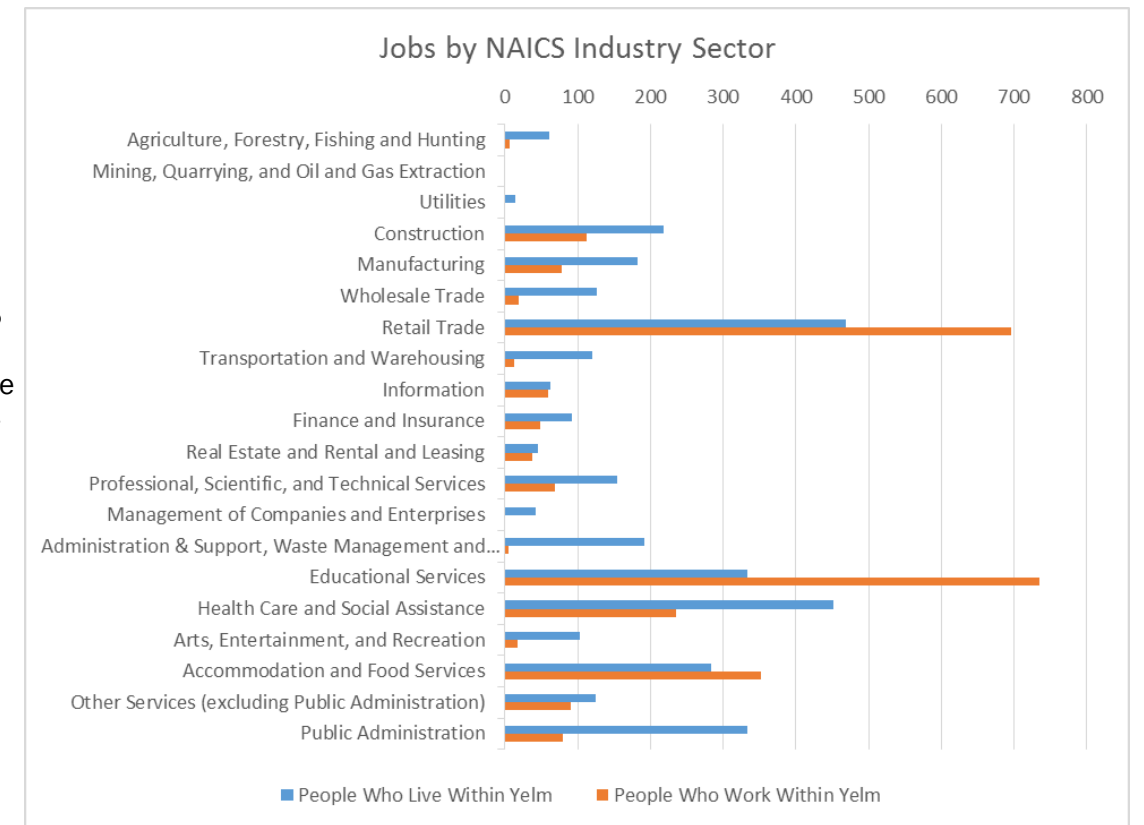
This section analyzes jobs by North American Industry Classification System (NAICS) by inflow and outflows of individuals to and from Yelm. The NAICS is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. Every business has a NAICS associated with their business and data is available at the census block level. In this section, the data provided allows for analysis of gaps and opportunities for potential industry recruitment and/or expansion.

This analysis is made by assessing the top net exporters of workers within a specific industry. One way to look at this is to look at scenarios where there is a large number of individuals who live in Yelm but commute outside of Yelm for work (who work in a particular industry) and compare them to workers who commute into Yelm for work in the same industry. If the number of workers who commute outside of Yelm for the same industry far outweighs the import of workers, this is an indicator for recruiting and/or expanding businesses within this industry to capture the local talent that live within Yelm.

The top three net export industries by jobs (individuals who live in Yelm and where they are employed), excluding Public Administration, include Retail Trade, Health Care & Social Assistance, and Educational Services. These three industries combined make up 36.7% (1,253 individuals) of all jobs for individuals who live in Yelm. The following is a breakdown by industry of all individuals who live in Yelm that are employed by a specific industry.

INDUSTRY	# OF INDIVIDUALS	% OF TOTAL
Retail Trade	468	13.7%
Health Care and Social Assistance	452	13.2%
Public Administration	334	9.8%
Educational Services	333	9.8%
Accommodation and Food Services	284	8.3%
Construction	218	6.4%
Administration & Support, Waste Management and Remediation	192	5.6%
Manufacturing	183	5.4%
Professional, Scientific, and Technical Services	155	4.5%
Wholesale Trade	127	3.7%
Other Services (excluding Public Administration)	124	3.6%
Transportation and Warehousing	120	3.5%
Arts, Entertainment, and Recreation	103	3.0%
Finance and Insurance	92	2.7%
Information	63	1.8%
Agriculture, Forestry, Fishing and Hunting	61	1.8%
Real Estate and Rental and Leasing	45	1.3%
Management of Companies and Enterprises	43	1.3%
Utilities	15	0.4%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%

The top three net import industries by jobs (individuals who are employed in Yelm), include Educational Services, Retail Trade, and Accommodation and Food Services. These three industries combined make up 67.2% (1,783 individuals) of all jobs for individuals who are employed in Yelm. The following is a breakdown by industry of all individuals who are employed in Yelm by industry:



INDUSTRY	# OF INDIVIDUALS	% OF TOTAL
Educational Services	735	27.7%
Retail Trade	696	26.2%
Accommodation and Food Services	352	13.3%
Health Care and Social Assistance	236	8.9%
Construction	112	4.2%
Other Services (excluding Public Administration)	90	3.4%
Public Administration	79	3.0%
Manufacturing	78	2.9%
Professional, Scientific, and Technical Services	68	2.6%
Information	60	2.3%
Finance and Insurance	49	1.8%
Real Estate and Rental and Leasing	37	1.4%
Wholesale Trade	19	0.7%
Arts, Entertainment, and Recreation	17	0.6%
Transportation and Warehousing	13	0.5%
Agriculture, Forestry, Fishing and Hunting	7	0.3%
Administration & Support, Waste Management and Remediation	5	0.2%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%
Utilities	0	0.0%
Management of Companies and Enterprises	0	0.0%

