



Economic Development Advisory Board

Regular Business Meeting
Thursday, January 14, 2021, 8:00 AM
Zoom Online Meeting Platform

Voting Members
Allan Dye; Bridgette Tuttle;
Jacob Walker; John Whims;
Katy Woods; Liz Nugent;
Sally King
Ad-hoc Member
Janelle Drews

Page

1. CALL TO ORDER

1.1 Virtual Participation Information:

The City Council meeting will be held virtually via Zoom Meeting. Due to the COVID-19 pandemic, and [Proclamation 20-28.14](#) issued by Governor Jay Inslee, in-person attendance is not permitted at this time.

Join Zoom Meeting:

- Click link:
<https://us02web.zoom.us/j/87466082901?pwd=aDBlVW9lNm9CbHc1REtsTGJyNHk3QT09>
- Dial in: (253) 215-8782
- Passcode: 414796
- Meeting ID: 874 6608 2901

2. ROLL CALL

3. APPROVAL OF MINUTES

- 3.1. Minutes of the December 10, 2020 EDAB Meeting 3 - 5
[Minutes 12102020 EDAB](#)

4. DISCUSSION ITEMS

- 4.1. City of Monroe Economic Analysis Discussion Draft 6 - 38
[Monroe Economic Analysis Discussion Draft](#)

5. NEW BUSINESS

- 5.1. Subcommittee Work Plans and Membership 39 - 42
[EDAB Committee Assignments](#)

6. BOARDMEMBER REPORTS

7. ADJOURNMENT

- 7.1. Next Meeting
[Adjournment](#)

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CALL TO ORDER

The December 10, 2020 Monroe Economic Development Advisory Board Meeting was called to order at 8:06 a.m.; Zoom Meeting Platform.

ROLL CALL

Members present: Allan Dye, Bridgette Tuttle, Katy Woods, Liz Nugent, and Sally King

Staff present: Deborah Knight, James Palmer, and Rich Huebner

Guests present: Jacob Walker, John Whims

APPROVAL OF THE MINUTES

Board member Bridgette Tuttle made motion to approve the minutes of the October 22 and November 12 meetings. The motion was seconded by Board Member Katy Woods. Motion carried 5-0.

NEW BUSINESS

A. Mayor's Advisory Board Membership Appointments

Mr. Huebner introduced Mr. Walker and Mr. Whims, who were appointed by Mayor Geoffrey Thomas as new members of the EDAB, effective January 1, 2021. Mr. Walker is an insurance broker and with PNW Insurance Group, and Mr. Whims is the proprietor of Whims Insurance and Finance Services, an affiliate of Nationwide. Mr. Walker and Mr. Whims introduced themselves, and were welcomed by the Board members.

Mr. Huebner also commented that Liz Nugent has been reappointed by Mayor Thomas to another term. Board Member Nugent was congratulated by her fellow members on her reappointment.

B. CARES Act Grant from Economic Alliance Snohomish County

Ms. Knight provided details on a grant the City received through Economic Alliance Snohomish County. Made available by Snohomish County out of its CARES Act funds, the grants were to assist cities with completion of projects that will enhance local economic resiliency by mitigating the negative impacts of the COVID-19 pandemic.

Ms. Knight detailed Monroe's application, which was for a Socioeconomic Baseline and Regional Demand Analysis. This project will create a comprehensive data profile of the City of Monroe and include an online, interactive dashboard for all data captured. This dashboard will allow City staff to seamlessly pull data for reports, and for data trends to be made readily and publicly available. Tourism and service industry businesses in Monroe that have been particularly impacted by the COVID-19 pandemic will be provided tutorials on how to use the data to market and promote visitation to Monroe. The Regional Demand Analysis will assess overall projections for our region, economic opportunities tied to tourism, the strengths and specializations of Monroe industries, and

estimated consumer and household demand to inform post-pandemic growth opportunities. Ms. Knight commented that the project will include updates to the City's economic development webpages with timely and useful data to inform the Business Recruitment, Retention, and Expansion (BRRE) strategy.

Mr. Palmer commented that the City has retained High Peak Analytics, LLC, to complete the work, which will provide timely and useful data to assist the City in targeting prospective visitors and attracting dollars to Monroe; a travel spike is anticipated, post-COVID, and we want to capture those visitors and dollars here.

Ms. Drews commented that she is very excited for the outcomes of this project.

Mr. Whims asked if the project will analyze Monroe's capacity for growth. Mr. Palmer commented that will depend on the industry; for example, the City's industrial base has less capacity than the tourism and professional services industries due to lack of readily available industrial land.

Ms. Knight commented that she plans a review of the City's BRRE strategy in January. Board Member Tuttle suggested reviewing the work plans for the EDAB's subcommittees, so they be prepared to support BRRE efforts. Ms. Knight commented she will present suggested subcommittee work plans at the January 14 meeting.

CONTINUING BUSINESS

A. 2020 Monroe Business Survey Results

Mr. Palmer presented the results of the 2020 Monroe Business Survey. Mr. Palmer commented that distribution and response will be a key focus for him in future surveys; in 2020, the response rate was up slightly, while overall distribution was down.

Mr. Palmer commented that it is important for the City to communicate the benefits of the survey in future years, and that the City uses and responds to the data collected.

Mr. Palmer detailed that the largest group of responses came from downtown businesses, with the Fryelands Industrial area coming in second. In regards to business categories, Mr. Palmer commented that he would like to reevaluate the categories in 2021 due to the high number of responses selecting "other". Board Member Tuttle asked what category Galaxy Theatres fell under, and Mr. Palmer responded either Retail or Professional Services. Ms. Knight suggested a potential category to consider adding for 2021 would be "Entertainment".

Board Member Nugent commented that she is a business owner with four employees, but that she is the only one that works in Monroe; she asked if there was an opportunity to differentiate in future surveys the total number of employees of the company, and the total number that work in Monroe. Mr. Palmer commented that he will look into that suggestion in defining the questions of future surveys.

Mr. Palmer commented that the highest rated priorities among responses were "Economic support through COVID-19", and "Finish 522".

Discussion ensued regarding ways to improve response rate in future years. Mr. Walker suggested rolling the questions out in phases, as some are considered time sensitive, and to make as many questions a binary response (i.e., yes or no) as possible. Mr. Palmer thanked Mr. Walker for his suggestions, and commented that conducting quarterly surveys, with questions broken up by topic, is under consideration.

BOARD MEMBER COMMENTS AND UPDATES

Board Member Tuttle commented that she has identified an issue with the grant programs enacted by the City in 2020 through CARES Act funds. Specifically, Board Member Tuttle identified the requirement that businesses have incurred either a 25% decrease in revenue (Small Business Relief Grant), or be actually behind on rent or mortgage payments (Business Rent/Mortgage Assistance Grant). Board Member Tuttle commented that businesses that experience less than a 25% decrease in revenues are still hurting and in need of assistance, and businesses may not be behind on rent due to owner's utilizing personal funds ("robbing Peter to pay Paul"). Board Member Tuttle suggested that if future grant programs are enacted by the City, that consideration be given to having less stringent requirements and allow businesses the opportunity to detail their individual circumstances.

Board Member Woods commented that the state has opened applications for Working Washington grants, and dedicated an additional \$50 million the program on Tuesday, December 8. Grants are available up to \$20,000, and applications are due by Friday, December 11.

Board Member Nugent commented that she concurred with Board Member Tuttle's comments in their entirety. Board Member Nugent also commented that she has heard of businesses experiencing difficulty accessing the state grant website.

Member Drews commented that the Chamber of Commerce has distributed all \$44,000 allocated to the Business Rent/Mortgage Assistance Grant, and is currently receiving and reviewing applications to the Small Business Relief Grant (\$40,000 allocated by the City) and Small Business Relief Supplemental Grant (\$112,696 allocated by Snohomish County). Member Drews commented that she has emailed the grant application to all businesses in Monroe, and has been going door to door to get the word out.

Member Drews also commented that the kiosk went up on Wednesday, December 9. Ms. Knight thanked Member Drews for all her hard work on behalf of the Monroe business community this year.

ADJOURNMENT

The meeting adjourned at 9:30 a.m.

Deborah Knight, City Administrator

City of Monroe

Economic and Regional Demand Analysis

DISCUSSION DRAFT

January 12, 2021

Submitted to:



Submitted by:

EXECUTIVE SUMMARY

Background and Purpose

The City of Monroe has commissioned this study to examine the following:

- How the City of Monroe performed economically and demographically both over time and compared with other regions.
- How Monroe serves as a central place and economic hub for the broader regional economy.
- Opportunities for the City of Monroe to attract more spending within the city, including both: 1) individuals and households who would otherwise pass through Monroe *en route* to and from destinations in the Cascades; and 2) new visitors whose destination is Monroe.

Findings presented in this report will inform economic development strategy and drive decision-making among city officials to support economic recovery and new opportunities for growth.

Socioeconomic Baseline and Outlook for Monroe

Local Businesses and Workers

In 2019, the City of Monroe was home to an average of 870 employer establishments (i.e., those with employees, thereby excluding the self-employed), through this declined to 824 in Q1 2020.

City of Monroe businesses employed 10,100 workers in 2019. Covered employment grew every year between 2010 and 2019, though 2020 employment is expected to have experienced a decline due to the pandemic. Annual covered employment grew by 2,300 jobs between 2010 and 2019, equal to a compound annual growth rate of 2.9%.

