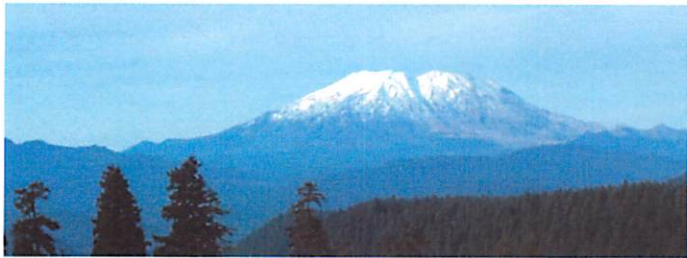


City of Castle Rock, Washington

# STRATEGIC MARKETING PLAN

*Overcoming Development Barriers  
and  
Positioning Castle Rock for Success*



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**Date:**

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## 1.0 PROJECT PURPOSE & GOALS

The Castle Rock *Business Feasibility Analysis and Marketing Plan* presents 1) a clear plan of action for improving business conditions, and 2) a road map of attracting and retaining employers.

The Strategic Marketing Plan sets forth the following goals for Castle Rock:

1. Make Castle Rock a desirable business location
2. Grow retail and service business sector in order for residents to more frequently shop locally
3. Enhance Castle Rock's appeal to visitors
4. Create new investment and jobs in Castle Rock.

Successful implementation of this plan will enable Castle Rock to buck the trend of dying downtowns in small towns and inspire Castle Rock's youth to pursue employment and entrepreneurial business opportunities in their hometown.

## 2.0 BACKGROUND

The Castle Rock City Council adopted the *Castle Rock Community Action Plan* in 2002. The Focus Area "Favorable Business Conditions and a Prosperous Economy" was identified as a top priority. As a result, grants were procured from the Washington State Department of Community, Trade, and Economic Development (CTED) and the United States Department of Agriculture (USDA) Forest Service to fund the *Business Feasibility Analysis and Marketing Plan Project*.

In December 2004, the City of Castle Rock hired the Chabin Concepts Team, consultants specializing in economic development marketing, prospecting and downtown development, to prepare the analysis and plan. Marketek, experienced in retail business recruitment, tourism and downtown strategies, and The Austin Company, international site location consultants for manufacturing and distribution facilities, worked as Chabin's strategic partners on this project.

### 3.0 PROCESS

We began the Castle Rock project with an assessment of Castle Rock's readiness for business development. The process for the project and overview of the analysis are presented in the chart on the following page.

Findings were summarized and categorized into strengths or advantages for Castle Rock, weaknesses or disadvantages, opportunities and potential threats that would impede your success. It is from this analysis of business feasibility that we approach the *Strategic Marketing Plan*.

All research and findings can be found in the *Business Development Readiness & Targets for Business Development Report*.



### PROCESS

- Prepare Kick-Off Meeting
- Community tour (business perspective)
- Review Previous Reports
- Survey Shoppers
- Secret Shopper in-store visits
- Survey & Interview Business Owners
- Interview business service providers & resource organizations
- Marketing review
- Analytical Research

#### Demographic Profile

- Moderate population growth
- Limited ethnic diversity
- Slightly older population than state
- Less affluent than state

#### Community Tapestry

- 27.4% Midland Crowd
- 23% Salt of the Earth
- 20% Rooted Rural

#### Retail Potential

- \$134.2 million/2004
- 583,000 sq. ft. (commercial real estate)
- CR residents in local trade area spend well below average on virtually all goods

#### Tourism – Visitor Potential

- Mt. St. Helens: 1.5 million visitors/yr
- Seaquest State Park: 356,000 visitors/year
- \$97.5 million spending/year
- Shopper Survey Results: Poor selection, High prices, Limited hours, 52% say best time to shop on a weekday is after 5:00 pm

#### Business Development Readiness

- Workforce & Education = **Weakness**
- Ready-to-Go Real Estate = **Weakness**
- Utilities = **Strength**
- Transportation = **Strength**
- Business Environment = **Neutral**
- Business Services = **Weakness**
- Small Business / Entrepreneur Resources = **Weakness**

#### Marketing Readiness

- Site selection data is negligible = **Weakness**
- No brand identity = **Weakness**
- Lack of organized & prepared business team = **Weakness**
- Potential for very responsive team – already conducting pre-development meetings = **Neutral**
- Marketing budget available – little to none = **Weakness**

### S.W.O.T. ANALYSIS

- Castle Rock Strengths
- Large regional market
- I-5 Corridor
- Extensive shipment options
- Strong visitor market
- Small town friendliness
- Gift & antique shops
- Unique special events

- Castle Rock Weaknesses
- Job loss & slow population growth
- Limited retail selection
- Regulatory process – mixed reviews
- Higher than average water & sewer fees
- Unclear identity
- Downtown vacancies
- Retail leakage

- Castle Rock Opportunities
- Visitor market
- Cluster of gift stores
- Unique specialty shopping district
- Untapped retail
- Entrepreneurial spirit
- Competitive services through permit process

- Competitive Threats
- Retailers meeting the needs of multiple markets
- Curtail retail leakage
- Limited supply of quality, ready-to-go commercial & industrial real estate
- Competing with 5,000 acres of developed industrial land in region
- Community readiness for change

### Strategy

- Castle Rock Strategic Marketing Plan**
- I. **Product Development:** getting real estate market-ready
  - II. **Organize for Business Development:** enhancing the city's competitive advantage for speedy permitting and exceptional service
  - III. **Target Best Opportunities:** focusing efforts on local business development, entrepreneurship, and an external marketing program for business recruitment

### Implementation Guide (Specific steps to carry out strategic plan)

#### TARGET: Retail-Commercial Business

- Merchandise
- Services
- Restaurant/Food
- Entertainment

#### TARGET: Tourism-Visitor Market

- Artisan products
- Entrepreneurs

## 4.0 MARKETING STRATEGY

Based on the SWOT Analysis, we recommend three Strategic Initiatives for Castle Rock to successfully achieve your goals:

### ***Strategic Initiative 1: Product Readiness***

This initiative addresses necessary improvements to enhance industrial and commercial real estate, land and buildings, to make Castle Rock competitive in the regional market. Additional actions are directed to upgrading Castle Rock's image in the eyes of visitors and tourists.

### ***Strategic Initiative 2: Organize for Business Development***

In order to accomplish your desired outcomes, you will need to be prepared with particular data to assist businesses seeking a location, as well as present a clear and consistent permitting process with competitive fee schedules. This strategic initiative will guide you in preparing this information and a business-friendly process, along with coordinating your business team.

### ***Strategic Initiative 3: Target Best Opportunities***

This initiative will help you to cultivate the best opportunities to grow businesses, jobs and wealth creation in Castle Rock. Focused on the greatest impact for your investment of time and money, the actions associated with this strategic initiative will promote local business development, spur entrepreneurship, and prepare you to recruit targeted businesses to Castle Rock.

The recommended Strategic Initiatives are outlined on the following pages and encompass:

- Strategic Initiative Goal
- Why it is Important
- Current Situation
- Implementation Actions

Details for implementing each Strategic Initiative and corresponding action steps are presented in the Implementation Guide, which is provided separately from this document. We have designed the Implementation Guide to function as a workbook, including detailed tasks, resources and sample materials to support the actions for each Strategic Initiative.



## ***Strategic Initiative 1: Product Readiness***

- Goals:**
- ♦ Make Castle Rock's industrial and commercial real estate product offerings market-ready and enable Castle Rock to effectively compete for targeted businesses.
  - ♦ Present a welcoming and inviting image for visitors and tourists.

**Why it is Important:** To be competitive for business attraction, retention and expansion, any community must have adequate physical locations to accommodate these businesses. Site location consultants and businesses conducting a site search desire a variety of sizes and optional locations for consideration. Industrial businesses seek a range of one to 100 acres of developed land – including curb, gutter, utilities and relevant infrastructure at the site. A prepared site will help the prospect visualize his or her business at that location. They expect full-service infrastructure and clean sites (no hidden environmental problems).

Many of the City's commercial and industrial targets will require ready-to-go quality buildings. That means that the buildings are in shape for immediate occupancy or tenant improvements customized to the needs of the business operations. In all cases, land or building options must be ready-to-go, as businesses consider any lag in time to occupy their facilities an additional cost – as the saying goes... "Time is money".

It will be important to have buildings not only for sale but available for lease since the business sectors that Castle Rock is targeting for expansion and recruitment will prefer to lease over buying.

**Current Situation:** There is only one industrial site, the Hornstra property, for major industrial development. Other potentially available sites are not on the market or require major redevelopment strategies. There are no industrial or business parks, and no available industrial buildings for lease or purchase. Regionally, the competition is fierce with an ample supply of "ready-to-go" sites outside of Castle Rock – nearly 5,000 acres of available industrial land.

Office space is limited and selected retail/commercial spaces are for rent but are not in "ready-for-market" condition.

Castle Rock does not have a current inventory of available land and buildings with complete data, including price utilities, infrastructure, maps or contact information. Active marketing of industrial and commercial real estate appears to be negligible.

## Implementation Plan:

- Ⓦ Establishing a game plan for the industrial land sites with the greatest development potential will enhance Castle Rock’s success rate for recruiting target business-types. At this time, we do not recommend constructing a speculative building for industrial use because it is unlikely the investment will earn a return within an acceptable time.

<b>Action 1.1</b>	Prioritize and ready the Gould property, and adjacent school-district property (if possible), for marketing in the short-term.
<b>Action 1.2</b>	Develop a specific plan, including site layout, infrastructure needs and cost estimates for improvements, to transform the Hornstra property into a marketable industrial park.
<b>Action 1.3</b>	Working with landowners and real estate brokers, prepare an inventory of available industrial buildings and land sites, which details properties, infrastructure/utilities, incentive zones and maps.

- Ⓦ Since the City also wishes to expand shopping venues for residents and visitors, commercial buildings and potential land sites need to be prepared for occupancy. Retail and service companies expect quality real estate options that are “turn-key” with minimal tenant improvements to move-in and open for business.

<b>Action 1.4</b>	Identify and prepare commercial buildings for market-readiness and promote selected properties.
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- Ⓦ Castle Rock’s prime location – at the base of Mt. Saint Helens and directly on I-5, a major transportation route – beckons to engage visitor and tourist spending. While the tourist venues and nearby businesses are located at the north Castle Rock exit (State Hwy 504/Toutle), many downtown businesses are missing out on this potential market. It is important to invite and guide visitors to all parts of Castle Rock.