# ECONOMIC DEVELOPMENT DATA

## RETAIL POTENTIAL

This section analyzes consumer expenditure data provided by Applied Geographic Solutions. An explanation of Retail Potential is provided below:

*The Census of Retail Trade presents a table known as the Merchandise Line summary, which relates approximately 120 merchandise lines (e.g. hardware) to each of the store types. For each merchandise line, the distribution of sales by store type can be computed, yielding a conversion table which apportions merchandise line sales by store type. The AGS Consumer Expenditure database was re-computed to these merchandise lines by aggregating both whole and partial categories, yielding, at the block group level, a series of merchandise line estimates which are consistent with the AGS Consumer Expenditure database. These two components were then combined in order to derive estimated potential by store type. The results were then compared to current retail trade statistics to ensure consistency and completeness. (Source: Applied Geographic Solutions)*

Retail Potential indicates the dollar (\$) amount each household spends on goods or services. This data is then rolled up to the block group level and aggregated for a specific geography. The top performing consumer expenditure categories (over \$1,000 per household) include Grocery Stores, New Car Dealers, Department Stores, Mail Order and Catalog Stores, Computer Stores, Pharmacy and Drug Stores, and Warehouse Superstores. These top six categories account for 61.2% (\$53,392,000) of all consumer expenditures. Below is a breakdown of all consumer expenditures by household and expenditure category:

Retail Potential (2017)	\$ PER HOUSEHOLD	TOTAL \$000'S	% OF TOTAL
Grocery Stores	\$5,759	\$17,319	19.8%
New Car Dealers	\$3,575	\$10,750	12.3%
Department Stores	\$2,680	\$8,061	9.2%
Mail Order and Catalog Stores	\$1,959	\$5,892	6.7%
Computer Stores	\$1,419	\$4,268	4.9%
Pharmacy and Drug Stores	\$1,202	\$3,617	4.1%
Warehouse Superstores	\$1,158	\$3,484	4.0%
Gasoline Stations with Convenience Stores	\$918	\$2,763	3.2%
Full Service Restaurants	\$870	\$2,619	3.0%
Limited Service Restaurants	\$865	\$2,603	3.0%
Appliances and Electronics Stores	\$793	\$2,386	2.7%
Auto Parts and Accessories	\$549	\$1,651	1.9%
Other Building Materials Stores	\$489	\$1,472	1.7%
Home Centers	\$409	\$1,232	1.4%
Fuel Dealers	\$349	\$1,051	1.2%
Family Clothing Stores	\$342	\$1,029	1.2%
Furniture Stores	\$337	\$1,015	1.2%
Book Stores	\$325	\$979	1.1%
Other General Merchandise Stores	\$321	\$966	1.1%
Tire Dealers	\$250	\$753	0.9%
Convenience Stores	\$244	\$735	0.8%
Office and Stationary Stores	\$244	\$736	0.8%
User Car Dealers	\$214	\$645	0.7%
Jewelry Stores	\$211	\$636	0.7%
Luggage Stores	\$201	\$607	0.7%
Hardware Stores	\$183	\$553	0.6%
Other Direct Selling Establishments	\$174	\$524	0.6%
Women's Clothing Stores	\$161	\$484	0.6%
Motorcycle and Boat Dealers	\$151	\$455	0.5%
Gasoline Stations without Convenience Stores	\$151	\$457	0.5%
Sporting Goods Stores	\$151	\$455	0.5%
Special Food Services and Catering	\$145	\$437	0.5%
Liquor Stores	\$133	\$403	0.5%
Hotels and Other Travel Accommodations	\$129	\$389	0.4%
Nursery and Garden Stores	\$123	\$372	0.4%
Optical Goods Stores	\$123	\$370	0.4%
Floor Covering Stores	\$119	\$360	0.4%
Other Home Furnishing Stores	\$113	\$341	0.4%
Shoe Stores	\$113	\$341	0.4%
Pet and Pet Supply Stores	\$106	\$319	0.4%
Other Miscellaneous Retail Stores	\$106	\$319	0.4%
Other Health and Personal Care Stores	\$97	\$294	0.3%
Children's and Infant's Clothing Stores	\$91	\$275	0.3%
Camera and Photography Stores	\$90	\$273	0.3%
Record, Tape, and CD Stores	\$85	\$258	0.3%
Vending Machines	\$84	\$254	0.3%
Gift and Souvenir Stores	\$78	\$236	0.3%
Drinking Places	\$77	\$233	0.3%
Meat Markets	\$59	\$178	0.2%
Costmetics and Beauty Stores	\$51	\$155	0.2%
Men's Clothing Stores	\$51	\$154	0.2%
Used Merchandise Stores	\$51	\$156	0.2%
Hobby, Toy, and Game Stores	\$45	\$136	0.2%
Other Specialty Food Markets	\$43	\$132	0.2%
Other Apparel Stores	\$40	\$122	0.1%
Musical Instrument Stores	\$36	\$110	0.1%
Fruit and Vegetable Markets	\$28	\$85	0.1%
Florists	\$26	\$79	0.1%
Clothing Accessory Stores	\$17	\$54	0.1%
Paint and Wallpaper Stores	\$16	\$49	0.1%
Sewing and Needlecraft Stores	\$16	\$51	0.1%
Outdoor Power Equipment Stores	\$15	\$46	0.1%
Fish and Seafood Markets	\$14	\$43	0.05%
Recreational Vehicle Dealers	\$11	\$34	0.04%
Art Dealers	\$9	\$30	0.03%
RV Parks	\$2	\$6	0.01%
Mobile Home Dealers	\$1	\$3	0.00%
Rooming and Boarding Houses	\$1	\$3	0.00%

## SUMMARY

Although Yelm is a net-exporter of individuals in the workforce, Yelm attracts a significant number of individuals for employment opportunities in Yelm – indicating that Yelm is not a “bedroom community.” Yelm imports 2,210 individuals to work in Yelm while exporting 2,969 resident to work outside of the community, and captures 443 individuals who live and work in Yelm. When summing imports and captures, Yelm offers a total of 2,653 jobs. Below is an overview of all sections

**Destinations:** Yelm employers draws mainly from the greater Puget Sound region while also drawing some of its workforce from markets to the south. The vast majority of workforce outflow lands northwest of Yelm mainly in Thurston County and then scattered among the Puget Sound region.

