



ECONOMIC DEVELOPMENT PLAN
FOR
CHELAN & DOUGLAS COUNTIES

YEAR 2020

Chelan Douglas Regional Port Authority
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Approved by Chelan Douglas Regional Port Authority Board of Directors on _____, 2019

CHELAN/DOUGLAS REGIONAL PORT AUTHORITY ECONOMIC DEVELOPMENT PLAN

Purpose Statement:

To enhance the economic health of Chelan and Douglas Counties through the development and execution of this economic development plan.

The desired outcome of the plan is to retain and create living-wage jobs, to stimulate private sector capital investment, and enhance the economic wellbeing of the residents of Chelan and Douglas Counties. It is designed to be implemented throughout both counties and for the benefit of all the communities within the two counties.

Core Elements of Work

1. Small Business Development/Entrepreneurship
2. Existing Business Retention/Expansion
3. Business Recruitment, Marketing, & Advertising
4. Site and Infrastructure Development
5. Economic Profiling
6. Economic Development Advocacy

Elements of work are not listed in any order of importance. Each element is important in this economic development plan.

1. Small Business Development / Entrepreneurship

- 1.1. Promote the utilization of WSU Small Business Development Center (SBDC).
- 1.2. Chelan Douglas Regional Port Authority (CDRPA) will continue to contribute funding and support to the SBDC annual operational costs for 2020.
- 1.3. Support the Wenatchee Valley College Center for Entrepreneurship and Economic Gardening Programs.
- 1.4. Help facilitate access to reasonably priced production space for new and expanding businesses, and work to provide such space if it is not available in the market.
- 1.5. Continue to support the development and expansion of the community's entrepreneurship programs, events, and spaces.
- 1.6. Work with and support the Latino small business development and mentorship program.
- 1.7. Support Wenatchee Downtown Association's Main Street Possibilities Tour.
- 1.8. Work with the Wenatchee Valley Chamber of Commerce on the "Million Cups" initiative.
- 1.9. Support GWATA's Tech Talk and Happy Hour.
- 1.10. Support the Flywheel Investment Conference.
- 1.11. Support the development of value-added products and businesses, such as food and agricultural-related businesses that take advantage of locally grown products.

Benchmarks for Small Business Development / Entrepreneurship

1. Number of clients utilizing the SBDC.
2. Client evaluations of business assistance counseling and workshops through the SBDC.
3. Number of new business start-ups and the number of jobs created or retained.
4. Amount of private investment, including equity, banks, or other loan packages.
5. Specific examples of business success stories.

2. Existing Business Retention & Expansion

- 2.1. Support business retention and expansion projects that provide a target wage at or above the counties' median wage.
- 2.2. Meet annually with the largest employers (manufacturing/industrial/non-retail service related) in Douglas and Chelan Counties to express appreciation for their business, obtain information related to their future business needs, and identify issues that impede their business growth.
- 2.3. Continue to work with existing businesses who have expressed interest in expanding their operations in Chelan and Douglas Counties.
- 2.4. Meet annually with small business owners that have shown steady employment and private capital investment growth.
- 2.5. Continue to work with local businesses and organizations in retaining manufacturing-related jobs in Chelan and Douglas Counties.
- 2.6. Work with technology-based businesses on expanding the region's technology-based employment.
- 2.7. Work with local health care providers to retain and expand health care jobs, and explore opportunities for growth.
- 2.8. Profile local businesses at CDRPA sponsored events.
- 2.9. Support "Buy Local" initiatives.
- 2.10. Continue to work with the Port of Moses Lake on disseminating information on Foreign Trade Zone #203 and its potential cost savings to the businesses in Chelan and Douglas Counties.
- 2.11. Raise profile of SBDC to ensure existing businesses utilize its services.
- 2.12. Work with local K-12 schools, Wenatchee Valley College, job training programs, and other organizations to expand and strengthen career and technical education opportunities.

Benchmarks for Existing Business Retention & Expansion

1. Number of businesses visited, assisted, and retained.
2. Number of local businesses expanding operations.
3. Number of new jobs created or retained.
4. Specific examples of business success stories as result of business outreach efforts.

3. Business Recruitment, Marketing, & Advertising

Business Recruitment

- 3.1. Utilize Washington State Department of Commerce and other business recruitment sources in obtaining business leads that are appropriate for Chelan and Douglas Counties.

