



PORT OF WALLA WALLA

ECONOMIC DEVELOPMENT PLAN

FOR

WALLA WALLA COUNTY

YEAR 2010

Port of Walla Walla
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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

- Continue the Walla Walla Area Small Business Center's focus on comprehensive business assistance services to stimulate business starts, create additional employment and business investment.
- Emphasize one-on-one small business counseling.
- Promote utilization of small business loan fund opportunities provided by local banks.
- Provide quality workshop training opportunities for small businesses.
- Provide access to reasonably priced production space for new and expanding businesses.
- Secure continual funding for the Small Business Center.

Benchmarks

- Number of clients utilizing the center.
- Favorable client evaluations of business assistance counseling and workshops.
- Number of new business start-ups/over time track number of "survivors" after 1-5 years.
- Number and quality of jobs created or retained.
- Amount of sales tax dollars and property tax dollars retained or generated.
- Amount of private investment, including equity, banks, or other loan packages.
- Client utilization of small business loan funds.
- Minority population utilization of center.
- Specific examples of business success stories.

EXISTING BUSINESS RETENTION & EXPANSION

- Provide existing business assistance through the small business center.
- Continue to work with local businesses on job retention and expansion.
- 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 needs.
- Profile local businesses at the bi-monthly Economic Development Advisory Committee meetings.
- Meet annually with some of the smaller business employers (manufacturing/non-retail service related) that have shown steady employment growth.
- Support business retention and expansion projects that provide a target wage of approximately \$12.50 per hour plus benefits.
- Support “Buy Local” initiatives/import substitution when economically feasible.
- Continue to work with the Washington State Penitentiary Task Force on retaining correction jobs and explore 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.
- Track Enhanced Use Lease Proposal submitted by the Port to the VA for their consideration for the surplus property at the Walla Walla VA Facility.

Benchmarks

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

BUSINESS RECRUITMENT, MARKETING & ADVERTISING

- Continue to follow-up on additional business leads created through the Raillex development in Wallula.
- Continue marketing efforts of available private and public properties.
- Continue to input and maintain available industrial buildings and sites in the following web based real estate sites:
 - Washington State Prospector (Dept of Commerce) www.washingtonprospector.com
 - Area Development – Fast Facility - www.fastfacility.com
 - CoStar - www.costar.com
- Attend 3 trade show events focused on alternative energy industry
 - May 23-26, 2010 WindPower 2010 Dallas, TX
 - July 13-14, 2010 InterSolar North America San Francisco, CA
 - October 12-14, 2010 Solar Power International 2010 Los Angeles, CA.
- Continue to explore clean energy and renewable energy projects for Walla Walla County.
- 2010 National Site Selector mailing on specific available industrial buildings and sites in Walla Walla County.
- 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.

- 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.
- Update and maintain Port's web page at www.portwallawalla.com.
- Update and prepare promotional brochures on facilities, land and the community.
- 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 recruiting.
- Number of jobs created, amount of tax dollars generated, and amount of private investment.

SITE & INFRASTRUCTURE DEVELOPMENT

- Secure Federal Stimulus funding for 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).
- 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.
- Work with private and public interest on workforce housing issues.

Specific Site & Infrastructure Goals

- Maintain and expand Horizon Air services in Walla Walla and work with the Chamber of Commerce's Commercial Air Travel Coalition to ensure optimum commercial air service.
- Secure State and Federal funding for U.S. Highway 12 four laning for Phases 7A, 7B & 8.
- Work on securing a Federal and/or State appropriation for sewer system infrastructure at the Burbank Business Park.
- Continue to work with WSDOT on U.S. Highway 12 and 124 interchange project in Burbank.
- Continue to work on securing a Federal and/or State appropriation for the Warehouse District Concept in Walla Walla.
- Support Fort Walla Walla's effort in securing funds for the Museum's Services and Facilities Enhancement Project - Phase 1B.
- Work to secure Federal and/or State appropriation for the Wallula Regional Water System. Improvements would be to install an elevated water storage tank, pumping system and piping.
- Support the development of a "Community Solar Project" in Walla Walla County.
- Manage .009 Economic Development Sales Tax Fund with the County to encourage new jobs creation opportunities.

- Support the City of Walla Walla and City of College Place on the Myra & Dalles Military Road Lowering Project.
- Work with the City of Walla Walla and Walla Walla Community College on the Innovation Partnership Zone Project.
- Work with the City of Walla Walla on the remediation, land use planning, and redevelopment of the Tausick Way landfill site.
- Support facility upgrades for the cities of College Place, Prescott and Waitsburg and Walla Walla.
- Support efforts to appropriate additional revenues for street repairs.
- Retain and promote rail infrastructure investment in Walla Walla County.
- Acquire industrial site in the City of College Place and Touchet.
- Continue participation and support the Walla Walla Watershed Management Partnership Board planning activities.
- Support 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 the Walla Walla Valley Farmers' Market expansion plans.
- Support City of Walla Walla efforts to improvements to the sewer mainline from the Walla Walla Regional Airport to the City's water treatment plant.
- Support the City of College Place on the following projects:
 - √ Establishment of a College Place Industrial Park
 - √ West Whitman Drive Improvements from Larch Avenue west to Martin Airfield
 - √ College Avenue Improvements
 - √ Myra Road Project (Dalles Military/SE 12 Street)
 - √ Arterial Road Improvements (Taumarson Road & Rose Street)

Benchmarks

- Accomplish at least two infrastructure projects per year.

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
Finance Programs	
- Continue to maintain and update 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.
- Determine Walla Walla County's underemployment in order to better showcase the labor force.

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.
- 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 growth area. 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

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 small business center and 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.

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 specifically retail business development, shop local, etc.
- 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 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.