

## VII. ECONOMIC DEVELOPMENT

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### PURPOSE

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*Cowlitz Street – Looking East*

Just as communities should provide for protection of their natural environments and for consideration of natural processes in the use of land, they also should provide for economic development and redevelopment if the community is to remain viable. The economic health and well-being of the City of Castle Rock is tied to a

commitment to promote a wide range of employment opportunities for the citizens of the community as well as to provide a setting and quality of life that attracts businesses and residents. This element is outlined to encourage creation of living wage jobs for the residents of Castle Rock.

The Economic Development element incorporates the Castle Rock Community Action Plan, completed in 2002 and the Castle Rock Marketing and Feasibility Study, completed in 2005. Both plans provide a program with specific activities and projects which gives the business community a direction to seek improvement of the economic environment of the City.

### SUPPLEMENTAL PLANS

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Economic Development has become a major focus in the City of Castle Rock in the last five years. City officials and residents have seen the potential for future development as the area's outlying communities are expanding.

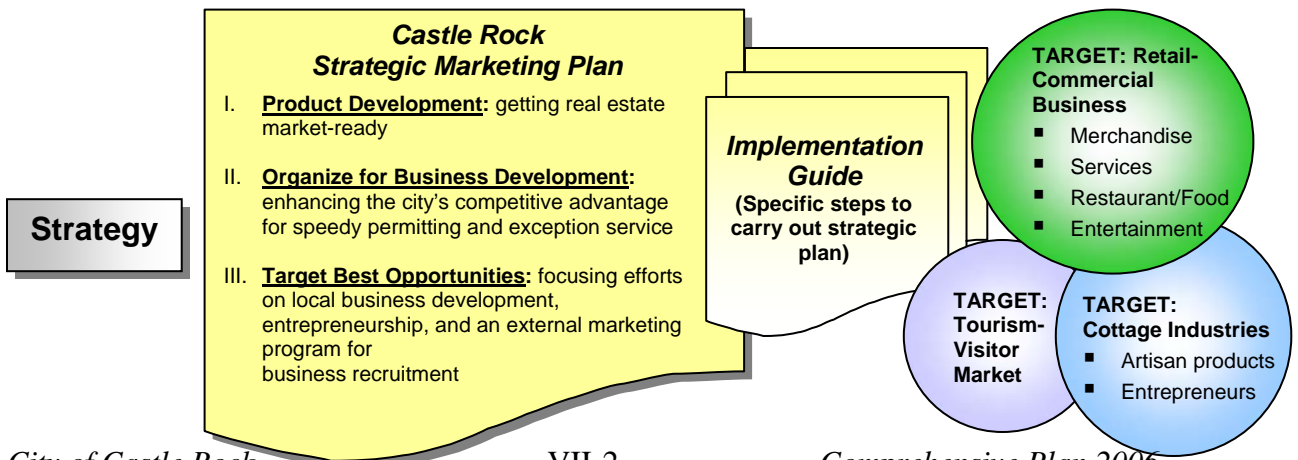
The City completed a *Community Action Plan* in 2002, which was made possible through a grant from the US Forest Service (Rural Community Assistance Program) and in-kind contributions from the City of Castle Rock and Cowlitz-Wahkiakum Council of Governments.

The goal of the Community Action Plan was to develop a community supported "road map" for the future.

Results from the *Community Action Plan* resulted in 8 strategies and 20 actions of implementation that fall under the following three focus areas: Healthy and Effective Social Networks, Favorable Business Conditions and Prosperous Economy, and Expanded Cultural and Recreational Opportunities.

