CEDS 2020 Update
Comprehensive Economic Development Strategy

S E W E D A
Southeast Washington Economic Development Association

Serving the
Asotin, Columbia, Garfield & Whitman Counties

Dawn Smith, Executive Director
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2020 Comprehensive Economic Development Strategy Update

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# SEWEDA Board of Directors

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<td>Brian Shinn</td>
<td>Asotin County Commissioner</td>
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<td>Chad Miltenberger</td>
<td>Walla Walla Community College</td>
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<td>Darrin Eberhardt</td>
<td>Wells Fargo</td>
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<td>Monika Lawrence</td>
<td>Mayor of Clarkston</td>
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<td>Steven Ebert</td>
<td>City of Clarkston</td>
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<td><strong>Columbia County</strong></td>
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<td>Zac Weatherford</td>
<td>Mayor of Dayton</td>
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<td>Trina Cole</td>
<td>City Administrator</td>
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<td><strong>Garfield County</strong></td>
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<td>Larry Ledgerwood</td>
<td>Garfield County Commissioner</td>
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<td>Rachel Anderson</td>
<td>Garfield Transit/Area on Aging</td>
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<td>Paul Miller</td>
<td>Mayor of Pomeroy</td>
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<td>Mike Cassetto</td>
<td>City of Pomeroy</td>
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<td><strong>Whitman County</strong></td>
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<td>Tom Handy</td>
<td>Whitman County Commissioner</td>
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<td>Glenn Johnson</td>
<td>Pullman City Mayor</td>
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<td>Al Sorensen</td>
<td>City of Pullman</td>
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<td><strong>Port Ex-Officio</strong></td>
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<td>Wanda Keefer</td>
<td>Port of Clarkston</td>
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<td>Larry Scoggins/</td>
<td>Port of Garfield</td>
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<td>Diana Ruchert</td>
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<td>Tom Kammerzell</td>
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**CEDS Strategy Committee Roster**

### Asotin County

- Brian Shinn, County Commissioner  
- Karst Riggers, Asotin County  
- Beth Larson, Port of Clarkston  
- Wanda Keefer, Port of Clarkston  
- Monika Lawrence, Clarkston City Mayor  
- Kevin Poole, City of Clarkston Engineer  
- Steven Ebert, Clarkston City Council  
- Dwayne Paris, Mayor of Asotin  
- Tina Davidson, City of Asotin  
- Tim Rubio, Work Source  
- Kristin Kremak, LC Valley Chamber  
- Michelle Peters, Visit LC Valley  
- Chad Miltenberger, Walla Walla Community College  
- Darrin Eberhardt, Mann Mortgage  
- Dawn Smith, SEWEDA  
- Dovie Willey, SEWEDA  
- Jim Nelly, Nelly Broadcasting  

### Columbia County

- Zac Weatherford, City of Dayton  
- Tina Cole, City of Dayton  

### Garfield County

- Heidi James, Columbia Straw  
- Phil Farmer, Columbia Pulp  
- Brian Bartels, Garfield County Assessor  
- David Ruark, Eastern Washington Agriculture Museum  
- Rachel Anderson, GCTA, ADRC  
- Mary Flerchinger, Blue Mountain Artisan Guild  
- Tara Hodges, Obenland & Low Agency  
- Anne Walsh, PSE, Chamber  
- Mat Slaybaugh, Garfield County Hospital District  
- Tom Herres, Chamber, Business Owner  
- Drew Hyer, Garfield County Sheriff  
- Tom Millsbaugh, CDP, PACE
Amy Miller  
Pomeroy School District
Sarah Myers  
QBH/Chamber
Grant Morgan  
Garfield County Engineer
Jack Peasley  
SEWEDA/Business Owner
Justin Dixon  
County Commissioner/Business Owner

**Whitman County**

Suzy McNeilly  
SEWEDA/Colfax Assoc.
Dennis Palmer  
Mayor of Oakesdale
Susan Weed  
Pullman School District
Bob Maxwell  
Pullman School District
Calvin Johnson  
Garfield Palouse School Dist.
Kyle Dixon  
City of Palouse
Kylie Fullmer  
Whitman County Library
Kay Riebold  
Washington Federal Bank
Caleb Cox  
Best Western
Austin Storm  
Bully for You
Mike Urban  
City of Pullman
Kevin Gardes  
City of Pullman
Jennifer Hackman  
City of Pullman
Al Sorensen  
City of Pullman
Debbie Snell  
Port of Whitman
Tom Handy  
County Commissioner
Aziz Makhani  
Small Business Development Center
Catalina Flores  
Whitman County Library
Lee Root  
Mayor of Rosalia
Marcy Campbell  
Rosalia Library
Marie Dymkoski  
Chamber of Pullman
Kynda Browning  
City of Tekoa
K.B. Trunkey  
Mayor of St. John
Joe Poire  
Port of Whitman
Angela Broeckel  
Town of LaCrosse
Randall Crowner  
Town of Albion
Dave Bilow  
Town of Endicott
Peggy Brian  
LaCrosse Community Pride
Purpose and development of the CEDS

Every year the region updates the current Comprehensive Economic Development Strategy (CEDS) as a guide to understanding the regional economy and crafting goals, strategies and actions to create jobs, raise income levels, diversify the economy, and improve the quality of life.

Following the guidelines set forth by the U.S. Economic Development Administration, the 2020 CEDS update will allow the Region to identify locally-grown strategies that will guide regional economic development, encourage partnerships and collaboration, and improve economic outcomes and overall quality of life in the region.

From the collaborative efforts of the CEDS Strategy Committee, a vision for the future of Southeastern Washington has been developed to achieve regional prosperity in healthy, connected and globally competitive communities, through improving education and infrastructure, targeting existing strengths and strategic growth sectors, and enhancing the business climate and quality of life.

The Strategy Committee is comprised of community leaders, public officials, representatives of the workforce development boards, representatives of institutions of higher education, and private sector representatives who are critical to the implementation of the CEDS. Participation by the community and collaboration between the public and private sectors are the cornerstone of a successful strategy and implementation.
The region envisions a thriving economy supporting diverse business opportunities that act in harmony with the area’s rural qualities, values and natural resources.

SUMMARY BACKGROUND

Every year the region updates the current Comprehensive Economic Development Strategy (CEDS) as a guide to understanding the regional economy and crafting goals, strategies and actions to create jobs, raise income levels, diversify the economy, and improve the quality of life. The Southeast Washington Economic Development Association (SEWEDA) 2020 is an economic development planning tool funded by the U.S. Department of Commerce.

This CEDS examines the Southeast Washington Economic Development Association, a region comprised of three southeastern Washington State counties: Asotin, Garfield and Whitman. Additionally, SEWEDA shares some common economic issues with the neighboring Clearwater Economic Development District located in north central Idaho, as well as with the Benton-Franklin Council of Governments in Richland, WA.

Drawing on the rich heritage and natural resources of the region, the Southeast Washington Economic Development Association is committed to enhancing economic vitality and an unparalleled quality of life through developing programs and partnerships with business, civic interests and government for the benefit of the residents of Asotin, Columbia, Garfield and Whitman Counties.

Based on a recent survey conducted by SEWEDA of individuals who live or work in the region, responses indicate there is a strong sense of pride and many positive and unique attributes in Southeastern Washington on which to build.

The intent of the CEDS is to identify regional opportunities and potential solutions. This is an ongoing, long term process that discusses regional economic development.

The following goals and objectives are intended to increase job creation, capital investment and the tax base. The District recognizes that it can only accomplish this economic growth through the success of individual businesses. Within the District, various groups and organizations partner throughout each county to assist in enabling the private sector to make the necessary investment in jobs and capital.
The CEDS document accomplishes the following:

- Provides data and information on the District
- Discusses external and internal trends and forces
- Establishes the District’s vision and goals
- Outlines programs and projects for implementation
- Lists prior accomplishments
- Sets criteria for evaluating the process

**CEDS Survey Results**

Based on a recent survey conducted by SEWEDA of individuals who live or work in the region, responses indicate the CEDS should focus on these top goals and strategies to ensure continued growth in the region.

**Top Measureable Goals to Focus On**

1. Encourage the growth of existing businesses and industries
2. Improve and diversify the economic well-being of the region.
3. Improve existing infrastructure and develop new infrastructure.
4. Promote and develop tourism and recreational oriented industries.
5. Develop broadband availability and promote IT usage.
6. Promote the economic potential of the region’s natural resources.
Our Region: Four counties sharing a common, economic development challenges and opportunities

GEOGRAPHY

The region covered under this strategy is located in the southeastern corner of Washington State and borders the state of Idaho and Oregon. The district is comprised of four counties: Asotin, Columbia, Garfield and Whitman. It is home to 21 incorporated towns and cities and 12 unincorporated communities. The region constitutes an area of 4,300 square miles.

REGIONAL CHARACTERISTICS

The territory is bisected by the Snake River and consists of rugged bluffs and deep valleys. The northern portion of the region contains rich agricultural land that is well suited for the production of dry land wheat, peas, lentils and barley. The southern section consists of mountainous, forested terrain and is home to the Umatilla National Forest. This area contains Camp William T. Wooten State Park, the Ski Bluewood ski area and two peaks over 6,300 feet: Oregon Butte and Diamond Peak. The landscape also includes heavily timbered slopes, grassland ridges, benches and bold basalt outcroppings.
ECONOMIC FOUNDATIONS

The region has a very rural economy. The agricultural soils in the Southeast Washington area are considered some of the most fertile in the United States. Farmers in the area have established sound farming practices over the years and have become world leaders in agriculture, especially in wheat production.

The Southeast Washington region is rich in natural resources for recreation and tourism. The Snake River offers water-based recreation and fishing on miles of calm, uncrowded water. Activities include hunting, skiing, snowmobiling, biking, golf, and other outdoor endeavors.

Cultural opportunities flourish in the Southeast Washington region. The largest art museum in the Inland Northwest is located on the WSU campus in Pullman. The area is in close proximity to the rich culture of the Nez Perce Nation.
COVID-19 PANDEMIC ECONOMIC IMPACT

In March 2020, Washington State Governor Jay Inslee, declared a state of emergency in response to the rising cases of the novel coronavirus (COVID-19). This led to the closing of restaurants, bars to dine-in service, fitness centers, and many other close contact businesses. The pandemic has led to both a public health crisis and an economic crisis throughout the state.

The COVID-19 pandemic has had the following economic impacts in the region:

• Small business closures
• Decline in small business revenue
• Increase in unemployment
• Broadband limitations magnified by increased demand
• Budget impacts to local government

With this state of emergency proclamation, public assistance was provided allowing local governments, state agencies and eligible non-profits to be reimbursed for costs involved in responding to the outbreak of COVID-19.

The following programs established are available to assist with economic recovery:

• Paycheck Protection Program (PPP), implemented by the US Small Business Administration. Program provides small businesses with funds to pay up to 8 weeks of payroll costs including benefits. Funds can also be used to pay interest on mortgages, rent, and utilities.
• Working Washington Small Business Emergency Grants – Southeast Washington Economic Development Association (SEWEDA) administered federal CARES Act money in partnership with multiple city/county agencies for local small businesses that have experienced extraordinary business disruption and not been able to open due to the pandemic.
• Rural Opportunities Loan Fund – A local, revolving loan fund available to rural businesses and startups.
COVID-19 PANDEMIC SURVEY RESULTS

A local survey conducted by SEWEDA has revealed the majority of responses agree there are well-coordinated communication systems in place but there is room for improvement for communication from the State of Washington.