In 2019, the services sector—including information, professional, technical, and scientific services, administrative support, healthcare, restaurants, and hotels—employed more than 2,900 workers. Government (inclusive of the state penitentiary) was the second largest employer, with 2,100 workers, followed by manufacturing (more than 15% of the citywide workforce) and retail. The average wage in 2019 among workers employed in Monroe was \$47,200. This compares against a statewide wage in 2019 of \$69,600 and a Snohomish County wage of \$63,500.

Local residents. Among workers in Monroe (irrespective of place of residence), in 2018 nearly one fifth (19%) earned \$1,250 per month or less in workplace earnings, while almost half (49%) earned more than \$3,333 per month. Approximately 52% of Monroe’s workforce were between the ages of 30 and 54, and 88% identified as “white alone.” 8.5% of workers in the City

has less than a high diploma, while 47% had at least some college, and 21% with a bachelor's degree or an advanced degree.

Population and Housing

In 2019, there were nearly 20,000 residents in the City of Monroe. Since the year 2000, the City of Monroe has seen its population increase 43.5%, as compared with 37% for Snohomish County overall. As of April 2020, there were nearly 6,100 housing units in the City.

Approximately one quarter of all residents within the City of Monroe are below the age of 20, nearly the same as for Washington state overall. However, nearly 60% of residents are considered part of the working age population (defined here as between the ages of 25 and 64), compared with 54% for the state overall.

In 2019, an estimated 7.3% of City of Monroe residents lived below the federal poverty line, including 18% of those 25 years of age or older and without a high school diploma or GED. By comparison, the King County poverty rate in 2019 was 7.6%, while Snohomish County was 6.8%.

Among white households (representing 85% of all households in the City of Monroe), the median household income was the same as for all households in 2019, at \$85,900. The median household income of Hispanic or Latino households was \$69,500.

Growth

The City of Monroe's population is forecast to grow from 19,800 to 23,800, or an addition of 4,000 residents over twenty years—a compound annual growth rate of 0.9%. By comparison, Snohomish County is projected to grow 1.3% over this same twenty-year period. The number of households will increase by 10% between 2020 and 2030. The Route 2 Corridor population, including the cities of Monroe, Gold Bar, and Sultan and surrounding unincorporated Snohomish County, is projected to increase by 11,200 residents between 2020 and 2040.

Regional growth will support new spending. An estimated **\$10.1 million would be spent in Monroe by 2030.**

Employment in Monroe is projected to increase 0.7% per year between 2019 and 2040. The largest source of growth is expected to be in the FIRES sector (finance, insurance, real estate, and services, i.e., FIRE + Services), with 1.7% growth per year over this period.

Monroe's Role as a Central Place

The City of Monroe serves as a central place within the broader Route 2 Corridor extending from the western edge of Monroe to Steven's Pass, including the jurisdictions of Sultan and Gold Bar and unincorporated Snohomish County census tracts in between. In 2019, Monroe was home to 3.5% of all covered jobs in Snohomish, as compared with 2.4% of the county's total population. Within the Route 2 Corridor, Monroe enjoys regional specializations in government; wholesale trade, transportation, and utilities; manufacturing; and retail.

Recommendations

Strategy #1: Invest in signage and marketing materials to make travelers aware of downtown Monroe amenities

- Expand existing efforts to place signage and other wayfinding tools and messaging to make travelers aware of downtown Monroe amenities.
- Invest in marketing materials at destinations along the Route 2 corridor to attract potential travelers to stop in Monroe. For example, engage with Steven's Pass Ski Area about opportunities to place Monroe marketing signage, brochures, and other marketing materials at the resort.

Strategy #2: Invest in placemaking by integrating Monroe's tourism attraction efforts within the larger context of the Snohomish & Skykomish River Valleys region

- **Coordinate with the County to leverage existing efforts, such as the Seattle NorthCountry platform, to market Monroe as part of a broader marketing initiative.** This includes using the Seattle NorthCountry website and development a microsite embedded on this platform for marketing Monroe as part of a broader tourist itinerary.
- **Use the "basecamp" model to frame Monroe within the broader context of the Snohomish & Skykomish River Valleys region.** Monroe is uniquely positioned as a central place for retail and commerce along Route 2. These advantages can be exploited to position Monroe as a dining and river recreation center within the broader tourism experience of the Snohomish & Skykomish River Valleys region.

Strategy #3: Invest in riverfront park access and amenities

- **Study other riverfront parks.** There are many useful, informative examples of best practices in designing and building family-friendly riverfront parks. Possible cases studies include River Meadows

County Park in Snohomish County and Oxbow Park in the Portland Metro area.

- **Leverage existing designs and planning.** The City of Monroe should examine existing analysis in recent years on riverfront water access and implement or build on these existing plans. For example, in 2017 the City of Monroe participated in a design charette, which included design concepts for riverfront parks and access between the historic downtown and the river (Snohomish County Parks, Recreation and Tourism; National Park Service; Washington Chapter of the American Society of Landscape Architects, 2017).

Strategy #4: Look at other models for repurposing vacant school buildings for tourism

- **Conduct an assessment of similar public buildings that have been repurposed for tourism and/or retail in recent years.** Possible examples include McMenemy's in Bothell and the Wallingford schoolhouse converted to retail. Identify 3-4 case studies that closely match the characteristics of the old high school in Monroe.
- **Interview 2-3 businesses who can speak to the decision-making behind their investment location decision.** One of these should interviews should be with McMenemy's. Interviews will probe what types of building and location characteristics are most important in attracting these investments.
- **Organize focus groups to discuss possible uses.** Meet with local residents and businesses to understand, from their perspective, what would be the best way to revitalize the downtown area and improve the quality of life of Monroe through repurposing of the old high school building.
- **Develop recommendations.** Based on the above analysis, recommendations on how to repurpose the building and necessary investments to attract tenants that will attract outside visitors and improve the quality of life for Monroe residents.

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INTRODUCTION

Background and Purpose

The advent of the coronavirus pandemic has upended supply chains, employment, household demand, and economic systems across the globe. These impacts have materialized in large numbers of unemployed workers, gross domestic product contraction, and pernicious uncertainty. In the second quarter of 2020, U.S. real GDP contracted an historically unprecedented 32%; subsequent growth of 19.5% in Q3 and projected 4.6% in Q4 will still result in an overall negative growth in the U.S. economy for 2020 (Federal Reserve Bank of St. Louis, 2020). Nonfarm employment in the Seattle Metropolitan Statistical Area (MSA), representing the counties of King, Pierce, and Snohomish, has risen nearly 10% since April, but remains nearly 8% below levels in January 2020, before the crisis (U.S. Bureau of Labor Statistics, 2020).

These challenges have been further accentuated by the prolonged grounding of the 737 MAX and trade war with China, adversely affecting manufacturing exporters, aerospace suppliers, and households with members and relatives laid off or furloughed due to the aerospace industry downturn.

The wide scale availability of vaccines beginning in late 2020 and through the first half of 2021 will likely bring an end to the immediate impacts of the crisis. However, many regional and local economies will struggle to recover from these economic disruptions, requiring local leaders and economic development practitioners to innovate new solutions to both steward regional economic recovery and identify new development pathways to boost growth and wealth generation in their respective communities.

The City of Monroe has commissioned this study to examine the following:

- How the City of Monroe performed economically and demographically both over time and compared with other regions.
- How Monroe serves as a central place and economic hub for the broader regional economy.
- Opportunities for the City of Monroe to attract more spending within the city, including both: 1) individuals and households who would otherwise pass through Monroe *en route* to and from destinations in the Cascades; and 2) new visitors whose destination is Monroe.

Findings presented in this report will inform economic development strategy and drive decision-making among city officials to support economic recovery and new opportunities for growth.

Methods

This study leverages federal, state, and private vendor data sources, along with qualitative research obtained through correspondence with industry representatives, city officials, reports, and articles. To the greatest extent possible, existing definitions of select subsectors were used, based on veritable research, to allow for consistency in measures.

Organization of Report

The remainder of this report is organized as follows:

- **Socioeconomic city profile.** Detailed, data-rich profile of the City of Monroe, including current and historic economic and demographic trends and forecasts.
- **Regional demand analysis.** Overall growth projections for the region, assessment of economic opportunities, industry cluster analysis, projected future household demand, and review of economic development assets and strengths and alignment with growth opportunities.
- **Summary and conclusion.** Review of key findings.

CITY OF MONROE SOCIOECONOMIC PROFILE

Growth and Competitiveness

GDP, Businesses, and Workers

In 2019, estimated real GDP for the City of Monroe reached \$1.3 billion, represented a 1.3% growth rate over 2018 (**Exhibit 1**).¹ This compares with Seattle MSA real GDP growth of 5.1% year-over-year in 2019 (U.S. Bureau of Economic Analysis, 2020). The City of Monroe's estimated share of countywide real GDP has average 2.8% each year between 2010 and 2019, nearly the same as the City's share of countywide employment (2.9%).

