

# Economic Development Annual Report 2023

Imagine Monroe - full of locally owned businesses and locally sourced products.



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# A Message from your Mayor

Every year we take stock of the past 12 months and look ahead to the New Year to come - viewed through the perspective of our community's economic vitality. The 2023 Monroe Economic Development Annual Report highlights the efforts we take to support a prosperous and thriving economy and presents data to the public to assess for themselves our success in those efforts. Along with the Monroe Business Survey results, the Annual Report presents a snapshot of our current economic development landscape and provides a roadmap for our future endeavors.

As we look ahead, we review the lessons learned and plan for the future. This coming year is particularly important as we complete the 20-year Comprehensive Plan for Monroe and establish milestones that will guide our development over the next several years, including our economic development agenda. Hearing from residents, including members of the business community, is essential to successful implementation of the Comprehensive Plan. We encourage community members to learn more about the Comprehensive Plan and participate in community forums that will occur throughout 2024. Visit Monroe 2044.com to learn more.

### We continue to pursue four main objectives that form the core of our current economic development strategy:

community as a good place to visit and/or start a business.

- Support community-driven organizations that promote economic development in Monroe It is through member-driven organizations that businesses are best able to distill their collective needs and communicate those needs to the City.
- Maintain dynamic communication between the business community and elected officials The economic development team continues to publish the monthly Monroe Business Newsletter and meet with businesses and member-driven organizations throughout the year to ensure communication is open, dynamic, and useful.
- Build and foster relationships with regional, state, and federal economic development partners Maintaining these active relationships keeps the City ready to deliver services and enables our businesses to access vital resources whenever they are needed.
- Seek opportunities to grow the Monroe business community through Business Recruitment, Retention & Expansion (BRRE) programs By engaging the Monroe business community directly, we learn how best to support their growth and expansion. This communication also informs the way we present Monroe beyond the local

As part of the Comprehensive Plan update, the new Economic Development strategy will examine these objectives and, with community input, support Imagine Monroe and Vision 2050. Thank you all for your contributions to the economic vitality of our community. Monroe has always been a commercial and social hub for the entire Skykomish River Valley, and it is our hope that we continue to grow and serve the needs of our visitors and the residents and business owners who call Monroe home.

**Mayor Geoffrey Thomas** 

On the Cover: **Main Street Monroe** Photo Credit: Nichole Gaertner

# Economic Development in Monroe

### **Vision 2050 and the Comprehensive Plan Update**

Over the next 30 years, it's forecasted the central Puget Sound region will add another million and a half people. Some of those 1.5 million new residents will choose Monroe as their home.

### How will Monroe prepare for this growth?

Vision 2050 is the Puget Sound Regional Council's (PSRC) plan that includes a Regional Growth Strategy. That strategy focuses growth in existing urban centers and near transit, with the goal of sustaining and creating different types of urban communities, while preserving the region's working resource lands and open spaces.

Monroe's Community Development Team will collaborate with its neighboring cities and the PSRC to develop a plan that aligns with these regional goals, while ensuring our own community's needs are met. The Comprehensive Plan update will include adoption of a new Economic Development Element, which was last amended in 2013. Learn how to get involved by visiting Monroe2044.com.

# Vision 2050 Will Help Us;

- Provide opportunities for all
- Increase housing choices and affordability
- Sustain a strong economy
- Significantly reduce greenhouse gas emissions
- Keep the region moving
- Restore the health of the Puget Sound
- Protect a network of open spaces
- Grow in centers and near transit
- Act collaboratively and support local efforts

Learn more about PSRC's Vision 2050 and subscribe to receive updates at psrc.org.





### **Economic Development Advisory Board**

The purpose of the Economic Development Advisory Board (EDAB) is to provide a forum for local civic leaders in the business community to develop, discuss and promote ideas, policies, and programs to the Mayor, City Council, and City staff that are intended to promote economic vitality in Monroe.

The EDAB consists of seven voting members, representing a cross-section of the business community. Additionally, each EDAB member belongs to a subcommittee that focuses on one of Monroe's commercial districts. The subcommittee members are the point of contact for the businesses in that commercial district.