Local businesses owners have increased their usage of social media to combat the hardships brought on with the COVID-19 business restrictions/closures. Many have had increased direct customer communication, a broader customer base and have improved website designs to meet needs.

Ongoing changes that will remain after the pandemic has passed include:
• Increased electronic communication/marketing/social media usage
• Supporting local businesses
• Increased sanitation methods
• Use of remote meeting platforms
• Take-out food options

The deep effects of COVID-19 pandemic are still being seen and will be further reflected in the 2022 CEDS Update.
ECONOMY OVERVIEW

Population (2019)  
78,896

As of 2019, the population for the Southeast Washington region has seen an 8.6% growth since the last census in 2010.

The size of a region’s population is one of the most fundamental measures of the region. The pace of population growth leads to a unique set of challenges. Communities experiencing high rates of growth, such as Asotin and Whitman Counties, while bringing wanted economic benefits, must keep up with increasing demands on public services, such as schools, police, and fire.

Communities with low growth rates, or even depopulation, such as Columbia and Garfield Counties, may face fiscal difficulties and a downward spiral of further population loss, especially of their youth.
Population Demographics (2019)

As indicated by the graph above, Asotin, Columbia and Garfield County are experiencing a shift in an increasingly older population. Adults age 45-64 make up the highest percentage of population in the region. There has also been a slight growth in older adults (65 plus), particularly in Columbia County. The most significant decrease was seen in college age (18-24). The challenge of losing young educated adults to seemingly greater opportunities in urban areas continues to be an issue the Southeastern Washington region seeks to address.

Contrary to the trends of the other counties, Whitman County’s population is made up largely of college age (18-24) and young adults (25-44). This is contributed by Washington State University located in Pullman, Washington. However, similar to the other counties, Whitman’s population of older adults (45-64) and older (65+) is steadily rising.

According to the Population Reference Bureau, positive outcomes from the rise in an older population include increased education levels, life expectancy has increased and the poverty rate for older Americans has dropped.

Net Migration (2019)

The total population gives the quantity of who we are, and while important, it does not provide much more than that. Migration offers a deeper look into population changes by examining a central component. The calculation is as follows:

Net Population Change: overall population change from an earlier year to the current year.

Natural Increase: subtracts the number of deaths from the number of births.

Residual Net Migration \(= (\text{Net Population Change} - \text{Natural Increase})\).

The residual migration assists businesses, planners, developers, and government to have a more in-depth understanding of the composition of a population. Population growth stemming from in-migration likely creates different demands for goods and services than growth from a natural increase.

In growing communities, net migration contributes more to population growth than the natural increase component.
This indicator measures the residual net migration, the population gain or loss due to migration in and out of an area, and net migration as a share of the total population.

**Washington State Population, 1990-2020**

![Graph showing Washington State Population, 1990-2020](chart)

Source: AWB Institute, Residual Net Migration

Source: Office of Financial Management, Population Change: Natural Increase and Net Migration

Residual Net Migration in Whitman County from:

2019 to 2020 was +243 people, or -1.1% of the 2020 total county population.

Residual Net Migration in Garfield County from:

2019 to 2020 was +7 people, or -0.7% of the 2020 total county population.

Residual Net Migration in Columbia County from:

2019 to 2020 was +44 people, or 0.5% of the 2020 total county population.

Residual Net Migration in Asotin County from:

2019 to 2020 was +173 people, or 0.3% of the 2020 total county population.
Housing (2019)

The Housing Affordability Index (HAI) measures the ability of a middle-income family to make mortgage payments on a median price resale home.

The HAI index has a value of 100 when the median-income family has sufficient income to purchase a median-priced existing home. A higher index number indicates that more households can afford to purchase a home. As housing is often one of the largest expenses a family faces, a housing affordability index is seen as an overall indication of the costs of living in that area.

During the second quarter of 2020 (20Q2) in Asotin County, the All-Buyer Housing Affordability Index (HAI) value was 173.1, a difference of: 5.5 points from 167.6 the previous quarter (20Q1).

During the second quarter of 2020 (20Q2) in Columbia County, the All-Buyer Housing Affordability Index (HAI) value was 146.5, a difference of: 2.6 points from 143.9 the previous quarter (20Q1).

During the second quarter of 2020 (20Q2) in Garfield County, the All-Buyer Housing Affordability Index (HAI) value was 140.9, a difference of: -4.5 points from 145.4 the previous quarter (20Q1).

During the second quarter of 2020 (20Q2) in Whitman County, the All-Buyer Housing Affordability Index (HAI) value was 122.5, a difference of: 7.6 points from 114.9 the previous quarter (20Q1).
Employment Stats (2019)
32,618

The Southeast Washington region has seen an increase in the number of jobs within Asotin, Columbia and Whitman Counties in the last ten years. However, Garfield County has experienced a decrease.

Unemployment Rates by County, not seasonally adjusted, Washington 2020

Source: Employment Security Department, Labor Market Info
Source: AWB Institute, Top 5 Employing Sectors

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics Map
Asotin County
Asotin County has seen an increase of 6.2% in jobs provided thanks, in part, to the following sectors: Healthcare and Social Services, Government Services, Retail, and Accommodation and Food Services.

Healthcare and social assistance in Asotin County is the largest industry that made up 24.2 percent of total employment in 2019.
Retail trade is the third-largest industry in the county with a 16.2 percent share of total employment.
Government administration makes up 18.3 percent of total employment in the area, with a total of 1,178 jobs in 2019.
Construction employment continued to grow for the eighth year in a row with 41 additional jobs in 2019.

Columbia County
Columbia County experienced an increase of 22.7% in the number of jobs, contributed by its top employing sectors: Government Services, Construction, Agriculture, and Accommodation and Food Services.

Government employment, which represents 36.6 percent of total covered employment, increased by 5.6 percent in 2019 within Columbia County.
Accommodation and food services decreased over the year by 15.7 percent or 18 jobs, and represented 6.5 percent of total employment.
Construction makes up 10.9 percent of total county employment with 162 jobs in 2019. Agriculture industry has large presence in the county, which represents 9.9 percent of total covered employment.

Garfield County
Within the past ten years, Garfield County has seen a decrease of -8.9% in the number of jobs provided within the area. The top employing sectors remain: Government Services, Wholesale Trade, Retail, and Agriculture.

Garfield County service-providing employment is 74.8 percent in government, 20.7 percent in trade, transportation and utilities and 3.2 percent in information and financial activities.
Goods-producing industries in Garfield County provided around 50 jobs. Most of the employment in this segment was in agriculture.
**Whitman County**

The county of Whitman has seen an increase 11.5% with the contributing top employing sectors: Government Services, Accommodation and Food Services, Healthcare and Social Services, and Retail.

The largest employer, WSU, conducts transformational research and provides world-class education to more than 32,000 undergraduates, graduate and professional students. Agriculture employment is expected to continue its very slow growth in terms of jobs, as wheat production continues to become more mechanized. In 2020, wheat production was at record yields. Manufacturing employment has grown in 4 of the past 5 years.

**Higher Education (2019)**

National studies have consistently shown that obtaining a four-year college degree has broad and quantifiable social and economic impacts for the individual as well as for society. Individual benefits include: higher salaries and worker benefits, increased personal and professional mobility, and improved health.

Benefits to the local communities of a high share of the population with at least a four-year degree include greater productivity, increased tax revenues, less reliance on government financial support, reduced crime rates, increased quality of civic life, and improved social cohesion and appreciation of diversity.
Education & Workforce

- Potential source of future workers due to higher ed. assets
- Customized workforce training
- High rate of startups per capita in the area
- Availability to 2-year technical/associates degrees
- Four higher ed. institutions in the area – U of I, WSU, LCSC and WWCC
- Health care is growing
- Favorable climate for agriculture
- Aluminum Jet Boat Builders Alliance, Ammunition/Gun manufacturing, Schweitzer Engineering Lab growth
- Value added Ag.
- Business & industry supported with increased education for workforce
- Opportunity to use older workforce to transfer skills, knowledge and abilities
- Regional/community education centers
- Distance learning opportunities
- Higher education opportunities
- Collaborative recruitment efforts
- Wine industry/growth
- Build upon manufacturing cluster
- Opportunity to expand rural healthcare workforce development
- Cross-border collaboration

Strengths

- Lack of high school technical education
- Poor communication on career options to students & their parents
- Physical condition of existing educational facilities
- Declining youth population in rural areas
- Aging workforce
- Turnover rates
- Low wages
- Number of retirees impacting types of businesses/industries locating to area
- Slow technology transfers in education systems
- Aging population and workforce
- Low wages
- Disconnect between public & private sector
- Lack of or declining population
- Low consumer/ population base
- Lack of living wage jobs
- Less people to cover infrastructure costs/burden
- Transportation costs to get goods to market
- Loss of businesses/jobs due to pandemic
**Infrastructure**

- River system for barging grains and tourism with cruise ships
- Low utility costs
- Accessible healthcare systems throughout the region
- Number of airports, including rural & backcountry
- Public transportation systems in some areas
- High agriculture industry
- Library access
- Recreation to rivers including hunting/fishing
- Broadband access in more populated areas

- Limited funds for infrastructure maintenance and improvements
- Underfunded school districts
- Lack of new housing, in part, due to aging population
- Lack of interstate
- Lack of rental
- Aging housing
- Gaps in high speed/fiber
- Lack of redundancy in some areas
- Solid & waste water collections systems
- Inconsistent GIS data systems
- Lack of accessible fiber

- Lack of rail
- Development of fiber to all areas of the District
- Long-term health care facilities
- GIS systems maps for entire region
- Housing
- Maintain and develop road quarters
- Development and usage of technology

- Catastrophic forest fires
- Aging infrastructure
- Lack of housing stock
- Possible loss of Snake River dams
- Transportation challenges
- Limited access to region
- Need for commercial transportation
Community Development

- Active organizations, chambers and service groups
- Strong civic interest
- Strong sense of community
- Young leadership groups such as: FBLA, FFA, DECA, etc.
- Collaboration
- Caring & Safe Community
- Supporting/buying local

- Current civic leadership is aging without replacement prospects
- Civic organizations competing for declining number of volunteers
- Regional cooperation
- Communication

- Use high profile citizens mentor and contribute to arts, ED, etc.
- Arts centered development
- Growth & diversity

- Urbanization
- Loss of young family generation
Tourism & Natural Resources

Strengths:
- Abundance of rivers, lake, outdoor activities
- Good climate, four seasons
- Lower cost of living
- Lack of pollution
- Large amounts of public lands
- Strong sense of history
- Tourism and outdoor recreation (fishing, hunting, camping, hiking, rafting)
- Low crime, safe place to visit
- Rural area

Opportunities:
- More public/private recreation facilities
- Increased rural public transportation options
- Expand public/private partnerships
- Buy and trade locally
- Cruise boat industry
- Scenic By-Ways
- Accessing waterfront
- Development of Marina

Weaknesses:
- Lack of a diverse housing stock
- Low wages
- Lack of public transportation
- Pockets of rural communities without amenities
- Run-down rural towns
- Limited entertainment for younger generation
- Isolation from major airports/highways

Threats:
- "Low-wage" mentality
- Lack of affordable housing in rural areas
- Decline of downtown areas
Strategic Direction

Vision

Drawing on the rich heritage and natural resources of the region, the South East Washington Economic Development Association is committed to enhancing economic vitality and an unparalleled quality of life through developing programs and partnerships with business, civic interests, and government for the benefit of the residents of Asotin, Columbia, Garfield, and Whitman Counties.

