



PORT OF WALLA WALLA

ECONOMIC DEVELOPMENT PLAN FOR WALLA WALLA COUNTY

YEAR 2018

Port of Walla Walla
Walla Walla Regional Airport
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Reviewed by Economic Development Advisory Committee on January 23, 2018
Approved by Port Commission on January 25, 2018

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.

In 2016, Washington State voters approved Initiative 1433. Initiative 1433 was designed to increase the state's minimum wage to \$13.50 by January 1, 2020. Thereafter, the minimum wage is tacked to increases in the cost of living. The measure also required employers to provide employees with paid sick leave. The measure was designed so that employees accrue one hour of paid sick leave for every 40 hours worked.

Date	Hourly Rate Under Current Law	Hourly Rate Under I-1433	I-1433 with 20% increase
January 1, 2017	\$9.55	\$11.00	\$ 13.20
January 1, 2018	\$9.77	\$11.50	\$ 13.80
January 1, 2019	\$10.02	\$12.00	\$ 14.40
January 1, 2020	\$10.28	\$13.50	\$ 16.20

- ❖ In 2018, this economic development plan will target jobs with a minimum starting wage of approximately \$13.80 per hour plus benefits. The \$13.80 per hour minimum starting wage is 20% higher than the required I-433 minimum wage requirement.

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 Walla Walla WSU Small Business Development Center (SBDC) located at Walla Walla Valley Chamber of Commerce office in downtown Walla Walla.
- Port to contribute funding to support SBDC annual operational costs for 2018.
- Maintain the Port's "Small Business Tools" website for businesses that want web-based information and support. <http://wallawalla.toolsforbusiness.info>

- Construct additional buildings at the Walla Walla Regional Airport and other locations for new and expanding businesses.
- Provide inventory and access to reasonably priced production space for new and expanding businesses.
- In partnership with the Walla Walla Valley Chamber of Commerce, initiate quarterly Walla Walla Valley Technology Roundtable events. The Port will financially sponsor the events and the Walla Walla Valley Chamber of Commerce will coordinate the events. The Technology Roundtable events will be held at the Walla Walla Regional Airport and other Walla Walla Valley locations.
- Continue to support the development and expansion of the community's entrepreneurship programs, events and space.

Benchmarks

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

EXISTING BUSINESS RETENTION & EXPANSION

- Support business retention and expansion projects that provide a target wage of approximately \$13.80 per hour plus benefits (20% higher than the minimum wage established by Initiative 1433).
- 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 and identify issues that impede their business growth.
- Continue to work with Packaging Corporation of America (Boise Paper), TransCanada GTN, Cascade Natural Gas, Union Pacific Railroad, Martin Outdoors and Northwest Wine Services on their proposed 2018 expansion plans.
- Work with Packaging Corporation of America (Boise Paper), Tyson Fresh Meats, Inc., and Gas Transmission Northwest Compressor on managing their carbon emission levels.
- Continue to meet annually with some of the smaller business employers (manufacturing/non-retail service related) that have shown steady employment and private capital investment 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 on VA employment opportunities.
- Continue to work with the other local businesses in retaining manufacturing-related jobs in Walla Walla County.
- Work with Ingeniux Corporation and other technology-based businesses on expanding Walla Walla's technology-based employment.

- Work with local health care providers on retaining and expanding health care & social assistance jobs and explore opportunities for growth.
- 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.
- Continue to work with Whitman College internship program in the development of a "Buy Local" program.

Benchmarks

- A number of businesses requesting assistance.
- A number of businesses visited, assisted and retained.
- A number of local businesses expanding operations.

BUSINESS RECRUITMENT, MARKETING & ADVERTISING

- Utilize Washington State Department of Commerce and other business recruitment sources in obtaining business leads that are appropriate for Walla Walla County.
- Determine what other software/technology-based business could expand to Walla Walla in creating a software business cluster.
- Continue to work with representatives of Simplot, Northwest Equipment Sales and other business leads in accomplishing their proposed 2018-2019 economic development projects.
- Maintain "Existing Inventory List" of ready to go industrial and service-related buildings and land in Walla Walla County (both public & private).
- Explore opportunities in the Value-Added Agriculture sector.
- 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 LoopNet www.costar.com
 - Washington State Zoom Prospector www.zoomprospector.com
- 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 marketing efforts of available private and public properties.
- Attend trade shows that can foster economic development opportunities for Walla Walla County.
- Market the Burbank Business Park to selective retail developers for future development.
- Continue communication and correspondences with the National Site Selectors on specific available industrial sites and buildings in Walla Walla County.
- Update and prepare promotional brochures on facilities, land, and the community.
- Promote the SEA-TECH (Southeast Area Technical Skills Center) in preparing students for post-secondary education and successful entry into high-skill, high-demand careers, and employment.
- Use internet search engines to obtain business leads appropriate for Walla Walla County.
- Continue to develop a more comprehensive search engine keyword list for the Port's website.
- Continue to work with the City of Waitsburg and the Waitsburg Commercial Club on the recruitment and development of the Waitsburg Business Park.
- Continue to explore clean energy and renewable energy projects for Walla Walla County.
- Maintain the Port's capacity to "build-to-suit".

