Monday, December 6, 2021

College Place Economic Development, Tourism, and Events Commission- Electronic Meeting

5:00 PM

Meeting 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/81489105961

Or you may call this number to listen: 1-669-900-9128 ID# 814 8910 5961 Phone controls: *6 - toggle mute/un-mute and *9 - raise hand

1. Opening Items

Subject :	1.01 Information Only - Not Agenda Item - Discussion Protocol for Virtual Meetings
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	1. Opening Items
Access :	Public
Type :	Information

Public Content

Virtual Meeting Discussion Protocol:

- After staff presentation of an item, the Chair will request comments from each Member
- After each member has had an opportunity, the Chair will then speak if so desired and Members will use the raise hand feature to notify the Chair of their desire to speak again. However, they will not enter the conversation without first being recognized by the Chair. This should allow for a thorough discussion with everyone having opportunity to express their views while maintaining order.

File Attachments

Virtual_Meeting_Raise_Your_Hand.pdf (50 KB)

Subject :	1.02 Call To Order
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	1. Opening Items
Access :	Public
Type :	Procedural
Subject :	1.03 Roll Call
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	1. Opening Items
Access :	Public

Type :	Information

Public Content

Voting Members

Position 1 - Jennifer Fuchs - term expires 12/31/2022

Position 2 - Kelli Leen - term expires 12/31/2024- Chair

Position 3 - Doug Case - term expires 12/31/2022

Position 4 - Christopher Murray-term expires 12/31/2024

Position 5 -Susan Sanders- term ends 12/31/2022

Position 6 - Bruce Morehead - term ends 12/31/2024

Ex-Officio - Kyle Tarbet- WW Valley Chamber of Commerce Representative

Advisory Members

Mike Rizzitiello-City Administrator

Brian Carleton-Finance Director

Lisa Neissl- City Clerk

2. Consent Agenda

Subject :	2.01 Approve Agenda for December 6, 2021
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	2. Consent Agenda
Access :	Public
Type :	Action (Consent)

Consent

Our adopted rules of Parliamentary Procedure, The Standard Code of Parliamentary Procedure by Alice Sturgis, 4th Edition, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.

Subject :	2.02 Approve Minutes from November 1, 2021
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	2. Consent Agenda

Access :	Public
Type :	Action (Consent), Minutes
Minutes :	View Minutes for Nov 1, 2021 - College Place Economic Development, Tourism, and E

File Attachments

2021-11-1_EDTEC_Draft_Minutes.BoardDocs® LT Plus.pdf (911 KB)

Consent

Our adopted rules of Parliamentary Procedure, The Standard Code of Parliamentary Procedure by Alice Sturgis, 4th Edition, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.

Subject :	2.03 Approve Consent Agenda - Our adopted rules of Parliamentary Procedure, The Standard Code of Parliamentary Procedure, provide for a consent agenda listing items for approval of the Commission by a single motion. Typically the items listed under the consent agenda are the minutes from previous meetings and the agenda for the current meeting. Documentation concerning these items has been provided to all Commission Members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any Commission Member.
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	2. Consent Agenda
Access :	Public
Type :	Action (Consent)
Recommended Action :	Motion to approve the consent agenda

Consent

Our adopted rules of Parliamentary Procedure, The Standard Code of Parliamentary Procedure by Alice Sturgis, 4th Edition, provide for a consent agenda listing several items for approval of the Board by a single motion. Most of the items listed under the consent agenda have gone through Board subcommittee review and recommendation. Documentation concerning these items has been provided to all board members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any board member.

3. Presentations

Subject :	3.01 Investigate Establishing Downtown Business Association for College Place - Jonelle McCoy
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting

Category :	3. Presentations
Access :	Public
Type :	Discussion, Information

Public Content

Listen to presentation by Jonelle McCoy of Washington Trust for Historic Preservation about the Main Street Program.

If the City had a Downtown Business Association, eventually it could become a Certified Main Street Association which would allow businesses to pledge 75% of B&O taxes to it instead of the State. The funds could then be put out into the community in the form of event dollars and business grants. This idea was last explored three years ago.

File Attachments

WSMSP-Handbook.pdf (2,926 KB)
B & O Tax Incentive Program Information - 2021.pdf (145 KB)
DowntownPullman_MOU.pdf (275 KB)
Main Street Application Guide.pdf (420 KB)
Main Street report_priorities_impact 2021 (1) .pdf (528 KB)
Main StreetTax Credit Incentive Overview Legislation_1.pdf (231 KB)
MSTCIP FAQ 2021.pdf (180 KB)
Round Two - Rural Regeneration Grant applicati.pdf (281 KB)

4. Reports

Subject :	4.01 Ambulance Utility Discussion - Mr. Carleton & Chief Winter
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	4. Reports
Access :	Public
Type :	Discussion, Information

File Attachments

Letter_CP_AmbulanceUtility.pdf (588 KB)
Ambulance Calls (1).jpg (65 KB)
Ambulance Calls Bar Chart (1).jpg (24 KB)
EMS data 2017 - 2021.pdf (63 KB)
Ambulance Utility - Unit Charge.pdf (61 KB)
Rate Adv-Disadv.pdf (39 KB)

Subject :	4.02 Snow and Ice Policy Update - Mr. McAndrews
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	4. Reports
Access :	Public

Type :	Discussion, Information

Public Content

There is an old snow and ice policy dated from 2006. It needed some updates to specify how and when we perform certain tasks as well as spelling out who is responsible for things like sidewalks and driveways. Generally speaking, the way things have been done in the past has not always provided the best service to the citizens of College Place.

The new updated policy includes several changes and additions. These have been made in an attempt to provide better snow and ice response in the City of College Place. We hope these updates will serve the citizens in the best way possible.

File Attachments

2006 Snow & Ice Control Policy.pdf (114 KB)
2021 Snow & Ice Control Policy - Draft 11-23-2021.pdf (118 KB)

Subject :	4.03 Draft Conceptual Renderings of Light Industrial Flex Building - Mr. Rizzitiello
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	4. Reports
Access :	Public
Type :	Discussion, Information

Public Content

The City received a grant in 2019 from the State Community Economic Revitalization Board to fund a study for a city or port-owned light industrial flex facility.

The City has a lack of light industrial flex space with only one location on west Whitman that is 100% leased. The Port of Walla Walla has no light industrial flex facilities or any facility within the corporate limits. Yet, they have land or facilities in Burbank, Wallula, Walla Walla, Airport, and Waitsburg. The rendering was plotted out on vacant Commercially zoned property on NE Rose Street & Damson Ave.

File Attachments

E1.pdf (561 KB)
E2.pdf (637 KB)
Flex Building Rendering 10.26.21.pdf (736 KB)

Subject :	4.04 Port of Walla Walla Stats - Mr. Rizzitiello
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	4. Reports
Access :	Public
Type :	Discussion, Information

File Attachments

Nov2021_EDIM_Indicators.pdf (6,605 KB)

Subject :	4.05 Tax Increment Financing - Mr. Rizzitiello
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	4. Reports
Access :	Public
Type :	Discussion, Information

Public Content

The State of Washington Legislature adopted House Bill 1189 during the 2021 Legislative Session. The State was the only one in the country not to have Tax Increment Financing legislation.

Tax Increment Financing is a value-capture tool used by local governments to fund infrastructure investments that a project needs to be successful. Each community can only have two tax increment financing districts. Bonds can be taken out based on increase in city property tax revenues realized from a project over a twenty-five year period. A draft map of a tax increment financing district is attached. Projects which could be partially funded with TIF include

- Stoplight at College Avenue at East-West Collector Road
- SW Mojonnier Reconstruction
- West College Place water system improvements
- Downtown Shared Parking Facility

The City would need to conduct a TIF District study as well as Ordinance designating said area.

The proposal would be to establish a tax increment financing area for Stone Creek/Downtown based upon feedback from this Commission and the public. The second district the City could create will be held back for when economic development project opportunities present themselves in which significant public benefit is realized.

File Attachments

1189_TIFforJobsBill.pdf (116 KB)
GIS_EconomicDevelopment_DowntownStoneCreekTIF.pdf (4,034 KB)
Pasco_TIFPresentation.pdf (1,087 KB)

Subject :	4.06 College Place Traffic Box Art Wrap Project - Phase II - Mr. Rizzitiello
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	4. Reports
Access :	Public
Type :	Discussion, Information

Public Content

P1FCU is sponsoring Phase II of the traffic box art wraps. They are all installed. New art wraps are at:

- College Avenue & 8th Street
- College Avenue & Rose Street
- Rose Street & Damson Avenue
- Meadowbrook Blvd & Walmart entrance
- Lamperti & Larch

Subject :	4.07 Development Tracking Sheet: December 2021 - Mr. Rizzitiello
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	4. Reports
Access :	Public
Type :	Information

File Attachments

DevelopmentTrackSheet_December2021xlsx.pdf (446 KB)

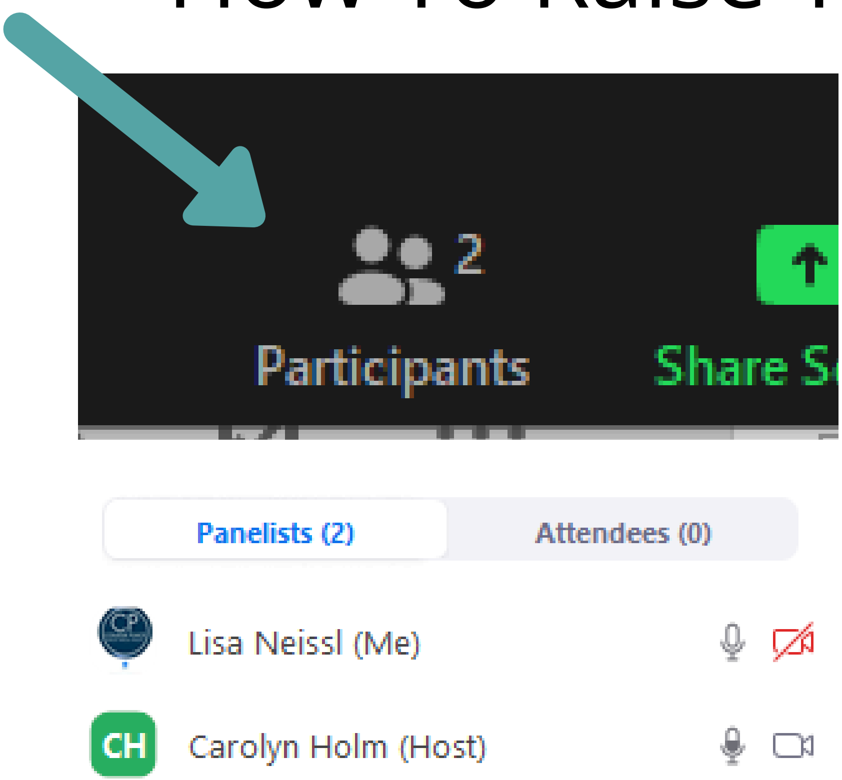
5. Action Agenda.

Subject :	5.01 Cancellation of January 2022 EDTEC Meeting
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	5. Action Agenda.
Access :	Public
Type :	Action
Recommended Action :	Motion to cancel the January 2022 meeting.

6. Closing Items

Subject :	6.01 Adjourn - Motion to adjourn the meeting
Meeting :	Dec 6, 2021 - College Place Economic Development, Tourism, and Events Commission- Electronic Meeting
Category :	6. Closing Items
Access :	Public
Type :	Procedural

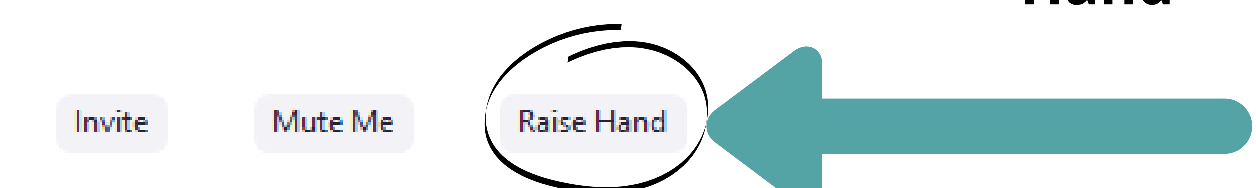
Zoom Tutorial:
How To Raise Your Hand!



To use the "Raise Hand" function of the meeting software:
Locate "Participants" at the bottom of the meeting window. Click on it.

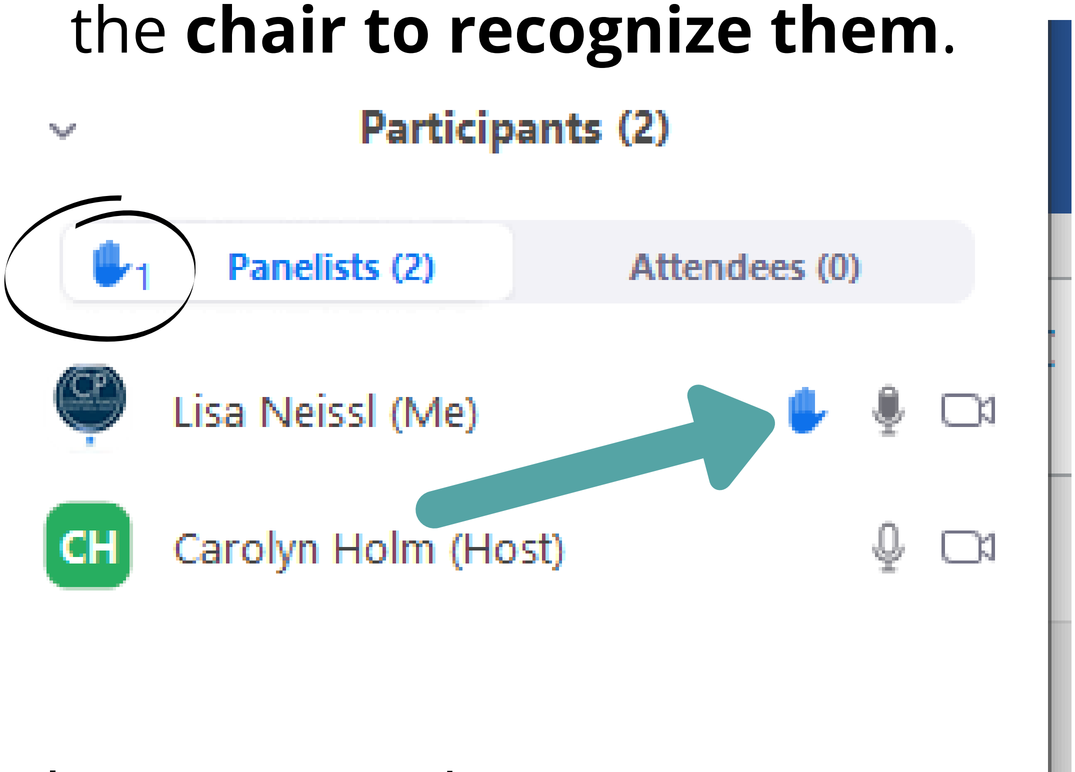
This will bring up a list of the participants. One tab for panelists and another for attendees.

On the bottom right is a button to **Raise Hand**

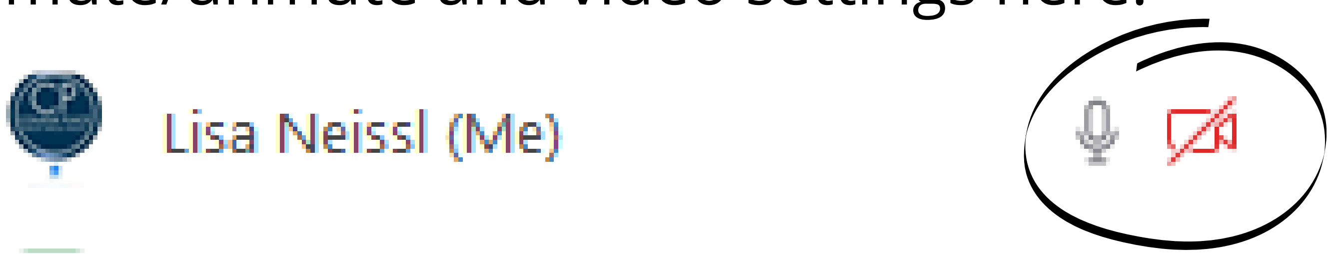


Zoom Tutorial:
How To Raise Your Hand! (Cont.)

The participants tabs will show who and how many are raising their hands to allow the **chair to recognize them**.



Also note, you have easy access to mute/unmute and video settings here.



College Place Economic Development, Tourism, and Events Commission- Electronic Meeting (Monday, November 1, 2021)
Generated by Lisa Neissl on Monday, November 1, 2021

1. Opening Items

Procedural: 1.02 Call To Order

Chair Leen called the meeting to order at 5:03 PM.

Information: 1.03 Roll Call

PRESENT:

Commission Members	Kelli Leen - Vice Chair, Doug Case, Bruce Morehead
Ex- Officio	Kyle Tarbet - Walla Walla Chamber of Commerce
Staff	City Administrator, Mike Rizzitiello Finance Director, Brian Carleton; City Clerk, Lisa Neissl;

MEMBERS EXCUSED:

MEMBERS ABSENT: Jennifer Fuchs, Christopher Murray, Susan Sanders

2. Consent Agenda

Action (Consent): 2.01 Approve Agenda for November 1, 2021

Action (Consent), Minutes: 2.02 Approve Minutes from October 11, 2021 Meeting

Action (Consent): 2.03 Approve Consent Agenda - Our adopted rules of Parliamentary Procedure, The Standard Code of Parliamentary Procedure, provide for a consent agenda listing items for approval of the Commission by a single motion. Typically the items listed under the consent agenda are the minutes from previous meetings and the agenda for the current meeting. Documentation concerning these items has been provided to all Commission Members and the public in advance to assure an extensive and thorough review. Items may be removed from the consent agenda at the request of any Commission Member.

Member Morehead made a motion to approve the consent agenda. Second by Member Case and the motion passed 4-0.

3. Action Agenda

Action: 3.01 Draft FY 2022 to 2027 Capital Facility Plan -
Mr. Rizzitiello reviewed the proposed 2022 to 2027 Capital Facility Plan and answered questions from the members.

Member Morehead made a motion to recommend proposed Capital Facility Plan to City Council for approval. Second by Member Tarbet and the motion passed 4-0.

Action: 3.02 Draft Concept Lions Park Community Center -
Mr. Rizzitiello presented a draft concept of a new community center building at Lions Park. Discussion ensued.

Member Morehead made a motion to recommend approval of concept and pursuit of grant funding for the proposed Lions Park Community Center. Second by Member Case and the motion passed 4-0.

Action: 3.03 Draft Fiscal Year 2022 State & Federal Legislative Agenda -
Mr. Rizzitiello reviewed the proposed fiscal year 2022 State and Federal Legislative Agendas for the City.

Member Tarbet made a motion to recommend proposed State and Federal Legislative Agenda to City Council for approval. Second by Member Morehead and the motion passed 4-0.

4. Reports

Discussion, Information: 4.01 Community Event Update -
Ms. Neissl provided information on the Trunk or Treat event held on October 29th and spoke about plans for the Light Up the Avenue event including decor at the municipal campus and along College Avenue, a lighted parade, and fireworks show.
Discussion ensued.

Discussion, Information: 4.02 Development Tracking Sheet: November 2021 -
Mr. Rizzitiello provided updated information about several development projects.

5. Closing Items

Procedural: 5.01 Adjourn -

Member Case made a motion to adjourn the meeting at 5:53PM. Second by Member Tarbet and, with no objection, the meeting adjourned.

Approved:

____

Kelli Leen - Chair

Attest:

____

Lisa Neissl – City Clerk

The foregoing minutes are the official record of the Economic Development, Tourism, and Events Commission meeting that occurred November 1, 2021. Further detail may be obtained by reviewing the actual audio recording made during this session.

WASHINGTON MAIN STREET

PROGRAM GUIDE & HANDBOOK

Washington State
MAIN STREET
PROGRAM

This publication has been financed in part with Federal funds from the National Park Service, Department of the Interior administered by the Washington State Department of Archaeology and Historic Preservation (DAHP). However, the contents and opinions do not necessarily reflect the views or policies of the Department of the Interior or DAHP nor does the mention of trade names or commercial products constitute endorsement or recommendation by the Department of the Interior or DAHP. This program received Federal funds from the National Park Service. Regulations of the U.S. Department of Interior strictly prohibit unlawful discrimination in departmental Federally Assisted Programs on the basis of race, color, national origin, age, or handicap. Any person who believes he or she has been discriminated against in any program, activity, or facility operated by a recipient of Federal assistance should write to: Director, Equal Opportunity Program, U.S. Department of the Interior, National Park Service, 1849 C Street, NW, Washington, D.C. 20240.

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THE MAIN STREET FOUR-POINT APPROACH®

The Main Street Four-Point Approach® is a unique preservation-based economic development tool that enables communities to revitalize downtown and neighborhood business districts by leveraging local assets - from historic, cultural, and architectural resources to local enterprises and community pride. It is a comprehensive strategy that addresses the variety of issues and problems that challenge traditional commercial districts.

Since its founding in 1980, Main Street has been the leader of a coast-to-coast network now encompassing more than 2,000 programs and leaders who use the Main Street Approach® to rebuild the places and enterprises that create sustainable, vibrant communities. This approach has been implemented in over 1,200 cities and towns in 40 states across the nation with the help of the National Main Street Center and statewide downtown revitalization programs.

The success of the Main Street Approach® is based on its comprehensive nature. By carefully integrating four points into a practical downtown management strategy, a local Main Street program will produce fundamental changes in a community's economic base.

Organization involves building a Main Street framework that is well represented by business and property owners, bankers, citizens, historic preservationists, entrepreneurs, public officials, chambers of commerce, and other local economic development organizations. Everyone must work together to renew downtown. A strong organization provides the structure and stability to build and maintain a long-term effort.

Promotion creates excitement and vibrancy downtown. Street festivals, parades, retail events, and image development campaigns are some of the ways Main Street provides education on what's downtown and encourages customer traffic. Promotion involves marketing an enticing image to shoppers, investors, and visitors.

Design enhances the look and feel of the commercial district. Historic building rehabilitation, street and alley clean-up, landscaping, street furniture, signage, visual merchandising and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live. Design improvements result in a reinvestment of public and private dollars to downtown.

Economic Vitality involves analyzing current market forces to develop long-term solutions. Recruiting new businesses, creatively converting unused space for new uses, and sharpening the competitiveness of Main Street's traditional merchants are examples of economic restructuring activities.

National Main Street Center
a subsidiary of the
National Trust *for* Historic Preservation

THE EIGHT GUIDING PRINCIPLES

Comprehensive. A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives is vital to build community support and create lasting progress.

Incremental. Small projects make a big difference. They demonstrate that "things are happening" on Main Street and hone the skills and confidence the program will need to tackle more complex projects.

Self-Help. The state can provide valuable direction and technical assistance, but only local leadership can breed long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

Public/Private Partnership. Every local Main Street program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and weaknesses of the other.

Identifying and Capitalizing on Existing Assets. Unique offerings and local assets provide the solid foundation for a successful Main Street initiative.

Quality. From storefront design to promotional campaigns to special events, quality must be instilled in the organization.

Change. Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

Action Oriented. Frequent visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic, improvements early in the process will remind the community that the revitalization effort is underway.

Wild Wheat Bakery in historic downtown Kent.

ECONOMIC DEVELOPMENT PHILOSOPHY

The National Main Street Center is reasserting that all of Main Street's Four-Points (Design, Promotion, Economic Restructuring, and Organization) play an economic development role. The Main Street Four-Point Approach® is an asset-based economic development strategy. The assets common to historic commercial districts are heritage assets and human assets. Heritage assets encompass both built and cultural history. Human assets encompass both entrepreneurs (local/independent owner operators) and an engaged public (locals with a sense of ownership/buy-in). While each point within the Main Street Four-Point Approach® ideally makes use of all four assets, each Point takes the lead in leveraging one of the four assets.