To learn more about EDAB, please visit: MonroeWA.gov (Search: EDAB)

Position Number	Board Members	Subcommittee
Position 1	John Whims - Whims Insurance and Financial Services	Downtown Main St.
Position 2	Janelle Drews, Chair Pro-Tem - Rustic Restorations	Downtown Main St.
Position 3	Karl Niemela - Toolcraft Inc.	Fryelands Industrial
Position 4	Sally Petty - American Family/Sally Petty Insurance Agency	Downtown Main St.
Position 5	James Reyna - Galaxy Theatres	North Kelsey
Position 6	VACANT - Appointment Pending	
Position 7	Katy Woods, Chair - Coastal Community Bank	North Kelsey

### **Interested in Serving?**

The Board often has openings for new members.

If you are interested in applying, please download the application from the City's website at MonroeWA.gov and submit it to the City Clerk's office at cityclerk@monroewa.gov.

Economic
Development
Advisory Board
Watch for New
Openings
MonroeWA.gov





### **Economic Development Partners**

Monroe is a member of a vibrant and thriving regional economy that plays an important role in Washington State. Monroe partners with its neighboring communities to work with county and state agencies to build a resilient Washington State economy, while responding to the local needs of Monroe and other Skykomish Valley residents.

Monroe's relationships with organizations like the Monroe Chamber of Commerce, the Sky Valley Chamber, and the Economic Alliance Snohomish County help Monroe engage effectively with county and state officials. Together with the Washington State Department of Commerce, Puget Sound Regional Council, and many other economic development organizations at local, county, state, and federal levels, we are creating one of the most dynamic economic regions of the U.S. and securing our place in the global economy.













# Business Recruitment, Retention, and Expansion Program

The primary activities of Business Recruitment, Retention, and Expansion Program (BRRE) focus on retaining our current businesses and helping them prosper and grow in Monroe.

# **Retention and Expansion**

- Improve public relations and communications between local government and local businesses.
- Influence the retention and expansion of existing businesses by connecting them to available resources to help them weather economic downturns and/or grow and expand.
- Work with businesses to create the optimum business environment in Monroe in order to minimize contractions, closings, and relocations.

# Recruitment

- Identifying and building on existing assets.
- Engage all members of the community to plan for the future.
- Encourage cooperation within the community and across the region.

Monroe's Economic Development Coordinator works with partners at the Economic Alliance of Snohomish County and Washington State Department of Commerce to present Monroe to audiences outside the community as a place to live and start a business.

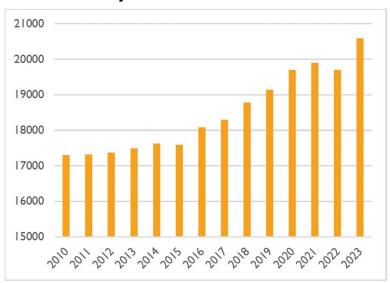


**Demographic Report for 2023** 

# Demographics

Monroe is the **58th** out of Washington's **281 cities** and towns.

# Monroe's Population 2010 - 2023



Source: Washington State Office of Financial Management (www.ofm.wa.gov)





2023 Estimated Population of Monroe: 20,590



### **Race & Ethnicity**

Monroe's top racial/ethnic groups are White (74%), Hispanic or Latino (of any race) (16%), other (7%) and Asian (5%), Black (4%), American Indian/Alaska Native (1%).



### **Average Income**

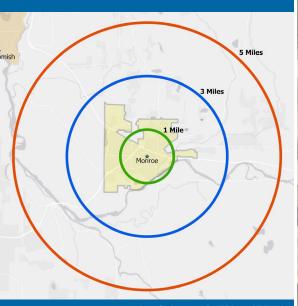
The average household income is \$129,738.



### **Median Age**

The median age for Monroe residents is 34.7 years young.

Source: 2022 American Community Survey, US Census Bureau



Bureau of Land Management, Esri, HERE, Garmin, USGS, EPA, NPS

### 1-Mile Radius

**Total Population:** 9,230

Avg. Household Income: \$122,388

### 3-Miles Radius

**Total Population**: 28,066

Avg. Household Income: \$146,617

### 5-Miles Radius

**Total Population**: 37,857

Avg. Household Income: \$155,853

While the 2023 estimated population of the City of Monroe is 20,590, the estimated population within a 3-mile radius is 28,066, and the average household size is 2.88. The population in the area has increased since the 2010 census, and the trend is projected to continue to increase over the next five years. Compared to Snohomish County and the Seattle Metropolitan Statistical Area (MSA) overall, the population growth within a 3-mile radius of Monroe is projected at a similar rate.