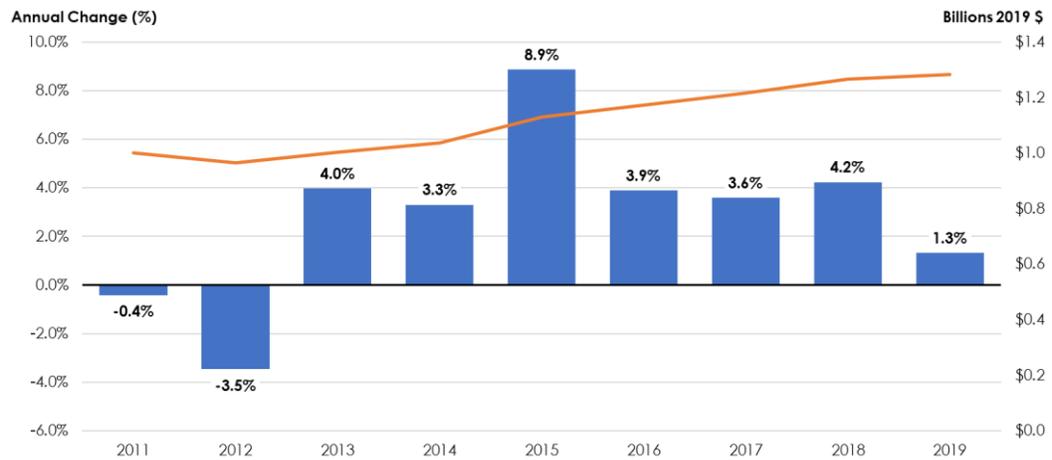
There was an average of 870 employer establishments (i.e., those with employees, thereby excluding the self-employed) in 2019 in the City of Monroe, though in the first quarter of 2020, due largely to the onset of the pandemic, establishments fell 824 (**Exhibit 2**).

While no city-level unemployment data is available, Snohomish County employment, after peaking at 19.2% in April, has since come down to 5.2%,

¹ City of Monroe GDP is not published, requiring an estimation approach. These estimates were developed by taking the average of two shares and applying to countywide GDP. These ratios were: 1) city share of labor income (a key component of value-added) out of countywide labor income; and 2) city share of jobs + population for total county jobs + population.

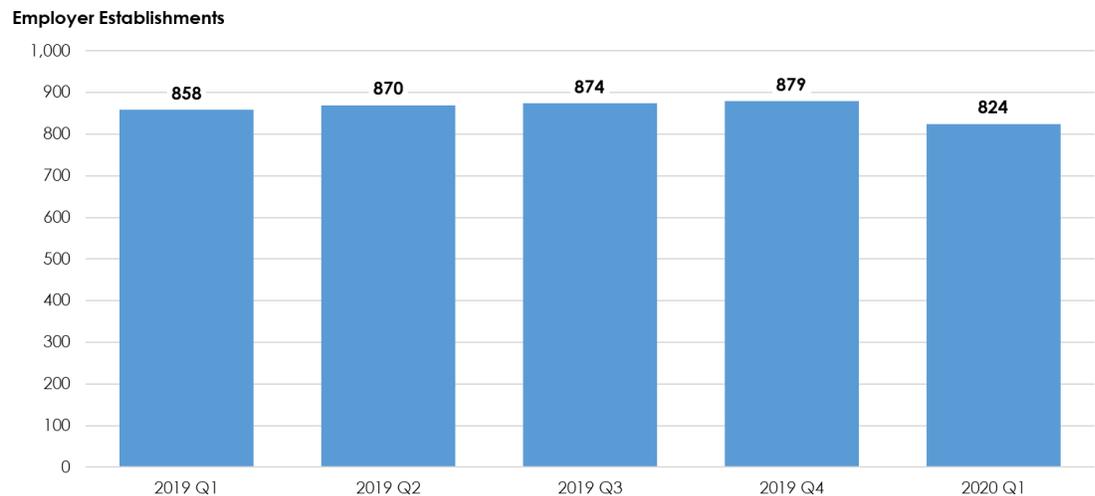
consistent with statewide and U.S. trends during the pandemic (U.S. Bureau of Labor Statistics, 2020).

Exhibit 1. Estimated Real GDP, City of Monroe, 2011-2019



Data sources: U.S. Bureau of Economic Analysis (2020); Puget Sound Regional Council (2020); U.S. Bureau of Labor Statistics (2020); author's calculations.

Exhibit 2. Employer Establishments by Quarter, City of Monroe, 2019 Q1 to 2020 Q1



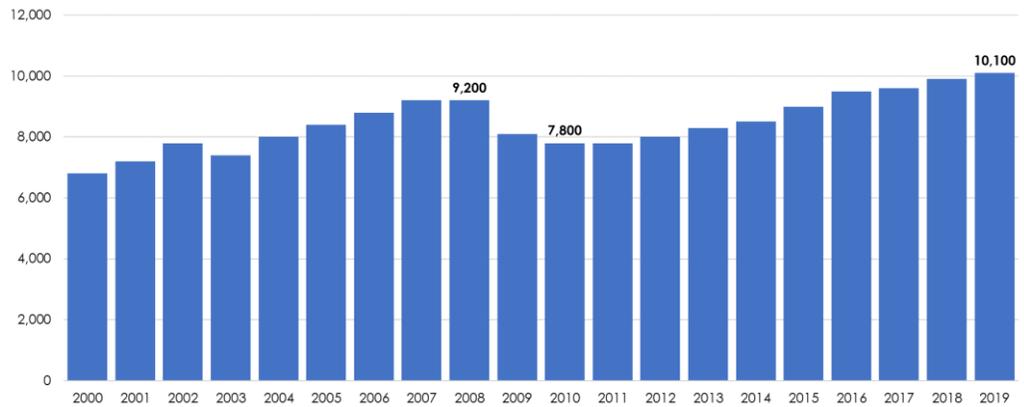
Data source: Washington State Employment Security Department (2020).

City of Monroe businesses employed 10,100 workers in 2019 (**Exhibit 3**), a substantial increase over 2010 (during the last recession). Covered employment grew every year between 2010 and 2019, though 2020 employment is expected to have experienced a decline due to the pandemic. Annual covered employment grew by 2,300 jobs between 2010 and 2019, equal to a compound annual growth rate of 2.9%.

In 2019, the services sector—including information, professional, technical, and scientific services, administrative support, healthcare, restaurants, and hotels—employed more than 2,900 workers. Government was the second largest employer, with 2,100 workers, followed by manufacturing (more than 15% of the citywide workforce) and retail (**Exhibit 4**).

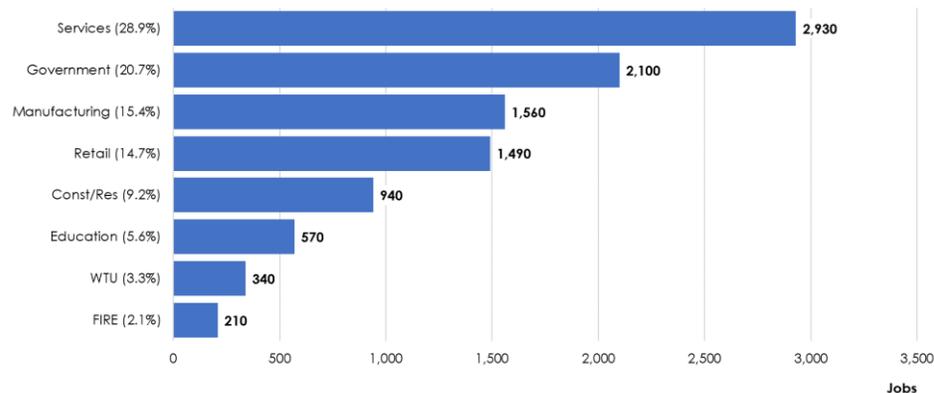
The average wage in 2019 among workers employed in Monroe was \$47,200. This compares against a statewide wage in 2019 of \$69,600 and a Snohomish County wage of \$63,500 (Washington State Employment Security Department, 2020).

Exhibit 3. Covered Workers Employed in the City of Monroe, 2000-2019



Data source: Puget Sound Regional Council (2020).

Exhibit 4. Covered Workers Employed by Sector in the City of Monroe, 2019



Data source: Puget Sound Regional Council (2020).

Const/Res = “construction and resources,” WTU = “warehousing, transportation, and utilities,” FIRE = “finance, insurance, and real estate.”

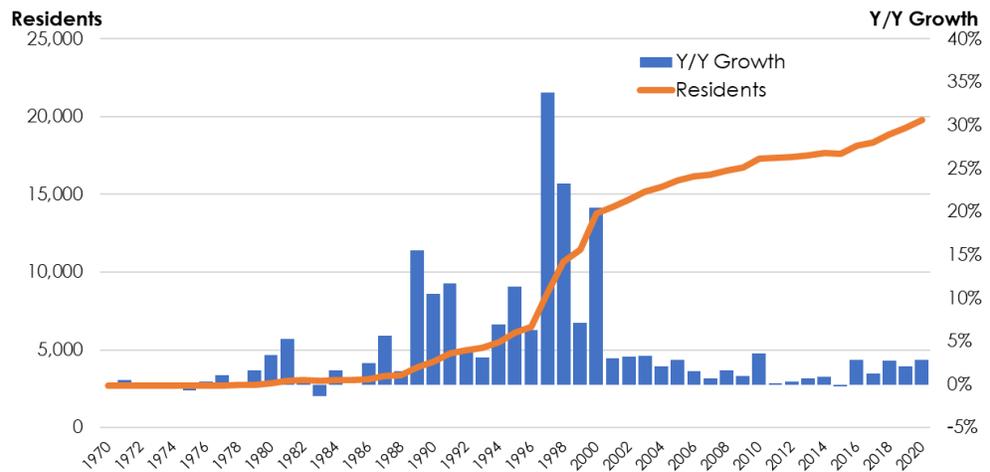
Among workers in Monroe (irrespective of place of residence), in 2018 nearly one fifth (19%) earned \$1,250 per month or less in workplace earnings, while almost half (49%) earned more than \$3,333 per month. Approximately 52%

of Monroe’s workforce were between the ages of 30 and 54, and 88% identified as “white alone.” 8.5% of workers in the City has less than a high diploma, while 47% had at least some college, and 21% with a bachelor’s degree or an advanced degree (U.S. Census Bureau, 2020).