HERITAGE ASSETS

DESIGN
leverages the built history

PROMOTION
leverages the cultural history

HUMAN ASSETS

ECONOMIC VITALITY
leverages entrpreneurs

ORGANIZATION
leverages an engaged public

In this way, a Main Street program can operate as a non-profit commercial developer. Private, for-profit commercial developers often structure their operations around four development tasks: property development/management, marketing, leasing, and human/financial resource management. Here again, while each Point within the Four-Point Approach® ideally assists with all four development tasks, each Point takes the lead on one of the four tasks.

- Design takes the lead on property development and management;
- Promotion takes the lead on marketing;
- Economic Vitality takes the lead on leasing; and
- Organization takes the lead on human and financial resource management.

A Main Street program is a grassroots, volunteer-driven non-profit business. Its volunteers are mobilized through committees or teams that reflect the Main Street Four-Point Approach®. For successful asset-based economic development, each committee or team must embrace its development role.

- The design committee or team must take the lead on developing **space** by leveraging built history and other related local assets;
- The promotion committee or team must take the lead on developing **markets** by leveraging cultural history and other related local assets;
- The economic vitality committee or team must take the lead on developing **businesses** by leveraging entrepreneurs and other related local assets; and
- The organization committee or team must take the lead on developing **partners** by leveraging an engaged public and other related local assets.

The focus on entrepreneurs rather than business owners is intentional. Entrepreneurs by definition are never satisfied and forever working on their business (tinkerers). Business owners may be satisfied simply working in their business Monday-Friday from 9-5 or less. To be successful in an ever-changing market, historic commercial districts need more entrepreneurs. It takes a concrete and compelling vision of a fully functioning future downtown marketplace to attract the entrepreneurs and investors who will eventually realize that vision.

Courtesy of Todd Barman, Former Senior Program Officer, National Main Street Center

WHY IS DOWNTOWN IMPORTANT?

It is critical for everyone involved in downtown revitalization to understand the value of downtown. Here are some good reasons why downtown is important:

- Your central business district is a prominent employment center. Even in the smallest communities, downtown is often the largest employer.
- As a business center, your downtown plays a major role. It may even represent the largest concentration of businesses in your community. It also serves as an incubator for new businesses—the successes of tomorrow.
- Most of the businesses in your downtown are independently owned. They support a local family who supports the local schools, etc. Independent businesses keep profits in town.
- Downtown is a reflection of how your community sees itself—a critical factor in business retention and recruitment efforts. When industry begins looking at your community as a possible location, they examine many aspects, including the quality of life. Is downtown alive and viable, or does it represent local disinterest and failure?
- Your downtown represents a significant portion of the community's tax base. If this district declines, property will decrease in value and subsequently increase the tax burden on other parts of your community.
- The central business district is an indispensable shopping and service center. Though it may no longer hold the place as your community's most dominant shopping center, it still includes unique shopping and service opportunities. Attorneys, physicians, accountants, and insurance offices, as well as financial institutions, are often located downtown.
- Your downtown is the historic core of your community. Many of the buildings are historically significant and help highlight your community's history and development.
- Downtown represents a vast amount of public and private investment. Imagine the costs to recreate all the public infrastructure and buildings already existing in your central business district. Think of the waste of past dollars spent if downtown is neglected.
- A central business district is often a major tourist draw. When people travel, they want to see unique places. There isn't a downtown like yours in the world!
- Downtown is usually a government center. Most likely it is where your city hall, county courthouse, and post office are located. This "one stop" shopping for government services is a notable feature of downtowns across the country.

Edited from an article by Alicia Goehring, Wisconsin Main Street Program, Wisconsin Department of Development

The Plein Air Event in downtown Camas.

Classy Chassy Show and Shine in downtown Kennewick.

CRITERIA FOR NATIONAL MAIN STREET ACCREDITATION

The Main Street America accreditation process evaluates and provides national recognition to established Main Street district revitalization programs based on ten standards of performance. The following points should act as a roadmap for your program and provide targets for better, more effective performance:

> **Widespread support:** The program enjoys broad-based community support for the Main Street district revitalization process, including strong support from both the public and private sectors.
>
> **Vision and mission statements:** The program provides vision and mission statements that address current local conditions and the Main Street program's organization goals.
>
> **Comprehensive work plan:** The program follows a comprehensive work plan that outlines measurable program objectives, specific activities for each of the four core Main Street principles, timelines, budgets and personnel responsibilities. The work plan is formally reviewed and updated annually.
>
> **Historic preservation:** The program demonstrates a commitment to historic preservation as a key to social and economic revitalization in the community. The program builds public awareness of local historic buildings and implements a plan to effectively preserve and manage these assets, which includes preservation through restoration, renovation and reuse. The program also encourages responsible urban design, development and land-use policies.
>
> **Active board of directors and committees:** The program has an active governing board and well-managed committees dedicated to each of the four Main Street principles. Both the board and the committees have regular meetings to address work plans and other important issues within the program.
>
> **Budget:** The program maintains an adequate and responsible operating budget specifically dedicated to revitalizing the Main Street district. The budget allows for staff salary and benefits, training and other development-related expenses, as well as the program's primary goals.
>
> **Paid, professional staff:** The program employs paid staff, including a full-time, trained program manager to oversee and coordinate all program activities. The program has implemented staff management policies and provides written job descriptions for each position.
>
> **Training for staff and volunteers:** The program provides ongoing training for staff and volunteers, and takes advantage of training provided through the Washington State Main Street Program and NMSC.
>
> **Reports key statistics:** The program submits timely and thorough reports on its progress as required by the Washington State Main Street Program and NMSC.
>
> **Membership:** The program is a current member of Main Street America.

Washington Main Street programs must meet all ten of these criteria in order to receive and maintain their status as a nationally accredited Main Street program.

It takes hard work and commitment by a community to become and maintain its designation as a Main Street community. Along with this designation comes the honor of permission to use the title "Main Street." Communities must be evaluated and meet the criteria above to use this title. Evaluation is done yearly, and will be granted only to Main Street communities that fully participate in the state's network.

Expanded criteria descriptions can be found in this handbook on page 88 under "National Main Street Accreditation"

WASHINGTON STATE MAIN STREET NETWORK

Since 1984, the Washington State Main Street Program (WSMSP) has been helping communities revitalize the economy, appearance, and image of their downtown commercial districts using the National Main Street Center's successful Main Street Approach. Main Street is a comprehensive, incremental approach to revitalization built around a community's unique heritage and attributes. Using local resources and initiative, the state program helps communities develop their own strategies to stimulate long-term economic growth and pride in the heart of the community downtown.

In 2010, Washington's Main Street Program was moved from the Department of Commerce to the Department of Archaeology & Historic Preservation. The program is managed, under contract, by the Washington Trust for Historic Preservation.

The Washington State Main Street Program provides access to information, help getting focused, and community support and guidance to individuals and organizations interested in downtown revitalization. It also serves as a general clearinghouse for the latest tools and techniques in downtown development. General information, project development assistance information, and other resource materials are also available.

The state program is a partner, but true revitalization success is built squarely on local commitment, initiative, and follow-through.

AFFILIATE COMMUNITIES

The purpose of the affiliate level is to provide access to resources and networking opportunities for organizations that have an interest in revitalizing their downtown or neighborhood commercial district, but may not have the capacity at this time to meet the Washington State Main Street Community Requirements.

Benefits

- Phone and email consultation
- Invitation to regional Main Street 101 and additional capacity building workshops spread throughout the state
- Eligible to participate Mentoring Program
- Eligible to apply for the annual *Excellence on Main Awards*

Requirements

- Application and annual renewal
- Representation at RevitalizeWA Preservation & Main Street Conference
- Completion of an annual progress report & testimonial regarding the value of affiliation

New benches being installed in downtown Chelan.

Artgarden Pottery in downtown Moses Lake won a 2012 Excellence on Main Award for Economic Restructuring.

Downtown Olympia.

A tour near the iconic Davidson Building in Ellensburg.

WASHINGTON STATE MAIN STREET COMMUNITIES

The purpose of the Main Street Community level is to provide access to resources, networking opportunities, training and advanced resources and opportunities to communities who have an independent 501c3 or 501c6 non-profit organization dedicated solely to downtown revitalization. These communities have committed the necessary time and training to develop community support, financial and human resources, and are implementing the Main Street Four-Point Approach®.

Benefits

- Access to National Main Street Accreditation
  - Evaluation based on National Main Street Center's 10 criteria
- Participation in the Main Street Tax Credit Incentive Program
- Assistance administering annual Main Street District Trends Survey
- Invitations to regional Main Street 101 and capacity building workshops:
- Staff hiring assistance
- Manager/Executive Director orientation
- Board/organization work plan development, review and training
- Phone and email consultation
- Three full-day leadership meetings
- Use of Main Street Brand (eligibility based on National Accreditation)
- Eligible to apply for the annual Excellence on Main Awards

Requirements

- Comprehensive downtown revitalization strategy, including implementing a balance of activities in the areas of organization, promotion, design, and economic vitality.
- Maintain a minimum level of staffing, based on population of the local jurisdiction:
  - 0-2500 people = half time volunteer ED
  - 2500-5000 = half time paid ED
  - 5000+ = full time paid ED
- Primary focus area on the historic downtown commercial core.
- Active volunteer board of directors
- Submit WSMSP Annual Report
- Submit quarterly online program update and statistics report
- Representation at 2/3 of leadership meetings: winter, summer, and fall (typically January, July, and October, respectively)
- Representation at RevitalizeWA Preservation & Main Street Conference (typically April or May)

For a complete explanation of Washington Main Street Community criteria, see WAC 25-50.

SERVICES DESCRIPTIONS

Annual Excellence on Main Awards:

Each year the Washington State Main Street Program (WSMSP) honors communities who have demonstrated an outstanding achievement in one or more of the following categories: Community Partnership, Outstanding Promotional Event, Visual Impact, Entrepreneur of the Year, Sustainable Future, Economic Vitality, Outstanding Special Project and the Excellence on Main Award. The awards are announced in a special ceremony each year at RevitalizeWA, the annual Preservation & Main Street Conference.

Annual Workshops:

As financial resources allow, the Washington Main Street Program will sponsor workshops at various locations throughout the state. Topics may include: Main Street 101, Board Development; Mission Development/Visioning; Strategic Planning; Business Recruitment and Retention; Revitalizing Your Downtown Image/Brand; Fundraising, Creating & Expanding Promotional Events; Insurance Issues, etc.

Main Street Tax Credit Incentive Program:

The program provides a 75% Business & Occupation (B&O) or Public Utility Tax (PUT) credit for private contributions given to program participants. Communities with an independent non-profit 501c3 or 501c6 dedicated solely to downtown revitalization and following the Main Street Four-Point Approach® are eligible to apply.

Annual Main Street District Trends Survey:

This survey is managed by the WSMSP and provides a snapshot as to the retail health of the district. Communities administer this survey to both property and business owners within the district to gauge investor confidence and general economic outlook.

Downtown Walla Walla.

Parade through downtown Langley during Welcome the Whales Day.

Leadership Meetings:

The Washington State Main Street Program Communities are invited to three leadership meetings with the Washington State Main Street Program staff that include training, speakers, updates from the state program and an Executive Director's roundtable for networking and sharing of ideas.

Mentor Community Visit:

At the request of an Affiliate, the State Coordinator will arrange a half-day onsite visit with the Executive Director of a Washington State Main Street Community (Mentor). The Mentor will either host or travel to the requesting community.

National Accreditation Assessment:

Qualifying programs will be evaluated annually according to 10 performance standards developed by the National Main Street Center including: fully utilizing the Main Street Four-Point Approach® and Eight Guiding Principles and continuing to evolve organizationally to meet new challenges. The coordinator will review work plans, budgets, and progress reports with the director and board members, provide feedback and report on observations and suggestions.

New Executive Director/Manager Orientation:

For new Executive Directors or Managers, the Washington State Main Street Program Coordinator will provide an overview of the Main Street Program, Washington State program requirements, and provide technical assistance and advice.

RevitalizeWA Main Street & Preservation Conference:

The conference is a two and a half day event held in a different location each year that brings together national, state and local experts on downtown revitalization, historic preservation, architecture and economic development. The conference is a combined effort of the Washington State Main Street Program and the Washington Trust for Historic Preservation.

Staff Hiring Assistance:

The State Coordinator will provide assistance to Main Street Communities that are hiring staff by providing job descriptions, reviewing resumes, and participating in the interview and selection process.

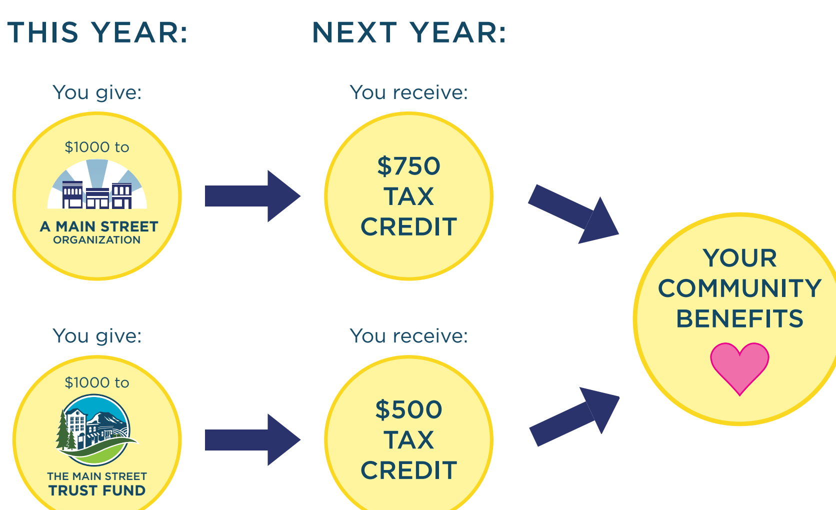
MAIN STREET TAX CREDIT INCENTIVE PROGRAM INFORMATION

The Main Street Tax Credit Incentive Program provides a Business & Occupation (B&O) or Public Utility Tax (PUT) credit for private contributions given to eligible downtown organizations. Once your business donation request is approved by the Department of Revenue, you are eligible for a tax credit worth 75% of the contribution to your downtown revitalization organization.

Businesses statewide can also donate to the Main Street Trust Fund. In this case, the tax credit is worth 50% of your donation. In fact, a business can donate to both up to $250,000. What other program essentially lets you self direct your business taxes? Further, if your downtown organization is a 501c3 you may be eligible for a federal income tax deduction as a charitable contribution.

The Basic Facts

- Eligible community organizations can receive donations totaling up to $133,333.33 per calendar year.
- Businesses can donate up to $250,000 to a Main Street organization anywhere in the state.
- The program for the entire state is capped at $1.5 million and is first-come, first-served.
- To participate, your organization must be a 501c3 or 501c6, have a mission that is dedicated solely to downtown revitalization, and be following the Main Street Four-Point Approach®.
- Don't forget that donating to the Main Street Trust Fund helps support revitalizing downtowns across the state! Building the capacity of the statewide program provides services to existing and future downtown organizations.



How Do You Actually Get the Tax Credit?

- Businesses must be registered to file their state excise tax electronically.
- A donation request must be filled out and submitted online, but don't worry – it's easy and we've got step-by-step instructions on our website!
- A business is approved (instantaneous) and will be able to choose an organization to donate to and the donation amount. The business will also see how much credit the organization has left.
- A business will receive a confirmation letter from the Department of Revenue within 45 days.
- The business writes a check for the donation amount to their selected Main Street organization prior to December 31st. The donation can be spread out throughout the calendar year, but pledge early (and often!) to guarantee the donation is eligible.
- The business must take the tax credit the following year the donation is made – and sorry, but the tax credit can't be carried forward and there won't be a refund for any credit above and beyond a business' tax liability.

HISTORIC DISTRICT TRENDS SURVEY

This is a benchmark survey of downtown business/property owners to gauge initial investor confidence; make sure to include due date and offline option.

Introductory questions:

Which community's Main Street Program invited you to participate in this survey?

Are you a business owner in the district, property owner in the district, or both?

How many years have you owned a property or a business in the district?

Questions for both business and property owners:

How would you rate local economic development efforts? (from "Not effective at all" to "Very effective")

How strongly do you agree or disagree with the following statements about your district? (strongly agree, agree, neutral, disagree, strongly disagree)

- Customers shop the entire block or district, not just one business
- Customers drawn to one business shop neighboring/adjacent businesses
- Businesses cooperate with fellow businesses/make referrals
- Property owners cooperate with fellow property owners
- Landlords and their tenants cooperate (have a mutually beneficially business relationship)
- Neighboring/adjacent businesses share customers
- District promotions and/or events are good for (help) my investments
- The look and feel of the district is good for (helps) my investments
- The district's existing business mix is good for (helps) my investments
- The city/town is business friendly (permits, fees, regulations, inspections, etc.)

What are the current lease rates per square foot (click N/A if not applicable):

- Retail space:
- Commercial office space:
- Residential space:

Questions for property owners only:

Compared to last year, how is your rent collection this year? (Check one)

- Down more than 10%
- Down 0-10%
- About the same
- Up 0-10%
- Up more than 10%

How would you describe your confidence in the future as relates to: (from "Not confident at all" to "Very confident")

- Your rents will go up?
- Your profits will go up?
- Your property investments will pay off?
- Your property value will go up?
- District vacancies will go down?

Questions for business owners only:

(These could be presented as optional but strictly confidential)

Compared to last year, how are your sales this year? (Check one)

- Down more than 10%
- Down 0-10%
- About the same
- Up 0-10%
- Up more than 10%

Compared to last year, how is the amount of foot traffic in your business this year? (Check one)

- Down more than 10%
- Down 0-10%
- About the same
- Up 0-10%
- Up more than 10%

Compared to last year, have you seen any changes in the people in the district this year? (Check all that apply)

- More people (potential customers) walking into your business and on the sidewalks around your business
- More people (potential customers) that match your target customer walking into your business and on the sidewalks around your business
- Fewer people (potential customers) walking into your business and on the sidewalks around your business
- Fewer people (potential customers) that match your target customer walking into your business and on the sidewalks around your business
- I haven't seen any change

How would you describe your confidence in the future as it relates to: (from "Not confident at all" to "Very confident")

- Your sales will go up?
- Your profits will go up?
- Your customer foot traffic will go up?
- Your business investments will pay off?
- District vacancies will go down?

Downtown for the Holidays in Olympia.

Roslyn Cafe on W. Pennsylvania Ave. in Roslyn.

TAX-EXEMPT ORGANIZATIONAL CATEGORIES

	501c3	501c4	501c6
Purpose	Charitable or educational	Non-profit civic leagues and organizations promoting social welfare	Promotion of some common business interest
Comments	Must be organized and operated exclusively for one or more of the purposes specified	Can serve recreational purposes as well; can serve a wider class of beneficiaries than (c)3 and (c)6 organizations	Must be devoted to improvement of business conditions of one or more lines of business, rather than performance of particular services for individuals
Political activity allowed?	May not direct a substantial part of its activities towards influencing legislation, and cannot support a candidate for public office	May be involved in lobbying but cannot support a candidate for public office	Unlimited lobbying efforts as long as activities are directed to promoting common business interests of the organization
Exempt from federal tax?	Yes	Yes	Yes
Charitable deductions available to donors?	Yes	No	No
Eligible for foundation and federal grants?	Yes	Not usually	Not usually
Property tax exemption?	In most states	Not usually	Not usually
Business deductions available to donor?	Only as charitable deductions	No	Portion of membership dues attributable to permissible lobbying that has a direct interest to member is deductible

The old Hailstone Feed Store in Issaquah has been renovated and is now headquarters for the Downtown Issaquah Association.

BENEFITS TO POTENTIAL STAKEHOLDERS

RETAIL BUSINESS OWNERS

- Increased sales
- Improved image
- Increased value of business
- Coordinated efforts between local businesses and franchises
- Quality of business life
- Educational opportunities (seminars and workshops)
- Increased traffic
- District marketing strategies (promotion and advertising)
- Better business mix
- New market groups downtown
- Community pride
- Have needs/issues addressed

SERVICE BUSINESS OWNERS

- Image building/improvement
- Pride
- New/renewed/repeated exposure
- Increased variety of services
- Healthier economy generates new/more business
- Increased competition means more aggressive business styles
- Tapping leakage
- Increased population, new customers
- Improved image, creates new market

PROPERTY OWNERS

- Increased occupancy rates
- Rent stability
- Increased property values
- Increased stability
- Reduced vandalism/crime deterrent
- Assistance with tax credits, grants, loan programs, design, and co-op maintenance
- Communication medium with other property owners
- Better image
- New uses, especially on upper floors

LOCAL RESIDENTS/CONSUMERS

- Enhanced marketplace (better shopping and the benefits of shopping locally)
- Sense of pride in downtown
- Social/cultural activities
- Opportunities to keep kids in town
- Sense of hometown community
- Preservation of architecture and heritage
- Opportunity to participate/volunteer
- Better communication (newsletter)
- Political advocate
- Home values increase

Lily Atelier in downtown Camas.

Drugstore in downtown Cle Elum.

Volunteers water flower baskets in downtown Prosser.

An educational session at RevitalizeWA 2014 in Wenatchee.

FINANCIAL INSTITUTIONS

- Community Reinvestment Act (federal government requirement)
- Potential for loans, deposits, and other services (bank cards, financial services)
- Improved image and goodwill
- Survival of community critical to bank success and economic stability
- Central location more cost effective

PRESERVATIONISTS

- Main Street Approach® reinforces common goal of preservation
- Increased opportunities for education and advocacy
- Increased awareness and builds credibility
- Improved public image
- Improved economic feasibility of preservation

COUNTY GOVERNMENT

- Increased public relations for county
- Viable downtown increases tax base
- Rippling effect
- Viable downtown is a draw for industry and county-wide area businesses
- Common partnership with city hall
- County / community pride
- Heritage preservation
- Alternative to a redevelopment district
- Quality of life issues, especially for employees
- Help with parking issues

CITY GOVERNMENT

- Increased tax base
- More tourism
- Increased property values
- Increased number of jobs
- Better goals and vision
- Healthy economy
- Better services available
- Positive perception of downtown and community
- Better relations between city hall and private sector
- Increased volunteer base for city
- Industrial recruitment
- Takes political heat, develops consensus for political requests
- Impetus for public improvements and Certified Local Government (CLG) grant dollars
- Education resources for city leaders (officials) on planning and economic development

UTILITY COMPANIES

- Additional business
- Longer business hours
- More employees
- Healthy businesses feel freer to increase utility usage
- Healthy economy causes community to grow
- Overcome bad guy image
- Proof of new products
- Quality in downtown public improvements

CHECKLIST FOR GETTING STARTED

◯ 1. Contact the Washington State Main Street Program.

◯ 2. Put together a core committee of people to talk with fellow downtown business and property owners about the idea of forming a downtown organization. Also, talk with the City, Chamber of Commerce, Economic Development Commission, and other organizations. Gather input and support.

◯ 3. Hold a town hall style meeting to help educate the public about downtown revitalization. Talk with the local media ahead of time and invite them to attend.

Then, if you decide to move ahead . . .

◯ 4. Identify possible board members and supporters. Create an interim board of directors (5-9 people).

◯ 5. Once formed, the interim board should choose a name for the organization. Pick something that is simple, straightforward, and businesslike—this handbook has samples. Save the "catchy" for a tag line or promotional campaign.

◯ 6. Determine your organization's boundaries/primary focus area. Remember it's not an "in or out" issue—it's a "where should we concentrate our efforts for maximum success." Here are the identifiers the Washington State Main Street Program (WSMSP) uses when helping potential Main Street communities decide. The area is:

   a. a traditional central business district and center for socio-economic interaction;

   b. characterized by a cohesive core of historic and/or older commercial and mixed-use buildings representing the community's architectural heritage with compatible in-fill development;

   c. typically arranged with most of the buildings side-by-side and fronting the sidewalk along a main street with intersecting side streets;

   d. compact, easily walkable, and pedestrian-oriented.