Average household income within the City of Monroe is \$129,738, which is higher than the household income for Snohomish County and the Seattle MSA. Average household income is greater in the surrounding areas.

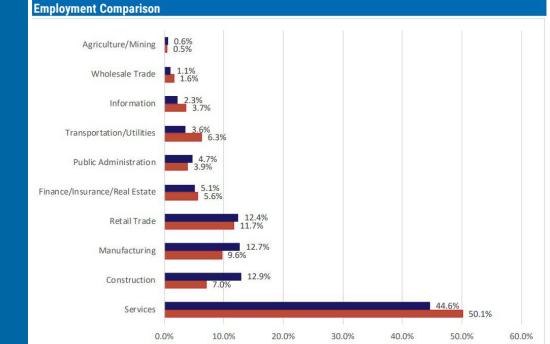
\*See the Appendix for a complete demographic analysis of Monroe (city) in comparison to Snohomish County, Seattle-Tacoma-Bellevue, and Washington State.



# Workforce

Employment data by business/industry sectors and occupations provides an indication of the level of diversification and stability in the local economy. Job sector composition also gives an indication of the predominant drivers of current and future demand for supporting commercial real estate sectors.

The table below compares the percentage of all employment that each industry sector comprises for Monroe compared to the greater Seattle Metropolitan Statistics Area (MSA), indicating the local market area is somewhat more heavily weighted toward the Construction, Manufacturing, Public Administration, Retail Trade, and Agriculture/Mining sectors. By contrast, the industry employment totals for Seattle-Tacoma-Bellevue, WA MSA indicate somewhat higher proportions with the Services, Transportation/Utilities Information, Wholesale Trade, and Finance/Insurance/Real Estate sectors.



■ Seattle-Tacoma-Bellevue, WAMSA

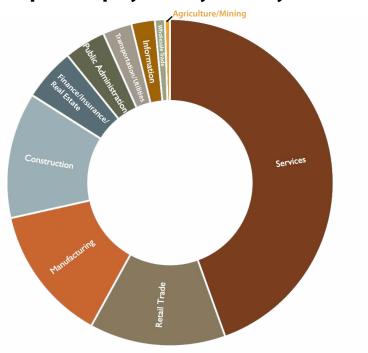
■ 3-Miles Radius

# **By the Numbers**



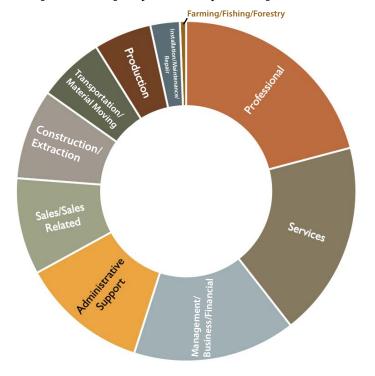
The following graphs display employment data by business/industry sector for and by occupation sector for Monroe (city limits). A complete demographic analysis of Monroe (city) in comparison to Snohomish County, Seattle-Tacoma-Bellevue, and Washington State is provided in the Appendix.

**Graph 1: Employment by Industry Sector** 



Services	44.50%
Manufacturing	13.50%
Retail Trade	13.50%
Construction	12.50%
Finance/Insurance/Real Estate	5.20%
<b>Public Administration</b>	4.10%
Transportation/Utilities	2.90%
Information	2.30%
Wholesale Trade	1.00%
Agriculture/Mining	0.50%

**Graph 2: Employment by Occupation Sector** 



Professional	20.90%
Services	18.60%
Management/Business/Financial	15.50%
Administrative Support	12.10%
Sales/Sales Related	9.20%
Construction/Extraction	8.60%
Transportation/Material Moving	6.30%
Production	5.50%
Installation/Maintenance/Repair	2.80%
Farming/Fishing/Forestry	0.60%