**Table 7-1: Marketing Plan Chart**

<b>PROCESS</b>			
<ul style="list-style-type: none"> <li>Prepare Kick-Off Meeting</li> <li>Community tour (business perspective)</li> <li>Revise Previous Reports</li> </ul>	<ul style="list-style-type: none"> <li>Survey Shoppers</li> <li>Secret Shopper in-store visits</li> <li>Survey &amp; Interview Business Owners</li> </ul>	<ul style="list-style-type: none"> <li>Interview business service providers &amp; resource organizations</li> <li>Marketing review</li> <li>Analytical Research</li> </ul>	
<b>FINDINGS</b>			
<p><b>Demographic Profile</b></p> <ul style="list-style-type: none"> <li>Moderate population growth</li> <li>Limited ethnic diversity</li> <li>Slightly older population than state</li> <li>Less affluent than state</li> </ul> <p><b>Community Tapestry</b></p> <ul style="list-style-type: none"> <li>27.4% Midland Crowd</li> <li>23% Salt of the Earth</li> <li>20% Rooted Rural</li> </ul> <p><b>Retail Potential</b></p> <ul style="list-style-type: none"> <li>\$134.2 million/2004</li> <li>583,000 sq. ft. (commercial real estate)</li> <li>CR residents in local trade area spend well below average on virtually all goods</li> </ul>	<p><b>Tourism – Visitor Potential</b></p> <ul style="list-style-type: none"> <li>Mt. St. Helens: 1.5 million visitors/yr</li> <li>Seaquest State Park: 356,000 visitors/year</li> <li>\$97.5 million spending/year</li> <li>Shopper Survey Results: <i>Poor selection, High prices, Limited hours, 52% say best time to shop on a weekday is after 5:00 pm</i></li> </ul> <p><b>Business Development Readiness</b></p> <ul style="list-style-type: none"> <li>Workforce &amp; Education = <b>Weakness</b></li> <li>Ready-to-Go Real Estate = <b>Weakness</b></li> <li>Utilities = <b>Strength</b></li> <li>Transportation = <b>Strength</b></li> <li>Business Environment = <b>Neutral</b></li> <li>Business Services = <b>Weakness</b></li> <li>Small Business / Entrepreneur Resources = <b>Weakness</b></li> </ul>	<p><b>Marketing Readiness</b></p> <ul style="list-style-type: none"> <li>Site selection data is negligible = <b>Weakness</b></li> <li>No brand identity = <b>Weakness</b></li> <li>Lack of organized &amp; prepared business team = <b>Weakness</b></li> <li>Potential for very responsive team – already conducting pre-development meetings = <b>Neutral</b></li> <li>Marketing budget available – little to none = <b>Weakness</b></li> </ul>	
<b>S.W.O.T. ANALYSIS</b>			
<p><b>Castle Rock Strengths</b></p> <ul style="list-style-type: none"> <li>Large regional market</li> <li>I-5 Corridor</li> <li>Extensive shipment options</li> <li>Strong visitor market</li> <li>Small town friendliness</li> <li>Gift &amp; antique shops</li> </ul> <p><b>ECONOMIC DEVELOPMENT GOALS</b></p>	<p><b>Castle Rock Weaknesses</b></p> <ul style="list-style-type: none"> <li>Job loss &amp; slow population growth</li> <li>Limited retail selection</li> <li>Regulatory process – mixed reviews</li> <li>Higher than average water &amp; sewer fees</li> <li>Unclear identity</li> <li>Downtown vacancies</li> <li>Retail leakage</li> </ul>	<p><b>Castle Rock Opportunities</b></p> <ul style="list-style-type: none"> <li>Visitor market</li> <li>Cluster of gift stores</li> <li>Unique specialty shopping district</li> <li>Untapped retail</li> <li>Entrepreneurial spirit</li> <li>Competitive services through permit process</li> </ul>	<p><b>Competitive Threats</b></p> <ul style="list-style-type: none"> <li>Retailers meeting the needs of multiple markets</li> <li>Curtail retail leakage</li> <li>Limited supply of quality, ready-to-go commercial &amp; industrial real estate</li> <li>Competing with 5,000 acres of developed industrial land in region</li> <li>Community readiness for change</li> </ul>



In implementing the *Community Action Plan*, the Castle Rock City Council identified the focus areas of “Favorable Business Conditions and Prosperous Economy” as the top priority. As a result, grants were procured from the Washington State Department of Trade and Economic Development (CTED) and the United States Department of Agriculture (USDA) Forest Service to fund a *Business Feasibility Analysis and Marketing Plan*.

*The Business Feasibility Analysis and Marketing Plan* assessed Castle Rock’s readiness for business development, shown in Table 7-1, which was categorized into strengths or advantages, weaknesses or disadvantages, and opportunities and potential threats that would impede success. From this analysis of business feasibility a Strategic Marketing Plan was created.

