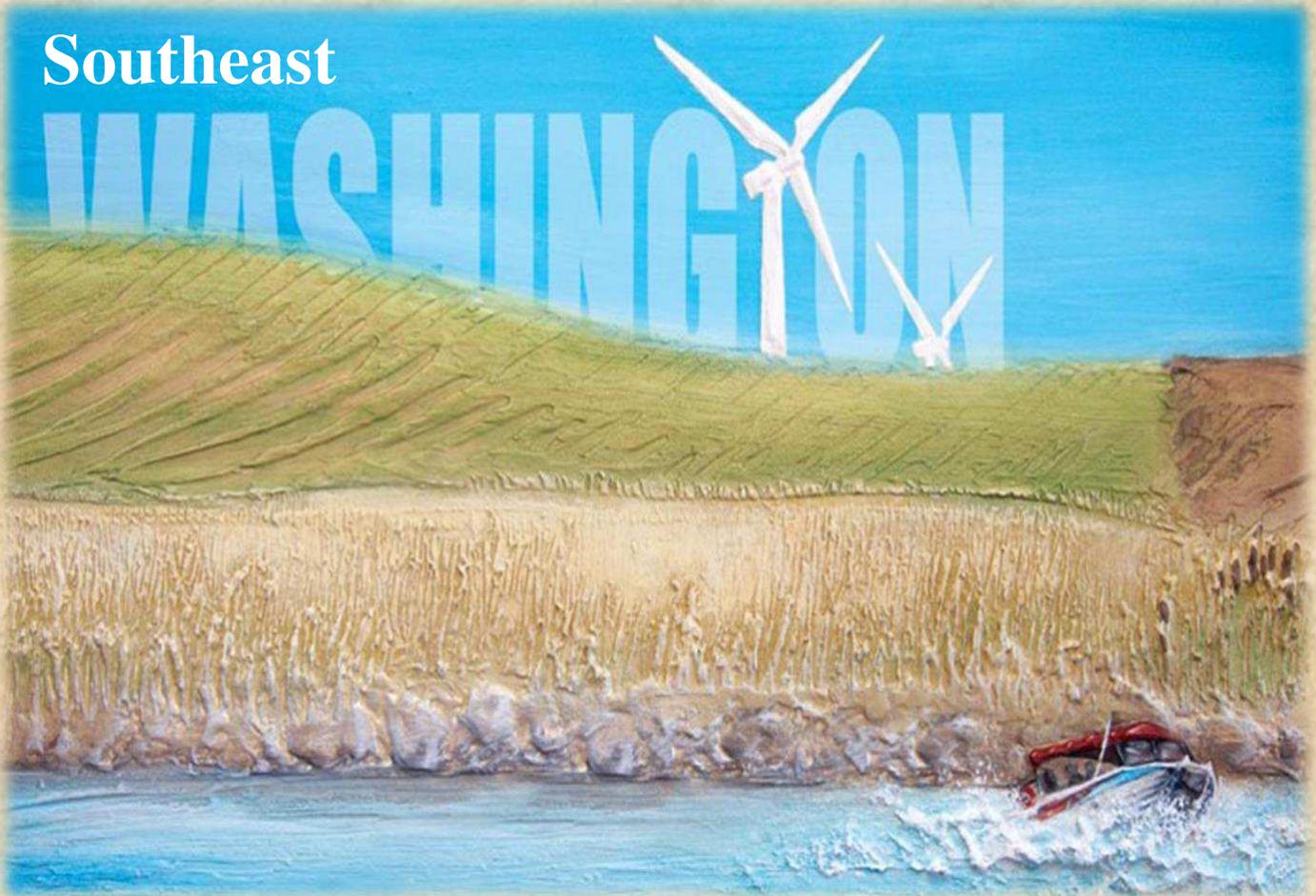


2018

Comprehensive Economic Development Strategy

Southeast



# SEWEDA

Southeast Washington Economic Development Association  
Asotin - Columbia - Garfield - Whitman Counties

# ***2018 – 2023 Comprehensive Economic Development Strategy***

**For more information please contact:**

**Southeast Washington Economic Development Association**

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Clarkston, WA 99403**

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# SEWEDA Board of Directors



	Name	Position
<b>Asotin County</b>	Brian Shinn	Asotin County Commissioner
	Chad Miltenberger	Walla Walla Community College
	Darrin Eberhardt	Wells Fargo
	Monika Lawrence	Mayor of Clarkston
<b>Columbia County</b>	Craig George	Mayor of Dayton
	Norm Passmore	Columbia County Commissioner
	Scott Peters	Columbia REA
<b>Garfield County</b>	Justin Dixon	Garfield County Commissioner
	Tara Hodges	Obenlow Insurance/Chamber
<b>Whitman County</b>	Dean Kinzer	Whitman County Commissioner
	Member	Pullman City Council
	Hector Lopez	Washington Trust Bank
<b>At Large Members</b>	Bill Clemens	Pacific Power
<b>Port Ex-Officio</b>	Wanda Keefer	Port of Clarkston
	Jennie Dickinson	Port of Columbia
	Larry Scoggins	Port of Garfield
	Tom Kammerzell	Port of Whitman

## CEDS Strategy Committee Roster:

	Name	Position
<b>Asotin County</b>	Brian Shinn	County Commissioner
	Jeanette Wheaton	Port of Clarkston
	Beth Larson	Port of Clarkston
	Mary May	ORIA
	Karst Riggers	Asotin County
	Joel Profit	Clarkston City Council
	Tim Rubio	Work Source
	Michelle Peters	Visit LC Valley
	Chad Miltenberger	Walla Walla Community College
	Dawn Smith	SEWEDA
	Dovie Willey	SEWEDA
	Vicki Bonfield	Mayor of Asotin
	Tina Davidson	City of Asotin
	Darrin Eberhardt	Wells Fargo Bank
Kevin Poole	City of Clarkston Engineer	
<b>Columbia County</b>	Anne Buchan	Worksource
	Bette Lou Crothers	Dayton Chamber of Commerce, State Farm Insurance, DDTF
	Bill Clemens	Dayton Chamber of Commerce, Dayton Development Task Force
	Candy Jones	Village Shops
	Carla Rowe	Dayton Development Task Force
	Cathy Shaffer	Baker Boys
	Chris Davis	Dayton Chamber of Commerce
	Craig George	City of Dayton Mayor
	Dan Andrews	Columbia REA
	Dan Butler	Boys and Girls Club
	Dana Evans	Baker Boyer
	Dian Ver Valen	Union-Bulletin
	Doug Case	Columbia REA
	Doug Johnson	Dayton School District
	Dwight Robanske	Columbia County Transportation
Earle Marvin	Port of Columbia Commissioner	

## Columbia County

Eian Ray	Public Works
Elanor Specht	Best Western Plus
Gene Warren	Port of Columbia Commissioner
Ginny Butler	Boys and Girls Club
Haley Hale	Columbia County Health System
Jay Ball	Jay's Garage
Jim Dyke	Village Shops
Joanne Marble	Quilts and More
Joe Huether	ComNet
Joy Smith	Waitsburg Commercial Club
Kathy Berg	Dayton Chamber of Commerce, City of Dayton Council
Kirsten Schober	Liberty Theater
Kraig Horlacher	Citizen
Kristi Kobetich	Columbia Pulp
Linda Miller	Citizen
Lisa Caldwell	Emergency Management
Loyal Baker	Dayton Chronicle
Marcene Hendrickson	Dayton Development Task Force
Meagan Bailey	Columbia County Planning Dept
Melissa Bryan	Dayton Chamber of Commerce
Melody Shahan	Best Western Plus
Merle Jackson	Columbia County Commissioner
Michele Smith	Waitsburg Times
Nathanial Murphey	Mary's Candies, Dayton Chamber
Paul Didelius	Frontier Rail—CWW
Richard Marble	Quilts and More
Ryan Ortuno	Marinella and Boggs
Seth Nicholson	Portland General Electric
Shane McGuire	Columbia County Health System
Stephanie Carpenter	Columbia County Health System
Terry Nealey	State Representative
Tina Cole	City of Dayton
Jennie Dickinson	Port of Columbia

	Angela Smith	Port of Columbia
<b>Garfield County</b>	Heidi James	Columbia Straw
	Phil Farmer	Columbia Pulp
	Brian Bartels	Assessor Garfield County
	David Ruark	Eastern Wash. Ag. Museum
	Rachel Anderson	GCTA, ADRC
	Anne Walsh	PSE, Chamber
	Tom Herres	Chamber, Business Owner
	Drew Hyer	Garfield County Sheriff
	Tom Millsbaugh	CDP, PACE
	Amy Miller	Pomeroy School District
	Sarah Myers	PACE
<b>Whitman County</b>	Sarah McKnight	SEWEDA
	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
	Kristi Kirkpatrick	Whitman County Library
	Caleb Cox	Best Western
	Brandon Chapman	City of Pullman
	Dean Kinzer	County Commissioner
	Catalina Flores	Whitman County Library
	Lee Root	Mayor of Rosalia
	Marie Dymkoski	Chamber of Pullman
	Francis Benjamin	Business Owner
	Kynda Browning	City of Tekoa
	K.B. Trunkey	Mayor of St. John
	Kevin Gardes	City of Pullman

*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 five years the region develops the 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) 2018 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 four southeastern Washington State counties: Asotin, Columbia, 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.