# **By the Numbers**



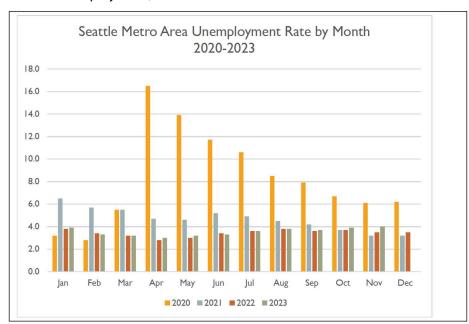
# Unemployment

In October of 2023, the unemployment rate in Snohomish County was 0.1 percentage points below the national level, and equal to the state level, at 3.8%. According to Stacker (stackermedia.com) the County ranked as ninth lowest unemployment among counties in Washington.

Data for November 2023 show a slight increase in unemployment, at 4.0%.

Regarding the number of unemployed people, Snohomish County trailed behind King County but surpassed Spokane County, both of which also showed 3.8% unemployment rates.

In real terms, this means an estimated 17,324 of Snohomish County's approximately 455,036 working residents were out of a job in October 2023. That was 961 more than September 2023 and 969 more than October 2022. The chart to the right, representing the Seattle MSA, which includes Monroe, shows this trend, with unemployment spiking in 2020-2021 and recovering in 2022.



# **@**=

# **Business License Activity**



This graph shows the number of businesses that obtained a Monroe business license endorsement for the first time, allowing them to sell goods and services into Monroe. This is not an assessment of the number of new businesses locating in Monroe, but an analysis of the flow of goods and services into Monroe and a predictor of subsequent sales tax collections. New Monroe endorsements increased in 2023, boding well for increased tax collections in 2024.

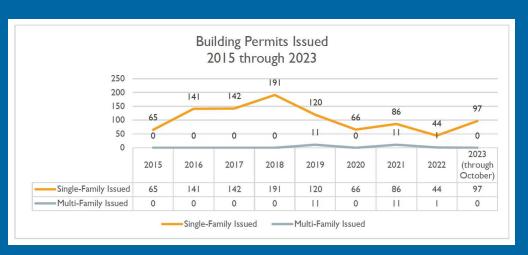
# By the Numbers





# **Housing Starts**

Residential building permits represent the formation of new households which spur retail sales of appliances, furniture, etc. They are an important indicator of future economic activity. Even in an environment of higher interest rates, singlefamily housing starts recovered substantially from pandemic levels, while multifamily starts held back.

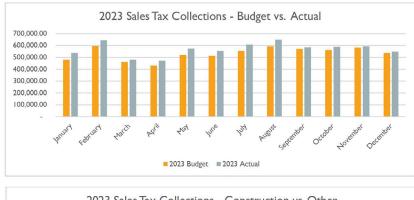


# **Sales Tax Collections**

Monroe's budget is heavily dependent on sales taxes. Retail businesses, their strength and ability to generate revenues from both residents and visitors alike, is the lifeblood of Monroe's economy. In addition to retail store sales, sales tax is collected on construction services. Businesses performing construction services remit retail sales tax on their total charges unless a specific exemption applies.

The year saw consumers spending at a steady clip despite rising prices.

In Monroe, the consistent top five categories for sales tax collection are Retail Trade, Construction, Food Services, Wholesale, and Administration & Support/Waste Management & Remediation Services.





As we review the City's various revenue streams, the City's revenue picture remains strong. I remain cautiously optimistic in the modest growth we continue to see in sales tax revenues, despite external inflationary and interest rate pressures."

--Becky Hasart,

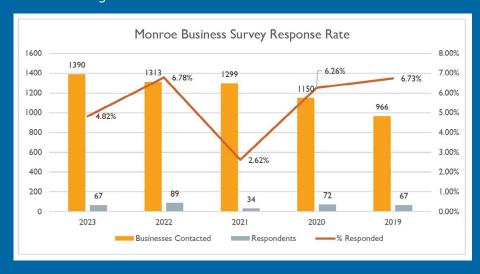
City of Monroe, Director of Finance

# 2023 Monroe Business Survey

# **Highlights**

The Monroe Business Survey is conducted annually to assess Monroe's business community. Elected and administration officials use this information when making decisions about budgeting, resource allocation, and other important issues that affect the business community. The survey asks business owners and managers about expectations for revenues and employment as they enter the new year and asks what economic development priorities businesses want the City to focus on. For the year ending December 2023, Monroe businesses told us:

- They remain optimistic about revenue projections in 2024.
- They will either keep their staffing at current levels or increase them in 2024.
- They are concerned about rising prices and the cost of doing business.
- Finding qualified candidates for open positions continues to challenge businesses.