The Marketing Plan recommends three strategic initiatives for Castle Rock to successfully achieve their goals; Produce Readiness, Organize for Business Development, and Target Best Opportunities.

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

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

This initiative addresses necessary improvements to enhance industrial and commercial real estate and buildings in

order to make Castle Rock competitive in the regional market. Additional actions are directed to upgrading Castle Rock’s image in the eye of visitors and tourists. The community needs adequate physical locations to accommodate new businesses.

Currently the City only has one industrial site, the Hornstra property, for major industrial development. There are no industrial or business parks and no industrial buildings available for lease. Regionally, there is much competition for industrial sites, with other areas having ready-to-go sites. Office space is limited and selected retail/commercial spaces are for rent but are not in ready-for-market condition.

***Strategic Initiative 2; Organize for Business Development***

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

This initiative deals with assisting businesses seeking a location, as well as presenting a clear and consistent permitting process with competitive fee schedules.

Currently the City offers pre-development meetings with businesses to review projects, discuss options, answer questions and present anticipated fees and costs for development. This is a cost to developers, and the water and sewer rates of the city come in higher than the state average.

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

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

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

Currently Castle Rock's businesses are underserved with business resources. Employers have no where to seek resources such as business counseling, financing tools, and hiring/training services. There are also no networking groups within the City or surrounding areas.

The City's goal is to continue working toward implementation of the above ideas, improving the local economy as they go. For more information, refer to the *Castle Rock Community Action Plan* and the *Castle Rock Business Feasibility Analysis and Marketing Plan*.

## **EXISTING CONDITIONS & INFORMATION**

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This section provides an analysis of current trends in population and employment. The purpose of this analysis is to establish a baseline understanding of the character and direction of Castle Rock's economy, including demographic turns, spending patterns, labor force composition, and industries which are prevalent. All of these features viewed together provide a broad overview of Castle Rock's economy, upon which policies and programs related to economic development should be based.

For most of Castle Rock's history, its economic health has been tied directly to the timber industry. Logging has been the mainstay of the city's economy, focusing on the processing and exporting of forest resources. With timber practices being dominant in Castle Rock and Cowlitz County, the recent downturn in the industry has hurt local economies. Castle Rock has expanded its employment opportunities for services, retail, and wholesale and needs to continue exploring new economic mainstays for the community.

**Household Income**

Household income is discussed in detail in the Housing Element (Chapter 4). To summarize, the income of the greatest concentration of households is around the \$35,000 to \$49,999 range, with a median income of \$37, 212, according to the 2000 census (Table 7-2). Median household income for Cowlitz County is \$43,675 for 2004 (OFM projection). Compared to the state median income of \$45,776 (2000 Census) and a projected 2004 median income of \$51,762, it is clear that Cowlitz County and the City of Castle Rock are behind the state in terms of median income. The Table

below shows the median income growth from 1989-2000 for Castle Rock, Cowlitz County, and Washington State.

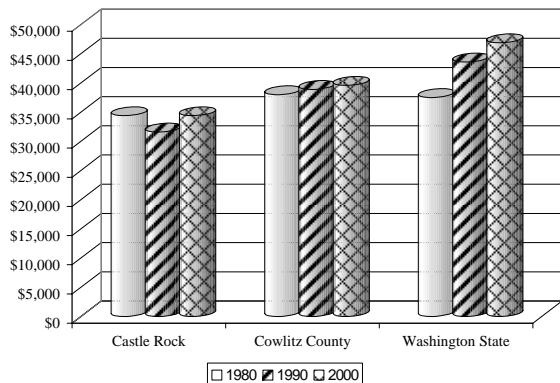
**Table 7-2: Median Household Income for Selected Cities & Cowlitz County**

City	1989	1999	Increase
Castle Rock	\$22,582	\$37,212	39%
Kelso	\$23,887	\$29,722	24%
Longview	\$25,535	\$35,171	38%
Kalama	\$30,542	\$38,152	25%
Woodland	\$25,615	\$40,742	59%
Cowlitz County	\$27,866	\$39,797	43%