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

# *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 SEWEDA area are considered some of the most fertile in the United States. Farmers in the SEWEDA area have established sound farming practices over the years and have become world leaders in agriculture, especially in wheat production. The SEWEDA 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 SEWEDA 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.

# ECONOMY OVERVIEW

77,884

Population(2017)

Population grew by 3,137 over the last 5 years and is projected to grow by 2,453 over the next 5 years.

31,777

Jobs (2017)

Jobs grew by 2,218 over the last 5 years and are projected to grow by 2,811 over the next 5 years.

\$51.3K

Avg. Earnings Per Job (2017)

Regional average earnings per job are \$12.3K below the national average earnings of \$63.6K per job.

As of 2017 the region's population increased by 4.2% since 2012, growing by 3,137. Population is expected to increase by 3.1% between 2017 and 2022, adding 2,453.

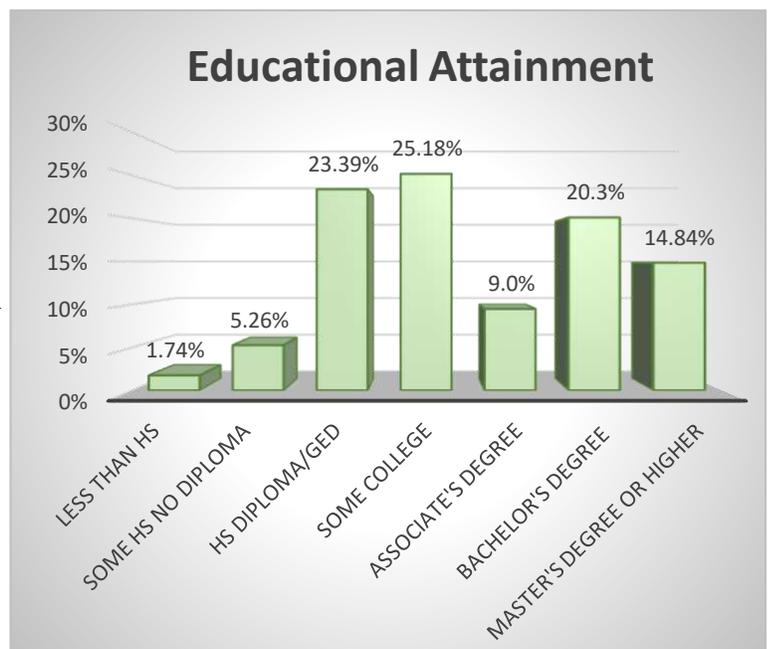
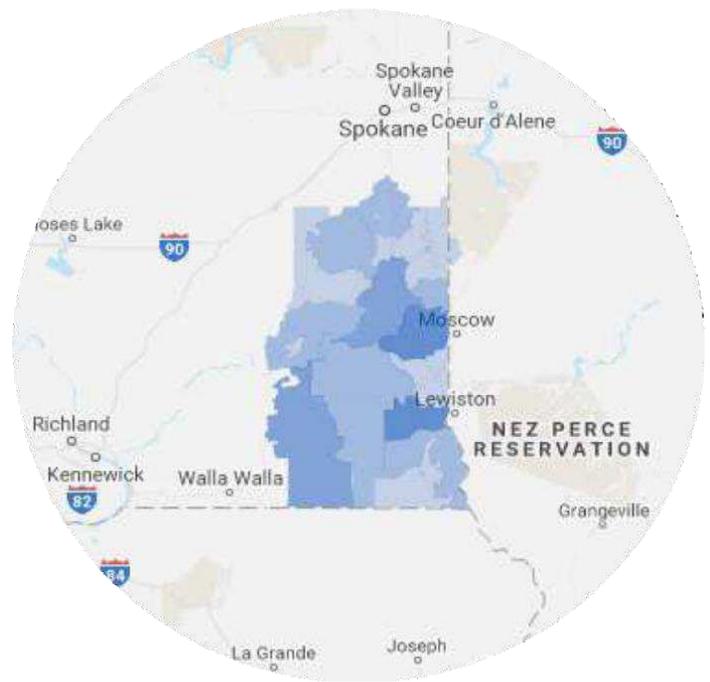
From 2012 to 2017, jobs increased by 7.5% in 4 Washington Counties from 29,559 to 31,777.

As the number of jobs increased, the labor force participation rate increased from 55.0% to 57.6% between 2012 and 2017.

Concerning educational attainment, 20.3% of the selected regions' residents possess a Bachelor's Degree (1.9% above the national average), and 9.0% hold an Associate's Degree (1.1% above the national average).

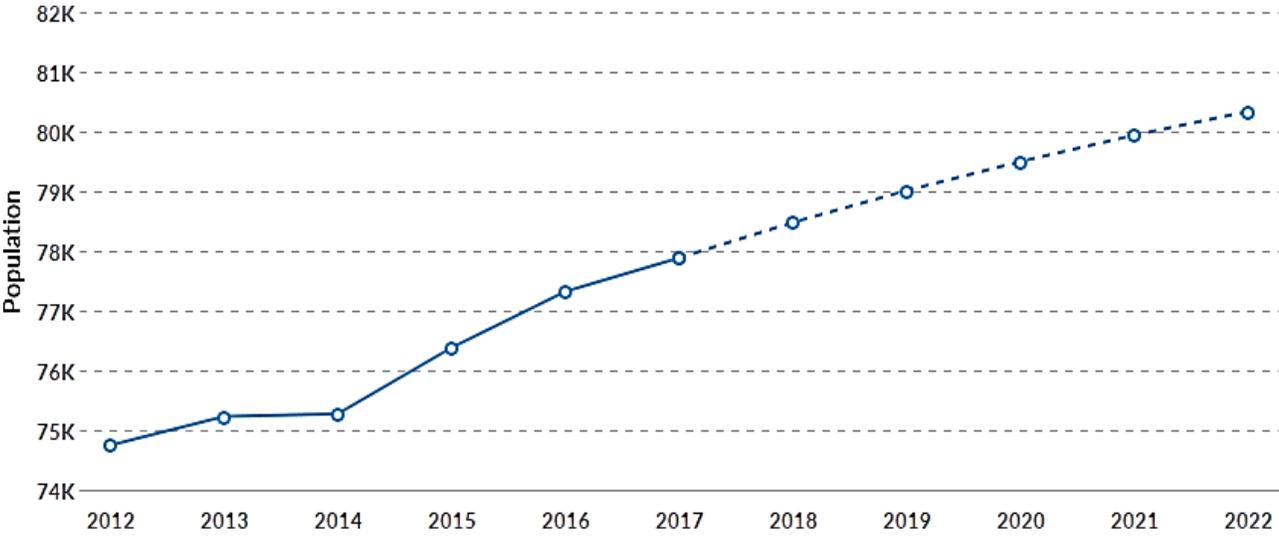
The top three industries in 2017 are Education and Hospitals (State Government), Education and Hospitals (Local Government), and Electrical Equipment Manufacturing.

With the projected population increase, an opportunity exists for further housing development.