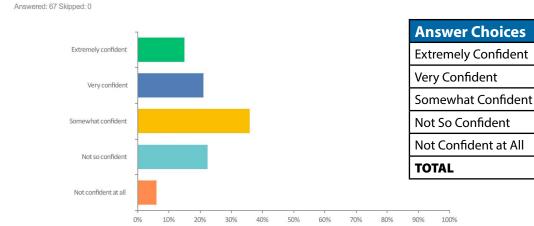


The next pages feature key questions contained in the survey. The complete survey results are available at MonroeWA.qov (Search: Economic Development).



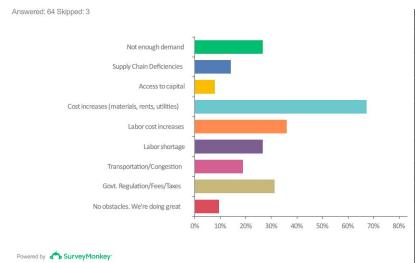


# Confidence that 2024 will be financially better than 2023



**Key Finding:** Majority of respondents are confident that their sales will be better in 2024 than 2023, with over 71% saying they are "somewhat" to "extremely" confident.

# Biggest obstacles for business vitality and growth



<b>Answer Choices</b>	Responses	# Answered
Not enough demand	26.56%	17
Supply Chain Deficiencies	14.06%	9
Access to capital	7.81%	5
Cost increases (materials, rents, utilities)	67.19%	43
Labor cost increases	35.94%	23
Labor shortage	26.56%	17
Transportation/Congestion	18.75%	12
Govt. Regulation/Fees/Taxes	31.25%	20
No obstacles. We're doing great	9.38%	6

**Key Finding:** Increases in the costs of doing business ranked highest among the concerns shared by respondents.

# Answered

10

14

24

15

4

67

Responses

14.93%

20.90%

35.82%

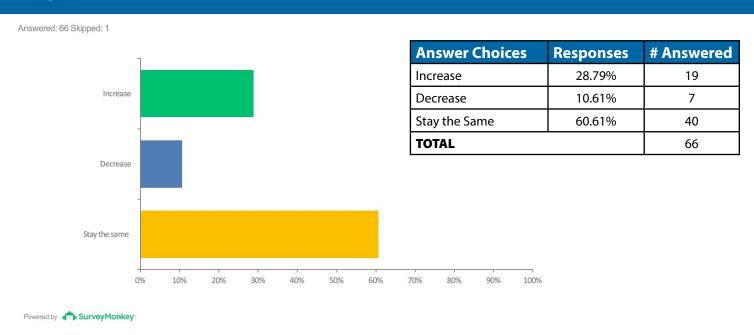
22.39%

5.97%

# **2023 Monroe Business Survey**

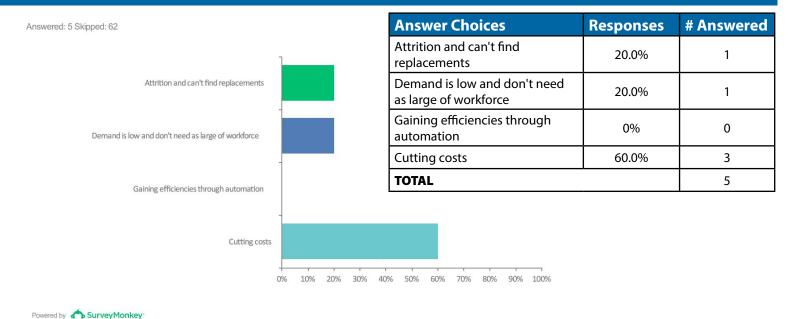
City of Monroe 2023 Annual Report

# **Expectation of increase/decrease of workforce in 2024**



**Key Finding:** With almost 90% of the respondents stating they would keep or expand their workforce in 2024, the outlook for employment in Monroe is good.