Source: Census 2000

**Employment Characteristics**

**Figure 7-1: Income Levels in Cowlitz County, Castle Rock & WA State (1980-2000)**



A significant factor in identifying potential for future employment is labor force participation. The labor force includes persons who are working or actively seeking work. The City of Castle Rock currently has a work force of 854 people. Of these, 165 of them work within the City of Castle Rock, 584 work within Cowlitz County, 66 work outside of Cowlitz County, and 39 work outside of Washington State. A small portion of the working population works at home (Table 7-3). Cowlitz County has a

labor force estimated at 40,140 people. Castle Rock’s labor force is likely to decline in the future due to an aging population and stagnate population growth.

**Table 7-3: Place of Employment**

Worker Location	Workers	Percent
Cowlitz County	584	68%
Castle Rock	158	19%
Home	7	1%
Outside Cowlitz County	66	8%
Outside Washington	39	5%
<b>Total Workers</b>	<b>854</b>	

Source: Census 2000

With Castle Rock being such a small city within Cowlitz County, it is highly dependant on the economic state of the County and southwest Washington. The labor force in Cowlitz County has increased slowly over the last decade (Table 7-4).

**Table 7-4: Labor Force and Unemployment**

Year	Labor Force	Unemployment
1970	27,500	8.10%
1975	31,530	8.40%
1980	34,610	10.70%
1985	34,260	11.90%
1990	37,910	6.70%
1995	40,180	8.20%
2000	41,080	7.80%
2004	43,190	8.60%

Source: Washington State Employment Security

As a whole, Cowlitz County has relied on manufacturing and industrial activity related to the timber industry. Consistent with statewide trends these enterprises have declined in terms of their overall share of the employment base. Unemployment has fluctuated widely over the last several years and remains well above state and national averages, although it is consistent with adjacent counties including Lewis (WA) and Columbia (OR).

Cowlitz County supports over 45,900 jobs with manufacturing accounting for approximately 7,100 employees, with trade, transportation and utilities coming second at 6,800 employees (Table 7-5). Government, education and health care all represent major employment sectors within the county. Retail trade and service industry are two of the fastest growing sectors within the county.

**Table 7-5: Major Employment Sectors of Cowlitz County, March 2005**

Industry	Employed
Manufacturing	7,100
Trade, Transp, Utilities	6,800
Government	6,100
Education & Health Services	4,900
Health Care & Social Asst.	4,600
Local Governments	4,600
Non-Durable Goods	4,300

Retail Trade	4,200
Natural Resource/Mining	3,300

Source: Washington State Employment Security

In the City of Castle Rock, there are approximately 900 employees, with the number one employer being retail trade with 323 employees. Manufacturing is the second largest employer with 194 employees, and services and construction round out the top four employers. Wholesale trade earns the largest wage within the City, although there are only 29 employees, and manufacturing has the second highest wage. This information plus changes from 1995 are shown in Table 7-6.

**Table 7-6: Castle Rock Employment Trends**

Employment Sector	1999 Annual Averages			Change 1995-1999		
	# of Firms	Avg. Emp.	Avg. Wage	# of Firms	Avg. Emp.	Avg. Wage
Agriculture	13	37	\$13,200	-3	-44	\$6,600
Construction	36	118	\$22,100	14	6	-\$700
Manufacturing	30	194	\$29,200	3	-64	\$4,200
TCU	16	39	\$25,600	4	17	-\$800
Wholesale Trade	7	29	\$45,000	-1	5	\$4,900
Retail Trade	32	323	\$11,200	-1	47	-\$600
FIRE	5	11	\$14,300	2	2	\$6,200
Services	80	149	\$9,300	36	-48	\$4,100
Total	219	900	\$18,000	54	-79	-\$600

Note: Wages have been adjusted for inflation. TCU denotes transportation, communication, and utilities, FIRE stands for finance, insurance and real estate.

Source: Washington State Employment Security.

Interestingly enough, an equal number of people commute from Clark County to Cowlitz County for employment. While there are no specifics for Castle Rock residence, it is expected that the majority of those who work outside of the county, commute to Clark or Lewis counties. The mean travel time to work is 24.7 minutes according to the 2000 census. This is likely to increase as more people move to Castle

Rock and commute to Clark or Lewis County for employment.