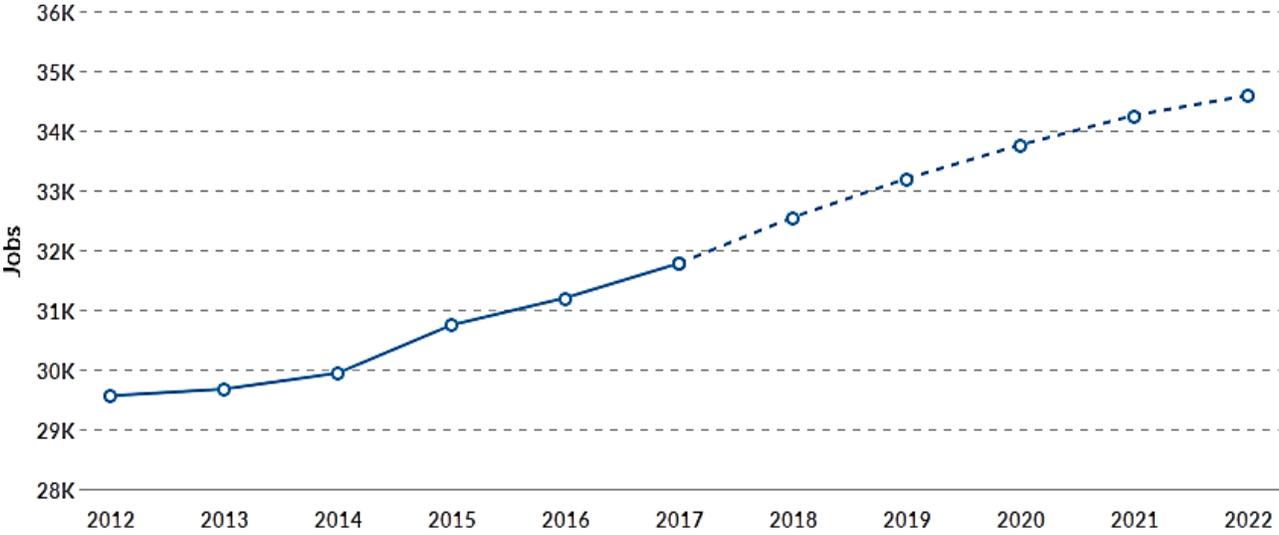
# POPULATION TRENDS

As of 2017 the region's population increased by 4.2% since 2012, growing by 3,137. Population is expected to increase by 3.1% between 2017 and 2022, adding 2,453.



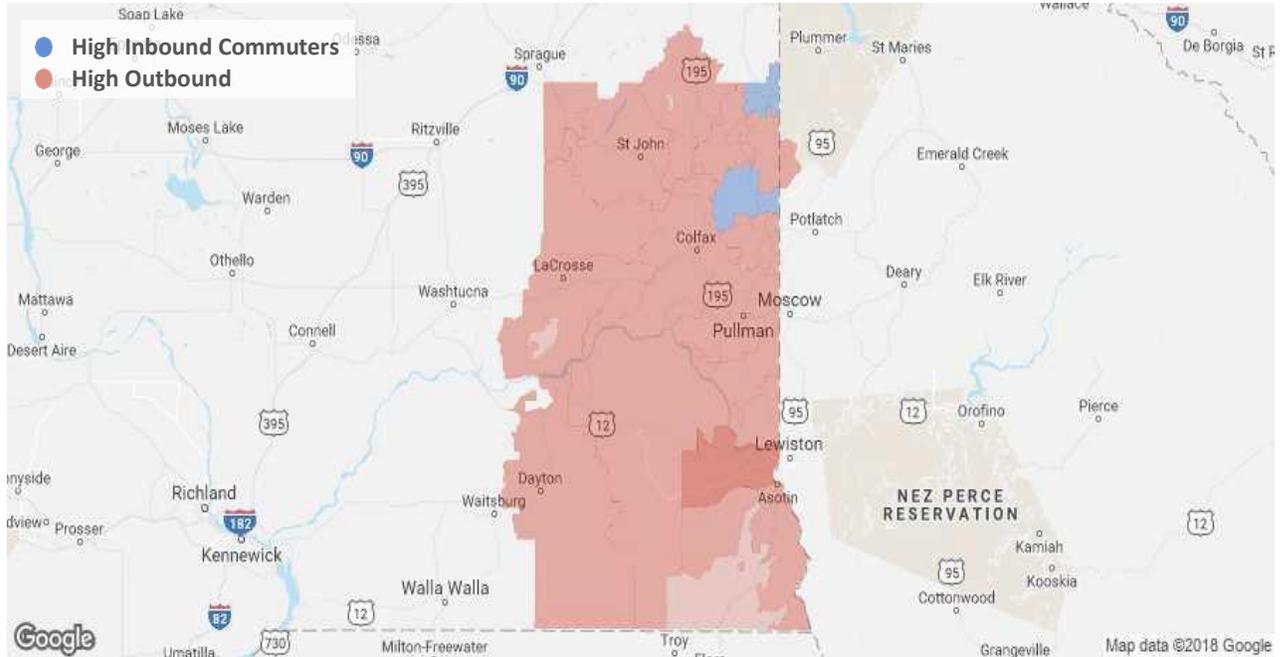
# JOB TRENDS

From 2012 to 2017, jobs increased by 7.5% in 4 Washington Counties from 29,559 to 31,777.



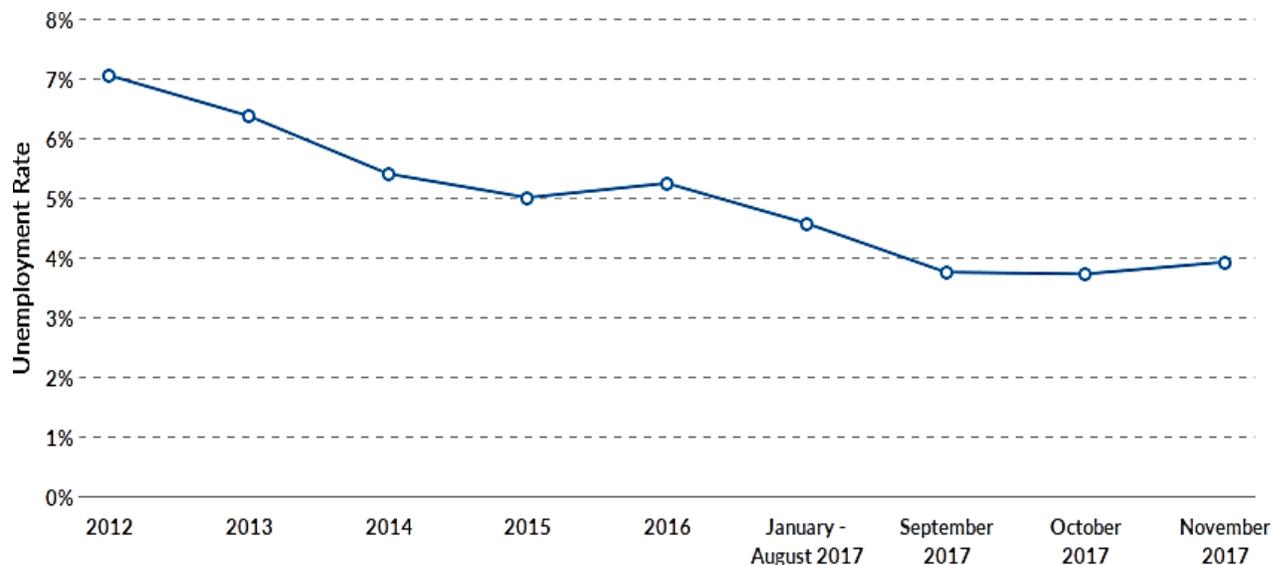
# PLACE OF WORK VS. PLACE OF RESIDENCE

Understanding where talent in the region currently works compared to where talent lives can help optimize site decisions.

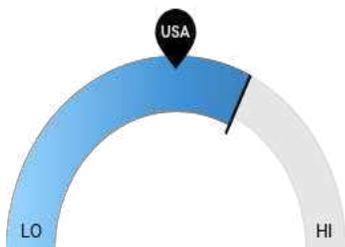


## UNEMPLOYMENT RATE TRENDS

Southeast Washington had a November 2017 unemployment rate of 3.92%, decreasing from 7.05% 5 years before.

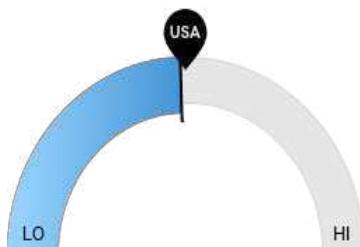


# POPULATION CHARACTERISTICS



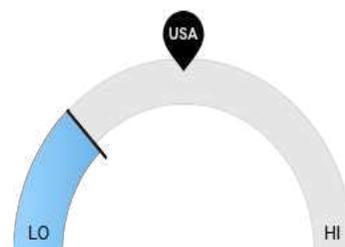
**Millennials**

The area has 23,938 millennials (ages 20-34). The national average for an area this size is 16,046.



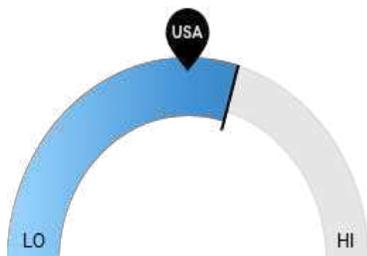
**Retiring Soon**

Retirement risk is about average in the area. The national average for an area this size is 11,784 people 65 or older, while there are 11,447 here.



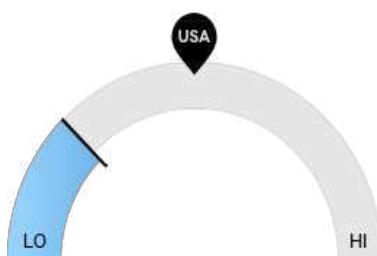
**Racial Diversity**

Racial diversity is low in this area. The national average for an area this size is 29,949 racially diverse people, while there are 13,005 here.



