Tuesday, July 1, 2025
City Council Workshop - Hybrid (In-Person & Electronic)

5:30 P.M.
City Council Workshop - Hybrid (In-Person & Electronic)
Agenda: https://go.boarddocs.com/wa/cocp/Board.nsf/goto?open&id=DHWNSF61537E
In-Person at College Place City Hall, 625 S College Avenue, College Place Washington

Workshop may be viewed at: Live Stream on City of College Place, Washington YouTube at https://www.youtube.com/channel/UCbx3qrqzLDL_05NusReSl-g/featured
Zoom Attendee Link: https://us06web.zoom.us/j/89505137419

Or you may call this number to listen: 1-669-900-9128 ID#895 0513 7419
Phone controls: *6 - toggle mute/un-mute and *9 - raise hand

1. Opening Items.

Subject :	1.01 Call To Order
Meeting :	Jul 1, 2025 - City Council Workshop - Hybrid (In-Person & Electronic)
Category :	1. Opening Items.
Access :	Public
Type :	Procedural

Public Content

Mayor Hernándezwill call the workshop to order.

Subject :	1.02 Roll Call
Meeting :	Jul 1, 2025 - City Council Workshop - Hybrid (In-Person & Electronic)
Category :	1. Opening Items.
Access :	Public
Type :	Procedural

Public Content

Mayor	Norma L. Hernández
Council Members	Paul T. Jessup, Michael Cleveland, Tito Espinoza Jr., Loren Peterson,

	Melodie Williams, Heather Schermann, Monica Boyle
Staff	Administrator, Mike Rizzitiello; City Attorney, Eric Ferguson; City Prosecutor, Michael Rio; Finance Director, Brian Carleton; Public Works Director, Robert McAndrews; Police Chief, Troy Tomaras; Fire Chief, David Winter; Community Development Director, Jon Rickard; HR Manager, Shawn Doering; City Clerk, Maryelizabeth Garcia

Subject :	1.03 Pledge of Allegiance
Meeting :	Jul 1, 2025 - City Council Workshop - Hybrid (In-Person & Electronic)
Category :	1. Opening Items.
Access :	Public
Type :	Procedural

Public Content

"Ipledge allegianceto the Flag of the United States of America, and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all."

Subject :	1.04 Public Comment -
Meeting :	Jul 1, 2025 - City Council Workshop - Hybrid (In-Person & Electronic)
Category :	1. Opening Items.
Access :	Public
Type :	Information

Public Content

Council meetings are primarily structured to permit Council Membersto arrive at the decisions necessary to govern the City.

Meeting Protocol for Public Comment:

When submitting public comments, include the following information regardless of the manner you are using: (Note that there are deadlines for writtencomments to be included in the meeting documents.)

- Your Name
- Your Address

WrittenPublic comments may be provided by submitting comment to Clerk@cpwa.usno later than 4:30 PMon the meeting date to be included in the record.(If typewritten, no less than 11 pt font).

VerbalPublic Comments may be made during the meeting:

- In-person at the meeting location - provided at the beginning of each agenda.

Telephone and Virtual Comments:

Any member of the public who desires to make a public comment at the City Council meeting by telephone or remote access shall provide at least 24 hours notice (excluding weekends and holidays) prior to the start of the meeting at which the member of the public wants to make a comment, notify the City Clerk or designee in writing or by direct verbal communication of their desire to make a comment. Those notice shall include the member's first and last name, address or place of residence, and the topic or topics the comment will touch upon.

- Telephone comment - Call1-669-900-9128, entering the meeting ID (provided at beginning of agenda) and raise your hand (*9 to raise hand, *6 to mute/un-mute) when comments are requested.
- Virtual comment -Join using theZoom Attendee link (provided at beginning of agenda) and raise your hand when comments are requested.

Once recognized, you will have five minutes to speak on any subject that is under the control of the Council.

2. Workshop Topics.

Subject :	2.01 Welcome Interim City Administrator Michael Matthias - Mayor Hernandez
Meeting :	Jul 1, 2025 - City Council Workshop - Hybrid (In-Person & Electronic)
Category :	2. Workshop Topics.
Access :	Public
Type :	Information

File Attachments

Michael Matthias resume - 2024.pdf (201 KB)

Subject :	2.02 Passage of the Comprehensive Economic Development Strategy (CEDS) Update - Mr. Saldana
Meeting :	Jul 1, 2025 - City Council Workshop - Hybrid (In-Person & Electronic)
Category :	2. Workshop Topics.
Access :	Public
Type :	Discussion, Information

Public Content

Historical Perspective:

The City obtained a $40,000 Federal Economic Development Administration Planning Grant to complete a Comprehensive Economic Development Strategy (CEDS) for the City. This will double as the Economic Development element for the forthcoming Comprehensive Plan Update.

Information for Consideration:

The City issued a RSQ and put it out via MRSC Small Works Roster Vendor Directory. We received four responses. It was graded that Economic Growth Strategies was the most responsive bidder. This plan is needed so we can qualify for Federal Economic Development Administration funding.

File Attachments

College Place CEDS.pdf (17,013 KB)
CEDS College Place Council Presentation.pptx (664 KB)

3. Closing Items.

Subject :	3.01 Good of the Order
Meeting :	Jul 1, 2025 - City Council Workshop - Hybrid (In-Person & Electronic)
Category :	3. Closing Items.
Access :	Public
Type :	Discussion, Information
Subject :	3.02 Conclusion
Meeting :	Jul 1, 2025 - City Council Workshop - Hybrid (In-Person & Electronic)
Category :	3. Closing Items.
Access :	Public
Type :	Procedural

Public Content

Mayor Hernández will conclude the workshop.

MICHAEL F. MATTHIAS
23641 7th Ave S #10
Des Moines, WA 98198
425-943-0607 - mmatthias26@hotmail.com

Education

M.Sc. Sustainable Urban Development, University of Oxford, England
M.Sc. Applied Economics, University of California, Santa Cruz
M.Phil. International Relations, University of Cambridge, England
B. A. (Honors) Political Science, University of California, Santa Barbara

Professional Experience

City Manager
Des Moines, WA (2016 – present)

Government management for a municipal jurisdiction, operating budget of approximately $30 million, and 200 employees, overall finances of more than $100 million. Regional government responsibilities for a region of approximately 300,000 population. Responsible for City administration, emergency operations, labor relations, economic development, organizational development, strategic planning, City Council relations, intergovernmental legislative and regulatory requirements, formulation and recommendation of budget to City Council, conduct of external relations, in addition to other duties.

The city recently issued a $26 million bond for Marina redevelopment projects.

8/2019 Received Washington City Manager's Association "Award for Excellence for achievements as Des Moines City Manager."

City of Des Moines received the 2023 Innovation in Local Government award – emphasis on Sustainability – from the Washington City and County Managers Association.

Assistant City Manager/Economic Development Director
Des Moines, WA (2014 – 2016)

Senior management position, responsible for all aspects of City government, City Council relations, Acting City Manager as required. Responsibilities as Director of Economic Development responsible for all aspects of economic development: finding investors, meeting with developers, prepared first Economic Element of the City Comprehensive Plan that will be the basis for the City's first Economic Development Strategic Plan. Work on land use, zoning, public/private partnerships, represent City with development community and other public agencies.

Redevelopment Project Manager
Lacey, WA (2011 - 2013)

Consultant for brewery redevelopment including sustainable development; financing; achieving public/private partnerships; viable project finance options through offshore private investment for development; and compliance with land use regulatory/zoning requirements and development review process. Manage Planned Action (to meet State Environmental

Policy Act) process with Integrated Planning Grant ($200,000) from Washington State Department of Ecology. Wrote grant application and made presentation to State Department of Commerce (Community Economic Revitalization Board). Grant ($50,000) was approved and I managed the grant.

Adjunct Professor
St. Martin's University (2012)

Taught upper division course on international business.

Town Center Project Manager
City of Sammamish, WA (2007 - 2010)

Responsible for managing the Town Center project , including land use subarea planning process, financial analysis of project feasibility, SEPA, regulatory elements of rezone, development process and community relations for 240 acre site including five mixed-use zones.

- Emphasis on sustainable environmental practices

- Awarded City of Sammamish Milestone Award for accomplishments related to Town Center – December, 2008.

Assistant City Manager
Maple Valley, WA (2005-2007)

Responsible for administrative functions of City government with direct duties for economic development, public safety, emergency management, special projects and City Council and government relations. Worked closely with large-scale developers. Provided staff support to Public Safety Oversight Committee and Economic Development Committee, Co-Chair Emergency Operations Center; fulfilled Acting City Manager duties.

Economic Development Manager
City of Fort Lauderdale, FL (2002-03)

Responsible for managing City (population 160,000) economic development functions including business development and retention activities, incentives, regulatory (planning, zoning, site plan development) interface, intergovernmental relationships, public/private partnerships, international business attraction, small business development, economic research, efforts to
diversify the economic base of the City, and analysis and recommendations for public policy decision-makers.

Developed City of Fort Lauderdale "Economic Development Strategic Plan," organized City Economic Summit for over 150 stakeholders.

Director, Community & Economic Development
Director, Community Redevelopment Agency
Lauderdale Lakes, FL (2000-2002)

Over $40 million of investment occurred in the City (population 30,000) during the period Mr. Matthias was the City's primary economic development official.

Established Community Redevelopment Agency (CRA) and served as first Director for the Agency, investment during the first two years Mr. Matthias managed the CRA will provide over $13 million in Tax Increment Finance resources over the life of the CRA.

Responsible for combining economic development, redevelopment and community development functions into a single city department and then directing new multi-functional department (annual operating budget of $ 1million/ 22 full time positions).

Organized and managed One-Stop Permitting Center that included planning & zoning, code enforcement, building/permitting, CDBG, grants and housing to provide speed-to-market incentives for development.

Served as Acting City Manager upon request.

Budget Manager/Acting Deputy Treasurer
City of Morgan Hill, CA (1999-2000)

Managed city budget process (operating and capital), provided financial analysis, treasury functions, and special projects including preparation of Mayor's "State of the City Address."

Sr. Financial Analyst
San Jose/Silicon Valley
Robert Half International, San Jose, CA (1996-1999)

Consultant providing financial and economic analysis to Fortune 100 and technology sector clients.