<b>Action 1.5</b>	Improve the appearance of all downtown businesses and properties for overall market appeal and to project the best possible image.
<b>Action 1.6</b>	Prepare and install informative signage and landscape enhancements at <i>both</i> Castle Rock entrances to direct visitors, and market services/retail offerings and feature activities such as the museum and riverfront trails.

In addition to these actions we recommend that you continue efforts of the “Downtown Redesign” Project to enhance Cowlitz Street with improvements for lighting, landscaping, etc.



- o To prepare for the long-term and even short-term opportunities that may arise, it is important for the city to have a plan in place for anticipated growth in a balanced manner. That means that Castle Rock would have enough commercial, industrial and residential sites to fulfill the city's vision for development.

**Action 1.7**

Review allocated land uses for commercial, industrial and residential and update plans to match the community's vision for growth and development.

## **Strategic Initiative 2: Organize for Business Development**

- Goals:**
- ♦ Ensure the City's development review, fee schedule and other regulatory processes, are streamlined and clearly articulated with a reputation for exceptional service, such that businesses and developers will say: *"Castle Rock is a little city with the best development process and location assistance in the state; there were no surprises"*.
  - ♦ Mobilize a proactive Business Team to facilitate a positive business climate and support business recruitment and expansion efforts.

**Why it is Important:** Businesses expect consistency and clarity from government. Plan review changes can extend timelines and drive up costs to exceed construction projections – this is unsettling to businesses.

Competition for business location is increasing from communities of all sizes. Meanwhile offering financial incentives are not realistic recruitment tools as city and state governments face restricted fiscal resources. This situation requires a different kind of competitive incentive – service is the solution. Considering that time is money to businesses, efficient site search services and a straightforward development process focused on the client's need to quickly commence operations is a valuable incentive.

Businesses are also challenged with increasing fees and taxes. They are meticulously evaluating all development and ongoing operational costs. How a community compares to competitors in the pro forma analysis is a contributing factor to your community being the chosen business location.

**Current Situation:** The City offers pre-development meetings with businesses to review a project, discuss options, answer questions and present anticipated fees and costs for development. This is a good practice. However, since the City utilizes contractors for building and planning permit approvals, there is a significant cost for businesses to start the process prior to submitting plans. Some local businesses report that they have incurred a burden of the costs for very minor facility changes.

Water and sewer rates are above the state averages. Meanwhile the City has competitive rates for storm water services and does not levy additional Business & Occupation Taxes. No impact fees are charged for schools, parks/recreation, or traffic.

No specific information about development fees and information, process and applications is available on the City's website. In today's electronic age, communities with information available 24/7 make the site selection process easier for businesses and site location consultants, thus making their communities more competitive for attracting and retaining growing businesses.

## Implementation Plan:

- ⑥ Systematizing and clarifying the City's development process and competitive fee structure is a critical element for a favorable business climate. Mapping the process and presenting it in a concise and specific manner to expanding and prospective businesses will contribute to your success.

<b>Action 2.1</b>	Review and make necessary adjustments to the City's development process and fee structure to enhance Castle Rock's competitiveness for business locations and expansions.
<b>Action 2.2</b>	Prepare a template to present prospects with customized development fees pertinent to their project.

- ⑥ Both at the government level (City Hall) and throughout the business community, service is vitally important to a pro-business climate. Castle Rock is a friendly town. Build on that asset to enhance the service model for winning business locations and retaining growing companies. You will need to organize and prepare your team to work with companies.

<b>Action 2.3</b>	Create the role of Business Ombudsman at City Hall to serve as the business liaison during the site search and development processes.
<b>Action 2.4</b>	Establish the Castle Rock Business Team to support business recruitment and expansion efforts.

- ⑥ Today's competitive business development demands real time information. Castle Rock has recently established a city website. This is a good tool to enhance the city's service delivery.

<b>Action 2.5</b>	Upgrade information on the City website to meet the needs of target businesses.
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### ***Strategic Initiative 3: Target Best Opportunities***

- Goals:**
- ♦ Support local businesses to prosper and expand.
  - ♦ Encourage entrepreneurship to strengthen the business community and engage Castle Rock's youth.
  - ♦ Augment Castle Rock's retail and service offerings to reduce sales leakage and increase sales tax revenues.
  - ♦ Implement a focused external marketing program to recruit a campground or recreational vehicle park developer and operator.
  - ♦ Create awareness of Castle Rock in the minds of commercial and industrial targets.

**Why it is Important:** On average in all communities, 70-80 percent of job and economic growth can be attributed to local companies. Although it may appear to be more exciting and have greater potential to recruit from outside Castle Rock, the support of businesses already existing in the community contributes to steady and consistent growth as well as the reduced likelihood of losing a valuable employer to another community.

"Taking care of your own" also enhances business recruitment. Companies base their impressions of a community on how existing businesses are treated. If local employers are satisfied and optimistic about Castle Rock, they will be advocates for the City and a potential source of leads for business recruitment.

Additionally, it is proven that entrepreneurs are very loyal to their communities if it is an environment that supports entrepreneurial thinking. When they become successful they are most likely to reinvest in their local community and help other entrepreneurs. Promoting entrepreneurship provides a healthy and robust cycle of business.

Attracting new investment and jobs through business recruitment will not simply occur from "hanging out your shingle" and saying "we want your business here". Castle Rock needs to make prospects aware of the competitive advantages for locating in your town. A strategic external marketing campaign will place the desired message directly in front of your target audience so that your community might be considered for their location.

**Current Situation:** Castle Rock businesses are grossly underserved with business resources. Employers do not know where to seek resources and services, such as business counseling, financing tools, and hiring/training services.

There is no coordinated business retention and expansion program, if a business wants to expand in Castle Rock there is no organized starting place for one-stop assistance.

Venues for entrepreneur connections are non-existent – no networking groups, events, or incubator facilities. Castle Rock has a track record for angel investment, and it may be a potential strength as this resource is not common in towns as small as Castle Rock.



## Implementation Plan:

- Focus on the greatest impact to Castle Rock's economic growth; it is important to work with local businesses as a first priority.

<b>Action 3.1</b>	Facilitate connections between local employers and available business resources.
<b>Action 3.2</b>	Create a business-to-business marketing program that encourages Castle Rock small businesses to become well acquainted with local products/services, and supportive through cross marketing and selling.
<b>Action 3.3</b>	Start a local business appreciation award program.

- To encourage entrepreneurship, a community must do more than talk about it. It will be important to carry out a strategic plan to support entrepreneurship. We propose two action items to stimulate sustainable results from this approach.

<b>Action 3.4</b>	Be a catalyst for entrepreneur connections. Maximize and leverage opportunities to make entrepreneur resources available in Castle Rock.
<b>Action 3.5</b>	Establish a youth entrepreneur program in association with the high school.

- In the Long Range Recreation Plan, the City has a prime site planned for the development of an RV Park. This site is a unique asset that is ready for development. Developing the park will contribute to increased visitor exposure to downtown; it is the perfect attraction to Castle Rock's tourism market. However, Castle Rock needs an organized and proactive approach to create awareness and attract a quality RV park developer.

<b>Action 3.6</b>	Carry out a targeted plan to recruit a developer and company to operate a Recreational Vehicle Park along the Cowlitz River.
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- Most communities want to begin immediately on the following action steps. We suggest that once you have organized your team, prepared your real estate product for market, and satisfied your local employers, then you are ready to take on a focused external marketing program. If you start with the intrigue of external marketing and do attract attention to Castle Rock, you may not be prepared to make a good first impression. As a result, your premature efforts may hurt your chances of locating your target businesses.

<b>Action 3.7</b>	Execute a targeted commercial business recruitment program to supplement local business offerings.
<b>Action 3.8</b>	Prepare for industrial business recruitment.

## 5.0 IMPLEMENTATION TIMELINE & BUDGET

The following diagram presents a proposed timeline for completion of each action step in the *Strategic Marketing Plan*.

**Timeline - Castle Rock Strategic Marketing Plan**

Action		2005			2006				2007	Ongoing
		2Q	3Q	4Q	1Q	2Q	3Q	4Q		
1.1	Priority Industrial Site Readiness									
1.2	Hornstra Property Development Plan									
1.3	Industrial Real Estate Inventory									
1.4	Commercial Building Readiness									
1.5	Improve Downtown Image									
1.6	Entrance Signage & Enhancements									
1.7	Land Use Allocation									
2.1	Competitive Development Process & Fees									
2.2	Customized Fee Presentation									
2.3	Business Ombudsman									
2.4	Castle Rock Business Team									
2.5	Website Enhancements for Business Development									
3.1	Resources for Existing Businesses									
3.2	Business to Business Marketing									
3.3	Business Appreciation Award Program									
3.4	Entrepreneur Connections									
3.5	Youth Entrepreneur Program									
3.6	RV Park Developer Recruitment									
3.7	Targeted Commercial Business Development									
3.8	Industrial Business Recruitment									



The budget estimates that will support implementation are shown in the chart below. Wherever possible, we have included leverage opportunities to trim costs and still accomplish the goals set forth in the plan.