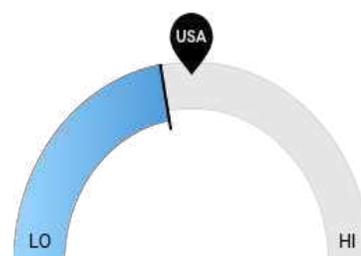
**Veterans**

This area has 5,761 veterans. The national average for an area this size is 4,482.



**Violent Crime**

The area has 1.56 violent crimes per 1,000 people. The national rate is 3.75 per 1,000 people.



**Property Crime**

This area has 20.46 property crimes per 1,000 people. The national rate is 24.22 per 1,000 people.

# *SWOT Analysis*

## *Strengths, Weaknesses, Opportunities, Threats*

SEWEDA conducted a SWOT analysis in partnership with private industry representatives, local government staff, elected officials, community members, and other stakeholders. The results of the SWOT analysis, as shown below, helped guide the identification of regional economic development priorities.

<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Education &amp; Workforce</b>	<b>Education &amp; Workforce</b>	<b>Education &amp; Workforce</b>	<b>Education &amp; Workforce</b>
Potential source of future workers due to higher ed. assets	Lack of high school technical education	Opportunity to use older workforce to transfer skills, knowledge and abilities	Aging population and workforce
Customized workforce training	Poor communication on career options to students & their parents	Regional/community education centers	Low wages
High rate of startups per capital in the area	Physical condition of existing educational facilities	Distance learning opportunities	Disconnect between public & private sector
Availability to 2-year technical/associates degrees	Declining youth population in rural areas	Higher education opportunities	Lack of or declining population
Four higher ed. institutions in the area – U of I, WSU, LCSC and WWCC	Aging workforce	Collaborative recruitment efforts	Low consumer/population base
Health care is growing	Turnover rates	Wine industry/growth	Lack of living wage jobs
Favorable climate for agriculture	Low wages	Build upon manufacturing cluster	Less people to cover infrastructure costs/burden
Aluminum Jet Boat Builders Alliance, Ammunition/Gun manufacturing, Schweitzer Engineering Lab growth	Number of retirees impacting types of business/industries locating to area	Opportunity to expand rural healthcare workforce development	Transportation costs to get goods to market
Value added Ag.			
Business & industry supported with increased education for workforce			

# *SWOT Analysis*

## *Strengths, Weaknesses, Opportunities, Threats*

SEWEDA conducted a SWOT analysis in partnership with private industry representatives, local government staff, elected officials, community members, and other stakeholders. The results of the SWOT analysis, as shown below, helped guide the identification of regional economic development priorities.

<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Infrastructure</b>	<b>Infrastructure</b>	<b>Infrastructure</b>	<b>Infrastructure</b>
River system for barging grains and tourism with cruise ships	Limited funds for infrastructure maintenance and improvements	Lack of rail	Catastrophic forest fires
Low utility costs	Underfunded school districts	Development of fiber to all areas of the District	Aging infrastructure
Accessible healthcare systems throughout the region	Lack of new housing, in part, due to aging population	Long-term health care facilities	Lack of housing stock
Number of airports, including rural & backcountry	Lack of interstate	GIS systems maps for entire region	Possible loss of Snake River dams
Public transportation systems in some areas	Lack of rental	Housing	Transportation challenges
High agriculture industry	Aging housing	Maintain and develop road quarters	
Library access	Gaps in high speed/fiber		
Recreation to rivers including hunting/fishing	Lack of redundancy in some areas		
	Solid & waste water collections systems		
	Inconsistent GIS data systems		
	Lack of accessible fiber		

# *SWOT Analysis*

## *Strengths, Weaknesses, Opportunities, Threats*

SEWEDA conducted a SWOT analysis in partnership with private industry representatives, local government staff, elected officials, community members, and other stakeholders. The results of the SWOT analysis, as shown below, helped guide the identification of regional economic development priorities.

<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Community Development</b>	<b>Community Development</b>	<b>Community Development</b>	<b>Community Development</b>
Active organizations, chambers and service groups	Current civic leadership is aging without replacement prospects	Use high profile citizens mentor and contribute to arts, ED, etc.	Urbanization
Strong civic interest	Civic organizations competing for declining number of volunteers		
Strong sense of community			
Young leadership groups such as: FBLA, FFA, DECA, etc.			

# *SWOT Analysis*

## *Strengths, Weaknesses, Opportunities, Threats*

SEWEDA conducted a SWOT analysis in partnership with private industry representatives, local government staff, elected officials, community members, and other stakeholders. The results of the SWOT analysis, as shown below, helped guide the identification of regional economic development priorities.

<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Tourism &amp; Natural Resources</b>	<b>Tourism &amp; Natural Resources</b>	<b>Tourism &amp; Natural Resources</b>	<b>Tourism &amp; Natural Resources</b>
Abundance of rivers, lake, outdoor activities	Lack of a diverse housing stock	More public/private recreation facilities	“Low-wage” mentality
Good climate, four seasons	Low wages	Increased rural public transportation options	Lack of affordable housing in rural areas
Lower cost of living	Lack of public transportation	Expand public/private partnerships	Decline of downtown areas
Lack of pollution	Pockets of rural communities without amenities	Buy and trade locally	
Large amounts of public lands			
Strong sense of history			
Tourism and outdoor recreation (fishing, hunting, camping, hiking, rafting)			
Low crime, safe place to visit			

# *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.

### **Objective:**

- ◆ 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 Walla 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.

**Objective:**

- ◆ 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*

<b>Asotin County</b>			
<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
Update Clarkston High School	School district, County, City, SEWEDA	Secure funding through grants/bonds	Short term: Up to 5 years
Realign Bridge/Diagonal intersection	Washington Department of Transportation, City	Acquire transportation grants	Short term: Up to 5 years
Improve Port dock area/dredging	Port, City, State	Apply for grants	Short term: Up to 5 years
Bridge resurfacing	State, Fed, City, County	Apply for grants	Short term: Up to 5 years
Housing development	City, County, State, Fed	CBDG grant	Short term: Up to 5 years
Market dark fiber	City, State, Education institutions, County, Internet Service Providers	Private funding, grants, marketing strategy	Short term: Up to 5 years
Promote precision ag, tourism, viticulture & culinary education at WWCC	WWCC, Wine Alliance, hospitality industry, SEWEDA	Plan and implementation of programs	Short term: Up to 5 years
Expand Work Force Development Center at WWCC	SEWEDA, CEDA, Valley Vision, Center of Education Equity & Diversity, Ports	Start/continue exploring, research, funding	Short term: Up to 5 years
New High School updates K-12	WWCC, City, County, SEWEDA, Fed, Private	Bonds/levy, deliverables	Long term: Up to 10 years
Cross border collaboration	Idaho partners, LCSC, CEDA, SEWEDA, school districts, WWCC	Set specific measurable goals to reflect “Region” cross border action	Short term: Up to 5 years
Promote services for the disabled	Public, Private	Strategize service accommodations/ services to reach employability	Short term: Up to 5 years
Improved cruise boat dock in Clarkston	Port, City, County, SEWEDA, Core of Engineers	Federal grants	Short term: Up to 1 year
New visitor center and tasting room	Visit Lewis-Clark Valley, City, County, Private, SEWEDA	USDA grant	Short term: Up to 5 years

## Asotin County

Project	Partners	Strategy	Timeline
Retail space/shops at port for visitors	Port, SEWEDA, City, County, Private	Recruit business, locate funding and incentives	Short term: Up to 3 years
More airport flights	Lewiston and Pullman airport, City, County, Airport Board	All agencies meet and work together	Short term: Up to 1 year
Increase awareness of mental health issues	City, County, Quality Behavioral Health, school, police, fire	Locate available resources	Short term: Up to 5 years
Affordable housing	City, County, SEWEDA, private	Research, grants, private investors, zoning, builders	Short term: Up to 5 years
Increase traffic flow to downtown	City, County, SEWEDA	Signage and improve entrance	Short term: Up to 5 years
Youth activities available at parks	City, County, private	Locate funding/investors	Short term: Up to 5 years
River activities	Chamber, Tourism, Port, City, County	Utilize resources available	Short term: Up to 5 years
Improve parks/rivers access to parks	City, Chamber, Port	Grants, city help, work with partners for funding	Short term: Up to 5 years

## Port of Clarkston

Project	Partners	Strategy	Timeline
Support economic development facilities, services and coordinate communication and partnerships with entities in development activities	Port, City, County, SEWEDA, Visit LC Valley, Chamber	Work with partners to reach out and promote.	Short term: Up to 5 years
Continue acquisition, development and management of Port properties and facilities	Port, County, City	Locate Funding, other resources	Short term: Up to 5 years
Maintain the District's fiscal ability to provide needed resources and services to all constituents	Port, City, County	Utilize resources available	Short term: Up to 5 years
Develop a telecommunications plan and infrastructure to facilitate enhanced telecommunications services countywide	Port, County, City	Locate Funding, other resources	Short term: Up to 5 years