◯ 7. Draft Bylaws and Articles of Incorporation (this guide includes samples). The WSMSP will be happy to review them. You might also see if an attorney will take a quick look at them.

◯ 8. File as a Washington Non-profit Corporation with the Secretary of State: http://www.sos.wa.gov/corps/nonprofitinformation.aspx

   Once filed, you will get a Certificate of Incorporation and Unified Business Identifier (UBI) number. At the same time, file a Master Business Application: http://bls.dor.wa.gov/file.aspx

◯ 9. Once incorporated, prepare an agenda and hold an "official" first meeting to: a) adopt bylaws, b) elect officers: President, Vice President, Secretary, and Treasurer, c) decide on a fiscal year, d) select a bank and discuss financial arrangements, e) authorize preparation and filing of IRS forms, f) identify an address or post office box for mail, and g) other necessary business. Make sure the new Secretary takes minutes.

◯ 10. File form SS-4 with the Internal Revenue Service to get a Federal Employer Identification Number (EIN), found at www.irs.gov. At the same time, download a 501c3 or (c)6 non-profit designation application packet. Most downtown organizations focusing on the Main Street Approach® try for a 501c3 designation. Suggestion: Seek advice and talk with the WSMSP prior to attempting to fill out the form!

○ 11. Check with the City to see if you need to file anything locally.

○ 12. Reserve an Internet domain name for your organization and set up social media accounts (Facebook, Twitter, etc.).

○ 13. The board should talk with local insurance agents and purchase appropriate insurance coverage for your organization as soon as possible. Minimally, the board should consider general liability, board and officer liability, worker's compensation, and special events policies. The National Trust Insurance Services offers insurance for Main Street organizations. (http://www.nationaltrust-insurance.org/Mainstreet.html)

○ 14. Once the organizational paperwork has been done, hold a goal-setting session with board members to create a 12-18 month work plan. Determine a mission statement, goals, and objectives. Put together committees based on the Main Street structure. Have each committee hold an activity brainstorming session to come up with a list of activities to meet their list of objectives (in the beginning, think quality, effectiveness, low-cost, and doable). Be realistic in what you can accomplish, but also don't think too small.

○ 15. Create a draft first year budget, then seek out funds from supporters.

○ 16. Get press releases out to the media for free publicity. This handbook has a sample. Don't forget—letters to the editor are great!

An outdoor screening at the Port Townsend Film Festival.

CORE PROGRAM COMPETENCIES

To assist designated Main Street communities in the incremental and comprehensive development of an active downtown revitalization program, the following list of core competencies has been developed. While individual projects and activities are unique to the community, there are some general tasks and types of projects that have been found to be vital to the progressive growth of a Main Street program and organization. These competencies are meant to be a base level of activity, and communities should strive to undertake more challenging projects as they build capacity.

Steady progress in meeting core competencies must occur during the first three to five years of the organization's Main Street designation in order for specialist services to continue. Core competencies must be in place in order for a community to progress to full Main Street designation. Progress in meeting the core competencies will be assessed during the annual year end evaluations.

The core competencies are listed in the following pages and are categorized according to the Main Street Four-Point Approach®. In order to build a strong foundation for the program, a very active Organization Committee is required to work on the numerous projects listed under this category. Although there are many important organizational tasks, it is necessary to remember that the Main Street Approach® is comprehensive, and activities in the areas of Promotion, Design and Economic Restructuring, as well as Organization, are essential for an action-oriented program that achieves successful, ongoing revitalization of the central business district.

Core competencies often build upon each other and are often related to competencies in other categories. While each community will complete the core competencies in their own time frame within the three to five year window, it is recommended that they be completed in the general sequence in which they are listed.

Main Street Family Portrait in Port Townsend.

PHOTO COURTESY OF TANYA LITTLE

Hay bale maze for kids in downtown Ellensburg.

ORGANIZATION

This element of the Main Street Approach® focuses on building collaboration among a broad range of public and private sector groups, organizations, and constituencies.

The Organization Committee plays a key role in keeping the board, committees, and staff functioning by attracting people and money to the Main Street program. To succeed, this committee must take responsibility for managing these financial and logistical aspects of the non-profit organization:

Raising money—for projects and administration, from donations and sponsorships;

Overseeing volunteer activities—by recruiting and supervising people and rewarding good work;

Promoting the program—to downtown interests and the public;

Managing finances—by developing good accounting procedures.

ORGANIZATION CORE COMPETENCIES

The below activities are grouped by basic, intermediate, and advanced categories. In general, projects grouped in the basic category should be completed before the organization moves onto intermediate activities. Intermediate activities should be completed before tackling advanced projects. This progression will serve to build a strong foundation upon which the organization can build a long-term, successful program.

Basic

Develop an organizational structure, Articles of Incorporation and Bylaws

Formulate accounting systems (it is also suggested that all programs have an annual audit by a CPA)

Bookkeeping system

Payroll/employee number

Registrations: state, county, city

Bank/charge accounts

Hire an executive director

Hold annual work planning sessions

Set up Main Street office including:

- Permanent Location
- Equipment
- Furnishings

Develop a clear, shared mission and write it as a mission statement

Develop a written work plan

- Achieve Board approval
- Send to WSMSP

Form committees and hold regular meetings

Intermediate

Develop an organization logo (letterhead, etc.)

Decide on tax-exempt status and make application to IRS

Develop an annual budget

- Achieve Board approval
- Send to WSMSP

Initiate an annual, signed agreement with local government

Create and regularly update job descriptions for both staff and volunteers

Compile and send board of directors list and contact information to WSMSP

Advanced

Develop and regularly publish a newsletter

Build a volunteer database

Develop a long-term fundraising plan including:

- Developing various methods for communicating with donors throughout the year
- Producing an informational brochure about the organization
- Sustainable and diverse income base
- List of private contributors
- At least one fundraising event

Create a mailing list for the organization including:

- Downtown business owners
- Downtown property owners
- Local interest groups
- Officials
- Supporters

PROMOTION

This element of the Main Street Approach® deals with marketing the district's assets to residents, visitors, investors and others through special events, retail promotion, and activities that improve the way the district is perceived.

The Promotion Committee has the job of promoting downtown as the center of commerce, culture, and community life for residents and visitors alike. To be effective this committee must move beyond cookie cutter downtown promotion ideas. Specifically:

Understanding the changing market—identifying both potential shoppers and the competition;

Identifying downtown assets—including people, buildings, heritage, and institutions;

Defining Main Street's market niche—its unique position in the marketplace;

Creating new image—campaigns, retail promotions, and special events to bring people back downtown.

PROMOTION CORE COMPETENCIES

Basic

Develop, approve, and publish a balanced annual calendar of promotional events that includes a mix of special events, retail, and image events.

Evaluate promotional events—including information on number of attendees and impact in reaching program goals

Develop a media resource list

Conduct outreach/media relations activities including:

- Press releases
- Print media columns
- Press liaison
- Feature articles
- Radio/TV talk shows

Create a downtown business directory

Initiate and complete at least one special event

Initiate and complete at least one retail event

Intermediate/Advanced

Conduct downtown image development activities including:

- Identify downtown's assets
- Compile information about the marketplace
- Analyze data
- Match assets with market niches
- Write a positioning statement
- Conduct image advertising (Examples: newspaper, radio, TV, direct mail ads)
- Develop collateral materials (Examples: entrance signs, banners, shopping bags, buttons)
- Develop media relations (Examples: media kits, press releases, press receptions for major projects, TV, radio and newspaper interviews)
- Develop image-building events (Examples: downtown progress awards ceremonies, ribbon-cutting for new projects, "before and after" renovation displays)

DESIGN

This element of the Main Street Approach® involves improving the physical environment by renovating buildings, constructing compatible new buildings, improving signs and merchandise displays, creating attractive and usable public spaces, and ensuring that planning and zoning regulations support Main Street revitalization.

The Design Committee plays a key role in shaping the physical image of Main Street as a place attractive to shoppers, investors, business owners, and visitors. To succeed, this committee must persuade business owners, building owners, and civic leaders to adopt a specific approach for physical improvements to buildings, businesses and public improvements. Specifically:

Educating others about good design—enhancing the image of each business as well as that of the district;

Providing good design advice—encouraging quality improvements to private properties and public spaces;

Planning Main Street's development—guiding future growth and shaping regulations;

Motivating others to make changes—creating incentives and targeting key projects.

DESIGN CORE COMPETENCIES

Basic

Develop and market improvement incentives and assistance including:

- Working with the Washington State Department of Archaeology & Historic Preservation to list the downtown district on the National Register of Historic Places and/or the Washington Heritage Register
- Design guidelines – develop a design guidelines publication, *Keeping up Appearances*
- Design Assistance

Evaluate existing physical assets: buildings, streets, public signs, parking lots and open spaces

Inventory conditions of physical environment

Façade improvements

Intermediate

Explore a formalized design review process with custom design guidelines

Develop district identification signs

Create a detailed and visually appealing map of downtown

Develop and market improvement incentives and assistance including:

- Real estate tax abatement
- Loan programs
- Grant programs
- Design assistance

Photograph downtown extensively, including before, during and after photos of rehabilitation work and promotional events; use professional photographers when possible

Streetscape improvements

Mid-size rehabilitation projects

Advanced

Conduct a traffic study

Conduct a parking study (if appropriate)

Continue façade improvements

Large rehabilitation projects

New development

ECONOMIC VITALITY

This element of the Main Street Approach® concentrates on strengthening the district's existing economic base while finding ways to expand its economy and introduce compatible new uses.

The Economic Vitality Committee has the job of identifying new market opportunities for the traditional commercial district, finding new uses for historic commercial buildings, and stimulating investment in property. To succeed, this committee must develop a thorough understanding of the community's economic condition and opportunities for incremental market growth. Specifically:

Building entrepreneurial economies;

Strengthening business—includes strengthening existing businesses and recruiting new ones;

Infrastructure reuse—finding new economic uses for traditional Main Street buildings;

Development—financial incentives and capital for business development and retail operations layout;

Ascertaining progress—monitoring the economic performance of the district.

ECONOMIC VITALITY CORE COMPETENCIES

Basic

Complete and maintain building inventory for the downtown, including:

- Rental rates
- Square footage
- Age of building
- Unique features
- Condition
- Ownership
- Vacancy
- Taxes
- Current photograph

Complete and maintain a business inventory for the downtown, including:

- Cumulative number of businesses
- Ownership
- Product/service
- Customers
- Amount of sales
- Sales patterns
- Lease conditions
- Availability (date/price)

Track program impact, including:

- Changes in sales tax revenue
- Changes in property tax revenue
- Net new jobs
- Net new businesses
- Amount of private investment
- Number of volunteer hours

Create a new business owners' orientation kit

Develop a network of entrepreneur development partners to assist new entrepreneurs and existing businesses (micro-enterprise development organizations, Small Business Development Center (SBDC), Economic Development Association (EDA) SCORE (Service Corps Of Retired Executives), Chamber of Commerce, etc.)

Intermediate

Develop a downtown development vision and strategy

- Identify target niche markets
- Develop a downtown clustering/leasing plan/strategy

Develop and market economic development incentives, including:

- Business seminars
- Loan pool programs
- Grant programs

Complete market analysis, including:

- Surveys
- Sales leakage assessment
- Business recruitment plan
- Business retention plan
- Summary report

Develop a small, local business recruitment packet and procedures

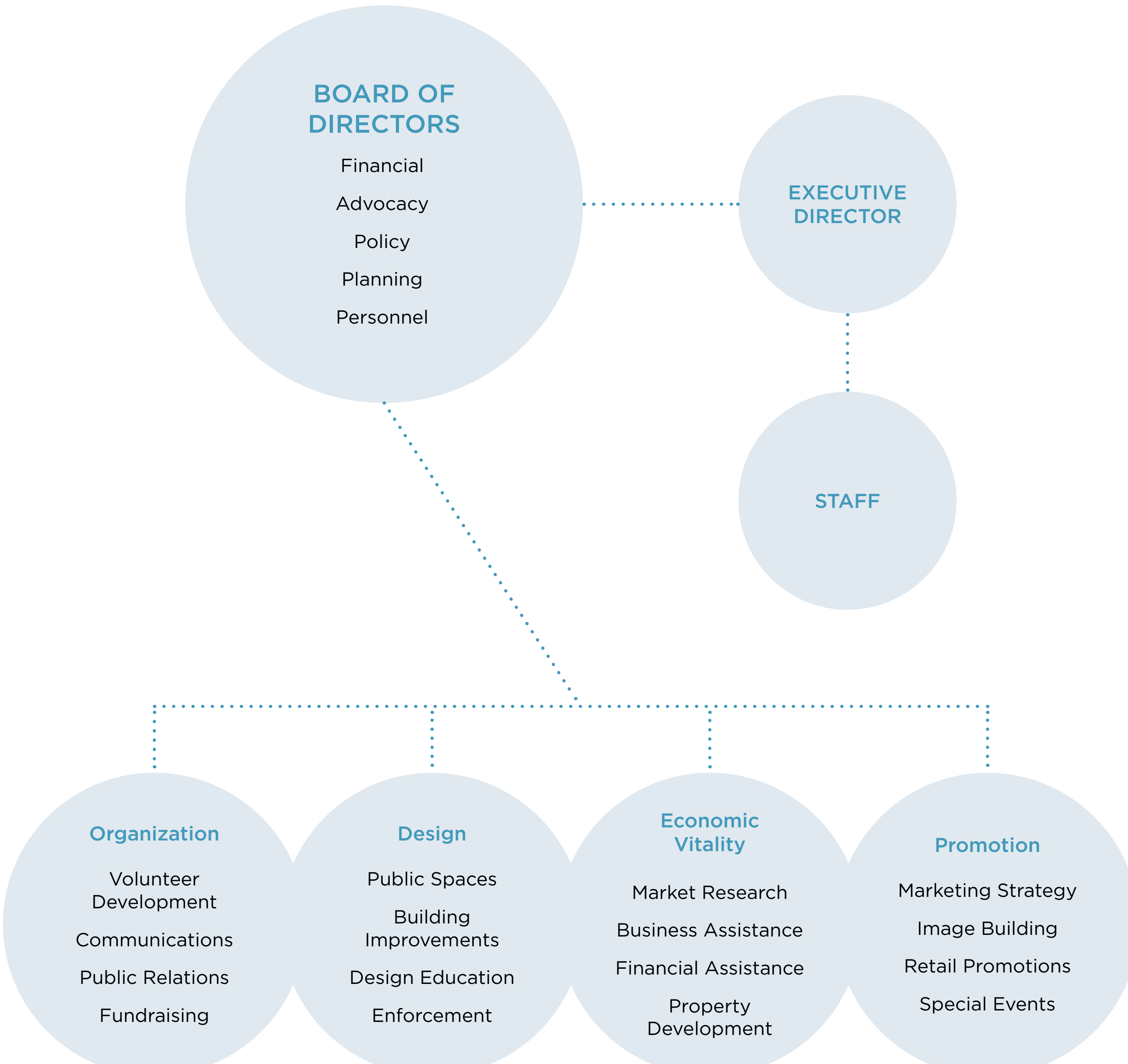
Develop business retention programs

Advanced

Expand organization's role to develop or be a partner in the development of property in downtown (act like Community Development Corporation).

Expand organization's role to provide micro-enterprise development services, including micro-financing, credit building, etc.

DOWNTOWN PROGRAM STRUCTURE



PROGRAM PARTNERS

The local downtown revitalization program must involve groups throughout the community to be successful. Different groups have different interests in the downtown, and, while each may have a particular focus, all groups ultimately share the common goal of a vibrant commercial district. By involving a broad range of constituents in the process, the downtown program can help each group realize that this common goal exists and that cooperation is essential for successful revitalization. Furthermore, by identifying each organization's greatest strengths, the downtown program can help focus each group's energy in the areas where it will be most effective and have the most to contribute. Groups typically represented and involved in successful local downtown revitalization programs include:

Schools

Schools can contribute to successful downtown revitalization in several ways. First, by involving young people in the revitalization process, the downtown program can reach a segment of the community that may not be familiar with downtown. Second, they can help students become positive contributors to the community's quality of life. Finally, by giving students opportunities to use their academic skills in a "real world" environment, they can help the downtown revitalization effort implement programs and activities.

Property Owners

Since they literally own the downtown, property owners have a direct interest in the downtown program's success and often become active participants in the revitalization process. Absentee owners, though, may show little or no interest in the program. Nonetheless, they should be kept informed about revitalization activities and, as the program develops greater competency in directing downtown's economic growth, should continue to be invited to take part in its projects.

Chambers of Commerce

The Chamber of Commerce is an important player in most downtown revitalization programs because of its interest in the community's commercial development. The Chamber can help the downtown program by providing liaison with local and regional economic development agencies, helping businesses expand, recruiting new businesses, and sharing information resources. Remember, though, that the chamber must be concerned with community-wide development. Focusing too much on the downtown can contradict its direct mission.

City and County Government

Without the support and involvement of local government, it is doubtful that a downtown revitalization program will achieve long-lasting success. Local government can help provide the financial and information resources, technical skills, and leadership to the revitalization effort. Because local government plays a major role in directing the community's economic growth, it must be an active participant in restructuring the downtown's economic base and developing innovative solutions to downtown issues.

Installation of the Fox Theatre sign in downtown Centralia.


Work on the detail of the Lewis County Courthouse in Chehalis.

The Coupeville Wharf.

Civic Clubs

By taking part in the revitalization program, civic clubs can help improve the community's quality of life and make the downtown a more engaging place for community activities.

Historic Preservation Organizations & Historical Societies

These groups can contribute expertise in local history, preservation technology, design guidelines, historic rehabilitation, and related fields to the downtown revitalization program.

Retail & Service Sector Business Owners

Retail and service sector activity is an important part of the downtown's economic base; consequently, business owners have a vested interest in the success of the downtown revitalization program. Retailers are often most interested in and the most valuable contributors to downtown promotional activities, though their involvement in other downtown activities can also be beneficial.

Regional Planning Commissions and Councils of Government

These groups can provide the local downtown program with market data and other technical information about the downtown's market area. They can also help the program identify resources and establish relationships with regional, state and national economic development agencies.

Financial Institutions

Local financial institutions benefit from a revitalized downtown in many ways, from making new business loans to being able to attract new industry to the community. Banks and savings and loans can support the revitalization program by helping package loans, taking part in interest buy down and other financial incentive programs, providing leadership, and seeking innovative ways to stimulate downtown economic development. Many financial institutions also find that participation in the local downtown revitalization program helps satisfy their directives under the Community Reinvestment Act.

Consumers

In many ways, consumers stand to benefit the most from a revitalized downtown offering goods and services that meet their needs. Many local consumers who may not belong to an existing community organization will still be interested in participating in the revitalization effort and in helping make the downtown—and the community—a more vibrant place to be.

Media

Downtown revitalization means creating new jobs, generating new investments, and bringing more money into the community—all newsworthy activities. Thus, the media are usually major supporters of a downtown revitalization effort. In addition to publicizing the local program's successes, media can provide information about local market characteristics to help the revitalization effort find better ways to meet consumer needs.

Courtesy of Revitalizing Downtown, National Main Street Center

STATISTICS TRACKING INSTRUCTIONS

Tracking statistics — reinvestment, job and business creation, and so on — provides a tangible measurement of your local Main Street program's progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis and are reported to Washington Main Street on a quarterly basis. Here are the instructions on how to report statistics and where to find them.

Total number of Businesses

This is the total number of businesses within your defined Main Street district.

New Businesses

List the number of new businesses that have opened in the Main Street district in the last two quarters. This will include new business startups or a business that was previously located outside the city limits of your community and moved to your Main Street program area.

Businesses Expansion and/or Relocation

List the number of businesses that have relocated or expanded within the Main Street district. This can include businesses that were located inside the city limits of your community but outside the Main Street district that moved to the Main Street district.

Business Closure

List the number of businesses that closed in the Main Street district in the last two quarters. This will also include businesses located in your Main Street district that move outside the city limits or to another community.

Mount Baker Theatre in downtown Bellingham.

Downtown Yakima.

A parade in downtown Pasco.

Business Relocation out of District

List the number of businesses that have moved out of the Main Street district but remained within the city limits of your community. The number reported in the Jobs Lost section relating to business relocation will always be zero unless the business decreases the number of its employees with the move.

Jobs Created

This will always be the total number of full-time people employed by each new business (or full-time equivalent). If a business has relocated or expanded within the district, new jobs will be created only if additional people are employed after the move expansion.

Jobs Lost

List the number of jobs lost to business closure, consolidation or downsizing. Please note the number of jobs lost to a business relocating outside the district will always be zero unless the business decreases the number of its employees with the move.

Public Investment Dollars

Please indicate the amount of public improvement dollars spent within the district, i.e. individuals or private sources of money spent on building rehabilitations, public improvements, or new construction. Types of public improvement projects are improvements to public buildings, installation and improvement of street lighting, street and sidewalk improvements, parking improvements, public signage, marketing and tourism, and landscaping.

Private Investment Dollars

Please indicate the amount of private improvement dollars spent within the district, i.e. city, county, state, or federal money spent on building rehabilitations, public improvements, or new construction. A project can be as minimal as the removal of an inappropriate sign, or at the other extreme, an interior or exterior restoration project. Examples of these projects are: a project using tax credits, façade rehabilitation, awnings, private signage, exterior improvements (improvements to the roof, sides, or rear of the building such as tuck pointing, masonry cleaning, roof repair, painting), interior improvements (includes all interior work such as remodeling, carpet, painting, and lighting, but excludes interior displays such as shelving and counter space, signs, or furnishings), and marketing and tourism.

These dollar amounts can be obtained from building permits, owner or building manager, contractor, neighbors, or best estimate.

Total Volunteers

Please indicate the total number of volunteers that have contributed to the organization. Count volunteers only once, even if they donated time to more than one event.

Volunteer Hours

Please indicate the total number of volunteer hours that have been contributed to the organization. This includes hours spent in in both board and committee meetings.

SAMPLE: ARTICLES OF INCORPORATION

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

ARTICLES OF INCORPORATION

We, the undersigned natural persons of the age of eighteen (18) years or more, acting as incorporators under the Washington Non-profit Corporation Act, adopt the following Articles of Incorporation.

ARTICLE I

The name of the corporation is the Greenville Downtown Development Association, and its duration shall be perpetual.

ARTICLE II

The purposes of this corporation are as follows:

1) To engage in educational and charitable activities. This corporation is organized exclusively for charitable and educational purposes within the meaning of Section 501c3 of the Internal Revenue Code. Notwithstanding any other provisions of these Articles, this corporation shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income taxation under Section 501c3of the Internal Revenue Code.

2) To engage in any lawful activity for which non-profit corporations may be organized under RCW 24.03.

ARTICLE III

The initial registered office of the corporation in the State of Washington is 332 George Street, Greenville, Washington, 98001, and the initial registered agent for the corporation is Attorney Heather Reynolds.

ARTICLE IV

The members of the governing board shall be known as Directors, and the number thereof shall be fixed by the Bylaws of this corporation. The initial Board of Directors shall consist of nine directors, whose names and addresses are:

Board Member 1	Address, City, WA, Zip Code	Board Member 2	Address, City, WA, Zip Code
Board Member 3	Address, City, WA, Zip Code	Board Member 4	Address, City, WA, Zip Code
Board Member 5	Address, City, WA, Zip Code	Board Member 6	Address, City, WA, Zip Code
Board Member 5	Address, City, WA, Zip Code	Board Member 8	Address, City, WA, Zip Code
Board Member 9	Address, City, WA, Zip Code		

ARTICLE V

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation. The corporation shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office.

Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a.) by a corporation exempt from federal income tax under section 501c3 of the Internal Revenue code, or (b.) corresponding sections of any future federal tax code.