Analyst II
San Jose, International Airport (1989-1994)

Project Manager, Airport Economic Impact Analysis, strategic aspects of lengthening major commercial runway and Airport Noise Monitoring program, special projects, research and analysis and econometric analysis of water quality for compliance with national standards.

Mr. Matthias has also held positions **including Assistant Vice President at Bank of America for Governmental Affairs and Corporate Strategic Planning.**

Executive Director of the Children's Advocacy Center in Oakland, CA.

<u>Honors and Associations</u>

Mr. Matthias has received numerous awards, including:

- Award for Excellence – City Manager of the Year in the State of Washington (2019), Washington State City Manager Association
- Robert F. Kennedy Fellow
- Employee of the Month, San Jose, CA International Airport
- State of California Graduate Fellowship
- University of California, Santa Barbara Scholars Program
- University President Honors List

He is fluent in Spanish.

Mr. Matthias is a member of:

- Oxford/Cambridge Club (London)
- International City Managers' Association
- Lifetime Member, Wolfson College, Cambridge, and St. Catherine's College, Oxford

City of College Place

City Council Presentation

Comprehensive Economic Development Strategy

July 1, 2025

THE NATELSON DALE GROUP, INC

Target industry analysis

Real estate strategies and downtown revitalization

Retail market analysis and repositioning

ECONOMIC GROWTH STRATEGIES

Economic development strategic planning

Successful implementation nationally recognized economic development initiatives

Combining practical on the ground experience with academic level analysis

ISRC INTERNATIONAL SUSTAINABLE RESILIENCE CENTER

International recognized for economic resilience practice

Creator of Economic Resilience Scorecard & Infrastructure Tool Kit

The Team

What is a CEDS?

- CEDS is short for **"Comprehensive Economic Development Strategy"** - an extensive process managed by the U.S. Economic Development Administration (EDA)
- **Planning document** required by EDA to be eligible for federal funding through their grant programs
- A CEDS is designed to **bring together the public and private sectors** in the creation of an economic roadmap to diversify and strengthen regional economies

E★D★A
U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

The CEDS Planning Process

Stakeholder Engagement

- ✓ Project Team Meetings
- ✓ CEDS Committee (EDTC Commission)
- ✓ Stakeholder Interviews

Economic Conditions Report

- ✓ Economic Conditions Analysis
- ✓ Infrastructure Capacity Review
- ✓ Economic Development Capacity Analysis
- ✓ Workforce Analysis
- ✓ Economic Resilience Exposures

Competitive Analysis

- ✓ SWOT Analysis
- ✓ Target Industry Analysis
- ✓ Market Analysis

Draft Plan

- ✓ Implementation Strategies & Action Plan
- ✓ Internal Consistency Review
- ✓ Economic Resilience Plan
- ✓ Performance Metrics

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STRENGTH

1. Strong educational institutions, including Walla Walla University and quality K-12 schools
2. Affordable housing compared to neighboring areas
3. Growing population and new residential developments
4. Proximity to wine tourism and agricultural assets
5. Recent expansion of Highway 12, improving connectivity to Tri-Cities
6. Established Creative District spanning College Place and Walla Walla
7. Clean, safe community with good parks and outdoor recreation

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WEAKNESSES

1. Limited commercial and retail options within city limits
2. Lack of fine dining and hotel accommodations
3. Traffic congestion, particularly at key intersections
4. Limited available space for new businesses
5. ~~Perception as primarily a Seventh-day Adventist community~~
6. Underdeveloped downtown area and lack of walkable shopping districts
7. Limited public transportation options

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OPPORTUNITIES

1. Development of Martin Airfield for commercial and light industrial use
2. Expansion of the urban growth area for new residential and commercial development
3. Potential for mixed-use developments to create vibrant, walkable areas
4. Leveraging the Creative District to attract artists, tourists, and creative businesses
5. Collaboration with Walla Walla University for workforce development and innovation
6. Attraction of remote workers due to quality of life and affordability
7. Development of incubator spaces for growing businesses

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THREATS

1. Competition from neighboring Walla Walla for businesses and development
2. Potential loss of agricultural land to development
3. Resistance to change from some long-time residents
4. Rising housing costs affecting affordability
5. Dependence on wine tourism, which can be volatile
6. Potential for overregulation hindering business growth
7. Brain drain of young professionals to larger cities

Vision

The City of College Place vision for economic development emphasizes fostering a vibrant, sustainable community that balances small-town charm with growth opportunities.

Foundational Goals

- Attract Diverse Businesses
- Encourage downtown revitalization
- Foster collaboration with local institutions
- Enhance infrastructure and connectivity
- Expand tourism opportunities

Attract Diverse Businesses

- Marketing & Outreach
  - Expand Marketing Campaign
  - Attend Trade Shows & Conferences
- Incentives & Support
  - Offer Financial Incentives
  - Provide Business Support Services
- Enhance Development Opportunity Areas
  - Flex industrial on Gugliemelli site
  - Implementation of Martin Airfield Planning Study
  - Recruit large retail and other commercial uses
  - Replace Lions Park Community Cetner

Encourage Downtown Revitalization

- Beautification and Aesthetic Improvements
  - Enhance Streetscapes
  - Facade Improvement Programs
  - Public Art and Murals
- Supporting Local Businesses
  - Marketing and Promotion
- Events and Activities
  - Host Community Events
  - Pop-Up Shops and Temporary Installations
- Long-Term Planning and Sustainability
  - Create a Downtown Master Plan
  - Downtown Association

Foster Collaboration with Local Institutions

- Partnerships with Educational Institutions
  - Develop Internship and Job Placement Programs
  - Collaborative Research Projects
  - Continuing Education and Workforce Training
- Shared Resources and Facilities
  - Joint Use of Facilities
  - Resource Sharing Programs
- Communication and Advocacy
  - Regular Communication Channels
  - Advocate for Policy Changes

Enhance Infrastructure and Connectivity

- Transportation
  - Upgrade roadways
  - Railroad Expansion/Access
  - Public Transportation
  - Parking Facilities
- Utilities & Services
  - Broadband Internet
  - Water & Waste Management
- Technology & Innovation
  - Innovation Hubs
- Land Use & Development
- Public-Private Partnerships

Expand Tourism Opportunities

- Highlight Local Attractions
  - Promote Local Attractions
  - Develop Themed Tours
- Events & Festivals
  - Expand, Identify and Host Annual Festivals & Events
  - Collaborating with Local Organizations
- Marketing & Promotion
  - Maintain & Connect Tourism Website
  - Leverage Social Media
  - Partner with Travel Influencers
- Expand Accommodations & Hospitality Options
- Infrastructure & Accessibility
  - Improve Transportation Options
  - Develop Tourist-friendly Amenities
  - Engage with Local Businesses

Evaluation Framework

- **Business Growth & Retention**
  - Number of new businesses established annually
  - Percentage of business retention within key development zones
  - Increase in commercial occupancy rates downtown
  - Number of jobs created in targeted industries (e.g., ag tech, logistics, aerospace)
- **Infrastructure Improvements**
  - Miles of roads improved or expanded to support business access
  - Broadband coverage expansion and internet speed improvements
  - Utility upgrades supporting industrial and commercial growth
- **Investment & Funding Secured**
  - Total amount of grants and private investments secured for development projects
  - Number of businesses utilizing financial incentives or tax credits
  - Growth in local government revenue from business-related taxes
- **Downtown Revitalization Impact**
  - Increase in foot traffic and visitor spending in downtown areas
  - Growth in mixed-use development projects
  - Number of public space enhancements completed (e.g., parks, plazas)
- **Industry Diversification**
  - Number of new industries established in College Place
  - Percentage of economic activity generated by emerging sectors
  - Expansion of business clusters in targeted industries

Final Process Steps

- 30-day public review period will close July 2. No comments have been received.
- Economic Development, Tourism, and Events Commission approved CEDS on June 2 with as amended. July 7 meeting can review any additional changes/public comments.
- Council approve the CEDS with accompany project list.
- CEDS transmitted to EDA for review and approval.
- City close out EDA grant.

Questions

THE NATELSON DALE GROUP, INC

ECONOMIC GROWTH
STRATEGIES

ISRC
INTERNATIONAL
SUSTAINABLE RESILIENCE
CENTER

Comprehensive Economic **Development Strategy**

CITY OF COLLEGE PLACE

Public **Draft**

June 2, **2025**

ACKNOWLEDGEMENTS

City Council

Mayor	Norma Hernandez
Council Position 1	Paul Jessup
Council Position 2	Michael Cleveland
Council Position 3	Tito Espinoza
Council Position 4	Loren Peterson
Council Position 5	Melodie Williams
Council Position 6	Heather Schermann
Council Position 7	Monica Boyle

Economic Development Tourism & Events Commission (CEDS Steering Committee)

- Allison Peck (Chair)
- Doug Case (Vice Chair) - Columbia REA
- Tracy Warner - Goodwill
- Kelli Leen - Rogers Bakery
- Teri Lesmeister
- Kirk Amick - Community Bank
- Arlene Alen, Walla Walla Valley Chamber of Commerce (Ex-officio)

City Staff

- Michael Rizzitiello, City Administrator
- Maryelizabeth Garcia, City Clerk
- Brian Carleton, Finance Director
- Jon Rickard, Community Development Director

Consulting Team

ECONOMIC GROWTH STRATEGIES

THE NATELSON DALE GROUP, INC

ISRC INTERNATIONAL SUSTAINABLE RESILIENCE CENTER

This project is funded in part by the U.S. Department of Commerce Economic Development Administration (EDA)
Project Number: ED24SEA0G0351

TABLE OF CONTENTS

About The CEDS

The **Comprehensive Economic Development Strategy (CEDS)** for College Place provides a roadmap for fostering sustainable growth, attracting investment, and ensuring long-term economic resilience. Developed in alignment with the **U.S. Economic Development Administration (EDA)** guidelines, this strategy outlines key priorities such as industry diversification, infrastructure investment, tourism, and downtown revitalization. By strengthening commercial and industrial zones, improving transportation networks and broadband access, and cultivating partnerships with local institutions, College Place can create a business-friendly environment that supports innovation and job creation. Through collaboration with businesses, community stakeholders, and regional partners, College Place can build a dynamic economy that fosters prosperity and inclusivity for residents and entrepreneurs alike.