## Port of Clarkston

Project	Partners	Strategy	Timeline
Actively encourage diversification of the District's economic base	Port, City, County, SEWEDA, Tourism, Chamber	Work with partners to reach out and promote.	Short term: Up to 5 years
Encourage a balanced and economical multi-modal transportation system serving agriculture, commerce and industry	Port, City, County	Locate Funding, other resources	Short term: Up to 5 years
Develop and maintain recreational facilities physically and operationally in recognition of the importance of recreation to the health and quality of life of citizens	Port, City, County, SEWEDA, Tourism, Chamber	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years

## City of Asotin

Project	Partners	Strategy	Timeline
Construction of boat launch	City, County, Private	Locate Funding	Short term: Up to 5 years
Seek funding for dredging	City, County, Port, Corp of Eng.	Locate Funding	Short term: Up to 5 years
Clean up waterfront area	City, County, Private	Locate Funding	Short term: Up to 5 years
Surplus unused city property	City	Utilize resources available	Short term: Up to 5 years
Restoration of Historic Community Center	City, Private	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Update restrooms in Asotin City Park, Chief Looking Glass Park	City, County, Corp of Eng.	Locate Funding	Short term: Up to 5 years
Enhance bike path	City, County, WSDOT	Locate Funding	Short term: Up to 5 years
Obtain property from USACE	City, Corp. of Engineers	Locate Funding	Short term: Up to 5 years
Replace and update utility meters	City	Locate Funding	Short term: Up to 5 years
Improve neighborhood aesthetics	City	Utilize resources available	Short term: Up to 5 years
Repair sidewalks and streets	City, County	Locate Funding sources	Short term: Up to 5 years
Update and add play equipment to Asotin City Park	City	Locate Funding sources	Short term: Up to 5 years
Develop park at Riverpointe	City, Private	Locate Funding sources	Short term: Up to 5 years

### City of Asotin

Project	Partners	Strategy	Timeline
Promote city attributes	City, Private, SEWEDA	Locate Funding sources	Short term: Up to 5 years
School track field	City, School Dist.	Locate Funding sources	Short term: Up to 5 years
Archery range, volleyball court, splash park, skate park, bocce park	City, Private	Locate Funding sources	Short term: Up to 5 years
Fish shack with amenities	City	Locate Funding sources	Short term: Up to 5 years
Develop RV park, campground or other overnight accommodations	City, Private	Locate Funding sources	Short term: Up to 5 years
Encourage renovation of Jerry Flour Mill to include commercial activity	City, Private	Locate Funding sources	Long term: Up to 20 years
Bike path bridge over creek along highway	City, County, WSDOT	Locate Funding sources	Long term: Up to 20 years
Extend bike path up Snake River Road	City, County, WSDOT	Locate Funding sources	Long term: Up to 20 years
Recruit a small IGA-type grocery market	City, Private	Locate Funding sources	Long term: Up to 20 years

### City of Clarkston

Project	Partners	Strategy	Timeline
Extend sidewalks throughout city	City, County, WSDOT	Locate Funding sources	Short term: Up to 5 years
Enhance all entrances to the city including signage	City, County, SEWEDA	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Beautify diagonal street	City, County, Chamber	Locate Funding	Short term: Up to 5 years
Prepare downtown revitalization plan	City	Locate Funding	Short term: Up to 5 years
Increase traffic flow to downtown	City, County, SEWEDA	Signage and improve entrance	Short term: Up to 5 years
Realign bridge/diagonal intersection	Washington Department of transportation, City	Acquire transportation grants	Short term: Up to 5 years
Improve Port dock area/dredging	Port, City, State	Apply for grants	Short term: Up to 5 years

## *Strategy Action Plan*

<b>Columbia County</b>			
<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
Continue to improve facilities of local school districts K-12	City, County, State, School Dist.	Locate Funding sources	Short term: Up to 5 years
WWCC and or WSU open branch or satellite office	City, County, State, School Dist.	Locate Funding sources	Short term: Up to 5 years
Continue to expand programs at Dayton High School/Skill Center with WW School District	City, County, State, School Dist.	Locate Funding sources	Short term: Up to 5 years
Encourage active participation in regional workforce training	Port, City, County, State, School Dist.	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Research community workforce need, then develop programs to meet established needs	City, County, State, School Dist.	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Provide incumbent worker training	City, County, State, School Dist.	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Development of STEM programs	City, County, State, School Dist.	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Encourage students to enter a skilled trade	City, County, State, School Dist.	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Support the new Boys and Girls Club and afterschool programs	City, County, State, School Dist.	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Improve city streets, county, state and US Highway road infrastructure	City, County, State	Locate Funding sources	Short term: Up to 5 years
Implement the Commercial Street Corridor plan—Caboose Park Phase	DDTF, State, City, County	Locate Funding sources	Short term: Up to 5 years

## Columbia County

Project	Partners	Strategy	Timeline
Improve the water and sewer system infrastructure of the City of Dayton	City, County, State	Locate Funding sources	Short term: Up to 5 years
Obtain funding for maintenance on dike	City, County, State	Locate Funding sources	Short term: Up to 5 years
Install Touchet Valley Golf Course sprinkler system	City, County	Locate Funding sources	Short term: Up to 5 years
Long and short-range plans for Fairgrounds, Golf course, and Seneca property the county is acquiring	City, County, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Create and improve walking and biking paths throughout the community, connecting downtown, BMS, Fairgrounds, school including bike and walking bridge over Touchet River	City, County, State, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Install car charging station	City, County, State, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Seek funding to maintain short line railroad	City, County, State, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Seek funding under the Safe Routes to school's programs	City, County, State, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Seek funding to implement recommendations from the Lyons Ferry Marina comprehensive facilities plan	City, County, State, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Develop value added agriculture	City, County, Port	Recruit business, locate funding and incentives	Short term: Up to 5 years
Work toward mental health and detox facilities	City, County, State	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Construct new speculative building at Rock Hill Industrial park	Port, County, Private	Locate funding sources	Short term: Up to 5 years

## Columbia County

Project	Partners	Strategy	Timeline
Improve West entrance to Dayton	DDTF, City, Chamber	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Work with private sector on addressing broadband infrastructure needs	City, County, State, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Improve railroad tracks to include passenger service	Port, County, State	Work with partners to reach out and promote. Locate Funding, other resources	Long term: Up to 10 years
Improve safety, access, and ADA accessibility for pedestrians on Hwy 12 via duct on E. Main Street	City, County, State, Port	Work with partners to reach out and promote. Locate Funding, other resources	Long term: Up to 10 years
Continue to improve stability of local hospital district including workforce training	City, County, State	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Jail/Law & Justice facility	City, County, State	Work with partners to reach out and promote. Locate Funding, other resources	Long term: Up to 10 years
Continue to improve stability of local hospital district including workforce training	City, County, State	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Continue development of Blue Mountain Station Food Park	Port, Private	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Facilitate youth internship/entrepreneurial program in school	Chamber, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Increase coordination with downtown businesses and the school	Chamber	Work with partners to reach out and promote. Locate other resources	Short term: Up to 5 years
Continue work with Choose Columbia County shop local campaign	Port, Chamber, City	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years

## Columbia County

Project	Partners	Strategy	Timeline
Facilitate small business technical assistance and workshops	City, County, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Continue to encourage development of wind generation project	City, County, State, Port	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Encourage biomass energy production	Port, County, Columbia Pulp	Work with partners to reach out and promote. Locate Funding, other resources	Short term: Up to 5 years
Build capacity of local contractors to small works rosters	Chamber, City, County, Port	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Create targeted marketing strategy for downtown business recruitment	Chamber, DDTF, City, County	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
New industry at Lyons Ferry to take advantage of new infrastructure	Port, County, Private	Recruit business, locate funding and incentives	Short term: Up to 5 years
Continue development on local food system	City, County, Port	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Develop assisted living facility	City, County, State, Port	Locate funding sources	Short term: Up to 5 years
Evaluate possibilities regarding Main Street second floor improvement	City, County, Port	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Help local businesses with online presence	Chamber, Port, DDTF	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Train businesses in online sales	Chamber, Port, DDTF	Utilize resources	Short term: Up to 5 years
Develop additional opportunities for ag tourism and seasonal recreation	Chamber, Port, DDTF	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Improve tourism websites	Chamber, DDTF	Utilize Resources, locate funding	Short term: Up to 5 years
Encourage the establishment of cabin rentals	Chamber, City, County, DDTF	Locate Private investments opportunities	Short term: Up to 5 years
Achieve funding for regional Way Finding program	DDTF, Port, City, County	Locate funding	Short term: Up to 5 years
Maintain and enhance existing railroad depot	City, County, Port	Work with partners to reach out and promote, and locate funding	Short term: Up to 5 years