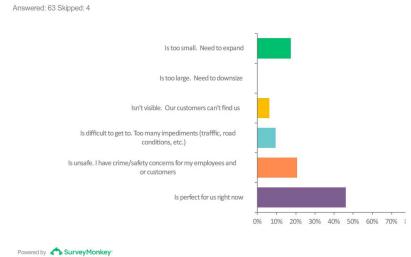
# For those anticipating a decrease in workforce, reasons given:



**Key Finding:** For the few respondents who stated they would decrease staff, cutting costs was the top reason given.



# **Adequacy of physical/office space**



<b>Answer Choices</b>	Responses	# Answered
Is too small. Need to expand	17.46%	11
ls too large. Need to downsize	0%	0
Isn't visible. Our customers can't find us	6.35%	4
Is difficult to get to. Too many impediments (traffic, road conditions, etc.)	9.52%	6
Is unsafe. I have crime/safety concerns for my employees and or customers	20.63%	13
Is perfect for us right now	46.03%	29
TOTAL		63

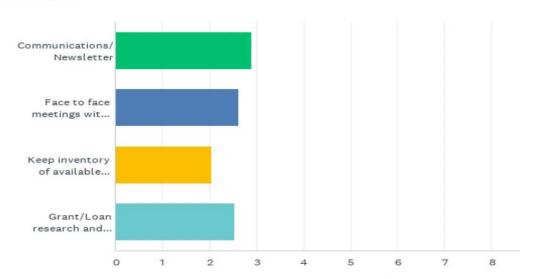
**Key Finding:** A strong percentage of responding business owners state that their physical facilities are "perfect" for their current needs, while a small number of respondents indicated concerns their spaces are too small and/or shared concerns over safety.

# **2023 Monroe Business Survey**

City of Monroe 2023 Annual Report

# Focus areas for Monroe's Economic Development programs

Answered: 53 Skipped: 14



### Powered by SurveyMonkey

	1	2	3	4	Total	Score
Communications/Newsletter	37.25% 19	25.49% 13	27.45% 14	9.8% 5	51	2.90
Face to face meetings with businesses	24.0% 12	36.0% 18	18.0% 9	22.0% 11	50	2.62
Grant/Loan research and assistance	24.0% 12	28.0% 14	26.0% 13	22.0% 11	50	2.54
Keep inventory of available commercial properties	18.0% 9	12.0% 6	26.0% 13	44.0% 22	50	2.04





# 2023 Monroe Business Survey

The final question of the business survey was an open-ended question asking businesses, "What actions or initiatives could the City of Monroe engage in to assist your business vitality?"

Responses provided can be summarized as follows:

- Promote manufacturing jobs in Monroe.
- Enhance signage to direct visitors to Downtown Monroe and entertainment/activity venues.
- Address issues related to campers, substance abuse, vandalism, etc.
- Promote affordable rent/lease options for small business.
- Downtown looks great. Nice job and keep it up!
- Light up alleys and pave and/or improve drainage of properties near the railroad tracks.
- Increase parking in the Downtown area and/or promote where parking is located.
- Enhance Police presence, especially at night.
- Continue providing and promoting fun events.
- Minimize disruption to businesses associated with public works projects.
- Keep costs of business as low as possible.
- Minimize red tape associated with reuse of historic buildings.
- Seek redevelopment of North Kelsey area.
- Promote diversity and inclusion in construction projects, businesses, and in the community.
- Finish 522!
- Promote Monroe businesses throughout the region.
- Increase supply of affordable housing, including allowing accessory dwelling units.

