

Appendix 5: Port Annual Economic Development Plan



PORT OF WALLA WALLA

ECONOMIC DEVELOPMENT PLAN FOR WALLA WALLA COUNTY

YEAR 2012

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PORT OF WALLA WALLA ECONOMIC DEVELOPMENT PLAN

Purpose Statement

To enhance the economic health of Walla Walla County through the development and execution of this economic development plan. The desired outcome of the plan is to retain and create living wage jobs. The plan is designed to be implemented countywide and for the benefit of all communities within the county.

- ❖ Target jobs with a minimum starting wage of approximately \$12.50 per hour plus benefits.

Core Elements of Work

- Small Business Development
 - Existing Business Retention/Expansion
 - Business Recruitment, Marketing & Advertising
 - Site and Infrastructure Development
 - Economic Profiling
 - Economic Development Advocacy
- ❖ Elements of work are not listed in any order of importance. Each element is important in this economic development plan.

SMALL BUSINESS DEVELOPMENT

- Promote the utilization of the new WSU Small Business Development Center.
 - Provide professional office setting
 - Provide \$10,000 annual contribution
- Maintain the Port's "Small Business Tools" website for businesses that want web based information and support. <http://wallawalla.toolsforbusiness.info>
- Provide access to reasonably priced production space for new and expanding businesses.

Benchmarks

- Small Business Development Center benchmarks:
 - Number of clients utilizing the center;
 - Review client evaluations of business assistance counseling and workshops;
 - Number of new business start-ups and number of jobs created or retained;
 - Number of businesses visited;
 - Amount of private investment, including equity, banks, or other loan packages;
 - Client utilization of small business loan funds;
 - Minority population utilization of center; and
 - Site specific examples of business success stories
- Track the amount of website hits to the Port's Walla Walla Small Business Tools website.
- Report on specific examples of business success stories.

EXISTING BUSINESS RETENTION & EXPANSION

- Support business retention and expansion projects that provide a target wage of approximately \$12.50 per hour plus benefits.
- Meet annually with the largest employers (manufacturing/non-retail service related) in Walla Walla County to express appreciation for their business and obtain information related to their future business needs.
- Continue to meet annually with some of the smaller business employers (manufacturing/non-retail service related) that have shown steady employment growth.
- Continue to work with the Washington State Penitentiary Task Force on retaining correction jobs and explore future expansion opportunities at the Washington State Penitentiary.
- Continue to work with local Veterans Administration (VA) Committee (lead by the City of Walla Walla) and congressional delegation concerning the new VA Hospital Clinic in Walla Walla.
- Profile local businesses at the bi-monthly Economic Development Advisory Committee meetings.
- Provide existing business assistance through the Small Business Development Center, Port staff and the Port's Walla Walla Small Business Tools website.
- Support "Buy Local" initiatives/import substitution when economically feasible.

Benchmarks

- Number of businesses requesting assistance.
- Number of businesses visited and assisted.
- Number of local businesses expanding operations.

BUSINESS RECRUITMENT, MARKETING & ADVERTISING

- Utilize Washington State Department of Commerce's business recruitment division to obtain business leads appropriate for Walla Walla County.
- Maintain "Existing Inventory List" of ready to go industrial and service related buildings and land in Walla Walla County (both public & private).
- Continue to input and maintain available industrial buildings and sites in the following web based real estate sites:
 - Area Development – Fast Facility - www.fastfacility.com
 - CoStar - www.costar.com
 - Trade & Industry Development Magazine - www.tradeandindustrydev.com
- Continue marketing efforts of available private and public properties.
- Attend at least 3 trade show events.
 - March 2012 Natural Products Expo West Anaheim, CA
 - May 2012 International Council of Shopping Centers (ICSC) Las Vegas, NV
 - October 2012 Fresh Summit Anaheim, CA
 - TBD
- Update and maintain Port's web page at www.portwallawalla.com Develop a more interactive website including the use of video to showcase buildings and properties.
- Continue to follow-up on additional business leads created through the Railex development in Wallula.
- National Site Selector mailing (USPS or email) on specific available industrial sites in Walla Walla County.