### Budget - Castle Rock Strategic Marketing Plan

Action		Budget Estimate
1.1	Priority Industrial Site Readiness	-0-
1.2	Hornstra Property Development Plan	\$2,500 - 5,000
1.3	Industrial Real Estate Inventory	-0-
1.4	Commercial Building Readiness	-0-
1.5	Improve Downtown Image	\$10,000 – 50,000
1.6	Entrance Signage & Enhancements	\$1,000 – 5,000
1.7	Land Use Allocation	-0-
2.1	Competitive Development Process & Fees	-0-
2.2	Customized Fee Presentation	-0-
2.3	Business Ombudsman	-0-
2.4	Castle Rock Business Team	\$100/year
2.5	Website Enhancements for Business Development	TBD-
3.1	Resources for Existing Businesses	\$150
3.2	Business to Business Marketing	-0-
3.3	Business Appreciation Award Program	\$50 - 75
3.4	Entrepreneur Connections	\$2,000 – 4,000
3.5	Youth Entrepreneur Program	\$1,000 – 25,000
3.6	RV Park Developer Recruitment	\$100 – 1,000
3.7	Targeted Commercial Business Development	\$500 – 3,000
3.8	Industrial Business Recruitment	\$3,500 - 13,000
TOTAL		\$20,900 – \$106,325

## Strategic Initiative 1: Product Readiness

Priority Industrial Site Readiness	
<b>Action 1.1</b>	Prioritize and ready the Gould property, and adjacent school-district property (if possible), for marketing in the short-term.
<b>Lead:</b>	City
<b>Overview:</b>	If an industrial company would like to locate in Castle Rock, there are very few options for desirable industrial sites. The Hornstra property is the largest industrial site but has major barriers to bring to market. The Gould property and adjacent school-district property are the most likely sites for immediate development because of their location, access to infrastructure and topography (flat landscape).
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Meet with property owners and formalize understanding of their willingness to market and sell the sites. You may need to help them determine the going market price. Enlist local real estate brokers and the County Assessor for assistance.</li> <li>2. Gather all available maps, including those that show specific locations of infrastructure. Determine the exact acreage that is available at the sites.</li> <li>3. Charge Public Works, in collaboration with your contract planner and a civil engineer, with evaluating the need for signalization and infrastructure extensions. Establish a budget for all required needs.</li> <li>4. Outline steps for a business that may want to have a lot line adjustment to merge the two parcels. This step is to prepare you if the question comes up. Additionally, you would be able to market a larger parcel if this change occurred.</li> <li>5. Prepare property data sheet (template included in appendix<sup>1</sup>). To assist you, we have filled in what information we have been able to gather during this project.</li> <li>6. Update Cowlitz County EDC with site data and ask them to post to the real estate database on CTED's website (<a href="http://www.ChooseWashington.com">www.ChooseWashington.com</a>)</li> </ol>
<b>Outcome:</b>	Market-ready site with complete information for a prospective business.
<b>Partners or Collaborators:</b>	Land owners, school district, local real estate brokers, county assessor, Cowlitz County EDC, Department of Community, Trade and Economic Development.
<b>Timeline:</b>	2Q - 3Q 2005
<b>Budget:</b>	-0-

<sup>1</sup> Property Data Sheet



Strategic Initiative 1: Product Readiness	
Hornstra Property Development Plan	
<b>Action 1.2</b>	Develop a specific plan, including site layout, infrastructure needs and cost estimates for improvements, to transform the Hornstra property into a marketable industrial park.
<b>Lead:</b>	City
<b>Overview:</b>	<p>The Hornstra property is the City's largest industrial-zoned site. When a business prospect looks at this site they see a cattle ranch with challenging truck access and insufficient infrastructure in place. It may be difficult for Castle Rock's target user to visual their business operating on that site. They need to be presented a plan that helps them to visualize this site as a prosperous business park.</p> <p>It should also be noted that this is a highly visible site from Interstate-5. As a result, residential and commercial developers may also approach the City for alternative development plans. The City should consider the cost benefit of these alternative uses since this site has significant challenges for development as an industrial park.</p> <p>This Action outlines steps to proceed with the development of an industrial park to meet the needs of your target industries.</p>
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Discuss project with landowner. You need his buy-in to make this project successful. The City does not have resources to purchase the property but could utilize grants to develop a specific plan for improvements.  Since the City will be investing time and resources to bring the site to market-readiness, it is important that the landowner agree not to raise the price as a result of this investment.</li> <li>2. Outline Scope of Work for Community Development Block Grant – General Purpose Grant Program, Planning-Only Grant Program, or Community Investment Fund Grant can be pursued. The grant will fund a planning project to for the industrial park and should cover the following: <ul style="list-style-type: none"> <li><input type="checkbox"/> Site plan</li> <li><input type="checkbox"/> New truck access – suggest entrance to be located east of the church which may mean that the landowner trades land to move the church's fence.</li> <li><input type="checkbox"/> Infrastructure for full development of site</li> <li><input type="checkbox"/> Curb &amp; gutter costs</li> <li><input type="checkbox"/> Budget estimates</li> <li><input type="checkbox"/> Timeline outlined for a step-by-step guide for developing the property.</li> </ul> </li> <li>3. Hire a grant writer to prepare application and work with City staff to coordinate public hearings.</li> <li>4. If successful and awarded grant, then announce RFP and gather bids from civil engineering firms.</li> <li>5. Award contract for planning industrial park design and assessment of improvements needed.</li> <li>6. Summarize site information and proposed plan in brochure to present to business prospects and site location consultants.</li> </ol>

## Strategic Initiative 1: Product Readiness

### Hornstra Property Development Plan

	<p>7. Update partners with property information:</p> <ul style="list-style-type: none"> <li>❑ Provide site data to the Cowlitz County EDC.</li> <li>❑ Contact Lynn Longan at CTED (<a href="mailto:lynnl@cted.wa.gov">lynnl@cted.wa.gov</a> and phone # 360-725-4175) to post your site information on CTED's website (<a href="http://www.ChooseWashington.com">www.ChooseWashington.com</a>). CTED is currently hosting training sessions around the state to learn how to use the website and post properties.</li> </ul>
<b>Outcome:</b>	Specific plan for developing the Hornstra Property into an Industrial Park.
<b>Partners or Collaborators:</b>	Department of Community, Trade and Economic Development
<b>Timeline:</b>	4Q 2005 – 2Q 2006
<b>Budget:</b>	\$2,500 - 5,000 grant writer

Strategic Initiative 1: Product Readiness	
Industrial Real Estate Inventory	
<b>Action 1.3</b>	Inventory Available Industrial Real Estate
<b>Lead:</b>	City - Community Revitalization Coordinator (AmeriCorp*VISTA)
<b>Overview:</b>	Working with landowners and real estate brokers, prepare an inventory of available industrial buildings and land sites, which details properties, infrastructure/utilities, incentive zones and maps.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>Identify potential industrial-zoned sites and buildings. A good start would be the following 5 properties: <ul style="list-style-type: none"> <li><input type="checkbox"/> Gould site (Action 1.1)</li> <li><input type="checkbox"/> Hornstra Site (Action 1.2)</li> <li><input type="checkbox"/> Rupley Site</li> <li><input type="checkbox"/> Bredefield Site</li> <li><input type="checkbox"/> Cowlitz Street Site</li> </ul> </li> <li>Research and gather information to complete the Property Data Sheet (included in Appendix) for each property. Add to your inventory as additional industrial land comes on the market.</li> <li>Additionally, to be more competitive in your presentations to interested companies and site selectors, we recommend that you prepare a file for each land site to include: <ul style="list-style-type: none"> <li><input type="checkbox"/> Location map</li> <li><input type="checkbox"/> Aerials and pictures of the site</li> <li><input type="checkbox"/> Topographic maps</li> <li><input type="checkbox"/> Flood-plain maps</li> <li><input type="checkbox"/> Maps showing infrastructure – telephone line, water &amp; sewer lines, electrical &amp; natural gas lines, transit and truck routes.</li> </ul> </li> <li>Although Castle Rock currently has no industrial buildings on the market, it will be important to have information ready for presenting to prospects when a situation occurs that industrial buildings become available. Gather information, as industrial buildings become available, and on a Property Data Sheet. The information should also include: <ul style="list-style-type: none"> <li><input type="checkbox"/> Photos of building</li> <li><input type="checkbox"/> Map of location</li> <li><input type="checkbox"/> Plot maps</li> <li><input type="checkbox"/> Floor plans</li> </ul> </li> </ol>



Strategic Initiative 1: Product Readiness	
Industrial Real Estate Inventory	
	<p>5. Update partners with property information:</p> <ul style="list-style-type: none"> <li>❑ Provide site data to the Cowlitz County EDC.</li> <li>❑ Contact Lynn Longan at CTED (<a href="mailto:lynnl@cted.wa.gov">lynnl@cted.wa.gov</a> and phone # 360-725-4175) to post your site information on CTED's website (<a href="http://www.ChooseWashington.com">www.ChooseWashington.com</a>). CTED is currently hosting training sessions around the state to learn how to use the website and post properties.</li> </ul>
	<p>6. Encourage landowners or real estate brokers to erect "site available" signs. Where applicable, it would be good for these signs to be viewable from Interstate-5.</p>
<b>Outcome:</b>	City will be prepared with the necessary information to competitively present available industrial properties to prospective businesses and site location consultants.
<b>Partners or Collaborators:</b>	Local brokers and land owners
<b>Timeline:</b>	3Q 2005 and ongoing
<b>Budget:</b>	-0-



Strategic Initiative 1: Product Readiness	
Commercial Building Readiness	
<b>Action 1.4</b>	Identify and prepare commercial buildings for market-readiness and promote selected properties.
<b>Lead:</b>	City - Community Revitalization Coordinator (AmeriCorp*VISTA)
<b>Overview:</b>	<p>Identify target commercial properties that are ready or close to ready for business occupants. Help properties owners improve building conditions and marketability.</p> <p>Stimulate interest in and action toward property improvements and enhance the appearance and condition of downtown properties to attract quality tenants.</p>
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Form a Property Improvement Committee to undertake the action steps that follow. Members of the committee should include business and property owners, City staff, a City Council member, area realtors and area banker(s).</li> <li>2. Identify and list all vacant, underutilized or uncared for downtown properties (buildings and parcels).</li> <li>3. Organize a property owner contact team to meet one-on-one with property owners to: discuss the overall revitalization process and the desire to increase commercial activity; to assess their interests in and ability to make property improvements, and to lease or sell the property.</li> <li>4. Building on the information gained through property owner interviews, use the Commercial Property Assessment Worksheet (provided in the Appendix) to clearly evaluate the condition, property owner interests and near term potential for vacant buildings or property. Assess the ability of the owner to sell and/or lease the space.</li> <li>5. For any properties that are available and in good condition for showing, work with the property owner and/or a local Realtor to begin to market these to business prospects. Prepare a one-page marketing fact sheet with key features, price information, a photograph, contact person and target businesses for the location.</li> <li>6. Put same information on "Available Properties" link to city web page.</li> <li>7. Institute a 'vacant storefront' program for empty buildings whereby store windows are converted into galleries for student art work, nonprofit organization display sites or creative displays of merchandise with a sign: '<i>Your Business Here.</i>' A similar concept can be applied to vacant lots with landscaping and plantings.</li> </ol>
<b>Outcome:</b>	Selected properties ready to market
<b>Partners or Collaborators:</b>	City, business and community leaders, students
<b>Timeline:</b>	3Q 2005 – 1Q 2006
<b>Budget:</b>	-0-