# **APPENDIX**

City of Monroe 2023 Annual Report

Demographic Analysis	alysis							
Demographic Analysis	ı	ı	ı	ı	ı	ı	ı	
	1-Mile Radius	3-Miles Radius	5-Miles Radius	98272	Monroe City	snohomish County	Seattle-Tacoma- Bellevue, WA MSA	Washington
Population								
2010 Total Population	7,226	24,335	33,013	27,892	17,559	713,335	3,439,809	6,724,540
2023 Total Population	9,230	28,066	37,857	31,073	19,701	858,614	4,152,259	7,962,223
2028 Total Population	9,489	28,886	38,848	31,754	20,290	886,504	4,275,319	8,196,106
Projected Annual Growth %	9.0	%9.0	0.5%	0.4%	%9'0	%9.0	99.0	%9.0
Households								
2010 Total Households	2,606	7,429	10,436	8,783	5,149	268,325	1,357,475	2,620,076
2023 Total Households	3,316	9,184	12,515	10,349	6,364	319,368	1,623,115	3,089,990
2028 Total Households	3,433	9,513	12,911	10,640	809'9	330,938	1,679,071	3,199,453
Projected Annual Growth %	%2.0	0.7%	%9.0	%9.0	0.8%	0.7%	0.7%	0.7%
Income								
2023 Median Household Income	\$90,324	\$110,101	\$117,048	\$108,888	\$101,526	\$104,508	\$106,985	\$89,067
2023 Average Household Income	\$122,388	\$146,617	\$155,853	\$145,039	\$129,738	\$137,895	\$151,084	\$128,120
2023 Per Capita Income	\$43,429	\$48,120	\$51,970	\$48,383	\$42,029	\$51,308	\$59,146	\$49,813
Housing								
2023 Owner Occupied Housing Units	57.2%	72.6%	76.9%	73.4%	66.4%	65.1%	57.4%	29.7%
2023 Renter Occupied Housing Units	37.7%	23.8%	19.5%	22.3%	30.0%	30.5%	37.5%	33.4%
2023 Median Home Value	\$579,938	\$592,020	\$627,793	\$600,536	\$540,252	\$637,662	\$661,952	\$512,499
Median Year Structure Built	1995	1994	1993	1993	1995	1989	1983	1983
Miscellaneous Data Items								
2023 Bachelor's Degree	20.7%	21.0%	22.4%	19.8%	19.3%	24.9%	29.0%	24.9%
2023 Grad/Professional Degree	7.2%	8.4%	9.1%	8.1%	6.7%	12.2%	18.3%	15.2%
2023 College Graduate %	27.8%	29.4%	31.5%	27.9%	26.0%	37.1%	47.3%	40.1%
2023 Average Household Size	2.77	2.88	2.89	2.84	2.84	2.66	2.51	2.53
2023 Median Age	34.9	35.7	37.8	37.2	34.4	39.0	38.7	39.3
Source: ESRI; Compiled by Newmark				_				

# **APPENDIX**

City of Monroe 2023 Annual Report

Employment by Industry Sector (2025)	IUSTE	) Sect	0r (20,	(2)	
ent Employment by Industry Sector	ı	ı	L		
ry Sector	982	98272	Monroe City	e City	Snohomis
Iture/Mining	138	%6.0	46	0.5%	2,570
ruction	1,970	12.7%	1,181	12.5%	41,181
acturing	2.123	13.7%	1,276	13.5%	64,522

<b>Current Employment by Industry Sector</b>										
							Seattle-Tacoma	асоша-		
Industry Sector	98272	72	Monroe City	e City	Snohomish County	h County	Bellevue, V	NA MSA	Washington	gton
Agriculture/Mining	138	%6.0	46	0.5%	2,570	%9.0	10,689	0.5%	88,027	2.3%
Construction	1,970	12.7%	1,181	12.5%	41,181	9.3%	153,507	7.0%	287,598	7.4%
Manufacturing	2,123	13.7%	1,276	13.5%	64,522	14.5%	209,831	%9.6	361,861	9.3%
Wholesale Trade	157	1.0%	86	1.0%	5,909	1.3%	34,757	1.6%	66,091	1.7%
Retail Trade	1,916	12.3%	1,279	13.5%	51,717	11.6%	254,455	11.7%	439,846	11.4%
Transportation/Utilities	537	3.5%	278	2.9%	22,168	2.0%	136,784	6.3%	253,423	6.5%
Information	416	2.7%	221	2.3%	13,456	3.0%	79,611	3.7%	107,679	2.8%
Finance/Insurance/Real Estate	756	4.9%	489	5.2%	25,639	2.8%	122,703	2.6%	202,529	5.2%
Services	6,795	43.8%	4,207	44.5%	199,371	44.9%	1,092,131	50.1%	1,865,203	48.2%
Public Administration	718	4.6%	384	4.1%	17,960	4.0%	85,140	3.9%	200,791	5.2%
Total Employees (16+ Occupation Base)	15,526	100.0%	9,459	100.0%	444,493	100.0%	2,179,608	100.0%	3,873,048	100.0%
Source: ESRI; Compiled by Newmark										