**Age:** Yelm imports and exports similar types of workers (by age category) with a couple very slight differences. Yelm exports more workers than they import, however when we look at the percentage of the total imports and exports, the age categories become fairly even.

**Earnings:** Yelm is the home of relatively high wage earners. Almost half of its residents who live in Yelm and work outside of Yelm earning more than \$3,333 per month which indicates that middle and high wage earner choose Yelm for their home.

**Education:** Yelm is home to an educated workforce, with close to half of its residents having at least some college experience. In this same category, Yelm imports nearly the same percentage of educated workforce as exports indicating a fairly neutral net gain/loss.

**Industry:** Yelm is a net importer in three main industries which are inclusive of Retail Trade, Educational Services and Accommodation & Food Services. Yelm is a net exporter in every other industry category, with the top three export industries inclusive of Public Administration, Health Care & Social Assistance and Administration & Support Services.

**Retail Potential:** Retail potential data indicates that Yelm residents make the majority of their expenditures in the following industries: Grocery Stores, New Car Dealers, Department Stores, Mail Order & Catalogs Stores, Pharmacy & Drug Stores, and Warehouse Superstores.

In comparison with other communities throughout Thurston County, Yelm does not present anomalies. The inflow and outflow analysis categories are similar to other regions in Thurston County on a percentage basis.

The Yelm region is home to an educated workforce. This attribute should be utilized as a recruitment feature for attracting industries that seek out such a concentration of individuals. This demographic would easily act as an incentive to attract light manufacturing, assembly and data processing and, certainly, given the proximity to JBLM and their unique needs, electronic and software development. It should be noted that Yelm’s trade area is demonstrated to be a wide geography, stretching from Tenino in the west to Eatonville in the east. This geographical trade area speaks to the area’s potential as a retail hub.

# STRATEGY ELEMENTS

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The following section is a detailed chapter divided into five critical economic development strategy sections. Within each section are detailed work elements – all aligned to leverage existing partnerships and to develop new partnerships. Each element has an identified and proposed lead agency – some are private sector groups and/or agencies, and some are the City of Yelm itself, but in all instances a team is identified that shares focus and similar work plans.

## WORKFORCE AND EDUCATION

building a quality labor pool and opportunities for residents

## BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP DEVELOPMENT

building a culture of entrepreneurship and locally owned businesses; and building capacity within the community to support growing and expanding businesses

## SECTOR GROWTH

recruitment and retention of new business and industry to the community

## INFRASTRUCTURE

inclusive of funding strategies and leveraged resources and partners

## BRANDING AND MARKETING

ensuring that the brand of Yelm is aligned with the efforts and priorities of the community.



# CITY OF YELM ECONOMIC DEVELOPMENT STRATEGY

## Focus Area 1: Local Business Development - Create a Culture of Innovation & Entrepreneurship

Support the growth of new businesses and startups, retain and expand existing businesses, and build a robust business support and technical services system.

POLICY	SCHEDULE	ACTIONS	LEAD	PARTNERS
Build capacity at the Yelm Area Chamber of Commerce		<p>Increase leveraged resources and partnerships through the Yelm Chamber and increase capacity for the support of economic development</p> <p>Chamber supports regional partnership efforts:</p> <ul style="list-style-type: none"> <li>• South Thurston Economic Development Initiative</li> <li>• Shop South Program</li> <li>• Thurston Community Economic Alliance</li> </ul> <p>Ensure the Yelm Chamber has opportunities to promote at City functions as the regional voice for supporting commerce and business</p> <p>Chamber develops and implements a speakers bureau that promotes commerce and business expansion in the south Thurston and south Pierce County region</p>	Yelm Chamber Thurston EDC City of Yelm	TCEA STEDI VCB TRL Yelm Schools Nisqually Tribe
Provide technical support to Yelm businesses		<p>Establish a Yelm satellite of the Center for Business &amp; Innovation</p> <p>Coordinate a regular presence by Thurston EDC in Yelm, including the following programs:</p> <ul style="list-style-type: none"> <li>• Washington Center for Women in Business</li> <li>• Small Business Development Center</li> <li>• SCORE</li> <li>• ScaleUp Training Series</li> <li>• Government procurement assistance through the Procurement Technical Assistance Center (PTAC);</li> <li>• Access to capital through the Thurston Investment Network (ThINK);</li> <li>• Data mining &amp; site location assistance</li> </ul> <p>Create a local investment network for the Yelm area.</p> <p>Develop “Road Maps” &amp; checklists for new businesses</p> <p>Provide economic and geographic data about Yelm to the business community</p> <p>Publish all forms online &amp; allow for digital submission</p> <p>Explore using the Washington State Business license system</p> <p>Review B&amp;O reporting requirements and forms</p> <p>Review &amp; update sign code</p> <p>Install additional signage for City facilities and public parking</p> <p>Review fees &amp; taxes (B&amp;O) annually</p> <p>Allow the amortization of system development charges</p> <p>Review utility rates, base fees &amp; connection charges</p> <p>Update the Unified Development Code &amp; engineering specifications to implement economic goals</p>	CB&I Yelm Chamber City of Yelm	Thurston EDC STEDI SPSCC Conservation District WSU Extension
Support cottage industries & home-based businesses		<p>Ensure appropriate zoning</p> <p>Review Home Occupation Standards</p> <p>Hold workshops and provide technical support</p> <p>Promote business services networks for professional service availability</p> <p>Create incubator space—space for businesses to grow into</p> <p>Create an on-line “market” that promotes home based or sole proprietor internet-based businesses for Yelm Chamber Members</p>	City of Yelm Yelm Chamber CB&I	SPSCC

# CITY OF YELM ECONOMIC DEVELOPMENT STRATEGY

## Focus Area 1: Local Business Development - Create a Culture of Innovation & Entrepreneurship

Support the growth of new businesses and startups, retain and expand existing businesses, and build a robust business support and technical services system.