As discussed before, a fair amount of Castle Rock’s workforce travels outside of the city. This is a result of the city’s proximity to Longview, Kelso, Vancouver, and Centralia. According to Table 7-7, 62% of residents have a commute between 10-34 minutes, meaning they are working outside of the city. 21% of Castle Rock residents have less than a 9 minute commute, meaning they likely work within Castle Rock or perhaps the Longview/Kelso area.

**Table 7-7: Length of Commute to Work**

Minutes To Work	Number of Commuters	Percent Distribution
1-9	178	21%
10-19	212	25%
20-34	311	37%
35-59	82	10%
60+	64	7%

Source: Census 2000

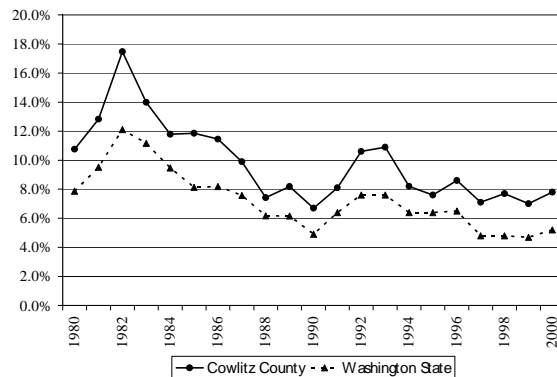
**Regional Employment Outlook**

An important indicator of economic conditions is unemployment rates. The unemployment rate is the percentage of the total labor force who have been unable to secure jobs but who are actively looking for work. Unemployment rates in Cowlitz County have been 20% higher than the statewide average for three consecutive years (Figure 7-2), meaning as of 2004 it is considered a “distressed county”.

Manufacturing is more prevalent in Cowlitz County than the statewide average and is led by timber, paper and food processing. In 2000, manufacturing accounted for 26% of employment, with an average wage of \$44,174, which is the seventh highest wage in the state. Despite the high wages and overall dominance, manufacturing has declined significantly in the last 20 years, primarily related to decreasing employment in timber and related industries.

Wholesale and retail trade represents a bright spot at the county and city level. In Cowlitz County the number of people finding work in wholesale/retail trades more

**Figure 7-2: Unemployment Rates**

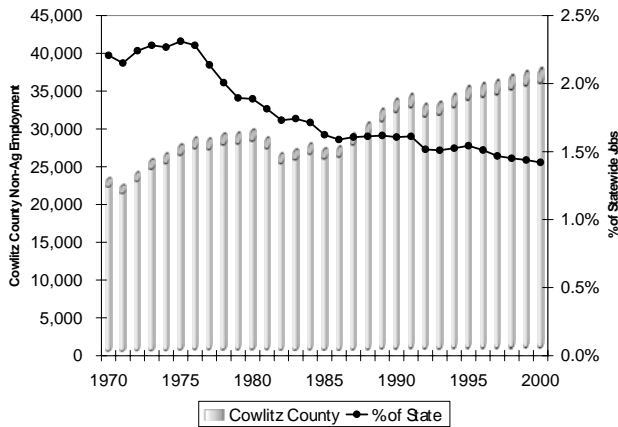


**1980-2000**

Source: Washington State Employment Security (CR Community Action Plan)

than doubled between 1970 and 2000 (128%). In the City of Castle Rock between 1995 and 2000, the wholesale/retail trade industry gained 52 employees as manufacturing lost 64. Even though wholesale/retail trade jobs help offset the decline in manufacturing and timber-related jobs, the overall wages in this employment sector are quite low, averaging \$23,263 per year in 2000. The City of Castle Rock is

**Figure 7-3: Cowlitz County Employment Trends (1970-2000)**



Source: Washington State Employment Security (CR Community Action Plan)

**Socioeconomic Trends**

Another factor in considering potential for economic adjustment and diversification of the economic base is the degree of educational attainment by the labor force and potential labor force. Statistic for educational attainment in the City of Castle Rock show a lower percentage of residents with bachelor’s degrees or higher (9%) compared to Cowlitz County (13.3%) (Census 2000). In comparison to the overall state figures (27.7%) the county and the city have a lower percentage of college-educated residents. At least 79% of Castle Rock Residents have a high school education or

equivalent. With the City and the county relying heavily on manufacturing jobs, many workers have technical training and are highly skilled in their fields.

