

# REPORT EXECUTIVE SUMMARY:

## Inspiring Economic Excellence: A Blueprint for Yakima County

The report, *“Inspiring Economic Excellence: A Blueprint for Yakima County”* marks the culmination of a successful county-wide economic development planning effort spearheaded by New Vision, the Yakima County Development Association (YCDA).

The Blueprint Yakima plan is organized around three topics:

- ✓ A Community Assessment (*Chapter One*),
- ✓ Target Industry Recommendations (*Chapter Two*), and a
- ✓ Strategic Action plan that outlines specific community improvement recommendations (*Chapter Three*).

### Chapter 1: Community Assessment Highlights

1. **Lack of industry depth and diversity is limiting wages and advancement opportunity.** The Yakima region’s economy lacks diversity and remains highly dependent on its agriculture sector, which creates a vulnerability to economic shocks.
2. **Low educational attainment of the population will limit growth in wage levels.** The region must place a greater emphasis on education and improve the educational resources and support structures across the region. This should extend from K-12, to community colleges, to continuing to develop the 4-year degree presence in the region.
3. **Due to the lack of large local industry clusters, much of the region’s future growth will need to be driven by small business creation and entrepreneurship.** There is a risk-taking attitude in the region, but a focused approach to entrepreneurship is needed.
4. **The young professional community needs to be maintained and expanded in order to enhance the region’s vitality and ensure future economic growth.** Involve this key group in decision-making and leadership and empower them to be involved in the community.
5. **The region’s commercial corridors lack attractive aesthetic value.** Downtown revitalization needs to continue and be strongly promoted throughout the County to create a dynamic and vibrant environment and to give each community a signature look. There is a need to emphasize the importance of “place” and promote the development of attractive corridors, clean communities, clear design standards, beautification projects, and desirable retail and entertainment amenities that fit with each community.
6. **There is a lack of citizen pride and a negative perception and image among residents, specifically in the city of Yakima.** (note: this negative perception is not as prevalent among Lower Valley residents)
7. **Development of suitable sites and buildings, such as a central business/industrial park, will be necessary to attract and serve companies in leading industries.**
8. **Economic development partners need to actively address factors that have a major impact on the capacity for economic growth, such as issues related to education, workforce and land planning.**

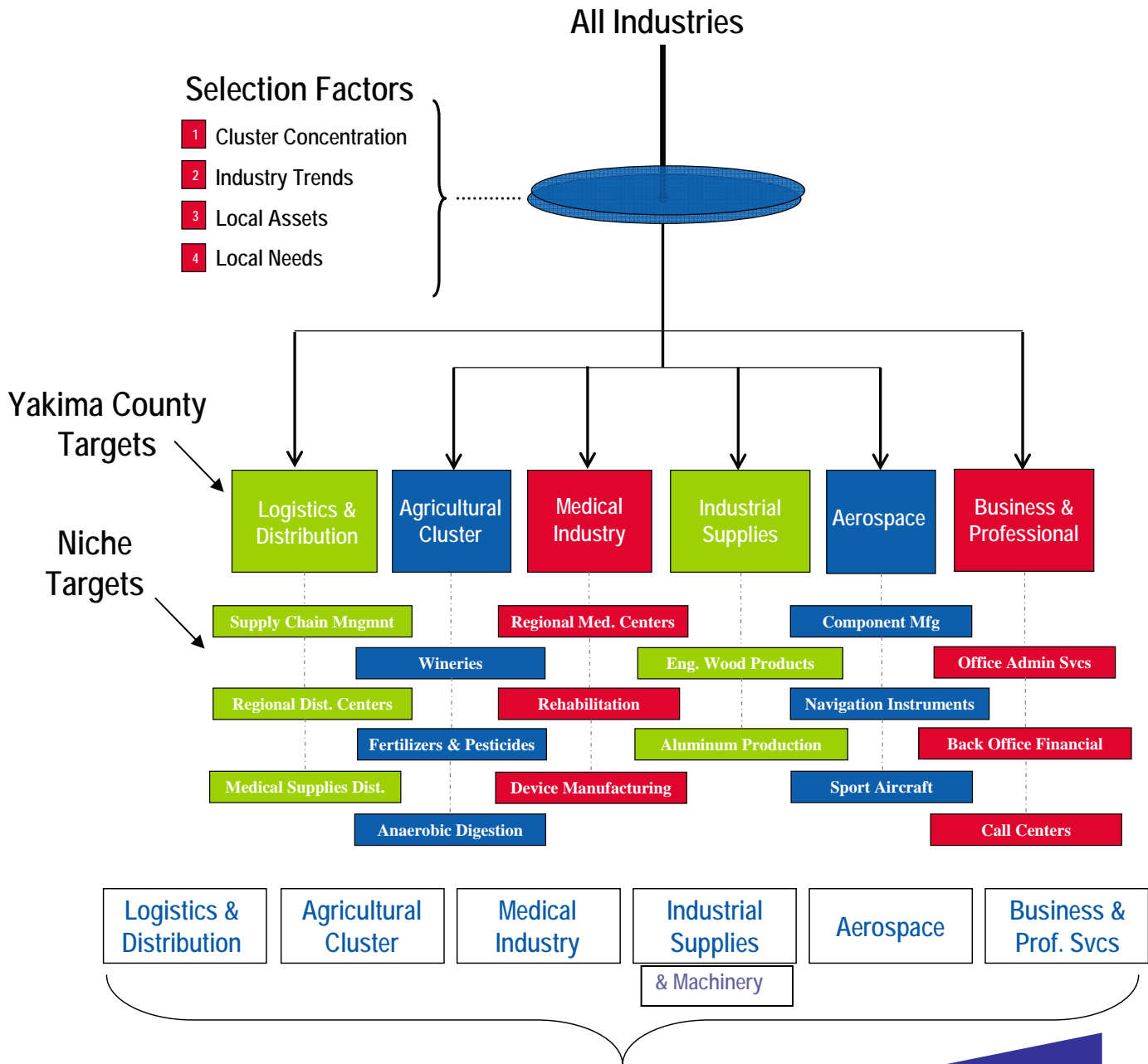
We define the four aspects of "SWOT" in these terms:

- **Strengths** (Positive, Internal): Local issues or characteristics that can be built upon to advance current and future economic growth opportunities in Yakima.
- **Weaknesses** (Negative, Internal): Local issues or characteristics that, if not addressed effectively, could limit current or future growth opportunities in Yakima.
- **Opportunities** (Positive, External): External events or trends that offer Yakima potential for economic growth and attraction of new industry.
- **Threats** (Negative, External): External events or trends that, if not addressed effectively, could threaten Yakima's future and its ability to attract new industry.

YAKIMA VALLEY SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
Robust economic growth and strong employment growth	Negative perception of community (in both internal & external audiences)
Low cost environment	Low wages & income levels
Good tax climate	High Crime rates
Strong capabilities in logistics & distribution	Low educational attainment
Highway Accessibility	Limited nightlife and entertainment amenities
Proximity to major metros: Seattle, Portland, Spokane	Limited community aesthetic appeal (no streetscapes, limited landscapes, no unified design standards or signage requirements)
Relatively young population	
Attractive to young families	
Affordable – low cost of living and housing	
OPPORTUNITIES	THREATS
Leverage the creation and presence of the new medical school in Yakima	Largest employment clusters are also in the lowest wage paying industries
Promote and support downtown redevelopment efforts in Yakima and encourage similar efforts in other communities in the county	Limited employment advancement options
Capture spin-off growth from businesses from the Seattle/Tacoma and Portland metro areas (tout lower cost of business in Yakima relative to these locations)	Low interest in higher education
Cultivate and promote huge bi-lingual (Hispanic) workforce population, this is a tremendous labor force asset for the region	Limited economic development financing options for new companies and site development (e.g. limited new company incentives, no tax abatements, no tax increment financing)
Target the "saw mill site" for a high quality signature development	Growing cultural divide between ethnic groups in the area
Create an innovative internal marketing campaign to boost local pride in the community and promote the new vision for economic development	Lack of industry diversity & depth
Continue to capitalize on the Wine industry & wine related tourism to brand the Yakima region	

## RECOMMENDED TARGET INDUSTRIES

The following diagram depicts the selection process and the resulting list of target industries for Yakima County:



As the Gap in Current Assets vs. Industry Requirements Increases, so does the Timeline for Development

Increasing Risk / Reward as the Timeline progresses

## TARGET: LOGISTICS & DISTRIBUTION

### INITIAL TARGET TACTICS

- ★ Develop an inventory of rail and highway served sites adjacent to I-82 to market to the logistics and distribution industry.
- ★ Market the Yakima Valley's sites and unique geographic advantage at logistics and distribution industry tradeshows, conferences, and in industry publications.
- ★ Advocate State policymakers for a reduction in the fuel tax to encourage additional distribution industry investment.
  - ✓ Fuel is one of the largest costs for the distribution industry, and the State of Washington has the highest fuel tax in the nation.
- ★ Market the region to medical distributors that supply the Yakima County medical industry.
  - ✓ Work with area hospitals and clinics to obtain locations and contact information of suppliers to the hospital.