POLICY	SCHEDULE	ACTIONS	LEAD	PARTNERS
Foster a youth entrepreneur culture		Support Yelm Community Schools 9th grader entrepreneurship learning in Tech Comm and competition in end-of-year course project Encourage industry member participation in the Yelm Schools “Shark Tank” investing activity Encourage industry members participation in mock interviews CTE programs and leadership organizations continue working to develop Small Business Enterprise (SBE) opportunities Bring guest speakers/mentors into classrooms Encourage local vendor participation in FBLA December Holiday Bazaar Business partners, EDC, and Chamber support promotion of SBE activities (ie. Holiday Bazaar, Spring FFA Plant Sale, Custom Product Design & Manufacturing) Partner with entrepreneurial businesses to mentor and provide job shadows, internships or employment to students Encourage industry members to volunteer as Judges/Mentors for leadership events Encourage industry members participation in Spring Job Fair	City of Yelm Yelm Schools Yelm Chamber	City of Yelm SPSCC Thurston EDC TRL Yelm Chamber Thurston Chamber TESC Saint Martins PACMTN Yelm Businesses
Create links for continuing education for entrepreneurs and small businesses		Create virtual incubators and online classes for entrepreneur classes Create scholarships for Yelm area businesses to participate in the ScaleUp training series Explore scholarship availability through Community Development Block Grants	City of Yelm CB&I SPSCC	Yelm Chamber Thurston EDC SPSCC TRL TESC Saint Martins

# CITY OF YELM ECONOMIC DEVELOPMENT STRATEGY

## Focus Area 2: Targeted Industry Growth—Attract & Retain Businesses & Jobs

Identify and recruit employers and industries that are supportive of creating wealth for Yelm’s citizens and provide a strong revenue stream for City of Yelm services.

POLICY	SCHEDULE	ACTIONS	LEAD	PARTNERS
Support the development of retail and commercial services to locate in existing commercially zoned areas to meet the needs of the community		<ul style="list-style-type: none"> <li>Undertake and complete analysis of the community’s retail trade area; this will be inclusive of the region’s demographics, retail leakage, and an analysis of the purchasing power of the trade area’s citizens.</li> <li>Match targeted market with retail potential of local consumer demand and demographics</li> <li>Pursue unique, specialized expertise to provide customer analytics and strategic business recruitment resources, i.e. Buxton, The Retail Coach, or other comparable contractors; or a new city employee with the aforementioned specialized expertise, connections and contacts.</li> <li>Develop target list and marketing plan for identified retailers</li> <li>Actively recruit private developers to create a business plan and proactive models for investment</li> <li>Streamline City permit processes to ensure timeliness of development to meet market demand and ensure competitiveness</li> <li>Incentivize development through the review and adjustment of fees/permits, local option B&amp;O, and mitigation (i.e. provide tax credit for local B&amp;O)</li> <li>Analyze existing zoning for compatibility with development of commercial retail services. If not aligned, work with City to ensure alignment</li> <li>Align with comp plan land use goals and policies</li> </ul>	<p>City of Yelm Yelm Chamber Thurston EDC</p>	<p>Yelm Businesses OMB STEDI</p>
Identify potential businesses to locate in Yelm’s industrial areas (focus on clean industry)		<ul style="list-style-type: none"> <li>Identify supply chain gaps</li> <li>Identify opportunities within target industry clusters</li> <li>Develop marketing strategies</li> <li>Take coordinated public-private sector action to attract new investment</li> </ul>	<p>City of Yelm Thurston EDC</p>	<p>Yelm Chamber PACMTN</p>
Continue to build relationships and explore opportunities with JBLM		<ul style="list-style-type: none"> <li>Identify total procured goods and services of JBLM and match with existing supply chain</li> <li>Identify target industries and suppliers that match with procured goods and services of JBLM</li> <li>Engage in JBLM strategy development for new platforms (i.e. cybersecurity)</li> </ul>	<p>City of Yelm SSMCP PTAC</p>	<p>Thurston EDC WMA</p>
Develop intergovernmental collaboration and coordination. Focus on sustainability and align with economic development organizations		<ul style="list-style-type: none"> <li>Participate in monthly economic development practitioners meetings</li> <li>Provide input at regional strategy groups</li> <li>Ensure City participation with South Thurston Economic Development Initiative (STEDI)</li> <li>Align with regional workforce development economic cluster sector analysis that identifies Yelm’s leading and significant economic sectors (i.e. leverage regional cluster analysis for local implementation)</li> <li>Continue to build strategic partnerships with neighboring counties to attract and retain regional target industry sector investment</li> </ul>	<p>City of Yelm TCEA Thurston EDC STEDI</p>	<p>Yelm Chamber TRL TRPC Yelm Schools Thurston County Nisqually Tribe</p>
Assess infill development to assure that the built environment is conducive to supporting the city’s plans within the GMA guidelines for density, etc.		<ul style="list-style-type: none"> <li>Explore incentive opportunities to encourage infill development with the City</li> <li>Identify redevelopment and infill development capacity through a land use inventory</li> </ul>	<p>City of Yelm Thurston EDC</p>	<p>TRPC Yelm Chamber OMB</p>

# CITY OF YELM ECONOMIC DEVELOPMENT STRATEGY

## Focus Area 2: Targeted Industry Growth—Attract & Retain Businesses & Jobs

Identify and recruit employers and industries that are supportive of creating wealth for Yelm’s citizens and provide a strong revenue stream for City of Yelm services.

POLICY	SCHEDULE	ACTIONS	LEAD	PARTNERS
Foster legislative relationships and establish a legislative agenda		Develop relationships with WA State Legislators through targeted outreach Identify and utilize existing relationships and connections Convene a legislative liaison team Track outreach and build database of contact and background information Create a legislative task force that develops and publishes an annual state legislative agenda that incorporates both civic and business needs – and coordinates with County Shared Legislative agenda and the Thurston Community Economic Alliance (TCEA) Yelm Chamber holds annual legislative breakfast with its membership and elected officials prior to the legislative session Coordinate with regional partners on pushing appropriate issues to the federal level Advocate for sustaining funding mechanisms	Yelm Chamber Thurston Chamber Thurston EDC TCEA	City of Yelm, TRPC OMB REALTORS
Build capacity in telecommunications and fiber networks for commercial & industrial properties/business parks and employment centers		Identify telecom/infrastructure gaps in the network Place conduit during public works construction projects Establish public wifi hub	Yelm Chamber City of Yelm Thurston EDC TRPC	WSU Extension
Create a South County telework center		Explore co-location with a small business incubator, library or other appropriate use	Yelm Chamber City of Yelm	TRPC Thurston EDC CB&I



# CITY OF YELM ECONOMIC DEVELOPMENT STRATEGY

## Focus Area 3: Community Infrastructure Development – Build a Robust Infrastructure that Supports Economic Development through Public-Private Partnerships

Develop a strong infrastructure system that supports long term community needs for job and employment growth.