**Table 7-8: Educational Attainment City of Castle Rock**

Level of Education	Percent
Less than High School	21%
H.S diploma or equivalent	35%
Some College	30%
Associates Degree	5%
Bachelors Degree	5%
Masters Degree	2%
Doctor/Professional	2%

Source: Census 2000

**Education and Training Facilities**

Residents of Castle Rock have access to higher education and/or technical training at several nearby locations. There are very few Institutions or Colleges offering four-year degrees in the Castle Rock vicinity. The closest institution is Lower Columbia College in Longview, which offers mostly two-year degrees and numerous training

opportunities to a student population of over 4,300. In recent years Lower Columbia College has teamed with Washington State University in Vancouver and Linfield in northwest Oregon to offer a wider base of educational opportunity and access to classes for four-year degrees.



Other institutions outside of the area include Washington State University (WSU) Vancouver, Clark College in Vancouver, and Centralia Community College in Centralia, which offer a variety of training and degrees for transfer programs. Washington State University Vancouver provides bachelor and graduate degrees to transfer students and will begin accepting a small number of freshman students in the

fall of 2006. Clark College and Centralia College offer two-year degrees and technical training for full and part time students. The greater Portland and Olympia areas offer opportunities for study at many acclaimed institutions including Portland State University, the University of Portland, St. Martins College, South Puget Sound College, and Evergreen State, all within approximately one hour from Castle Rock.

***Travel & Retail Spending***

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With Castle Rock being nicknamed the “Gateway to Mt. St. Helens”, tourism becomes a focus of the local economy. The city receives revenue from tourist dollars associated with sales in lodging, food service, recreation, transportation and retail business. The travel industry has experienced growth since the 1980 eruption of Mt. St. Helens. This is due to Castle Rock being located at the beginning of State Route 504, the tourist route for the mountain and its visitor centers. The travel industry not only brings in revenue, it also generates employment opportunities because it is service oriented and labor intensive.

district that thrives from tourist dollars, they are beginning to re-vive their historic downtown. In the last few years new businesses have sprung up downtown helping draw more people into the heart of the city.

The largest source of revenue from travel dollars in Cowlitz County comes from commercial accommodations such as hotels, motels, bed and breakfasts, inns and resorts. Travel dollars in Cowlitz County topped \$98 million in 2003 and employed over 1,500 people.

Table 7-9 provides a summary of local businesses within the Castle Rock area (zip code 98611) as provided by the U.S Census Bureau.

**Table 7-9: Businesses within Castle Rock Area (zip code)**

<b>Industry Sector</b>	<b>Businesses</b>
Construction	34
Forestry, fishing, hunting, Agr.	28
Accommodations & Food Ser.	23
Retail Trade	20
Health Care and social assistance	15
Other services(except for Adm.)	15
Transportation & Warehousing	13
Professional, scientific & technical ser	10
Manufacturing	8
Admin, support, waste mgt, remediation services	7
Real estate & rental leasing	4
Finance & insurance	3
Information	1
Management of companies & enterprises	1

*Source: Census 2000; Zip Code Business patterns 2002*

Castle Rock provides a variety of activities for its visitors and its locals alike. With services such as a post office, grocery store, lodging, medical/dental, veterinary, restaurants and service stations, the citizens of Castle Rock are well taken care of. With Castle Rock having a highway business

## FUTURE ECONOMIC DEVELOPMENT

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### *Land Supply*

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The future of Castle Rock's economy will depend on whether adequate land is available. Land is needed for businesses to expand operations and develop new facilities. In reviewing the current availability of vacant land in the study area (Chapter 3 Land Use), it was found that the amount of land designated for commercial uses, including retail and commercial development equals 61 acres. Of these 61 acres, all are located outside of the downtown core around the Interstate-5 interchanges. This provides opportunity to expand the tourism and retail sectors. The downtown area doesn't have any vacant land but they do have vacant buildings. The city needs to work with building owners to ensure that available spaces are rent ready to help attract business to the area. Currently there are 8 empty commercial locations within the downtown area. All of these available store fronts are suited for



*Downtown Storefront*

commercial development, although they are not rent-ready.