- 3.2. Target and attract companies and businesses requiring accessible, fast, and reliable broadband services.
- 3.3. Market to technology, spillover tech businesses, and remote workers and business owners who have the ability to telecommute.
- 3.4. Recruit businesses in the outdoor recreation equipment and support industry.
- 3.5. Continue to explore opportunities in the Value-Added Agriculture sector. Look into joining the Eastern Washington Economic Development Alliance.
- 3.6. Identify and attend trade shows that can foster economic development opportunities for Chelan and Douglas Counties.
- 3.7. Support the creation of new jobs linked to innovation, research, and development, based on the region's existing local resources and the opportunities they present.
- 3.8. Research, identify, and target the top 10 companies that complement local manufacturers.

Benchmarks for Business Recruitment

1. Number of qualified business leads obtained.
2. Number of qualified business visitations.
3. Number of businesses located in Chelan and Douglas Counties as a result of business recruitment.
4. Number of jobs created, the number of new tax dollars generated, and the amount of private capital investment.

Marketing & Advertising

- 3.9. Launch new CDRPA website. Develop proactive campaign to enhance its visibility.
- 3.10. Revise and incorporate "Choose Chelan Douglas Counties" Property Search Tool into new CDRPA website. Incorporate a more interactive experience including the use of videos to showcase buildings and properties. Advocate real estate agents and private property owners to upload properties onto the site.
- 3.11. Support the North Star Opportunity collaborative effort to disseminate information on the regions Opportunity Zones.
- 3.12. Continue to input and maintain available industrial buildings and sites in the following web-based real estate sites: Commercial Brokers Association and Washington State Department of Commerce.
- 3.13. Continue marketing efforts for available private and public properties. Preference is to place businesses in private sector space whenever possible.
- 3.14. Continue communication with the National Site Selectors on specific available industrial sites and buildings in Chelan and Douglas Counties.
- 3.15. Update and prepare promotional brochures on facilities, land, and the community.
- 3.16. Use internet search engines to obtain business leads appropriate for Chelan and Douglas Counties.
- 3.17. Maintain an active social media presence and monitor activity.
- 3.18. Produce a quarterly CDRPA newsletter.
- 3.19. Focus regional marketing efforts on the communities' major assets and resources, including quality of life attributes, and our small-town community culture.
- 3.20. Capitalize on the region's outdoor recreation resources as a way to attract new businesses and professionals.

Benchmarks for Marketing & Advertising

1. Track number of website hits on CDRPA's information websites.
2. Track Social Media activity on CDRPA sites. This includes increased Followers on Facebook, Instagram, and LinkedIn.
3. Track click through rates on quarterly CDRPA newsletter.
4. Specific examples of citizen feedback on CDRPA's marketing & advertising efforts.

4. Site & Infrastructure Development

- 4.1. Continue to work on additional commercial air service at Pangborn Memorial Airport, and to make needed infrastructure investments in support of that added air service.
- 4.2. Work with our Federal delegation to fund an enhanced runway lighting system to reduce the number of cancelled flights during inclement weather.
- 4.3. Develop, fund, and manage a Partners in Economic Development Program for nonprofits to enhance the economic development efforts in the region.
- 4.4. Develop, fund, and manage a Partners in Economic Development Program for municipalities to enhance the economic development efforts in the region.
- 4.5. Work with the Public Utility Districts regarding system capacity and large-load customers.
- 4.6. Promote new and expanded business opportunities associated with energy generation, storage, efficiencies, and conservation.
- 4.7. Advocate for funding for public infrastructure projects in Chelan and Douglas Counties that support economic development efforts.
- 4.8. Identify and develop (if necessary) suitable sites and/or buildings for new economic development opportunities.
- 4.9. Participate in Counties' and Cities' updates on their comprehensive plans. Make sure plans support proactive economic development policies.
- 4.10. Explore opportunities to redevelop the Alcoa Site.
- 4.11. Continue to explore the redevelopment of the Rock Island Silicon Site into an Energy and Technology Innovation Campus.
- 4.12. Continue to support and promote the development of the Wenatchi Landing area, consistent with the Subarea Plan and Planned Action Environmental Impact Statement.
- 4.13. Continue collaboration with the Chelan PUD and City of Wenatchee on the 5th Street PUD Redevelopment Plan.
- 4.14. Continue to advocate for and support the Apple Capital Loop INFRA Grant project that addresses safety and mobility on North Wenatchee Avenue through construction of Confluence Parkway, connects South Wenatchee and the Apple Capital Loop Trail with a pedestrian bridge, completes the interchange near Cascade Avenue (Wenatchi Landing area), and improves safety on Sunset Highway from 9th to 19th streets.
- 4.15. Continue to work with Douglas County PUD on their hydrogen project.
- 4.16. Work with the Douglas PUD to develop a substation at the Pangborn Airport Business Park.
- 4.17. Support local institutions' educational and job skills programs, which is critical to developing a strong labor force that can innovate and generate new economic opportunities locally to attract employers to the region.
- 4.18. Continue to work with Wenatchee Valley Community College, WorkSource, and the local private entities participating in the Innovation Partnership Zone.