## Strategic Initiative 1: Product Readiness

### Improve Downtown Image

<b>Action 1.5</b>	Improve the appearance of all downtown businesses and properties for overall market appeal and to project the best possible image.
<b>Lead:</b>	Chamber of Commerce and City
<b>Overview:</b>	<p>Many buildings, particularly in the downtown, appear to be uncared for or in need of upgrading. In some cases, property owners cannot afford the improvements but may be enticed by an incentive program. Business owners leasing space also have a vested interest in making their storefronts as inviting as possible.</p> <p>One critical enhancement and unifying element for the downtown shopping district is business signage. Quality, appropriate and consistent signage can go a long way in conveying a positive image and preserving the small-town village character of Castle Rock. It is also an important part of any business marketing.</p>
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Explore the creation of a façade and/or building improvement program for commercial properties. Such programs provide a range of incentives from matching grants and low interest loans to design assistance and tax credits or rebates on property improvements to fixed assets. Small towns like Castle Rock have funded these through a variety of sources from Community Development Block Grant Funds and local banks to U.S. Forest Service grants. See Appendix entitled, <i>Design Financing and Incentives</i>, for more information about these and other options for funding property improvements. See also the sample Storefront Improvement Program Guidebook used by the Portland Development Commission for distressed commercial neighborhoods. <a href="http://www.pdc.us/pdf/dev_serv/pubs/sip_storyofstorefront.pdf">http://www.pdc.us/pdf/dev_serv/pubs/sip_storyofstorefront.pdf</a></li> <li>2. Encourage existing business owners to always put their best face forward, whether or not they lease or own their property through an ongoing Storefront Improvement Program. This action item emphasizes all the things that businesses can do for FREE with their stores and properties, ranging from filling empty storefront windows with lively displays to keeping them clean and sparkling. Even professional or other service businesses can be active participants. See appendix for a list and schedule of simple beautification ideas for business fronts. Invite high school students to design creative window displays. As part of the Business Kudos or Recognition Program, regularly reward business effort and ingenuity.</li> <li>3. Explore the development of building design and sign <i>guidelines</i> that would suggest a color palette, desirable redevelopment/façade improvements, architecturally and stylistically appropriate storefront blade signage and related elements. Contact the State of Washington's Main Street Program for sample sign and/or design guidelines for understanding the key architectural, material, scale and pedestrian elements of good signage. Discuss the possibility of in-kind donations for improvements, which may range from paint and labor to sign-making by a Castle Rock woodcrafter. Also share with property owners, resource information to help with improvements. For example, Sunbrella is an awning fabric company with one of the largest selections of awning fabrics and extensive experience with older downtown properties. View their options online at <a href="http://www.sunbrella.com">www.sunbrella.com</a>.</li> </ol>



## Strategic Initiative 1: Product Readiness

### Improve Downtown Image

	<p>4. Contact both the Washington Main Street Program, (Washington Community Economic Assistance Center) and the Washington Office of Archaeology and Historic Preservation regarding the types of technical assistance provided to communities and/or owners of historic properties. For example, they offer 'design assistance' for those interested in renovating their building facades and they are <i>the</i> source for how to tap investment tax credits for historic properties. Invite program representatives to make a presentation to Castle Rock property owners.</p>
	<p>5. Contact by telephone and/or arrange field trips to other Washington communities with a track record on downtown revitalization, in particular those with active downtown programs or organizations, such as those listed below. Discuss with them workable incentives, funding and other forms of assistance that have encouraged property redevelopment.</p> <ul style="list-style-type: none"> <li>▪ Auburn Auburn Downtown Association</li> <li>▪ Bainbridge Island Team Winslow</li> <li>▪ Port Angeles Port Angeles Downtown Association</li> <li>▪ Port Townsend Port Townsend Civic Trust</li> <li>▪ Puyallup Puyallup Main Street Association</li> <li>▪ Walla Walla Downtown Walla Walla Foundation</li> <li>▪ Wenatchee Wenatchee Downtown Association</li> </ul>
	<p>6. Explore the Community-Initiated Development process for property redevelopment. In Castle Rock, as elsewhere, disinterested or out of town property owners have left buildings in disrepair. To create and enhance the 'sense of place' and history in downtown Castle Rock, controlling the real estate is an essential long-term step. Increasingly, cities and small towns are forming local investor groups and/or nonprofit development corporations to purchase neglected real estate, redevelop it, recruit appropriate tenants and resell it. Contact the Washington Main Street Program to identify examples of towns that have turned white elephant buildings into 'white knights' and resource documents for getting started.</p> <p>Walla Walla, WA; Condon, OR; Roseburg, OR are good case studies.</p>
<b>Outcome:</b>	Visible improvements to key community assets—buildings and the business district.
<b>Partners or Collaborators</b>	Cowlitz County Community Development Corporation (under consideration)
<b>Timeline:</b>	Steps 1-4: 2Q-4Q 2005; Steps 5-6: 1Q-2Q 2006
<b>Budget:</b>	\$10,000 – 50,000

## Strategic Initiative 1: Product Readiness

### Entrance Signage & Enhancements

<b>Action 1.6</b>	Prepare and install informative signage and landscape enhancements at both Castle Rock entrances to direct visitors, to market service/retail offerings, and to feature activities such as the museum and riverfront trails.
<b>Lead:</b>	Chamber of Commerce or City
<b>Overview:</b>	Visitors exiting at the State Highway 504 exit can easily find the Mt. St. Helens information center, but it is not so clear where historic downtown is and what shopping and recreation activities are there. Clear, visible and readable signage is needed to bring visitor traffic into the downtown.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Organize a Landscape/Sign Subcommittee to redesign and replant corner nodes throughout the downtown and at entry areas. Include a number of youth in the group.</li> <li>2. Using the entryway signage and landscape features at the southern Castle Rock entrance (exit 48), design and implement a similar entry feature from the north end.</li> <li>3. Create distinctive and compelling signage at exit 49 to point visitors toward downtown. <i>"Museum, specialty shops, more restaurants → this way!"</i></li> <li>4. With the design help of a landscape architect, initiate landscape improvements (trees, plants, flowers) along the road toward downtown. Create some general landscape design guidelines that recommend design elements, planting details and materials list. Create an 'adopt a block' program allowing community organizations to participate in the implementation and own the responsibility for maintaining designated "Adopt-a-Block". Identify and involve master gardeners, downtown property owners and merchants, gardening enthusiasts, school youth, church groups and service organizations.</li> <li>5. Consider obtaining professional sign design help, especially for gateway and directional signage. Visit <a href="http://www.guidancepathways.com">www.guidancepathways.com</a> to learn about the services of a company that focuses on creating community way-finding signage—from entryways to building signs.</li> <li>6. Encourage Sign/Landscape Committee members to photograph examples of eye-catching, quality landscaping, and signage, in other communities. Share and discuss the design elements that are attractive and what might apply to Castle Rock. Examples are presented in the Appendix.</li> </ol>
<b>Outcome:</b>	Image enhancement and effective directional guidance for Castle Rock visitors; improved connections from the highway to the downtown district.
<b>Partners or Collaborators</b>	Community organizations, youth organizations, Master Gardeners
<b>Timeline:</b>	2Q 2005 – 2Q 2006
<b>Budget:</b>	\$1,000 - \$5,000 or more depending on volume of in-kind materials and labor contribution



Strategic Initiative 1: Product Readiness	
Land Use Allocation	
<b>Action 1.7</b>	Review allocated land uses for commercial, industrial and residential and update plans to match the community's vision for growth and development.
<b>Lead:</b>	City Planning Commission
<b>Overview:</b>	<p>Businesses as well as residents who invest in Castle Rock want a consistent and predictable plan for the locations of residential, commercial and industrial development. It is also important to involve business leaders and residents in the plans for Castle Rock's vision so that they can present ideas and participate in the buy-in of the adopted plan.</p> <p>The Cowlitz-Wahkiakum Council of Governments has already started the process of updating the Comprehensive Plan.</p>
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Encourage community input and comments – <i>What is your vision for the city?</i></li> <li>2. Review existing comprehensive plan for land use – <i>Do you have enough land to develop the city into the community's vision?</i></li> <li>3. Workshops and public meetings are part of the process for the comprehensive plan update.</li> <li>4. City Council adopts update to Comprehensive Plan.</li> <li>5. Review plan on a regular basis to be consistent in allocating land to achieve your goals.</li> <li>6. Update Comprehensive Plan every 5 years.</li> </ol>
<b>Outcome:</b>	Castle Rock will grow and develop into your community vision. You will have a balance of land ready to accommodate industrial, commercial and resident uses. Residents and businesses will be involved in the process.
<b>Partners or Collaborators</b>	Cowlitz-Wahkiakum Council of Governments, City Council, local residents, business community
<b>Timeline:</b>	2Q 2005 - ongoing
<b>Budget:</b>	No additional cost since the Comprehensive Plan update is a normal process for city government.