Vacant land classified as industrial equals 130 acres, which is undeveloped. As stated in the *Business Feasibility and Marketing Plan*, the city has a lot of competition within the county, due to the abundance of "shovel ready" industrial land. Due to this fact, it may be beneficial for the City to explore other development options for the industrial land located at the southern most point of the city limits at Exit 48.

### *Future Development Areas*

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This section outlines types and location of new development for Economic purposes. Exit 48 was proposed as a commercial development site in the 1986 Comprehensive Plan. This idea should be carried forward, but adding the industrial property located to the west as part of the commercial/professional development pocket. Exit 49 development should focus

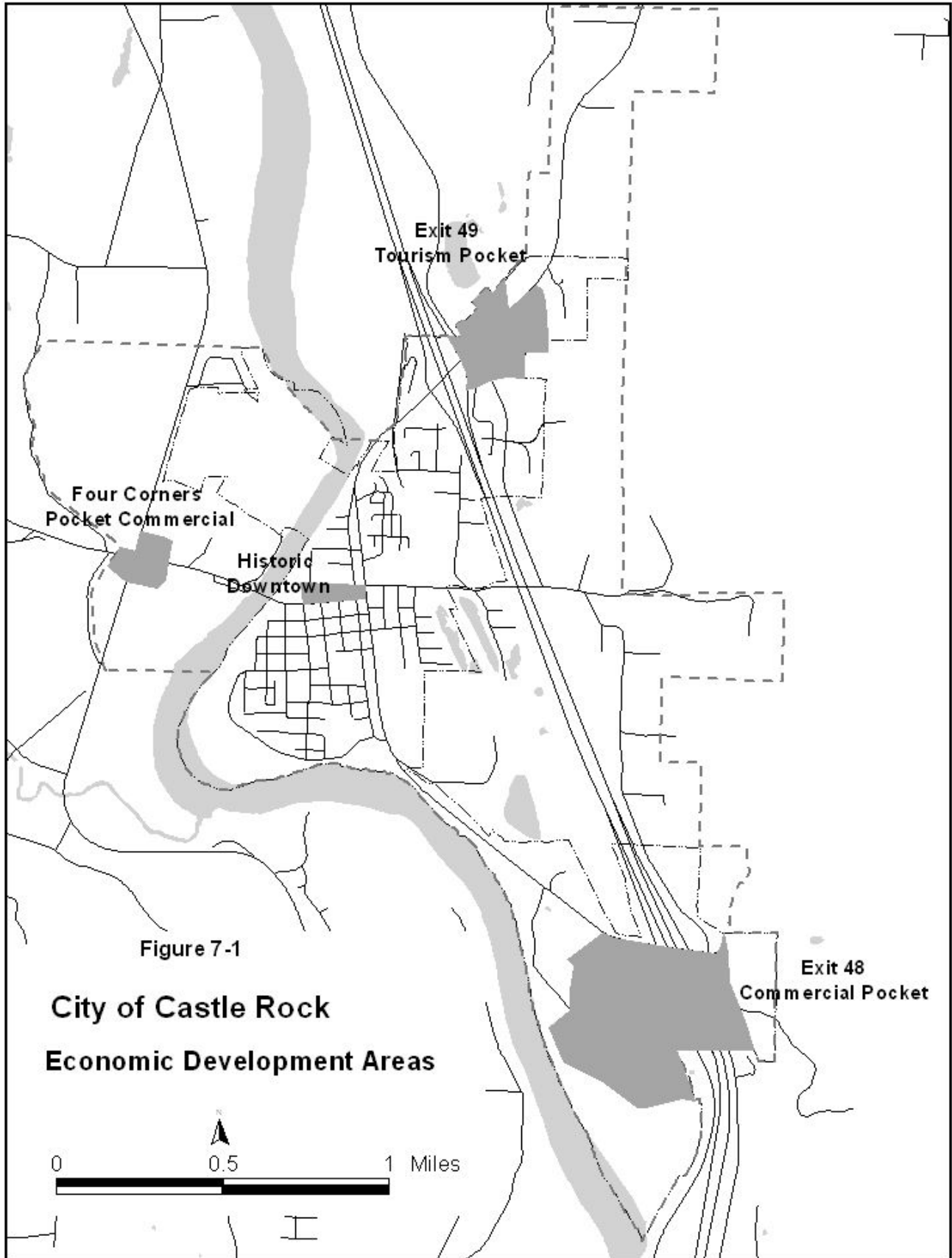
on tourism associated with Mt. St. Helens. The downtown area should portray historic preservation in its re-development. The downtown district should consider a downtown theme or retail idea. There should be some small commercial pockets that serve local neighborhoods. One place should be Four Corners off of West Side Highway (See Figure 7-4).