## TARGET: AGRICULTURAL CLUSTER

### INITIAL TARGET TACTICS

- ★ Organize a workshop for local dairy farmers and cattle owners to learn about the advantages of developing an anaerobic digester to create biogas from animal waste.
  - ✓ Engage owners of other Yakima area digestors to attend to speak about their success and the economic and other benefits of digestion.
- ★ The approach to the development of the Agricultural Cluster in the region should be broad based and include the traditional agriculture businesses as well as machinery manufacturers and tourism providers.
  - ✓ Develop a multi-constituent group to promote all aspects of the agriculture, this includes the strong capability to increase tourism.

## TARGET: MEDICAL INDUSTRY

### INITIAL TARGET TACTICS

- ★ Advocate for the formation of a local technology transfer office or a Health Sciences and Services Authority to support the growth of the medical industry and commercialization of promising local research to promote regional economic development.
  - ✓ This organization will leverage the university's status as the region's first innovation-based economic development anchor
- ★ Conduct an incubator feasibility study to determine the potential for life sciences commercialization and job creation leveraging PNUHS.

## TARGET: INDUSTRIAL MACHINERY & SUPPLIES

### INITIAL TARGET TACTICS

- ★ Work with area land owners, Port Districts and interested stakeholders to identify, catalogue, and categorize sites appropriate to industrial supplies manufacturers.
  - ✓ Identify and quantify specific tax advantages of the sites, and include these specifics in site materials.
- ★ Actively recruit lower value-added industrial supplies manufacturers from high cost locations such as Seattle by attending industry conferences and tradeshow.
  - ✓ Attend the Northwest Industrial Woodworking Expo in Tacoma to market the Yakima region to engineered wood products and custom woodworking companies.
- ★ Include a detailed description, enumeration, and valuation of state and local tax benefits in all RFP submissions for industrial supplies-related site selection projects.
  - ✓ Total value of incentives package should be quantified to differentiate proposals from other community responses.

## TARGET: AEROSPACE MANUFACTURING

### INITIAL TARGET TACTICS

- ★ Form a regional aerospace industry association to market the regions advantages and facilitate the recruitment of additional aerospace prospects.
  - ✓ Leverage the existing presence of GE, Cubcrafters, etc. to lead the association.
- ★ Work with Perry Tech, YVCC, the Yakima Valley Technical Skills Center (YV-Tech) and other workforce training institutes to further develop aerospace-specific curricula.
  - ✓ E.g. systems assembly, CC machining, electronic equipment assembly versus generic machine technology.

## TARGET: BUSINESS & PROFESSIONAL SERVICES

### INITIAL TARGET TACTICS

- ★ Develop web and/or print marketing materials demonstrating the significant lease rate advantages for back office functions of the Yakima region over Seattle and Portland.
- ★ Collaborate with local educational and training institutions to further develop curriculum specific to back office functions such as billing, recordkeeping, auditing, and payroll.
  - ✓ Establish an internship program linking area students with regional business and professional services firms.

## CHAPTER 3: STRATEGIC ACTION PLAN

Every successful plan must start with a vision. AngelouEconomics distilled the following vision statement from opinions and information from an engaged Yakima constituency.

### VISION for YAKIMA COUNTY:

Greater Yakima will be a destination for economic growth in the Pacific Northwest through a focused approach of growing its business presence in specific target industry clusters, while ensuring a high quality of life that provides exceptional opportunities for residents of all backgrounds to live and work within the

### What does this mean for the Yakima Valley?

- ✓ Yakima County's leadership must sustain focused marketing and economic development efforts to retain, attract, and grow a diverse set of companies in a core group of targeted clusters.
- ✓ The region must enhance its position and image within the larger Pacific Northwest economic region. The Vision identifies Yakima County as a *destination* for targeted and high impact businesses.
- ✓ Communities and people within the Yakima Valley must embrace all those that call the Yakima Region home and create a desirable environment for residents to raise their families, assured of progressive opportunities for future children, grandchildren, and great-grandchildren.
- ✓ Yakima County leadership must have the will to finance and implement the strategies contained within this plan.
- ✓ The Yakima Valley must "think outside of the box" and embrace progressive and innovative ideas that make this vision a reality.