## Columbia County

Project	Partners	Strategy	Timeline
Incorporate recent tourism survey into work and evaluation of tourism and retail business operations	Chamber, City, County	Work with partners to reach out and promote and locate funding.	Short term: Up to 5 years
Improve courthouse grounds	City, County	Locate funding	Short term: Up to 5 years
Address and encourage affordable housing needs	Port, City, County, Starbuck, DDTF, Community Partners	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Develop adequate senior living and retirement housing	City, County, State, Private	Locate funding	Short term: Up to 5 years
Rehab community housing	City, County, State	Locate funding	Short term: Up to 5 years
Temporary/emergency housing assistance	City, County, State	Locate funding	Short term: Up to 5 years
Develop a sequential housing environment	City, County, State, Private	Locate funding	Short term: Up to 5 years
Develop community center	City, County, State, Private	Locate funding	Short term: Up to 5 years
Encourage development of Sports Complex for events and tournaments	City, County, State, Private	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Continue implementation of the B&O Main Street Tax Incentive Program	DDTF, City, County, State	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Expand recreational opportunities at Bluewood, including purchase of new snow machine	Port, Bluewood, Private	Locate funding and promote opportunity.	Short term: Up to 5 years
Fund and construct ADA pathways	City, County, State	Locate funding	Short term: Up to 5 years
Plan for the highest use for all industrial lands	City, County, State	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Partner with Columbia County Transportation for additional van pools to new Columbia Pulp facility and the Dam	City, County, State	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Plan for the highest use for all industrial lands	City, County, State	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Encourage the community to adopt a leadership development program	Port, Chamber	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years

## Port of Columbia County

Project	Partners	Strategy	Timeline
Develop Blue Mountain Artisan Food Park	Port, Chamber	Recruit business, locate funding and incentives	Short term: Up to 5 years
Maintain access to water for use by the public	City, County, Port	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Maintain and grow Rock Hill Industrial Park	City, County, Port	Locate funding	Short term: Up to 5 years
Encourage a balanced and economical multi-modal transportation system	City, County, Port, State	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Assist Port District communities and the regional economy by supporting economic development projects, programs and partnerships	City, County, Port, Chamber	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Continue acquisition, development, and management of Port property and facilities	City, County, Port	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years

## *Strategy Action Plan*

<b>Garfield County</b>			
<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
Market Garfield county	County, City, SEWEDA, Port	Attract small business, promote Pomeroy	Short term: Up to 5 years
WWCC skill development program	WWCC, school district	Education and train workforce	Short term: Up to 1 year
Relocation packet	SEWEDA, Port, Chamber	Attract small business and residents	Short term: Up to 1 year
NW Manufacturing partnership	LCSC, school district, WWCC	Educate and train workforce	Short term: Up to 2 years
Long distance, adult education, workforce training	LCSC, school district, WWCC, SEWEDA	Educate and train workforce	Short term: Up to 1 year
Resource officer	School district, Sheriff, County	Ensure safety and student education	Ongoing
Prevention and Intervention	PACE, school district, QBHS, Sheriff	Apply for grants	Ongoing
Develop quality lodging	City, SEWEDA, Port, Chamber	Developer	Short term: Up to 5 years
Revive retail store fronts	County, City, SEWEDA	Make unoccupied, vacant buildings aesthetically appealing	Short term: Up to 5 years
Town wide “Old Ag” theme	County, Port, Chamber, City, SEWEDA	Seek state assistance and grant options	Ongoing
Fair – EWAM – Flour Mill walking path connection	F. Board, EWAM, F. Mill, SEWEDA, City, County, State	Construct pathway and signage between tourist attractions	Short term: Up to 5 years
Park improvements	City, County	Tennis courts, peewee park	Short term: Up to 5 years
Developing Blue Mountain area	USFS, County, Chamber, Port	Find developer and work with USFS	Long term: Up to 10 years
Signage all over	Port, Chamber, SEWEDA, City, County	Pinpoint areas	Ongoing
Senior Housing	Private Investors	Reach out	Short Term
High Speed Internet	Legislature, City, County, Port, private investors, SEWEDA	Seek grants	Short term: 2 years
Housing/apartment rental development	City, County, SEWEDA, private investors, Port	Reach out to contractors, developers, landowners	Short term: Up to 5 years
Street, highways, sidewalks, pedestrian, bike improvements	State, County, City, Port, SEWEDA	Grants, Planning, Funding	Short term: Up to 6 years

## Garfield County

Project	Partners	Strategy	Timeline
Bike paths	Port, City, County, State	Highlight areas	Short term: Up to 5 years
Develop golf course	City, private, County, golf course	Identify funding	Short term to Long term
Senior housing	Private investors	Seek private investors	Short term: Up to 5 years
Health care, medical, mental health, rehabilitation	County, City, State, SEWEDA, hospital district, private investors	Grants, public investors, local agencies	Short term: Up to 5 years
Recreation facilities (parks, fairgrounds, sports)	County, City, SEWEDA, school district, private investors	Grants, private investors, local agencies	Short term: Up to 6 years
Hotel, lodging	Port, Private investors, SEWEDA	Funding possibilities, contact private investors	Long term: Up to 10 years
Housing investment group planning	SEWEDA, real estate groups, private investors	Property management, rentals, grants, clean up property	Ongoing
Rail System	Port, Legislature, County, City, State, SEWEDA	Planning, funding possibilities	Long Term: up to 10 years
Commuter service to LC Valley and Starbuck	DOT, City, County, Employers	Provide additional commuter service for tourists and workers	Short term: Up to 5 years
Inpatient SUD treatment	Private, Prosecuting attorney, Sheriff's office, hospital district	Using successful organizations as a model for implementation	Short term: Up to 5 years
Drug and alcohol prevention coalition	PACE coalition, Sheriff, Quality Behavioral Health	Funding to fight drug issues	Ongoing
Increase volunteer base	Civic organization, Chamber	Reach out to community	Short term: Up to 5 years
The 501C6 completed for the Downtown Main Street Program	City, County, State	Work with partners to reach out and promote and utilize resources.	Long term: Up to 10 years

## Port of Garfield

Project	Partners	Strategy	Timeline
Increase tourism promotion	Port, Civic organization, Chamber, SEWEDA	Work with partners to reach out and promote and utilize resources.	Short term: Up to 1 year
Sell nonessential properties to further economic development	Port, Private, SEWEDA, City, County	Work with partners to reach out and promote and utilize resources.	Short term to long term
Work with WSU to identify compatible businesses with county	Port, Private, SEWEDA, City, County	Work with partners to reach out and promote and utilize resources.	Short term to long term

## Port of Garfield

Project	Partners	Strategy	Timeline
Pave Central Ferry	Port, State	Locate Funding	Short term: Up to 1 year
Recruit for Garfield County and Port	Port, SEWEDA, City, County	Work with partners to reach out and promote and utilize resources.	Short term: Up to 1 year
Market the Pataha RV Park	Port, City, County, SEWEDA	Work with partners to reach out and promote and utilize resources.	Short term: Up to 1 year
Research developing a Homesteading/ Small Farm Sustainable Agricultural Practices and Education Project – Possibly called Homestead University	Port, Private, SEWEDA, City, County	Work with partners to reach out and promote and utilize resources.	Short term: Up to 1 year
Partner with SEWEDA to develop Washington State “Downtown Main Street Program” & form board to direct the program	Port, Private, SEWEDA, City, County	Work with partners to reach out and promote and utilize resources.	Short term: Up to 1 year
Continue researching idea of a small “Community Kitchen”	Port, Private, SEWEDA, City, County	Locate Funding	Short term: Up to 1 year
Assist in locating motel developer	Port, Private, SEWEDA, City, County	Work with partners to reach out and promote and utilize resources.	Long term: Up to 10 years
Research entrepreneurs that would be interested in Homestead University	Port, Private, SEWEDA, City, County	Work with partners to reach out and promote and utilize resources.	Long term: Up to 10 years
Expansion of Industrial Park	Port, Private, SEWEDA, City, County	Locate Funding	Long term: Up to 10 years
Business recruitment – new, expansion and relocations	Port, Private, SEWEDA, City, County	Work with partners to reach out and promote and utilize resources.	Long term: Up to 10 years
Pave RV Park	Port, City, County, SEWEDA	Locate Funding	Long term: Up to 10 years
Construction of a facility for the Homestead University	Port, Private, SEWEDA, City, County	Locate Funding	Long term: Up to 10 years
Keep working with Downtown Main Street Program and assist in sustainability	Port, Civic Groups, SEWEDA, City, County, Private	Work with partners to reach out and promote and utilize resources.	Long term: Up to 10 years