POLICY	SCHEDULE	ACTIONS	LEAD	PARTNERS
Create an inventory of large land parcels suitable for development. Provide and prepare supporting infrastructure		Align with comp plan land use goals and policies Assess buildable land availability/readiness Ensure adequate supply of shovel-ready land along primary transportation corridors Invest in commercial and industrial redevelopment Obtain water rights to provide for growth Support regional efforts to protect employment-bearing lands and ensure an adequate supply to match target industries (medical, manufacturing, food, chemical) Support brownfield clean-up strategies/planned actions for development and redevelopment Prioritize public projects (streets & utilities) in areas targeted for growth & development Support regional efforts to establish and update a matrix of development processes Publish a white paper as the guidepost for comprehensive plan updates and local land use issues	City of Yelm	Thurston EDC TCEA OMB REALTORS
Continue prioritization of transportation initiatives		Continue moving forward on development of Yelm Loop Support/preserve long-term investment in multimodal transportation Construct local roads to reduce congestion on Yelm Avenue Consider “last mile” freight delivery needs when developing site design and ingress/egress requirements, street standards, and neighborhood/commercial circulation Review options for the Yelm Prairie Line Railroad NOTE: A \$90,000 Surface Transportation Program through the Thurston Regional Planning Council was awarded to Yelm in order to complete a Downtown Corridor Plan. The plan will develop strategies to move cars through downtown on Yelm Avenue (A State Highway) while ensuring safe and convenient pedestrian movement with plenty of on-street parking. The plan will be a key part of the Yelm Economic Strategy and was kicked off in 2017 with completion in 2018.	City of Yelm	TRPC WSDOT IT
Continually seek to make permitting process user-friendly		Coordinate with other permitting jurisdictions to advocate for permitting vision, clarity and predictability *See Focus Area 1, Actions under Policy: Provide technical support to Yelm businesses	City of Yelm	
Ensure that the housing environment provides for all markets of housing needs that support the residents of Yelm		Ensure that the housing stock of the Yelm trade area is in balance with the population of the community Conduct an affordable housing inventory that also addresses and defines the range of housing required to support a live/work community	REALTORS City of Yelm Thurston EDC	REALTORS OMB Yelm Chamber TRPC

# CITY OF YELM ECONOMIC DEVELOPMENT STRATEGY

## Focus Area 4: Career Pathways and Workforce Readiness—Ensure a 21st Century Workforce that Supports Business and Sector Diversity

Maintain a progressive education, training, and workforce development system that creates opportunities for all residents and provides access to a qualified talent pool.

POLICY	SCHEDULE	ACTIONS	LEAD	PARTNERS
Yelm Community Schools CTE Program continues to Rock!		Support, celebrate and cherish Yelm Community Schools' CTE program—perhaps the best in the state. Follow their leadership and support their efforts through: Participation Marketing Seeking additional funding sources *See Focus Area 1, Actions under Policy: Foster a youth entrepreneur culture	Yelm Schools	PACMTN Yelm Chamber Thurston Chamber City of Yelm Thurston EDC CB&I STEDI TCEA Capitol STEM
Continue development of regional workforce provider asset map		Match employer needs with appropriate assistance providers Identify gaps in services	PACMTN Yelm Schools Thurston Chamber	Capitol STEM
Recruit vocational education opportunities to locate in Yelm		Seek ways to encourage the location of vocational education institutions in Yelm, focused on the areas of interest in Yelm, such as: agriculture, food production, horticulture, forestry, manufacturing and construction Collaborate with surrounding school districts to leverage regional training opportunities	Yelm Schools	SPSCC Saint Martin TESC
Establish a community college satellite		Coordinate with state run universities and community colleges to promote Yelm as a satellite location for a state education center Identify demand and opportunities to establish such facility Engage WA State Workforce Training and Education Coordinating Board for criteria to establish community college programming	SPSCC City of Yelm	Yelm Schools PACMTN TESC Saint Martins Yelm Chamber Thurston Chamber
Establish pipeline for apprenticeships and internships		Work with organized labor and State Coordinating Board to establish program, inclusive of construction, trades and vocational education services Facilitate extra-curricular STEM learning opportunities for K-12 students to help prepare them for the jobs of tomorrow Increase student-business interactions and understanding by convening integrated learning events, business tours and other educational opportunities	Yelm Schools PACMTN SPSCC Thurston EDC	Trade Associations WTECB OMB Yelm Schools
Build out JBLM workforce pipeline		Focus on career and skill development opportunities for military spouses Support transitioning military personnel into local career opportunities Host military career transitioning fair	Thurston Chamber	PACMTN Yelm Schools TRL Yelm Chamber Thurston Chamber

# CITY OF YELM ECONOMIC DEVELOPMENT STRATEGY

## Focus Area 5: Brand Development, Communications, & Partnerships

Implement a comprehensive marketing and communications strategy that develops and builds brand awareness.