Population and Housing

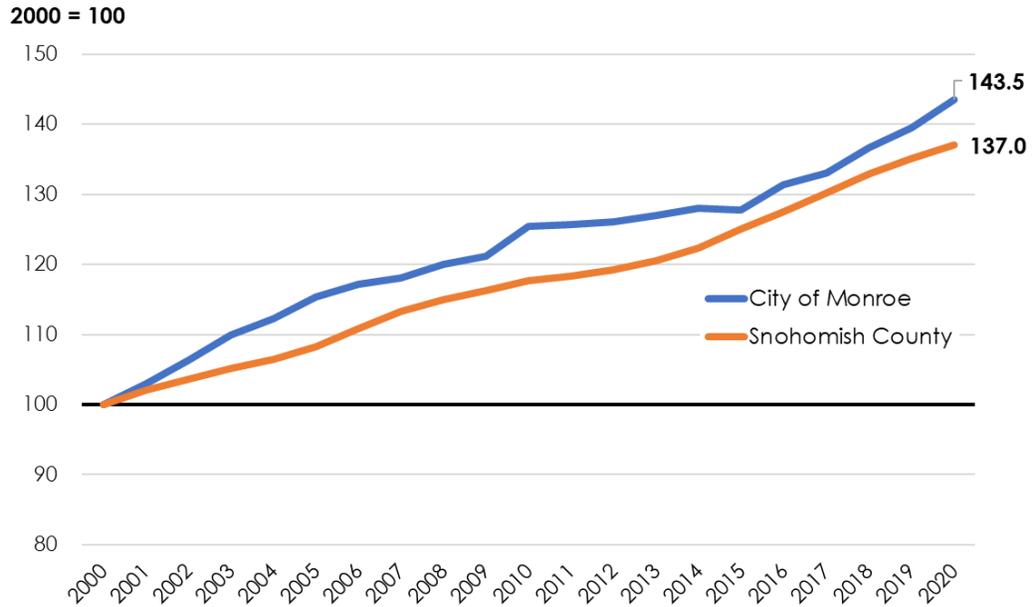
In 2019, there were nearly 20,000 residents in the City of Monroe (**Exhibit 5**). The City’s largest period of growth was in the late 1980s through 2000, when the City’s population increased from 3,300 residents (1987) to 13,800— a compound annual growth rate of almost 12%. Since the year 2000, the City of Monroe has seen its population increase 43.5%, as compared with 37% for Snohomish County overall (**Exhibit 6**).

Exhibit 5. Total Residents and Year-over-Year Change, City of Monroe, 1970-2020



Data source: Washington State Office of Financial Management (2020).

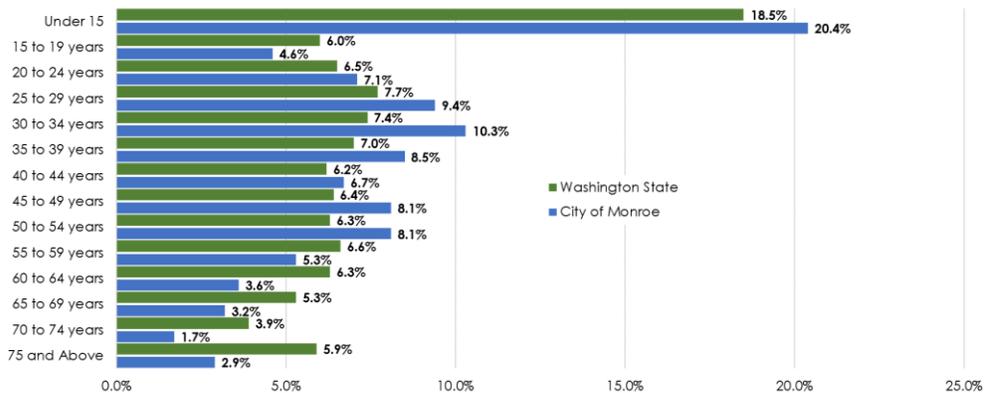
Exhibit 6. City of Monroe and Snohomish County Population Growth, Indexed to 2000



Data source: Washington State Office of Financial Management (2020).

Approximately one quarter of all residents within the City of Monroe are below the age of 20, nearly the same as for Washington state overall. However, nearly 60% of residents are considered part of the working age population (defined here as between the ages of 25 and 64), compared with 54% for the state overall (**Exhibit 7**). Residents 65 years old and above in Monroe represent less than 8% of the population, slightly more than half the rate for Washington state (15.1%).

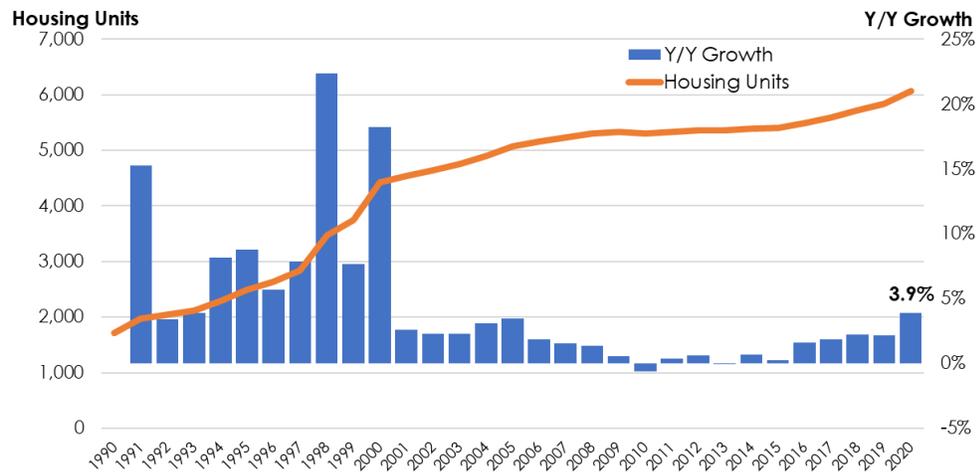
Exhibit 7. Population Age Distribution, City of Monroe and Washington State, 2019



Data source: U.S. Census Bureau (2020).

Housing units experienced a similar growth period. As of April 2020, there were nearly 6,100 housing units in the City (**Exhibit 8**). Population has grown faster than housing units since 2000, indicating growth in the residents per housing unit over this period. There were an estimated 5,266 households in the City of Monroe in 2019, based on the American Community Survey Five-Year Estimates for 2019 (**Exhibit 9**).² Married couples constituted 54% of all households in 2019; 43% of households included one or more persons under the age of 18, and 19% included one or more members 65 years of age or older. The average family size was 3.4 persons (U.S. Census Bureau, 2020).

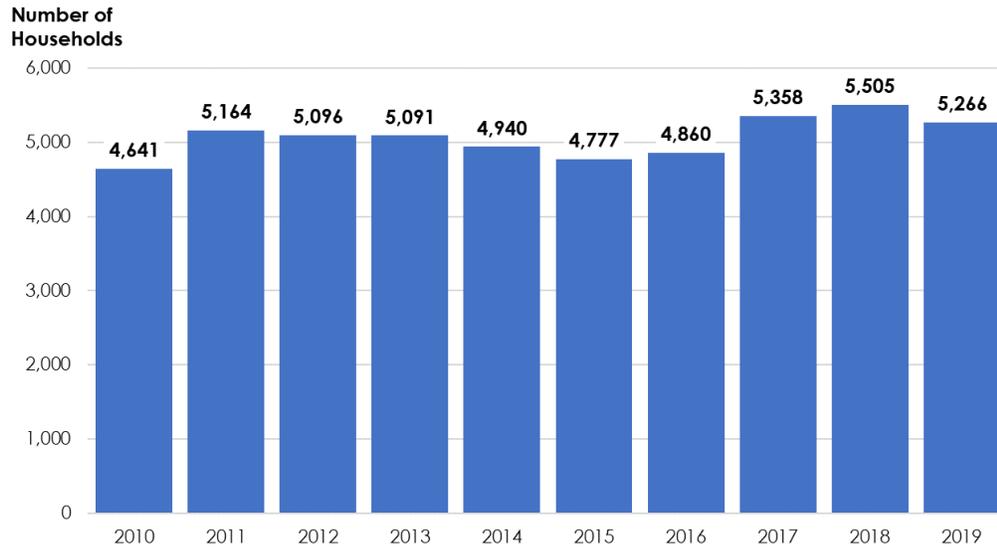
Exhibit 8. Housing Units (#) and Change Year-over-Year (%), City of Monroe, 1990-2020



Data source: Washington State Office of Financial Management (2020).

² “Households” represent the number of housing units occupied “housing units.”