The EDA outlines specific requirements for a CEDS to ensure a structured, regionally driven approach to economic planning. The CEDS must be developed through broad-based public and private sector participation and serve as a roadmap for strengthening regional economies. Key components include:

1. **Economic Conditions Analysis (Summary Background) –** An overview of the City and regional economic conditions, including demographic and industry trends.
2. **SWOT Analysis –** A detailed assessment of strengths, weaknesses, opportunities, and threats affecting economic development.
3. **Strategic Direction & Action Plan –** A framework for leveraging regional assets, addressing challenges, and implementing economic growth strategies.
4. **Evaluation Framework –** Performance measures to track progress and assess the effectiveness of development initiatives.
5. **Economic Resilience –** Strategies to enhance the region's ability to withstand economic disruptions and adapt to changing conditions.

Regions must maintain an updated CEDS at least every five years to remain eligible for EDA assistance and funding opportunities. The strategy should also align with state and local economic development plans to ensure consistency and maximize impact.

The CEDS **Planning Process**

The CEDS planning process is a structured, community driven approach to economic development that ensures broad stakeholder engagement and strategic alignment.
The key steps in preparing the CEDS included:

STRATEGY COMMITTEE

The EDTC Commission served as the Strategy Committee as they represent a diverse group of stakeholders, including business leaders, government officials, and community representatives, oversees the planning process.

DEFINING REGIONAL PRIORITIES

The consulting team, with input from the City staff and Strategy Committee, identified economic challenges, opportunities, and long-term development goals.

CONDUCTING A SWOT ANALYSIS

Through a series of interviews, surveys and analysis of existing programs, the team assessed the strengths, weaknesses, opportunities, and threats to guide strategic decision-making.

DEVELOPING A STRATEGIC ACTION PLAN

The CEDS outlines specific initiatives, policies, and investments to drive economic growth.

FINALIZING THE CEDS DOCUMENT

The Draft CEDS is a compilation of the findings into a formal strategy that aligns with EDA guidelines and regional economic objectives.

IMPLEMENTING & MONITORING PROGRESS

The Draft CEDS establishes performance measures to track success and adapt strategies as needed.

THE FOLLOWING GRAPHIC ILLUSTRATES THE PROCESS USED IN THE DEVELOPMENT OF THE COLLEGE PLACE CEDS.

Alignment with **Planning & Growth Policies**

The College Place Comprehensive Economic Development Strategy (CEDS) is a forward-thinking framework that integrates the city's economic development priorities with broader policy mandates, ensuring strategic growth, infrastructure investment, and community engagement. This strategy aligns with the College Place Economic Development Element, reinforcing efforts to enhance business expansion, workforce development, and sustainable infrastructure. Additionally, it adheres to the Washington Growth Management Act (GMA) by promoting efficient land use, environmental stewardship, and inclusive economic opportunities. Together, these components create a cohesive blueprint for long-term resilience, innovation, and prosperity.

COMPREHENSIVE PLAN: ECONOMIC DEVELOPMENT ELEMENT

The College Place CEDS serves as a foundational framework for advancing sustainable growth resilience, and economic opportunities within the City. The CEDS aligns seamlessly with the City's Comprehensive Plan Economic Development Element by integrating strategic priorities that foster business expansion, workforce development, and infrastructure improvements.

KEY AREAS OF ALIGNMENT INCLUDE:

- **Business Growth & Entrepreneurship:** The CEDS emphasizes fostering a dynamic business environment, supporting local enterprises, and attracting new industries—directly complementing College Place's economic development initiatives aimed at enhancing job creation and investment.
- **Infrastructure & Sustainability:** The strategy underscores the importance of modernizing infrastructure, expanding broadband access, and promoting climate resilience, aligning with College Place's long-term economic development goals.

The following table shows the alignment between the goals of the CEDS and the Comprehensive Plan Economic Development Element.

The Goals of the CEDS	Comprehensive Plan: Economic Development Element Alignment
Attract Diverse Businesses	
Marketing & Outreach	ED 1.1, 2.1, 3.1, 3.2, 3.4, 8.4
Incentives & Support	ED 2.6, 3.10
Enhance Development Opportunity Areas	ED 1.5, 3.3, 5.1, 5.2, 6.3, 7.1
Encourage Downtown Revitalization	
Beautification and Aesthetic Improvements	ED 7.2
Supporting Local Businesses	ED 1.3, 3.1, 3.7, 3.11, 8.1
Events and Activities	ED 3.8, 3.9,
Long-Term Planning and Sustainability	ED 2.3, 2.4, 6.4, 6.5

Foster Collaboration with Local Institutions	
Partnerships with Educational Institutions	ED 1.2, 3.5, 6.2,8.3, 10.3
Shared Resources and Facilities	ED 1.2
Communication and Advocacy	ED 1.4
Enhance Infrastructure and Connectivity	
Transportation	ED 1.6, 4.1, 4.2, 7.3
Utilities & Services	ED 1.6, 4.1
Technology and Innovation	ED 3.5, 6.6
Collaboration and Funding	ED 1.1
Expand Tourism Opportunities	
Highlight Local Attractions	ED 3.6, 9.5, 9.6, 11.1
Events and Festivals	ED 4.3, 10.1
Marketing and Promotion	ED 9.1, 9.2
Accommodation and Hospitality	ED 9.3, 10.2
Infrastructure and Accessibility	ED 4.1, 9.4, 11.2

GROWTH MANAGEMENT ACT ALIGNMENT

The College Place CEDS aligns with the Washington Growth Management Act (GMA) by reinforcing key principles of sustainable growth, infrastructure planning, and economic resilience. Here's how:

Comprehensive Planning:

The GMA requires cities to develop long-term plans that guide land use, housing, and economic development. The College Place CEDS complements this by outlining strategies for business expansion, workforce development, and infrastructure improvements in alignment with the City's Comprehensive Plan.

Economic Development Balance:

The GMA encourages economic development while protecting natural resources and ensuring equitable access to opportunities. The CEDS aligns with this by fostering workforce programs, supporting entrepreneurship, and ensuring that economic benefits reach underserved communities.

Urban Growth & Infrastructure:

The GMA emphasizes efficient land use and infrastructure investment to support economic vitality. The CEDS integrates these priorities by promoting broadband expansion, transportation improvements, and climate-resilient infrastructure, ensuring that growth is both strategic and sustainable.

Public Participation & Governance:

The GMA mandates community engagement in planning processes. The College Place CEDS incorporates stakeholder collaboration and community-led governance, ensuring that economic strategies reflect local needs and aspirations.

Census-Based Demographic and Economic Overview

A comprehensive demographic and economic data analysis was performed (Appendix A). Data was derived from the U.S. Census Bureau, American Community Survey (ACS) 5-year estimates (2018-23). Data are provided for the City of College Place, Walla Walla County, Franklin and Benton Counties (Kennewick-Richland MSA), Washington State, along with neighboring Umatilla County in Oregon. Topics address current conditions related to economic characteristics, housing units, educational attainment, and households/families.

- For the 16 years and over population, the City has a relatively slightly higher share of the population (61.8%) in the labor force compared to Walla Walla County, but a relatively low percentage compared to Franklin County and the State. The unemployment rate (4.6%) was lower than all the reference geographies.
- For workers 16 years and over commuting work, the mean travel time to work was relatively low for College Place residents (13.2 minutes) compared to all the reference geographies.
- In terms of occupational employment (Table), a larger share of College Place residents is employed in Service and Sales and office occupations compared to the benchmark geographies. In contrast, College Place residents hold a relatively lower share of jobs in Natural resources, construction, and maintenance occupations.

VARIABLE	COLLEGE PLACE	WALLA WALLA COUNTY	FRANKLIN COUNTY	BENTON COUNTY	UMATILLA COUNTY
OCCUPATION					
Civilian employed population 16 years and over	4,605	28,129	44,093	95,245	34,442
Management, business, science, and arts occupations	37.1%	36.6%	33.0%	41.7%	28.8%
Service occupations	28.1%	21.8%	17.0%	16.2%	21.0%
Sales and office occupations	22.8%	18.2%	16.6%	17.7%	20.2%
Natural resources, construction, and maintenance occupations	2.3%	9.6%	18.8%	12.2%	14.2%
Production, transportation, and material moving occupations	9.7%	13.8%	14.6%	12.3%	15.8%

- In terms of industry sector employment, the largest share of College Place residents (37.3%) is employed in the Educational services, and health care and social assistance industry sector, which is significantly higher than all of the benchmark geographies. In contrast, the City has a relatively smaller share (2.8%) of its residents employed in the Construction sector.

- For the income and benefits category, the largest share of College Place households (20.6%) is in the $50,000 to $74,999 household income range. The City's households are relatively underrepresented (10.7%) in the $75,000 to $99,999 household income range.
    - Following from above, the City's median household income level ($59,768) is well below the median level in the benchmark geographies.

- The City's health insurance coverage rate (95.4%) is slightly higher than the benchmark geographies' rates .

- Poverty rates – as measured by families and people whose income in the past 12 months was below the poverty level – for all categories of families are slightly higher (10.3%) in College Place compared to the benchmark regions, while significantly higher than the statewide average (6.4%).

Commercial / Industrial Real Estate Market Data

This section provides a summary of the retail, office, and industrial real estate markets in the City of College Place, compared to the benchmark Walla Walla County region.

RETAIL MARKET

Table III 1, below, shows key retail market indicators for the City of College Place. The table provides key market indicators for the most recent quarter (2024, Q4) and one year earlier. In addition, the table shows the typical range for these indicators along with the 10-year average. The retail market in the City is relatively healthy, with the existing overall vacancy rate estimated at 0.0%. Market asking rents and market sales prices are both up over the prior year.