POLICY	SCHEDULE	ACTIONS	LEAD	PARTNERS
Improve historic Central Business District		Support actions to preserve the charm and improve the character of Yelm's historic Central Business District Work with property owners to remove blight Create a walkable community with great destinations Plant street trees, build more sidewalks & complete streets Create gateways, such as archways over Yelm Avenue Develop a theme for Yelm Seek funding, public/private partnerships and community input on beautification projects	Yelm Chamber	City of Yelm, Thurston EDC STEDI TRPC VCB Yelm Schools
Finish Downtown Corridor Plan		Engage citizens to participate in the Downtown Corridor Plan NOTE: A \$90,000 Surface Transportation Program through the Thurston Regional Planning Council was awarded to Yelm in order to complete a Downtown Corridor Plan. The plan will develop strategies to move cars through downtown on Yelm Avenue (A State Highway) while ensuring safe and convenient pedestrian movement with plenty of on-street parking. The plan will be a key part of the Yelm Economic Strategy and was kicked off in 2017 with completion in 2018.	City of Yelm TRPC	Thurston EDC STEDI Yelm Chamber VCB Yelm Schools
Capitalize on Yelm's tourism attractions		Market Yelm's attractions to tourists such as its agricultural setting, views of Mount Rainier, location at the head of the proposed regional railway right-of-way trail, fishing, hiking, bicycling, horseback riding, and day-trip proximity to Mount Rainier, ocean and theme parks Encourage private/public participation to promote the trail system and market to recreational bicyclists Support the Bountiful Byway Develop a theme for Yelm	VCB	Yelm Chamber City of Yelm STEDI Thurston EDC Nisqually Tribe
Support the arts as an economic development engine/Establish a Washington State Creative District		Support regional efforts to explore public-private partnerships for creation of a community artist's center as a place for arts to exist and interact. Support private efforts to recruit artists and entertainers in order to create vital urban places that make the community an exciting place to live and attract young innovators Apply for Yelm to be designated as a Creative District through the WA State Arts Commission	City of Yelm Yelm Chamber Thurston EDC	STEDI VCB, Arts Commission
Encourage festivals and events		Continue City support of events, including through use of the Community Center	VCB Yelm Chamber City of Yelm	Yelm Businesses Thurston EDC STEDI
Fully utilize the Yelm Community Center		The Chamber of Commerce, when feasible, should schedule as many of their events at the Community Center as possible – and utilize the local catering and meeting development sector to provide food, equipment and supplies for the meetings – thus ensuring that the community sees the Center as the source for civic and business development meetings City supports use of Center in all ways possible	Yelm Chamber	STEDI VCB Thurston EDC
Support a successful Yelm Farmers Market		Work with the Yelm Farmers Market to support agricultural source businesses Relocate Market to downtown Promote and market the Market	Yelm Farmers Market Yelm Chamber	City of Yelm Thurston EDC CB&I STEDI VCB



# SWOT ANALYSIS

## STRENGTHS

Yelm has identified strengths that speak to its quality of life. Many of these items are to be considered as attributes for recruitment.

- ✓ Joint Base Lewis McCord (JBLM), workforce availability, proximity to market, tactical, close to market supply chain
- ✓ Natural environment- recreation opportunities/ proximity to national parks
- ✓ Community recreation (regional trails network, parks, skate park, splash pad, pump park)
- ✓ Yelm Community Center
- ✓ High school/CTE/FFA connections to local employers and industry
- ✓ Nisqually Valley News reporting community information
- ✓ Small government – accessible, flexible, responsive
- ✓ Organized – city with Chamber etc.
- ✓ Large trade area (South Thurston County, East Pierce County)
- ✓ Sewer capacity for growth
- ✓ Fire services
- ✓ Rural character
- ✓ Intercity Transit Service
- ✓ Utilities – natural gas, and electricity, with capacity for growth
- ✓ Broadband and fiber network throughout region
- ✓ Individuals that are movers and investors
- ✓ Pockets of personal wealth
- ✓ Chamber of commerce is recognized and functional
- ✓ Local pride (Pride of the Prairie), engaged community
- ✓ Regional equestrian center
- ✓ Senior Center and services
- ✓ Habitat for Humanity new location

## WEAKNESSES

Weaknesses are not necessarily a negative item, but rather elements that can be and should be addressed by task forces, Council and/or stakeholders. Many of these items are included in the proposal.

- ✓ JBLM – land use restrictions due to proximity; voters registered out of state and not able to vote on local issues
- ✓ Remote – constricted route to major employment centers and transportation corridors
- ✓ 2-lane road through town can be overly congested and not conducive to local commerce
- ✓ Yelm is a gateway – people travel through Yelm to get somewhere else
- ✓ Lack of a higher education institution in proximity
- ✓ Regional clout – viewed as remote
- ✓ Water capacity for growth, 300 connections left
- ✓ No rail line that serves either commercial or commuters
- ✓ Municipal budget is limited and caused deferred maintenance
- ✓ Out-bound commute -- commuters leave town for employment
- ✓ Lack of commercial and industrial buildings for lease or sale
- ✓ No direct route or access to a port facility (either Port of Tacoma, or Port of Olympia)
- ✓ Chamber of Commerce capacity
- ✓ Healthcare facilities are limited – two clinics in town; no trauma care
- ✓ Financial resources available for business and industrial development
- ✓ Lack of diversified industries providing living wage jobs
- ✓ No incentives to attract major employer
- ✓ No youth center, Boys and Girls Club, organized activities
- ✓ No veteran services

## OPPORTUNITIES

These items typically are considered as readily achievable items and are incorporated through the strategy elements.

- + One of the fastest growing populations of any community in Washington state
- + Yelm Loop completion; design 2018, construction 2019
- + JBLM, for recruitment and development of workforce, new residents, and retirees
- + Gateway to the region – for tourism and recreation, with trail system network
- + Located on Bountiful Byway agri-tourism route
- + Zoned vacant land available– with willing sellers for commercial/industrial purposes
- + Nisqually tribe as neighbors, with casino as employment center
- + Internationally known (via Ramtha School of Enlightenment)

- + Identifiable central business district with capacity for growth
- + Equestrian center
- + Reconstruction of Veteran Memorial
- + Bike Pump Park
- + Yelm Prairie Line Trail expansion
- + Splash Park, playground equipment & Community Garden at Yelm City Park
- + YMCA, Yelm location
- + Chamber of Commerce partnership with city and EDC on education and training for businesses
- + Establish an EDC satellite Center for Business & Innovation for one-stop business services
- + Establish Yelm as a Creative Arts District
- + Attract higher education satellite to provide training and education
- + Develop a food processing center tied to the agriculture efforts in south county
- + Establish a religious/wellness center,

## THREATS

Threats are not to be considered as a deterrent to a positive and proactive action plan, but rather items that need to be addressed as soon as possible. These help to formulate the basis for the overarching themes of the platforms of the action items.