Exhibit 9. Households in City of Monroe, 2010-2019

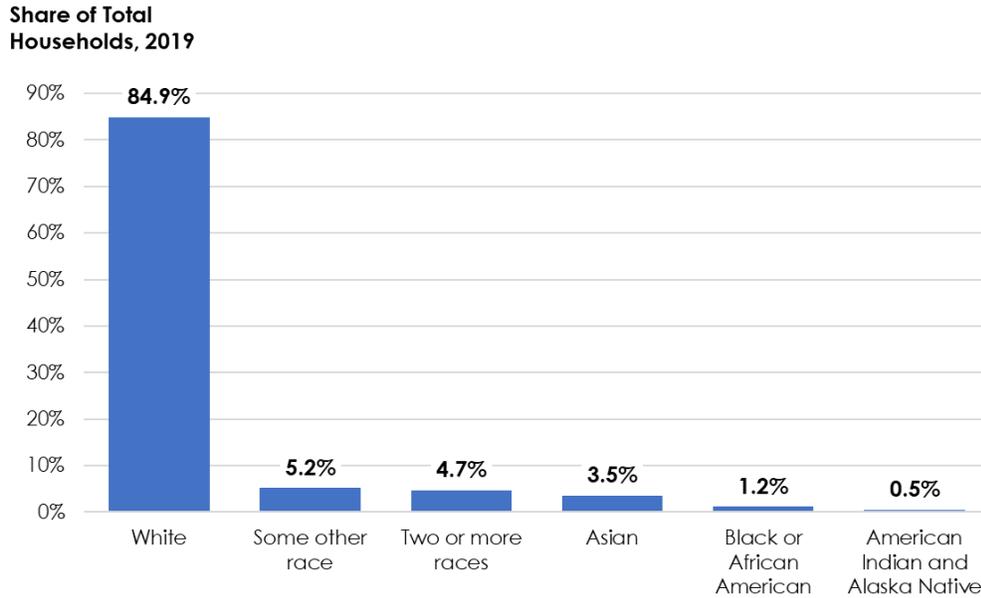


Data source: U.S. Census Bureau, American Community Survey Five-Year Estimates (2020).

Note: Each reported year represents a five-year average, due to limited annual sample size for the City of Monroe.

Nearly 85% of all households in the City of Monroe identified as “white” in 2019 (**Exhibit 10**), of which 76% identified as “white, non-Hispanic.” This share is higher than the U.S. overall in 2019, in which 76% of all households identified as “white,” and 66% as “white, non-Hispanic.” However, the share of Monroe’s population that is white is slightly less than Washington state and Snohomish County, which were both approximately 79% in 2019 (U.S. Census Bureau, 2020).

Exhibit 10. Households by Race, City of Monroe, 2019



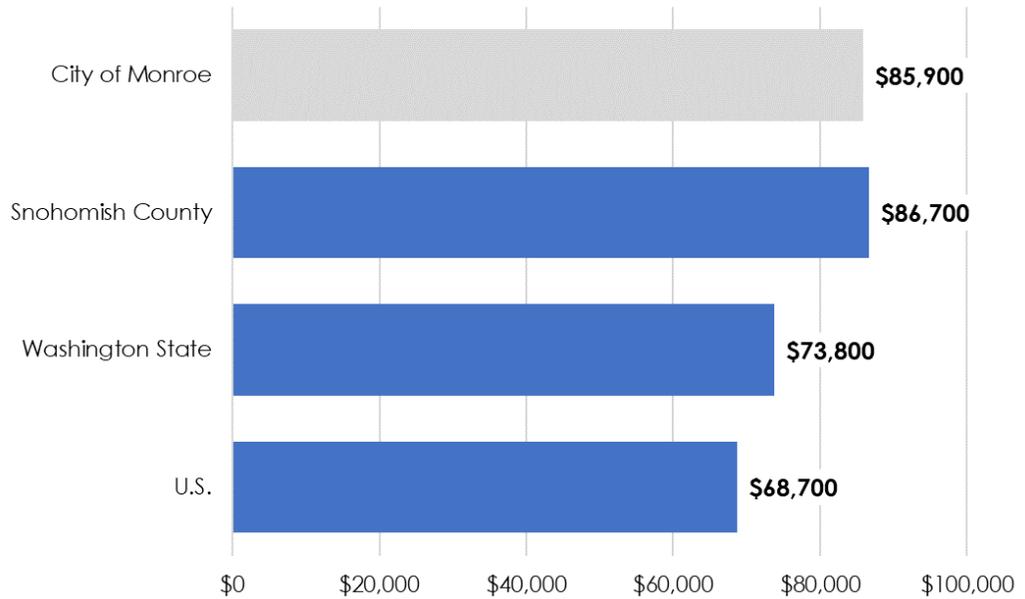
Data source: U.S. Census Bureau, American Community Survey Five-Year Estimates (2020).

Median household income among City of Monroe residents (irrespective of place of employment) reached \$85,896 in 2019. This was slightly lower than Snohomish County overall but 16% higher than Washington state overall and more than 25% higher than for the U.S. (**Exhibit 11**).

In 2019, an estimated 7.3% of City of Monroe residents lived below the federal poverty line, including 18% of those 25 years of age or older and without a high school diploma or GED. By comparison, the King County poverty rate in 2019 was 7.6%, while Snohomish County was 6.8% (U.S. Census Bureau, 2020).

Among white households (representing 85% of all households in the City of Monroe), the median household income was the same as for all households in 2019, at \$85,900. However, among Black or African American households (1.2% of all households), the median household income was significantly lower, at \$56,300. Households with two or more races had the highest median income in Monroe in 2019, at \$118,300. The median household income of Hispanic or Latino households was \$69,500 (**Exhibit 12**).

Exhibit 11. Median Real Household Income, City of Monroe, Snohomish County, Washington State, U.S., 2019



Data source: U.S. Census Bureau (2020).

Exhibit 12. Median Household Income by Ethnic Group, City of Monroe, 2019

	Share of Households	Median Household Income
One race		
White	85%	\$85,900
Black or African American	1%	\$56,300
American Indian and Alaska Native	1%	N/A
Asian	4%	\$106,100
Native Hawaiian and Other Pacific Islander	0%	N/A
Some other race	5%	\$51,000
Two or more races	5%	\$118,300
Hispanic or Latino origin (of any race)	15%	\$69,500
White alone, not Hispanic or Latino	76%	\$86,500
All Households		\$85,900

Data source: U.S. Census Bureau (2020).

Talent

Among residents of Monroe in 2019, an estimated 62% of individuals ages 25 and older had some post-secondary education, including 22% with a bachelor’s degree or higher (compared with 36% for Washington state overall). An estimated 11% of residents ages 25 and older had less than a high school diploma or GED, compared with 9% for Washington state and 8% for Snohomish County (**Exhibit 13**).

Exhibit 13. Educational Attainment Levels, Monroe, Snohomish County, Washington State, 2019

Educational Attainment Level	Washington State	Snohomish County	City of Monroe
Less than 9th grade	3.7%	2.8%	4.3%
9th to 12th grade, no diploma	5.0%	4.9%	6.8%
High school graduate (includes equivalency)	22.0%	23.3%	27.2%
Some college, no degree	23.3%	25.5%	30.0%
Associate's degree	10.0%	10.7%	9.6%
Bachelor's degree	22.4%	22.2%	16.4%
Graduate or professional degree	13.6%	10.6%	5.7%
<i>High school graduate or higher</i>	91.3%	92.3%	88.9%
<i>At least some post-secondary education</i>	69.3%	69.0%	61.7%
<i>Bachelor's degree or higher</i>	36.0%	32.8%	22.1%

Data source: U.S. Census Bureau (2020).

Note: “some post-secondary education” includes “some college, no degree” and above.

Among labor force participants living in Monroe ages 16 and above, approximately one sixth were employed in “management, business, and financial occupations,” followed by office and administrative positions (**Exhibit 14**). This compares with 11% of workers both countywide and statewide employed in office and administrative support occupations. Monroe has a lower share of its resident labor force employed in “computer, engineering, and science occupations” compared to the state average (7.1% versus 9.4%).

Exhibit 14. Residents 16 and Older by Occupation, City of Monroe, Snohomish County, and Washington State, 2019

Occupation	City of Monroe	Snohomish County	Washington State
Management, business, and financial occupations	16.0%	16.9%	16.9%
Office and administrative support occupations	14.8%	10.8%	10.5%
Sales and related occupations	9.0%	9.7%	9.3%
Education, legal, community service, arts, and media occupations	8.6%	9.0%	10.6%
Construction and extraction occupations	8.0%	6.2%	5.0%
Computer, engineering, and science occupations	7.1%	9.4%	8.8%
Production occupations	6.0%	5.7%	4.8%
Material moving occupations	4.8%	3.1%	3.6%
Food preparation and serving related occupations	4.7%	5.0%	5.5%
Healthcare support occupations	3.9%	3.4%	3.5%
Building and grounds cleaning and maintenance occupations	3.7%	3.2%	3.3%
Personal care and service occupations	3.2%	2.6%	2.8%
Healthcare practitioners and technical occupations	3.0%	5.1%	5.4%
Protective service occupations	2.8%	1.7%	1.8%
Installation, maintenance, and repair occupations	2.2%	4.1%	3.0%
Transportation occupations	1.8%	3.6%	3.7%
Farming, fishing, and forestry occupations	0.5%	0.3%	1.6%

Data source: U.S. Census Bureau (2020).

REGIONAL ANALYSIS AND ROLE OF MONROE

Monroe is an important central place and hub for commerce along the corridor running from I-5 to the west to Steven’s Pass, including the cities of Monroe, Sultan, Gold Bar, and Index, as well as various unincorporated areas. **Exhibit 15** below presents the geography of the study region.

Exhibit 15. Route 2 Economic Corridor



Across the corridor, there were an estimated 52,700 residents in 2019. Monroe’s population of 19,800 residents (including approximately 1,000 incarcerated at the state penitentiary) represented 38% of residents in the region, while nearly half (47%) of residents lived in unincorporated census tracts (Washington State Office of Financial Management, 2020; U.S. Census Bureau, 2020).

In 2019, the combined covered employment within this corridor totaled 13,900 jobs. Monroe is the primary nexus for employment in this region,

with 10,100 of these covered jobs. There were an estimated 2,600 covered jobs within unincorporated areas along the Route 2 corridor, of which nearly 1,100 were in the services sector (excluding retail but including recreation and accommodations).