Table 2. Key Retail Market Indicators, City of College Place

TIME PERIOD	INVENTORY	12 MO NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT / SF	MARKET STALES PRICE / SF	MARKET CAP RATE
Current	456,244	1,760	0.0%	$17.50	$140	8.2%
Prior Period	456,244	1,844	0.4%	$16.97	$136	8.1%
	+0%	-4.6%	-0.4%	+3.1%	+2.9%	+0.1%
Typical Range		(3,823) – 4,482	0.50% - 1.16%	$13.02 - $16.19	$124 - $140	7.20% - 8.04%
10 Yr Avg		642	1.06%	$14.60	$132	7.63%

Source: CoStar

Table 3. Key Retail Market Indicators, Walla Walla County

TIME PERIOD	INVENTORY	12 MO NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT / SF	MARKET STALES PRICE / SF	MARKET CAP RATE
Current	2,860,185	26,455	3.2%	$16.81	$150	7.8%
Prior Period	2,860,185	(20,737)	4.0%	$16.44	$149	7.7%
	+0%	+227.6%	-0.8%	+2.3%	+0.7%	+0.1%
Typical Range		(49,491)-59,289	1.72% - 3.83%	$13.01 - $15.73	$127 - $147	7.32% - 7.73%
10 Yr Avg		4,688	2.77%	$14.37	$137	7.53%

Source: CoStar

OFFICE MARKET

Table III 3, below, shows key office market indicators for the City of College Place. The table provides key market indicators for the most recent quarter (2024, Q4) and one year earlier. In addition, the table shows the typical range for these indicators along with the 10-year average.

The office market in the City is relatively small, with about 7,900 square feet of total inventory.

Table 4. Key Office Market Indicators, City of College Place

TIME PERIOD	INVENTORY	12 MO NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT / SF	MARKET STALES PRICE / SF	MARKET CAP RATE
Current	7,898	0	0.0%	$22.15	$456	8.3%
Prior Period	7,898	0	0.0%	$21.83	$464	8.1%
	+0%	-	+0.4%	+1.5%	-1.7%	+0.2%
Typical Range		--	--	$17.64 - $21.25	$388 - $477	6.63% - 7.70%
10 Yr Avg		1,300	--	$19.44	$433	7.16%

Source: CoStar

Table 5. Key Office Market Indicators, Walla Walla County

TIME PERIOD	INVENTORY	12 MO NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT / SF	MARKET STALES PRICE / SF	MARKET CAP RATE
Current	796,109	(4,174)	2.6%	$21.31	$172	9.7%
Prior Period	796,109	4,207	2.1%	$21.01	$177	9.3%
	+0%	-199.2%	+0.5%	+1.4%	-2.8%	+0.4%
Typical Range		(9,922) - 21,590	0.92% - 6.40%	$16.94 - $20.42	$168 - $193	7.50% - 8.85%
10 Yr Avg		5,860	3.66%	$18.88	$180	8.17%

Source: CoStar

INDUSTRIAL MARKET

Table III 5, below, shows key industrial market indicators for the City of College Place. The table provides key market indicators for the most recent quarter (2024, Q4) and one year earlier. In addition, the table shows the typical range for these indicators along with the 10-year average.

The industrial market in the City is relatively small, with only 1,200 square feet of total inventory.

Table 6. Key Industrial Market Indicators, City of College Place

TIME PERIOD	INVENTORY	12 MO NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT / SF	MARKET STALES PRICE / SF	MARKET CAP RATE
Current	1,200	0	0.0%	$7.12	$73	9.2%
Prior Period	1,200	0	0.0%	$7.17	$74	8.8%
	+0%	-	+0.4%	-0.7%	-1.4%	+0.4%
Typical Range		--	--	$5.04 - $6.84	$50-$73 $62	7.64% - 8.64%
10 Yr Avg		--	--	$5.94		8.14%

Source: CoStar

'—' = No data available

Table 7. Key Industrial Market Indicators, Walla Walla County

TIME PERIOD	INVENTORY	12 MO NET ABSORPTION SF	VACANCY RATE	MARKET ASKING RENT / SF	MARKET STALES PRICE / SF	MARKET CAP RATE
Current	4,218,423	40,980	4.9%	$8.46	$135	7.2%
Prior Period	4,218,423	395,573	5.9%	$8.50	$136	6.9%
	+0%	-89.6%	-1.0%	-0.5%	-0.7%	+0.3%
Typical Range		(9,926) - 190,946	3.40% - 9.07%	$8.25 - $9.40	$135 - $158	6.43% - 7.19%
10 Yr Avg		90,778	6.23%	$8.82	$146	6.81%

Source: CoStar

Industry Cluster Analysis

This section presents an initial overview of industry "clusters" that are prominent in College Place and the surrounding region.

DEFINITIONS AND FOCUS OF LOCAL/REGIONAL INDUSTRY CLUSTERS ANALYSIS

The clusters analyzed in this study are based on definitions (i.e., industry groupings) from the U.S. Cluster Mapping Project (Cluster Mapping Project), an economic development initiative led by Harvard Business School's Institute for Strategy and Competitiveness. In accordance with the North American Industry Classification System (NAICS), the U.S. economy includes a total of approximately 1,100 individual industry sectors. The U.S. Cluster Mapping Project assigns each of these sectors to unique clusters, which are based on linkages through supply-chain relationships, as well as commonalities in terms of workforce requirements and infrastructure needs. Nationally, the Cluster Mapping Project recognizes a total of 67 clusters, with 16 classified as "local" clusters and 51 classified as "traded" clusters.

Total current (2023) employment in the College Place area ("College Place") is estimated at 3,519 . The local clusters currently represent a total of 2,216 jobs in College Place, while the traded clusters account for 1,286 jobs. Non-cluster employment totals 17 jobs . Whereas local and traded clusters are both critically important components of a balanced economy, they have distinct roles and characteristics, and these distinctions can be helpful in terms of planning economic development programs. Some of these distinctions are summarized as follows:

- **Local clusters** typically form the core of a region's economy; they primarily provide goods and services for the local (resident) population. They tend to account for the majority of jobs in a region (in the case of College Place, local clusters represent about 63% of total jobs), and support a high quality of life by ensuring the availability of a diverse range of goods and services. In College Place, important local clusters include Local Health Services, Local Education and Training and Local Government Services. These clusters account for more than one-fourth (27.4%) of College Place's total jobs.

- **Traded clusters** are "export-oriented" in the sense that they include industries that are engaged in producing goods and services for end customers outside the region. Traded clusters account for about 37% of the jobs in College Place, and are especially important from an economic development perspective given that they tend to have higher wages and higher "multiplier impacts" compared to local clusters. That is, they have a strong potential to inject new dollars into the local economy and thereby serve as "drivers" for broader economic growth. In College Place, the bulk of traded cluster employment is in the Education and Knowledge Creation cluster, accounting for about 83% of total traded cluster employment.

Based on the industry cluster analysis, the City and surrounding regions have a strong competitive advantage in the following traded clusters:

- Education and Knowledge Creation
- Agricultural Inputs and Services
- Food Processing and Manufacturing
- Forestry
- Livestock Processing

Local Clusters with a strong competitive advantage include the following:

- Local Education and Training
- Local Federal Government Services
- Local Government Services
- Local Retailing of Clothing and General Merchandise
- Local State Government Services

CLUSTER GROWTH

Cluster employment job growth is strong in several categories. The shift share analysis conducted as part of the cluster analysis indicates that some clusters are projected to have higher shares of job growth than the national average and as such, can be considered as positive targets for recruitment.

Table 8 Cluster Employment Growth Projections By Region

Cluster	College Place	Walla Walla	Franklin County	Benton County	Umatilla County
Aerospace Vehicles and Defense	--	--	49.7%	57.5%	32.2%
Agricultural Inputs and Services	13.0%	16.1%	-10.3%	35.4%	15.2%
Apparel	45.6%	-1.9%	51.5%	8.1%	26.5%
Automotive	26.8%	59.3%	--	-48.1%	47.1%
Biopharmaceuticals	24.6%	44.0%	--	-56.6%	--
Business Services	28.4%	36.1%	36.1%	5.1%	44.7%
Coal Mining	--	--	--	--	--
Communications Equipment and Services	2.6%	100.2%	12.8%	45.4%	59.8%
Construction Products and Services	69.1%	43.2%	45.5%	37.4%	22.9%
Distribution and Electronic Commerce	24.0%	23.8%	18.4%	19.3%	-12.3%
Downstream Chemical Products	40.6%	47.0%	--	61.4%	-8.0%
Downstream Metal Products	-25.5%	-25.9%	18.9%	12.2%	3.0%
Education and Knowledge Creation	8.2%	2.0%	-0.5%	-0.2%	6.7%
Electric Power Generation and Transmission	--	-78.0%	--	99.2%	0.0%
Environmental Services	--	--	--	9.1%	31.9%
Financial Services	20.9%	24.2%	70.4%	19.3%	20.0%
Fishing and Fishing Products	--	-68.4%	24.1%	-58.9%	-78.7%
Food Processing and Manufacturing	47.7%	29.2%	34.4%	9.4%	-11.1%
Footwear	--	--	--	80.0%	--
Forestry	14.2%	27.0%	59.5%	105.9%	-41.6%
Furniture	111.0%	37.2%	-39.1%	11.4%	7.6%