- Update and prepare promotional brochures on facilities, land and the community.
- Utilize Internet search engines to obtain business leads appropriate for Walla Walla County.
- Continue to develop a more comprehensive search engine key word list for the Port's website.
- Continue to explore clean energy and renewable energy projects for Walla Walla County.
- Maintain the Port's capacity to "build-to-suit".

Benchmarks

- Number of qualified business leads obtained.
- Number of qualified business visitations.
- Number of businesses located in Walla Walla County as a result of business recruitment.
- Number of jobs created, amount of tax dollars generated, and amount of private investment.

SITE & INFRASTRUCTURE DEVELOPMENT

- Advocate for funding of public infrastructure projects in Walla Walla County.
- Identify and secure suitable sites and/or buildings for development.
- Work to ready sites and/or buildings for development (acquisition, zoning, water, sewer, roads).
- Work to insure municipal water and sewer treatment facilities have excess capacity.
- Serve as a water and/or sewer utility provider when needed.
- Work to improve and maintain multi-modal transportation options (roads, rail, waterways, air, transit & data).
- Work to improve internet infrastructure.
- Promote public investment in maintaining and expanding existing infrastructure.
- Secure alternative funding sources (grants and/or loans) for infrastructure improvements.

Specific Site & Infrastructure Goals

Port of Walla Walla Projects

- Maintain and expand commercial air service in Walla Walla. Work with the Chamber of Commerce's commercial air travel coalition to ensure optimal commercial air service.
- Secure State and Federal funding for US Highway 12 four-laning for Phases 7A, 7B, & 8. Needed funding 7A = \$93 million; 7B = \$67 million; Phase 8 = \$235 million
- Finalize downtown Walla Walla elevated parking lot study (cost estimate and rendering). Work with public/private entities to determine next steps.
- Coordinate with City of Walla Walla to determine interest in pursuing a business park on land adjacent to Sudbury Landfill.
- Burbank sewer line connection to City of Pasco – \$1.4 million
- Burbank Business Park phase I roads, water and sewer extensions - \$1.2 million
- Burbank water system well relocation project - \$325,000
- Airport Terminal Building parking lot expansion - \$137,700
- Rehabilitation of Airport general aviation ramp phase III - \$2.6 million
- Work to secure Federal and/or State funding to assist in expanding rail infrastructure at the Port's Dodd Road Industrial Park.

City of Walla Walla Projects

- IRRP Edith Carrie \$1,791,316
- IRRP 3rd and Stahl \$ 950,000
- 13th Street Gap \$ 875,000

Note: Infrastructure Repair and Replacement Projects (IRRP) are projects that replace all 3 failed systems, street, water and sewer.

City of College Place Projects

- Larch and 4th Street Overlay \$ 700,000
- WWTP Energy Efficiency Project \$ 559,506
- College Ave to Rose Street (CARS) Project Design \$ 253,000

Walla Walla County Projects

- Gardena Bridge \$3,200,000
- Goble Bridge \$ 600,000
- Ennis Bridge \$ 96,000
- School Avenue/Reser Road Intersection \$ 60,000

City of Waitsburg Projects

- Replace 2,000 feet of aging terracotta sewer lines in the City limits.
- Levee vegetation removal project mandated by the Army Corp of Engineers.
- Intersection at 7th & Main improvements. Upgrading ramps, curbs, radius and drainage.
- 7th Street Reconstruction Project.
- Replacement of Main Street Bridge

Miscellaneous Projects

- Manage .009 economic development sales tax fund with the County to encourage new job creation opportunities.
- Support the Washington Department of Veterans Affairs (WDVA) proposal to design and construct a new 80-120 bed State Veterans Home on the Jonathan M. Wainwright Memorial VA Medical Center Campus to provide long-term care primarily for indigent veterans. A \$35 million project with projections of 93 permanent jobs. Funding ratio is 35% State and 65% Federal.
- Continue to support public agencies efforts on Myra Road/Dalles Military Road lowering project.
- Work with City of Walla Walla and Walla Walla Community College on the innovation partnership zone project.
- Support efforts to appropriate additional revenues for street repairs.
- Acquire business park locations in the City of College Place, Touchet and Lowden.
- Support Walla Walla Valley Farmer's Market expansion plans.
- Retain and promote rail infrastructure investments in Walla Walla County.
- Continue to support the development of a "community solar project" in Walla Walla County.
- Support Fort Walla Walla's effort in securing funds for the Museums Services and Facilities Enhancement Project – Phase 1B.
- Continue to work with NoaNet on fiber optic infrastructure improvements in Walla Walla County.
- Continue participation and support for the Walla Walla Watershed Management Partnership Board planning activities.