Benchmarks

- A number of qualified business leads obtained.
- A number of qualified business visitations.
- A number of businesses located in Walla Walla County as a result of business recruitment.
- A number of jobs created, the number of new tax dollars generated, and the amount of private capital investment.
- Track number of website hits on Port information websites.

SITE & INFRASTRUCTURE DEVELOPMENT

- Advocate for 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 ensure 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, fiber, waterways, air, bicycle, and transit).
- Work to improve internet infrastructure through the implementation of the Port's Broadband Feasibility Study.
- Continue to improve the aesthetic image of the Walla Walla Regional Airport.
- Promote public investment in maintaining and expanding existing infrastructure.
- Secure alternative funding sources (grants and/or loans) for public infrastructure improvements.

Specific Site & Infrastructure Goals

- Continue to work diligently on protecting Columbia-Snake river system. The Columbia-Snake river system provides abundant, reliable and renewal hydroelectric power, flood control, agriculture irrigation, recreation, wildlife habitat and the most cost-effective and greenest form of transportation today, river barging. Any negative impacts to Columbia-Snake river system would significantly damage the Pacific Northwest economy and especially the Walla Walla Valley.
- 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.
- US Highway 12 Four Laning
 - Phase 7 - Continue to coordinate with WSDOT and the US Highway 12 Coalition on the design/construction of Phase 7 of US Highway 12. Estimated cost \$140M;
 - Phase 8 - Continue to coordinate with WSDOT and the US Highway 12 Coalition on the design of Phase 8 of US Highway 12. Estimated cost \$34M;
 - Phase 8 - Secure State and/or Federal funding for Phase 8 of US Highway 12. Estimated cost \$146M.
- Secure State and/or Federal funding for the Clinton Intersection @ US Highway 12. Estimated cost \$25M.
- Continue to coordinate with WSDOT and the City of Walla Walla on the design and construction of 9th and Plaza Way intersections. Estimated cost \$3.9M
- Continue to coordinate with WSDOT on design safety improvements on Highway 124.
- Continue to participate and support the Mill Creek Channel Rehabilitation Project and secure federal funding for a General Investigative Study. \$3M Total (\$1.5M locally secured).

- Secure funding for the infrastructure improvements at the Port's Wallula Gap Business Park.
- Support the local educational institutions on their educational programs and facility development. Educational attainment is an important element in attracting living wage jobs to the area. An educated workforce is a crucial element in maintaining and attracting living wage jobs in the Walla Walla Valley. Quality school programs and facilities are essential to support educational outcomes and attracting future business and families to our community.
- Manage the Economic Development Sales Tax Fund with the County to encourage new job creation opportunities and private capital investment.
- Continue to participate and work with the local government jurisdictions and Walla Walla Valley Metropolitan Planning Organization (MPO) and Regional Transportation Planning Organization (RTPO).
- Work with our economic partners in securing funds for the "Regional Signage Program".
- Continue to work with City of Walla Walla and Walla Walla Community College on the Innovation Partnership Zone (IPZ) projects.
- Initiate discussion involving a partnership/development with Walla Walla University on an incubation space for STEM-related projects in the City of College Place.
- Continue partnership/development with Whitman College on their incubation space for technology-related entrepreneurs in the City of Walla Walla.
- Consider opportunities to acquire business park locations in the City of College Place, City of Prescott, Touchet, and Lowden, if feasible.
- Retain and promote rail infrastructure investments in Walla Walla County.
- Continue to support the development of "community solar projects" in Walla Walla County.
- Support Fort Walla Walla Museum's effort in securing funds for the Museums Services and Facilities Enhancement Project.
- Continue participation and support for the Walla Walla Watershed Management Partnership Board planning activities.
- Support the design and construction of a 500-bed minimum-security unit at the Washington State Penitentiary (WSP).
- Support the construction of a Washington State Penitentiary (WSP) Program Building. WSP Program Building will provide adequate space for vital offender programs and services at WSP. The program space will deliver educational services in partnership with the Walla Walla Community College.
- 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.
- Support additional parking improvements in downtown districts located in incorporated cities in Walla Walla County, if initiated and supported by the local city jurisdiction.
- Work with Walla Walla Community College and Walla Walla Community College Foundation in its effort to study and implement student housing.
- Support Walla Walla Community College on its approved capital project to construct a new S.T.E.M. (science, technology, engineering, and math) building on the WWCC campus.