ARTICLE VI

Upon dissolution of the corporation, assets shall be distributed to a non-profit fund, foundation, or corporation which has established its tax exempt status under Section 501c3 of the Internal Revenue Code or corresponding section of any future federal tax code, or to a state or local government, for a public purpose.

ARTICLE VII

These Articles may be amended as provided by Washington law. However, no amendment may be made to Articles V and VI.

ARTICLE VIII

No Director, trustee, or any uncompensated officer of the corporation shall be personally liable to the corporation or its members for monetary damages for conduct as a Director, trustee, or any uncompensated officer provided that this Article shall not eliminate the liability of a Director, trustee, or any uncompensated officer for any act or omission occurring prior to the date when this Article becomes effective and for any act or omission for which elimination of liability is not permitted under the Washington Non-profit Corporation Act. Any Director, trustee, or uncompensated officer shall be entitled to indemnification for any expenses or liability incurred in his or her capacity as a Director, trustee, or any other uncompensated officer as provided by the Washington Non-profit Corporation Act.

ARTICLE IX

The names and addresses of the incorporators are:

Incorporator 1	Address, City, WA, Zip Code	Incorporator 2	Address, City, WA, Zip Code
Incorporator 3	Address, City, WA, Zip Code	Incorporator 4	Address, City, WA, Zip Code

We, the undersigned incorporators, declare under penalty of perjury, that we have read the foregoing and to the best of our knowledge and belief, it is true, correct, and complete.

Dated the (Day) of (Month), (Year).

______________________________ ______________________________

Incorporator 1 Incorporator 2

______________________________ ______________________________

Incorporator 3 Incorporator 4

SAMPLE: BYLAWS

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BYLAWS

ARTICLE I — Name and Term

The name of this corporation will be the Greenville Downtown Development Association, hereafter referred to as the GDDA or Association, and its duration will be perpetual.

ARTICLE II — Offices

A. Principal office: The principal office of the GDDA will be in the State of Washington, County of Orchard, City of Greenville. Further, it will be located within the boundaries of the Greenville Downtown Development Association.

B. Registered office: The registered office of the GDDA will be maintained in the State of Washington, and may be, but need not be, identical with the principal office. The address of the registered office may be changed from time to time by resolution of the Board of Directors.

ARTICLE III — Amendments

These bylaws may be amended by resolution at any time by an affirmative vote of at least two-thirds of the entire Board of Directors.

ARTICLE IV — Purposes

A. Organization: GDDA will organize and promote constructive relationships between local government bodies and private business and citizens. GDDA will support other charitable and educational organizations whose primary interest is to preserve and develop the beauty and economic stability of Greenville. GDDA will represent the concerns of the downtown area at the city, county, and special district level.

B. Promotions: GDDA will promote and sponsor discussion groups and will educate and inform citizens and members on topics of interest and concern to the downtown area. GDDA will maintain information regarding revitalization in the downtown area. GDDA will sponsor cultural, employment and commercial district revitalization activities in the downtown area. GDDA will provide a forum for sharing knowledge, common experiences and problems. GDDA will issue publications and information regarding its activities and other information relevant to downtown revitalization. Such publications may include the following:

1) planning studies

2) an organization brochure

3) informational brochures, maps, and guides

4) special event flyers, pamphlets, and posters

5) a newsletter

C. Economic Restructuring: GDDA will help to educate and assist downtown business owners and property owners in matters of preservation, promotion, and finance. GDDA will help recruit new stores to minimize the effects of vacancies and to diversify the retail mix. GDDA will aid in acquisition of adequate financing for new and existing businesses and for renovation of historic structures.

D. Design: GDDA will advocate for the planning and coordinating design of improvements in or adjacent to the downtown area. GDDA will aid in providing design services for buildings and signage. GDDA will provide information on painting, construction, historic rehabilitation, and preservation. GDDA will promote and assist in city beautification projects. GDDA will participate in the planning and development of public interest projects in the downtown area. GDDA will promote effective redevelopment efforts and assist in planning for the stabilization and revitalization of the downtown area. GDDA will, whenever possible, recommend appropriate uses and design standards for downtown development compatible with historic preservation.

ARTICLE V — Powers

A. General Powers: GDDA will have all powers granted by Washington law. It will also have the power to undertake, either alone or in cooperation with others, any lawful activity which may be necessary or desirable for the furtherance of any or all purposes for which the GDDA is organized.

B. Investment Powers: GDDA may invest both assets secured by GDDA, and services provided by GDDA resulting in development, as program related investments. Any returns from such investment will be used by GDDA for the furtherance of any or all purposes for which the GDDA is organized. No portion of the returns will inure to the benefit of any member, Director, Officer or staff member of GDDA.

ARTICLE VI — Boundaries and Membership

A. Boundaries: The primary focus area of the downtown district will be defined by (Street name) on the south, (Street name) on the north, (Street name) on the west, and (Street name) on the east.

B. Membership: Any individual, business, or organization interested in becoming a member of the GDDA can file an application for membership in such form as the Board of Directors prescribes. Each active member will be entitled to one vote on matters that come before the membership. The Board of Directors will establish annual dues as it deems appropriate. Such establishment of dues will include method of payment. Any member may resign from membership in the Association upon giving written notice thereof to the Secretary or the Executive Director of the Association. Members who resign from membership will not be entitled to vote or receive refund of dues therefore paid.

ARTICLE VII — Membership Meetings

A. Annual Meeting: The annual meeting of the GDDA membership will be the (1st, 2nd, 3rd, or 4th) (day of the week) in (Month) or such other time as the Board of Directors may direct. Members will be notified by either regular mail or electronic mail at the address listed on their business license or membership application more than 30 days before the meeting convenes. The purpose of the annual meeting will be to complete tallying and announce the Board of Directors of GDDA for the following year and such other business as the Board of Directors brings before the membership.

B. Special Meetings: Special meetings for the membership will be held at any time and place as may be designated in the notice of said meeting upon call of the President of the Board of Directors, a majority of the Board of Directors, or upon the written petition by at least twenty-five percent (25%) of the active membership. A notice stating the place, date, and time of meetings will be provided either personally or by regular or electronic mail to each member at least ten days prior to the meeting. Other interested parties will be given such notice of meetings as the Board of Directors deem appropriate.

ARTICLE VIII — Directors

A. Duties: The Board of Directors will manage, set the policy for, and oversee the management of the affairs of GDDA. They will control its property, be responsible for its finances, formulate its policy, and direct its affairs. The Board of Directors may hire an Executive Director and support personnel. The Board of Directors may enter into contracts necessary to accomplish the GDDA goals.

B. Qualifications: There will be (7-12) members on the Board of Directors. Any member, employee of a member business, or partner or associate in a member business of GDDA may be a Director. However, there must be a Director from both retail and non-retail businesses as well as a real property owner from within the primary focus area of the GDDA. There will not be a majority of any occupation on the Board. Directors must be of sound mind and of legal age. No immediate relatives may serve on the Board at any one time.

C. Term: Every Director will be elected for a three (3) year term. However, the initial Board of Directors will serve staggered terms. Directors on the initial Board will be elected by lot: three for three (3) years, three for two (2) years and three until the first annual meeting. No member shall serve more than two consecutive three-year terms without stepping down from serving for at least one year.

D. Elections: Directors will be elected by the membership by mailed ballot. Tallying of ballots will be completed, and the new Directors announced at the Annual Meeting. Every member will have one vote for each available Director's position. Nominations to the ballot slate will be made either: 1) by petition submitted to the GDDA office more than 25 days in advance of the annual meeting, signed by five members; or 2) by the nominating committee, which will consist of the outgoing Board members and the President. Ballots will be mailed to each member more than 14 and less than 24 days before the annual meeting. Ballots must be received at the GDDA office by 5 p.m. on the day before the annual meeting. In the event of a tie, a runoff election will be held by written ballot at the annual meeting. In the event there is not a Director elected from the three categories listed in Article VIII, B; then the new Director with the fewest votes will not be named and an election for that position will be held by written ballot at the annual meeting.

E. Vacancies: A Director may resign at any time by giving written notice to the GDDA President, Vice President, or Executive Director. Any vacancy in the Board occurring because of death, resignation, refusal to serve, or otherwise will be filled for the unexpired term by action of a majority of the remaining Directors. Three consecutive unexcused absences from regular Board of Directors' meetings will be considered a vacancy.

F. Meetings: The Board of Directors will meet at least monthly. The President and/or any three Directors may call a meeting of the Board. At a duly called meeting of the Board of Directors, five (5) members will constitute a quorum. All business of the Board of Directors will be transacted at a duly called meeting of the Board.

G. Compensation: Directors will receive no compensation for their services as Directors, but the Board may, by resolution, authorize reasonable reimbursement for expenses incurred in the performance of their duties. Nothing herein will preclude a Director from serving GDDA in any other capacity and receiving reasonable compensation for such service.

H. Liability: Directors will not be personally liable for the Association's debts, liabilities, or other obligations.

ARTICLE IX — Officers

A. Number of Officers: GDDA will have a President, Vice President, Secretary, Treasurer, and such additional officers as the Board of Directors may from time to time designate. Each officer will serve a one-year term. Officers will be elected by the Board of Directors at the first Board meeting following the annual meeting of membership.

B. Duties of President: The President will preside at all meetings of the Board of Directors and at the annual meeting ending his or her term of office. The President will be entitled to the same vote as any other Director. The president shall sign all checks and documents pertaining to GDDA for which the President's signature is necessary or desirable.

C. Duties of Vice President: In the absence of the President, or his or her inability to act, the Vice President will possess all the President's powers and discharge all Presidential duties. The Vice President may also sign any checks or documents necessary for GDDA.

D. Duties of Secretary: The Secretary will record and maintain a full and correct record of the proceedings of GDDA. The Secretary may also sign any checks or documents necessary for GDDA and will perform such other duties as the Board may from time to time direct.

E. Duties of Treasurer: The Treasurer will maintain in good order all financial records of the Association. The Treasurer may sign checks for the GDDA. At the annual meeting, and at regular Board of Directors meetings, the treasurer will provide a report and summary statement on the financial affairs of GDDA.

F. Temporary Officers: In cases of absence or disability of an officer of the Association, the remaining Officers may vote to delegate the powers and duties of such officer to any other officer or member of the Board.

ARTICLE X — Committees

GDDA will have the following standing committees:

1) Organization, 2) Promotion, 3) Design, 4) Economic Restructuring.

GDDA will also have such other committees as the Board of Directors may from time to time establish. Committees will report at least monthly to the Board of Directors. At least one Director will serve on every committee. Committees will be appointed by the President with the approval of the Board of Directors. Committees need not be limited in membership to GDDA members but can have representatives from other relevant areas of the community.

ARTICLE XI — Finances and General Provisions

A. The fiscal year of the Association will begin on the first day of July, and end on the last day of the June in each year. On the first year of incorporation, the fiscal year will begin upon incorporation and end on the last day of June.

B. Except as the Board of Directors may otherwise authorize, all checks, drafts, and other instruments used for payment of money and all instruments of transfer of securities will be signed by the Treasurer and one Officer, or by the Treasurer and the Executive Director. In the absence of the Treasurer, any two Officers or one Officer and the Executive Director may sign in the place of the Treasurer.

C. Within two months after the close of the fiscal year, the Treasurer will prepare a yearend financial statement showing in reasonable detail the source and application of the previous year's funds and the financial condition of the Association. This statement will be presented to the Board of Directors at a regular board meeting.

ARTICLE XII — Corporate Seal

GDDA will have no corporate seal.

ARTICLE XIII — Indemnification

A. GDDA may indemnify any Officer or Director, or a former Officer or Director, their heirs or assigns, for any and all judgments, settlement amounts, attorney's fees, and litigation expenses incurred by reason of his or her having been made a party to litigation due to his or her capacity or former capacity as Officer or Director of GDDA. GDDA may advance expenses where appropriate. Payments of Indemnification shall be reported at the next annual meeting. The provisions of this section apply to any cause of action arising prior to the adoption of these bylaws also. The rights of indemnification set forth herein are not exclusive.

B. An Officer or Director is not entitled to indemnification if the cause of action is brought by GDDA itself against the Officer or Director, if it is determined in judgment that the Officer or Director was derelict in the performance of his duties, or had reason to believe his action was unlawful.

C. No Director, trustee, or any uncompensated officer of the GDDA will be personally liable to the corporation or its members for monetary damages for conduct as a Director, trustee, or any uncompensated officer provided that this Article will not eliminate the liability of a Director or any uncompensated officer for any act or omission occurring prior to the date when this Article becomes effective and for any act or omission for which elimination of liability is not permitted under the Washington Non-profit Corporation Act.

ARTICLE XIV — Amendments

A. The Board of Directors shall have the power to alter, amend, or repeal the bylaws or adopt new bylaws by a quorum vote at a duly called meeting of the Board, provided that no such action will be taken if it would in any way adversely affect the GDDA's qualifications under the Internal Revenue Code or corresponding provisions of any subsequent Federal tax law.

This document is a complete and correct copy of the GDDA's bylaws, adopted by the Board of Directors on this date, (Month, Day, Year), and are now in effect.

Board Secretary, Date

SAMPLE: FIRST YEAR OPERATING BUDGETS

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

FIRST YEAR OPERATING BUDGET

(Mid-sized program, population approx. 20,000, full-time director)

	CASH	IN-KIND	TOTAL
PERSONNEL			
Executive Director (gross salary)	38,000		38,000
Benefits	1,800		1,800
Payroll Taxes	4,560		4,560
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
TOTAL PERSONNEL	45,780	300	46,080
OFFICE			
Rent	2,800	2,400	5,200
Utilities	450		450
Telephone	1,200		1,200
Internet/Wireless	900		900
Office Supplies	850	200	1,050
Postage	1,100		1,100
Org. Insurance	500		500
Equipment/Repair	600	1,500	2,100
Dues and Subscriptions	400		400
TOTAL OFFICE	8,800	4,100	12,900
OTHER			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Workshops, Trainings, and Travel	2,400	200	2,600
Public Relations	1,700		1,700
Advertising and Promotion	3,000	1,500	4,500
Tech Assistance	2,100		2,100
Committee Expenses	2,000	4,300	6,300
Miscellaneous	500		500
TOTAL OTHER	14,750	7,000	21,750
TOTAL OPERATING EXPENSES	69,330	11,400	80,730

APPLEVILLE DOWNTOWN ASSOCIATION

FIRST YEAR OPERATING BUDGET

(Small town rural program, population under 3,500, part-time director)

	CASH	IN-KIND	TOTAL
PERSONNEL			
Executive Director (gross salary)	19,000		19,000
Benefits	1,100		1,100
Payroll Taxes	2,280		2,280
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
TOTAL PERSONNEL	23,800	300	24,100
OFFICE			
Rent	2,800	2,400	5,200
Utilities	450		450
Telephone	900		900
Internet/Wireless	900		900
Office Supplies	600	200	800
Postage	900		900
Org. Insurance	400		400
Equipment/Repair	600	1,500	2,100
Dues and Subscriptions	400		400
TOTAL OFFICE	7,950	4,100	12,050
OTHER			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Workshops, Trainings, and Travel	2,400	200	2,600
Public Relations	900		900
Advertising and Promotion	1,300	1,500	2,800
Tech Assistance	1,400		1,400
Committee Expenses	1,500	4,300	5,800
Miscellaneous	500		500
TOTAL OTHER	11,050	7,000	18,050
TOTAL OPERATING EXPENSES	42,800	11,400	54,200

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

OPERATING STATEMENT & BUDGET

FYE JUNE 30, 2015

	Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget
BEGINNING CASH BALANCE	3,600						
INCOME							
Fundraising	1,013		1,013	3,120	3,500	(380)	7,000
Fundraising Costs	450		450	1,251		1,251	
Net Fundraising	563		563	1,869	3,500	(1,631)	7,000
Advertising & Promo	291		(291)	4,560	3,385	1,175	3,740
Advertising & Promo Costs	115		(115)	5,399	2,385	3,014	2,385
Net Advert. & Promo	176		(176)	(839)	1,000	(1,839)	1,355
Membership Contributions	470	2,074	(1,604)	21,350	12,447	8,903	24,895
City of Greenville				12,500	12,500		25,000
Main Street Tax Credit				20,000	20,000		20,000
Corporate Sponsors	100	500	(400)	7,380	10,000	(2,620)	10,840
Grants & Gifts				20		20	
Interest Income	16	15	1	224	215	9	240
Miscellaneous							
TOTAL INCOME	4,925	2,589	2,336	42,504	39,662	2,842	69,330
Operating Expenses	5,425	5,690	265	37,095	39,662	2,842	69,330
NET OPERATING INCOME	(500)	(3,101)	2,071	5,409	286	561	
ENDING CASH BALANCE	3,100						

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

OPERATING STATEMENT & BUDGET

FYE JUNE 30, 2015

	Current Month Actual	Current Month Budget	Current Month Variance	YTD Actual	YTD Budget	YTD Variance	Annual Budget
PERSONNEL							
Executive Director	3,167	3,167		19,022	19,002		38,000
Payroll Taxes	380	380		2,280	2,280		4,560
Benefits	177	150	(27)	977	900	(77)	1,800
Clerical, Bookkeeping	110	35	(75)	484	315	(169)	420
Filing Fees, etc.				1,000	1,000		1,000
TOTAL PERSONNEL	3,834	3,732	(102)	23,743	23,497	(246)	45,780
OFFICE							
Rent	233	233		1,398	1,398		2,800
Utilities	40	37	(3)	228	225	(3)	450
Telephone	79	100	21	579	600	21	1,200
Internet/Website	75	75		450	450		900
Office Supplies	80	70	(10)	350	420	70	850
Postage	140	92	(48)	600	550	50	600
Org. Insurance				500	500		500
Equipment/Repair		50	50	250	300	50	600
Dues and Subscriptions		10	10	380	380		400
TOTAL OFFICE	6477	667	20	4,735	4,823	88	8,800
OTHER							
Photography	42	20	(22)	214	224	10	300
Printing	94	100	6	1,484	1,765	281	2,500
Local Meetings		30	30	110	175	65	250
Workshops, Trainings, & Travel				1,140	1,200	60	2,400
Public Relations	87	100	13	1,178	1,475	297	1,700
Advertising and Promo	347	450	103	1,953	2,750	797	3,000
Tech Assistance				780	1,400	620	2,100
Committee Expenses	347	550	203	1,375	1,650	275	2,00
Miscellaneous	27	41	14	383	417	34	500
TOTAL OTHER	944	1,291	347	8,617	11,056	2,439	14,750
TOTAL OPERATING EXPENSES	5,425	5,690	265	37,095	39,376	2,281	69,330

POTENTIAL FUNDING SOURCES

CITY GOVERNMENT

City government can be a partner in funding basic operating expenses and often also contributes dollars to specific downtown projects. Basically there are two funding pots from which you can solicit money from city government: the general fund and special dedicated funds. Within these funds the city government has a certain amount of money that must be allocated for particular projects. For instance one special dedicated fund is made up of money from gas taxes. This money must be allocated to street projects. City dollars can be applied to downtown management, public improvements, public facilities, technical assistance, and possibly promotions.

MEMBERSHIPS

Fees paid for membership to an organization can be a source of funding for most aspects of downtown revitalization. In order for membership dues to be a strong source of funding for a program, a well-thought-out strategy and campaign must be administered. This form of fundraising is ongoing and can only succeed with a good chair to spur the board on. Follow-through is essential to a good membership campaign.

CORPORATE OR BUSINESS DONATIONS

Corporate donations may be distinguished from membership dues primarily by the size of contribution. Many corporations have actively supported commercial revitalization efforts through donations of money, services, and equipment. Most look upon donations to social and economic development causes as investments in the community. Their willingness to give will be directly proportional to their existing or future corporate presence in the community. A corporation will typically evaluate a donation in terms of return on investment (usually in terms of dollars, publicity, human betterment, or economic growth). Look into the Main Street Tax Credit Incentive Program as a way to encourage larger corporate giving to your downtown organization. Visit the Washington Trust for Historic Preservation website for more information:

preservewa.org/main-street-tax-credit-incentive-program.aspx

Al fresco dining at Brasserie Four in downtown Walla Walla.

Sumner Rhubarb Days Pie Eating Contest.

Lincoln Theatre in downtown Mount Vernon.

PARKING AND BUSINESS IMPROVEMENT AREA (PBIA)

A PBIA is a local self-help funding mechanism authorized by state law that allows businesses and property owners within a defined area to establish a special assessment district. Funds raised can be used to provide management, services, facilities, and programs to the district. Setting up a PBIA requires a lot of effort and time to put together and is usually very politically sensitive.

FUNDRAISING EVENTS

Fundraising events are a good source of revenue for downtown management, promotions, public improvements, and public facilities. They differ from special events in that they occur regularly, they are conceived and run like a business, and they are regarded as a business venture by the sponsoring organization. The whole purpose of putting on a fundraiser is to make money, therefore it is critical that goals, plans, and budget are thoroughly worked out, or the fundraiser may end up being much less than profitable.

SPONSORSHIPS

Sponsorships are a good source of funding for special events and promotions. Suppliers of many of the products used in special events as well as media are willing to donate a portion of their product to be listed as a sponsor of the event. Like corporate donations, potential sponsors evaluate such contributions in terms of return on investment. Businesses seldom sponsor anything from a totally philanthropic viewpoint.

FOUNDATION DONATIONS

Foundation donations are grants given by foundations to aid social, educational, charitable, religious, and other activities which serve the common welfare. Foundations are non-governmental, non-profit organizations which, primarily through investment of their assets, have produced income that is awarded as grants. Foundations generally have restrictions concerning what they will and will not support. In order to qualify for a foundation grant you must be a tax-exempt organization recognized by the IRS. Foundation grants can be used to fund public improvements, public facilities, technical assistance, promotions, and downtown management depending on the purpose, activities, and area of interest of the foundation.

RETAIL FEES

Retail or "in" fees are paid by the primary beneficiaries of a particular promotion or group of promotions. Usually the promotion is thought of, a budget is developed, and then a fee is determined by dividing the total budget by the projected number of participants.

GRANTS

Grants are non-repayable funds disbursed by entities such as governments, foundations, trusts, and corporations, usually to non-profit organizations or municipalities. Most grants are made to fund a specific project and require some level of compliance and reporting.

Summer Concert on the Dock in downtown Port Townsend.

PRODUCT SALES

A budget can be subsidized by selling products related to the organization, community, or promotion. Some examples of these are t-shirts and sweatshirts, posters, specialized game boards, and bricks for streetscape projects. Product variety is only as limited as the imagination. Before going into special product sales, there must be a well-thought-out plan in place for actually selling the items. Don't depend on product sales to make ends meet.

HOTEL/MOTEL TAX

A hotel/motel tax is similar to sales tax. It is a tax that has been imposed on hotel/motel room rentals through a state and, additionally, city or county ordinance. The state funds are distributed by the State Treasurer to the levying cities and counties. They may be used for promotion of tourism or construction and operation of tourism-related facilities. The hotel/motel tax is generally about 4-5%, and it falls into the category of a city's general fund revenue. Often, city government contributes much of their hotel/motel tax to local efforts such as the Chamber of Commerce or Convention Bureau to promote tourism (and thus increase hotel/motel occupancy). Very aggressive downtowns use hotel/motel taxes to fund downtown management, promotions, public improvements, public facilities, and technical assistance.

MAIN STREET TAX CREDIT INCENTIVE PROGRAM

The Main Street Tax Credit Incentive Program, established in 2005 under Chapter 82.73 RCW, provides a Business & Occupation (B&O) or Public Utility Tax (PUT) credit for private contributions given to eligible downtown organizations. Once a business' donation request is approved by the Department of Revenue, it is eligible for a tax credit worth 75% of the contribution to the eligible downtown revitalization organization. Businesses statewide can also donate to the Main Street Trust Fund. Eligible organizations can receive a up to $133,333.33 in donations; businesses can donate up to $250,000. Additionally, if the downtown organization is a 501c3 the donor may be eligible for a federal income tax deduction as a charitable contribution. While extremely beneficial, these funds are not a dependable source of revenue every year and should be viewed with caution.