Cluster	College Place	Walla Walla	Franklin County	Benton County	Umatilla County
Hospitality and Tourism	15.7%	11.0%	8.4%	18.4%	7.3%
Information Technology and Analytical Instruments	71.6%	45.8%	62.9%	61.6%	50.9%
Insurance Services	-29.9%	-24.7%	79.9%	-2.4%	49.6%
Jewelry and Precious Metals	--	--	--	12.8%	--
Leather and Related Products	--	--	--	9.4%	-0.3%
Lighting and Electrical Equipment	--	--	--	24.3%	--
Livestock Processing	33.6%	47.5%	-89.1%	46.4%	4.4%
Marketing, Design, and Publishing	4.7%	23.3%	34.7%	7.3%	35.8%
Medical Devices	--	--	85.1%	7.2%	43.6%
Metal Mining	--	--	--	--	--
Metal working Technology	0.5%	18.1%	72.2%	-11.0%	92.6%
Music and Sound Recording	49.2%	49.2%	--	3.8%	--
Nonmetal Mining	74.6%	82.9%	-15.8%	171.8%	-13.2%
Oil and Gas Production and Transportation	--	--	21.0%	-26.9%	--
Paper and Packaging	2.8%	-1.8%	-18.9%	58.2%	79.7%
Performing Arts	45.2%	30.1%	52.1%	28.5%	31.1%
Plastics	-4.7%	6.4%	--	-85.1%	25.5%
Printing Services	-11.0%	56.6%	90.6%	33.0%	16.5%
Production Technology and Heavy Machinery	12.2%	-1.5%	88.4%	53.1%	-37.2%
Recreational and Small Electric Goods	14.6%	-34.0%	79.0%	17.3%	-11.1%
Textile Manufacturing	--	--	--	-12.5%	-12.1%
Tobacco	--	--	--	--	--
Trailers, Motor Homes, and Appliances	--	--	--	--	-26.4%
Transportation and Logistics	43.7%	20.7%	22.0%	38.8%	0.0%
Upstream Chemical Products	24.7%	4.0%	--	-12.8%	87.7%
Upstream Metal Manufacturing	21.8%	63.5%	--	57.9%	7.8%
Video Production and Distribution	36.3%	36.3%	80.5%	34.9%	11.6%
Vulcanized and Fired Materials	--	75.6%	66.5%	25.5%	22.8%
Water Transportation	-0.9%	74.6%	0.9%	14.1%	43.8%
Wood Products	34.2%	90.5%	-17.8%	6.0%	-46.4%
Local Commercial Services	18.9%	8.1%	20.5%	11.2%	46.7%
Local Community and Civic Organizations	60.5%	23.9%	34.3%	38.5%	35.9%
Local Education and Training	3.3%	6.2%	18.0%	17.8%	8.7%
Local Entertainment and Media	10.2%	-0.1%	-2.3%	17.9%	-5.1%
Local Federal Government Services	8.0%	21.0%	12.8%	0.8%	-14.0%
Local Financial Services	-44.2%	-33.1%	24.9%	11.9%	-10.3%
Local Food and Beverage Processing and Distribution	26.1%	9.6%	24.5%	15.2%	13.7%
Local Government Services	4.5%	7.2%	16.5%	0.6%	15.4%
Local Health Services	7.7%	8.5%	18.0%	21.4%	8.6%
Local Hospitality Establishments	23.4%	21.5%	16.4%	17.1%	13.5%
Local Household Goods and Services	15.9%	7.5%	19.6%	-1.5%	0.2%
Local Industrial Products and Services	-34.0%	-8.7%	7.0%	0.3%	9.6%

Cluster	College Place	Walla Walla	Franklin County	Benton County	Umatilla County
Local Logistical Services	21.4%	26.6%	22.9%	32.5%	4.5%
Local Motor Vehicle Products and Services	10.9%	5.8%	17.0%	14.0%	-0.8%
Local Personal Services (Non-Medical)	-8.5%	-2.7%	-0.8%	16.8%	7.7%
Local Real Estate, Construction, and Development	19.1%	13.2%	24.3%	14.6%	15.1%
Local Retailing of Clothing and General Merchandise	-16.0%	-4.6%	15.1%	4.1%	4.5%
Local State Government Services	2.3%	10.0%	6.0%	32.6%	4.7%
Local Utilities	26.9%	-0.9%	39.0%	-16.7%	19.9%
Non-Cluster	27.1%	8.4%	-36.0%	-0.7%	-66.2%
Total	**8.1%**	**14.1%**	**16.8%**	**15.3%**	**11.7%**
Traded Total	**10.4%**	**19.2%**	**13.3%**	**17.4%**	**7.8%**
Local Total	**6.6%**	**10.9%**	**19.2%**	**14.4%**	**13.7%**

Martin Airfield Area **Planning Study**

The cluster analysis conducted for the CEDS reinforces the suitability of the Martin Airfield area for potential industrial users. Manufacturing and wholesale operations are well-positioned for success both within the Airfield and in other designated light industrial zones across the city. Additionally, the airport property is particularly advantageous for aerospace and aircraft-related industries, aligning with the findings of the Planning Study. While ag tech and logistics could be accommodated at Martin Airfield, other areas within the city may provide even greater opportunities for higher-value development, allowing the airport to focus on industries directly related to aerospace and aviation.

Economic Development Capacity Index

EDCI OVERVIEW

The Economic Development Capacity Index (EDCI), developed through a partnership between the Economic Development Administration (EDA) and the National Economic Research and Resilience Center at Argonne National Laboratory (Argonne), uses publicly available data to assess critical elements that contribute to a county's overall economic development capacity.

Economic development capacity is comprised of the knowledge, skills, assets, and resources that foster prosperity, innovation, entrepreneurship, and high quality of life in a community.

The EDCI brings together 53 indicators across five major capacity areas:

- Financial
- Human Capital
- Industry Composition
- Infrastructure
- Institutions and Partnerships

Specifically, the EDCI provides county- level quantitative and qualitative scores by capacity area, as well as the national percentile, relative to the rest of the nation, for each individual indicator.

The EDCI can be used to support or inform economic development planning, project identification, or applications for assistance. It is intended to provide an accessible breakdown and evaluation of the constituent components of economic development capacity.

EDCI Scores for **Walla Walla County**

Human Capital: This capacity area focuses on the overall composition of the workforce and the quality of life for all residents in a county. Economic development differentiates itself from economic growth by incorporating the goal of improving the quality of life of individuals. This capacity area includes indicators related to education attainment, creative or inventive.

Human Capital Level:
Moderate Percentile: 0.30

Financial: This capacity area considers the financial environment within a county. Ready access to capital can spur economic growth and entrepreneurship. Conversely, capital constraints are a significant limiter of economic growth and can inhibit innovation. This capacity area includes indicators related to local government financial health, private sector access to small business loans, small business access to federal seed funding for technology and research development activities, and access to local banks.

Financial Capacity Level:
Moderate Percentile: 0.78

Industry: This capacity area considers the overall business environment within a county. Diverse economies, with robust local clusters, do not rely on a single source for their economic stability, whether that is a single business or a single industry. Increases in industry diversity and the presence of clusters contribute to economic growth and can increase resilience to economic shocks. This capacity area specifically includes measures related to local clusters for establishments and employment, industry diversity, business entries and exits, and the presence of advanced industries.

Industry Capacity Level:
Moderate Percentile: 0.18

Institutions and Partnerships: This capacity area focuses on the public and private entities that support and facilitate economic development through collaborative networks. The support network created by these institutions and partnerships act as a force multiplier for economic development planning and investments. This capacity area includes indicators related to local government capacity, experience with grants, participation in Economic Development Districts (EDDs), institutions of higher education, non-profits, and cultural organizations.

Institutions & Partnerships Capacity Level:
Low Percentile: 0.14

Innovation Intelligence Index

The Innovation Index provides a set of analytic tools that can help communities reach a strong consensus on regional strategic direction. This data can also help understand a region's weaknesses, strengths and potential. The data is provided at the countywide level. Walla Walla County has moderate relative Innovation Capacity.

Human Capital and Knowledge Creation Index 116.3

The relative availability of human capital resources is moderate in this area. The top measures for this index are:

- Associate's Degree Attainment (rank 316)
- Some College Attainment (rank 396)

Business Dynamics Index 122.6

Patterns of establishment formation and composition indicate a moderate level of business competitiveness. The top measures for this index are:

- Traded Sector Establishment Births to Deaths Ratio (rank 514)
- Change in Establishment Births to All Establishment Ratio (rank 1227

Business Profile Index 67.2

The relative availability of resources for entrepreneurs and businesses is low in this area. The top measures for this index are:

- Industry Diversity (rank 814)
- Average Large Establishments (per 10,000 Workers) (rank 769)

Employment and Productivity Index 120.6

Industry performance in Walla Walla County, WA indicate a moderate level of positive outcomes from existing economic activity. The top measures for this index are:

- Patent Diversity (rank 878)
- Change in Gross Domestic Product (per Worker) (rank 548)

Economic Well-Being Index 133.1

As measured by residential internet connectivity and income, this area has a moderate standard of living. The top measures for this index are:

- Broadband Infrastructure and Adoption (rank 971)
- Change in Annual Wage and Salary Earnings per Worker (rank 858)

SWOT ANALYSIS

The SWOT analysis is a structured framework used to evaluate the Strengths, Weaknesses, Opportunities, and Threats related to the City of College Place and to some extent the region in the context of economic growth. It helps identify internal factors (strengths and weaknesses) such as workforce skills, infrastructure, or local resources, as well as external factors (opportunities and threats) like market trends, competition, or regulatory changes. This analysis serves as a strategic planning tool, enabling decision-makers to craft targeted, informed strategies for fostering sustainable economic development and addressing potential challenges.

The SWOT analysis for College Place highlights a community with strong educational institutions, affordable housing, and burgeoning growth, bolstered by its proximity to wine tourism and a creative district. However, limited commercial options, underdeveloped infrastructure, and a narrow public perception pose challenges. Opportunities lie in strategic developments, including mixed-use spaces and collaboration with local institutions to attract remote workers and businesses. Yet, competition, rising costs, and resistance to change underscore potential threats. A balance of leveraging strengths while addressing weaknesses is essential for sustainable progress.

Strengths:

1. Strong educational institutions, including Walla Walla University and quality K-12 schools.
2. Affordable housing compared to neighboring areas.
3. Growing population and new residential developments.
4. Proximity to wine tourism and agricultural assets.
5. Recent expansion of Highway 12, improving connectivity to Tri-Cities.
6. Established Creative District spanning College Place and Walla Walla.
7. Clean, safe community with good parks and outdoor recreation.

Weaknesses:

1. Limited commercial and retail options within city limits
2. Lack of fine dining and hotel accommodation
3. Traffic congestion, particularly at key intersections
4. Limited available space for new businesses
5. Perception as primarily a Seventh-day Adventist community
6. Underdeveloped downtown area and lack of walkable shopping districts
7. Limited public transportation options

Opportunities:

1. Development of Martin Airfield for commercial and light industrial use
2. Expansion of the urban growth area for new residential and commercial
3. Potential for mixed-use developments to create vibrant, walkable areas
4. Leveraging the Creative District to attract artists, tourists, and creative businesses
5. Collaboration with Walla Walla University for workforce development and innovation
6. Attraction of remote workers and digital nomads due to quality of life and affordability
7. Development of incubator spaces for growing businesses

Threats:

1. Competition from neighboring Walla Walla for businesses and development
2. Potential loss of agricultural land to development
3. Resistance to change from some long-time residents
4. Rising housing costs affecting affordability
5. Dependence on wine tourism, which can be volatile
6. Potential for overregulation hindering business growth
7. Brain drain of young professionals to larger cities

STRATEGIC DIRECTION / ACTION PLAN

Vision

The City of College Place vision for economic development emphasizes fostering a vibrant, sustainable community that balances small-town charm with growth opportunities.