- 4.19. Continue to work on the OVOF Bridge Research and Innovation District.
- 4.20. Continue to work on the OVOF Tech Hub game changer.
- 4.21. Continue to support OVOF and serve on the Core Team.
- 4.22. Consider opportunities to acquire buildings and properties in the most rural communities when feasible to stimulate economic development.
- 4.23. Support Wenatchee Valley College on their new capital projects.
- 4.24. Support WSU Tree Fruit Research & Extension Center redevelopment projects.

Community Specific Site & Infrastructure Projects

Refer to Exhibit A for community specific development projects. CDRPA will assist in advocating for these projects.

Benchmarks for Site & Infrastructure Development

- 1. Specific examples of important infrastructure projects being completed in the two county region.

5. Economic Profiling

- 5.1. Continue to support and promote the Chelan Douglas Trends website <http://chelandouglastrends.com/> as the primary community demographic site.
- 5.2. Work with Eastern Washington University on the Chelan Douglas Trends quarterly newsletter.
- 5.3. Maintain and publish a bi-county largest employer list.

Benchmarks for Economic Profiling

- 1. Utilization of information by community policymakers and by existing businesses.
- 2. Relevant information to prospective businesses.

6. Economic Development Advocacy

- 6.1. Develop and communicate positions on economic development issues important to the economic health of the region.
- 6.2. Develop a proactive profile by communicating economic development efforts and economic development success stories.
- 6.3. Continue to participate and work with the local government jurisdictions such as the Chelan Douglas Transportation Council.
- 6.4. Work with local government agencies to advocate sound public policies on land use development & regulations, transportation, growth management, and the cost of doing business.
- 6.5. Educational attainment is an important element in attracting living wage jobs to the area. Support the local educational institutions on their educational programs and facility development.
- 6.6. Support legislation to establish a permanent funding source for Community Economic Revitalization Board (CERB) and the Public Works Trust Fund at levels that provide adequate funding assistance to meet rural infrastructure needs.

- 6.7. Workforce Development - Collaborate with local workforce development entities to respond to skill gaps that limit business expansion and growth and to meet changing industry and business needs.
- 6.8. Work with the area downtown associations and chambers of commerce on projects of common interest.
- 6.9. Represent economic development interests before governmental bodies.
- 6.10. Review laws, rules, and regulations affecting economic development and business.
- 6.11. Promote state legislation to improve the state's business climate and investment in economic development efforts.
- 6.12. Participate in the Washington Economic Development Association and Washington Public Ports Association.
- 6.13. Start Community Bus Tours of CDRPA's properties to enhance citizens understanding of the CDRPA's economic development efforts.

Benchmarks for Economic Development Advocacy

1. Favorable local and state policies affecting economic development.
2. Public understanding and support for local economic development efforts.

OTHER IMPORTANT ECONOMIC DEVELOPMENT ELEMENTS

- Tourism is an important economic driver in our region. The CDRPA supports and works with the lead tourism organizations in our region who oversee the expenditures of hotel/motel tax receipts which are the primary funding source for tourism marketing.
- Downtown and waterfront development/redevelopment is an important element of a broad-based economic development plan. The CDRPA recognizes these organizations as the lead agency for downtown development in the respective communities.
- The primary purpose of this economic development plan is to retain and create high quality, high wage employment opportunities. The target wage level is the hourly median wage, currently at \$15.25, plus benefits. Retail development is not a focus of this economic development plan.
- The goal of economic development is not population growth but to provide living wage jobs for the current residents of the counties. However, population growth is evitable and should be accommodated through careful planning and compliance with the State's Growth Management Act.
- It is important to develop strategies to make our economy more resilient and immune to impacts of business cycles that periodically affect major industries and employment sectors.

COLLABORATION AND COMMUNICATION

- The draft CDRPA's Annual Economic Development Plan will be shared with public and private stakeholders within the region for input prior to CDRPA's Board of Directors adoption.
- The Annual Economic Development Plan will be posted on CDRPA's website.
- Progress of Annual Economic Development Plan's implementation will be presented at the Economic Leadership Roundtables and Partner Breakfast meetings.

DEFINITION OF ROLES

Chelan Douglas Regional Port Authority (CDRPA)

- Primarily responsible for coordinating and executing this economic development plan.