## Strategic Initiative 2: Organize for Business Development

### Competitive Development Process & Fees

<b>Action 2.1</b>	Review and make necessary adjustments to the City's development process and fee structure to enhance Castle Rock's competitiveness for business locations and expansions.
<b>Lead:</b>	City
<b>Overview:</b>	The City already has a fairly simple and straightforward development process. You want to ensure that the City's development review process continues streamlined customer service. The objective of this Action is to enhance your competitiveness and prepare tools for marketing your advantages.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Summarize the development process into a flowchart, including the timeline for each step. An example is shown in the Appendix<sup>1</sup>. This flow chart should be added to the City website.</li> <li>2. To support your commitment to the City's timeline, you might consider a money-back guarantee for permit fees if you do not meet the established timeline of response. After approval from the City Council, a letter signed by the Mayor would be the commitment and validation of this incentive.</li> <li>3. Although it is a terrific service to offer predevelopment meetings, it is a disadvantage to charge for this service. Business prospects may choose to eliminate Castle Rock instead of paying to meet with your development team. Therefore, the City needs to remove all charges for these meetings and integrate the cost of the meeting (since Castle Rock contracts with engineers for part of the development approval process) in the permit fees.</li> <li>4. The 2004 Tax &amp; User Fee Survey by the Association of Washington Cities shows that Castle Rock's water and sewer rates are above the state average. This could be a disadvantage for some businesses with high water consumption and need for large sewer usage. A possible incentive for locating a business would be to rebate a percentage of the fee for each employee paid at or above "X" wage/living wage. <ul style="list-style-type: none"> <li><input type="checkbox"/> Review the difference between Castle Rock and other competitive cities. Reference the Association of Washington Cities survey<sup>2</sup> in the Appendix.</li> <li><input type="checkbox"/> Determine the price point for Castle Rock to break even for business users.</li> <li><input type="checkbox"/> Consider target wages for businesses</li> <li><input type="checkbox"/> Brainstorm options for incentive rebates to business users</li> <li><input type="checkbox"/> Evaluate options – you may want to consider a fiscal impact analysis</li> <li><input type="checkbox"/> City Council to approve incentive offering</li> </ul> </li> </ol>
<b>Outcomes:</b>	<ul style="list-style-type: none"> <li>✓ Development Flow Chart</li> <li>✓ Competitive permit and development fee structure</li> </ul>
<b>Partners or Collaborators:</b>	City contractors (building inspector, planner)

<sup>1</sup> Sample Development Flowchart

<sup>2</sup> Association of Washington Cities: 2004 Tax & User Fee Survey



## Strategic Initiative 2: Organize for Business Development

### Competitive Development Process & Fees

Timeline:	4Q 2005
Budget:	-0-

## Strategic Initiative 2: Organize for Business Development

### Customized Fee Presentation

<b>Action 2.2</b>	Prepare a template to present prospects with customized development fees pertinent to their project.
<b>Lead:</b>	City
<b>Overview:</b>	Competitive cities present an organized and prepared image to businesses considering a location. This means that fee information is complete and well organized for a business or site location consultant to easily understand the city's development costs and determine the specific development costs for the site(s) in consideration.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Gather all application forms and itemize a list of materials that the prospect needs to submit for each step in the flow chart. Prepare a checklist to provide the prospective business. <ul style="list-style-type: none"> <li>❑ The checklist and application forms should be posted to the city website.</li> </ul> </li> <li>2. Prepare all fees and development costs on a spreadsheet to summarize the City's presentation to a prospective business. Include a description of the fee, a contact, the formula and basis for assessment of fee, the estimated time to issue the permit and estimated cost – refer to the sample in the Appendix<sup>3</sup>. If the City does not charge a certain fee, leave the line item for that fee in the spreadsheet and enter zero for the charge, explaining that the city does not charge. You can highlight the blank items as a competitive advantage for a Castle Rock location.</li> <li>3. When a prospect asks for development and permit fee information, you should ask questions about the project to customize the spreadsheet. Handle inquiry and project information with complete confidentiality. The spreadsheet can be presented at the predevelopment meeting and modified as the discussion may contribute to changes for the project. <ul style="list-style-type: none"> <li>❑ Prepare an intake form for the City website to gather information from prospective businesses and site location consultants. A sample intake form is presented in the Appendix<sup>4</sup>.</li> </ul> </li> <li>4. Outline the process for preparing the customized fee information and package for the client. <ul style="list-style-type: none"> <li>❑ Who collects the information from the client for the spreadsheet?</li> <li>❑ Who collects fee information from all parties (city, state, contractors) to prepare the spreadsheet for the client?</li> <li>❑ What is the timeline?</li> <li>❑ Who arranges the meeting and confirms with the client?</li> <li>❑ How do you handle website inquiries? What is the timeline for response? (Should post the anticipated timeline for a response on your website.)</li> </ul> </li> </ol>
<b>Outcome:</b>	<ul style="list-style-type: none"> <li>✓ Checklist of required materials from the prospective business for each step in the process</li> <li>✓ Development Cost spreadsheet summary for prospect</li> <li>✓ Process for competitive presentation of costs</li> </ul>

<sup>3</sup> Development Fee Cost Estimate Spreadsheet – Calculating Project Fees & Incentives

<sup>4</sup> Sample Website Intake Form - Florida



## Strategic Initiative 2: Organize for Business Development

### Customized Fee Presentation

Partners or Collaborators:	City contractors (building inspector, planner)
Timeline:	4Q 2005
Budget:	-0-

## Strategic Initiative 2: Organize for Business Development

### Business Ombudsman

<b>Action 2.3</b>	Create the role of Business Ombudsman at City Hall to serve as the business liaison during the site search and development processes.
<b>Lead:</b>	City
<b>Overview:</b>	Competitive communities offer ombudsmen service to businesses. An ombudsman acts as a single point of contact and is responsible for coordinating location information and managing all of the city's commitments while the company is preparing to establish their business in Castle Rock. The objective is for the City to provide one consistent face that will assist the business in completing the necessary documentation to open their business in Castle Rock.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Review the handout in the Appendix for the typical roles of an Ombudsman<sup>5</sup>.</li> <li>2. Determine who should be the Castle Rock Ombudsman.</li> <li>3. When a prospective business or site location consultant contacts the City, they should be immediately connected to the Ombudsman. <ul style="list-style-type: none"> <li>□ Anyone who answers the phone at the City should be trained on how to handle the incoming call or visit at City Hall &amp; referral to the Ombudsman.</li> </ul> </li> <li>4. List the Ombudsman on the City website, with a description of the services offered, along with the direct phone number and email for this person.</li> <li>5. Communicate role and introduce the Ombudsman to local businesses (since they are a source of leads through referrals). Ask for time at a Chamber meeting to present this city service.</li> </ol>
<b>Outcome:</b>	Establish role of local ombudsman and communicate to target audiences.
<b>Partners or Collaborators:</b>	None
<b>Timeline:</b>	3Q 2005 and ongoing
<b>Budget:</b>	-0-

<sup>5</sup> Local Ombudsman Handout



## Strategic Initiative 2: Organize for Business Development

### Castle Rock Business Team

<b>Action 2.4</b>	Establish the Castle Rock Business Team to support business recruitment and expansion efforts.
<b>Lead:</b>	Chamber of Commerce
<b>Overview:</b>	<p>The City has limited capacity with minimal staff and budget resources to do everything for a prospective business. It is important to assemble a team to help carry out the message of Castle Rock's desire to support and encourage business development. The goal of this team is to provide a favorable and welcoming business climate.</p> <p>While established businesses will be the most vital testimony to Castle Rock's friendly business climate, there is also a need for technical business resources to also be represented on the team. This Action outlines the steps for forming a successful team for the City of Castle Rock.</p>
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Identify possible team members who have expertise in one or more specific areas: workforce specialists; air quality; transportation; railroads; energy; telecommunications; education; financial resources; including programs and local bankers; local employers; city staff; local real estate brokers; property owners; elected officials; and Chamber of Commerce members. <p>It will be important to not only identify knowledgeable people, but those possible team members who are articulate spokespersons and good listeners.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Review the suggested criteria for Team Members in the Appendix item "Organizing Your Business Team"<sup>6</sup></li> <li><input type="checkbox"/> To identify potential team members, develop a list of names for each topic.</li> <li><input type="checkbox"/> Contacts gathered through the process of preparing this strategic marketing plan, are included in the Appendix<sup>7</sup> to initiate the Team list.</li> </ul> </li> <li>2. Invite participation <ul style="list-style-type: none"> <li><input type="checkbox"/> Send an invitation letter to target team members. A sample is included in the Appendix<sup>8</sup>.</li> <li><input type="checkbox"/> You may need to conduct follow up calls to explain the new Castle Rock Business Team and what participation entails. During this call, you could also ask for other people who may be interested and should be invited.</li> </ul> </li> <li>3. Hold an Orientation Meeting to review the goals, roles and responsibilities, how the team works and answer questions. <ul style="list-style-type: none"> <li><input type="checkbox"/> Present handout of Roles and Responsibilities – review and answer questions. See sample orientation meeting agenda as a reference for your meeting<sup>9</sup>.</li> <li><input type="checkbox"/> Ask participants to complete questionnaire<sup>10</sup> so that you can utilize their talents and limited time effectively.</li> </ul> </li> </ol>

<sup>6</sup> Organizing Your Business Team

<sup>7</sup> Castle Rock Business Team Members

<sup>8</sup> Sample Business Team Invitation

<sup>9</sup> Sample Business Team Orientation Meeting Agenda

<sup>10</sup> Castle Rock Business Team Skills & Resource Questionnaire

## Strategic Initiative 2: Organize for Business Development

### Castle Rock Business Team

	<p>4. Customize Team to Client Needs</p> <ul style="list-style-type: none"> <li>❑ Not every team member will be involved in every client meeting or on every project. Team members should be engaged based on the prospective business needs.</li> <li>❑ Explain this situation to the team in orientation so that they do not feel left out on a project.</li> </ul>
	<p>5. Ongoing updates – Keep volunteers engaged</p> <p>As a result of different team members being involved in different projects, it is important to provide regular updates on Team activities. We suggest a quarterly meeting where all team members are invited to review project activity. This way they will feel included and be knowledgeable about what is going on.</p> <ul style="list-style-type: none"> <li>❑ Provide updates on business prospects, expansions and locations.</li> <li>❑ Give team members opportunity for updates on their area of expertise.</li> </ul>
	<p>6. Take time to show appreciation</p> <ul style="list-style-type: none"> <li>❑ Send “thank you” letters signed by the Mayor and Team Lead to anyone who takes time to work on the Business Team, especially if they met with a prospective business.</li> <li>❑ Recognize Team Members publicly when a company chooses to expand or relocate to Castle Rock. Add names to news release and any speeches.</li> </ul>
	<p>7. Celebrate Success</p> <p>Be sure to include the entire Castle Rock Business Team to celebrate success. If there is a ribbon cutting or groundbreaking, invite all team members. This will show the new or expanding business that they are appreciated and valued in the community.</p>
<b>Outcome:</b>	Organized volunteers working on the Castle Rock Business Team
<b>Partners or Collaborators:</b>	Chamber of Commerce, local businesses, Cowlitz County EDC, WorkSource, utility representatives, railroad, real estate brokers, local banks, school district, The Lenders Network.
<b>Timeline:</b>	Initiate team in 2Q 2005 – Start now
<b>Budget:</b>	Minimal - \$100 annually for refreshments at meetings and any correspondence