Beautiful flowers outside Aqua Gifts in downtown Coupeville.

The historic Art Deco Kiggins Theatre in downtown Vancouver.

VOLUNTEERS

Volunteers are an often overlooked means of funding for many commercial revitalization projects. Volunteers can provide many services, which might otherwise require cash resources well beyond the means of the organization. Volunteers might sell spots in a coordinated advertising campaign; they might provide part-time office help or clerical support; volunteers might help solicit donations and memberships; they might help paint a building or sweep a sidewalk; they may prepare a financial statement or submit a tax return; or they could design a logo or print the newsletter. Given correct motivation and correct management, volunteers can do almost anything.

SERVICE FEES

Service fees are a common source of funds for many non-profit organizations but are not often used in the commercial revitalization field. Service fees might be generated for professional services such as commercial building design assistance, parking management or enforcement, property management, real estate negotiation or packaging, retail promotion packaging, advertising, or business recruitment. Service fees are a dependable and self-perpetuating source of income but can be deceptive. Many non-profit organizations have started profit-producing services to subsidize their basic mission-driven projects, only later to learn that the services were not actually producing income, but sapping the resources of the organization.

SUBSIDY FROM PROFITABLE BUSINESS

A number of very entrepreneurial non-profit organizations have started for-profit arms to make money and subsidize their basic programs. Examples related to a commercial revitalization effort might include a real estate development company subsidizing a commercial district management non-profit, or a non-profit leasing its real estate to for-profit businesses to generate income to support the non-profit's activities. Subsidies from profitable businesses can be another source of ongoing and dependable operating support but should be viewed with similar cautions to income service fees.

SAMPLE: BOARD MEETING AGENDA

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BOARD MEETING

Tuesday, Month, Date, Year
5:30pm – 6:30pm
GDDA Office

AGENDA

5:30pm	Meeting called to order
5:35pm	Additions or corrections to the agenda Approval of previous meeting minutes
5:40pm	President's report
5:45pm	Treasurer's report
5:50pm	Executive director's report
5:55pm	Committee reports: Organization Promotion Design Economic Restructuring
6:05pm	Old business: Action items that require a board vote Informational items that require board attention
6:15pm	New business: Action items that require a board vote Informational items that require board attention
6:25pm	Announcements & calendar updates
6:30pm	Adjourn

GUIDELINES FOR EFFECTIVE MEETINGS

- Make sure you understand the noticing requirements for your organization and follow them.
- Know the open meeting law requirements.
- Have a conflict of interest policy that applies to board members. Board members should state any potential conflicts prior to the discussion of each item, and properly excuse themselves from the discussion if necessary.
- Distribute the meeting agenda to the board in advance to allow for comments.
- Executive directors should remind board members in advance to provide any necessary information, reports, or materials for the meeting.
- Committees should submit full written reports to be distributed in advance of the meeting and only present the highlights during the board meeting.
- Be organized! Have your materials ready in advance.
- When possible, the executive director should meet or have a phone call with the president before the meeting to review the agenda and ensure the president is aware of any items requiring action and options for the board to consider.
- Remember, this is a business meeting and should be run professionally and efficiently.
- The secretary, not the executive director, should take the meeting notes. The executive director needs to track the process, advise on motions, and assist the president.
- If your meetings are lasting more than an hour due to lengthy discussion on a particular issue, the president may want to consider scheduling a work session on the topic.
- Remember that committees and work sessions do not make decisions; they make recommendations for consideration by the full board.
- If the board makes a mistake on a meeting procedure, acknowledge and fix it. This may require redoing the procedure on the next agenda.
- Start and end on time!
- HAVE FUN.
- Don’t forget to thank your board.

Plan

- Prepare an agenda that contains a brief description of what the meeting will cover—not just headings.
- Have precise objectives—what the meeting is intended to achieve.
- Find out what others need to talk about before the meeting.
- If a meeting is not necessary, do not have one out of routine.
- Start and end on time!

Inform

- Let everyone know what is to be discussed and why it is being discussed.
- Let everyone know what you want to achieve from the discussion.

SAMPLE: BOARD OF DIRECTORS JOB DESCRIPTIONS

MEMBER, BOARD OF DIRECTORS

Requirements:

Board members should be prepared to make a financial commitment and contribute 4-10 hours a month to the program. Downtown revitalization program boards typically meet monthly for 60-90 minutes. The board may delegate some of its duties to an executive committee or other task forces. Board members are usually expected to serve on one or more of these task forces and/or standing committees of the downtown program.

Board Responsibilities:

The board has the final responsibility for the success or failure of the downtown revitalization program. It is responsible for all of the finances of the organization and establishes program policy. The board is responsible for maximizing volunteer involvement in the downtown revitalization effort. Collectively, the board makes decisions about the program's direction and monitors progress on a regular basis. It sets priorities, and makes decisions about the program's political stance. It oversees the work of the executive director, has the primary responsibility for raising money for the program, and supports the work of the committees by volunteering time and expertise in support of their efforts. The board of directors is also responsible for fulfilling the legal and financial requirements in the conduct of its business affairs as a non-profit organization.

Individual Responsibilities:

- Learn about and promote the purpose and activities of the local downtown revitalization organization and the Main Street Approach® whenever appropriate and possible.
- Attend regular monthly meetings of the board or to notify staff when absence is necessary.
- Actively participate on at least one committee.
- Actively participate in specific activities or projects promoted by the board which may include:

    -fundraising,

    -membership recruitment,

    -representation on behalf of the program at meetings and/or events, and

    -attend trainings and workshops.
- Make an annual membership contribution.
- Stay informed about the purpose and activities of the downtown program in order to effectively participate in board decisions and fulfill responsibilities.

The Gig Harbor Trolley, winner of a 2014 Excellence on Main Award for Community Partnership.

The Liberty Theater in downtown Dayton.

PRESIDENT

Time Required:

8-10 hours per month above and beyond that of a regular board member. The president shall be exempt from the requirement of participating on other committees and task groups.

General Description:

The president serves as a link between the board of directors and the executive director. He/she assists the executive director in defining priorities and directions based on the published goals of the organization, Resource Team recommendations, and board policies. The president acts as a link between the organization and the community, serving to explain the program to the public, helping to involve new people in the program, and rallying support. The president also oversees the organization in a functional way, guiding and facilitating the working relationships within the organization.

Major Job Elements:

- Communication with the board, the community, and the executive director
- Coordination within the organization so as to facilitate the decision-making process
- Delegation of responsibility within the organization
- Monitoring accountability of the organization
- Supervising the performance of the executive director

Other Job Elements:

- Assists the executive director in determining the board meeting agenda
- Chairs board meetings
- Calls special meetings when necessary

Reports to:

The board of directors

Area of Major Time Commitment:

Communication with the board, the community, and the executive director

Area of Greatest Expected Impact:

Monitoring accountability

Anticipated Results:

- Active participation by the membership
- Positive image of the organization
- Cohesiveness within the organization

Basic Skill and Value Requirements:

- Be flexible and open-minded
- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

VICE PRESIDENT

Time Required:

4-8 hours per month above and beyond that of a regular board member.

General Description:

The vice president's role is that of support for the president. He/she shares the presidential responsibilities as delegated by the president, working in whatever capacities the president and vice president deem to be the most beneficial to the organization. These capacities should be written up in the form of a temporary job description on a year by year basis. The vice president performs the duties of the president when the president is unable to do so.

Major Job Elements:

Determined each year

Other Job Elements:

Determined each year

Reports to:

The president

Basic Skill and Value Requirements:

- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

Former Mitchell's Hardware Store in downtown Waterville, awaiting a new tenant.

SECRETARY

Time Required:

4-8 hours per month above and beyond that of a regular board member.

General Description:

The secretary serves as the primary record keeper of the organization. He/she is responsible for transcribing the minutes at each board meeting and preparing an "official" copy for approval by the board of directors.

Major Job Elements:

Record keeping:

- Transcribes minutes at board meetings
- Prepares an "official" copy of the minutes for the executive director within two weeks after a board meeting.
- Maintains these documents in a form which is at all times accessible to board members and the executive director, and which is carried to board meetings for use as an historical reference of the organization's discussions and actions.

Other Job Elements:

Determined each year

Reports to:

The president

Area of Major Time Commitment:

Record keeping

Basic Skill and Value Requirements:

- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and a willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

Taste of the Harvest Festival in downtown Wenatchee.

Auburn Justice Center.

TREASURER

Time Required:

4-8 hours per month above and beyond that of a regular board member.

General Description:

The treasurer is responsible for fiscally monitoring the organization. This includes keeping all financial records up to date. The treasurer is ultimately responsible for seeing that the bills of the organization are paid in a timely manner.

Major Job Elements:

- The timely payment of any organizational debts incurred, including all taxes due
- Preparation of a monthly financial report to the board which should be submitted to the executive director for inclusion with the minutes of the meeting for the month following the reporting period. This should be submitted within two weeks of the following monthly board meeting.
- Maintain all financial books and records in an auditable format, according to standard accounting practices.

Other Job Elements:

- Maintain a complete set of financial records for the organization
- Provide financial information on request

Reports to:

The board of directors through the executive committee

Area of Major Time Commitment:

Preparing monthly financial statements

Area of Greatest Expected Impact:

Keeping the board informed of the organization's financial status

Anticipated Results:

- A clear and accurate picture of the organization's financial status
- Financial decisions can be made in a timely and efficient manner

Basic Skill and Value Requirements:

- A good understanding of accounting principles and financial management
- Strong verbal and written communication skills, including good listening skills
- Be flexible and open-minded
- Be sensitive to cultural, religious, and ethnic diversity
- A strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- A good understanding of the Main Street Approach® and willingness to be an ambassador of the concept
- A realistic understanding of the commitment of time and energy it takes to hold an officer's position

BOARD OF DIRECTORS CATEGORIES

The board should be a decisive, action-oriented group, small enough to easily establish a quorum and large enough to include broad community representation. Ideally, the board should have between 7 and 12 members chosen from the following groups (note that every group does not need to have representation on the board -- this list is meant to help you think through potential candidates):

Downtown Retailers

Professionals

Downtown Property Owners

Service Sector

Financial Institutions

Chamber Board (not staff)

Preservation Organization or Historical Society

Heads of Neighborhood Organizations

Identified Community Leaders

Local Civic Organizations

School District

Interested Community Members

City and/or County Government (works best in ex-officio capacity)

An ideal board of directors should not have a majority from any single category.

A volunteer power washes the sidewalk in downtown Ellensburg.

SAMPLE: BOARD CONTRACT

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BOARD MEMBER CONTRACT

I, _________, understand that as a member of the Board of Directors of ______________, I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and mission of the organization, and I will act responsibly and prudently as its steward.

As part of my responsibilities as a board member:

1. I will interpret the organization's work and values to the community, represent the organization, and act as a spokesperson when called upon.
2. I will attend at least 75% of board meetings, committee meetings, and special events.
3. I will actively participate in one or more fundraising activities.
4. I will act in the best interests of the organization and excuse myself from discussions and votes where I have a conflict of interest.
5. I will stay informed about what's going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, and other board matters.
6. I will work in good faith with employees and other board members as partners towards achievement of our goals.
7. If I don't fulfill these commitments to the organization, I will expect the board president to call me to discuss my responsibilities.

In turn, the organization will be responsible to me in several ways:

1. I will be sent, without request, monthly financial reports and an update of organizational activities that allow me to meet the "prudent person" section of the law.
2. Opportunities will be offered to me to discuss with the executive director and the board president the organization's programs, goals, activities, and status. Additionally, I can request such opportunities.
3. The organization will help me perform my duties by keeping me informed about issues in the industry and field in which we are working and by offering me opportunities for professional development as a board member.
4. Board members and employees will respond in a straightforward fashion to questions I have and feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and employees will work in good faith with me towards achievement of our goals.
5. If the organization does not fulfill its commitments to me, I can call on the board president and executive director to discuss these responsibilities.
6. The organization will provide continuous directors and officers insurance coverage for its board members.

Signed:

______________________________ ______________

Member, Board of Directors | Date

______________________________ ______________

President, Board of Directors | Date

Have the board president sign two copies of this agreement, and ask new board members to sign them, return one copy to the board president, and keep the other for reference. Source: Jan Masaoka, Board Café

BOARD MEMBER ORIENTATION CHECKLIST

Describe the Organization to the Board Member:

- ◯ Who the Main Street organization serves
- ◯ What the organization does
- ◯ How the organization is financed
- ◯ Any other key information regarding the purpose and function of the organization

Explain and Discuss with Board Member:

- ◯ Meeting attendance—both full board and committee
- ◯ Committee assignment
- ◯ Board role and relation to administration/staff

Conduct Tours:

- ◯ Designated downtown district & focus area; organization office
- ◯ Greater community

Deliver Important Information to Board Member:

- ◯ Letter of welcome from the executive director
- ◯ Organizational materials (brochures, membership information, etc.)
- ◯ Mission & vision statement
- ◯ Bylaws & Articles of Incorporation
- ◯ Board policies
- ◯ Copies of the minutes of board meetings from the last year
- ◯ Current budget & other financial reports including year-end statement from preceding year
- ◯ Current work plan including goals and objectives
- ◯ Long-range strategic plan
- ◯ Latest newsletter
- ◯ The Main Street Approach® information sheet
- ◯ Letter of Agreement with the Washington State Main Street Program
- ◯ List of all board members, including addresses and telephone numbers; indicate officers
- ◯ List of committee members including committee chairpersons
- ◯ Calendar of meetings and events for the year (make sure this includes committee meetings)
- ◯ Any other important documents or materials

Introduce Board Member to:

- ◯ Executive director
- ◯ Chairperson of committee to which board member has volunteered
- ◯ Other board members and committee chairs
- ◯ Others who play a prominent role or have a strong relationship to the program

Collect Data:

- ◯ Mailing address, email address, and telephone numbers
- ◯ Best time to contact
- ◯ Best time for meetings
- ◯ Other important information

SAMPLE: WHISTLEBLOWER POLICY

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION WHISTLEBLOWER PROTECTION POLICY

Greenville Downtown Development Association (GDDA) requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the GDDA, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that GDDA can address and correct inappropriate conduct and actions. It is the responsibility of all board members, officers, employees, and volunteers to report concerns about violations of GDDA's code of ethics or suspected violations of law or regulations that govern GDDA's operations.

No Retaliation

It is contrary to the values of GDDA for anyone to retaliate against any board member, officer, employee, or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, suspected fraud, or suspected violation of any regulation governing the operations of GDDA. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

Reporting Procedure

The GDDA has an open door policy and suggests that employees share their questions, concerns, suggestions or complaints with their supervisor. If you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the Executive Director, or a board officer. Supervisors and managers are required to report complaints or concerns about suspected ethical and legal violations in writing to the GDDA's Executive Director (or designated board member), who has the responsibility to investigate all reported complaints. Employees with concerns or complaints may also submit their concerns in writing directly to their supervisor or the Executive Director or the organization's Board President.

Compliance Officer

The GDDA's Compliance Officer is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Compliance Officer will advise the Executive Director and/or the Board of Directors of all complaints and their resolution and will report at least annually to the Treasurer on compliance activity relating to accounting or alleged financial improprieties.

Accounting and Auditing Matters

The GDDA 's Compliance Officer shall immediately notify the Treasurer of any concerns or complaint regarding corporate accounting practices, internal controls, or auditing and work with the board until the matter is resolved.

Acting in Good Faith

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The GDDA's Compliance Officer will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Compliance Officer*: ____

Note: The Compliance Officer may be a board member, the Executive Director, or a third party designated by the organization to receive, investigate and respond to complaints.

Name: ____

Title: Greenville Downtown Development Association

Contact information: ____

Policy approved by the Greenville Downtown Development Association Board of Directors on ____________ .

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SAMPLE: BOARD SELF EVALUATION

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BOARD MEMBER SELF EVALUATION

O: **Outstanding** - Consistent exceptional performance in all areas, exceeds position requirements

AA: **Above Average** - Results exceed most position requirements, high quality performance

A: **Average** - Competent and dependable level of performance that meets basic requirements of the position

NI: **Needs Improvement** - Performance does not consistently meet position requirements & expectations

U: **Unsatisfactory** - Performance is in need of immediate improvement

DK: **Don't Know**

NA: **Not Applicable**

	Considerations	O	AA	A	NI	U	DK	NA
1.	Our mission statement clearly communicates what we want to achieve as an organization.							
2.	Board members understand and support the Main Street Four-Point Approach®.							
3.	We have a strategic work plan that guides our board, staff, and volunteers.							
4.	Our board and committee meetings are well attended.							
5.	Our board members and officers are carefully recruited and selected.							
6.	Board members are aware of what is expected of them.							
7.	It seems like most board members are well prepared for meetings and participate fully.							
8.	Conflicts among directors do not interfere with the board's work.							
9.	Board members receive timely regular reports on finance, programs, and other important matters.							
10.	Board helps set fundraising goals, and directors are actively involved in fundraising.							
11.	All board members make annual financial contributions and support special campaigns.							
12.	Most board members attend our special events.							
13.	Board members effectively represent the organization in our community.							

14. Board regularly monitors and evaluates progress toward strategic goals.

15. Our executive director’s performance is evaluated annually.

16. The board’s relationship with the executive director is one of mutual trust and respect.

17. The roles of board members and staff complement each other and do not conflict.

18. Each member of the board feels involved and interested in the board's work.

19. All necessary skills, stakeholders, and diversity are represented on the board.

20. I am proud to be a director of this organization.

Please list the three to five points on which you believe the board should focus its attention in the next year. Be as specific as possible in identifying these points.

1.

2.

3.

4.

5.

WELL-ROUNDED COMMITTEE CHECKLIST

Committees of a downtown revitalization program using the Main Street Approach® are typically made up of five to seven people who meet at least once a month to plan and prepare activities. These activities usually create additional demands for time and volunteers. The committee should consider forming task groups to involve others in the effort for specific projects and activities.

These committees need a broad range of people to guide their development. Not only will you want people with a variety of technical and professional skills, but you will also want people with different working styles—some who enjoy working independently, some who are good number crunchers, some who are good at working out the details, and some who can see the big picture.

LIKELY COMMITTEE CANDIDATES ARE . . .

DESIGN COMMITTEE

- Architects
- Real estate agents
- Contractors
- Downtown property owners
- City planners
- History buffs
- Interior designers and florists
- Graphic designers and artists
- Architecture students
- Historic preservation professionals

PROMOTION COMMITTEE

- Downtown merchants and employees
- Civic groups involved in the arts
- School board members
- Marketing/advertising professionals
- Teachers of marketing or design
- Graphic designers and artists
- Staff in advertising or tourism offices; people who want to be "part of the action"

ECONOMIC VITALITY COMMITTEE

- Merchants
- Realtors/mortgage brokers
- Downtown property owners
- Consumers
- Marketing professionals and teachers
- Developers
- Stock brokers
- Business students
- The city's economic development staff
- Small Business Development Center (SBDC) representatives
- Economic Development Council (EDC) staff
- Bankers
- Historic preservation professionals

ORGANIZATION COMMITTEE

- Downtown merchants
- Residents
- Media representatives
- Volunteer specialists
- Downtown property owners
- Civic group volunteers
- Accountants

COMMITTEE ROLES AND RESPONSIBILITIES

Responsibilities of Committee Members:

- Commits to at least one year of service
- Commits to monthly committee meetings and to subcommittee meetings if appropriate
- Works 3 to 5 hours per month outside of committee meetings
- Attends all training sessions
- Reads selected orientation materials
- Learns about the Main Street Approach® to downtown revitalization
- Recruits/orients new members
- Prepares in advance for meetings
- Cooperatively drafts an annual work plan
- Takes responsibility for projects
- Always presents the organization positively to the public

Roles of a Committee Chair:

- Recruits committee members
- Runs meetings
- Organizes work plans and keeps the committee ontrack with work plans
- Forges consensus
- Is a spokesperson on behalf of the committee to the board and vice versa (This doesn't mean the chair has to be a board member. Programs should have board representation at the committee level to be a two-way conduit of information.)
- Works to coordinate projects with staff
- Does the paperwork, including minutes, work plans, evaluations and committee records

Qualities of an Effective Chairperson:

- Understands and teaches others about the Main Street Approach®
- Has a genuine desire to lead the committee and make great things happen
- Has strong organizational skills
- Is a team player!
- Enjoys learning
- Enjoys managing people and projects
- Facilitates group discussion
- Makes sure meeting agendas stay on track
- Maintains a positive attitude that inspires and encourages others
- Respects other people's viewpoints and skills
- Can manage diverse personalities and conflicts
- Communicates the committee's goals and progress to members and the public
- Displays integrity, self-confidence, persuasiveness, decisiveness, and creativity

EXECUTIVE DIRECTOR'S AREAS OF RESPONSIBILITY

The executive director has a variety of job functions. Major areas of responsibility include:

- Coordinating volunteers to accomplish activities of the downtown revitalization program
- Managing administrative aspects of the program
- Developing, in conjunction with the board, appropriate downtown revitalization strategies
- Developing and conducting, in conjunction with the board and organization committee, ongoing public awareness and education programs
- Assisting business and property owners with business and property improvement projects
- Encouraging a cooperative climate with other downtown or community organizations
- Helping to build productive relationships with appropriate public entities
- Developing and maintaining a data system to track the progress of the local program
- Serving as an advocate for downtown issues at local and state level
- Working toward developing skills as a downtown management professional

Related to each of these major functions, the executive director has several more specific areas of responsibility that include:

- Coordinating activity of downtown revitalization program committees
  - Ensure communication is established
  - Assist with implementation of work plan
  - Provide ongoing volunteer support and encouragement
- Managing administrative aspects of the program
  - Record-keeping and accounting
  - Budget development (jointly with board and/or president and treasurer)
  - Purchasing
  - Preparing and filing reports
  - Filing legal documents (jointly with board and/or president and secretary)
  - Supervising other regular or contractual employees
- Developing, in conjunction with the board, appropriate downtown revitalization strategies
  - Identification of unique assets and resources
  - Identification of concerns and issues
  - Development of a work plan that focuses on all four points of the Main Street Approach®
- Developing and conducting, in conjunction with the board and subcommittees of the board, ongoing public awareness and education programs
  - Fostering public understanding of the downtown revitalization program's mission and goals
  - Keeping the program in a positive light in the eyes of the public
  - Developing a cooperative relationship with the media
- Assisting business and property owners with business and property improvement projects
  - Providing ongoing communication, advice, and guidance
  - Coordinating consulting services of the state or local program
  - Personal consulting or finding additional professional consultation as appropriate
- Encouraging a cooperative climate with other downtown or community organizations
  - Building opportunities for partnership with the local chamber and other economic development and tourism organizations
  - Identifying and maintaining contact with other key downtown/neighborhood organizations

- Helping to build productive relationships with appropriate public entities
    - Developing and maintaining relationships within city government
    - Identifying and maintaining contact with other important public entities (elected and staff)
- Developing and maintaining a data system to track the progress of the local program
    - Revitalization statistics required by the Washington State Main Street Program and the National Main Street Center
    - Economic investment
    - Building inventories
    - Photographic documentation
    - Job creation and business retention
    - Sales tax data
    - Volunteer participation
- Serving as an advocate for downtown issues at the local and state level
    - Familiarity with, and understanding of, local concerns and issues
    - Speaking effectively on the program's goals, issues, and results
    - Working to improve public policy relating to issues affecting downtown
- Working toward developing skills as a downtown management professional
    - Taking advantage of training opportunities provided through the state program
    - Identifying other opportunities for personal and professional growth
- Attending three (3) annual Washington Main Street Managers meetings in addition to RevitalizeWA, the annual Preservation and Main Street Conference.

Sculptures on North Laurel Avenue in Port Angeles.

An educational session at RevitalizeWA 2015 in Bellingham.