Local Specific Projects

Port of Walla Walla 2018 Projects

❖ Dodd Road/Wallula Gap Infrastructure Improvements	\$25M
❖ Walla Walla Regional Airport - Taxiway Improvements	\$10M

City of Walla Walla 2018 Projects

❖ Wuana Vista – Crestview IRRP	\$1.9M
❖ Wastewater CIPP Lining Project	\$2.3M
❖ Frazier IRRP	\$1.4M
❖ Pine & Cherry IRRP	\$1.3M
❖ 2nd Avenue – Rose to US12	\$1.6M
❖ Bryant-Howard Bridge Replacement	\$1.0M

City of College Place 2018 Projects

❖ Water System Improvements (Engineering, Well #1 replacement, Well #2 assessment, looped line)	\$7.0M
❖ Academy & 4th intersection	\$1.5M
❖ C Street (rebuild from College to Lambert including Dawson and Lambert between Rose and C.)	\$2.9M
❖ Lions Park Rehab	\$500K
❖ Water Meter Replacement	\$200K

Walla Walla County 2018 Projects

❖ Mill Creek Road MP 8.0 to MP 9.4	\$5.4M
❖ Blue Creek Bridge on Mill Creek Road	\$3.6M
❖ Pflugrad Bridge on Biscuit Ridge Road	\$450K
❖ Whitman Drive West	\$1.9M
❖ Mud Creek Road	\$500K
❖ Program funds for design and right-of-way for future projects	\$1.0M

City of Waitsburg 2018 Projects

❖ City wide water meter replacements	\$500K
❖ Millrace Grade Crossing Improvements	\$300K
❖ Taggart Road waterline and street extension design	\$ 75K
❖ Flood Mitigation Project study	\$175k

City of Prescott 2018 Projects

❖ Drainage Improvement Project along Railroad Avenue	\$100K
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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
 - Labor Market Conditions
 - Largest Employer List
 - Largest Taxpayer List
 - Taxes and Incentives
 - Tourism Performance Indicators
 - Inventory of available lands and buildings
 - 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.
- Maintain an active Facebook site and monitor activity.
- Continue to post EDAC Meeting handouts on the Port's website.

Benchmarks

- Utilization of information by community policymakers and by existing businesses.
- Relevant information to prospective businesses and 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.
- Work with local government agencies to advocate sound public policies on land use development & regulations, transportation, growth management and the cost of doing business.
- 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.
- 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 and Visit Walla Walla on projects of common interest.
- Work with the Walla Walla Valley Chamber of Commerce to advocate for the adoption of sound public policies that will lead to long-term sustainable economic development in our region.
- Participate in County and City's updates on 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 Economic Development Sales Tax Fund retention option for economic development projects.
- 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. Visit Walla Walla is recognized as the lead agency for tourism as they oversee the expenditures of hotel/motel tax receipts which are the primary funding source for tourism marketing.
- Downtown development/redevelopment is an important element of 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 in manufacturing and non-retail service related jobs that pay a target wage of \$13.80 per hour plus benefits. Retail development and related retail business recruitment within incorporated cities 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 is for coordinating and executing this economic development plan and conducting the bi-monthly Economic Development Advisory Committee meetings.

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.
- Participate in bi-monthly Economic Development Advisory Committee 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.
- Utilize Team Walla Walla umbrella organization to secure private sector incentive packages.
- Participate in bi-monthly Economic Development Advisory Committee meetings.

Walla Walla Community College

- The lead agency for workforce training and workforce training programs.
- Assist with business recruitment packaging related to workforce training programs.
- Participate in the bi-monthly Economic Development Advisory Committee 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 the community's need.
- Participate in bi-monthly Economic Development Advisory Committee meetings.

Downtown Walla Walla Foundation

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

Visit Walla Walla

- The lead agency for tourism development within the Walla Walla Valley.
- Participate in the bi-monthly Economic Development Advisory Committee 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.
- Build "community" within the business community.
- Pursue economic development strategies that supplement and complement the Port's mission.
- Pursue legislative and civic affairs issues related to doing business in the Walla Walla Valley.
- Participate in the bi-monthly Economic Development Advisory Committee meetings.

Walla Walla Valley Wine Alliance

- Lead organization for wine marketing and development in the Walla Walla Valley.
- A key advocate for wine tourism and air travels 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.
- Participate in bi-monthly Economic Development Advisory Committee meetings.

Walla Walla County - School Districts (College Place School District, Columbia School District, Dixie School District, Prescott School District, Touchet School District, Waitsburg School District, and Walla Walla School District)

- Provide updates to the EDAC on the school district's projects.
- Participate in bi-monthly Economic Development Advisory Committee meetings.

Walla Walla Valley Metropolitan Planning Organization and Sub-Regional Transportation Planning Organization (MPO/SRTPO)

- 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.
- Participate in bi-monthly Economic Development Advisory Committee meetings.

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.
- Participate in bi-monthly Economic Development Advisory Committee meetings.

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.
- Participate in bi-monthly Economic Development Advisory Committee meetings.