- Track the Army Corp of Engineers, CTUIR and other stakeholders in “Walla Walla GI” (General Investigation) to investigate a number of alternatives to keep more water in the Walla Walla River.
- Support construction of a 500 bed minimum security unit at the Washington State Penitentiary.
- Work on securing funding for the Warehouse District Concept (13th/Dell Ave neighborhood).
- Support remediation, land use planning and redevelopment of the Tausick Way landfill site.

Benchmarks

- Accomplish as many above listed infrastructure projects as possible.

ECONOMIC PROFILING

- Maintain a comprehensive Economic Profile by assembling, analyzing and publishing community data useful to business and industry.

Demographics

Taxes and Incentives

Labor Market Conditions

Tourism Performance Indicators

Largest Employer List

Inventory of available lands and buildings

Largest Taxpayer List

Finance Programs

- Continue to maintain and promote the Walla Walla Trends website www.wallawallatrends.com
- Work with Eastern Washington University on the Walla Walla Trends quarterly newsletter.
- Ensure updated economic data is available on the Port’s website www.portwallawalla.com
- Continue to post EDAC Meeting handouts on the Port’s website.

Benchmarks

- Utilization of information by community policy makers and by existing businesses.
- Relevant information to prospective businesses.
- Relevant information for Growth Management Planning.

ECONOMIC DEVELOPMENT ADVOCACY

- Develop and communicate positions on economic development issues important to the economic health of the region.
- Develop a proactive profile by communicating economic development efforts and economic development success stories.
- Support legislation to establish a permanent funding source of funds for Community Economic Revitalization Board (CERB) at a level that provides adequate funding assistance to meet rural infrastructure needs.
- Support legislation to re-establish and qualify Walla Walla County for the Rural County Sale & Use Tax Deferral Program
- Coordination with the Workforce Development system:
 - Collaborate with local workforce development entities to respond to skills gaps that limit business expansion and growth and to meet changing industry and business needs.
 - Draw upon the labor market resources and information available through the local workforce development system when engaged in business recruitment efforts.
 - Collaborate with local workforce development entities for the purpose of supporting industry skill panels or cluster based industry activities to leverage available resources and increase the competitiveness of area employers.

- Work with Downtown Walla Walla Foundation, Tourism Walla Walla and Walla Walla Partnership (W2P) on projects of common interest.
- Work with Walla Walla Valley Chamber of Commerce's Policy Analyst to communicate important issues to economic development.
- Participate in County and City's updates of their comprehensive plans. Make sure plans support proactive economic development policies.
- Represent economic development interests before governmental bodies.
- Review laws, rules and regulations affecting economic development and business.
- Promote state legislation to improve the state's business climate and investment in economic development efforts.
- Maintain Walla Walla County's rural economic development designation and the .009% sales tax retention option for economic development.
- Participate in the Washington Economic Development Association, Washington Public Ports Association and Pacific Northwest Waterways Association.
- Continue Community Bus Tours of Port properties, community and economic development projects.

Benchmarks

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

OTHER IMPORTANT ECONOMIC DEVELOPMENT ELEMENTS

- Tourism is an important economic development initiative in Walla Walla County. Tourism Walla Walla is recognized as the lead agency for tourism as they oversee the expenditures of hotel/motel tax receipts which is the primary funding source for tourism marketing.
- Downtown development/redevelopment is an important element to a broad based economic development plan. The Downtown Walla Walla Foundation is recognized as the lead agency for downtown development in the City of Walla Walla. The cities of College Place, Prescott and Waitsburg are primarily responsible for their respective downtown areas.
- The primary target of this economic development plan is on manufacturing and non-retail service related jobs that pay a target wage of \$12.50 per hour plus benefits. Retail development and related retail business recruitment are not a focus of this economic development plan. Walla Walla County and the cities within the County are responsible for developing their own retail trade business recruitment strategies in their respective jurisdictions. The Port will assist the Burbank community in retail/commercial business enterprises as the Port owns real estate in the Burbank area zoned for such purposes.
- The underlying goal of the plan is to enhance the economic health of families in Walla Walla County including families living below the poverty line.
- It is recognized compatible and sustainable manufacturing and service related businesses are important to county residents. Generally speaking, heavy industrial uses will be sited in the western