## BUSINESS CLIMATE STRATEGIES

### 1. Develop a strong support system for entrepreneurs and small businesses. (page 74)

- YCDA should form an Entrepreneurship Association (EA).
- Key initiatives for the Entrepreneurial Association to undertake:
  - ✓ The EA should first be tasked to identify and inventory all entrepreneurship and small business resources currently available.
  - ✓ The EA organizes and serves as a forum for entrepreneurs to share ideas on how to improve their businesses in regularly scheduled meetings.
  - ✓ The EA develops and maintains a website with resources on entrepreneurship, an electronic forum where entrepreneurs can discuss ideas, and a database of best practices that entrepreneurs can adapt for their own businesses.

### **1. Develop a strong support system for entrepreneurs and small businesses. (cont.)**

- ✓ Acts as the regional “voice” of entrepreneurship and works with: local units of government to promote a business climate that supports entrepreneurship, Yakima Valley Community College and K-12 systems to promote entrepreneurship training, and private sector financing institutions and other potential influencers who could help support funding for small businesses and other entrepreneurial ventures.
- ✓ Celebrates and promotes Yakima’s entrepreneurship successes. The EA, with YCDA assistance, should be the primary promoter of entrepreneurship in the region.
- YCDA should give economic development efforts focused on entrepreneurship as much priority as those targeting Recruitment and Expansion.
- Educate citizens on entrepreneurship and small business activity through regular communiqués from the EA and YCDA.
- Improve access to early-stage venture capital by:
- Involve educators in the process by hosting opportunities for students and entrepreneurs to communicate.

### **2. Ensure that land use planning efforts address the need for suitable sites and infrastructure to retain existing companies and to match the needs of target industry companies. (page 76)**

- YCDA, with regional partners in the broker and real estate development community, should maintain a comprehensive inventory of vacant parcels and sites. This inventory should identify each sites zoning, location, determine whether it is capable of being connected to basic infrastructure, including water, sewer, electricity, telecommunications, and any other basic services.
- The inventory should be used to drive a strategic and prioritized set of infrastructure investments and environmental studies which make key sites “shovel ready”.
- Continue to publish this inventory of sites and buildings on YCDA’s website and make sure that it is updated frequently.
- Work throughout Yakima County to make sure that the right mix of sites and buildings are available for future industry growth, and identify which areas will be most appropriate for certain types of developments.
- Work with the local developer community and city/county government to promote developments that will help to “fill in any gaps” that may exist in the region’s current site and building offerings.

### **3. Facilitate a signature “Gateway” development at the old sawmill site. (page 77)**

- Engage site owner to discuss potential end-uses:
- YCDA should help form a Sawmill Site committee tasked with planning, strategizing, and facilitating successful development of the sawmill site:
- Conduct a feasibility and land use study to explore redevelopment options:
- Facilitate marketing of site to a wide range of potential developers.

**4. Support efforts to revitalize downtown Yakima and encourage revitalization of downtown areas throughout the region. (page 79)**

- Downtown Yakima should embrace and celebrate the region’s cultural heritage. Encourage the development of a diverse set of businesses including those from the Hispanic and Native American communities:
- Downtown Yakima should continue to promote the wine industry and attract downtown wineries. This will help to solidify Yakima’s reputation as the gateway to Washington wine country.
- Findings show that Yakima is attractive to young families and mature professionals (as opposed to young “twenty something’s”). Downtown development and amenities should reflect these target demographics:
- Downtown development plans should aim to expand the Arts and Cultural offerings in the area:
- Promote high-density residential development downtown and encourage mixed-use developments to support a live and work atmosphere:
- The City of Yakima should continue to aggressively support downtown redevelopment:
- Key downtowns throughout the Yakima region (i.e. Sunnyside, Grandview, Toppenish, etc.) should create and execute a development plan that captures the unique qualities of each town center. The effort to enhance and revitalize downtown areas is already underway throughout the region. However, some towns are a little ahead of others in their progress. This presents an excellent opportunity for cross-collaboration and sharing best practices of what works and pitfalls to avoid:

**5. Launch a campaign to retain and attract more young people – strengthen and enhance the area’s Young Professionals Network. (page 81)**

- Enhance or build a Yakima County Young Professionals Network (YPN) organization.
  - ✓ The network should be initially supported in key areas by YCDA
  - ✓ Over time, the YPN will be independent, but should always be closely connected to YCDA.
- Task the YPN to develop a strategy to attract and retain young professionals to the region. The YPN should develop three to five priorities to attract and retain people in the 30 to 44 age range.
- The YPN should establish a regular schedule of networking events to give young professionals opportunities to meet and get to know one another, as well as other events of interest
- The YPN should assist young professionals in fostering opportunities to become involved in leadership and civic organizations to give them a path to develop their leadership skills.
- The YPN should also establish a website to share information on professional, civic, and social opportunities.
- Empower this group to market to other young professionals.

**Launch a campaign to retain and attract more young people – strengthen and enhance the area’s Young Professionals Network cont.**

- Give the YPN seats on the Board of YCDA, Chambers of Commerce, and other business, civic, or cultural organizations.
- Lend considerable resources to the YPN to launch their efforts to attract and retain other young professionals including meeting space, website development expertise, marketing, and communications expertise.
- Task the YPN, in turn, with taking the charge in implementing many of the action items of this plan or volunteering their time in other community improvement activities.
- Engage the YPN in overall retail, recreational, housing, and downtown strategies that need to be developed for the community.
- Fund a fact-finding trip for regional representatives (e.g. YCDA, Chamber, City) and the President of the YPN to meet with other successful YP groups to identify and implement best practices.

**6. Create a region-wide “beautification” plan. (page 83)**

- Consider the creation of a “Yakima County Beautification Committee”, privately and publicly funded, with specific annual objectives/goals/criteria, as well as specific funding requirements and potential funding resources to accomplish its goals.
- Create a specialized campaign for recruitment of volunteers. Create various incentive/reward programs for volunteer support, especially those that are youth-focused.
- Create a public awareness campaign to all communities via YCDA, area Chambers, local papers, workplaces.
- Develop consistent design standards for businesses in Yakima as well as for communities throughout the Yakima region. These standards should apply to:
  - City and town governments should consider providing grants and design assistance to business owners to beautify and upgrade signage in commercial corridors.
  - Organize an “adopt a spot” program, encouraging citizens & organizations to adopt an area for upkeep and beautification, as well as the development of new landscaped areas, etc.
- Work to support all Downtown Revitalization efforts (see Downtown Revitalization recommendations above).

**7. Develop alliances to connect the private sector with the local education and workforce development system. (page 86)**

- The Workforce Council or another appropriate convening agency should invite representatives from YCDA, Greater Yakima Chamber, YVCC, PTI, Heritage, WDC, business leaders (multiple representatives primarily among targeted industries), Human Resource directors/recruiters, and K-12 educators to join an adhoc taskforce.
- The taskforce should be comprised of two subcommittees with members of the business community in each subcommittee (K-12 & Secondary education);
- The taskforce will review existing workforce plans and develop new strategies as necessary to support key industries. The group will prioritize these strategies and help develop an annual program of initiatives for the year.
- The taskforce should meet on a quarterly basis (each subcommittee should meet monthly) to discuss progress in its annual program and other workforce and education issues. Among issues to be addressed:
  - ✓ Address changes in programming and the delivery of services relevant to target industries and/or other needs of the business community.
  - ✓ Evaluate the need for more vocational technical programs offered within the high school, community college and technical schools to prepare students for certain segments of the workforce.
  - ✓ Discuss and address workforce and economic development programs.
  - ✓ Create strategies related to attracting students to stay in the area after high school and college.
- Develop an educational campaign to inform employers and potential workers of workforce development programs currently being offered;
  - ✓ The taskforce or its members should consider organizing periodic conferences or summits to bring business and educators together on key human capital or workforce development issues

**8. Conduct an annual Workforce Preparedness Survey to gauge local workforce skills and performance in targeted industries and existing industries. (page 87)**

- YCDA should continue to conduct annual Workforce Preparedness Survey of local employers to gather first hand information on the region's existing skill set gaps and areas in need of improvement.
- Produce a report summarizing the results of the study by each industry;
- Consider using software programs and/or online survey tools to deliver the Survey and collect results. This will make data collection easier and minimize costs for survey distribution.
- Share the results with the Workforce Council to assist with their overall strategy. Also publish the results of the Survey on the YCDA website and/or newsletter to promote Yakima's successes and improvements in building a premier workforce.

