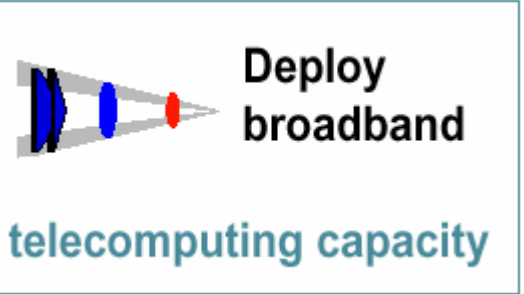






Category	Strategy	Details	Who is Doing What? (or “Who Intends to Do What?”)
	<p>Strategy Recommendation #1: Build and sustain work force education and training capacity that teaches and/or updates computer and information technology skills, including:</p>	<ul style="list-style-type: none"> ❖ Wenatchee Valley’s Computer Technology and Systems Program and 2+2 programs leading to four year degrees ❖ North Central Washington Educational Service District Skill/Technology Center ❖ Wenatchee Public School District computer and technology programs ❖ PENTAD Private Industry Council training programs in computer systems and LANs that build the capacity of administrative and mid-management personnel ❖ Training services provided by private business service companies 	<p>Wenatchee Valley College will coordinate conversations with the players listed – Adrienne Tabar</p>
	<p>Strategy Recommendation #2 Provide access to the growing Hispanic community and others for whom the “digital divide” is a reality by equipping a community center in South Wenatchee with advanced telecomputing capabilities.</p>		<ul style="list-style-type: none"> ❖ The City of Wenatchee, Dept. of Community Development is coordinating the family service center project. ❖ Community Action Council might own and operate ❖ Family Service Center Board of volunteers
	<p>Strategy Recommendation #3: Create a one-stop business center to improve the delivery of services to the small business community.</p>	<p>As an interim step to a single location for service providers, assemble a small business directory that provides timely and up to date information about services and resources available in the community.</p>	<p>The Chamber of Commerce is making this happen right now at the 3rd floor of Columbia Station</p>

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	<p>Strategy Recommendation #4: Deploy NxLevel Entrepreneur training programs for business start-ups, agriculture/food specialty companies, micro-enterprises, youth entrepreneurs. Spanish versions of these training programs should be made available to Hispanic entrepreneurs.</p>		<ul style="list-style-type: none"> ❖ Wenatchee Valley College provides the curriculum and would coordinate ❖ Other players include SBDC, Chamber of Commerce, Hispanic Chamber and Banks ❖ GWATA is interested in promoting technology entrepreneurs
	<p>Strategy Recommendation #5: Pursue the recommendation of the SCORE incubator study team "to further quantify the community's need, expected payoff and degree of community support" for one or more incubators.</p>	<ul style="list-style-type: none"> ❖ A Hispanic Community Center in South Wenatchee with space for small businesses, meeting space for business assistance providers, telecommunication facilities, and possibly child care for entrepreneurs located in the facility. ❖ A mixed function facility, an e-commerce incubator or a virtual, i.e. subsidized bandwidth, incubator. 	<ul style="list-style-type: none"> ❖ The City of Wenatchee, Dept. of Community Development is working on the Community Center for South Wenatchee ❖ The Port and city will look at the SCORE report and have recommendation on how to proceed

Category	Strategy	Details	Who is Doing What? (or “Who Intends to Do What?”)
 <p style="text-align: center;">Focus on Industry Clusters</p>	<p>Strategy Recommendation #6: Develop an Internet/information technology cluster in the Wenatchee area.</p>	<p>Key elements of this cluster initiative are as follows:</p> <ol style="list-style-type: none"> 1) Organize the cluster team and define the opportunity. 2) Scope the existing and potential cluster composition of local companies and entrepreneurs, as well as local specialized support services in finance, education and training. Plan for building capacity in specialized support organizations. 3) Form, organize and capitalize an equity capital fund that focuses on investments in internet and information technology companies. 4) Recruit companies and/or individual entrepreneurs that complement the composition of the cluster and fit the most likely prospects profile, i.e. those “who rely on broadband communications capability and relatively good access to the Seattle area, and value outdoor recreation opportunities.” 5) Develop an identity/marketing piece focused on this industry. Use this effort to test drive a “brand identity” for the area. 6) Hold a conference, forum or other event that brings people in the industry from outside Wenatchee to the community to inform them of the opportunities available in the community and to expose them to the quality of life and amenities in the area. 	<ul style="list-style-type: none"> ❖ The Greater Wenatchee Area Technology Alliance (GWATA) is working towards supporting clusters and marketing the region ❖ The city of Wenatchee has received a grant (\$25,000) to look at technology infrastructure plans, how to develop a market identity, and provide a public forum. The project would be for the greater urban area, not just the City of Wenatchee ❖ The Port or Chelan County and ESD are working on the Technology Center project ❖ Both Ports are working on a collaborative approach to recruitment. ❖ Loan fund from Quest will continue to be used and administered through Quest; GWATA is interested in capital equity fund for technology companies; others? ❖ Unknown – not clear what agency would coordinate Detail #2 – Ports? ❖