HIRING AN EXECUTIVE DIRECTOR

Main Street is designed as a volunteer-driven revitalization program, but hiring an executive director is one of the most important actions a Main Street board will take. Before hiring staff, it's important for the organization to determine both current and future needs in addition to defining what knowledge, skills and characteristics a person must possess to be the ideal executive director candidate.

Type of Person:

YOUNG (in thought), INTELLIGENT (quick to learn), ACTION-ORIENTED (a doer not just a talker), GOOD WITH PEOPLE (the people in your town), TEACHABLE (anxious and willing to learn), ENTHUSIASTIC (sees the position as an open door to a bigger world), ACCEPTABILITY (an appearance and social stature that will allow the executive director to be accepted in your community), SAVVY (capable of sizing up people and situations; knowing when to listen), CAUSE-ORIENTED (can take on downtown as a personal cause, so that the successes of downtown become personal accomplishments).

The interview Format:

One format we've seen be successful includes setting up an initial application screening committee made up of 2 to 3 board members (including the president), the city manager or administrator, the chamber president (in most cases, not the executive director), a "well thought of," savvy downtown business person not on your board, and someone from the financial community or local utility company. Politically, it's important to get some of these people involved in the process. If they help select the executive director, they will be more apt to work closely with the executive director rather than be antagonistic towards him or her. Have this committee screen applications, select 5-7 of the best ones, check references, and conduct initial interviews. The screening committee's job is to screen the applicants down to the top three potential candidates so the board can take over. The entire board and city manager or administrator should conduct the second interviews and select the top candidate. If you haven't checked all references yet, they should now be checked. Hopefully everything will be on the "up and up" and you can offer the successful applicant the job within a day or two after interviews are over.

The interview:

Remember the applicant's spit and polish always takes center stage during the first interview. By the second, the candidate is considerably more confident and comfortable. An effective way to get past the "polish" is to ask each of the semi-finalists to respond to 2 or 3 essay questions prior to their interview. Questions should be phrased to encourage specific examples of how the applicant has dealt with a situation or organized an activity (i.e. doesn't engender just a statement of personal philosophy). Questions might include:

1. *Give some reasons why a business/property owner should fix up (make an investment in) his/her building.*
2. *How would you approach recruiting a new business? What would you anticipate to be the major factors?*
3. *Why should we bother with downtown? What makes it worth the time and money we're about to spend?*

Look for the "natural" personal characteristics to come through.

A set of standard questions (same for every applicant) should be prepared ahead of time for each interview and allocated to the various team members. These questions should not, however, dissuade follow-up questions from anyone during the process.

Following the interview, team members need to rate or make notes about the candidate, and perhaps discuss the interview. Make sure that your comments get to the issues (did I like this person, will our town like him/her, what characteristics did I perceive). Get past the skills and experience.

Interview Questions Might include:

Pre-Exposed Question

- Why does this particular job interest you?

Overview of Position

- Before we begin, do you have any questions about the job?
- What do you currently know about our program, if anything?

- Provide a general preview about the job, include information about night and weekend hours, occasional overnight travel, Main Street Approach®, etc., and then proceed to questions.
- Now that we've described the job in a little more detail, do you have any hesitancy about any part of it that makes you feel like you may not be able to perform some of the basic functions of the job?

Background / Job Knowledge

- Can you tell us about the most rewarding job you've ever had?
- To the best of your understanding, please tell us how your previous experience and education relates to this position?
- Why are you interested in downtown revitalization?

Motivation

- Please describe one or two of your most important accomplishments (personal or work related).
- What motivates you in your job and career?
- Do you work best in an independent or group situation?
- If selected for this position, what would your plans be for your first month on the job?

Communication / Teamwork

- As executive director, you would be in a high visibility position. What kind of public speaking experience do you have? Please describe your experiences and the audiences.
- The executive director must deal with a large number of people, from government officials to media representatives to merchants and property owners to volunteers. Can you provide examples from your experiences that demonstrate your ability to work productively with others?
- Describe for us a specific time when you disagreed with a workmate or someone else on how to accomplish a task. What did you end up doing to get the task done, and how successful were you?

Decision Making / Multi-Tasking

- Tell us about a specific time when you were required to complete multiple tasks and assignments during the same time period. How did you handle the situation? Please be specific about the number of assignments, the actions you took, the reasons for the actions, and the result. [Potential follow-up questions: How did you prioritize?]
- What is the biggest mistake you made at your last job? How did you correct it?

Dependability

- If we were to call a good friend of yours and ask them to describe your personality, what would they say—both the good and the not so good.
- In your opinion, what is your best work trait or quality?
- On the flip side, what is your least desirable work trait?

Technical Knowledge / Skills

- What do you think are the most important skills and traits necessary to succeed in this job?
- Please tell us about your writing and editing skills. What kinds of documents have you written? What kinds of documents have you edited? How would you rate yourself—excellent, pretty good, or not so good?
- Please describe your social media experience and the types of programs you're comfortable using?
- Do you feel comfortable working in a fast-paced environment?

Closure

- To a large degree, the success of our organization depends on a consistent, diligent effort over several years. If hired, do you feel you could commit at least three years to this position?
- Are there any questions you wish we would have, or should have, asked you, or is there anything you'd like to ask us about the job?
- If offered the job, when is the earliest you could begin?

A job description and information about your community and organization (perhaps even a copy of the Resource Team report) are all worth providing prior to the second interview. Follow-up questions might reference these materials to see how much the candidate picked up about your community, the job and the revitalization approach being taken.

Final selection should be based on consensus. Depending on the size of the group, you won't make everyone happy. Nonetheless, if the hiring team is not satisfied with their final choices, they need to go back through the resumes and interview further. Do not hire someone you don't feel very good about!

Common Mistakes that Communities Make:

- Being too hasty in getting a person on board and not waiting for the best person for the job.
- Hiring someone who is overly skilled in only one area of the Main Street Four-Point Approach®, and not being at all skilled with organizational development or other components of the program.
- Hiring a local who may already have established ties, cliques, and biases—although there are exceptions to the rule, it is sometimes better for programs in communities with populations over 5,000 to bring in someone from the outside who can take a fresh look at your downtown. The executive director should also be willing to consider establishing residency in the community in which they will be working.
- Small town programs may find that it doesn't matter if they hire a local person or someone from out of town. They may also be delightfully surprised at the quality of people who send in applications for the position. In other states, many small town programs who took the time to advertise in local and regional papers have found very qualified people for their part-time positions.
- Advertising strategy: Place a running ad in the local paper, the nearest major newspaper (The Seattle Times or The Spokesman Review, and possibly The Oregonian). Post the advertisement online at the National Main Street Center's Career page; National Trust for Historic Preservation's Career Center; Preservenet; Preservation Directory; idealist.org; and other non-profit career websites. Be sure to include the Washington State Main Street Program.
- Timeline: A sample timeline is below. As you can see, finding a competent manager won't happen overnight, so be patient!

Opportuniy awaits in downtown Prosser.

March 17 - 31	Ads in newspapers and online
April 10	Job applications due
April 13 & 14	Screen applications
April 18	Screen references on selected applicants
April 19	Call 5-7 applicants for interviews
April 27 & 28	Interviews
April 28 & May 1	Call 3 applicants for second interview
May 8	Second interview
May 9	Check all references and make final selection
May 10	Call successful candidate, then others

EXECUTIVE DIRECTOR'S ROLE

Committee Development:

- Helps the committees and the chair learn the mechanics of committee management; provides expert advice and concise information on revitalization and the Main Street Approach®
- Collaborates with committee members and chair as a strategist/planner

Work Plans:

- Assists committee members in developing work plan document
- Helps committee members complete their projects but doesn't assume responsibility for those activities
- Integrates own work plan with the committee's work plan.

Fundraising Activities:

- Coordinates fundraising campaigns, newsletter production, volunteer communications, and financial systems
- Helps members coordinate projects.

Promotional Projects:

- Coordinates production of PR, graphic image, and other promotional materials
- Helps members coordinate special events, retail promotions, and advertising activities.

Rehabilitation and Design Projects:

- Coordinates information on design assistance and financial incentives for building owners
- Acts as first contact for the public on preservation issues in the commercial district.

Economic Restructuring Projects:

- Coordinates data collection, analysis, financial incentive programs, and other economic development activities
- Helps members coordinate business improvement seminars and workshops.

Volunteer Management:

- Helps chair develop good systems for recruitment, supervision, and reward of volunteers
- Helps develop volunteer capacity of committees by participating in recruitment efforts.

Committee Meetings:

- Attends most meetings to provide technical information and professional opinions
- Helps strategize and develop solutions
- Works with chair to assure that decisions and assignments are made and completed.

Executive Directors don't . . .

- Run committee/board meetings or take minutes
- Have authority over the committee or its structure
- Take on the majority of tasks in the work/action plans
- Take the lead on donor solicitation & fundraising
- Take the lead on organizing or running events and projects
- Report committee updates at board meetings
- Sign his or her own paycheck
- Manage the accounting (that's the treasurer's responsibility)
- Write the newsletter
- Voice organizational opinions without the approval of the board of directors

Bainbridge Island's Winslow in White, winner of a 2012 Excellence on Main Award for Outstanding Promotion.

SAMPLE: EXECUTIVE DIRECTOR JOB DESCRIPTION

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

EXECUTIVE DIRECTOR

1. Work Objectives

The executive director coordinates activity within a downtown revitalization program utilizing historic preservation as an integral foundation for downtown economic development.

He or she is responsible for the development, conduct, execution, and documentation of the downtown association. The executive director is the principal onsite staff person responsible for coordinating all program activities locally as well as representing the community regionally and nationally as appropriate.

2. Full Range of Duties to be Performed

a. Coordinates the activities of downtown association committees, ensuring that communication between committees are well established; assists committees with implementation of work plan items.

b. Manages all administrative aspects of the association, including purchasing, record keeping, budget development and accounting. Prepares all reports required by the Washington State Main Street Program and by the National Main Street Center. Assists with the preparation of reports to funding agencies and supervises part-time employees or consultants.

c. Develops, in conjunction with the downtown association's board of directors, strategies for downtown economic development through historic preservation utilizing the community's human and economic resources. Becomes familiar with all persons and groups directly or indirectly involved in the downtown commercial district. Mindful of the roles of various downtown interest groups, assists the downtown association's board of directors and committees in developing an annual action plan focused on four areas: design, promotion, organization, and economic restructuring.

d. Develops and conducts ongoing public awareness and education programs designed to enhance appreciation of the downtown's architecture and other assets and to foster an understanding of the downtown association's goals and objectives. Through speaking engagements, media interviews, and public appearances, keeps the association highly visible in the community.

e. Assists individual tenants and property owners with physical improvement programs through personal consultation or by obtaining and supervising professional design consultants; assists in locating appropriate contractors and materials; when possible, participates in construction supervision; provides advice and guidance on necessary financial mechanisms for physical improvements.

f. Assesses the management capacity of major downtown stakeholder groups and encourages participation in activities such as promotional events, advertising, uniform store hours, special events, business recruitment, parking management, and so on. Provides advice and information on successful downtown management. Encourages a cooperative climate between downtown interests and local public officials.

g. Advises downtown merchants' organizations and/or Chamber of Commerce retail committees on program activities and goals. Assists in the coordination of joint promotional events, such as seasonal festivals or cooperative retail promotional events, in order to improve the quality and success of events to attract people downtown. Works closely with the local media to ensure maximum event coverage. Encourages design excellence in all aspects of promotion in order to advance an image of quality for the downtown.

h. Helps build strong and productive working relationships with appropriate public agencies at the local and state levels.

i. Utilizes the Main Street Approach® and develops and maintains data systems to track the process and progress of the local association. These systems should include economic monitoring, individual building files, thorough photographic documentation of all physical changes, and information on job creation and business retention.

j. Represents the community at the local, state, and national levels to important constituencies. Speaks effectively on the association's directions and findings, and always mindful of the need to improve state and national economic development policies as they relate to smaller communities.

3. Resource Management Responsibilities

The executive director supervises any necessary temporary or permanent employees as well as professional consultants. He or she participates in personnel and program evaluations. The executive director maintains local association records and reports, establishes technical resource files and libraries, and prepares regular reports for the state Main Street program and the National Main Street Center. The executive director monitors the annual program budget and maintains financial records.

4. Job Knowledge and Skills Required

The executive director should have education and/or experience in one or more of the following areas: architecture, historic preservation, economics, finance, public relations, design, journalism, planning, business administration, public administration, retailing, volunteer or non-profit administration, and/or small business development. The executive director must understand the issues confronting downtown business people, property owners, public agencies, and community organizations. The executive director must be entrepreneurial, energetic, imaginative, well organized, and capable of functioning effectively in an independent situation. Excellent verbal and written communication skills are essential. Supervisory skills are desirable.

The foregoing is an accurate and complete description of this position as jointly agreed upon and signed by a representative of the downtown organization and the executive director.

President	Date
Employee	Date

SAMPLE: EMPLOYMENT AGREEMENT

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

EMPLOYMENT AGREEMENT

Between [name of contracting organization] and [name of employee]

This contract for professional services, made this ______ day of ______________, 20___, by and between ____ [the contracting organization] (hereinafter referred to as the Main Street Board), and ____ [name of employee] (hereinafter referred to as the "Executive Director").

WITNESSETH THAT:

WHEREAS, the Main Street Board desires to engage the Executive Director to render professional services hereinafter described in this document, including Attachment 1 *(found in this handbook on pages 63-64)*, entitled "Executive Director Job Description," which is attached hereto and made a part hereof for all purposes.

NOW, THEREFORE, the parties do mutually agree as follows:

1. Employment of the Executive Director

The Main Street Board hereby agrees to engage the Executive Director and the Executive Director hereby agrees to perform the services set forth in the job description, included here as Attachment 1. The Executive Director will report directly to the Main Street Board president.

2. Time of Performance

The services of the Executive Director are to commence no later than _____________________, 20___ and shall continue for one year from this date.

3. Renewal of Agreement

At the time of this Agreement's natural termination, the Main Street Board shall review the performance of the Executive Director. Should the performance of the Executive Director be found satisfactory with regard to the job description (Attachment 1), the Main Street Board may, at its option, elect to renew this Agreement with the Executive Director for an additional year [or years].

4. Method of Payment

The Executive Director shall be a salaried employee of the Main Street Board and shall receive an annual salary of $__________, payable in [24 semi-monthly installments]. The Main Street Board shall be responsible for withholding and payment of local, state, and federal taxes, social security payments, workers' compensation contributions and all other such payments and contributions required by local, state or federal law.

5. Obligations of the Main Street Board

The Main Street Board will provide the following items:

a. a benefits package as outlined in Attachment 2 *(found in this handbook on page 67)*,

b. a private office for the Executive Director located at [address],

c. office equipment as follows: a computer system, photocopier (or access to one), telephone and answering machine (or service), and other items as reasonably necessary to perform the duties of this job.

6. Performance Review and Salary Adjustments

Six months after the commencement date of this Agreement, the Main Street Board shall review the performance of the Executive Director. Performance reviews will occur annually during the anniversary month of hire. At this time a salary review will occur, with a possible salary adjustment based on execution of the Executive Director's job description.

7. Changes

The Main Street Board may require changes in the job description as performed by the Executive Director. Such changes, including any increases or decreases in the Executive Director's salary, which are mutually agreed upon by and between the Main Street Board and the Executive Director, shall be incorporated as written amendments to the Agreement.

8. Termination of Agreement by Main Street Board

If, through any cause, the Executive Director shall fail to fulfill in a proper manner the obligations under this Agreement, or if the Executive Director shall violate any of the covenants, agreements, or stipulations of this Agreement, the Main Street Board shall thereupon have the right to terminate this Agreement by giving written notice to the Executive Director of such termination and specifying the effective date thereof, at least fourteen (14) calendar days before the effective date of such termination. The Main Street Board will be obligated to make payments only for the services performed by the Executive Director prior to the effective date of termination of this Agreement.

9. Termination of Agreement by the Executive Director

The Executive Director shall have the right to terminate this Agreement by giving written notice to the Main Street Board of such termination and specifying the effective date thereof, at least fourteen (14) calendar days before the effective date of such termination. The Executive Director will be eligible to receive payments only for the services performed prior to the effective date of termination of this Agreement.

IN WITNESS WHEREOF, the Main Street Board and the Executive Director have executed this contract as of the date first written above.

Main Street Board by:

____

Name / title

____

Name / Executive Director

This agreement is a SAMPLE ONLY and may not be relevant or valid for all situations. If a contractual agreement is to be entered into, any such agreement should be drafted only after consultation with an attorney.

ATTACHMENT 2: PROGRAM MANAGER BENEFITS PACKAGE SAMPLE

The Main Street Board will provide the following benefits to the Executive Director:

1. Leave Time/Time Off with Pay

The Executive Director will receive ten (10) days of leave time per year beginning with the effective date of this agreement. Leave time must be approved in advance by the Main Street Board president. Should the Executive Director terminate the position, no payment will be made for accrued but unused leave time.

The Executive Director will be allowed five (5) days of paid time off for consulting, either paid or unpaid.

2. Sick Leave

The Executive Director will receive five (5) days of sick leave time. When ill, the Executive Director must make every effort to contact the Main Street Board president early in the day.

3. Holidays

The Program Manager will receive the following as paid holidays: the Fourth of July, Labor Day, Thanksgiving, the Day after Thanksgiving, Christmas Eve, Christmas Day, New Year's Day and Memorial Day.

4. Mileage

Business related mileage will be reimbursed, with proper documentation, at the current rate allowable by the IRS per mile. Reimbursement shall be made monthly, based upon submittal of the appropriate mileage documentation.

5. Expenses

Subject to review by the Executive Committee, expenses shall be reimbursed for travel subject to appropriate documentation.

a. An allowance of $200 per year will be provided for membership dues to service clubs.

6. Health Care Benefits

The Main Street Board shall reimburse the Executive Director for participation in a health care plan jointly approved by the Executive Director and the Executive Committee.

7. Compensation Time

The Executive Director will receive compensation time for meetings scheduled outside of normal work hours, to begin after the compensation time has accrued to fifteen (15) hours. All compensation time must be taken within three months of earning it.

SAMPLE: PRESS RELEASE

FOR IMMEDIATE RELEASE

DATE: MONTH DAY, 20___

CONTACT NAME

CONTACT NUMBER

NEW ASSOCIATION FORMS TO REVITALIZE DOWNTOWN GREENVILLE

Individuals from within the Greenville business community are banding together to improve the atmosphere, appearance, and mix of businesses in downtown Greenville.

Doug Thompson, an early proponent of the group, believes there will be widespread support for this new organization. "The organization will be instrumental in defining what our community wants to see happen to our historic downtown area, and how we can improve it. We want to build on its uniqueness and see what we can do to enhance the charm, and bring businesses and shoppers back."

A group of 9 people from within the community has already volunteered to serve as interim board members until the first annual meeting. Selecting officers, writing bylaws, and determining a budget are some of the first organizational tasks the group will undertake.

The group will use the Main Street Four-Point Approach® to downtown revitalization which has been used successfully in over 1,600 communities across the country. Its focus is in four areas: organization, promotion, design, and economic restructuring. Some of the activities the organization might undertake include strengthening the mix of businesses, preserving the historic characteristics of downtown buildings, making the core area more pedestrian-friendly, business recruitment and retention, and coordinating promotional events throughout the year.

A town hall meeting to talk further about the Main Street Approach® and a formal presentation will be given on Thursday, March 2, at the Greenville Community Center. Downtown business and property owners and interested community members are encouraged to attend. The presentation is scheduled to last about an hour beginning at 7:00p.m.

###

SAMPLE: EMPLOYEE PERFORMANCE REVIEWS

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

EMPLOYEE REVIEW

Employee Name: ______________________________

Job Title: ______________________ First Date of Employment: ______________

Evaluation Completed By: ______________________________

☐ Progress Review ☐ Annual Review Date: ______________________

Date of Last Evaluation: ______________________

Reviewed and Discussed on (date): ______________________________

By ______________________ and ______________________
(employee signature) (supervisor signature)

O: **Outstanding** - Consistent exceptional performance in all areas, exceeds position requirements

AA: **Above Average** - Results exceed most position requirements, high quality performance

A: **Average** - Competent and dependable level of performance that meets basic requirements of the position

NI: **Needs Improvement** - Performance does not consistently meet position requirements & expectations

U: **Unsatisfactory** - Performance is in need of immediate improvement

NA: **Not Applicable**

1. Problem Solving & Decision Making	O	AA	A	NI	U	NA
Shows good judgment						
Willing/able to make timely, fact-based decisions						
Ability to work under pressure						
Asks appropriate questions						
Organized approach to assignments						

Comments: ______________________________

____

____

____

2. Productivity

	O	AA	A	NI	U	NA
Quantity of work						
Quality of work						
Ability to follow and reach goals						
Completion of projects and reports						
Timeliness of completion of projects and reports						
Effective use of time						
Ability to focus on tasks at hand						
Ability to concentrate on position						

Comments: ______________________________

3. Versatility

	O	AA	A	NI	U	NA
Willing to try new ideas						
Responsive to change						
Innovative						
Utilizes internal and external resources effectively						
Willing to accept responsibility						

Comments: ______________________________

4. Job Knowledge

	O	AA	A	NI	U	NA
Level of knowledge in current position						
Keeps up with current and future trends and programs						
Continues education, informal and formal						
Has working knowledge of internal office happenings						
Understands equipment required to perform job						

Comments: ______________________________

5. Planning

	O	AA	A	NI	U	NA
Anticipates upcoming events / potential problems						
Has contingency plans						
Understands and sets realistic goals						
Properly prioritizes goals						

Comments: ______________________________

____

____

____

6. Attitude

	O	AA	A	NI	U	NA
Enthusiasm						
Cooperation / teamwork						
Able to self-motivate with little or no supervision						
Attitude towards job						
Attitude towards public						
Attitude towards board members						
Attitude towards committees						

Comments: ______________________________

____

____

____

7. Communication

	O	AA	A	NI	U	NA
Written						
Verbal						
Phone						
Ability to listen						
Media						
Internal (within office)						
Body Language						

Comments: ______________________________

____

____

____

8. Volunteers/Committees

	O	AA	A	NI	U	NA
Ability to recruit						
Ability to coordinate						
Ability to motivate						
Ability to show recognition						

Comments: ______________________________

____

____

____

9. Behavior Patterns

	O	AA	A	NI	U	NA
Professional appearance						
Neat and orderly work area & office public space						
Respectful of others, objective and non-judgmental						
Absenteeism / tardiness						
Follows wishes / decisions of board						
Trustworthy and dependable						

Comments: ______________________________

____

____

____

Additional Comments: ______________________________

____

____

____

____

____

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GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

EMPLOYEE SELF ASSESSMENT

Employee Name: ____________________

Job Title: ____________________ First Date of Employment: ____________________

☐ Progress Review ☐ Annual Review Date: ____________________

Date of Last Evaluation: ____________________

Reviewed and Discussed on (date): ____________________

By ____________________ and ____________________
(employee signature) (supervisor signature)

What could be done to improve the office environment?

What could be done to help you more effectively perform your job?

What is your strongest on the job asset?

What is one job related skill that you feel you need to improve upon?

What do you like the most about your job?

What do you like the least about your job?

What are your job related short-term (within 12 months) goals?

What are your job related long-term (within 3 years) goals?

Additional Comments:

DEVELOPING A MISSION & VISION STATEMENT

A **mission statement** is a short description of your organization's purpose stated clearly and simply and communicates the Main Street organization's sense of purpose and overall direction. It should state who your group is (the name and type of agency), what you do and where you do it, and distinguish your organization from others in the community. Keep the statement flexible so it will stay relevant as your organization evolves. Mission statements should be only a few sentences. A good mission statement is the organization's "elevator speech," a short answer about what your organization does that you can recite during an elevator ride. Post your mission statement to your website and include it in your annual report, newsletters, press releases and other materials.