The largest sector of Monroe employment was services, with more than 2,930 workers. This was followed by government, including the state penitentiary, local government, and school district employees. Monroe was home to 1,560 manufacturing workers, primarily in the North Industrial Park. There were 1,490 workers employed in the retail sector, such as Lowes Home Improvement and Walmart Supercenter. Hotels and restaurants in Monroe employed more than 1,000 workers, representing nearly all sectoral workers within the corridor (Puget Sound Regional Council, 2020).

In addition to covered workers, there are numerous self-employed workers operating in the City of Monroe and the region. These include professional services, food services, and various retail operations. In 2019, there were an estimated additional 1,300 self-employed workers in Monroe, primarily in retail (940) (Puget Sound Regional Council, 2020; 2019).

Regional Specializations

Location quotients are one technique for evaluating the relative concentration of sectoral activities and specialization in a given region, measured against a broader, regional benchmark. A location quotient (LQ) above 1 indicates the geography of analysis (in this case, the City of Monroe) has a higher relative concentration of a given industry than the region overall, suggesting some degree of industry specialization. Conversely, a LQ for an industry and geography less than one suggests that residents in the area of analysis are more likely purchase goods and services from that industry from outside their own region.

In 2019, Monroe was home to 3.5% of all covered jobs in Snohomish, as compared with 2.4% of the county's total population. Government jobs in Monroe as a share of the total covered workforce were nearly three times the share of government jobs countywide (LQ of 2.82); these jobs are primarily related to the state penitentiary. Manufacturing displayed a location quotient of 0.74, though this value is skewed by the high concentration of manufacturing jobs in Everett and surrounding communities, primarily associated with The Boeing Company and suppliers. Retail services displayed a location quotient of 1.23, pointing to the importance of Monroe as a regional hub for both big box retailers such as Walmart and various smaller businesses along Route 2 and the downtown corridor (**Exhibit 16**).

Exhibit 16. Covered Jobs, Industry Shares, and Local Quotients for City of Monroe, Benchmarked Against Snohomish County, 2019

	Monroe	Snohomish County	Monroe Industry Share, Snohomish County	Monroe LQ
Const/Res	940	25,400	3.7%	1.06
FIRE	210	12,500	1.7%	0.48
Manufacturing	1,560	60,400	2.6%	0.74
Retail	1,490	34,500	4.3%	1.23
Services	2,930	103,700	2.8%	0.81
WTU	340	13,100	2.6%	0.74
Government	2,100	21,300	9.9%	2.82
Education	570	18,700	3.0%	0.87
Total	10,140	289,600	3.5%	

Exhibit 17 below presents covered workers in the City of Monroe and corridor by industry grouping, Monroe’s share of the Route 2 Corridor’s total employment per industry group, and Monroe’s location quotients for each. Monroe’s highest LQs, as an indication of regional specialization, were in government (1.25), wholesale trade, transportation, and utilities (WTU, 1.25), manufacturing (1.16), and retail (1.15). These relative high location quotients indicate Monroe is a regional hub for these activities, serving the broader set of communities within the Route 2 Corridor.

Exhibit 17. Covered Jobs, Industry Shares, and Local Quotients for City of Monroe, Benchmarked Against Route 2 Corridor, 2019

	Monroe	Corridor	Monroe Regional Industry Share	Monroe LQ
Const/Res	940	1,800	52%	0.71
FIRE	210	300	70%	0.95
Manufacturing	1,560	1,820	86%	1.16
Retail	1,490	1,760	85%	1.15
Services	2,930	4,350	67%	0.92
WTU	340	370	92%	1.25
Government	2,100	2,290	92%	1.25
Education	570	1,090	52%	0.71
Total	10,140	13,780	74%	

Data source: Puget Sound Regional Council (2020).

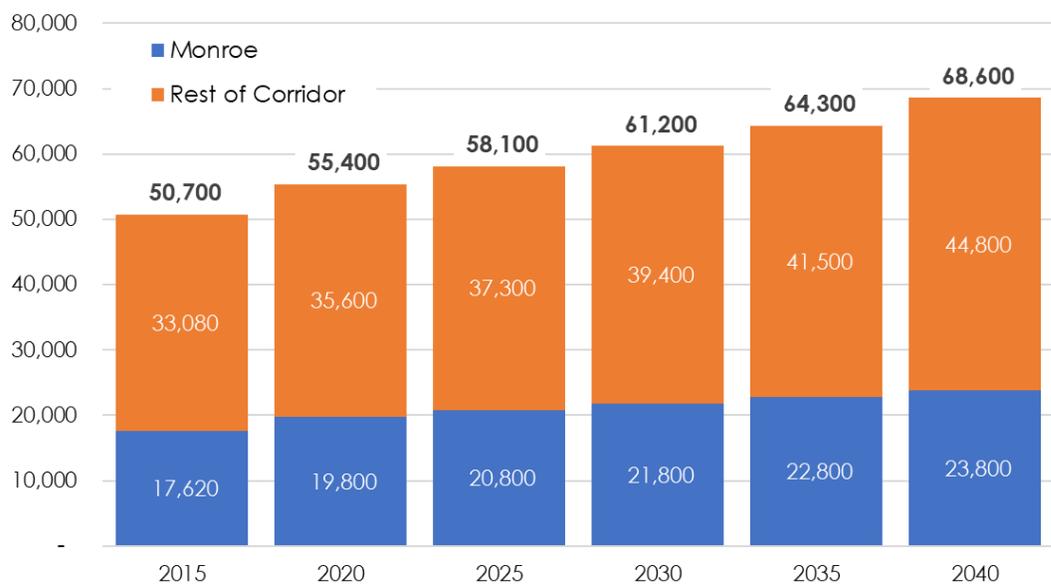
WTU = “warehousing, transportation, and utilities,” FIRE = “finance, insurance, and real estate,” Const/Res = “construction and resource extraction.”

ECONOMIC GROWTH OPPORTUNITIES

Population Growth and Trends for the Region

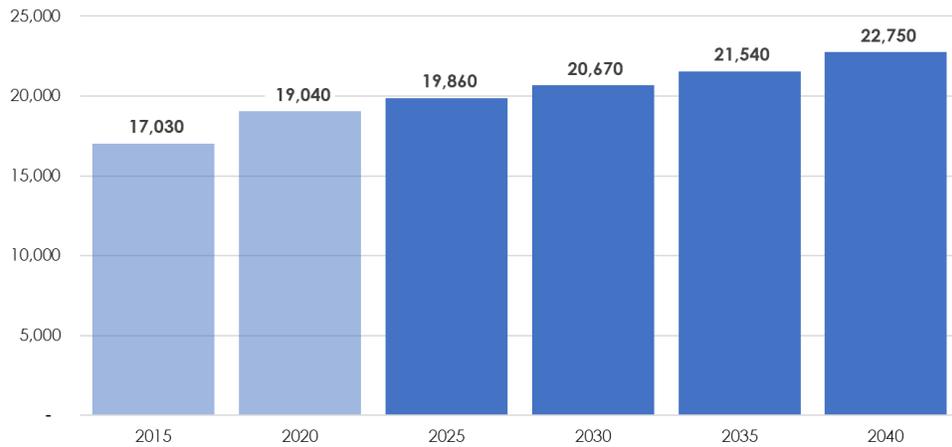
Based on growth projections published by the Puget Sound Regional Council, the City of Monroe’s population is forecast to grow from 19,800 to 23,800, or an addition of 4,000 residents over twenty years—a compound annual growth rate of 0.9%. By comparison, Snohomish County is projected to grow 1.3% over this same twenty-year period. The Route 2 Corridor population, including the cities of Monroe, Gold Bar, and Sultan and surrounding unincorporated Snohomish County, is projected to increase by 11,200 residents between 2020 and 2040 (**Exhibit 18**). Total households within the Route 2 corridor is projected to increase from 19,040 in 2019 (estimated) to 20,670 by 2030 and 22,750 by 2040 (**Exhibit 19**).

Exhibit 18. Projected Population, City of Monroe and Route 2 Corridor, 2015-2020



Data sources: Puget Sound Regional Council (2019); Washington State Office of Financial Management (2020); author’s calculations.

Exhibit 19. Projected Total Households, Route 2 Corridor, 2015-2020



Data sources: Puget Sound Regional Council (2019); Washington State Office of Financial Management (2020); author's calculations.

Population growth will support projected increases in household spending in the region. According to the U.S. Bureau of Labor Statistics Consumer Expenditure data series, in 2018-2019 Seattle Metropolitan Statistical Area (MSA) households spent on average \$81,300 on various goods, services, and basic household necessities, across all household types and sizes (U.S. Bureau of Labor Statistics, 2020). Of this, nearly two-thirds (64%, \$52,000) was on non-housing expenses. Approximately \$18,000 was spent per household on groceries and various consumer goods, such as food (at home and away from home), alcoholic and tobacco products, entertainment, apparel, and personal care products and services.

Based on household count projections based on the PSRC Land Use Vision forecast, by 2030 Monroe is expected to see a 10% increase in the number of households (between 2020 and 2030), or a net change of 400. Applying U.S. Bureau of Labor Statistics estimated spending per household, this increase would yield an increase in local resident grocery and consumer spending of more than \$7.3 million by 2030. A large share of this is expected to be spent within Monroe, based on the existing strong concentration of retail services.