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 <p>Develop from within</p> <p>Add information & technology</p>	<p>Strategy Recommendation #7: Implement an opportunity assessment initiative to identify upstream, downstream and spin-off business opportunities and other economic activities, e.g. research, that may exist in companies, institutions or organizations already in the community.</p>	<p>Examples include:</p> <ul style="list-style-type: none"> ❖ Health care services, medical research and technologies ❖ Aviation services and aerospace manufacturing ❖ Education and training services 	<p>Ports need to provide lead, but all need to be involved. This is a shifting responsibility without Quest involved.</p> <p>Is there a need to pursue grant funds for implementation?</p>
	<p>Strategy Recommendation #8: Refocus current industrial recruitment efforts on those that build on local networks and relationships</p>	<ul style="list-style-type: none"> ❖ Former graduates of area high schools ❖ Connections and relationships of local firms and institutions, e.g. GTE, Pacific Aerospace and Electronics ❖ Entrepreneurs and companies related to the information technology cluster initiative. 	<p>Ports need to provide lead, but all need to be involved. This is a shifting responsibility without Quest involved.</p> <p>See recommendation #7</p>

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<p>High Performance Strategies <small>Livability</small></p>	<p>Strategy Recommendation #9: Animate the downtown and Columbia River areas with commercial, housing, recreational and cultural activities that will bring people to these areas.</p>	<ul style="list-style-type: none"> ❖ Investment in the downtown and river area to make it more pedestrian-oriented will generate increased retail sales tax in the long run. Funding mechanisms such as an LID or PDA should be explored to accomplish these improvements. ❖ Complete the pedestrian overpass connecting downtown and the river. ❖ Coordinate the efforts of the WDA and the Greater Wenatchee Area Technology Alliance to encourage information technology growth in downtown. ❖ Complete the planning, development and construction of parking facilities that will increase downtown customer/worker/visitor capacity while decreasing congestion. ❖ Explore the development of a downtown permanent Farmers Market. 	<p>The City of Wenatchee will provide the lead with neighborhood planning programs. Other players involved include:</p> <ul style="list-style-type: none"> ❖ P.U.D. ❖ WDA ❖ Chamber of Commerce ❖ Farmer's Market Board ❖ Property owners ❖ Public
	<p>Strategy Recommendation #10: Explore the development of a Public Development Authority, comprised of multiple jurisdictions, to purchase and manage Mission Ridge as a community-owned ski area.</p>		<p>Chelan County already formed PDA. Now, it is implementation. Jim Huffman</p>

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	Strategy Recommendation #11: Examine ways to improve the aesthetics of gateways into the city, either through landscaping or incorporation of the thematic “fruitful” street signs recently erected.		<ul style="list-style-type: none"> ❖ Cities of Wenatchee and East Wenatchee ❖ Convention and Visitor’s Bureau
	Strategy Recommendation #12: Implement programs to enhance the supply of housing suitable for LMI families.		Housing Authority of Chelan County and city of Wenatchee, Community Action Council, local governments
	Strategy Recommendation #13: Start a leadership training program that informs participants about governance and development issues pertinent to the region as well as providing them with leadership skills.		Chamber of Commerce will provide lead in effort
	Strategy Recommendation #14: Develop regional approaches to multi-jurisdictional problems.	<ul style="list-style-type: none"> ❖ Where interoperability is required, for example in transportation and land use planning - use the Metropolitan Planning Organization as a planning and action agent ❖ Where problems or issues are shared but do not require interoperability, for example in servicing of industrial lands or tax revenue sharing, use short term task forces for resolution 	<ul style="list-style-type: none"> ❖ The Dept. of Transportation is coordinating implementation of the Metropolitan Planning Organization (MPO) ❖ The city of Wenatchee will monitor MPO to ensure potential future options for regional forum ❖ Council of Governments forum with regional agencies another potential avenue for exploration

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	<p>Strategy Recommendation #15: Launch an ongoing "community forum" process that enables civic leaders and citizens to meet and address issues, solve problems, or think about the future.</p>	<ul style="list-style-type: none"> ❖ Create a mechanism for providing accurate, timely and detailed information about the performance of the local economy and changes underway at the Wenatchee Valley College, for example. ❖ Inaugurate an annual regional economic summit. ❖ 	<p>Chamber of Commerce will coordinate</p>
	<p>Strategy Recommendation #16: Begin long-term planning for infrastructure improvements that are critical to the region's full participation in the global economy.</p>	<ul style="list-style-type: none"> ❖ Airport improvements leading to jet service ❖ 4-lane highway access to enable improved transport of agricultural goods and access by tourists ❖ Access to higher education at the four-year level, including working with Wenatchee College to build its 2+2 programs 	<ul style="list-style-type: none"> ❖ Ports of Chelan and Douglas Counties ❖ WSDOT and MPO (highway) ❖ Chamber of Commerce ❖ Wenatchee Valley College