- We believe in building on our strengths, supporting the maintenance and preservation of existing business and infrastructure;
- We believe in the development and support of local business and encourage the entrepreneurial spirit to develop and thrive;
- We believe in identifying, seeking, and implementing opportunities that build the capacity of the region to successfully expand economic opportunity, competitiveness, and strategic advantages;
- We believe that improvements to the quality of life and livability of the region are critical to our long-term economic vitality; and
- We believe in partnering with communities, businesses, and other stakeholders to support the delivery of economic and community development programs and services.

Regional Priorities

1. Plan for, maintain and re-invest in attainable housing, to provide for current population demands and support future economic development opportunities.
2. Provide a safe and efficient regional transportation system to enhance the livability and economic vitality of the Southeast Washington region.
3. Provide high speed connectivity at affordable rates while, at the same time, providing a cost-recovery scenario for the investor.
4. Nurture, educate, attract and maintain a regional workforce that is career trained and work ready.
5. To foster the development of visitor trade throughout the District.
6. Build upon efforts to encourage healthy communities and a quality of life that recognizes our sense of place and unique environment.
Goals and Objectives

The goals and objectives will focus on improving the weaknesses and opportunities, eliminating the threats and maintaining the strengths of the Southeast Region.

Infrastructure:

The provision of basic infrastructure is important to the growth of an area’s economy. This includes ensuring that adequate services, utilities, land, and facilities are available. Working to maintain and increase those services is necessary to create a vibrant economy.

Goal: To increase the availability of housing options for the residents of the area and to encourage development, maintenance, and operations of facilities, utilities, and services necessary to support economic development.

Objectives:

- Support and encourage affordable housing throughout the region.
- Promote the development of adequate assisted living and retirement facilities.
- Work to increase the availability of zoned serviced industrial land.
- Further the development of vibrant downtown areas.
- Support, facilitate, and promote adequate funding for improved and expanded telecommunication, water and sewer systems, and the availability of other utilities.
- Ensure transportation modes including air, rail, river, roads, and public transportation are preserved, maintained, and improved.
- Recognize the strategic and economic value of the Region’s airports. Actively support the retention and upgrading of the facilities. Assist in the development of the airports where assistance is needed.
- Support efforts to retain and maintain the rail system as a strategic resource for transporting the goods and services necessary to maintain the local economies served by the rail.
- Support the continued utility of the Columbia River system as an ecologically-friendly transportation alternative to transporting the same quantities of goods by truck over the road system.
Education and Workforce:

A critical component to the District’s economic growth and well-being is its workforce. The new and expanding companies in the region need qualified and available workers in order to realize their potential. Accomplishing this requires a partnership between education/training institutions and workforce agencies.

**Goal:** To increase the availability, skill level, and productivity of the District’s workforce.

**Objective:**
- Identify locations and industries experiencing workforce shortages and needs.
- Work with Eastern Washington Partnership Workforce Development Council, Work Source, the local Manufacturers Association, and other agencies to ensure an adequate labor force exists throughout the District.
- Partner with educational institutions (K-12) and higher education to increase the skill sets of the workforce and to ensure students become fully aware of local job availability.

Business/Community Development:

The basis of most economic development efforts center around business startup, expansion, retention, and recruitment. These remain an important part of our efforts to grow quality jobs, investment in the District, and tax base. A comprehensive approach will be utilized to reach the goal of increased economic vitality for the region.

**Goal:** To enhance economic vitality through recruitment, startups, retention, and expansion of business ventures.

**Objectives:**
- Facilitate establishment of private business ventures in the District.
- Market the business attributes of the region.
- Promote the growth and sustainability of existing businesses within the region through identifying and addressing business needs.
- Actively participate in providing and facilitating the offering of educational resources to the business community throughout the District.
- Continue to support the Palouse Knowledge Corridor as an active sponsor organization and board member for the advancement of collaborative efforts to commercialize the various technologies and business entrepreneurs that are developed within the Region.
Tourism and Natural Resources:

The tourism and visitor trade industry is a growing and increasingly important factor in the District. The rural nature of the region, its proximity to the Walla Wall wine country and Hells Canyon, its natural attributes, the presence of major cultural amenities, and a number of nearby universities make this an obvious economic engine for the region. SEWEDA actively supports the various lead organizations throughout the District to develop tourism opportunities through partnerships to maximize the benefits of this industry.

Goal: To foster the development of visitor trade throughout the District.

Objectives:

- Support impact studies and feasibility studies related to tourism and increased visitor revenues.
- Support improvements and creation of appropriate tourism facilities and community tourism partnerships.
- Support efforts to increase the capacity to maximize visitor’s length of stay.
**Strategy Action Plan: Asotin County Project List**

<table>
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**Project: Update Clarkston High School**
- **Partners:** School district, County, City, SEWEDA
- **Strategy:** Secure funding through grants/bonds
- **Timeline:** Short term: Up to 5 years
- **Progress:**

**Project: Realign Bridge/Diagonal intersection**
- **Partners:** Washington DOT, City
- **Strategy:** Acquire transportation grants
- **Timeline:** Short term: Up to 5 years
- **Progress:**

**Project: Improve Port dock area/dredging**
- **Partners:** Port, City, State
- **Strategy:** Apply for grants
- **Timeline:** Short term: Up to 5 years
- **Progress:**

**Project: Bridge resurfacing**
- **Partners:** State, Fed, City, County
- **Strategy:** Apply for grants
- **Timeline:** Short term: Up to 5 years
- **Progress:**

**Project: Housing Development and Upgrade for targeted housing needs**
- **Partners:** City, County, State, Fed
- **Strategy:** CBDG grant
- **Timeline:** Short term: Up to 5 years
- **Progress:**
**Project: Market dark fiber**
- Partners: City, State, Education institutions, County, Internet Service Providers
- Strategy: Private funding, grants, marketing strategy
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Promote AAAS, BAS Agriculture, tourism, viticulture & culinary education through Maker Space/Entrepreneurship at WWCC**
- Partners: WWCC, Wine Alliance, hospitality industry, SEWEDA, Ag Industry, USDA
- Strategy: Plan and implementation of programs, locate grants/funding
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Expand Work Force Development Center at WWCC (Training Programs)**
- Partners: SEWEDA, CEDA, Valley Vision, Center of Education Equity & Diversity, Ports
- Strategy: Start/continue exploring, research, funding
- Timeline: Short term: Up to 5 years
- Progress:

**Project: New High School Updates K-12**
- Partners: WWCC, City, County, SEWEDA, Fed, Private
- Strategy: Bonds/levy, deliverables
- Timeline: Long term: Up to 10 years
- Progress:

**Project: Cross border collaboration**
- Partners: Idaho partners, LCSC, CEDA, SEWEDA, school districts, WWCC
- Strategy: Set specific measurable goals to reflect “Region” cross border action
- Timeline: Short term: Up to 5 years
- Progress:

**Projects: Promote services for the disabled**
- Partners: Public, Private
- Strategy: Strategize service accommodations/ services to reach employability
- Timeline: Short term: Up to 5 years
- Progress:
**Project: Improved cruise boat dock in Clarkston**
- Partners: Port, City, County, SEWEDA, Core of Engineers
- Strategy: Federal grants, local funding
- Timeline: Short term: Up to 1 year
- Progress:

**Project: New visitor center and tasting room**
- Partners: Visit Lewis-Clark Valley, City, County, Private, SEWEDA
- Strategy: USDA grant
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Retail space/shops at port for visitors**
- Partners: Port, SEWEDA, City, County, Private
- Strategy: Recruit business, locate funding and incentives
- Timeline: Short term: Up to 3 years
- Progress:

**Project: More airport flights**
- Partners: Lewiston and Pullman airport, City, County, Airport Board
- Strategy: All agencies meet and work together
- Timeline: Short term: Up to 1 year
- Progress:

**Project: Increase awareness of mental health issues**
- Partners: City, County, Quality Behavioral Health, school, police, fire
- Strategy: Locate available resources
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Affordable housing**
- Partners: City, County, SEWEDA, private
- Strategy: Research, grants, private investors, zoning, builders
- Timeline: Short term: Up to 5 years
- Progress:
Project: Increase traffic flow to downtown Clarkston
   Partners: City, County, SEWEDA, Tourism, Chamber
   Strategy: Signage and improve entrance
   Timeline: Short term: Up to 5 years
   Progress:

Project: Youth activities available at parks
   Partners: City, County, private
   Strategy: Locate funding/investors
   Timeline: Short term: Up to 5 years
   Progress:

Project: River activities
   Partners: Chamber, Tourism, Port, City, County, SEWEDA
   Strategy: Utilize resources available
   Timeline: Short term: Up to 5 years
   Progress:

Project: Improve parks/rivers access to parks
   Partners: City, Chamber, Port
   Strategy: Grants, city help, work with partners for funding
   Timeline: Short term: Up to 5 years
   Progress:

Project: Expand river trail from Granite Lake Park to the Red Wolf Marina
   Partners: City, Tourism, Port, County, SEWEDA
   Strategy: Planning & strategizing
   Timeline: Ongoing
   Progress:
**Strategy Action Plan: City of Asotin Project List**

![SMARTS](image)

**Project: Planning & Construction of Marina/boat launch, docks, dredging**
Partners: City, County, Private, Port, Corp of Eng.
Strategy: Locate Funding
Timeline: Ongoing
Progress:

**Project: Clean up waterfront area**
Partners: City, County, Private
Strategy: Locate Funding
Timeline: Ongoing
Progress:

**Project: Major Restoration of Historic Community Center including window installation & foundation**
Partners: City, Private
Strategy: Work with partners to reach out and promote. Seek grant funding for ongoing restoration, other resources
Timeline: Ongoing
Progress:

**Project: Update restrooms in Asotin City Park, Chief Looking Glass Park**
Partners: City, County, Corp of Eng.
Strategy: Locate Funding
Timeline: Short term: Up to 5 years (2021-2022)
Progress:

**Project: Obtain property from USACE**
Partners: City, Corp. of Engineers
Strategy: Locate Funding
Timeline: Short term: Up to 5 years (2025)
Progress:
Project: Replace and update utility meters
  Partners: City
  Strategy: Locate Funding
  Timeline: Ongoing
  Progress:

Project: Improve neighborhood aesthetics
  Partners: City
  Strategy: Utilize resources available
  Timeline: Ongoing
  Progress:

Project: Repair sidewalks and streets
  Partners: City, County
  Strategy: Locate Funding sources
  Timeline: Ongoing
  Progress:

Project: Crack Seal & Chip Seal City Streets
  Partners: City, State
  Strategy: Seek funding from state DOT
  Timeline: Ongoing
  Progress:

Project: Update and add play equipment to Asotin City Park
  Partners: City
  Strategy: Locate Funding sources
  Timeline: Short term: Up to 5 years (2021-2025)
  Progress:

Project: Develop park at Riverpointe
  Partners: City, Private
  Strategy: Locate Funding sources
  Timeline: Short term: Up to 5 years (2025)
  Progress:
**Project: Promote city attributes**
- Partners: City, Private, SEWEDA
- Strategy: Locate funding sources for marketing, tourism.
- Timeline: Short term: Up to 5 years
- Progress:

**Project: School track field**
- Partners: City, School Dist.
- Strategy: Locate Funding sources
- Timeline: Short term: Up to 5 years (2020-2025)
- Progress:

**Project: Archery range, volleyball court, splash park, skate park, bocce park**
- Partners: City, Private
- Strategy: Locate Funding sources
- Timeline: Long term: Up to 10 years
- Progress:

**Project: Fish shack with amenities**
- Partners: City
- Strategy: Locate Funding sources
- Timeline: Long term: Up to 20 years
- Progress:

**Project: Bike path bridge over creek along highway**
- Partners: City, County, WSDOT
- Strategy: Locate Funding sources
- Timeline: Long term: Up to 20 years
- Progress:

**Project: Extend bike path up Snake River Road**
- Partners: City, County, WSDOT
- Strategy: Locate Funding sources
- Timeline: Long term: Up to 20 years
- Progress:
**Project: Recruit a small IGA-type grocery market**
Partners: City, Private
Strategy: Locate Funding sources
Timeline: Long term: Up to 20 years
Progress:

**Project: Replace/update fire apparatus, police vehicles and public works vehicles and equipment**
Partners: City
Strategy: Create plan, locate funding sources
Timeline: Short Term: Up to 5 years
Progress:

**Project: Building a new fire station for the City of Asotin**
Partners: City
Strategy: Locate funding sources
Timeline: Short Term: Up to 5 years
Progress:

**Completed Projects**
Project: Surplus unused city property (Fairgrounds)
Project: 2nd Street – Rebuild from Washington to Harding
Project: Remodel including new roof of Marina Bathrooms
**Strategy Action Plan: City of Clarkston Project List**

### Project: Extend sidewalks throughout city
- **Partners:** City, County, WSDOT
- **Strategy:** Locate Funding sources
- **Timeline:** Short term: Up to 5 years
- **Progress:**

### Project: Enhance all entrances to the city including signage
- **Partners:** City, County, SEWEDA, Chamber, Tourism
- **Strategy:** Work with partners to reach out and promote. Locate Funding, other resources
- **Timeline:** Short term: Up to 5 years
- **Progress:**

### Project: Beautify diagonal street
- **Partners:** City, County, Chamber
- **Strategy:** Locate Funding
- **Timeline:** Short term: Up to 5 years
- **Progress:**

### Project: Prepare downtown revitalization plan
- **Partners:** City
- **Strategy:** Locate Funding
- **Timeline:** Short term: Up to 5 years
- **Progress:**

### Project: Increase traffic flow to downtown
- **Partners:** City, County, Chamber, SEWEDA
- **Strategy:** Work with partners, locate funding
- **Timeline:** Short term: Up to 5 years
- **Progress:**
**Project: Realign bridge/diagonal intersection**
Partners: Washington Department of transportation, City
Strategy: Acquire transportation grants
Timeline: Short term: Up to 5 years
Progress:

**Project: Improve Port dock area/dredging**
Partners: Port, City, State
Strategy: Apply for grants
Timeline: Short term: Up to 5 years
Progress:
Project: Support economic development facilities, services and coordinate communication and partnerships with entities in development activities

   Partners: Port, City, County, SEWEDA, Visit LC Valley, Chamber
   Strategy: Work with partners to reach out and promote
   Timeline: Short term: Up to 5 years
   Progress:

Project: Continue acquisition, development and management of Port properties and facilities

   Partners: Port, County, City
   Strategy: Locate Funding, other resources
   Timeline: Short term: Up to 5 years
   Progress:

Project: Maintain the District’s fiscal ability to provide needed resources and services to all constituents

   Partners: Port, City, County
   Strategy: Utilize resources available
   Timeline: Short term: Up to 5 years
   Strategy:
   Progress:

Project: Develop a telecommunications plan and infrastructure to facilitate enhanced telecommunications services countywide

   Partners: Port, County, City
   Strategy: Locate Funding, other resources
   Timeline: Short term: Up to 5 years
   Progress:
Project: Actively encourage diversification of the District’s economic base
Partners: Port, City, County, SEWEDA, Tourism, Chamber
Strategy: Work with partners to reach out and promote.
Timeline: Short term: Up to 5 years
Progress:

Project: Encourage a balanced and economical multi-modal transportation system serving agriculture, commerce and industry
Partners: Port, City, County
Strategy: Locate Funding, other resources
Timeline: Short term: Up to 5 years
Progress:

Project: Develop and maintain recreational facilities physically and operationally in recognition of the importance of recreation to the health and quality of life of citizens
Partners: Port, City, County, SEWEDA, Tourism, Chamber
Strategy: Work with partners to reach out and promote
Timeline: Locate Funding, other resources
Progress: Short term: Up to 5 years
Strategy Action Plan: Columbia County Project List

Project: Develop adequate senior living and retirement housing
Partners: City, County, private
Strategy: Locate funding and development opportunities
Timeline: Short term: Up to 5 years
Progress:

Project: Improve the water and sewer system infrastructure of the City of Dayton
Partners: City, County, State
Strategy: Locate Funding Sources
Timeline: Short term: Up to 5 years
Progress:

Project: Continue to improve facilities of local school districts K-12
Partners: City, County, State, School Dist.
Strategy: Locate Funding sources
Timeline: Short term: Up to 5 years
Progress:

Project: WWCC and or WSU open branch or satellite office
Partners: City, County, State, School Dist.
Strategy: Locate Funding sources
Timeline: Short term: Up to 5 years
Progress:

Project: Continue to expand programs at Dayton High School/Skill Center with WW School District
Partners: City, County, State, School Dist.
Strategy: Locate Funding sources
Timeline: Short term: Up to 5 years
Progress:
**Project: Encourage active participation in regional workforce training**
Partners: Port, City, County, State, School Dist.
Strategy: Work with partners to reach out and promote. Locate Funding, other resources
Timeline: Short term: Up to 5 years
Progress:

**Project: Research community workforce need, then develop programs to meet established needs**
Partners: City, County, State, School Dist.
Strategy: Work with partners to reach out and promote. Locate Funding, other resources
Timeline: Short term: Up to 5 years
Progress:

**Project: Provide incumbent worker training**
Partners: City, County, State, School Dist.
Strategy: Work with partners to reach out and promote. Locate Funding, other resources
Timeline: Short term: Up to 5 years
Progress:

**Project: Development of STEM programs**
Partners: City, County, State, School Dist.
Strategy: Work with partners to reach out and promote. Locate Funding, other resources
Timeline: Short term: Up to 5 years
Progress:

**Project: Improve city streets, county, state and US Highway road infrastructure**
Partners: City, County, State
Strategy: Locate Funding sources
Timeline: Short term: Up to 5 years
Progress:

**Project: Implement the Commercial Street Corridor plan—Caboose Park Phase**
Partners: DDTF, State, City, County
Strategy: Locate Funding sources
Timeline: Short term: Up to 5 years
Progress:
Project: Obtain funding for maintenance on dike
  Partners: City, County, State
  Strategy: Locate Funding sources
  Timeline: Short term: Up to 5 years
  Progress:

Project: Install Touchet Valley Golf Course sprinkler system
  Partners: City, County
  Strategy: Locate Funding sources
  Timeline: Short term: Up to 5 years
  Progress:

Project: Long and short-range plans for Fairgrounds, Golf course, and Seneca property the county is acquiring
  Partners: City, County, Port
  Strategy: Work with partners to reach out and promote. Locate Funding, other resources
  Timeline: Short term: Up to 5 years
  Progress:

Project: Create and improve walking and biking paths throughout the community, connecting downtown, BMS, Fairgrounds, school including bike and walking bridge over Touchet River
  Partners: City, County, State, Port
  Strategy: Work with partners to reach out and promote. Locate Funding, other resources
  Timeline: Short term: Up to 5 years
  Progress:

Project: Seek funding to maintain short line railroad
  Partners: City, County, State, Port
  Strategy: Work with partners to reach out and promote. Locate Funding, other resources
  Timeline: Short term: Up to 5 years
  Progress:
Project: Seek funding under the Safe Routes to school’s programs
Partners: City, County, State, Port
Strategy: Work with partners to reach out and promote. Locate Funding, other resources
Short term: Up to 5 years

Project: Seek funding to implement recommendations from the Lyons Ferry Marina comprehensive facilities plan
Partners: City, County, State, Port
Strategy: Work with partners to reach out and promote. Locate Funding, other resources
Timeline: Short term: Up to 5 years
Progress:

Project: Work toward mental health and detox facilities
Partners: City, County, State
Strategy: Work with partners to reach out and promote. Locate Funding, other resources
Timeline: Short term: Up to 5 years
Progress:

Project: Improve West entrance to Dayton
Partners: DDTF, City, Chamber
Strategy: Work with partners to reach out and promote. Locate Funding
Timeline: Short term: Up to 5 years
Progress:

Project: Work with private sector on addressing broadband infrastructure needs
Partners: City, County, State, Port
Strategy: Work with partners to reach out and promote. Locate Funding
Timeline: Short term: Up to 5 years
Progress:

Project: Improve railroad tracks to include passenger service
Partners: Port, County, State
Strategy: Work with partners to reach out and promote. Locate Funding
Timeline: Long term: Up to 10 years
Progress:
Project: Improve safety, access, and ADA accessibility for pedestrians on Hwy 12 via duct on E. Main Street
   Partners: City, County, State, Port
   Strategy: Work with partners to reach out and promote. Locate Funding
   Timeline: Long term: Up to 10 years
   Progress:

Project: Jail/Law & Justice facility
   Partners: City, County, State
   Strategy: Work with partners to reach out and promote. Locate Funding, other resources
   Timeline: Long term: Up to 10 years
   Progress:

Project: Continue to improve stability of local hospital district including workforce training
   Partners: City, County, State
   Strategy: Work with partners to reach out and promote. Locate Funding, other resources
   Timeline: Short term: Up to 5 years
   Progress:

Project: Continue development of Blue Mountain Station Food Park
   Partners: Port, Private
   Strategy: Work with partners to reach out and promote. Locate Funding, other resources
   Timeline: Short term: Up to 5 years
   Progress:

Project: Facilitate youth internship/entrepreneurial program in school
   Partners: Chamber, Port
   Strategy: Work with partners to reach out and promote. Locate Funding, other resources
   Timeline: Short term: Up to 5 years
   Progress:
Project: Increase coordination with downtown businesses and the school
Partners: Chamber
Strategy: Work with partners to reach out and promote. Locate other resources
Timeline: Short term: Up to 5 years
Progress:

Project: Continue work with Choose Columbia County shop local campaign
Partners: Port, Chamber, City
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Short term: Up to 5 years
Progress:

Project: Develop adequate senior living and retirement housing
Partners: City, County, private
Strategy: Locate funding and development opportunities
Timeline: Short term: Up to 5 years
Progress:

Project: Encourage biomass energy production (Columbia Pulp)
Partners: Port, County, Columbia Pulp
Strategy: Work with partners to reach out and promote. Locate Funding
Timeline: Short term: Up to 5 years
Progress:

Project: Facilitate small business technical assistance and workshops
Partners: City, County, Port
Strategy: Work with partners to reach out and promote. Locate Funding, other resources
Timeline: Short term: Up to 5 years
Progress:

Project: Build capacity of local contractors to small works rosters
Partners: Chamber, City, County, Port
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Short term: Up to 5 years
Progress:
Project: New industry at Lyons Ferry to take advantage of new infrastructure
   Partners: Port, County, Private
   Strategy: Recruit business, locate funding and incentives
   Timeline: Short term: Up to 5 years
   Progress:

Project: Create targeted marketing strategy for downtown business recruitment
   Partners: Chamber, DDTF, City, County
   Strategy: Work with partners to reach out and promote and utilize resources
   Timeline: Short term: Up to 5 years
   Progress:

Project: Develop assisted living facility
   Partners: City, County, State, Port
   Strategy: Locate funding sources
   Timeline: Short term: Up to 5 years
   Progress:

Project: Train businesses in online sales
   Partners: Chamber, Port, DDTF
   Strategy: Utilize resources
   Timeline: Short term: Up to 5 years
   Progress:

Project: Continue development on local food system
   Partners: City, County, Port
   Strategy: Work with partners to reach out and promote and utilize resources.
   Timeline: Short term: Up to 5 years
   Progress:

Project: Evaluate possibilities regarding Main Street second floor improvement
   Partners: City, County, Port
   Strategy: Work with partners to reach out and promote and utilize resources.
   Timeline: Short term: Up to 5 years
   Progress:
Project: Help local businesses with online presence
  Partners: Chamber, Port, DDTF
  Strategy: Work with partners to reach out and promote and utilize resources.
  Timeline: Short term: Up to 5 years
  Progress:

Project: Develop additional opportunities for ag tourism and seasonal recreation
  Partners: Chamber, Port, DDTF
  Strategy: Work with partners to reach out and promote and utilize resources.
  Timeline: Short term: Up to 5 years
  Progress:

Project: Improve tourism websites
  Partners: Chamber, DDTF
  Strategy: Utilize Resources, locate funding
  Timeline: Short term: Up to 5 years
  Progress:

Project: Encourage the establishment of cabin rentals
  Partners: Chamber, City, County, DDTF
  Strategy: Locate Private investments opportunities
  Timeline: Short term: Up to 5 years
  Progress:

Project: Achieve funding for regional Way Finding program
  Partners: DDTF, Port, City, County
  Strategy: Locate funding
  Timeline: Short term: Up to 5 years
  Progress:

Project: Incorporate recent tourism survey into work and evaluation of tourism and retail business operations
  Partners: Chamber, City, County
  Strategy: Work with partners to reach out and promote and locate funding.
  Timeline: Short term: Up to 5 years
  Progress:
**Project: Improve courthouse grounds**
  Partners: City, County  
  Strategy: Locate funding  
  Timeline: Short term: Up to 5 years  
  Progress:

**Project: Address and encourage affordable housing needs**
  Partners: Port, City, County, Starbuck, DDTF, Community Partners  
  Strategy: Work with partners to reach out and promote and utilize resources  
  Timeline: Short term: Up to 5 years  
  Progress:

**Project: Develop adequate senior living and retirement housing**
  Partners: City, County, State, Private  
  Strategy: Locate funding  
  Timeline: Short term: Up to 5 years  
  Progress:

**Project: Rehab community housing**
  Partners: City, County, State  
  Strategy: Locate funding  
  Timeline: Short term: Up to 5 years  
  Progress:

**Project: Temporary/emergency housing assistance**
  Partners: City, County, State  
  Strategy: Locate funding  
  Timeline: Short term: Up to 5 years  
  Progress:

**Project: Develop a sequential housing environment**
  Partners: City, County, State, Private  
  Strategy: Locate funding  
  Timeline: Short term: Up to 5 years  
  Progress:
Project: Develop community center
    Partners: City, County, State, Private
    Strategy: Locate funding
    Timeline: Short term: Up to 5 years
    Progress:

Project: Encourage development of Sports Complex for events and tournaments
    Partners: City, County, State, Private
    Strategy: Work with partners to reach out and promote and utilize resources
    Timeline: Short term: Up to 5 years
    Progress:

Project: Continue implementation of the B&O Main Street Tax Incentive Program
    Partners: DDTF, City, County, State
    Strategy: Work with partners to reach out and promote and utilize resources
    Timeline: Short term: Up to 5 years
    Progress:

Project: Fund and construct ADA pathways
    Partners: City, County, State
    Strategy: Locate funding
    Timeline: Short term: Up to 5 years
    Progress:

Project: Expand recreational opportunities at Bluewood, including purchase of new snow machine
    Partners: Bluewood, Private
    Strategy: Locate funding and promote opportunity
    Timeline: Short term: Up to 5 years
    Progress:

Project: Plan for the highest use for all industrial lands
    Partners: City, County, State
    Strategy: Work with partners to reach out and promote and utilize resources
    Timeline: Short term: Up to 5 years
    Progress:
Project: Partner with Columbia County Transportation for additional van pools to new Columbia Pulp facility and the Dam
  Partners: City, County, State
  Strategy: Work with partners to reach out and promote and utilize resources
  Timeline: Short term: Up to 5 years
  Progress:

Project: Plan for the highest use for all industrial lands
  Partners: City, County, State
  Strategy: Work with partners to reach out and promote and utilize resources
  Timeline: Short term: Up to 5 years
  Progress:

Project: Maintain access to water for use by the public
  Partners: City, County
  Strategy: Work with partners to reach out and promote and utilize resources
  Timeline: Short term: Up to 5 years
  Progress:

Project: Maintain and grow Rock Hill Industrial Park
  Partners: City, County
  Strategy: Locate funding
  Timeline: Short term: Up to 5 years
  Progress:

Project: Encourage a balanced and economical multi-modal transportation system
  Partners: City, County, State
  Strategy: Work with partners to reach out and promote and utilize resources
  Timeline: Short term: Up to 5 years
  Progress:
**Strategy Action Plan: Garfield County Project List**

**Project: Market Garfield county**
- Partners: County, City, SEWEDA, Port
- Strategy: Attract small business, promote Pomeroy
- Timeline: Short term: Up to 5 years
- Progress:

**Project: WWCC skill development program**
- Partners: WWCC, school district
- Strategy: Education and train workforce
- Timeline: Short term: Up to 1 year
- Progress:

**Project: Relocation packet**
- Partners: SEWEDA, Port, Chamber
- Strategy: Attract small business and residents
- Timeline: Short term: Up to 1 year
- Progress:

**Project: NW Manufacturing partnership**
- Partners: LCSC, school district, WWCC
- Strategy: Educate and train workforce
- Timeline: Short term: Up to 2 years
- Progress:

**Project: Long distance, adult education, workforce training**
- Partners: LCSC, school district, WWCC, SEWEDA
- Strategy: Educate and train workforce
- Timeline: Short term: Up to 1 year
- Progress:
**Project: Resource officer**  
Partners: School district, Sheriff, County  
Strategy: Ensure safety and student education  
Timeline: Ongoing  
Progress:

**Project: Prevention and Intervention**  
Partners: PACE, school district, QBHS, Sheriff  
Strategy: Apply for grants  
Timeline: Ongoing  
Progress:

**Project: Develop quality lodging**  
Partners: City, SEWEDA, Port, Chamber  
Strategy: Developer  
Timeline: Short term: Up to 5 years  
Progress:

**Project: Revive retail store fronts**  
Partners: County, City, SEWEDA  
Strategy: Make unoccupied, vacant buildings aesthetically appealing  
Timeline: Short term: Up to 5 years  
Progress:

**Project: Town wide “Old Ag” theme**  
Partners: County, Port, Chamber, City, SEWEDA  
Strategy: Seek state assistance and grant options  
Timeline: Ongoing  
Progress:

**Project: Fair – EWAM – Flour Mill walking path connection**  
Partners: F. Board, EWAM, F. Mill, SEWEDA, City, County, State  
Strategy: Construct pathway and signage between tourist attractions  
Timeline: Short term: Up to 5 years  
Progress:
**Project: Park improvements**
- Partners: City, County
- Strategy: Tennis courts, peewee park
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Developing Blue Mountain area**
- Partners: USFS, County, Chamber, Port
- Strategy: Find developer and work with USFS
- Timeline: Long term: Up to 10 years

**Project: Signage all over**
- Partners: Port, Chamber, SEWEDA, City, County
- Strategy: Pinpoint areas
- Timeline: Ongoing
- Progress:

**Project: Senior Housing**
- Partners: Private Investors
- Strategy: Reach out
- Timeline: Short Term
- Progress:

**Project: High Speed Internet**
- Partners: Legislature, City, County, Port, private investors, SEWEDA
- Strategy: Seek grants
- Timeline: Short term: 2 years
- Progress:

**Project: Housing/apartment rental development**
- Partners: City, County, SEWEDA, private investors, Port
- Strategy: Reach out to contractors, developers, landowners
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Street, highways, sidewalks, pedestrian, bike improvements**
- Partners: State, County, City, Port, SEWEDA
- Strategy: Grants, Planning, Funding
- Timeline: Short term: Up to 6 years
- Progress:
Project: Bike paths
   Partners: Port, City, County, State
   Strategy: Highlight areas
   Timeline: Short term: Up to 5 years
   Progress:

Project: Develop golf course
   Partners: City, private, County, golf course
   Strategy: Identify funding
   Timeline: Short term to Long term
   Progress:

Project: Senior housing
   Partners: Private investors
   Strategy: Seek private investors
   Timeline: Short term: Up to 5 years
   Progress:

Project: Health care, medical, mental health, rehabilitation
   Partners: County, City, State, SEWEDA, hospital district, private investors
   Strategy: Grants, public investors, local agencies
   Timeline: Short term: Up to 5 years
   Progress:

Project: Recreation facilities (parks, fairgrounds, sports)
   Partners: County, City, SEWEDA, school district, private investors
   Strategy: Grants, private investors, local agencies
   Timeline: Short term: Up to 6 years
   Progress:

Project: Hotel, lodging
   Partners: Port, Private investors, SEWEDA
   Strategy: Funding possibilities, contact private investors
   Timeline: Long term: Up to 10 years
   Progress:
**Project: Housing investment group planning**  
Partners: SEWEDA, real estate groups, private investors  
Strategy: Property management, rentals, grants, clean up property  
Timeline: Ongoing  
Progress:

**Project: Rail System**  
Partners: Port, Legislature, County, City, State, SEWEDA  
Strategy: Planning, funding possibilities  
Timeline: Long Term: up to 10 years  
Progress:

**Project: Commuter service to LC Valley and Starbuck**  
Partners: DOT, City, County, Employers  
Strategy: Provide additional commuter service for tourists and workers  
Timeline: Short term: Up to 5 years  
Progress:

**Project: Inpatient SUD treatment**  
Partners: Private, Prosecuting attorney, Sheriff’s office, hospital district  
Strategy: Using successful organizations as a model for implementation  
Timeline: Short term: Up to 5 years  
Progress:

**Project: Drug and alcohol prevention coalition**  
Partners: PACE coalition, Sheriff, Quality Behavioral Health  
Strategy: Funding to fight drug issues  
Timeline: Ongoing  
Progress:

**Project: Increase volunteer base**  
Partners: Civic organization, Chamber  
Strategy: Reach out to community  
Timeline: Short term: Up to 5 years  
Progress:
Project: City of Pomeroy Water System Improvements according to Water System Plan
   Partners: City, County
   Strategy: Grants, Planning, Funding
   Timeline: Long term: Up to 10 years
   Progress:

Project: City of Pomeroy Sewer System Improvements according to Sewer System Plan
   Partners: City, County
   Strategy: Grants, Planning, Funding
   Timeline: Long term: Up to 10 years
   Progress:

Project: City of Pomeroy/Garfield County Aquafer Study
   Partners: City, County
   Strategy: Grants, Planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Garfield County & City of Pomeroy 6-year Transportation Improvement Plan
   Partners: City, County
   Strategy: Grants, Planning, Agency Funding
   Timeline: Short term: Up to 6 years
   Progress:

Project: Garfield County Annual Construction Program
   Partners: County
   Strategy: Grants, Agency Funding
   Timeline: Short term: Up to 6 years
   Progress:
Strategy Action Plan: Garfield County Hospital District Project List

Project: Expand and resurface parking area
  Partners: Hospital, City, County, State
  Strategy: Locate Funding
  Timeline: Short term: Up to 5 years
  Progress:

Project: Hospital/Long Term Care covered split entrance ramp
  Partners: Hospital
  Strategy: Locate Funding
  Timeline: Short term: Up to 5 years
  Progress:

Project: Install HVAC in Hospital
  Partners: Hospital
  Strategy: Funding obtained, project in progress
  Timeline: Complete summer of 2021
  Progress: Funding obtained

Project: Construct Hospital Expansion to house CT scanner
  Partners: Hospital
  Strategy: Funding obtained, project in progress
  Timeline: Complete summer 2021
  Progress: Funding obtained

Project: Expansion of clinic
  Partners: Hospital
  Strategy: Locate Funding
  Timeline: Short term: Up to 5 years
  Progress:
Project: Installation of Physical Therapy Hydrotherapy pool
   Partners: Hospital
   Strategy: Locate Funding
   Timeline: Short term: Up to 5 years
   Progress:

   Completed Projects

Project: Implement Electronic Health Records System
**Strategy Action Plan: Port of Garfield Project List**

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**Project: Increase tourism promotion**
- Partners: Port, Civic organization, Chamber, SEWEDA
- Strategy: Work with partners to reach out and promote and utilize resources.
- Timeline: Short term: Up to 1 year
- Progress:

**Project: Sell nonessential properties to further economic development**
- Partners: Port, Private, SEWEDA, City, County
- Strategy: Work with partners to reach out and promote and utilize resources.
- Timeline: Short term to long term
- Progress:

**Project: Work with WSU to identify compatible businesses with county**
- Partners: Port, Private, SEWEDA, City, County
- Strategy: Work with partners to reach out and promote and utilize resources.
- Timeline: Short term to long term
- Progress:

**Project: Pave Central Ferry**
- Partners: Port, State
- Strategy: Locate Funding
- Timeline: Short term: Up to 1 year
- Progress:

**Project: Recruit for Garfield County and Port**
- Partners: Port, SEWEDA, City, County
- Strategy: Work with partners to reach out and promote and utilize resources.
- Timeline: Short term: Up to 1 year
- Progress:
Project: Market the Pataha RV Park
Partners: Port, City, County, SEWEDA
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Short term: Up to 1 year
Progress:

Project: Research developing a Homesteading/ Small Farm Sustainable Agricultural Practices and Education Project – Possibly called Homestead University
Partners: Port, Private, SEWEDA, City, County
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Short term: Up to 1 year
Progress:

Project: Partner with SEWEDA to develop Washington State “Downtown Main Street Program” & form board to direct the program
Partners: Port, Private, SEWEDA, City, County
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Short term: Up to 1 year
Progress:

Project: Continue researching idea of a small “Community Kitchen”
Partners: Port, Private, SEWEDA, City, County
Strategy: Locate Funding
Timeline: Short term: Up to 1 year
Progress:

Project: Assist in locating motel developer
Partners: Port, Private, SEWEDA, City, County
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Long term: Up to 10 years
Progress:

Project: Research entrepreneurs that would be interested in Homestead University
Partners: Port, Private, SEWEDA, City, County
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Long term: Up to 10 years
Progress:
Project: Expansion of Industrial Park
Partners: Port, Private, SEWEDA, City, County
Strategy: Locate Funding
Timeline: Long term: Up to 10 years
Progress:

Project: Business recruitment – new, expansion and relocations
Partners: Port, Private, SEWEDA, City, County
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Long term: Up to 10 years
Progress:

Project: Pave RV Park
Partners: Port, City, County, SEWEDA
Strategy: Locate Funding
Timeline: Long term: Up to 10 years
Progress:

Project: Construction of a facility for the Homestead University
Partners: Port, Private, SEWEDA, City, County
Strategy: Locate Funding
Timeline: Long term: Up to 10 years
Progress:

Project: Keep working with Downtown Main Street Program and assist in sustainability
Partners: Port, Civic Groups, SEWEDA, City, County, Private
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Long term: Up to 10 years
Progress:
**Strategy Action Plan: Whitman County Project List**

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**Project: The Center/Library tech education for students**
Partners: Library, CDA, school districts, SEWEDA, Others
Strategy: Develop curriculum and locate funding/grants
Timeline: Short term: Up to 5 years
Progress:

**Project: Skill Center: Regional, satellite, core**
Partners: Universities, County, City, private, SEWEDA
Strategy: Application to state, backing from legislature
Timeline: Short term: Up to 5 years
Progress:

**Project: Promote career fairs for high school students**
Partners: Private, colleges, skills center, SEWEDA
Strategy: Grants, funding to promote and hold events
Timeline: Short term: Up to 5 years
Progress:

**Project: Community and Youth Center**
Partners: City, County, private, SEWEDA
Strategy: Locate funding for facility
Timeline: Long term: Up to 10 years
Progress:

**Project: Development of county wide historical brochure**
Partners: Library, Tourism, Chamber, Civic, & small town governments
Strategy: Working with WSU and others to create brochure
Timeline: Short term: Up to 5 years
Progress:
Project: The Center gallery and related events
   Partners: Library, CDA, Others
   Strategy: Continuing improvements
   Timeline: Short term: Up to 5 years
   Progress:

Project: Trap/Skeet shooting facility in Palouse
   Partners: City, private, County
   Strategy: Planning/Funding for facility
   Timeline: Short term: Up to 1 year
   Progress:

Project: New Bleachers Palouse Empire Fairgrounds Rodeo Arena
   Partners: County, Palouse Fair Foundation
   Strategy: Locate Funding
   Timeline: Short term: Up to 2 years
   Progress:

Project: Rural Whitman county, cooperative development and marketing
   Partners: Towns, libraries, WSU
   Strategy: Locate partners and funding
   Timeline: Short term: Up to 3 years
   Progress:

Project: Colfax downtown improvement
   Partners: Businesses, CDA, Chamber, City, County, SEWEDA, Library
   Strategy: Locate funding/grants and improve aesthetic
   Timeline: Short term: Up to 3 years
   Progress:

Project: Pullman downtown improvement
   Partners: Businesses, Chamber, City, County, private
   Strategy: Locate funding/grants and improve aesthetic
   Timeline: Short term: Up to 1 year
   Progress:
**Project: Install fiber**
- Partners: Port, City, County, State, Fed, private
- Strategy: Locating funding/grants
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Water and sewer systems in small towns**
- Partners: City, County
- Strategy: Locate funding
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Expand housing in Colfax**
- Partners: Private, City, County
- Strategy: Create new housing, locate funding and contractors
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Library facility upgrades and ADA**
- Partners: Cities and Towns, WCL
- Strategy: Repairs, and updating compliance
- Timeline: Short term: Up to 5 years
- Progress:

**Project: City parks and pools**
- Partners: City, County, Private
- Strategy: Create recreational district
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Road improvements/Colfax exchange**
- Partners: City, County, State
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:
**Project: Walking and biking trails**
- Partners: Transportation, County, City
- Strategy: Connect all parts of Palouse
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Upgrade computing and transmission technologies for library service**
- Partners: Library, Cities and Towns, County, Civic Groups, Port
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Incorporate innovative service models for the library to meet the changing and challenging geography**
- Partners: Library, Cities and Towns, County, Civic Groups
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Library participates in projects and partnerships that improve the economies of all communities**
- Partners: Library, Cities and Towns, County, Civic Groups
- Strategy: Work with partners to reach out and promote and utilize resources.
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Improve the Library District website and the services and products available there.**
- Partners: Library
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Library to provide intensive outreach and in-house programming for community members of all ages**
- Partners: Library, Cities and Towns, County, Civic Groups
- Strategy: Work with partners to reach out and promote and utilize resources.
- Timeline: Short term: Up to 5 years
- Progress:
**Project: Focus on digitizing the historical photographs and collections for the Heritage Project**
- Partners: Library, Cities and Towns, County, Civic Groups, Historical Organizations
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: New Regional E911 Emergency Center – WHITCOM**
- Partners: County, City of Pullman, WSU, Asotin County, Others
- Strategy: Locate Funding, Property
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Develop Pullman marketing and communications plan**
- Partners: City, County, private
- Strategy: Locate funding/grants to continue completion of projects
- Timeline: Long term: Up to 10 years
- Progress:

**Project: Pullman to Colfax trail**
- Partners: City, County, Transportation, SEWEDA
- Strategy: Locate funding and planning
- Timeline: Long term: Up to 10 years
- Progress:
**Strategy Action Plan: Port of Whitman Project List**

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**Project: Encourage development of broadband infrastructure countywide that delivers a speed of 50 mg**
- Partners: Port, Cities, County, SEWEDA
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Develop fiber infrastructure extensions in rural communities in Whitman County**
- Partners: Port, rural communities, County, CERB, SEWEDA, PWB
- Strategy: Obtain funding, partner with communities, partner with private sector, build fiber infrastructure
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Support Value Added Agriculture within in Whitman County**
- Partners: Port, County, WSU, Civic Groups
- Strategy: Locate funding, and planning
- Timeline: Short Term: Up to 5 years
- Progress:

**Project: Encourage downtown retail locations**
- Partners: Port, City, County, SEWEDA, Civic Groups
- Strategy: Work with partners to reach out and promote and utilize resources.
- Timeline: Short term: Up to 5 years
- Progress:
Project: Encourage business development in the Pullman-Moscow Corridor
  Partners: Port, City, County, SEWEDA, Civic Groups, private
  Strategy: Work with partners to reach out and promote and utilize resources.
  Timeline: Short term: Up to 5 years
  Progress:

Project: Integration of higher education with community technology transfer.
  Partners: School districts, Port, Economic Development agencies
  Strategy: Work with partners to reach out and promote and utilize resources.
  Timeline: Short term: Up to 5 years
  Progress:

Project: Explore re-utilization of vacant buildings in Whitman County for business offices, incubator and maker spaces. Specifically, the WSU Steam Plant Clean-Up and Adaptive Re-Use Project.
  Partners: Port, WSU, City of Pullman, private sector, SEWEDA, other economic development agencies
  Strategy: Identify available buildings and develop strategy and partnerships to redevelop when feasible
  Timeline: Short term: Up to 5 years
  Progress:

Project: Identify property county-wide for possible development of new industrial/business park infrastructure
  Partners: Port, private sector, SEWEDA, other economic development agencies
  Strategy: Identify and strategize potential property acquisition in Whitman County for future port development
  Timeline: Short term: Up to 5 years
  Progress:

Project: Explore funding and partnerships to improve multi-modal transportation infrastructure in Whitman County.
  Partners: Port, Whitman County, State and Federal agencies, SEWEDA and other economic development agencies
  Strategy: Identify critical multi-modal transportation infrastructure and develop strategy and partnerships to rehabilitate.
  Timeline: Short term: Up to 5 years.
  Progress:
**Strategy Action Plan: City of Pullman Project List**

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**Project: Continue development of Mary’s Park**
- Partners: City, Civic Groups, Private
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Expand Lawson Gardens to include features identified in the Master Plan**
- **Update, construct “Garden House”**
  - Partners: City
  - Strategy: Locate grants, funding and planning
  - Timeline: Short term: Up to 5 years
  - Progress:

**Project: Continue to enhance transit service, replace aging fleet, and upgrade transit equipment**
- Partners: City, County, State
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Construct interior remodel improvements to the Police Station to create additional useable space**
- Partners: City
- Strategy: Locate funding and planning
- Timeline: Short term: Up to 5 years
- Progress:
Project: Construct Grand Avenue – Center Street traffic signal
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Complete bike-pedestrian master plan and develop pedestrian/bike paths in accordance with said bike/pedestrian and WSU plan
   Partners: City, Civic Groups, State, SEWEDA
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Construct new NE High Water Tank
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Extend city water utility out Terre View Dr/Airport Rd to serve airport area
   Partners: City, Airport
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Airport Road Improvements
   Partners: City, Airport, County, State
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Plan and construct local sanitary sewer improvements (lift station, etc.) to serve greater airport area
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:
Project: Work with WSDOT to obtain portions of former SR276 right-of-way
Partners: City, County, State
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Work with developers to construct portions of Golden Hills Drive
Partners: City, Private
Strategy: Work with partners to reach out and promote and utilize resources.
Timeline: Short term: Up to 5 years
Progress:

Project: Construct new airport terminal and ramp
Partners: Airport, City, County, State, Federal
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Develop Emerald Pointe Park
Partners: City, Civic Groups, Chamber
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Purchase land for Fire Station No. 3
Partners: City
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Improvements to Reaney Park Pool restrooms
Partners: City
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years

Project: Construct Kruegal Park shelter
Partners: City, Civic Groups, Chamber
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:
Project: Construct Canyon View path
  Partners: City, County, State, SEWEDA  
  Strategy: Locate grants, funding and planning  
  Timeline: Short term: Up to 5 years  
  Progress:

Project: Construct a Veterans Memorial/Monument
  Partners: City, Civic Groups, State, Federal  
  Strategy: Locate grants, funding and planning  
  Timeline: Short term: Up to 5 years  
  Progress:

Project: Construct Aquatic Center HVAC improvements
  Partners: City, PSD, State  
  Strategy: Locate grants, funding and planning  
  Timeline: Short term: Up to 5 years  
  Progress:

Project: Sunnyside Park Playground Improvements
  Partners: City, State, Civic Groups  
  Strategy: Locate grants, funding and planning  
  Timeline: Short term: Up to 5 years  
  Progress:

Project: Central Business District Improvements associated w/ Master Plan
  Partners: City, State, Federal, SEWEDA  
  Strategy: Locate grants, funding and planning  
  Timeline: Short term: Up to 5 years

Project: Terre View Dr resurfacing
  Partners: City, State  
  Strategy: Locate grants, funding and planning  
  Timeline: Short term: Up to 5 years  
  Progress:

Project: Orchard Dr/Valley Rd path
  Partners: City, WSU, State  
  Strategy: Locate grants, funding and planning  
  Timeline: Short term: Up to 5 years  
  Progress:
**Project: Construct a new decant facility**
- Partners: City, State
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Replace belt filter press and DAFT unit at WWTP**
- Partners: City, State, Federal
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: City wide traffic signal upgrades**
- Partners: City, State, Federal
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Redevelop/reuse former City Hall bldg**
- Partners: City, County, State, Private, Chamber
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Construct Roundabout at intersection of Terre View Drive and North Fairway Rd.**
- Partners: City, State
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Pullman Depot Heritage Center Restoration**
- Partners: Historical Society, City, County, Private
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:
Project: Develop tourism strategic plan
   Partners: City, Chamber
   Strategy: Plan
   Timeline: Short term: Up to 5 years
   Progress:

Project: Develop economic development strategic plan
   Partners: City, Chamber, WSU, Civic Groups, Businesses
   Strategy: Plan
   Timeline: Short term: Up to 5 years
   Progress:

Project: Develop Skills Center
   Partners: City, PSD, Spokane Falls CC
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Replace Spring Street Bridge
   Partners: State, City, County
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 10 years
   Progress:

Project: Extend water and sanitary sewer into the Pullman-Moscow Highway corridor
   Partners: City, County, State
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 10 years
   Progress:

Project: Pursue expansion of RV park and construct shower facility
   Partners: City, Private
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 10 years
   Progress:
Project: Remodel Neill Public Library to accommodate growth
   Partners: City, County
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 10 years
   Progress:

Project: Construct effluent reuse facility/ distribution system or other alternative water supply
   Partners: City, WSU, PBAC, State
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 10 years
   Progress:

Project: Construct new fire station
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years
   Progress:

Project: Provide channelization enhancements to Bishop Blvd.
   Partners: City, County, State
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years
   Progress:

Project: Provide a beltway for both the northwest and southwest portion of Pullman
   Partners: City, County
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years

Project: Construct a new Police Station
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years
Project: Develop remaining 9 acres of the city cemetery
   Partners: City, Private
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years
   Progress:

Project: Construct a performing arts pavilion
   Partners: City, Civic Groups, Chamber, Private
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years
   Progress:

Project: Construct the South Bypass
   Partners: City, State, County, Fed, SEWEDA
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years
   Progress:

Project: CAP trail
   Partners: City, County, Chamber, Civic Groups
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years
   Progress:

Project: Identify/implement tools to support entrepreneurship creation & retention
   Partners: City, WSU, Port, County
   Strategy: Locate grants, funding and planning
   Timeline: Long term: Up to 20 years
   Progress:

Project: Retail Expansion
   Partners: City, Developers, Brokers
   Strategy: Plan
   Timeline: Long term: Up to 20 years
   Progress:
**Project: Support and plan for additional Industrial zoning**
- Partners: City, County, Port
- Strategy: Locate grants, funding and planning
- Timeline: Long term: Up to 20 years
- Progress:

**Project: Develop Gateway District in playfields area**
- Partners: City, County, WSU, Port
- Strategy: Locate grants, funding and planning
- Timeline: Long term: Up to 20 years
- Progress:
**Strategy Action Plan: City of Colfax Project List**

**Project: Design and construct the Lake St. Greenway**
- Partners: City, Civic Groups, State
- Strategy: Locate grants, funding, and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Expand and Renovate Colfax Golf Course, Restrooms, & Club House**
- Partners: City, Civic Groups, County, State
- Strategy: Locate funding sources
- Timeline: Short Term: Up to 5 years
- Progress:

**Project: Upgrade Colfax Golf Course Water/Irrigation System**
- Partners: City, Civic Groups, County, State
- Strategy: Locate funding sources
- Timeline: Short Term: Up to 5 years
- Progress:

**Project: Glenwood Water Line Replacement**
- Partners: City, State
- Strategy: Locate grants, funding, and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Renovate swimming pool**
- Partners: City, Civic groups, State
- Strategy: Locate grants, funding, and planning
- Timeline: Short term: Up to 5 years
- Progress:
Project: Upgrade water lines on Valleyview and Southview
  Partners: City, State
  Strategy: Locate grants, funding, and planning
  Timeline: Short term: Up to 5 years
  Progress:

Project: Construct water line from Rockpoint to North Flat including Riverside Ln.
  Partners: City, State
  Strategy: Locate grants, funding, and planning
  Timeline: Short term: Up to 5 years
  Progress:

Project: Rebuild Morton, Fairview and Valleyview streets
  Partners: City, State
  Strategy: Locate grants, funding, and planning
  Timeline: Short term: Up to 5 years
  Progress:

Project: Upgrade Thorn St. booster station
  Partners: City, State
  Strategy: Locate grants, funding, and planning
  Timeline: Short term: Up to 5 years
  Progress:

Project: Fairview sewer line upgrade
  Partners: City, State
  Strategy: Locate grants, funding, and planning
  Timeline: Short term: Up to 5 years
  Progress:

Project: Pave Palouse River Rd.
  Partners: City, State
  Strategy: Locate grants, funding, and planning
  Timeline: Short term: Up to 5 years
  Progress:
**Project: Trail from Hauser Heights to Park St.**
- **Partners:** City, Civic groups, State
- **Strategy:** Locate grants, funding, and planning
- **Timeline:** Short term: Up to 5 years
- **Progress:**

**Project: Fire Hydrant Replacement**
- **Partners:** City, State
- **Strategy:** Locate grants, funding, and planning
- **Timeline:** Short term: Up to 5 years
- **Progress:**

**Project: Clay St. Storm Sewer Upgrade**
- **Partners:** City, State
- **Strategy:** Locate grants, funding, and planning
- **Timeline:** Short term: Up to 5 years
- **Progress:**

**Project: Expand Colfax Golf Course**
- **Partners:** City, Civic Groups, County, State
- **Strategy:** Locate funding sources
- **Timeline:** Long term: Up to 10 years
- **Progress:**

**Project: Sixth Street Bridge Replacement**
- **Partners:** City, State
- **Strategy:** Locate grants, funding, and planning
- **Timeline:** Long term: Up to 10 years
- **Progress:**

**Project: 8 Sanitary Sewer Siphons**
- **Partners:** City, State
- **Strategy:** Locate grants, funding, and planning
- **Timeline:** Long term: Up to 10 years
- **Progress:**