For the broader region of Monroe plus the cities and unincorporated areas of the Route 2 corridor, household retail and consumer goods spending will grow by more than \$28.0 million by 2030. If households within the region spend upwards of 50% of their retail expenditures within the region, this would imply \$14.0 million in new spending retained within the region. **Of this, an estimated \$10.1 million would be spent in Monroe.**³

³ This estimate is based on Monroe's combined share of regional retail and services employment, which in 2019 equaled 73%. This share was then applied to the

The broader region, including King and Snohomish Counties, is projected to see a net increase of 236,400 residents between 2020 and 2030. This population growth will support additional visitors to Route 2 corridor (Washington State Office of Financial Management, 2020; Puget Sound Regional Council, 2019).⁴

Employment Growth and Impacts

Employment in Monroe is projected to increase 0.7% per year between 2019 and 2040. The largest source of growth is expected to be in the FIRES sector (finance, insurance, real estate, and services, i.e., FIRE + Services), with 1.7% growth per year over this period. Retail covered employment is expected to grow 1.1% per year, adding 400 jobs between 2019 and 2040 (**Exhibit 20**).

Exhibit 20. Projected Covered Employment, City of Monroe, 2019-2040

Sector	2019 Employment	2040 Employment	CAGR
FIRES	3,100	4,400	1.7%
Government	2,100	1,900	-0.5%
Manufacturing & WTU	1,900	1,800	-0.3%
Retail	1,500	1,900	1.1%
Construction & Resource Extraction	900	900	0.0%
Education	600	600	0.0%
Total	10,100	11,600	0.7%

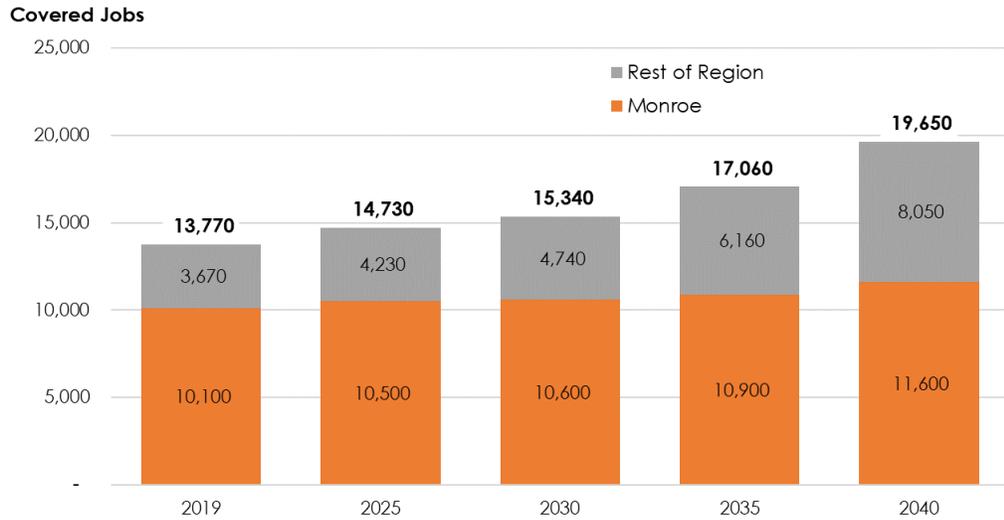
Data source: Puget Sound Regional Council (2019; 2020).

Note: the PSRC Land Use Vision (LUV) forecast is a projection of total employment, including both covered workers and the self-employed. In this analysis, the implicit growth rates are imputed and applied to covered employment by industry sector for years after 2019. Industry categories are also combined due to industry groupings used in the LUV forecast.

estimated amount of spending (\$14.0 million) retained within the Route 2 Corridor to arrive at estimated retained consumer spending in Monroe.

⁴ Estimates based on 2020 actuals for King and Snohomish Counties and imputed growth rates derived from the PSRC LUV forecast through 2030.

Exhibit 21. Regional Employment Projections, 2019-2040



Data source: Puget Sound Regional Council (2019; 2020).

Tourism

Tourism is a significant economic driver in Washington state and Snohomish County, and continues to grow. According to the Washington Tourism Alliance, there were 110 million visitors in Washington state in 2019, a 2% increase over 2018. Direct visitor spending summed to \$21.9 billion, up 4.5% over 2018, and supported 165,000 jobs across the state (Washington Tourism Alliance, 2020). Based on PSRC projections, the Seattle metropolitan area (combined counties of King and Snohomish) will grow by 0.7% per year between 2020 and 2030, or a net increase of 224,000 residents. This growth will support increased daytrip tourist activities, including along the Route 2 corridor.

Estimates by Dean Runyan Associates for 2018 show that tourism spending in Snohomish County summed to nearly \$1.2 billion, of which \$1.1 billion was in the form of “destination spending.” This spending included \$771.1 million among overnight visitors who spent on average nearly three nights in the county. Primary spending categories included “food service” (\$366.4 million) and “local transportation and gas (\$174.9 million) (Dean Runyan Associates, 2019).

Visitor Profile and Objectives

According to a Snohomish County Visitor Survey conducted by Resonance as part of the Snohomish County Tourism Strategic Plan, most travelers to the county visit via automobile and more than a third were day-trippers. Among overnight visitors, approximately 10% stayed at a campground or RV park. Nearly 40% of respondents indicated they are regular visitors to the county (Resonance, 2016).

“Active Adventurers” and “Sophisticated Explorers”—two categories of visitors whose primary destinations involve the mountains and outdoor activities—represented 58.4% of all survey respondents. The most common reasons for visiting the county included “sightseeing” (29.2%), nature/outdoors (27.3%), and hiking (26.8%). “Regular” or “occasional” visitors represented more than 70% of those surveyed. Approximately 12% of surveyed respondents indicated they visited Monroe as part of their itinerary. Fifteen percent (15%) of respondents indicated that they had also visited Steven’s Pass (King and Chelan Counties) as part of their Snohomish County visit.

Estimating Tourism Economic Opportunity for Monroe

Monroe has a unique opportunity to increase the number of stopovers and local retail spending among tourists and travelers along the Route 2 corridor. Tourism spending spans all four seasons. In the winter months, each weekend thousands of travelers pass through Monroe to and from the Steven’s Pass Ski Area. In 2018, there were more than 450,000 visitors to the ski area, setting a record (Bray, 2018). The summer and autumn months see a large flow of visitors also heading to the Cascades for hiking and other outdoor recreation activities. At points along the Route 2 corridor, annual average daily traffic (AADT) in 2019 ranged between 45,000 vehicles in downtown Monroe on Route 2 to 21,000 in Sultan and 6,100 in Steven’s Pass (Washington State Department of Transportation, 2020).

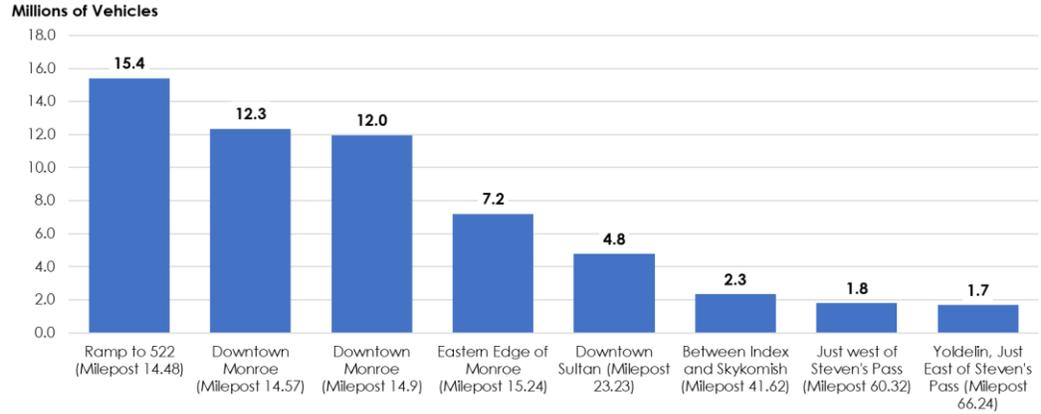
Of these traffic volumes, an estimated 6.2% were single, double, or triple unit trucks. There were thus 15.4 million non-truck vehicles annually in 2019 that entered or exited the 522 ramp at milepost 14.48 on Route 2. This volume of estimated annual non-truck traffic declined to 12.0 million in Monroe along the Route corridor near Kelsey and 7.2 million vehicles at the eastern edge of the city. Volumes continued to decline to 4.8 million in downtown Sultan and 1.8 million just west of Steven’s Pass (**Exhibit 22**). We assume that 50% of these travelers passing by Steven’s Pass are day or multiday tourists and recreationists with an average of two passengers per vehicle. After accounting for roundtripping, there were an estimated 839,500 unique traveler trip-days in 2019 that can be considered “tourist” trips.⁵

Assuming an 8% total growth in the Greater Seattle region, this flow of tourist traffic could increase to over 900,000 traveler trip days. If just 10% of these traveler daytrips include a stop in Monroe, and an average per capita

⁵ This estimate uses the average of vehicular non-truck traffic between Index and Steven’s Pass, since some day visitors for outdoor recreational purposes reach their destination west of Steven’s Pass (e.g., Wallace Falls State Park, other hikes along Route 2 between Gold Bar and Skykomish).

budget of \$10, this would yield a total annual spending of nearly \$1 million for local businesses.

Exhibit 22. Annual Traffic Volumes (Both Ways) Along Route 2 Between Monroe and Steven’s Pass, 2019



Data sources: Washington State Department of Transportation (2020).

MONROE ACTIONS AND EFFORTS TO-DATE

Section under development

KEY FINDINGS AND RECOMMENDATIONS

Growth will bring increased local demand for tourist outings and amenities. The broader Snohomish and King County region will continue to grow, which will support more vacation and daytrip travelers along the Route 2 corridor. The Greater Seattle region is one of the fastest growing major metropolitan regions in the U.S., as measured in total population. Moreover, much of this growth is supported by middle-aged professionals who are drawn to the Northwest in part by the ease of access to the outdoors and majestic natural landscapes of the Cascade Range.