While your mission statement won't list projects or initiatives, it will serve as the starting point for developing an annual work plan and will prevent your organization from taking on work that exceeds your program's purpose. If someone proposes taking the organization in a new direction or tackling a major new project, board members can refer to the mission statement to see if the new project or direction adheres to the mission.

A **vision statement** communicates the organization's long-term hopes and intentions for the commercial district and should be developed with broad participation by the board, committees, program volunteers and community input. Visions can vary widely but the National Main Street Center recommends they be at least several paragraphs long and be written as if the writer were compiling the program's accomplishments 10 to 30 years from now. The vision statement is a glimpse into the future to see how the revitalization effort paid off, what the Main Street district is like, and how the Main Street program helped transform the district.

The Main Street program can use its vision when selling the community's dream to potential investors, business owners, volunteers, partners, and others. Your statement will coalesce a dream, and the work going on behind the scenes will be geared toward achieving that vision. The Main Street organization can use the vision statement as a means not only to motivate its staff and volunteers but also to see if its annual projects and initiatives will help you realize this dream.

A number of Main Street programs have created vision statements and formally submitted them to their municipalities for review and endorsement as an official statement for downtown or the neighborhood business district. Oftentimes, they are approved at a public ceremony and incorporated into the existing commercial district master plan.

THE VISIONING PROCESS

Preliminary/Initiation Phase

At the first meeting, explain to the participants what a vision statement is, what a visioning process involves, and how the statement will be used. The first step is to determine the logistics and timeline of the process. Set up a steering committee made up of individuals and groups representing broad segments of the community to guide and implement the process. When a Main Street program undertakes a visioning initiative, the board of directors should represent the different interests of the commercial district. It is also during this phase that target areas are identified and a timeframe of 10, 20 or 30 years is established for the visioning process.

Facilitated Discussions

If your goal is to create a comprehensive vision statement that will guide overall community planning and address a breadth of issues, the process should involve all segments of the community. Here are some key questions that should be posed for public discussion:

- Why is Main Street special to you personally?
- How do you wish Main Street were better?
- What will revitalization success look, sound, smell, and taste like?
- What will revitalization success feel like emotionally?
- How do you want Main Street to be viewed in 10 years?
- What activities and businesses do you hope to enjoy on Main Street in 10 years?

Writing the Vision Statement

Next, draft a preliminary vision statement narrative using keywords from the facilitated public discussions. Distilling the many ideas from the visioning meetings will be tricky, and you'll need to enlist the most gifted writer among your staff or volunteers. Writing the vision statement should be the job of a single person. The statement should be written in the present tense and approached as though the community has achieved all of its goals. For example, "It is 10 years from [today's date], and we have created our most vibrant district." The draft should be reviewed and edited by each board member. Now is not the time to introduce new concepts—the statement and the board's edits must respect the community's input. If your program wished to submit the statement for formal endorsement by the municipality, you can do so once the board approves it.

The final vision statement should be presented publicly. Hold another meeting to unveil the statement, discuss next steps, and generate excitement for the years ahead. Be sure to post the vision on your website, email it to stakeholders and partners, and highlight salient concepts in press releases to local media. Make sure the public has access to the statement and understands the concensus-building process used to develop it.

The Vision and Implementation Plan

After the vision statement is approved, your Main Street organization needs to develop its work plan. Work plans are the guiding implementation documents that board of directors and committees use to carry out the program's activities. In the case of community-wide visioning projects, short-and long-term implementation strategies are developed and responsibilities assigned to those delegated to carry out the vision. These strategies may include timetables for achieving specific objectives as well as integrating the vision into current community planning activities. Large-scale, community-wide visioning and master planning processes will include implementation strategies for many entities in the community, not just your organization.

Most Main Street programs find that the original vision plan can guide their work for several years. Every five years or so, your board members may want to review the plan to see whether it is still relevant or if it needs modifying. Small changes are normal but a wholesale rewrite should not be necessary.

Adapted from the National Main Street Center's publication, Revitalizing Main Street.

MISSION STATEMENT:

Who you are and what you're doing

Concise

Easily understood

Distinct from other organizations

VISION STATEMENT:

Where you're going

Longer than mission statement (but still brief!)

Preferred future of the district

Specific, sensory language – inspiring!

Consensus, developed by a broad cross-section of the community

Comprehensive (i.e., addressing each of the 4 points)

EXAMPLES OF ORGANIZATIONAL LOGOS

DEVELOPING WORK & ACTION PLANS

A comprehensive annual work plan and specific action plans provide a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and also in the broader community; and provides measurable objectives by which the program can track its progress.

Mission Statement

The mission statement states the purpose of the organization.

Example:

The purpose of the Greenville Downtown Development Association is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.

Goals

The goals are more specific statements of purpose, which can be clearly divided into a committee structure. Usually it is best for each committee to have only one goal. This goal should reflect the general purpose or mission of the committee.

Examples:

Goal for the board of directors and Organization Committee—Provide effective centralized management of the downtown and increase involvement in the program.

Goal for the Promotion Committee—Promote the downtown as the community's social, cultural, and economic center.

Goal for the Design Committee—Encourage visual improvements through good design compatible with historic features.

Goal for the Economic Restructuring Committee—Strengthen and broaden the economic base of downtown.

Issues

Issues are typically classified as "problems" or "unmet opportunities." They are not usually focused on just one activity, but tend to be broader, encouraging a number of possible activities.

Example

There aren't enough things for kids to do downtown.

Objectives

Objectives are specific statements of how a goal will be reached. They usually outline the major areas of responsibility for committees. Objectives give structure to the numerous activities undertaken and help explain why a specific activity has been chosen. Objectives are usually issues that have been turned into positive action statements. Objectives might also be measurable.

Example:

Provide [at least two] more activities for children in downtown.

Activities

Activities are specific projects that have an identified timeframe. When completed, they are usually recognized as tangible accomplishments, such as an Easter parade or building inventory.

Tasks

Tasks are specific steps required to complete an activity.

DEVELOPING ONE TO TWO YEAR ACTION PLANS

STEP 1

Goal setting / work plan session for board of directors (plan 4 to 5 hours to complete).

- List issues at random.
- Determine what area of concentration each issue fits under (organization, promotion, design, economic restructuring, and possibly parking or safety). Group them together, and then delete duplicates. Note that the areas of concentration are reflective of the Main Street committee structure.
- Determine priorities. Remove the rest of the issues.
- Create objectives. Each objective statement should begin with an action verb.
- Create a goal statement for each committee based on the objectives—the organization "stuff" usually falls to the board or a subcommittee of the board.
- Create an overall mission statement to guide the organization, use the committee goal statements as a reference (if a mission statement has already been created, check it against the committee goals to see if it is still reflective of what the organization is working towards accomplishing).

STEP 2

The board of directors should come up with a list of potential committee members based on the objectives for each committee.

STEP 3

Committee "activity planning" brainstorming session (takes about 2 hours per committee).

- List possible activities under each objective.
- Determine priority activities for each objective.

STEP 4

Committee "action planning" session (takes 2 or 3 hour-long meetings to complete).

- Discuss possible timelines for each priority activity (i.e. when should this be started and how long will it take from beginning to end).
- Complete an "action plan" for each priority activity in which planning will need to begin within the next two to three months.
- Fill out a "timeline" sheet. Put all priority activities from the committee somewhere on the form. Think about what the workload will mean for those implementing activities—is it realistic? Adjust as needed. The board of directors should approve the finished timeline.

STEP 5

Refer back to your completed timeline sheet at each committee meeting. The committee or task force responsible for an upcoming activity should fill out an "action plan" as each activity draws nearer. If the activity has a completion deadline, scheduling from the deadline backwards may prove useful.

Celtic Faire and Pub Crawl in Puyallup.

Downtown Selah.

SAMPLE: BOARD OF DIRECTORS WORK PLAN

GREENVILLE DOWNTOWN DEVELOPMENT ASSOCIATION

BOARD OF DIRECTORS WORK PLAN

Mission Statement: The purpose of the Greenville Downtown Development Association is to develop and promote a healthy and prosperous downtown within the context of cultural and historic preservation.

ORGANIZATION COMMITTEE

GOAL:
Help provide direction and increase involvement in the program.

OBJECTIVES:
- Improve all channels of communication
- Stabilize and increase funding
- Develop a five-year plan
- Get better overall community involvement
- Restructure committees to function more efficiently

PROMOTION COMMITTEE

GOAL:
Promote the downtown as the community's social, cultural, and economic center.

OBJECTIVES:
- Market a positive image of downtown
- Encourage more local shopping
- Continue and strengthen existing successful promotions
- Develop a formal evaluation process for promotions
- Expand distribution area of informational materials about downtown

DESIGN COMMITTEE

GOAL:
Encourage visual improvements through good design compatible with historic features.

OBJECTIVES:
- Educate both members and the public about good design elements
- Give input as needed into design review process
- Develop and begin implementing a plan for visual enhancement within the context of historic and cultural preservation
- Identify and implement a program for needed public improvements

ECONOMIC VITALITY COMMITTEE

GOAL:
Strengthen and broaden the economic base of downtown.

OBJECTIVES:
- Develop a retention program, including education of good business practices
- Develop and implement a market profile, recruitment plan, and package
- Increase communication with downtown property owners
- Develop and maintain a system to provide vacancy and sales information on downtown properties

SAMPLE: COMMITTEE BRAINSTORMING SESSION

Committee: Promotion

Objective: Market a positive image of downtown.

Possible Activities:

Produce a business directory

Goods and Services Campaign like Walla Walla's

Monthly letters to the editor

"Discover Downtown" day

Customer Commitment Contract campaign

Downtown "historic details" contest

Friend to friend letter writing campaign

Downtown Calendar

(Those activities circled were determined to be the most important to accomplish in the next 12 to 18 months.)

After brainstorming all possible activities, determine those most important. Create timelines based on those activities. Remember to be realistic in expectations of how much can actually be accomplished in a year.

SAMPLE: COMMITTEE ACTIVITY LIST OVERVIEW

Committee: Promotion

Goal: Promote downtown as the historic, social, cultural, and economic center of the community.

Objectives/Activities:

- Identify and increase the existing customer base and create new markets
  - Identify existing customer groups (Economic Restructuring Committee will be doing detailed work on this.)
  - Identify potential new markets (Economic Restructuring Committee will be doing detailed work on this.)
  - New resident goodie bag
  - Major employer/employee week
  - Friday night concerts/extended store hours
- Market a positive image of downtown
  - Produce a business directory
  - Goods and Services campaign like Walla Walla's
  - Downtown "historic details" contest
  - Customer commitment contract campaign
- Increase awareness of historic character
  - Treasure hunt with clues based on downtown history
  - Historic downtown Greenville character parade
- Continue successful promotions
  - Halloween scavenger hunt
  - Easter egg hunt
  - Holiday open house
  - Student art exhibit
- Provide support for "other organizations" downtown events
  - Summerfest (Lions Club)
  - Christmas Parade (Lions Club)
  - Summer concerts (City)

SAMPLE: COMMITTEE ACTIVITY ACTION PLAN

Committee: Promotion

Committee Goal: Promote the downtown as the community's social, cultural, and economic center.

Objective: Market a positive image of downtown.

Activity: Produce a business directory

TASK NECESSARY TO COMPLETE ACTIVITY	PERSONS RESPONSIBLE	STAFF TIME	PARTNERS	TASK DEADLINE	BUDGET	FOLLOW-UP
Complete business inventory	Toni	Work with ER	ER Committee	April	See ER	
Categorize business types	Susan	Check Draft		May 1	0	
Design brochure format	Jeff	Input	Artist	May 1	$10	
Obtain base map for layout	Tom			May 1	0	
Budget estimate	Pam	Yes		May 1	0	
Identify public parking areas	Tom & City		City	May 1	0	
Identify major landmarks	Tom & City		City	May 1	0	
Design mock-up	Jeff	Input	Artist	June 1	$150	
Printing bids	Pam & Jeff			June 9	0	
Approve print sample	Jeff, Tom & Pam	Yes		July 1	0	
Print brochure	Toni		Printer	July 12	$2,100	
Identify distribution sites	Susan	Input		July 15	0	
Distribute brochures/ check and refill	Toni & Susan			July 21, then monthly	0	
				TOTAL:	**$2,260**	

SAMPLE: COMMITTEE TIMELINE

Committee: Promotion

List all activities to be undertaken by committees and task forces. Include how long it will take for planning, implementation, and final evaluation of each activity.

FAQS FROM THE NATIONAL MAIN STREET CENTER

How does the Main Street Program work locally?

Main Street programs are locally driven, funded, organized, and run. They are independent non-profits or city agencies located in the community and affiliated with the statewide (or citywide in larger cities) coordinating Main Street organization and a network of other Main Street organizations within the state. The statewide or citywide coordinating Main Street organization generally has an application process through which a community can be designated as a Main Street program. The coordinating organizations provide direct technical services, networking, and training opportunities to their affiliated programs.

How do I start a Main Street Program in my community?

Typically, interest in developing a local Main Street program comes from business or property owners, city government, bankers, civic clubs, the chamber of commerce, historic preservationists, or other civic-minded groups. They contact the statewide or citywide coordinating Main Street organization to find out about the application process, discuss goals, establish an organization (Main Street programs are usually independent, non-profit organizations), raise money to hire a full-time Main Street executive director, and create volunteer committees and a board of directors to carry out the work. Once the program has been established, its participants examine the commercial district's needs and opportunities and develop a long-term, incremental strategy based on the Main Street Four-Point Approach® to strengthen the district's commercial activity and improve its buildings. The National Main Street Center provides consulting services, support, training, materials, and information to assist a revitalization organization throughout its growth.

What if my state does not have a statewide Main Street organization?

Some states do not have coordinating Main Street programs. If you check the statewide listing (on the National Main Street Center website) and find no statewide program, you can still initiate your own independent Main Street organization. We can help you network with other independent programs and nearby statewide program networks.


PHOTO COURTESY OF OTTO GREULE PHOTOGRAPHY

A tour of historic downtown Wenatchee during RevitalizeWA 2014, Washington's annual Preservation and Main Street Conference.

An underground mural in Port Angeles.

How can my community obtain direct, onsite help from the National Main Street Center?

In many cases, the National Main Street Center works directly with a state or citywide Main Street program to provide technical assistance to a limited number of designated communities. However, the Center also works directly with individual cities and towns, depending on a community's needs and staff availability. The Center works on a fee-for-services basis. As always, we encourage communities to begin their own Main Street programs locally, whether or not they can afford the Center's services. Our extensive catalog of books and materials can be of great assistance to start-up and ongoing programs.

Who should be involved in the local Main Street program?

Everyone with a stake in the commercial district and its future should be involved. Merchants, property owners, the chamber of commerce, industries, local government, and private citizens all benefit from a healthy local economy and from an historic core that reflects the community's heritage and personality. A sound partnership is crucial to the Main Street program's success. In fact, a 1988 study of successful downtown revitalization programs in America, conducted by the National Main Street Center and the Urban Land Institute, found that programs funded primarily by local sources were much more likely to succeed than those that relied heavily on state or federal funds. It is also important for both the public and private sectors to support the program financially, thereby demonstrating their commitment to its goals.

How do I apply the Main Street Four-Point Approach® to my community?

The National Main Street Center offers a variety of publications, audiovisual materials, and software to help guide your local revitalization efforts. It also sponsors a national conference that offers excellent training opportunities. Through its membership program, you can network with other organizations and learn from other Main Street communities' experiences, so you won't have to "reinvent the wheel." The Center also provides direct technical assistance on a fee-for-service basis.

What assistance is available to establish and manage a local Main Street program?

Assistance is available in the forms of technical services, networking, training, and information. The Center can provide direct fee-for-service technical assistance to cities and towns, both independently and in conjunction with state and citywide Main Street programs. Statewide and citywide coordinating programs also provide these types of assistance.

Am I the right person to start this program? How can I get others interested?

Your Main Street's revitalization starts with you! Main Street programs around the nation are started by ordinary, concerned citizens who work with others in the community to reach a common goal. To get started, gather as much information as possible and spark interest among community groups that have a stake in the future of your commercial corridor: local government, chamber of commerce, historic preservation groups, etc. Put together a task force to plan the next steps. Contact your statewide Main Street organization to learn the process for applying in your state. If there are other local Main Street organizations nearby, talk to them about their successes and challenges. If there is an active downtown organization in your community, join it and present your ideas on preservation-based revitalization.

Who pays for the Main Street program? Is it a grant?

No. Financial support for the program comes from the local entities that have a stake in the downtown: city government, merchants, businesses, and the public. The success of the Main Street program over the years lies in the fact that it is a local initiative, both organizationally and financially. When there is local buy-in, people care more about the success of the program and become more involved.

Is joining the Main Street Network Membership Program the same as becoming a Main Street organization?

No. Although the terminology is similar, they are two different processes. The Center offers the National Main Street Network Membership as a service in order to provide information and benefits to any individual, agency, or organization interested in preservation-based commercial district revitalization. For an annual subscription of $250, members receive a monthly newsletter, access to members only information, and other benefits. Being designated as a Main Street program by a statewide or citywide Main Street coordinating program is a completely different process, which requires an application to that coordinating organization. In order to call yourself a Main Street organization in most states, you must be designated by the statewide program. In states without statewide organizations, communities may self-initiate an independent program.

We are not ready to apply to our statewide or citywide Main Street program for designation. Is there anything else we can do?

Yes. You can encourage local leaders, planning agencies, economic development agencies, city government, businesses, and individuals to apply the Main Street Approach® to what they are doing now. Persuade them to view traditional commercial buildings as an asset to your community and to see the downtown or neighborhood commercial district as an area full of opportunity to renew your community's sense of identity, history, and place.

How long does a local Main Street program last?

Commercial revitalization is an ongoing process. Just as shopping centers and malls have full-time staff that work constantly to ensure proper leasing, management, and marketing, downtown and neighborhood commercial districts need ongoing attention, too. To ensure continuing economic success, Main Street programs are ongoing.

Courtesy of the National Main Street Center.

Gig Harbor Girls' Night Out, winner of a 2014 Excellence on Main Award for Outstanding Promotional Event.

Entry to Magnolias on Winslow Way on Bainbridge Island.

NATIONAL MAIN STREET ACCREDITATION

Ten Standards of Performance for Accreditation and Guidelines for National Main Street Program Evaluation. This Main Street organization . . .

1. HAS BROAD-BASED COMMUNITY SUPPORT FOR THE COMMERCIAL DISTRICT REVITALIZATION PROCESS WITH STRONG SUPPORT FROM BOTH THE PUBLIC AND PRIVATE SECTORS

Background

At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses, and individuals from throughout the community, not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but all members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other. Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process.

By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

Guidelines

- The Main Street organization should have the active participation of a wide cross section of the community at the committee and board levels, including such constituents as:
  - local government
  - regional planning groups
  - realtors
  - property owners
  - business owners
  - local industries
  - financial institutions
  - transportation authorities
  - developers
  - civic groups
  - community development organizations
  - consumers
  - churches, temples, religious institutions
  - historic preservation organizations
  - school groups and students
  - architects and building contractors
  - parking authorities
  - district/neighborhood residents
- Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
- Participants should also look for, and act on, opportunities to make connections between other programs with which they are involved and the Main Street revitalization effort so that, by doing their own work a little smarter, or in a better integrated way, other programs help further the revitalization process.
- The program should include an ongoing process for volunteer recruitment, orientation, and recognition, constantly refreshing its pool of volunteers and involving new volunteers each year.
- The downtown revitalization program has broad-based philosophical support from the community.
- Municipal government demonstrates a philosophical commitment to downtown revitalization.

2. HAS DEVELOPED VISION AND MISSION STATEMENTS RELEVANT TO COMMUNITY CONDITIONS AND THE LOCAL MAIN STREET PROGRAM'S ORGANIZATIONAL STAGE.

Background

A mission statement communicates the Main Street organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Both should be developed with broad participation by the board, committees, program volunteers, and community input.

Guidelines

Some revitalization programs begin with a vision statement; others develop a vision statement after several years of work. At a minimum, the Main Street organization should have a mission statement in place, reviewed annually (and updated, if appropriate). If the organization does not have a vision statement at the beginning of the revitalization process, it should develop one prior to the organization's transition from the catalyst phase to the growth phase.

- The organization has an appropriate written mission statement.
- The mission statement is reviewed on an annual basis and updated as appropriate.
- The organization has an appropriate written vision statement.

3. HAS A COMPREHENSIVE MAIN STREET WORK PLAN

Background

A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and also in the broader community; and provides measurable objectives by which the program can track its progress.

Guidelines

- The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach—design, organization, promotion, and economic restructuring.
- The work plan should contain measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities.
- The work plan should be reviewed, and a new work plan developed, annually.
- Ideally, the full board and committees will be involved in developing the annual work plan. At a minimum, though, the full board should adopt/approve the annual work plan.
- The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
- There has been significant progress in each of the four points based on the work plan submitted last year.

Storefronts in downtown Chelan.

The Langley Edible Centennial Garden, winner of a 2014 Excellence on Main Award for Green Community

The 2014 Excellence on Main Award went to the fabulous Pybus Market & Sustainability Center.

Painted signage in Kennewick.

4. POSSESSES AN HISTORIC PRESERVATION ETHIC

Background

Historic preservation is central to the Main Street program's purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value, on many levels, to the community. Developing an historic preservation ethic is an ongoing process of education and discovery for a community and for a local Main Street program. Main Street programs which have embraced a strong historic preservation ethic are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings and in intensifying the uses of the district's buildings, through both specific building improvement projects and through policy and regulatory changes, which make it easier to develop property within the commercial district.

Some Main Street programs purport to support preservation values, but do not fully understand that preservation is an ethic, not just an activity or group of activities. Historic preservation involves not only the process of rehabilitating, restoring, or renovating older commercial buildings, but also the process of adopting planning and land use policies that encourage full use of existing commercial centers before new development takes place and removing regulatory and other barriers that sometimes make it difficult to attract investment to historic commercial districts.

Guidelines

- The program has, or is working towards putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
- The program encourages appropriate building renovation, restoration, and rehabilitation projects.
- When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program actively works to prevent demolition or alteration, including working with appropriate partners at the state, local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies for the property's use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.
- The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.
- The program recognizes the importance of planning and land use policies which support the revitalization of existing commercial centers and works towards putting planning and land use policies in place, making it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance, and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
- The program builds public awareness for the commercial district's historic buildings and for good design.

5. HAS AN ACTIVE BOARD OF DIRECTORS AND COMMITTEES

Background

Main Street revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The Main Street executive director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district. In some areas, and in communities of some sizes, local Main Street programs have been launched by or have merged with other organizations that have a broader agenda (such as a chamber of commerce or a community development corporation). A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained.

Guidelines

- The board is a working, functional board that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
- Committee members assume responsibility for the implementation of the work plan.
- The program has a dedicated governing body, its own rules of operation, its own budget, and its own bylaws and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
- The board has well-managed, regular monthly meetings with an advance agenda and regular distribution of minutes.
- Committees have regularly scheduled monthly meetings with an advance agenda that addresses the committee work plan.

6. HAS AN ADEQUATE OPERATING BUDGET

Background

In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years). Also, program budgets are likely to vary according to regional economic differences and community size.

Guidelines

- The Main Street program's budget should be adequate to achieve the program's goals.
- The budget should be specifically dedicated for the purpose of revitalizing the commercial district.
- The Main Street program's budget should contain funds adequate to cover the salary and fringe benefits of staff; office expenses; travel; professional development; and committee activities.
- The dollar amount that is "adequate" for a program budget may vary from region to region, depending on local costs of living, and may be different for small-town, mid-size, and urban Main Street programs. General guidelines for minimum operating budgets are:
    - small town programs: $30,000+ annually
    - mid-size community programs: $45,000+ annually
    - urban neighborhood programs: $80,000+ annually
- Revenue sources are varied and broad-based, including appropriate support from municipal government.
- There is a strategy in place to help maintain stable funding.
- There is a process in place for financial oversight and management.
- Regular monthly financial reports are made by the treasurer to the board.