**Project: City Parks Improvement Projects**
- **Partners:** City, State, Federal, Civic groups
- **Strategy:** Locate grants, funding, and planning
- **Timeline:** Short term: Up to 5 years
Project: Restore streets within the Town
   Partners: City, State, Fed
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Address Infiltration & Inflow issues to the Sewer collection system
   Partners: City, State, Fed
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Update some components of the sewer treatment plant
   Partners: City, State, Fed
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Obtain equipment, filing cabinets, etc.
   Partners: City, County, State, SEWEDA
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:
Strategy Action Plan: City of LaCrosse Project List

**Project: Improve sewage disposal system**
Partners: City, State, County
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

**Project: Repair or replace much of sewer system**
Partners: City, State, County
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

**Project: Add secondary treatment and upgrade final disposal**
Partners: City, State, County
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

**Project: Improve potable water system**
Partners: City, State, County
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

**Project: New well**
Partners: City
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:
Project: New higher elevation reservoir
   Partners: City, State, County
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Replace or repair park restroom to be ADA compliant & upgrade park playground equipment
   Partners: City, State
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Install underground sprinkler system for park
   Partners: City, State, County
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Seal coat town streets
   Partners: City, State, County
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Replace/rebuild city shop area behind city hall and fire station
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: LaCrosse Rocks Visitor Center, Bunk House, and House
   Partners: City, State, Federal
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:
Project: Update water system plan, including construction of new water tank reservoir on the South Hill
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Wastewater treatment facility updates/upgrades
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Telecommunications upgrade. Fiber
   Partners: City, Port, State
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Continue upgrading arterial streets in Palouse and parking facility at the Community Center
   Partners: City
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Install new swimming pool bleachers with shade
   Partners: City
   Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years

**Project: Continue to develop nature/walking trails along Palouse River and abandoned railroad beds**
- Partners: City, State, County
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Construct new cemetery outbuildings and restrooms**
- Partners: City
- Strategy: Locate grants, funding and planning
- Timeline: Long term: Up to 10 years
- Progress:

**Project: Develop business park/light industrial site**
- Partners: City, Port, County, SEWEDA
- Strategy: Locate grants, funding and planning
- Timeline: Long term: Up to 10 years
- Progress:

**Project: Recruit high-tech and light industrial business**
- Partners: City, Civic Groups, SEWEDA
- Strategy: Locate grants, funding and planning
- Timeline: Long term: Up to 10 years
- Progress:

**Project: New ball fields/play field complex for football, soccer, baseball, softball**
- Partners: City
- Strategy: Locate grants, funding and planning
- Timeline: Long term: Up to 20 years
- Progress:

**Project: Improve recreational facilities to include but not limited to a Trap/Skeet shooting facility and a golf course**
- Partners: City, County, Private
- Strategy: Locate grants, funding and planning
- Timeline: Long term: Up to 20 years
- Progress:
**Strategy Action Plan: City of St. John Project List**

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<th>Specific</th>
<th>Measurable</th>
<th>Achievable</th>
<th>Realistic</th>
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Project: Move and upgrade sewer treatment plant and upgrade sewer lines
- Partners: City
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

Project: Improve streets
- Partners: City
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

Project: Develop business park
- Partners: City, SEWEDA, County
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

Project: Enhance recreational facilities in area to include a lighted walking/bike path, enclose and upgrade pool, improve city park
- Partners: City, County
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

Project: Improve fairgrounds including horse barn and arena
- Partners: City, County
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
Project: Expand RV services
Partners: City, Private
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Beautify waterway through downtown
Partners: City, Civic Groups
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Preserve and enhance downtown
Partners: City, Civic Groups
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Construct a new building for Whitman Medical Group
Partners: City, Private
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Attract a bio-fuel production facility
Partners: City, SEWEDA, Private, County
Strategy: Locate funding and private investing
Timeline: Short term: Up to 5 years
Progress:

Project: Construct a new water reservoir
Partners: City
Strategy: Locate grants, funding and planning
Timeline: Short term: Up to 5 years
Progress:

Project: Improve Highway 23 between US 195 and Interstate 90
Partners: City, County, State
Strategy: Locate grants, funding and planning
Timeline: Long term: Up to 10 years

**Strategy Action Plan: City of Tekoa Project List**

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**Project: Add new sewer lines**
- Partners: City, County, State
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Recruit business and industry and make use of our incubator building**
- Partners: City, County, State, SEWEDA
- Strategy: Work with partners to reach out and promote and utilize resources.
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Construct hiking and biking trails**
- Partners: City, County, State
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Update Community Center facility**
- Partners: City, Private
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:

**Project: Re-roof museum and library building**
- Partners: City, Private
- Strategy: Locate grants, funding and planning
- Timeline: Short term: Up to 5 years
- Progress:
Project: Continue to update safety and improve aesthetics at sewer treatment plant
   Partners: City, County, State
   Strategy: Work with partners to reach out and promote and utilize resources.
   Timeline: Short term: Up to 5 years
   Progress:

Project: Street renovations Park Streets
   Partners: City, County, State
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Chip seal gravel streets
   Partners: City, County, State
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Water and electricity to cemetery
   Partners: City, Private
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Safe routes to school – sidewalk installation
   Partners: City, County, State
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:

Project: Seek funding for truck route
   Partners: City, County, State
   Strategy: Locate grants, funding and planning
   Timeline: Short term: Up to 5 years
   Progress:
**Project: Add new sewer lines**
Partners: City, County
Strategy: Locate grants, funding and planning
Timeline: Long term: Up to 10 years
Progress:

**Project: Prepare wastewater facilities plan**
Partners: City, County, State
Strategy: Locate grants, funding and planning
Timeline: Long term: Up to 10 years
Progress:

**Project: Renovate Old Empire Theatre**
Partners: City, Private, SEWEDA
Strategy: Locate grants, funding and planning
Timeline: Long term: Up to 10 years
Progress:

**Project: Build affordable housing**
Partners: City, County, SEWEDA
Strategy: Locate grants, funding and planning
Timeline: Long term: Up to 10 years
Progress:

**Project: Build a new sewage treatment plant**
Partners: City, County, State
Strategy: Locate grants, funding and planning
Timeline: Long term: Up to 10 years
Progress:

**Project: Build industrial park at local airport**
Partners: City, County, State, SEWEDA
Strategy: Locate grants, funding and planning
Timeline: Long term: Up to 10 years
Progress:
Evaluation Framework

SEWEDA has set several initial performance metrics to work toward under this Comprehensive Economic Development Strategy.

These metrics will be monitored over the life of the CEDS and will be included in annual reports. In addition, the CEDS Committee will study and consider additional metrics each year as partner organizations share their individual metrics and the group clarifies the most relevant metrics for consideration and tracking.

The Metrics will work to track progress on the overall implementation of the CEDS as required by the EDA. Yearly updates will be shared with partners and stakeholders as well as the general community in an effort to understand how we are doing and what we can do better.

As part of the CEDS updates, SEWEDA will monitor and track the number and types of investments undertaken in the region to promote job development and to support quality of life or quality of place initiatives. Over time, these measures will assist in determining which investments may have spurred the desired changes to the metrics listed:

1. Number of Jobs created/or retained
2. Number, types and amount of major investments undertaken in the region.
3. Funds in both the private and public sectors leveraged by federal, state and local grant investments.
4. Reduction in unemployment rates.
5. Participation in the Washington Economic Development District Association
6. Increases in personal income.
7. Number of group business training sessions.
Economic Resilience

Resilience is “the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.” Although targeted at cities, this is equally applicable to a region that encompasses multiple cities and unincorporated areas.

As a baseline, EDA suggests regions undertake a two-pronged approach to resilience within the region:

1. Implement specific goals or actions to bolster the long-term economic durability of the region.

2. Establish information networks among the various stakeholders in the region to facilitate active and regular communication between the public, private, education, and non-profit sectors to collaborate on existing and potential future challenges.

Regional Outlook

Export-related manufacturing continues to be a source of very positive growth for the economy and the overall employment in this sector has recovered to 2009 employment levels prior to the recession slump. As overall economic conditions improve around the world, exports will become an area of greater strength and diversity.

The effects of the COVID pandemic have led to export-related manufacturing being delayed in both production and export. The transfer of products has seen delays and increases in costs as all involved have experienced brief shutdowns due to COVID exposure and/or additional sanitation measures being taken.

Agriculture employment is expected to continue its gradual job growth as wheat production becomes increasingly mechanized. For the region, wheat crop production is at levels considered very profitable, historically. In 2020, wheat production was at record yields. Good prices for wheat and barley was a welcome financial relief from previous years of low prices. In the first half of 2020 wheat prices increased, which has a large impact on county wholesale sales, retail sales and the overall level of money flowing through the economy. Agriculture has not been spared by the pandemic and has
experience delays as exposure to COVID-19 is felt and new methods are undertaken to adapt to new production requirements.

Unlike agriculture, as overall economic conditions change around the world, higher education (WSU) employment in Whitman county are somewhat resistant to down cycles, which gives the county greater strength and diversity in its economy. Even in light of COVID-19, higher education has developed methods to adapt to the new requirements for in-class sessions and distance learning.

The Whitman County civilian labor force for the first nine months of 2020 averaged 23,033, which is a decrease of 700 over the same period a year ago. The decrease in the labor force was mainly due to the impact of the COVID-19 pandemic starting in March 2020. The decrease will probably be divided between temporary decreases because of COVID-19 and permanent decreases going forward in changing staffing patterns such as tele work. The average annual unemployment rate in Whitman County is always one of the lowest in the state.

Most of the growth in Asotin county is expected to be in the service-providing industries. Some of the growing industries include healthcare, retail trade and accommodation and food services. The retail industry may not see growth as originally projected due to the closures forced upon many businesses due to the pandemic.

Outlook for healthcare in Asotin County will remain very positive and growing. Healthcare and social assistance makes up over 24.2 percent of total employment in the county with average annual growth of 7.1 percent over the past five years.

The construction industry within Asotin County is expanding in the specialty trade segment, to accommodate demand for new housing and remodeling in the areas with higher population concentrations. The five-year average annual growth rate for construction is at 7.2 percent and makes up 8.2 percent of total covered employment.

Columbia County is becoming a tourist destination for its historic preservation appeal and in turn is expanding its accommodation and food services industry, with a five-year average annual growth was at 3.7 percent, however this industry saw an employment slowdown in 2019.

Manufacturing development by the Columbia Pulp company has changed the outlook for the county’s economy by slowly increasing the number of jobs available, as the facility starts to operate and ramps up production. In 2018 and 2019, the manufacturing industry expanded by adding additional jobs for local and neighboring residents.
In Garfield County, government employment is the leading employing industry and the only one that has shown stability; however, it has decreased in employment over the past year. Employment has been in a decline trend since 2011. Since the recession of 2007, covered employment has not recovered and continues its downward trend, which puts a lot of strain on the economic well-being of this small rural county. In addition, COVID pandemic restrictions have forced businesses within Garfield County to suffer temporary closures and staff layoffs, further impacting the employment in the area.

Major agricultural commodities will remain in production with the demand and proper weather conditions. The Columbia Pulp project in nearby Starbuck, Columbia County contributed to more resident employment stability, as well as availability of work throughout 2019.

Demographics also play a role in Garfield County’s economy as a high proportion of elderly residents continue to increase demand for local health care services, which in this county, are mostly provided by the government sector. Healthcare and social services are projected to grow at a faster than average rate.
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