Foundational Goals

- Attract Diverse Businesses
- Encourage downtown revitalization
- Foster collaboration with local institutions
- Enhance infrastructure and connectivity
- Expand tourism opportunities

Attract Diverse Businesses

MARKETING AND OUTREACH

College Place presents itself as a small-town community with strong educational and economic ties. Here are some key aspects of its brand identity:

- **Educational Hub –** Home to Walla Walla University, College Place benefits from a student-driven economy and intellectual engagement.
- **Economic Development Focus –** The city actively promotes business growth through initiatives like the Downtown Catalyst Incentive and Opportunity Zone programs.
- **Community-Oriented Values –** The strategic plan emphasizes cooperation, infrastructure investment, and sustainable growth.
- **Tourism Potential –** Positioned within the Walla Walla Valley, College Place has opportunities to expand agritourism and cultural attractions.
- **Design Standards for Growth –** The city has developed guidelines to ensure cohesive urban planning and economic expansion.

1. EXPAND MARKETING CAMPAIGN:

- o Expand brand identity for College Place that continues to highlight its unique qualities and business-friendly environment.
- o Utilize digital marketing, social media, and traditional advertising to promote College Place to potential businesses.

2. ATTEND TRADE SHOWS AND CONFERENCES:

- o Participate in industry-specific trade shows and conferences to network with potential business partners, such as the success found in the ICSC trade show.
- o Showcase College Place as an attractive location for diverse industries. This would include working with regional and state economic development partners in bringing more awareness to the opportunities in the City, particularly at Martin Airfield.

INCENTIVES AND SUPPORT

Supporting businesses through access to financial incentives and entrepreneurial resources can be a key driver of economic stability and growth in College Place. By fostering an environment that encourages investment, business expansion, and workforce development, the City can strengthen its local economy and enhance its long-term competitiveness. Incentive programs, such as tax benefits, grants, and technical assistance, help businesses thrive while attracting new enterprises and entrepreneurs. Additionally, strategic investments in infrastructure and workforce training ensure that businesses have the tools needed to succeed. By prioritizing business support services, College Place can create lasting economic resilience and foster a vibrant, dynamic community.

3. OFFER FINANCIAL INCENTIVES:

- o Provide access to state incentive programs, such as tax exemptions, grants, or low-interest loans, to attract new businesses.
- o Promote these incentives to potential business owners and assist with access.
- o Monitor and seek designation from State for targeted business incentive programs (Targeted Urban Area Tax Exemption, etc.)

4. PROVIDE BUSINESS SUPPORT SERVICES:

- Establish a business incubator or co-working space to support startups and small businesses (Kindling Coworking in Walla Walla; multiple spaces in Moses Lake)
- Offer resources such as mentorship programs, networking events, and business development workshops.

ENHANCE DEVELOPMENT OPPORTUNITY AREAS

Enhancing development opportunity areas in College Place is essential for fostering long-term economic growth and attracting diverse industries. By expanding commercial and industrial zones, the city can create spaces that support business expansion, job creation, and investment opportunities. Strengthening key corridors, particularly in downtown and designated business districts, will encourage retail growth and mixed-use projects that contribute to a vibrant economic landscape. Infrastructure improvements—such as upgraded transportation networks, modern utility systems, and broadband expansion—ensure businesses have the resources they need to operate efficiently and remain competitive. Additionally, business-friendly policies and streamlined permitting processes can attract entrepreneurs and larger enterprises looking to establish operations in College Place. By prioritizing these strategies, the city can build a resilient economy that supports both local businesses and long-term industrial investments.

- Establish flex industrial facility on Guglielmelli site (Rose & Damson) through public-private partnership.
- Implementation of the Martin Airfield Area Planning Study to create light industrial flex area.
- Identify and recruit large retail users and other commercial businesses in key retail districts: Myra Rd (Rose to Hwy 125), State Route 125 (Myra to Old Milton), Stone Creek Area, College Ave. (Hwy 125 to Mojonnier).
- Replace Lions Park Community Center (Library Branch, Community Kitchen, Childcare, Community Room).

Encourage Downtown Revitalization

College Place is actively supporting downtown revitalization through its Downtown Catalyst Incentive Program. This initiative encourages mixed-use, sustainable development along College Avenue by offering financial incentives to projects that align with the city's comprehensive plan and design standards. Developers can submit proposals that include public benefits such as shared parking or public art, and successful applicants may receive partial or full waivers on building and grading permit fees. The following recommendations support the enhancement of the City's current strategy.

BEAUTIFICATION AND AESTHETIC IMPROVEMENTS

1. Enhance Streetscapes:

- Improve sidewalks, street lighting, and landscaping to create an inviting and pedestrian-friendly environment.
- Install street furniture such as benches, planters, and trash receptacles.

2. **Facade Improvement Programs:**
   - Offer grants or incentives for property owners to renovate and improve the facades of their buildings (Examples Auburn and Richland).
   - Encourage uniform design standards to create a cohesive and attractive streetscape.

3. **Public Art and Murals:**
   - In conjunction with Coalla Creative District, commission local artists to create murals and public art installations that reflect the community's culture and history.
   - Organize public art events and festivals to attract visitors and engage residents.

SUPPORTING LOCAL BUSINESSES

4. **Marketing and Promotion:**
   - Launch marketing campaigns to promote downtown College Place as a destination for shopping, dining, and entertainment.
   - Utilize social media, local media, and events to highlight downtown businesses and attractions.

EVENTS AND ACTIVITIES

5. **Host Community Events:**
   - Organize events such as farmers' markets, street fairs, concerts, and holiday celebrations to draw visitors downtown.
   - Partner with local organizations to offer a diverse range of activities that appeal to different demographics.

6. **Pop-Up Shops and Temporary Installations:**
   - Allow temporary pop-up shops and installations in vacant storefronts to attract foot traffic and test new business concepts.
   - Work with local entrepreneurs and artists to create dynamic and engaging temporary spaces.
   - Identify location for small entrepreneurs (locally made products) to locate in small shed-style buildings (Muskegon, MI example)

LONG-TERM PLANNING AND SUSTAINABILITY

7. **Create a Downtown Master Plan:**
   - Develop a comprehensive master plan that outlines the vision, goals, and strategies for downtown revitalization.
   - Include elements such as land use, transportation, infrastructure, and economic development.

8. **Downtown Association**
   - Continue development of a Downtown College Place group and direct resources to access Washington Main Street Tax Credits, community events and other activities that support Downtown.
   - Continue and expand partnership with the Washington State Department of Archaeology & Historic Preservation (DAHP), accessing technical assistance for historic rehabilitation and promote preservation efforts.

Foster Collaboration with Local Institutions

Strengthening collaboration between College Place and local institutions is essential for fostering economic growth, innovation, and community development. By partnering with organizations like Walla Walla University, Whitman College, Walla Walla Community College, local businesses, and regional stakeholders, the city can leverage shared resources, expertise, and networks to drive workforce development, entrepreneurship, and infrastructure improvements. These partnerships create opportunities for research, training programs, and business incubation, ensuring that College Place remains competitive and adaptable in a rapidly evolving economy. Investing in institutional collaboration not only enhances educational and economic outcomes but also strengthens the city's identity as a hub for knowledge, sustainability, and inclusive growth.

PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS

1. **Develop Internship and Job Placement Programs:**
   - Partner with local colleges and universities to create internship opportunities for students in various fields.
   - Facilitate job placement programs that connect graduates with local businesses.
2. **Collaborative Research Projects:**
   - Work with academic institutions to conduct research that addresses community needs and economic development.
   - Encourage joint research projects that attract funding and provide valuable insights for local industries.
3. **Continuing Education and Workforce Training:**
   - Collaborate with local educational institutions to offer continuing education and professional development programs for the community.
   - Develop tailored workforce training programs that equip residents with skills needed by local businesses.

SHARED RESOURCES AND FACILITIES

4. **Joint Use of Facilities:**
   - Explore opportunities for shared use of facilities such as meeting spaces, labs, and recreational areas.
   - Create agreements that outline the terms of shared use and ensure mutual benefits.
5. **Resource Sharing Programs:**
   - Establish programs that allow local institutions to share resources such as equipment, technology, and expertise (Lions Park example community kitchen, YMCA childcare, library).
   - Promote the benefits of resource sharing through community outreach and communication.