## Strategic Initiative 2: Organize for Business Development

### Website Enhancements for Business Development

<b>Action 2.5</b>	Upgrade information on the City website to meet the needs of target businesses.
<b>Lead:</b>	City - Marketing Coordinator (AmeriCorp*VISTA)
<b>Overview:</b>	<p>The City has a new website. This Action will enhance the website to include primary information most sought after by businesses and site location consultants.</p> <p>It is important to think of your website as a staff person who works 24 hours a day, 7 days a week. No longer are brochure postings for a website competitive a marketing tool. You need to go to the next level to serve the needs of your target business audience. This section provides an overview of enhancements which will make the website work for the City and in turn make the City more competitive as a business location.</p>
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>Enhance homepage with teasers for target audiences that will help them find information more readily. The homepage of your website should speak to each audience that visits your website: businesses seeking a location, local businesses, residents, visitors, etc.</li> <li>Add available real estate to website: <ul style="list-style-type: none"> <li><input type="checkbox"/> In the short-term post PDF versions of the Property Data Sheets and corresponding maps. For security reasons we advise against providing utility information for each site on the website.</li> <li><input type="checkbox"/> In the future you will want to have a searchable database that also shows maps based on Geographical Information System (GIS). It is possible to leverage off of the CTED Business Development Website (<a href="http://www.choosewashington.com">www.choosewashington.com</a>) for a less expensive way to enhance your website. The additional benefit is that you will only need to enter the real estate property once for both the state and local website. Refer to the product description<sup>11</sup> for in the Appendix for adding this functionality to the City website.</li> </ul> </li> <li>Add information on the Development Process to your website: <ul style="list-style-type: none"> <li><input type="checkbox"/> Development Process Flow Chart Graphic (Action 2.1)</li> <li><input type="checkbox"/> Checklist of information needed for the development process (Action 2.2)</li> <li><input type="checkbox"/> All application forms should be downloadable</li> <li><input type="checkbox"/> See the sample e-Government websites in the Appendix<sup>12</sup>.</li> <li><input type="checkbox"/> Prepare a form for users to complete and request customized information on permit fees and other information to help on their project. A sample is provided in the Appendix<sup>13</sup>.</li> </ul> </li> <li>Add information on Castle Rock's Business Ombudsman (Action 2.3): <ul style="list-style-type: none"> <li><input type="checkbox"/> Name, phone, email address</li> <li><input type="checkbox"/> Description of services provided to businesses</li> </ul> </li> </ol>

<sup>11</sup> ZoomProspector Description

<sup>12</sup> Examples of e-Government Websites

<sup>13</sup> Sample Intake Form

## Strategic Initiative 2: Organize for Business Development

### Website Enhancements for Business Development

- |   |  |                                       |                                |                                    |   |  |                                    |                                      |  |   |                                     |   |  |
|---|--|---------------------------------------|--------------------------------|------------------------------------|---|--|------------------------------------|--------------------------------------|--|---|-------------------------------------|---|--|
|   | <p>5. Add description of Castle Rock Business Team (Action 2.4):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Team members and their expertise</li> <li><input type="checkbox"/> Services provided</li> </ul> <p>6. Add list of available business resources. A list has been started as a result of the work on this project and is available in the appendix<sup>14</sup>.</p> <p>7. The following Site Selection Data should be available on your website:</p> <table border="0"> <tr> <td><input type="checkbox"/> Demographics</td> <td><input type="checkbox"/> Taxes</td> </tr> <tr> <td><input type="checkbox"/> Education</td> <td><input type="checkbox"/> Regulatory Environment</td> </tr> <tr> <td><input type="checkbox"/> Employer Profiles</td> <td><input type="checkbox"/> Utilities</td> </tr> <tr> <td><input type="checkbox"/> Labor Costs</td> <td><input type="checkbox"/> Quality of Life</td> </tr> <tr> <td><input type="checkbox"/> Transportation</td> <td><input type="checkbox"/> Incentives</td> </tr> <tr> <td><input type="checkbox"/> Business Amenities</td> <td></td> </tr> </table> <p>Specific data points for each of these categories can be found in the appendix<sup>15</sup>. For additional information on data for business recruitment, you can purchase the workbook, <i>“So You Want to Make a Company’s Short List, Huh? Data Collection for Business Attraction”</i>, by Audrey Taylor and Lindy Hoppough.</p> <p>To provide great service, offer in optional download formats: PDF, MSWord, Excel, Printer-friendly format.</p> <p>8. List Retail Business Opportunities on your website. Refer to supporting data pieces in the Appendix<sup>16</sup></p> <p>9. Posts news releases and links to published articles showing successes in Castle Rock.</p> | <input type="checkbox"/> Demographics | <input type="checkbox"/> Taxes | <input type="checkbox"/> Education | <input type="checkbox"/> Regulatory Environment | <input type="checkbox"/> Employer Profiles | <input type="checkbox"/> Utilities | <input type="checkbox"/> Labor Costs | <input type="checkbox"/> Quality of Life | <input type="checkbox"/> Transportation | <input type="checkbox"/> Incentives | <input type="checkbox"/> Business Amenities |  |
| <input type="checkbox"/> Demographics       | <input type="checkbox"/> Taxes   |                                       |                                |                                    |   |  |                                    |                                      |  |   |                                     |   |  |
| <input type="checkbox"/> Education          | <input type="checkbox"/> Regulatory Environment  |                                       |                                |                                    |   |  |                                    |                                      |  |   |                                     |   |  |
| <input type="checkbox"/> Employer Profiles  | <input type="checkbox"/> Utilities   |                                       |                                |                                    |   |  |                                    |                                      |  |   |                                     |   |  |
| <input type="checkbox"/> Labor Costs        | <input type="checkbox"/> Quality of Life   |                                       |                                |                                    |   |  |                                    |                                      |  |   |                                     |   |  |
| <input type="checkbox"/> Transportation     | <input type="checkbox"/> Incentives  |                                       |                                |                                    |   |  |                                    |                                      |  |   |                                     |   |  |
| <input type="checkbox"/> Business Amenities |  |                                       |                                |                                    |   |  |                                    |                                      |  |   |                                     |   |  |

<sup>14</sup> Castle Rock Business Resources

<sup>15</sup> Website Site Selection Data

<sup>16</sup> Demographic Profile; Retail Market Analysis



## Strategic Initiative 2: Organize for Business Development

### Website Enhancements for Business Development

	<p>10. Other website tips</p> <ul style="list-style-type: none"> <li>❑ Speed to load: Your website should load within 17 seconds on a 28K modem dial-up connection. You can verify the load speed a, check for spelling errors and other technical evaluation of your website using <a href="http://netmechanic.com">http://netmechanic.com</a> website. See the appendix for a screen shot<sup>17</sup> of a free sample evaluation.</li> <li>❑ Clicks to content: Your users should be able to access all content within 3 clicks.</li> <li>❑ Contact information shown on every page.</li> <li>❑ Double check that the information presented is understandable to someone who is unfamiliar with the area.</li> <li>❑ Locator map – show where Castle Rock is located in the US, in Washington state and proximity to known locations such as Seattle, Portland, Mt. St. Helens.</li> <li>❑ For effective marketing you need at least 150 reciprocal links, meaning that if you link to someone they link back to the City website as well. Search engines will rank your website higher based on the number of reciprocal links, and most of your website visitors will find your website through a link.</li> </ul> <p>11. Your website is only as good as your data is current. Develop a schedule for regular data updates, based on release of current data. Check links at least monthly to maintain them as current.</p>
<b>Outcome:</b>	Website that provides high service to users and improves the City's business climate.
<b>Partners or Collaborators:</b>	Cowlitz County EDC (data sources), Cowlitz County Department of Tourism, Department of Community, Trade and Economic Development ( <a href="http://www.Choosewashington.com">www.Choosewashington.com</a> )
<b>Timeline:</b>	3Q 2005 – 1Q 2006, with ongoing updates
<b>Budget:</b>	Cost of the time for your webmaster to make changes.

<sup>17</sup> Netmechanic.com Website

## Strategic Initiative 3: Target Best Opportunities

### Resources for Existing Businesses

<b>Action 3.1</b>	Facilitate connections between existing businesses and available business resources.
<b>Lead:</b>	Chamber of Commerce
<b>Overview:</b>	Interviews with local businesses revealed that they are not familiar with the wealth of existing resources to support business growth. We propose a special business conference to be held at the Exhibit Hall. Business resource groups can set up booths, offer prizes from drawings, have short presentations; make it a fun event with valuable information on available business resources. This Action outlines steps to inform local businesses and engage business resource organizations in a mini-business resource fair.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Planning <ul style="list-style-type: none"> <li>□ Identify volunteers to chair and be committee members to organize event.</li> <li>□ Choose date and time. We suggest a 3-hour event that can be held at the end of the business day, when most business owners and managers can attend. You may decide to make a few calls to a variety of businesses to ask when they would prefer an event like this.</li> </ul> </li> <li>2. Programs - Identify speakers and topics <ul style="list-style-type: none"> <li>□ Through project research, a preliminary list has been prepared. Refer to the list1 in the Appendix.</li> <li>□ With the help of people on the list, ask them to add others that would be beneficial speakers.</li> </ul> </li> <li>3. Promote the event <ul style="list-style-type: none"> <li>□ Send invitation2 to all businesses, not just Chamber members. Demonstrating this value-add may be a way to increase membership.</li> <li>□ Post flyers around town3</li> <li>□ Prepare news release for local paper</li> <li>□ Post on City's website in the local business section and the upcoming events section.</li> <li>□ Post on Chamber of Commerce's website.</li> </ul> </li> <li>4. Ask participants to complete a brief feedback form on the event, including other topics they would like to learn more about and how frequently they would like to have this type of program.4</li> </ol>
<b>Outcome:</b>	Local Businesses are accessing and using the available business resources to grow their business.
<b>Partners or Collaborators:</b>	Business resource providers, Castle Rock Exhibit Hall
<b>Timeline:</b>	Event to be held in Fall 2005. Planning to start 2Q 2005.
<b>Budget:</b>	\$150 for mailings, publicity and refreshments. It is unlikely that the speakers will charge for speaking, but you may want to charge a minimal fee for having booth space. This, in turn, could offset event costs.