**9. Expand school-to-work and workforce readiness credential programs to better prepare high school students to enter the workforce or higher education institutions. (page 87)**

- Use the CART program as a guide in setting up a pilot program in one of Yakima’s newly identified target industries at a select area high school. Check the Center’s website, [www.cart.org](http://www.cart.org), to get more information on its history, participating partners, and other key information on establishing the CART effort.
- Determine the type of companies (existing companies already part of one of the recommended target industries) that have an interest in creating a “pipeline” of potential workers for their industry.
- Begin discussions with a group of targeted companies in one of the target industries to determine the types of skills workers need in their industry.
- Bring together representatives of the region’s school districts, YVCC, Perry Tech., Heritage, Central Washington Univ., Washington State Univ., and the targeted companies to begin discussions on the curriculum that should be offered in the CART program. Give this group the responsibility for developing the CART curriculum.
- Develop the curriculum that satisfies the needs of one target industry as a pilot project, and begin operation of CART for that one target industry. Once that program is in operation and working well, begin development of curriculum for other target industries with the assistance of companies representing those industries.
- The program should include an educational link that spans from high school to community college to the university level.

ECONOMIC DEVELOPMENT EFFORTS

**10. Form Target Industry teams for each representative industry to develop a focused effort on cluster development throughout the Yakima Region. (page 90)**

- Form Target Industry (TI) teams of 5-7 members that lend their expertise regarding specific issues, policies, concerns, or opportunities facing the representative industries:
  - ✓ Each team should be comprised of 3-4 private sector leaders in each industry, 1 representative from YCDA, 1 representative from real estate/developer community, 1 representative from utility provider as needed.
  - ✓ Tap into the knowledge base to gain an intense focus on the issues surrounding these six industries.
  - ✓ Explore new business development activities through members’ various contacts within these industries.
- Have business leaders representing the target industries whose main purpose is to supply trend information, develop strategies for attracting industry, and develop key messages concerning each industry.

**10. Form Target Industry teams for each representative industry to develop a focused effort on cluster development throughout the Yakima Region *cont.***

- The team should meet quarterly to discuss industry strategies while focusing on specific outcomes for targeted industry initiatives.
- Each team develops actionable strategies for attracting companies in the target industry and develops key messages concerning each industry.
- The team should convene as needed by YCDA to assist with recruitment strategy, assisting with prospect visits and site tours, as well as “welcome” gatherings, and marketing tours to outside regions:
- Ask industry team members to help promote the region to their peers. Have them invite their peers to attend industry trade shows and missions and participate in site visits.

**11. Continue efforts to support the expansion and retention of existing industries. Take a more focused approach on cluster development and interindustry collaboration. (page 92)**

- Support a Retention and Expansion (R&E) team housed within YCDA that includes each economic development partner entity in the region in order to ensure that needs of all existing employers are being met. Ensure that this team has representation from both Upper and Lower Valley constituents:
  - ✓ This team should meet monthly to provide updates and discuss issues.
  - ✓ Publicize and promote the R&E Team and new program.
- The Retention and Expansion team should set a goal to meet with at least 50 companies throughout the region per year:
- The R&E Team should recruit a broader base of community volunteers to assist in meeting with companies, conducting interviews and collecting data. These meetings should focus on:
  - ✓ Learning more about the company and its future plans,
  - ✓ Determining what the company needs from local economic developer partners, &
  - ✓ Informing the company of what the Yakima region can offer them, from workforce development training to expansion incentives.
- Evaluate software programs that will help capture and maintain information from businesses that could be updated throughout the year using on line surveys and other tools:
- The R&E Team should also commit to a formalized process for following up with the companies that were met with that had pressing needs.
- Retention and expansion efforts should also be closely aware of governmental issues at the city, county and state level. This team should serve as the advocacy group for local business interests in conjunction with the Greater Yakima Chamber of Commerce.