# **APPENDIX**

City of Monroe 2023 Annual Report

# **Employment by Occupation Sector (2023)**

<b>Current Employment by Occupation Sector</b>	or	1								
Occupation Sector	98272	72	Monroe City	City	Snohomish County	County	Seattle-Tacoma- Bellevue, WA MSA	coma-	Washington	lton (
White Collar	9,416	%9.09	5,451	27.6%	282,221	63.5%	1,492,200	68.5%	2,474,625	63.9%
Administrative Support	1,826	11.8%	1,141	12.1%	42,972	82.6	194,509	8.9%	361,960	9.3%
Management/Business/Financial	2,940	18.9%	1,466	15.5%	86,012	19.4%	446,408	20.5%	715,965	18.5%
Professional	3,335	21.5%	1,974	20.9%	116,318	26.2%	680,907	31.2%	1,084,046	28.0%
Sales and Sales Related	1,315	8.5%	870	9.2%	36,919	8.3%	170,376	7.8%	312,654	8.1%
ervices	2,413	15.5%	1,756	18.6%	63,303	14.2%	296,483	13.6%	578,223	14.9%
Slue Collar	3,697	23.8%	2,252	23.8%	696'86	22.3%	390,925	17.9%	820,200	21.2%
Construction/Extraction	1,177	<b>%9.7</b>	810	8.6%	26,726	%0.9	99,354	4.6%	193,939	2.0%
Farming/Fishing/Forestry	85	0.5%	27	%9.0	1,207	0.3%	4,637	0.2%	48,505	1.3%
Installation/Maintenance/Repair	497	3.2%	263	2.8%	16,543	3.7%	51,188	2.3%	103,594	2.7%
Production	820	5.3%	522	5.5%	24,098	5.4%	86,201	4.0%	173,226	4.5%
Transportation/Material Moving	1,118	7.2%	009	6.3%	30,395	%8.9	149,545	%6.9	300,936	7.8%
otal Employees (16+ Occupation Base)	15,526	100.0%	9,459	100.0%	444,493	100.0%	2,179,608	100.0%	3,873,048	100.0%
ource. Eski, compiled by Newmark										

The preceding comparison tables were obtained from ESRI Newmark proprietary web-based property database.



# **Support for Small Businesses in our Region:**

### **Monroe Chamber of Commerce**

Membership in the Chamber brings many advantages for member business. It may include networking opportunities, member benefits and discounts, business support and advice, and the chance to have your views represented at county, regional, and national levels through the Chamber's on-going lobbying activity.

monroe chamber of commerce. wild a pricot.org

# Washington Small Business Development Center

808 134th St SW Ste 101, Everett, WA (833) 492-7232 Wsbdc.org

The Washington Small Business Development Center (SBDC) is a network of more than 30 expert business advisors working in communities across the state to help entrepreneurs or small business owners start, grow or buy/sell a business.

SBDC advisors provide one-on-one, confidential, no-cost advising on all phases of small business development and are often co-located with economic development specialists in community colleges, economic development agencies, or government agencies. Other services of the Washington SBDC include no-cost or low-cost workshops on a variety of business topics and customized market research services.

# **Small Business Guide**

No matter what phase your business is in - from startup to closing down - the Small Business Guide, created by the State of Washington Commerce Department, is an invaluable resource for your business. This Guide covers the following topics:

Planning, Start-Up, Payroll, Opening, Management, Growth, Closure, Loan Programs, and more.

In addition, the State offers an array of knowledgeable Small Business Liaisons who can help you with specialized resources and information.

### **Small Business Guide:**

www.business.wa.gov/site/alias\_\_business/877/Small-Business-Guide--Plan.aspx

### **Small Business Liaisons Brochure:**

www.business.wa.gov/Portals/\_business/ VersionedDocuments/Business\_Publications/sbl\_flyer.pdf





# **Contact Us**

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