- ✓ Brain drain – losing youth to other communities after graduation
- ✓ Growth – residential is outpacing employment growth

- ✓ Becoming a bedroom community
- ✓ Environmental restrictions
- ✓ Water availability and recharge areas
- ✓ Municipal budget is tied to retail
- ✓ Base Realignment and Closure (BRAC) Commission and JBLM
- ✓ Isolated from regional growth and capacity building – population growth but not commercial tax base
- ✓ Medical environment



# CONCLUSION

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The preceding strategy elements include steps that are recommended be taken. It is anticipated that the end result will be:

A culture of innovation and entrepreneurship that launches Yelm-based business – launching 10 to 25 new businesses per year;

Builds a network for employment that supports the youth and students of the Yelm school district as well as the residents of Yelm – placing over 50 students/youth with meaningful jobs or internships per year;

Recruits investment and employers into the region that creates a foundation for sustained economic development – establishing new employers in the region that support 75 new employment units per year;

Supports the continued infrastructure of the community and the plans of its leaders;

And builds the economic capacity of the community that will support the City's capital facilities needs for years to come.

The Thurston Economic Development Council's Center for Business & Innovation has undertaken many of the above detailed work elements. It is well positioned to take on much of the work identified and to ensure that the different strategic elements are in motion. Strong consideration should be given to the notion of leveraging an agency that currently conducts much of this work on a regional basis – though it will take resources and investment. The organization has established professional staff members that can be stationed in the community of Yelm on a regular, if not full-time basis, to work towards the successful launching and implementation of this proposed economic development plan.

Further, it is well known that much of this documents organizing discussions by the city leadership, both private and public sectors, which have centered upon the need and desire for the recruitment and retention of commercial activities and commerce. Focus Area 2 of this plan is strategically developed to meet the needs and goals of the city's leadership to increase the community's retail and commercial development. Included in this section are elements that the author group (Thurston EDC), can and will take as the lead and act as the implementing agency. It should be noted that the EDC has conducted and delivered in 2005 the report "Yelm Retail Commercial Development Opportunities Report." This report and resulting activities resulted in an aggressive recruitment effort that benefited the community with three new additional retailers – such activity was decreased based upon the city's capacity. This proposed work plan, is crafted to use the 2005 document as a success platform for increased and renewed research and aggressive recruitment.



# APPENDIX 1—PARTNERS

Capitol STEM	Capital Regional STEM	Science, Technology, Engineering, and Math network systems provider and advocate	<a href="http://www.washingtonstem.org">www.washingtonstem.org</a>
CB&I	Center for Business & Innovation	Regional lead for entrepreneurial development, business assistance, business startup, investment network and innovation	<a href="http://www.thurstonedc.com/cbi">www.thurstonedc.com/cbi</a>
City of Yelm	City of Yelm, Washington	Municipal governance for the City of Yelm and urban growth area – permitting, regulatory and political support	<a href="http://www.yelmwa.gov">www.yelmwa.gov</a>
IT	Intercity Transit	Regional public transit provider	<a href="http://www.intercitytransit.com">www.intercitytransit.com</a>
Nisqually Tribe	Nisqually Tribe	Tribal nation, employment center	<a href="http://www.nisquallynsn.gov">www.nisquallynsn.gov</a>
OMB	Olympia Master Builders	Advocacy and support network and systems for construction, builders, and remodelers	<a href="http://www.omb.org">www.omb.org</a>
PACMTN	Pacific Mountain Workforce Development Council	Regional coordinator and provider of public workforce systems and resources – and operator of the One-Stop Workforce	<a href="http://www.pacmtn.org">www.pacmtn.org</a>
Yelm Businesses	Local Businesses	Public/private partnership that fosters common goals for development and investment	
Saint Martins	Saint Martins University	Local private university with entrepreneur, maker space, and curriculum for bachelor and master’s degree programs	<a href="http://www.stmartin.edu">www.stmartin.edu</a>
SBCD	Small Business Development Center	Business counseling for business expansion	<a href="http://www.wsfdc.org">www.wsfdc.org</a>
SPSCC	South Puget Sound Community College	State community college; provider of vocational education, contract training, and 2-year educational degree programs	<a href="http://www.spscc.edu">www.spscc.edu</a>

SSMCP	South Sound Military Partnership	Community activist coalition in support of Joint Base Lewis McChord and communities impacted	<a href="http://www.cityoflakewood.us/south-sound-military-and-communities-partnership">www.cityoflakewood.us/south-sound-military-and-communities-partnership</a>
STEDI	South Thurston Economic Development Initiative	Collaboration of south Thurston County communities to leverage ideas, best practices to increase community and economic development activities	<a href="http://www.thurstonedc.com/stedi">www.thurstonedc.com/stedi</a>
TESC	The Evergreen State College	State college, with focus on entrepreneurs, agriculture and social impact programs	<a href="http://www.evergreen.edu">www.evergreen.edu</a>
Thurston Chamber	Thurston County Chamber of Commerce	Regional chamber of commerce with emphasis on workforce development programs	<a href="http://www.thurstonchamber.com">www.thurstonchamber.com</a>
TCEA	Thurston Community Economic Alliance	Regional economic development strategic alliance – housed at Thurston EDC –based upon five strategic implementation elements	<a href="http://www.thurstonedc.com/tcea/">www.thurstonedc.com/tcea/</a>
REALTORS	Thurston County Association of Realtors	Advocacy group for residential realtors	<a href="http://www.thurstoncountyrealtors.org">www.thurstoncountyrealtors.org</a>
Conservation District	Thurston County Conservation District	Support and technical services for agriculture and rural economic development – land preservation	<a href="http://www.thurstoncd.com">www.thurstoncd.com</a>
Thurston County	Thurston County, Washington	County political operation, provides planning, regulatory and permitting in unincorporated county	<a href="http://www.thurstoncountywa.gov">www.thurstoncountywa.gov</a>
Thurston EDC	Thurston Economic Development Council	Regional lead for economic development services – recruit, retain and expand business	<a href="http://www.thurstonedc.com">www.thurstonedc.com</a>
TRPC	Thurston Regional Planning Council	Regional forecasting and planning agency – MPO for Thurston County	<a href="http://www.trpc.org">www.trpc.org</a>
TRL	Timberland Regional Library	Five-county regional public library; provider of data resources for business; supports business technical assistance	<a href="http://www.trl.org">www.trl.org</a>