Counties and Cities

- Formulate and adopt economic policies within their jurisdictions to guide public investment.
- Provide strategic guidance concerning the CDRPA's implementation of this economic development plan.
- Invest in specific economic development infrastructure projects within its jurisdiction.
- Assist with site visitations, retention efforts, and targeted economic development initiatives.
- Provide technical assistance (GMA planning support).
- Support public policy decisions that promote economic development.

Private Sector

- Provide strategic guidance concerning the CDRPA's implementation of this economic development plan.
- Invest in specific identifiable economic development opportunities, when appropriate.
- Serve as advocates for public policy decisions that promote economic development.
- Assist with site visitations, retention efforts, and targeted economic development initiatives.

Wenatchee Valley College

- The lead agency for workforce training and workforce training programs.
- Assist with business recruitment packaging related to workforce training programs.

WorkSource Wenatchee Valley

- A partnership of employment and training providers committed to ensuring a skilled and job-ready workforce.
- Provide labor force and labor market data in support of economic development and business recruitment efforts.
- Responsive to business and industry needs for employee recruitment and training.
- Partners in local initiatives that link employment services and resources to the community's need.

Downtown Associations

- The lead agency for downtown development within their jurisdictions.

Chambers of Commerce

- The lead agency for tourism development within their service area.
- Provide a voice for the business community to local and state elected officials.

Chelan Douglas Transportation Council

- Engage state, county, and city members, as well as interested parties and the public, in cooperative planning and decision making on transportation issues.
- Prepare plans and programs that guide federal, state, county, and city investments into a multi-modal transportation network.

WSU Small Business Development Center

- Lead agency for providing one-on-one small business advising.

North Central Washington Economic Development District (NCWEDD)

- Federally designated economic development district serving Okanogan, Douglas, and Chelan Counties, as well as the Colville Confederated Tribes.
- Responsible for regional economic development strategy and planning.

Our Valley Our Future

- A visioning and development non-profit focused on sustaining and strengthening the quality of life through whole-of-community planning.
- Develops and supports a host of action plans to address community challenges.

Exhibit A

Community Specific Site & Infrastructure Projects

Incorporated Cities/Towns of Chelan & Douglas Counties – in alphabetical order:

Bridgeport

1. Water Reservoir #2
2. Economic Revitalization Plan for Downtown SR173
3. Firefighter Equipment
4. Trails/Pathways

Cashmere

1. Sunset Hwy cooperative project improvements w/ Chelan County from Port Mill Site to new Goodwin Bridge
2. Restoration of old treatment lagoon properties for mixed uses
3. Evergreen Road cooperative project improvements w/ Chelan County from Pioneer Ave to Sunset Hwy
4. Provide utilities to property on Railroad Ave

Chelan

1. Traffic and Pedestrian Improvements
2. Wilmoth Road Water Transmission Main
3. Water Treatment Plant Interior and Exterior Valve replacement
4. Don Morse Park Restrooms and Maintenance

East Wenatchee

- 1.
- 2.
- 3.
- 4.

Entiat

1. Plan/Development of South portion of Water Front Park, Kiwanis Park, and Fire Station Park into destination area
2. Development of Marina
3. Plan/Development of Entiaqua Trail
4. Highway 97A Corridor Improvements-complete streets

Leavenworth

1. Pine Street Phase II – further expand Pine Street to Mill Street
2. New Collector Road, Titus Road to North Road & Chumstick Hwy Intersection
3. Central Core Public/Private Partnership Parking with Mixed Use Space
4. City Water Plant and Distribution System Upgrades

Mansfield

- 1.
- 2.
- 3.
- 4.

Rock Island

- 1.
- 2.
- 3.
- 4.

Waterville

- 1.
- 2.
- 3.
- 4.

Wenatchee

1. North/South Wenatchee Redevelopment
2. Apple Capital Loop Transportation Project
3. Lineage/5th Street Redevelopment
4. Housing- Workforce Housing

County-wide Projects – in alphabetical order

Chelan County

1. Regional Parks & Recreation Strategy
2. Chelan Valley Housing Trust
3. Alcoa Property Development
4. Mercado Comunitario y Plaza Cultural

Douglas County

- 1.
- 2.
- 3.
- 4.

Regional Transportation Projects

1. SR 28 between East Wenatchee and I-90
 - A multilane highway, broken down into smaller segments to be developed over time including passing lanes, Rock Island roundabout, and SR28/Grant Road interchange.
2. US 97 Blewett Pass
 - Additional truck climbing/passing lanes at selected locations.
3. Confluence Parkway and the Apple Capital Loop