**12. Ensure that economic development efforts continue to address community improvement issues. (page 93)**

- YCDA should continue to embrace a broad vision for future economic development:
  - ✓ AngelouEconomics believes that it is imperative that YCDA, as well as other “partners” in economic development, commit to a broad economic vision.
  - ✓ The YCDA Board should formally approve this role in new strategic plans.
  - ✓ New activities should be closely guided by the strategies and action items outlined in this Blueprint Yakima project.
- YCDA should use the implementation of the Blueprint Yakima plan as a method for including stakeholders from both Yakima and communities in the Lower Valley and community partner institutions:
  - ✓ Invite all stakeholders to participate in a collective compact agreement to implement the recommendations in this Blueprint Yakima strategic initiative, and develop an official Memorandum of Understanding among all participants.
  - ✓ The endorsement of a collective compact agreement and the signing of an official Memorandum of Understanding should take place as a public event:
  - ✓ Conduct an annual accountability session to assess the progress made in improving economic development efforts in the region, pledge continued activities, and celebrate successes (this should be part of a regularly scheduled annual event hosted by YCDA).
- Form Community Improvement Teams that will tackle implementation of the strategies and action items in this plan:
  - ✓ Identify appropriate community partners to serve on these teams.
  - ✓ Make sure that teams incorporate representatives from both Upper and Lower Valleys:
  - ✓ Utilize young professionals to serve on these teams and to implement recommendations.
  - ✓ YCDA should act as a convener to assemble these teams; however, the primary implementers will be community partners:

MARKETING RECOMMENDATIONS

**13. Continue to promote the region in select Northwest markets and target marketing initiatives to industries in this report. (page 97)**

- Continue to conduct direct mail campaigns that is optimized based on budget and resources available and targeted toward companies in target industries.
  - ✓ A regular mail campaign is most successful when consistent and persistent:
- Continue to design a campaign of materials and distribute them regularly to companies in target sectors for inquiry fulfillment and distribution at events. At a minimum, the following materials should be developed and kept up to date:
  - ✓ Presentation folders for prospect visits, press kits, and inquiry responses.
  - ✓ One-page articles on each of the target industries.
  - ✓ Maintain and update the “A Landscape of Promise” insert; and
  - ✓ Materials should be professional designed and produced and utilize the same look and feel established in the logo, website and YCDA newsletter.

**13. Continue to promote the region in select Northwest markets and target marketing initiatives to industries in this report cont.**

- Identify and attend select target industry association events and tradeshows:
- Conduct one marketing mission and/or competitor market recruitment mission annually:
  - ✓ Locations for marketing missions should be identified based on where company targets are currently clustered.
  - ✓ Include local business leaders in these marketing missions as well as government leaders and economic developers. These teams should be made up of 5-10 individuals.
- With assistance of the target industry team, strengthen the messages that promote the Yakima region as a business location:
- Display the enhanced messaging on the YCDA website and in all collateral pieces pertaining to target industries.

**14. Develop an internal marketing campaign to boost community pride and celebrate economic success in the Yakima Region. (page 99)**

- Utilize the roll-out of this plan to energize the community and educate them on the importance of economic development:
  - ✓ Set meetings with diverse community, government and civic groups: city/town councils in each community in the Yakima region, area Chambers of Commerce, Hispanic and Native American communities, education institutions and workforce developers, and other civic groups.
  - ✓ Prepare a PowerPoint presentation summarizing the strategies within this plan and the new, focused direction of economic development activities in the Yakima region.
- Conceptualize and implement an advertising campaign directed at the local community. One recommended Campaign identity concept is: ***“I’m proud to call Yakima home...”***

**15. Develop an internal marketing campaign to boost community pride and celebrate economic success in the Yakima Region cont.**

- Execute the advertising campaign using the following vehicles:
  - ✓ Advertising in local outdoor media.
  - ✓ Developing collateral material such as brochures to be placed in hotels, postcards, flyers, and electronic media.
- The objectives in creating such advertisements are to introduce a business environment to internal audiences while highlighting the quality of life attributes, namely Yakima’s great climate and outdoor activities.
- Consider developing extensions of this campaign to be rolled out in communities throughout the Yakima region; and
- Increase local public relations activities.

**16. Continue to improve the information available on the YCDA website by focusing on updating targeted information. (page 100)**