## Garfield County Hospital District

Project	Partners	Strategy	Timeline
Implement Electronic Health Records System	Hospital	Locate Funding	Short term: Up to 5 years
Expand and resurface parking area	Hospital, City, County, State	Locate Funding	Short term: Up to 5 years
Hospital/Long Term Care covered split entrance ramp	Hospital	Locate Funding	Short term: Up to 5 years
Install HVAC in Hospital	Hospital	Locate Funding	Short term: Up to 5 years
Mobile CT pad	Hospital	Locate Funding	Short term: Up to 5 years
Expansion of clinic	Hospital	Locate Funding	Short term: Up to 5 years
Installation of Physical Therapy Hydrotherapy pool	Hospital	Locate Funding	Short term: Up to 5 years
Hospital facility Code Standards/ Replacement	Hospital	Locate Funding	Short term: Up to 5 years

## *Strategy Action Plan*

<b>Whitman County</b>			
<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
The Center/Library tech education for students	Library, CDA, school districts, SEWEDA	Construct curriculum and locate funding/grants	Short term: Up to 5 years
Skill Center: Regional, satellite, core	Universities, County, City, private, SEWEDA	Application to state, backing from legislature	Short term: Up to 5 years
Promote career fairs for high school students	Private, colleges, skills center, SEWEDA	Grants, funding to promote and hold events	Short term: Up to 5 years
Community and Youth Center	City, County, private, SEWEDA	Locate funding for facility	Long term: Up to 10 years
Development of county wide historical brochure	Library, Tourism, Chamber, Civic organizations	Working with WSU and others to create brochure	Short term: Up to 5 years
The Center gallery and related events	Library, CDA	Continuing improvements	Short term: Up to 5 years
Trap/Skeet shooting facility in Palouse	City, private, County	Planning/Funding for facility	Short term: Up to 1 year
Pullman to Colfax trail	City, County, Transportation, SEWEDA	Locate funding and planning	Long term: Up to 10 years
Develop Pullman marketing and communications plan	City, County, private	Locate funding/grants to continue completion of projects	Long term: Up to 10 years
Rural Whitman county, cooperative development and marketing	Towns, libraries, WSU	Locate partners and funding	Short term: Up to 3 years
Colfax downtown improvement	Businesses, CDA, Chamber, City, County, SEWEDA	Locate funding/grants and improve aesthetic	Short term: Up to 3 years
Pullman downtown improvement	Businesses, Chamber, City, County, private	Locate funding/grants and improve aesthetic	Short term: Up to 1 year
Install fiber	Port, City, County, State, Fed, private	Locating funding/grants	Short term: Up to 5 years
Water and sewer systems in small towns	City, County	Locate funding	Short term: Up to 5 years
Expand housing in Colfax	Private, City, County	Create new housing, locate funding and contractors	Short term: Up to 5 years

## Whitman County

Project	Partners	Strategy	Timeline
Library facility upgrades and ADA	City, WCL	Repairs, and updating compliance	Short term: Up to 5 years
City parks and pools	City, County, Private	Create recreational district	Short term: Up to 5 years
Road improvements/Colfax exchange	City, County, State	Locate grants, funding and planning	Short term: Up to 5 years
Walking and biking trails	Transportation, County, City	Connect all parts of Palouse	Short term: Up to 5 years
Upgrade computing and transmission technologies for library service	Library, City, County, Civic Groups, Port	Locate grants, funding and planning	Short term: Up to 5 years
Incorporate innovative service models for the library to meet the changing and challenging geography	Library, City, County, Civic Groups	Locate grants, funding and planning	Short term: Up to 5 years
Library participates in projects and partnerships that improve the economies of all communities	Library, City, County, Civic Groups	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Improve the Library District website and the services and products available there.	Library, City, County, Civic Groups	Locate grants, funding and planning	Short term: Up to 5 years
Library to provide intensive outreach and in-house programming for community members of all ages	Library, City, County, Civic Groups	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Focus on digitizing the historical photographs and collections for the Heritage Project	Library, City, County, Civic Groups	Locate grants, funding and planning	Short term: Up to 5 years

## Port of Whitman County

Project	Partners	Strategy	Timeline
Encourage development of broadband infrastructure countywide that delivers a speed of 50 mg	Port, City, County, SEWEDA	Locate grants, funding and planning	Short term: Up to 5 years
Encourage downtown retail locations	Port, City, County, SEWEDA, Civic Groups	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Convert Moscow Corridor to business offices	Port, City, County, SEWEDA, Civic Groups, private	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years

<b>Port of Whitman County</b>			
<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
Integration of higher education with community technology transfer.	School districts, Port, Economic Development agencies	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
<b>City of La Crosse</b>			
<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
Improve sewage disposal system	City, State, County	Locate grants, funding and planning	Short term: Up to 5 years
Repair or replace much of sewer system	City, State, County	Locate grants, funding and planning	Short term: Up to 5 years
Add secondary treatment and upgrade final disposal	City, State, County	Locate grants, funding and planning	Short term: Up to 5 years
Improve potable water system	City, State, County	Locate grants, funding and planning	Short term: Up to 5 years
New well	City	Locate grants, funding and planning	Short term: Up to 5 years
New higher elevation reservoir	City, State, County	Locate grants, funding and planning	Short term: Up to 5 years
Repair back shop wall and level up roof lines	City	Locate grants, funding and planning	Short term: Up to 5 years
Re-roof shop	City	Locate grants, funding and planning	Short term: Up to 5 years
Replace or repair park restroom to be ADA compliant	City, State	Locate grants, funding and planning	Short term: Up to 5 years
Install underground sprinkler system for park	City, State, County	Locate grants, funding and planning	Short term: Up to 5 years
Seal coat town streets	City, State, County	Locate grants, funding and planning	Short term: Up to 5 years
Replace/rebuild city shop area behind city hall and fire station	City	Locate grants, funding and planning	Short term: Up to 5 years
<b>City of Palouse</b>			
<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
Update water system plan, including construction of new water tank reservoir on the South Hill	City	Locate grants, funding and planning	Short term: Up to 5 years
Wastewater treatment facility updates/upgrades	City	Locate grants, funding and planning	Short term: Up to 5 years

## City of Palouse

Project	Partners	Strategy	Timeline
Telecommunications upgrade. Fiber	City, Port, State	Locate grants, funding and planning	Short term: Up to 5 years
Continue upgrading arterial streets in Palouse and parking facility at the Community Center	City	Locate grants, funding and planning	Short term: Up to 5 years
Install new swimming pool bleachers with shade	City	Locate grants, funding and planning	Short term: Up to 5 years
Continue to develop nature/walking trails along Palouse River and abandoned railroad beds	City, State, County	Locate grants, funding and planning	Short term: Up to 5 years
Construct new cemetery outbuildings and restrooms	City	Locate grants, funding and planning	Long term: Up to 10 years
Develop business park/light industrial site	City, Port, County, SEWEDA	Locate grants, funding and planning	Long term: Up to 10 years
Recruit high-tech and light industrial business	City, Civic Groups, SEWEDA	Locate grants, funding and planning	Long term: Up to 10 years
New ball fields/play field complex for football, soccer, baseball, softball	City	Locate grants, funding and planning	Long term: Up to 20 years
Improve recreational facilities to include but not limited to a Trap/Skeet shooting facility and a golf course	City, County, Private	Locate grants, funding and planning	Long term: Up to 20 years

## City of Pullman

Project	Partners	Strategy	Timeline
Develop Mary's Park	City, Civic Groups, Private	Locate grants, funding and planning	Short term: Up to 5 years
Expand Lawson Gardens to include features identified in the Master Plan Update, construct "Garden House"	City	Locate grants, funding and planning	Short term: Up to 5 years
Continue to enhance transit service, replace aging fleet, and upgrade transit equipment	City, County, State	Locate grants, funding and planning	Short term: Up to 5 years