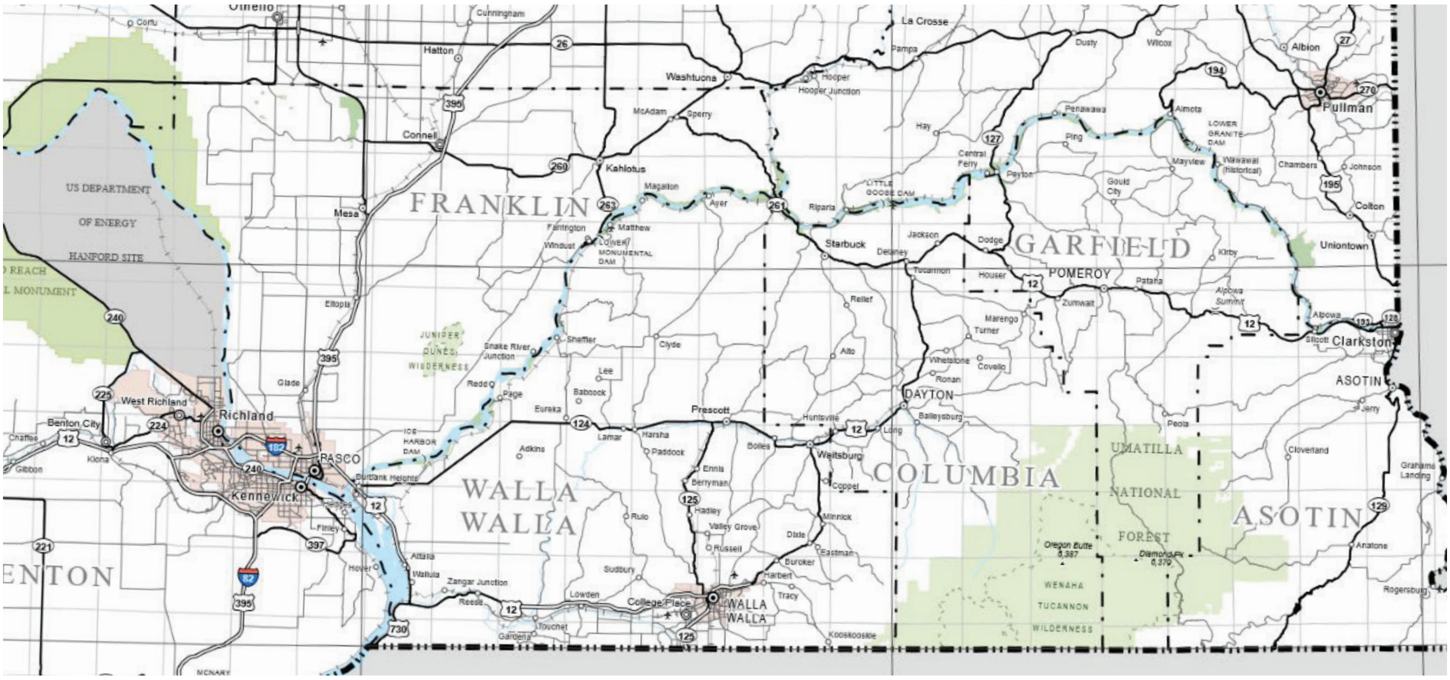
COMMUNICATION AND ADVOCACY

6. **Regular Communication Channels:**
   • Establish regular communication channels such as newsletters, social media groups, and meetings to keep local institutions informed and engaged.
   • Share updates on collaboration efforts and celebrate successes.
7. **Advocate for Policy Changes:**
   • Work with local institutions to advocate for policy changes that support collaboration and community development.
   • Participate in regional and state-level initiatives that promote economic growth and resource sharing.

Enhance Infrastructure and Connectivity

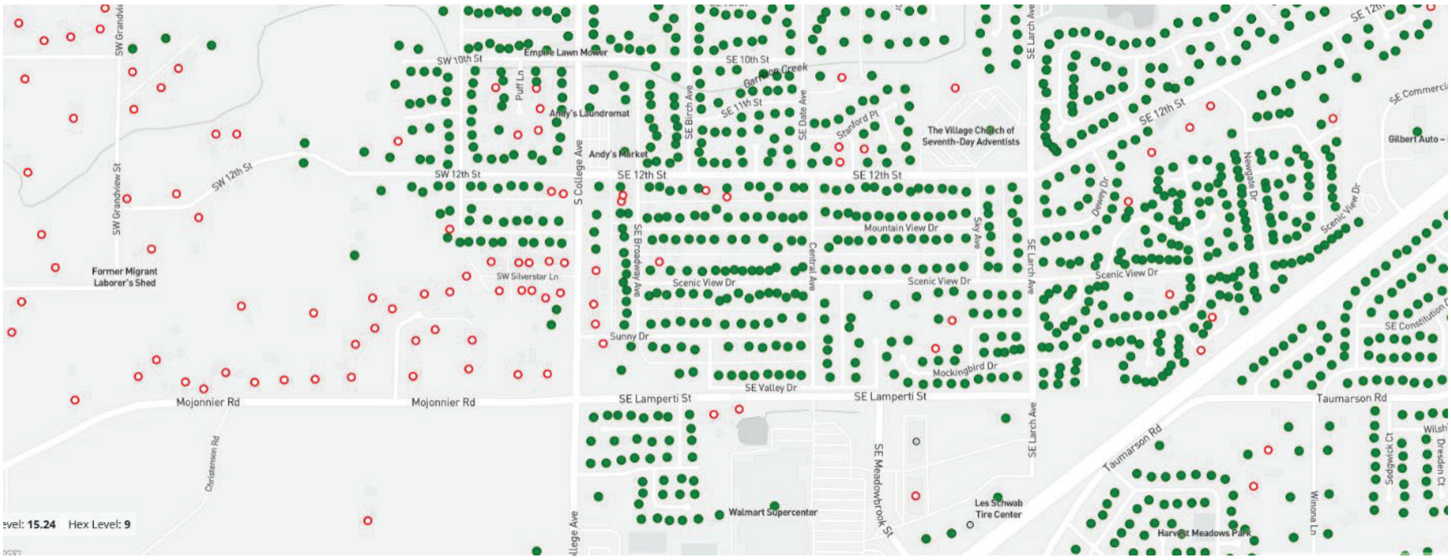
Investing in infrastructure development is essential for College Place to attract a diverse range of businesses and foster long-term economic growth. Upgraded roads, reliable utilities, and modern technology create a business-friendly environment that supports industries ranging from retail and hospitality to advanced manufacturing and technology-driven enterprises. Well-planned commercial districts and accessible public spaces enhance the city's appeal, while streamlined regulations and sustainability initiatives ensure that businesses can thrive in a resilient, forward-looking community. By prioritizing infrastructure improvements, College Place can position itself as an attractive destination for entrepreneurs, investors, and businesses seeking a dynamic and supportive location.

TRANSPORTATION



1. **UPGRADE ROADWAYS:**
   - **Maintenance and Expansion:** Invest in regular maintenance and the expansion of key roadways to support increased traffic and commercial activities, including SW Murray Blvd at Stone Creek, SW Aufte Lane (South of Stone Creek), SW Owens Rd extension (Mojonnier to Whitman) and SE Peppers Bridge (Tamaurson to Old Milton).
   - **Safety Improvements:** Implement safety measures such as improved signage, pedestrian crosswalks, and traffic calming devices.
2. **RAILROAD EXPANSION/ACCESS**
   - Review 2025 State Rail Plan and advocate for improvements to both goods movement and passenger service that benefits the region.
3. **PUBLIC TRANSPORTATION:**
   - **Bus Services:** Expand and improve public bus services to ensure convenient and reliable transportation options for residents and visitors such as the Grap Line to Tri-cities, Kayak Transit to Milton-Freewater, Pendleton and Hermiston OR.
   - **Bike Lanes and Paths:** Develop dedicated bike lanes and pedestrian pathways to promote eco-friendly transportation and connectivity within the community.
4. **PARKING SOLUTIONS:**
   - **Parking Facilities:** Construct or improve parking facilities in commercial areas to accommodate increased visitors and shoppers, with a targeted priority of parking in the downtown area.

UTILITIES AND SERVICES



Broadband service in southern area of College Place showing standard service (green dots) and high speed service (red dots).

5. **BROADBAND INTERNET:**
   - **High-Speed Internet:** Invest in expanding high-speed internet access to all parts of the city to support businesses, remote work, and education.
   - **Public Wi-Fi:** Provide public Wi-Fi in key areas such as downtown, parks, and community centers.
6. **WATER AND WASTE MANAGEMENT:**
   - **Infrastructure Upgrades:** Upgrade water supply and sewage systems to meet the demands of a growing population and businesses.
   - **Sustainable Practices:** Implement sustainable waste management practices such as recycling programs and eco-friendly waste disposal methods.

TECHNOLOGY AND INNOVATION

7. **INNOVATION HUBS:**
   - **Business Incubators:** Create innovation hubs and business incubators to support startups and foster a culture of entrepreneurship, including colocation with Walla Walla University of the Gugliemelli industrial site.
   - **Collaborative Spaces:** Develop co-working spaces that encourage collaboration and innovation among businesses and community members.

LAND USE & DEVELOPMENT

8. Evaluate and implement recommendations from March 2025 Martin Airfield Planning Study.

COLLABORATION AND FUNDING

9. **PUBLIC-PRIVATE PARTNERSHIPS:**
   - **Collaborative Projects:** Partner with private sector companies to fund and implement infrastructure projects, leveraging their expertise and resources.
   - **Grant Programs:** Apply for state and federal grants to support infrastructure improvements and connectivity projects.

Expand Tourism Opportunities

College Place's tourism strategy focuses on leveraging its community assets, enhancing visitor experiences, and fostering regional collaboration to strengthen economic growth. While the city does not have a standalone tourism plan, it integrates tourism initiatives into broader development efforts. By investing in infrastructure, promoting local attractions, and working with neighboring cities, College Place can expand its tourism reach and create a more dynamic destination for visitors.

HIGHLIGHT LOCAL ATTRACTIONS

1. **Promote Local Attractions:**
   • Identify and promote key attractions such as historical sites (Whitman Monument, Walla Wall University, Poor Farm Cemetery, Fort Walla Walla Park, etc.), parks (Lions Park, Kiwanis Park, Veterans Park, etc.), wineries (Reininger Winery – Old Hwy 12; Grosgrain Vineyards, Basel Cellers Estate, etc. (Old Milton Hwy, Hwy125, Peppers Bridge,), and unique local businesses.
   • Create informative brochures, maps, and online guides that highlight these attractions.
2. **Develop Themed Tours:**
   • Collaborating with Visit Walla Walla, create themed tours that cater to various interests, such as historical tours, wine tasting tours, and outdoor adventure tours.
   • Partner with local tour operators to offer guided experiences that provide in-depth knowledge and insights.

EVENTS AND FESTIVALS

3. **Expand, Identify and Host Annual Festivals and Events:**
   • Organize annual festivals and events (Block Part, Freedom Festival, Halloween, Winterfest, etc.) that celebrate the town's culture, history, and local products.
   • Examples include food and wine festivals, music and arts festivals, and seasonal celebrations.
4. **Collaborating with Local Organizations:**
   • Partner with local organizations and businesses to host events that attract visitors and engage the community.
   • Promote these events through various marketing channels to reach a wider audience.

MARKETING AND PROMOTION

5. **Maintain & Connect Tourism Website:**
   • Maintain the City's tourism webpage that provides information on attractions, events, accommodations, and dining options in College Place.
   • Ensure the website is user-friendly and optimized for mobile devices and links to Visit Walla Walla
   • Design seasonal or event-based promotions that integrate multiple stakeholders, such as wineries, restaurants, and cultural sites.
   • Establish partnerships where businesses promote each other's services through bundled offers or joint discounts.
6. **Leverage Social Media:**
   • In cooperation with Visit Walla Walla, utilize social media platforms to promote College Place as a tourist destination.
   • Share engaging content such as photos, videos, and stories that showcase the town's unique charm and attractions.
   • Engage Walla Walla University students in ambassador programs that promote College Place's attractions through peer networks.

7. **Partner with Travel Influencers:**
   - Collaborate with travel influencers and bloggers to feature College Place in their content.
   - Organize exclusive tours or events where influencers can engage with local attractions and share their experiences with their audiences.
   - Use targeted ads on platforms like Instagram, TikTok, and YouTube to amplify reach and engagement.