<sup>1</sup> Business Resource Speakers & Exhibitors

<sup>2</sup> Sample Invitation letter

<sup>3</sup> Sample Flyer

<sup>4</sup> Sample Feedback form



## Strategic Initiative 3: Target Business Opportunities

### Business to Business Marketing

<b>Action 3.2</b>	Create a business-to-business marketing program that encourages Castle Rock small businesses to become well acquainted with local products and services, and to support each other through cross marketing and selling.
<b>Lead:</b>	Chamber of Commerce
<b>Overview:</b>	Some Castle Rock business owners commented that they weren't even sure what certain businesses 'did' or 'sold' because they are so busy working in their store. Local businesses are important assets to each other for referrals, purchases and general promotion to local customers and visitors. But, they need to become more familiar with how the cash register is ringing across the street.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Organize regular (at least every other month) business-to-business networking meetings, committee meetings and 'best practices' group discussions in the stores and offices of Castle Rock businesses. Hold the occasions at the end of the workday and include refreshments. For special enticement, consider including local entertainment like a small choir group from the high school and/or door prize drawings. Make part of each meeting a tour of the business; an overview of products, services and customers; and sharing of any key issues or opportunities presently facing the business. Promote "10 Big Reasons to Shop at Home" to residents and businesses.</li> <li>2. Extend the Shop Local initiative to a Business Helping Business program. Encourage business owners to offer discounts or rewards to businesses for making local purchases with them. Gain and publicize the promise to Buy Locally: <i>We're Committed to Each Other!</i> This positive message will reflect well on Castle Rock's business climate. Another approach is to ask 10 businesses (organizations, city government and the schools, too) to list 10 or more items they buy out of town. Then ask other local businesses if they are interested in bidding on these items. Track the purchases and the spending that result from this initiative and promote the results.</li> <li>3. At each Chamber meeting, allow time for businesses to spotlight other businesses that have helped them in some way during the past month—could be through a customer referral, purchases made, implementable ideas shared or other supportive behaviors.</li> </ol>
<b>Outcome:</b>	A positive business environment; strong sense of camaraderie; enhanced ability to make customer referrals and purchases; increased sales.
<b>Partners or Collaborators:</b>	City
<b>Timeline:</b>	3Q 2005 and ongoing
<b>Budget:</b>	-0-

## Strategic Initiative 3: Target Best Opportunities

### Business Appreciation Award Program

<b>Action 3.3</b>	Start a local business appreciation or Kudos award program
<b>Lead:</b>	City - Marketing Coordinator (AmeriCorp*VISTA) The Chamber could also have a business “kudos” program.
<b>Overview:</b>	Businesses locate where they are wanted and stay where they are appreciated. Initiating an award program will bring attention to your local businesses and demonstrate a favorable business climate and strong partnership where the City supports and honors business.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>Brainstorm criteria for the program. Possible basis could be: <ul style="list-style-type: none"> <li><input type="checkbox"/> Sales tax generation</li> <li><input type="checkbox"/> Workforce appreciation</li> <li><input type="checkbox"/> Innovation in their business – new product or service offered, new marketing to draw people into their business</li> <li><input type="checkbox"/> Most attractive store-front</li> </ul> Above all, keep it simple. </li> <li>Additionally, you could recognize any new business that opened in that calendar year.</li> <li>In City Council work session, select basis for award and establish program.</li> <li>Develop list of candidate businesses, based on criteria. Allow other businesses to nominate candidates too.</li> <li>City Council selects winner in closed session – keep winner a surprise until presentation.</li> <li>Order award plaque with winning company’s name engraved or prepare a certificate and frame.</li> <li>Make special presentation at a Council Meeting or Chamber of Commerce event.</li> <li>Write a news release with a photo of the winner<sup>5</sup> <ul style="list-style-type: none"> <li><input type="checkbox"/> Distribute to regional media<sup>6</sup></li> <li><input type="checkbox"/> Post to City website</li> </ul> </li> <li>Send press clippings to winner</li> <li>Repeat annually</li> </ol>
<b>Outcome:</b>	Happy businesses recognized for their contribution to the City.
<b>Partners or Collaborators:</b>	News media
<b>Timeline:</b>	Initiate 4Q 2005 and repeat annually
<b>Budget:</b>	\$50-75

<sup>5</sup> Press Release Tips

<sup>6</sup> Castle Rock media list



## Strategic Initiative 3: Target Best Opportunities

### Entrepreneur Connections

<b>Action 3.4</b>	Be a catalyst for entrepreneur connections. Maximize and leverage opportunities to make entrepreneur resources available in Castle Rock.
<b>Lead:</b>	Chamber of Commerce to start the program – find the champion to lead this action
<b>Overview:</b>	Supporting entrepreneurship in a community is a different form of economic development. You don't simply pick up the phone and find entrepreneurs. Classic business development workshops do not appeal to creative thinkers. You will need a different approach. This Action presents a variety of ways to cultivate an environment that is enticing to entrepreneurs, start-ups and micro-enterprises. Your objective is to develop an entrepreneurial network for synergy.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>Find a champion <ul style="list-style-type: none"> <li><input type="checkbox"/> Self-appointed visionary is best</li> <li><input type="checkbox"/> Another option is a long-established, respected civic leader</li> <li><input type="checkbox"/> They need a big Rolodex of solution-oriented people with expertise.</li> </ul> </li> <li>Host a “Koffee Klatch” (or whatever you want to call it) at the Café Roma to encourage an informal entrepreneurial network. This will require a new mindset. This is not a Chamber type program. Instead you will focus on individuals. Entrepreneurs like to hear from one another – peer learning is key. Support existing entrepreneurs <u>and</u> aspiring entrepreneurs. As a result you will engage and develop new civic leaders. <ul style="list-style-type: none"> <li><input type="checkbox"/> Bi-weekly, or monthly encourage entrepreneurs to gather to problem-solve, bounce ideas, seek mentors, and referrals to expertise. This is where the project champion plays a key role to engage interaction. Supplement the meetings with mini-curriculum topics, such as marketing, website development, how to read a financial statement, customer services, employee training, etc.</li> <li><input type="checkbox"/> It is okay if other groups spin-off. The key to success for this project is that entrepreneurs are sharing ideas.</li> <li><input type="checkbox"/> Refer to examples in the appendix from Northwest Entrepreneur Network<sup>7</sup> and the Oregon Entrepreneur Forum<sup>8</sup>.</li> </ul> </li> <li>Host workshop by Golden Capital Network: <i>“The Next Big Thing: Fostering Emerging Growth Companies (EGCs) as an Economic Development Engine”</i>. This workshop provides real-world, practical “in the trenches” information for practitioners and policymakers about EGCs in your community. It defines the characteristics and attributes of EGCs; how to find, understand and communicate with them; and provides real-world examples in both rural and urban settings. It will introduce information about innovative, alternative, cost-effective economic development strategies that communities can deploy to foster quality economic growth – with a focus on the companies, which will drive the future economic growth of your community. Additional information on this program can be found in the appendix<sup>9</sup>.</li> </ol>

<sup>7</sup> Pub Nights at Hale's Ales, Northwest Entrepreneur Network

<sup>8</sup> OEF Pub Talk

<sup>9</sup> Golden Capital Network Workshop

## Strategic Initiative 3: Target Best Opportunities

### Entrepreneur Connections

	<p>4. Visit successful programs and connect entrepreneurs to available resources, such as:</p> <ul style="list-style-type: none"> <li>❑ Coaching Programs – see example from Northwest Entrepreneur Network<sup>10</sup> in the Appendix.</li> <li>❑ Commercial Kitchen Incubator in Tacoma</li> <li>❑ Washington Technology Center – check out available workshops <a href="http://www.watechcenter.org/">http://www.watechcenter.org/</a></li> <li>❑ Golden Capital Network <a href="http://www.goldencapital.net/">http://www.goldencapital.net/</a></li> <li>❑ Building Entrepreneurial Networks, by the National Commission on Entrepreneurship: <a href="http://www.ncae.org">www.ncae.org</a></li> <li>❑ Book: <u>Going Local: Creating Self-Reliant Communities in a Global Age</u>, Michael Shuman</li> <li>❑ E2 Energizing Entrepreneurship in Rural America – conference June 2005.</li> </ul>
<b>Outcome:</b>	Entrepreneurs come together and move their ideas into business creation with the support of connections to experts.
<b>Partners or Collaborators:</b>	Washington Technology Center, SCORE, Senior Center
<b>Timeline:</b>	Initiate 2Q 2006 and ongoing
<b>Budget:</b>	\$2,000-4,000

<sup>10</sup> Northwest Entrepreneur Network Coaching Club



## Strategic Initiative 3: Target Best Opportunities

### Youth Entrepreneur Program

<b>Action 3.5</b>	Establish a youth entrepreneur program in association with the high school.
<b>Lead:</b>	Superintendent of Schools
<b>Overview:</b>	In order to engage Castle Rock's youth in entrepreneurship, you will want to make the community attractive for youth. This is will involve adults being involved with youth in a positive way, cultivating self-esteem, and helping them to think entrepreneurially. Implement programs in the schools, which provide experiences for students to think and work like an entrepreneur.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Research possible curriculum on entrepreneurship – which is different than business curriculum. Encourage thinking that is entrepreneurial. There is a wealth of information and existing curriculum, some sources include: <ul style="list-style-type: none"> <li>❑ Consortium for Entrepreneurship Education: <a href="http://www.entre-ed.org">www.entre-ed.org</a></li> <li>❑ Innovation Center: <a href="http://www.theinnovationcenter.org">www.theinnovationcenter.org</a> - see list of publication resources in the appendix</li> <li>❑ Entrepreneurship: Ideas in Action, Third Edition by Cynthia L. Greene</li> <li>❑ National Foundation for Teaching Entrepreneurship: <a href="http://www.nfte.com/whatwedo/programs/">http://www.nfte.com/whatwedo/programs/</a> (programs web page)</li> <li>❑ Junior Achievement: <a href="http://www.ja.org">www.ja.org</a></li> <li>❑ Youth Entrepreneur Community Development Model: <a href="http://web6.duc.auburn.edu/outreach/edi/yecd.pdf">http://web6.duc.auburn.edu/outreach/edi/yecd.pdf</a></li> </ul> </li> <li>2. Find ways to integrate into all grade levels. This may just be the program to stimulate interest in school for some students.</li> <li>3. Consider offering matching funds to money raised for a team project. This demonstrates that adults are invested in youth. It helps to build their self-esteem even if the venture fails. Failure is a lesson of entrepreneurship.</li> <li>4. Encourage students to participate in a youth version of the “Koffee Klatch” – possibly a Pizza &amp; Idea Exchange for entrepreneurs. Don't make this a formal club. Offer an informal venue supervised by a supportive adult – teacher or parent who understand the entrepreneurial mind. Encourage creative thinking and going after their dream.</li> <li>5. Have an Entrepreneur Day where students present their inventions and business plans to business leaders in the community. This could be for the Middle School and High School.</li> </ol>
<b>Outcome:</b>	Students who will be enthused about entrepreneurship and potentially open businesses in Castle Rock after high school or return after college.
<b>Partners or Collaborators:</b>	School district, parents, Chamber of Commerce (for Entrepreneurship Day), 4-H, FBLA, FFA, Jr. Achievement
<b>Timeline:</b>	Initiate program Fall 2005 and ongoing
<b>Budget:</b>	\$1,000 – 25,000 (Depends on curriculum)