## City of Pullman

<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
Develop Imani Park/Sunnyside Park Linear Path	City, Civic Groups, Private	Locate grants, funding and planning	Short term: Up to 5 years
Construct interior remodel improvements to the Police Station to create additional useable space	City	Locate funding and planning	Short term: Up to 5 years
Complete the door security system at the Police Station	City	Locate funding	Short term: Up to 5 years
Construct Grand Avenue – Center Street traffic signal	City	Locate grants, funding and planning	Short term: Up to 5 years
Develop pedestrian/bike paths in accordance with adopted Pedestrian/Bike plan and WSU plan	City, Civic Groups, State, SEWEDA	Locate grants, funding and planning	Short term: Up to 5 years
Construct an entrance sign in conjunction with Grand Avenue Greenway efforts	City, Civic Groups, Chamber, SEWEDA	Locate grants, funding and planning	Short term: Up to 5 years
Construct Grand Avenue – Center Street traffic signal	City	Locate grants, funding and planning	Short term: Up to 5 years
Construct new NE High Water Tank and booster pump station	City	Locate grants, funding and planning	Short term: Up to 5 years
Construct UV disinfection project	City	Locate grants, funding and planning	Short term: Up to 5 years
Construct Welcome Park on Davis Way	City, Civic Groups, Chamber	Locate grants, funding and planning	Short term: Up to 5 years
Work with WSDOT to obtain portions of former SR276 right-of-way	City, State	Locate grants, funding and planning	Short term: Up to 5 years
Work with developers to construct portions of Golden Hills Drive	City, Private	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Construct new airport terminal and ramp	Airport, City, County, State, Federal	Locate grants, funding and planning	Short term: Up to 5 years
Resurface Spring Street, Crestview Drive, Harvest Drive	City	Locate grants, funding and planning	Short term: Up to 5 years
Construct new City Hall	City	Locate grants, funding and planning	Short term: Up to 5 years

## City of Pullman

Project	Partners	Strategy	Timeline
Develop Emerald Pointe Park	City, Civic Groups, Chamber	Locate grants, funding and planning	Short term: Up to 5 years
Purchase land for Fire Station No. 3	City	Locate grants, funding and planning	Short term: Up to 5 years
Construct Sunnyside Park ADA path	City, State	Locate grants, funding and planning	Short term: Up to 5 years
Improvements to Reaney Park Pool restrooms and replace pool liner	City	Locate grants, funding and planning	Short term: Up to 5 years
Construct Kruegal Park shelter	City, Civic Groups, Chamber	Locate grants, funding and planning	Short term: Up to 5 years
Construct Ballfield improvements	City, Civic Groups, Chamber	Locate grants, funding and planning	Short term: Up to 5 years
Construct Canyon View path	City, County, State, SEWEDA	Locate grants, funding and planning	Short term: Up to 5 years
Replace Spring Street Bridge	State, City, County	Locate grants, funding and planning	Long term: Up to 10 years
Extend water and sanitary sewer into the Pullman-Moscow Highway corridor and the Airport Road corridor	City, County, State	Locate grants, funding and planning	Long term: Up to 10 years
Pursue expansion of RV park and construct shower facility	City, Private	Locate grants, funding and planning	Long term: Up to 10 years
Remodel Neill Public Library to accommodate growth	City, County	Locate grants, funding and planning	Long term: Up to 10 years
Construct effluent reuse facility/ distribution system or other alternative water supply	City	Locate grants, funding and planning	Long term: Up to 10 years
Construct new fire station	City	Locate grants, funding and planning	Long term: Up to 20 years
Provide channelization enhancements to Bishop Blvd.	City, County, State	Locate grants, funding and planning	Long term: Up to 20 years
Provide a beltway for both the northwest and southwest portion of Pullman	City, County	Locate grants, funding and planning	Long term: Up to 20 years
Construct a new Police Station	City	Locate grants, funding and planning	Long term: Up to 20 years
Develop remaining 9 acres of the city cemetery	City, Private	Locate grants, funding and planning	Long term: Up to 20 years
Construct a performing arts pavilion	City, Civic Groups, Chamber, Private	Locate grants, funding and planning	Long term: Up to 20 years

## City of Pullman

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

## City of St. John

Project	Partners	Strategy	Timeline
Move and upgrade sewer treatment plant and upgrade sewer lines	City	Locate grants, funding and planning	Short term: Up to 5 years
Improve streets	City	Locate grants, funding and planning	Short term: Up to 5 years
Create St. John brochure	City, Civic Groups	Locate grants, funding and planning	Short term: Up to 5 years
Develop business park	City, SEWEDA, County	Locate grants, funding and planning	Short term: Up to 5 years
Enhance recreational facilities in area to include a lighted walking/bike path, enclose and upgrade pool, improve city park	City, County	Locate grants, funding and planning	Short term: Up to 5 years
Improve fairgrounds including horse barn and arena	City, County	Locate grants, funding and planning	Short term: Up to 5 years
Expand RV services	City, Private	Locate grants, funding and planning	Short term: Up to 5 years
Beautify waterway through downtown	City, Civic Groups	Locate grants, funding and planning	Short term: Up to 5 years
Preserve and enhance downtown	City, Civic Groups	Locate grants, funding and planning	Short term: Up to 5 years
Construct a new building for Whitman Medical Group	City, Private	Locate grants, funding and planning	Short term: Up to 5 years
Attract a bio-fuel production facility	City, SEWEDA, Private, County	Locate funding and private investing	Short term: Up to 5 years
Construct a new water reservoir	City	Locate grants, funding and planning	Short term: Up to 5 years
Improve Highway 23 between US 195 and Interstate 90	City, County, State	Locate grants, funding and planning	Long term: Up to 10 years

## City of Tekoa

Project	Partners	Strategy	Timeline
Add new sewer lines	City, County, State	Locate grants, funding and planning	Short term: Up to 5 years
Recruit business and industry and make use of our incubator building	City, County, State, SEWEDA	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years

## City of Tekoa

<b>Project</b>	<b>Partners</b>	<b>Strategy</b>	<b>Timeline</b>
Construct hiking and biking trails	City, County, State	Locate grants, funding and planning	Short term: Up to 5 years
Update Community Center facility	City, Private	Locate grants, funding and planning	Short term: Up to 5 years
Re-roof museum and library building	City, Private	Locate grants, funding and planning	Short term: Up to 5 years
Continue to update safety and improve aesthetics at sewer treatment plant	City, County, State	Work with partners to reach out and promote and utilize resources.	Short term: Up to 5 years
Street renovations Park Streets	City, County, State	Locate grants, funding and planning	Short term: Up to 5 years
Chip seal gravel streets	City, County, State	Locate grants, funding and planning	Short term: Up to 5 years
Water and electricity to cemetery	City, Private	Locate grants, funding and planning	Short term: Up to 5 years
Safe routes to school – sidewalk installation	City, County, State	Locate grants, funding and planning	Short term: Up to 5 years
Seek funding for truck route	City, County, State	Locate grants, funding and planning	Short term: Up to 5 years
Add new sewer lines	City, County	Locate grants, funding and planning	Long term: Up to 10 years
Prepare wastewater facilities plan	City, County, State	Locate grants, funding and planning	Long term: Up to 10 years
Renovate Old Empire Theatre	City, Private, SEWEDA	Locate grants, funding and planning	Long term: Up to 10 years
Build affordable housing	City, County, SEWEDA	Locate grants, funding and planning	Long term: Up to 10 years
Build a new sewage treatment plant	City, County, State	Locate grants, funding and planning	Long term: Up to 10 years
Build industrial park at local airport	City, County, State, SEWEDA	Locate grants, funding and planning	Long term: Up to 10 years

# *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. Some local manufacturers have made efforts to open up new Asian and European export markets for their products, especially durable goods.

Construction jobs, along with financial activities, are also showing signs of improvement on their way to recovery. An increasing number of activities are occurring in construction, reflecting more consumer confidence in real estate investments.

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. With increased demand, decreased worldwide production stemming from droughts and higher than average per bushel prices, the local value of wheat harvest is above average. Commodities across most markets have continued to benefit from changing levels of global trade, demand and monetary valuation. It is likely these trends could halt as quickly as they started.

Export-related manufacturing and technical educational services are a source of positive growth for the region’s economy. Unlike agriculture, as overall economic conditions change around the world, the types of products manufactured and education (WSU) in Whitman county are somewhat resistant to down cycles, which gives the county greater strength and diversity in its economy. The average annual unemployment rate in Whitman County is always one of the lowest in the state.

Employment at Washington State University continues to recover. Student enrollments continue to increase and the university added a new College of Medical Sciences to collaborate with the Colleges of Nursing and Pharmacy.

In Asotin County, manufacturing employment has been increasing, adding more jobs in the area than was expected. New manufacturing facilities have been constructed and existing firms have continued to hire due to increasing demand. Manufacturing continues to expand in the transportation equipment segment. Asotin County’s labor force participation rate has fallen much faster and farther than that seen in the state.

## Regional Outlook cont.

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 rate of 11.2 percent.

Yearly averages in the labor force in Columbia County show some volatility in the local employment market, with two to three-year boom and bust cycles, which are associated with the agricultural economic base, and wind energy construction processes. There are few industries that are recovering from a down-turn in the economy in 2013, which is due to a loss of construction jobs on wind farm projects.

The Garfield County workforce is employed primarily in agriculture or government services. Farmland occupies over two-thirds of the county's total land usage. The main crop is dry land wheat. The total value of agricultural sales tends to equal the total wages earned for the county.

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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