### *Business Types*

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Most economic development within Washington State and Cowlitz County is in small enterprises. A lot of municipalities search for major industrial facilities and compete with metropolitan areas with greater resources to provide incentives.

Castle Rock lacks the resources to compete for major facilities in an incentive bidding war, but does have attributes that are attractive to small business such as its existing and close proximity to retail and services, housing market and quality of life.



Rather than pursuing big new developments, the City should build on economic clusters and develop a program to attract new and fast growing small businesses. Not only would this bring in new business, it would help existing businesses expand. There are several advantages to maintaining a small business network. Small businesses value a

supportive city environment and hire locally, while many large employers bring in employees from outside the area. Small local businesses support the local economy. Their wages and profits tend to be circulated locally, producing a local effect for retail and services.

## **ECONOMIC DEVELOPMENT GOALS**

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**Goal 1:** Take steps to be the “gateway”, “staging area”, and shopping and supply base for tourists embarking up the Spirit Lake Highway corridor to Mount St. Helens related attractions.

**Goal 2:** Ensure sustained economic growth, and increase employment opportunities.

**Goal 3:** Ensure that the public facilities and services necessary to attract and support economic development are available and adequate.

**Goal 4:** Develop and secure Castle Rock’s position as the commercial center serving northern Cowlitz County.

**Goal 5:** Bring about redevelopment of Downtown Castle Rock in a partnership of the City, downtown business, property owners, and community interest groups.

**Goal 6:** Encourage a regional economic development strategy.

**Goal 7:** Work toward implementation of the Castle Rock Community Action Plan (2002) and the Business Feasibility and Marketing Plan (2004).

**Goal 8:** Encourage the creation of family-wage jobs in and around Castle Rock.

**Goal 9:** Attain an improved level of commercial and service activities in the City.

**Goal 10:** Make Castle Rock’s industrial and commercial real estate product offerings market ready, enabling Castle Rock to effectively compete for targeted businesses.

**Goal 11:** Encourage entrepreneurship to strengthen the business community and engage Castle Rock’s youth.

## **ECONOMIC DEVELOPMENT POLICIES**

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**Policy 1:** The city should work with Washington State Department of Transportation to ensure adequate signage is in place to alert visitors of the amenities provided.

**Policy 2:** Work closely with Castle Rock Chamber of Commerce, and the Castle Rock

Community Action Plan Implementation Committee to implement economic development strategies specified in the Action Plan and Marketing Plan.

**Policy 3:** Research and structure an array of new incentives to help recruit desired

business and industry. Fold incentives into a marketing package that can be provided to existing and prospective businesses.

**Policy 4:** Evaluate local infrastructure capacity and business-related regulations, and amend as necessary to attract and retain the desired economic base, without sacrificing Castle Rock's high quality of life.

**Policy 5:** Consider reinvesting a portion of revenue gains generated by business expansion into additional infrastructure capacity, to maintain momentum and perpetuate job growth.

**Policy 6:** Partner with local economic development organizations to develop and

manage resource assistance programs, worker training and technical assistance for a variety of business types and sizes.

**Policy 7:** Structure worker training programs to match existing business needs as well as those of prospective and emerging market businesses. Consider coordinating these programs through the LCC learning centers.

**Policy 8:** Ensure that sufficient commercial lands exist to meet various retail, service and general consumer needs.

**Policy 9:** Encourage the rehabilitation and re-use of historic buildings and /or dilapidated commercial areas.