### Strategic Initiative 3: Target Best Opportunities

#### RV Park Developer Recruitment

<b>Action 3.6</b>	Carry out a targeted plan to recruit a developer and company to operate a Recreational Vehicle Park along the Cowlitz River.
<b>Lead:</b>	City
<b>Overview:</b>	In order to increase visitor traffic in Castle Rock, the development of the designated site for a recreational vehicle park would contribute to the city's tourism business development strategy. This action outlines specific steps for raising awareness of this site with developers and park operators.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Prepare a marketing piece that outlines the compelling factors for the site and the community as a prime location for a recreational park. A sample brochure can be found in the appendix.<sup>11</sup></li> <li>2. Research RV park developers and develop a target list.<sup>12</sup> Check out the National Association of RV Parks &amp; Campgrounds and a helpful website on park development: <a href="http://www.rversonline.org">www.rversonline.org</a>. Refer to materials in appendix for building an RV Park.<sup>13</sup></li> <li>3. Send brochure to contacts on target list. Be sure to include a cover letter stating why you are contacting them and summarizing Castle Rock's advantages.</li> <li>4. Research targets on your list – background information will help you to be impressive on the calls because you understand and know more about their company.</li> <li>5. Make calls to follow up on mailing.<sup>14</sup> Invite to visit Castle Rock for a tour. If they agree to the tour, work with the Castle Rock Business Team to organize a welcoming visit that showcases your advantages.</li> <li>6. Make regular prospecting calls – at least every 6 months, based on the feedback you receive.</li> </ol>
<b>Outcome:</b>	Increased awareness of Castle Rock in the mind of targeted developers.
<b>Partners or Collaborators:</b>	Castle Rock Business Team, Cowlitz County
<b>Timeline:</b>	Initiate 1Q 2006 and make calls ongoing until success is achieved
<b>Budget:</b>	\$100-1,000 to print marketing brochure and conduct mailings as needed

<sup>11</sup> Sample Marketing Brochure for RV Park Developers

<sup>12</sup> RV Park Developers Target list

<sup>13</sup> Considerations in Building an RV Park

<sup>14</sup> Tips for Prospect Calls to RV Park Developers



### Strategic Initiative 3: Target Business Opportunities

#### Targeted Commercial Business Development

<b>Action 3.7</b>	Execute a targeted commercial business development program to supplement local business offerings.
<b>Lead:</b>	Castle Rock Business Team
<b>Overview:</b>	The purpose of Castle Rock's targeted commercial business development activities is to: 1) create "top of the mind" awareness about business opportunities in Castle Rock; 2) inform key contacts/target audiences about the 'best bets' for new commercial business; and 3) generate leads for potential commercial business tenants.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. Based upon retail market study findings, identify 3-5 priority targets for attraction, expansion or start-up companies.</li> <li>2. Publicize targets to the local business community and to economic development partners. Share information with entrepreneur networks. Make brief presentations and share summary information sheets as part of the process. Repeatedly ask for referrals to prospective businesses to locate in Castle Rock.</li> <li>3. Prepare one or more simple marketing collateral pieces—(sales brochure, newsletter, direct mail letter). Use key information<sup>15</sup> provided in the appendix to promote the market opportunity and development potential.</li> <li>4. Urge Castle Rock Business Team members to identify successful existing businesses within the target merchandise/business categories who may be good prospects for a downtown Castle Rock location. In particular, target freestanding businesses or those in unsatisfactory locations who would benefit from clustering with other businesses. (See Sample Specialty Retail Marketing Campaign in Appendix.)<sup>16</sup></li> <li>5. Encourage Castle Rock Business Team members to visit one on one with prospective businesses and to share market opportunity information and assess interest in company relocation or expansion.</li> <li>6. Conduct Team training to develop in-depth sales and prospecting plan for target retail businesses.</li> </ol>
<b>Outcome:</b>	Short term: increased inquiries from and prospecting with target businesses and/or entrepreneurs. Long term: successful attraction of additional retail businesses to Castle Rock.
<b>Partners or Collaborators:</b>	Chamber of Commerce, Small Business Development Center
<b>Timeline:</b>	2Q 2006 - 2007
<b>Budget:</b>	\$500 - \$3,000 printing

<sup>15</sup> Demographic Profile; Target/Market Analysis; Retail Marketing Sample

<sup>16</sup> Sample Specialty Retail Marketing Campaign; Sales Planner Worksheet

## Strategic Initiative 3: Target Best Opportunities

### Industrial Business Recruitment

<b>Action 3.8</b>	Prepare for industrial business recruitment
<b>Lead:</b>	Castle Rock Business Team
<b>Overview:</b>	The City of Castle Rock should leverage marketing for lead generation through the Cowlitz County EDC. The EDC works in partnership with the Department of Community trade and Economic Development (CTED) on state marketing efforts. We encourage you to focus on what you can do to prepare competitive respond to leads for industrial companies interested in locating in Castle Rock.
<b>Specific Steps:</b>	<ol style="list-style-type: none"> <li>1. City of Castle Rock to join the EDC as a city member.</li> <li>2. Promote Castle Rock's assets to EDC so they are aware of what Castle Rock has to offer. <ul style="list-style-type: none"> <li>❑ Introduce them to your Business Ombudsman and explain the role and services you provide.</li> <li>❑ Demonstrate the cost advantages of your development fee schedule.</li> <li>❑ Tour industrial sites that are ready for development (Action 1.3); share site data sheets. Ask them to post to Cowlitz County EDC website.</li> <li>❑ Inform them of your targets so that they understand what businesses may be most likely to succeed in Castle Rock. Don't accept any lead they send to you if it does not fit in your targets. For example, a meat processing plant or duck farm would not be desirable.</li> </ul> </li> <li>3. Develop master sheets for printing data and customized proposals. Matching folders can also be printed. Master sheets are blank pages, similar to letterhead, that provide for brand consistency and a professional presentation while allowing for customized content for each package of information.</li> <li>4. When approached by an interested company or referred a lead from the EDC, be sure to gather all information that will help you prepare a customized response. Refer to the sample intake form/questionnaire in the appendix<sup>17</sup>. Organize proposal based on client's site selection factors. Refer to handout<sup>18</sup> in the appendix.</li> <li>5. Organize Castle Rock Business Team for a company visit. Tips are presented in the appendix<sup>19</sup>.</li> <li>6. Follow up and negotiate – see appendix for tips<sup>20</sup></li> <li>7. Celebrate wins</li> <li>8. Learn from losses – debrief and conduct exit interview<sup>21</sup></li> </ol>
<b>Outcome:</b>	Castle Rock makes a competitive showing for projects you desire to recruit.
<b>Partners or Collaborators:</b>	Cowlitz County EDC, City, Chamber of Commerce
<b>Timeline:</b>	3Q 2006 and ongoing
<b>Budget:</b>	\$3,000 – EDC Membership \$2,500-10,000 for printing of materials. Content printing can be handled in-house.

<sup>17</sup> Inquiry Screen Sheet<sup>18</sup> Client Proposal Tips<sup>19</sup> Site Visit Tips<sup>20</sup> Tips for Closing the Deal<sup>21</sup> Sample Exit Interview Questions



## Strategic Actions Snap Shot

Action		Lead	Timeline	Budget Est.
<b>Strategic Initiative 1: Product Readiness</b>				
1.1	Priority Industrial Site Readiness	City	2Q 2005	-0-
1.2	Hornstra Property Development Plan	City	4Q 2005 – 2Q 2006	\$2,500-5,000
1.3	Industrial Real Estate Inventory	City – Community Revitalization Coordinator	3Q 2005 - ongoing	-0-
1.4	Commercial Building Readiness	City – Community Revitalization Coordinator	3Q 2005 – 1Q 2006	-0-
1.5	Improve Downtown Image	City	2Q 2005 – 2Q 2006	\$10,000 – 50,000
1.6	Entrance Signage & Enhancements	City	2Q 2005 - 2Q 2006	\$1,000 – 5,000
<b>Strategic Initiative 2: Organize for Business Development</b>				
2.1	Competitive Development Process & Fees	City	4Q 2005	-0-
2.2	Customized Fee Presentation	City	4Q 2005	-0-
2.3	Business Ombudsman	City	3Q 2005 - ongoing	-0-
2.4	Castle Rock Business Team	City – Marketing Coordinator	Initiate 2Q 2005 - ongoing	\$100/year
2.5	Website Enhancements for Business Development	City – Marketing Coordinator	3Q 2005-1Q 2006	TBD
<b>Strategic Initiative 3: Target Best Opportunities</b>				
3.1	Resources for Local Businesses	City – Marketing Coordinator or Chamber of Commerce	2Q 2005 – 3Q 2005	\$150
3.2	Business to Business Marketing	Chamber of Commerce	3Q 2005 - ongoing	-0-
3.3	Business Appreciation Award Program	City - Marketing Coordinator	4Q 2005	\$50 - 75
3.4	Entrepreneur Connections	City or Chamber of Commerce	2Q 2006 - ongoing	\$2,000 – 4,000
3.5	Youth Entrepreneur Program	Superintendent of Schools	3Q 2005 - ongoing	\$1,000 – 25,000
3.6	RV Park Developer Recruitment	City	1Q 2006 - ongoing	\$100 – 1,000
3.7	Targeted Commercial Business Development	City	2Q 2006 – 2007	\$500 – 3,000
3.8	Industrial Business Recruitment	City	3Q 2006 - ongoing	\$3,500-13,000