Between 2010 and 2019, residents between the ages of 25 and 49 in King and Snohomish counties combined increased by 163,500, while the two-county region overall has seen a 400,400 person increase (Washington State Office of Financial Management, 2020). Many of these individuals and families desire outdoor recreation and seek opportunities in the Cascades along Route 2. The Seattle region's population is projected to continue to grow at a significant rate for the near future.

Monroe can both seize a greater share of existing and future thru traffic.

Monroe has a unique, advantageous role within the broader region. Monroe is positioned as the last major node along the corridor for a wide selection of food and beverage services, as well as for groceries, household supplies, and gasoline; the cities of Sultan and Gold Bar do offer similar amenities, but not at the same volume, scale, or range of selection as offered in Monroe. This retail specialization can be leveraged to attract more visitors to Monroe, who will spend money on goods and services, spurring new jobs, wealth generation, and local tax revenues.

The overall unified objective of the following strategies is to **increase tourist spending in the City of Monroe**. This can be accomplished through one or both of the following:

- **Attracting more visitors to stop in Monroe** to purchase amenities to or from destinations elsewhere in the Cascades, e.g., skiing at Steven's Pass, hiking in the summertime, visits to Leavenworth. Most of these travelers will be day-trippers from the Greater Seattle region.
- **Placemaking.** Making the City of Monroe a destination for day trips and overnights within the larger tourist region of the Snohomish and Skykomish River Valley.

Strategy #1: Invest in signage and marketing materials to make travelers aware of downtown Monroe amenities

A large and growing share of travelers are outdoors-oriented. In the winter months, Steven’s Pass Ski Area is a leading destination and seen record visitor volumes, leading to increased vehicle volumes along Route 2. Based on the analysis above, there were an estimated close to 1 million tourists that drove through Monroe on their way to and from destinations further east in the Cascades in 2019.

Actions

- Expand existing efforts to place signage and other wayfinding tools and messaging to make travelers aware of downtown Monroe amenities.
- Invest in marketing materials at destinations along the Route 2 corridor to attract potential travelers to stop in Monroe. For example, engage with Steven’s Pass Ski Area about opportunities to place Monroe marketing signage, brochures, and other marketing materials at the resort.

Strategy #2: Invest in placemaking by integrating Monroe’s tourism attraction efforts within the larger context of the Snohomish & Skykomish River Valleys region

Snohomish County has been leading efforts to promote tourism in the county, such as the Seattle NorthCountry initiative, subscriptions to tourism data providers with geofencing queries by city and points of interest, and tourism strategy and planning. Central to these efforts has been the development and marketing of a “Snohomish and Skykomish River Valley” region, comprised of the most of the southern half of the county, excluding urban centers along the coast and I-5.

Actions

- **Coordinate with the County to leverage existing efforts, such the Seattle NorthCountry platform, to market Monroe as part of a broader marketing initiative.** This includes using the Seattle NorthCountry website and development a microsite embedded on this platform for marketing Monroe as part of a broader tourist itinerary.
- **Use the “basecamp” model to frame Monroe within the broader context of the Snohomish & Skykomish River Valleys region.** Monroe is uniquely positioned as a central place for retail and commerce along Route 2. These advantages can be exploited to position Monroe as a dining and river recreation center within the broader tourism experience of the Snohomish & Skykomish River Valleys region.

Strategy #3: Invest in riverfront park access and amenities

Monroe has the unique benefit of both a historic downtown and river access. However, there is not obvious, easy-to-walk route between the two, and the existing riverfront is not developed for families to take advantage of. As part of this placemaking effort, the City should invest in integrating the waterfront with downtown, and in investing in attractive, family-friendly park space, including structures—such as yurts—for glamping and other outdoor activities.

The combination of both waterfront park space with primitive overnight structures AND safe, easy, and well-marked pathways and access to the historic downtown will attract families to both stay in Monroe and visit one or more restaurants for meals during the summer months.

Actions

- **Study other riverfront parks.** There are many useful, informative examples of best practices in designing and building family-friendly riverfront parks. Possible cases studies include River Meadows County Park in Snohomish County and Oxbow Park in the Portland Metro area.
- **Leverage existing designs and planning.** The City of Monroe should examine existing analysis in recent years on riverfront water access and implement or build on these existing plans. For example, in 2017 the City of Monroe participated in a design charette, which included design concepts for riverfront parks and access between the historic downtown and the river (Snohomish County Parks, Recreation and Tourism; National Park Service; Washington Chapter of the American Society of Landscape Architects, 2017).

Strategy #4: Look at other models for repurposing vacant school buildings for tourism

The old schoolhouse in downtown Monroe offers potentially attractive space and attributes to attract a brewery and restaurant similar to the McMenamín's operation in Bothell. The City should conduct a study to evaluate the highest and best use of the current vacant structure, and what building attributes and surrounding amenities might be needed to attract a brewery, restaurant, or other tourist-oriented attraction. The actions below outline a scope of work.

Actions

- **Conduct an assessment of similar public buildings that have been repurposed for tourism and/or retail in recent years.** Possible examples include McMenamín's in Bothell and the Wallingford schoolhouse converted to retail. Identify 3-4 case studies

that closely match the characteristics of the old high school in Monroe.

- **Interview 2-3 businesses who can speak to the decision-making behind their investment location decision.** One of these should interviews should be with McMEnamin's. Interviews will probe what types of building and location characteristics are most important in attracting these investments.
- **Organize focus groups to discuss possible uses.** Meet with local residents and businesses to understand, from their perspective, what would be the best way to revitalize the downtown area and improve the quality of life of Monroe through repurposing of the old high school building.
- **Develop recommendations.** Based on the above analysis, recommendations on how to repurpose the building and necessary investments to attract tenants that will attract outside visitors and improve the quality of life for Monroe residents.

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COMMITTEE ASSIGNMENTS



Janelle Drews
Sally King

Tourism

Lodging Needs Assessment
Wayfinding/Gateway Signs



Mike Buse
Allen Dye
Katy Woods

Business Recruitment

Annual Report
Business Survey
Recruitment & Retention
Strategies
North Kelsey (Tjerne Place)
ED Webpage



Bridgette Tuttle
Meghan Wirsching

Growth & Development

Masterplan Riverfront Park
Connect Downtown to
Riverfront
Develop Community Hub
Space
Underground Utilities

Economic Development Advisory Board
2021 Work Plan

Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8
Categories	Description	Committee Assignment	Q1	Q2	Q3	Q4	Q1
Annual Report	Support creation and publicatiion of annua report	Business Recruitment	Review 2020 annual report				
			Recommend changes				
Business Survey							
	Support development and implementation of the annual business survey	Business Recruitment	Review 2020 survey results	Implement survey	Review results	Council presentation	
			Recommend changes				
Lodging Needs Assessment		Tourism					
	Evaluate lodging needs, including traditional and non-traditional lodging options: Luxery hotel, RV/campsites, glamping, yurt village, etc.		Review sample lodging needs reports	Evaluate options and cost estimates for needs report	Recommendation for CC strategic plan and Mayor's 2022 budget		
Masterplan riverfront parkland		Growth and Development					
	Tree removal, launch sites, accessibility, recreation, zip line, free, day-use life jackets, raft rental		Review PROS Plan draft	Joint meeting with Parks Board?	Joint recommendation with Parks Board		
			Meet with Parks Director	Short-term improvements			
Connect downtown with the riverfront		Growth and Development					
	Evaluate opportunities to improve connections between downtown Monroe and the riverfront including Al Borlin and Lewis Street Parks		Review DT Master Plan	Joint meeting with Parks Board?	Joint recommendation with Parks Board		
			Meet with Parks Director	Short-term improvements			

Economic Development Advisory Board
2021 Work Plan

Categories	Description	Committee Assignment	Q1	Q2	Q3	Q4	Q1
Seek opportunities to develop a Community Hub space:		Growth and Development					
	Support private efforts to purchase and develop Central School						
	Opportunities to compliment Central School development with Al Borlin Park development						
Develop Business Recruitment, Retention and Expansion Plan		Business Recruitment					
	Encourage and promote the development or enhancement of retail areas to achieve a vibrant shopping, dining, and entertaining experience in the downtown corridor including food co-op, butcher, wineries/breweries and distilleries		Evaluate existing businesses downtown (SWOT)	Evaluate available spaces in downtown			
			What support do businesses need (tie to survey?)	Evaluate business opportunities			

Economic Development Advisory Board
2021 Work Plan

Categories	Description	Committee Assignment	Q1	Q2	Q3	Q4	Q1
Update Economic Development website		Business Recruitment					
	Add stories/testimonials from Monroe businesses to the ED website. Add video. Connect to chamber.						
Market and Sell North Kelsey property		Business Recruitment					
	The North Kelsey Properties represent a significant opportunity for economic development north of US 2. The properties are fully-owned by the City. Future development of the 16 acre site may set the direction for continued growth in the future						
Evaluate Underground Utilities on Lewis Street		Growth and Development					
	Utility lines along South Lewis Street/SR203 visually obscure Main Street and Monroe's historic business district. The city needs a cost estimate and plans to relocate or underground the utilities. Outreach to affected businesses will be key to a successful project.						
Install Gateway/Wayfinding signs		Tourism					
	Eliminate signs and visual clutter on US2 and Lewis						

NEXT MEETING THURSDAY, JANUARY 28, 2021

8:00AM-9:30AM

Zoom Meeting