portion of Walla Walla County and outside the urban areas. Light industrial and service related businesses will be accommodated in more urban parts of the county.

- The goal of economic development is not population growth but to provide living wage jobs for current residents of the county. However, population growth is inevitable and should be accommodated through careful planning and compliance with the State's Growth Management Act.

COLLABORATION AND COMMUNICATION

Bi-Monthly EDAC Meetings

Elected officials, private sector businesses, public agencies, and all others interested in economic development ("Economic Development Advisory Committee") meet to review the implementation of this Economic Development Plan and to discuss current economic development issues.

As Needed Basis

- Call Economic Development Advisory Committee meetings when company visitations are planned or emergency economic retention efforts are needed.
- Specific economic development task forces.
- Port provided presentations to county and city council meetings and/or to service clubs when requested.

DEFINITION OF ROLES

Port of Walla Walla

Primary responsibility for coordinating and executing this economic development plan.

County and Cities

- Formulate and adopt economic policies within their jurisdictions to guide public investment.
- Provide strategic guidance concerning the Port'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.
- Elected official and administrative staff participation in the bi-monthly economic development meetings.

Private Sector

- Provide strategic guidance concerning the Port'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.
- Participate in the bi-monthly economic development meetings.
- Utilize Team Walla Walla umbrella organization to secure private sector incentive packages.

Walla Walla Community College

- Assist in workforce training programs.
- Lead agency for workforce training.
- Assist with project packaging.
- Participate in the bi-monthly economic development meetings.

WorkSource Walla Walla

A partnership of employment and training providers committed to ensuring a skilled and job ready workforce.

- Provide labor force & 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 community needs.

Downtown Walla Walla Foundation

- Lead agency for downtown development within the City of Walla Walla.
- Participate in the bi-monthly economic development meetings.
- Fiscal agent for WSU Small Business Development Center.

Walla Walla Valley Chamber of Commerce

As an advocate for the business community of the Walla Walla Valley:

- Provide strategic guidance concerning the Port's implementation of this economic development plan.
- Serve as advocates for public policy decisions that promote economic development.
- Assist with site visitations, retention efforts, and targeted economic development initiatives.
- Participate in the bi-monthly economic development meetings.
- Build "community" within the business community.
- Pursue economic development initiatives not within the Port's mission.
- Pursue legislative and civic affairs issues related to doing business in the Walla Walla Valley.

Tourism Walla Walla

- Lead agency for tourism development within the Walla Walla Valley.
- Participate in the bi-monthly economic development meetings.

Walla Walla Valley Wine Alliance

- Participate in bi-monthly economic development meetings.
- Lead organization for wine marketing and development in the Walla Walla Valley.
- A key advocate for wine tourism air travel utilizing Walla Walla airport.
- Advocate for local, state, and federal public policy decisions that impact Walla Walla Valley wine industry.
- Lead organization for numerous wine industry events in Walla Walla Valley.

Walla Walla Community Council

- Foster a civic culture that inspires a citizen-driven, consensus-based, problem-solving process to prepare the greater Walla Walla area for future growth, change, and challenges to enhance the quality of life for everyone.
- Provide strategic guidance concerning the Port's implementation of this economic development plan.
- Maintain Walla Walla Regional Vital Signs Indicators.

Commitment to Community (C2C)

- C2C is recognized as an important community partner in working with the Port in developing economically healthy families and neighborhoods, which in turn support successful economic development.
- C2C is recognized for its focus as a grassroots neighborhood organization that is agenda free and based solely on relationship building. Its ultimate vision is simple: to have healthy neighborhoods where residents take ownership of their issues and become stewards of their neighborhoods.