ACCOMMODATIONS AND HOSPITALITY

8. **Expand Accommodation & Hospitality Options:**
   - Encourage the development of a range of accommodation options, including hotels, bed and breakfasts, vacation rentals, and campgrounds.
   - Focus particularly on branded hotels adjacent to Walla Wall University, Whitman & Myra, Meadowbrook Plaza and Stone Creek South College Avenue area.
   - Utilize shared parking lots in Downtown with permitting for food truck areas and retail sheds for start-up businesses.
   - Work with Visit Walla Walla.

INFRASTRUCTURE AND ACCESSIBILITY

9. **Improve Transportation Options:**
   - Enhance transportation options, such as roundabout at SR 125 and College & Aufte/McMinn, improvements to Last Chance Road and new entrance from US 12, to make it easier for visitors to reach and navigate College Place.
   - Consider shuttle services, bike rentals, and improved signage to guide tourists to key attractions.
10. **Develop Tourist-Friendly Amenities:**
    - Invest in amenities such as public restrooms, parking facilities, and picnic areas to enhance the visitor experience, particularly in the downtown and Whitman Drive area.
    - Ensure that tourist information centers are easily accessible and well-stocked with helpful materials.
11. **Engage with Local Businesses:**
    - Encourage local businesses to participate in tourism initiatives and offer special promotions for visitors.
    - Create a network of businesses that work together to enhance the overall tourist experience.

EVALUATION FRAMEWORK

Evaluating the implementation of College Place's Comprehensive Economic Development Strategy (CEDS) requires a clear framework for measuring progress and impact. By establishing key performance indicators in areas such as business growth, workforce development, infrastructure investment, and industry diversification, the city can assess how effectively its strategies are fostering economic resilience. Tracking funding secured, community engagement levels, and sustainability initiatives ensures that development efforts remain aligned with long-term goals. With well-defined metrics, College Place can refine its approach, maximize opportunities, and drive continued success in creating a dynamic and thriving economy.

Business Growth & Retention

- Number of new businesses established annually
- Percentage of business retention within key development zones
- Increase in commercial occupancy rates downtown
- Number of jobs created in targeted industries (e.g., ag tech, logistics, aerospace)

Infrastructure Improvements

- Miles of roads improved or expanded to support business access
- Broadband coverage expansion and internet speed improvements
- Utility upgrades supporting industrial and commercial growth

Investment & Funding Secured

- Total amount of grants and private investments secured for development projects
- Number of businesses utilizing financial incentives or tax credits
- Growth in local government revenue from business-related taxes

Downtown Revitalization Impact

- Increase in foot traffic and visitor spending in downtown areas
- Growth in mixed-use development projects
- Number of public space enhancements completed (e.g., parks, plazas)

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Industry Diversification

- Number of new industries established in College Place
- Percentage of economic activity generated by emerging sectors
- Expansion of business clusters in targeted industries

What is Economic Resilience?

Economic resilience refers to the ability of an economy, whether at the level of households, firms, or entire regions, to withstand, recover from, and adapt to economic shocks or disruptions. It involves two main components:

- **Absorption:** The capacity to absorb the impact of economic shock, minimizing immediate losses.
- **Adaptation:** The ability to adapt to changing circumstances and strengthen responses to future shocks

This concept is crucial for ensuring long-term economic stability and growth, as it

helps mitigate the adverse effects of unexpected events, such as natural disasters, financial crises, or pandemics Measuring economic resilience involves evaluating how well an economy can absorb, recover from, and adapt to shocks. Here are some key methods and indicators used:

- **Economic Diversification:** Assessing the variety of industries within an economy. A more diversified economy is generally more resilient because it doesn't rely on a single sector.
- **Employment Rates:** Monitoring changes in employment levels can indicate how well an economy is coping with disruptions.
- **Income Stability:** Evaluating the consistency of income levels across different periods and economic conditions.
- **Access to Resources:** Measuring the availability and accessibility of essential resources, such as capital, technology, and infrastructure.
- **Social Safety Nets:** Analyzing the effectiveness of social programs that support individuals during economic downturns.
- **Adaptive Capacity:** Assessing the ability of businesses and individuals to innovate and adapt to new economic conditions

Establishing economic resilience in a local or regional economy requires the ability

to anticipate risk, evaluate how that risk can impact key economic assets, and build up the capacity to mitigate and respond to that risk.

FEMA National **Risk Index**

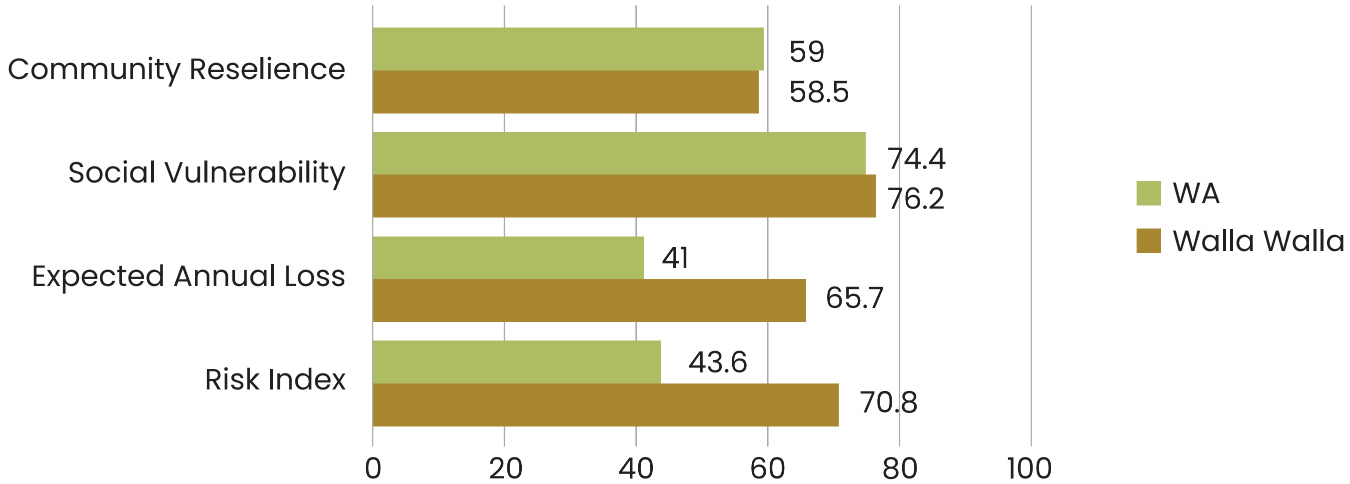
The Risk Index leverages available source data for natural hazard and community risk factors to develop a baseline risk measurement for communities at risk to identify natural disasters. Combined with the Multi-jurisdictional Hazard Mitigation, this serves as a viable tool to evaluate and develop economic resilience strategies and initiatives.

Risk Index is Relatively Low Score 70.8

Expected Annual Loss is Relatively Low Score 65.7

Social Vulnerability is Relatively High Score 76.2

Community Resilience is Relatively Moderate Score 58.5



Communities in Walla Walla County, WA have a Relatively Moderate ability to prepare for anticipated natural hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions when compared to the rest of the U.S.

Social groups have a Relatively High susceptibility to the adverse impacts of natural hazards when compared to the rest of the U.S.

The Risk Index rating is Relatively Low when compared to the rest of the U.S.

Expected annual loss due to natural disasters is Relatively Low according to FEMA compared to the rest of the US.

Risk Factor **Breakdown**

HAZARD TYPE	EAL VALUE	SOCIAL VULNERABILITY	COMMUNIT RESILIENCE	CRF	RISK VALUE	RISK INDEX SCORE
Earthquake	$4,903,997	Relatively High	Relatively Moderate	1.33	$6,800,269	93.8
Heat Wave	$2,443,370	Relatively High	Relatively Moderate	1.33	$3,133,722	96
Cold Wave	$724,432	Relatively High	Relatively Moderate	1.33	$924,590	91.9
Ice Storm	$325,376	Relatively High	Relatively Moderate	1.33	$421,355	85.2
Wildfire	$182,231	Relatively High	Relatively Moderate	1.33	$240,951	72.7
Strong Wind	$153,628	Relatively High	Relatively Moderate	1.33	$199,795	30.8
Riverine Flooding	$168,036	Relatively High	Relatively Moderate	1.33	$178,487	31.4
Avalanche	$123,223	Relatively High	Relatively Moderate	1.33	$137,749	48.1
Drought	$100,359	Relatively High	Relatively Moderate	1.33	$124,655	69.1
Tornado	$71,704	Relatively High	Relatively Moderate	1.33	$91,047	12.3
Winter Weather	$28,361	Relatively High	Relatively Moderate	1.33	$36,176	37.8
Landslide	$24,516	Relatively High	Relatively Moderate	1.33	$30,324	64
Lightning	$18,450	Relatively High	Relatively Moderate	1.33	$23,405	13.6
Hail	$12,998	Relatively High	Relatively Moderate	1.33	$16,341	14.8

Overall Economic Resilience Strategies

The CEDS action plan will promote steady-state initiatives in economic resilience strategies through:

Diversification Initiatives: The City will broaden their industrial base by developing emerging clusters or industries that build on unique local assets and strengths. This reduces reliance on any single sector and provides stability during downturn.

Pre-Disaster Recovery Planning: The City, as part of the multi-jurisdictional Hazard Mitigation Plan, will establishing plans that define key stakeholders, roles, responsibilities, and actions to take before a disaster occurs. This ensures a coordinated and efficient response when disruptions happen.

Investment in Infrastructure: The CEDS will promote the building and maintaining of robust infrastructure, such as transportation networks and communication systems, to support economic activities and ensure quick recovery from disruptions.

WORKFORCE DEVELOPMENT PROGRAMS:

Promote the development of training and education to equip the workforce with skills needed for emerging industries and technologies. This helps workers adapt to changing economic conditions.

INNOVATION AND TECHNOLOGY ADOPTION:

Promoting innovation and the adoption of new technologies to enhance productivity and adaptability. This includes supporting research and development initiatives.

EDA CANDIDATE PROJECT LIST

EDA candidate project list will be added to final report.

Public **Draft**

June 2, **2025**