# APPENDIX 1—PARTNERS

VCB	Visitors & Convention Bureau	Tourism product development and marketing	<a href="http://www.experienceolympia.com">www.experienceolympia.com</a>
WCWB	Wash Center For Women in Business	Provider of technical assistance, coaching & training for entrepreneurs and businesses	<a href="http://www.wcwb.org">www.wcwb.org</a>
WMA	Washington Military Alliance	State-wide economic development practitioners action group in support of military economic impacted regions	<a href="http://www.wamilitaryalliance.org">www.wamilitaryalliance.org</a>
PTAC	Procurement Technical Assistance Center	Assist business find, bid, and win government contracts – business expansion and retention focus	<a href="http://www.washingtonptac.org">www.washingtonptac.org</a>
Arts Commission	Washington State Arts Commission	State commission in supportive of the arts – purveyor of the Cultural Arts District Program	<a href="http://www.arts.wa.gov">www.arts.wa.gov</a>
WSU Extension	Washington State University Extension Services	Agriculture business related support and technical services	<a href="http://extension.wsu.edu">extension.wsu.edu</a>
Yelm Chamber	Yelm Area Chamber of Commerce	Business development, support and promotions	<a href="http://yelmchamber.com">yelmchamber.com</a>
Yelm Schools	Yelm Community Schools	CTE, internships, connector with business community	<a href="http://www.ycs.wednet.edu">www.ycs.wednet.edu</a>

# APPENDIX 2—THURSTON EDC

## SOUTH THURSTON ECONOMIC DEVELOPMENT INITIATIVE (STEDI) PARTNERS

### Participating Jurisdictions

Town of Bucoda  
City of Rainier  
City of Tenino  
City of Yelm  
Thurston County

### Chambers of Commerce

Grand Mound/Rochester Chamber of Commerce  
Tenino Area Chamber of Commerce  
Yelm Area Chamber of Commerce

### Supporting Organizations

Thurston Economic Development Council  
Thurston Regional Planning Council  
Visitor & Convention Bureau  
Port of Olympia  
Thurston Conservation District  
WSU Extension

### Other Participants

South County business owners  
South County civic & community leaders

## THURSTON COMMUNITY ECONOMIC ALLIANCE (TCEA) PARTNERS

### Focus Area One: Career pathways & workforce readiness

Pacific Mountain Workforce Council

### Focus Area Two: Target industry growth & innovation

Thurston Economic Development Council (Lead)  
Thurston County and the cities of Olympia, Lacey, Tumwater, and Yelm  
Port of Olympia  
Evergreen State College  
Access USA  
Forma Construction  
Puget Sound Energy  
Kidder Mathews  
Olympia Master Builders  
Olympia Downtown Association

### Focus Area Three: Small business & entrepreneurial resources

Center for Business & Innovation (Lead)  
Cities of Tumwater, Olympia & Lacey  
Yelm Chamber of Commerce  
Thurston County Chamber  
Lacey South Sound Chamber  
Olympia Downtown Association  
North Thurston Public Schools  
Port of Olympia  
Thurston Talk  
DZines  
Small Business Development Center  
South Puget Sound Community College  
The Evergreen State College  
St. Martin's University  
Lacey Maker Space  
Enterprise for Equity  
WA Retail Association  
Pacific Coast Bank

### Focus Area Four: Infrastructure, policy & funding coordination

Thurston County Chamber of Commerce (Lead)  
Shared Legislative Agenda Partnership  
Business & Economic Development Committee

### Focus Area Five: Brand development, partnerships & communication

Visitor & Convention Bureau (Lead)  
KMB Architects  
TAGS Awards & Specialties  
Athena Group  
SCJ Alliance  
Olympia Federal Savings  
Window Genie  
Washington Center for the Performing Arts  
Port of Olympia  
Thurston EDC

## CENTER FOR BUSINESS & INNOVATION (CB&I) PROGRAMS

Regional lead for entrepreneurial development, business assistance, business startup, investment network and innovation.

### Washington Procurement Technical Assistance (PTAC) Center

Washington PTAC assists small businesses find, bid on and win government contracts. PTAC does this by offering free one-on-one counseling services, workshops and other support to Washington State based businesses.

### Small Business Development Center (SBDC)

Business counseling for business expansion. Small Business Administration (SBA) funded, in partnership with South Puget Sound Community College (SPSCC).

The Washington Small Business Development Center (WSBDC) is a network of business advisors, trainers, and support staff who operate from Washington State University, Western Washington University, several of the state's community and technical colleges, and selected economic development agencies. Core services revolve around assisting clients with making better informed business decisions to grow and sustain their businesses. The SBDC provides in-depth, confidential, no cost customized one-on one business advising, business training and advisor assisted market intelligence.

### Washington Center For Women in Business (WCWB)

Provider of technical assistance, coaching and training on a wide variety of topics to startup and established businesses and entrepreneurs. While services aren't limited to women, the WCWB differs from other programs of the CB&I because its business coaches are dedicated to helping the Womanpreneur see her business goals realized. The WCWB is funded in part by the U.S. Small Business Administration.

### ScaleUp Training Series

ScaleUp is the Center for Business & Innovation's comprehensive 3-part training series designed for business owners who want to achieve stronger results for their efforts and to grow their businesses. ScaleUp focuses on sustainable growth, which requires a holistic approach. That approach includes strategically identifying opportunities for additional revenues, streamlining to limit expenses, recognizing and being guided by key metrics, and closely managing cash.

### SCORE

SCORE is a nationwide nonprofit association whose mission is to grow successful businesses through education and mentorship. Their work is supported by the U.S. Small Business Administration (SBA). With a nationwide network of 13,000+ volunteers, SCORE is able to deliver services at no or low-cost. The CB&I has approximately a dozen volunteer mentors available, with a diverse range of experience and expertise. Most of the mentors are retired executives that can help guide clients as they navigate the path of starting their business.

### Thurston Investment Network (ThINK)

ThINK is a membership-based network. Through the Thurston Investment Network (ThINK), people with a desire to have a local component to their investment portfolio have an opportunity to connect with local business owners who need capital.

### Site Selection & Data Mining Assistance

The Thurston EDC provides site selection and data mining assistance to help businesses make the most informed decision possible when it comes to relocating or finding a site for their business for the first time. Data experts will take the time to learn specific needs and requirements for a business location and make sure the business is in the best space possible to meet its goals.