7. HAS A PAID, PROFESSIONAL EXECUTIVE DIRECTOR

Background

Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street directors come from a broad range of academic and professional backgrounds, the most successful executive directors are those who are good communicators; who can motivate volunteers; and who have good project management skills, being able to keep the revitalization program's many activities moving forward on schedule and within budget. In most instances, the Main Street executive director's position is full-time (generally 40+ hours per week). In small towns without the resources to hire a full-time executive director, a part-time director is usually acceptable (generally 20+ hours per week).

Guidelines

- The Main Street executive director should be paid a salary consistent with those of other community development professionals within the city, state, or region in which the program operates.
- The minimum amount of time the Main Street executive director works each week should be consistent with comparable Main Street programs in the city, state, or region.
- The executive director should be adequately trained—and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
- The executive director has a written job description that correlates with the roles and responsibilities of a Main Street director.
- There is a formal system in place for evaluating the performance of the executive director on an annual basis.
- Adequate staff management policies and procedures are in place.

Bridge lighting celebration in Sumner.

8. PROGRAM OF ONGOING TRAINING FOR STAFF AND VOLUNTEERS

Background

In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants—both staff and volunteers—need different skills in different phases of the revitalization process; for that reason, the skills a program's participants learn in the program's catalyst phase are rarely adequate for the growth or management phases. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. And, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models.

Guidelines

The local Main Street program develops local leadership capacity through such mechanisms as:

- Taking advantage of citywide, state, regional, and national training opportunities;
- Making reference and training materials available locally—and using them; and
- Providing/conducting training when appropriate, including annual Main Street 101 training, annual orientation for board members, and annual committee training.

9. REPORTS KEY STATISTICS

Background

Tracking statistics—reinvestment, job and business creation, and so on—provides a tangible measurement of the local Main Street program's progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

Guidelines

- The program collects and tallies statistics related to the revitalization movement, using the baseline criteria listed below. It should keep this data from year to year, providing an economic record of the program's impact over the course of its history. This information is distributed regularly to constituents and in the annual report.
- Baseline data should include:
    - community population
    - net of all gains and losses in jobs
    - net of all gains and losses in new businesses
    - number of building rehabilitation projects
    - number of public improvement projects
    - number of new construction projects
    - number of housing units created (upper floor or other)
    - $ value of private investment spent in above projects (i.e., individuals or private sources of $ spent on building rehabs, public improvements, or new construction)
    - $ value of public investment spent in above projects (i.e., city, county, state, or federal $ spent on building rehabs, public improvements, or new construction)
    - $ value total of all investment (add public and private investment)
    - your program's annual operating budget
    - number of volunteer hours donated (total of all programs)

10. CURRENT MEMBER OF THE NATIONAL MAIN STREET CENTER

Background

Participation in Main Street America connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

Guidelines

- The program is a current member of Main Street America.

WASHINGTON STATE MAIN STREET PROGRAM

Breanne Durham
Main Street Program Coordinator
bdurham@preservewa.org

p. 206.624.9449

preservewa.org/main-street.aspx

dahp.wa.gov/programs/mainstreet-program

facebook.com/washingtonmainstreet

Since 1984, the Washington State Main Street Program has been helping communities revitalize the economy, appearance, and image of their downtown commercial districts using the successful Main Street Approach®. In 2010 the Main Street Program was moved from the Department of Commerce to the Department of Archaeology & Historic Preservation. The program is managed (under contract) by the Washington Trust for Historic Preservation.

WASHINGTON TRUST FOR HISTORIC PRESERVATION

THE VOICE FOR PRESERVATION IN WASHINGTON STATE

Stimson-Green Mansion
1204 Minor Avenue
Seattle, WA 98101

info@preservewa.org

p. 206.624.9449

preservewa.org

Established in 1976, the Washington Trust for Historic Preservation is a tax exempt 501c3 non profit, and Washington's only statewide historic preservation organization. The Washington Trust helps make local preservation work. We build an ethic that preserves Washington's historic places through advocacy, education, collaboration, and stewardship.

WASHINGTON STATE DEPARTMENT OF ARCHAEOLOGY AND HISTORIC PRESERVATION

1063 South Capitol Way
Suite 106
Olympia, WA 98501

PO Box 48343
Olympia, WA 98504-8343

p. 360.586.3065

f. 360.586.3067

dahp.wa.gov

The Department of Archaeology and Historic Preservation (DAHP) is Washington State's primary agency with knowledge and expertise in historic preservation. We advocate for the preservation of Washington's irreplaceable cultural resources (historic and archaeological) which include significant buildings, structures, sites, objects, and districts. Through education and information, we provide leadership for the protection of our shared heritage.

Colfax Downtown Association

PO BOX 724 • COLFAX, WA 99111
colfaxdowntown@gmail.com

B & O Tax Incentive Program Information

- **The need to know info -** Colfax Downtown Association is a Washington Main Street Community. As a part of that program, we are eligible to participate in, and offer other businesses the opportunity to participate in this tax incentive program. Your B & O taxes can be donated to our organization and stay in our community instead of going to other communities in Washington. By pledging your B & O taxes to stay in our community, you help us provide Colfax with resources to our small businesses and/or building owners. Additionally, it helps our organization to be able to fund many revitalization projects within our Colfax downtown corridor & on Main Street. Through B & O tax pledges we have been able to offer many storefront grants to our local business/building owners among many other awesome projects. You are already paying Business & Occupation (B&O) taxes, why not take control of where they are spent!

- **The Program -** The Main Street tax incentive program provides a Business and Occupation (B&O) or Public Utility tax (PUT) credit for private contributions given to eligible downtown organizations. Once your business donation request is approved by the Department of Revenue, you are eligible for a tax credit worth 75% of the contribution to your downtown revitalization organization. Designated Washington Main Street Communities are eligible to receive contributions through this state tax credit program. Furthermore, as the Colfax Downtown Association is a 501(c)3 non-profit organization, you are eligible for a federal income tax deduction as a charitable contribution.

- **Example -** $1000 donation will equal $750 in a B & O tax credit. You will receive a tax deduction for your charitable donation.

- **How do you actually receive the tax credit?** Businesses must be registered to file their excise tax electronically. A donation request must be filled out and submitted on the Dor.wa.gov website. Don't worry it is super simple and we have excellent how-to instructions attached in this informational packet.

- **Can a business spread out their contribution payment throughout the year?** The answer is yes! Your contribution pledge must be made by March 31st on the IRS website, but you do not have to have it paid in full until November 15th. However, a business that does not make the total approved pledge amount by Nov. 15th forfeits all approved credits for the contributions. Those credits will be made available to new applicants. If a business can't make the full approved contribution, they must contact the Department of Revenue's Taxpayer Account Administration Division @ (360) 705-6214 or Linda Tran at (360) 705- 6047
- **Example -** You pay your pledge donation by November 15th of 2020 a nd your credits will be available to you in the beginning of 2021. If you did not use all of your credit in Q1, what's left of your credits are available to use throughout that calendar year, but will not be rolled over to 2022.

PO BOX 724 • COLFAX, WA 99111
colfaxdowntown@gmail.com

- **Does a business need to reapply for the tax credit each year?** The answer is yes. The applicants will be accepted beginning on the 2nd Monday of January through the 31st of March.

- **A great way to make a difference within our own community!** If you'd like to make a difference within Colfax, submit your pledge online **by no later than March 31st**. Donate the funds directly to the Colfax Downtown Association by November 15th of the same year you made your pledge. You can make payments throughout the year as long as it is paid in full before the deadline of Nov 15th. You can send checks to Colfax Downtown Association @ PO Box 724 Colfax, WA 99111 or arrange a time with our Executive Director to pick them up personally (contact information is below). Once we receive a check for your contributions you will receive a receipt from us, the Colfax Downtown Association. Claim the charitable donation on your taxes for the current year. Then you can use your tax credits for the following year to cover your B & O taxes.

- **Can any business in Washington State pledge & donate their B & O taxes?** We are very happy to report that any business who operates within Washington State can choose to pledge their B & O taxes to the Colfax Downtown Association.

- **Best of all -** By pledging and donating, you are choosing to be in control of where your B & O taxes are being spent & keeping your B & O taxes within the Community in which you do business in and helping many others businesses to thrive within Colfax, Wa. This will look great in the eyes of our local community and may help you grow your own business by supporting other local businesses. Additionally, you're helping to revitalize our downtown corridor which will help Colfax flourish over time! Now is your chance to take control of where your B & O taxes are being spent as well giving back to the Colfax community!

If you have additional questions or need more clarification, we'd love to help in any way we can!

Whitney Bond- Executive Director

Phone - (509) 288-9063

Email - Colfaxdowntown@gmail.com

Mailing address - PO BOX 724, Colfax, WA 99111

Memorandum of Understanding
between
The City of Pullman,
Washington State University,
The Pullman Chamber of Commerce,
and
The Downtown Pullman Association

This Memorandum of Understanding ("MOU") is made and entered into by and between the City of Pullman, Washington, a municipal corporation of the State of Washington (hereinafter "Pullman" or "City"), Washington State University, an institution of higher education and agency of the State of Washington (hereinafter "WSU" or "University"), the Pullman Chamber of Commerce, a Washington public benefit corporation ("Chamber"), and the Downtown Pullman Association, a Washington non-profit corporation ("DPA").

1. PARTIES

Pullman is consistently ranked as one of the safest and most livable college towns in the region and nation. Pullman provides a secure learning environment with extensive municipal support of parks and green spaces, sports and cultural activities, and economic growth. The image of WSU is closely linked to the special character of Pullman, and the opportunities WSU can provide to its students, faculty, and staff are closely linked to opportunities offered and supported by Pullman. The Pullman City Council is the legislative body of Pullman and the Mayor of Pullman directs the administration of the City with the assistance of the City Administrator.

WSU was founded in Pullman in 1890 as Washington's original land-grant university, with a mission of research, teaching, and outreach to the community. WSU's Pullman campus has over 20,000 students and is a major employer to over six thousand faculty and staff. Many of these students, faculty, and staff are drawn to WSU by the special character of Pullman. Likewise, Pullman benefits from being the location of the main campus of WSU. Such benefits take the form of WSU's cultural, educational, entertainment, and sports offerings that are generally open to all residents of Pullman and that draw visitors to Pullman, and in the form of WSU's ability to attract thousands of students and employ thousands of faculty and staff in Pullman. In these and other ways, WSU contributes to the cultural vitality and economic health of Pullman.

The Chamber was incorporated in 1956 and exists to promote, support, and advocate for the businesses and the community of Pullman. It acts to unite the private and public sectors, coordinates efforts to enhance and maintain a vibrant business climate for all of its citizens, houses the Visitors Center, and coordinates tourism efforts.

The DPA is a non-profit corporation overseen by the City, WSU, the Chamber, and Business and Property Owners located in Downtown Pullman as defined in the by-laws. The mission of the DPA is to lead and advocate for the vitality of downtown Pullman.

2. PURPOSE

All parties to this MOU are located in the City of Pullman and are stakeholders in having a vibrant downtown Pullman. Downtown Pullman plays a critical role in the overall economic, social, and cultural development of the City and the University, as a place where its faculty, staff, and students desire to live and call home. The parties desire downtown Pullman to reflect the values, goals, and ambitions for all citizens to have a place that is central to their collective identity and provides economic benefits to the entire community.

It is, therefore, the purpose of this MOU to affirm the parties' commitment to work together, through each parties' adoption of regular or special budget appropriations in amounts sufficient to fund their annual membership dues in the Downtown Pullman Association, and to develop and pursue an intentional and clear plan for the continued evolution and improvement of downtown Pullman that will align with and further the ambitions and goals of all parties. To this end, the parties commit to the following shared ideals.

3. SHARED IDEALS

Pullman, WSU, and the Chamber, acknowledge and embrace their reciprocal roles as members of a broader shared community and recognize the benefits and responsibilities associated with membership with and through the DPA, which was established to enable the parties to progress toward evolving and improving downtown Pullman.

While each party must adhere to the rules, laws, and regulations that are applicable to their own organizations, to the extent that they are able, each will be engaged with, promote, and help advance the overall efforts to enhance the economic vitality of and leverage the built and cultural history of downtown Pullman.

The parties desire to encourage all individuals within the shared community to feel welcome, to participate in, and benefit from the diverse range of opportunities available in downtown Pullman.

Through their shared support of the DPA the parties will commit to create a stronger more vibrant downtown. Realization of this shared goal will strengthen the entire community by attracting and retaining business, entrepreneurs, creative thinkers and employees making Pullman a more desirable community for residents, tourists, students and families.

The parties may set forth in writing the details of any specific cooperative/collaborative activities to be conducted, as a contract between parties.

4. DURATION, TERMINATION

The parties shall cooperate under this MOU for an initial period of five (5) years, which may be extended by the mutual written consent of the parties. This MOU may be terminated by either party without liability at any time for any reason. Any modification shall require the written approval of the authorized representatives of the parties.

5. NON-BINDING NATURE

This MOU is intended only to set forth the general understanding of the parties with respect to the subject matter herein, and does not, and is not intended to, contractually bind the parties.

6. RESOLUTION OF DISPUTES

In the event that a dispute arises under this MOU, the parties shall make every effort to resolve it themselves. Should the parties enter future contracts contemplated by this MOU, such contracts will contain a detailed resolution process.

7. CONTACT PERSONS

The contact persons for all communications regarding this MOU shall be:

PULLMAN:

Glenn Johnson, Mayor
Adam Lincoln, City Administrator
City of Pullman
325 SE Paradise Street
Pullman, WA 99163
Phone: 509-338-3212

WSU:

Kirk Schulz, President
Christine Hoyt, Chief of Staff
Washington State University
P.O. Box 641048
Pullman, WA 99164-1048
Phone: 509-335-4200

CHAMBER:

Marie Dymkoski, Executive Director
Pullman Chamber of Commerce
N. 415 Grand Avenue
Pullman, WA 99163
Phone: 509-334-3565

DPA:

President of the Board of Directors
Executive Director
Downtown Pullman Association
1230 SE Bishop Boulevard
Pullman, WA 99163
Phone: 509-332-3502

8. SIGNATURES

The parties affirm the individuals signing this MOU have been granted the authority to do so.

CITY OF PULLMAN

Signature:____________________________
Name: Glenn A. Johnson
Title: Mayor
Date: ____________________________

WASHINGTON STATE UNIVERSITY

Signature:____________________________
Name: Kirk H. Schulz
Title: President
Date: ____________________________

PULLMAN CHAMBER OF COMMERCE

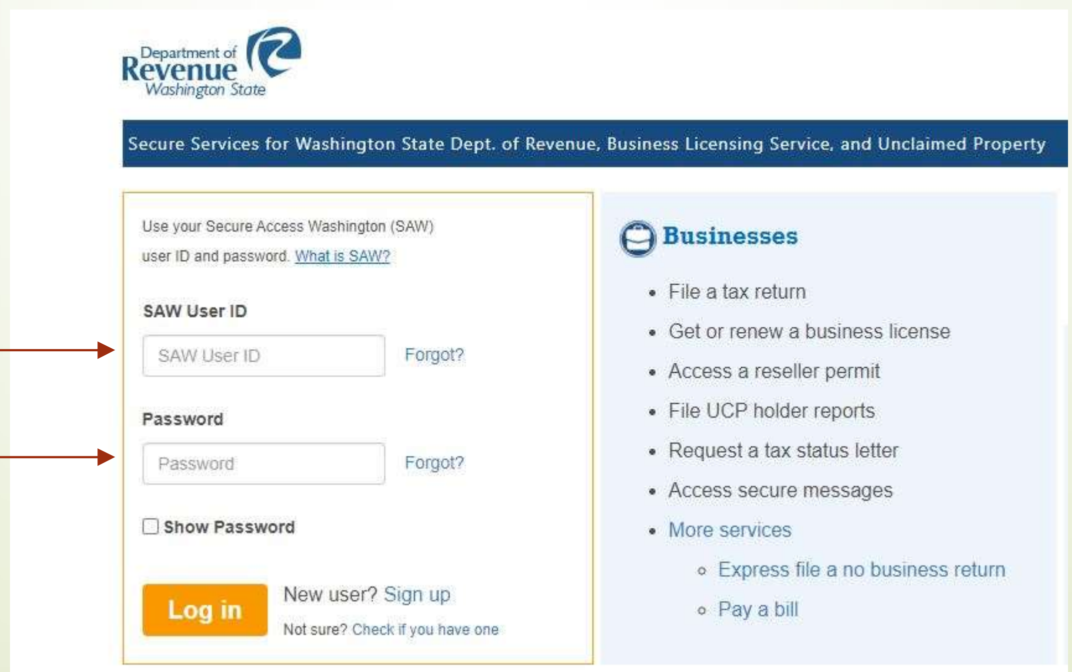
Signature:____________________________
Name: Marie Dymkoski
Title: Executive Director
Date: ____________________________

DOWNTOWN PULLMAN ASSOCIATION

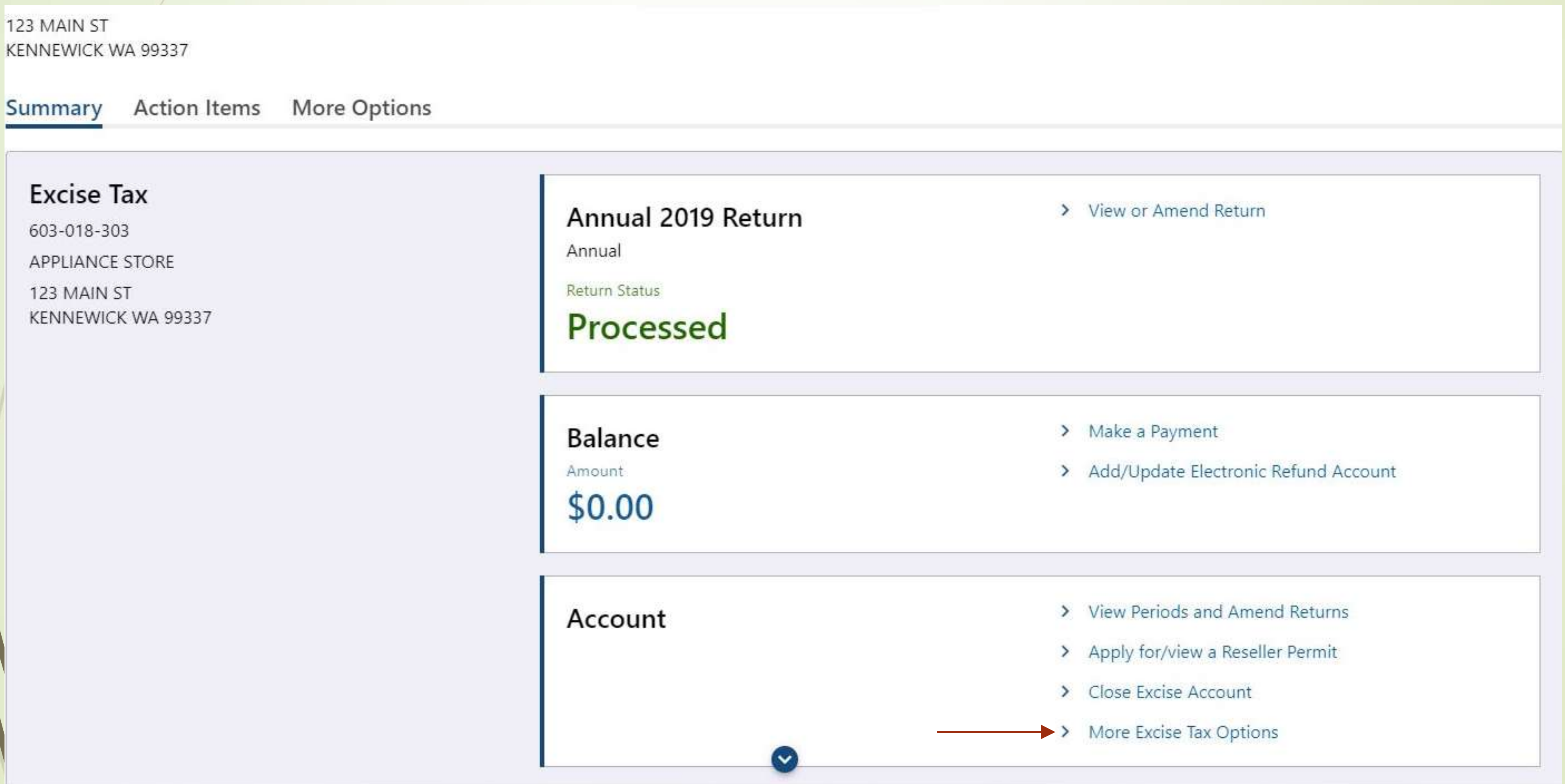
Signature:____________________________
Name: Tom Handy
Title: President, Board of Directors
Date: ____________________________

How to apply for the Main Street Tax Credit

1. Sign into your account by clicking “Log in”. The website is Dor.wa.gov



2. Click “More Excise Tax Options” in the excise tax account



3. Click “Manage/Apply for a Tax Credit”

Note: If you do not see the “Credits” option listed, you are not an administrator on the account. Only administrators will see “Credits”

To become an administrator, either have the current administrator add you as an administrator or have a governing member of the business call the Department of Revenue at 360-705-6214

4. Click “Add Main Street Application”

New for 2021: The Main Street Cap has been increased to $5 million from $2.5 million

Contributions made directly to the Main Street Trust Fund now receive 75% credit(Previously, 50% credit was received)

Account

Excise Tax

603-018-303

APPLIANCE STORE

Credits

Commercial Vehicle Credit

Add Commercial Vehicle Credit Application

Status	Part 1	Part 2	Part 3
No Commercial Vehicle Credits have been applied for.			

Alternative Fuel Vehicle Infrastructure Credit

Add Alternative Fuel Vehicle Infrastructure Credit Application

Status	Part 1	Part 2	Part 3
No Alternative Fuel Vehicle Infrastructure Credits have been applied for.			

Main Street Credit Applications

Add Main Street Application

Confirmation #	Submitted
No Main street credits have been applied for.	

5. Enter the contribution amount you want in the “Contribution Column” for the organization you would like to contribute to. The remaining credit shows in the far right column.

Note: If the credit remaining for your organization is 0.00, you will not be able to contribute to that organization until after April 1st, if the statewide cap has not been met.
On April 1st, eligible main street communities may receive additional contributions if the state wide cap has not been met, based on the following:

- A first-come first-serve basis
- Up to the $213,333.33 individual main street community cap

Main Street Credit

Main Street Credit   Summary

Main Street Credit

Hide History

Organization	Contribution Amount	Credit Rate	Credit Amount	Credit Remaining
Aberdeen Revitalization Movement	0.00	0.75	0.00	58,825.00
Bainbridge Island Downtown Association	0.00	0.75	0.00	15,446.43
Centralia Downtown Association	0.00	0.75	0.00	32,575.00
Chehalis Community Renaissance Team	0.00	0.75	0.00	11,471.43
Cle Elum Downtown Association	0.00	0.75	0.00	28,571.43
Colfax Downtown Association	0.00	0.75	0.00	72,662.50
Colville Together	0.00	0.75	0.00	98,350.00
Coupeville Historic Waterfront Association	0.00	0.75	0.00	31,663.75

6. Fill in the required information and hit submit

Note:
The application must be authorized by the owner, corporate officer, partner other than limited partners, executor, administrator, or the donating business.

Main Street Credit

Organization	Contribution Amount	Credit Rate	Credit Amount
Oak Harbor Main Street Association	500.00	0.75	375.00

Total Credit 375.00

Authorization

I, the undersigned, grant permission to the Department of Revenue and the Washington Trust for Historic Preservation to release taxpayer name and credit/contribution amounts to the designated downtown organization. The undersigned, furthermore, certifies he/she has authority (*) to grant this permission.

Agree Disagree

Name *

Company/Corporate Position *

Phone *

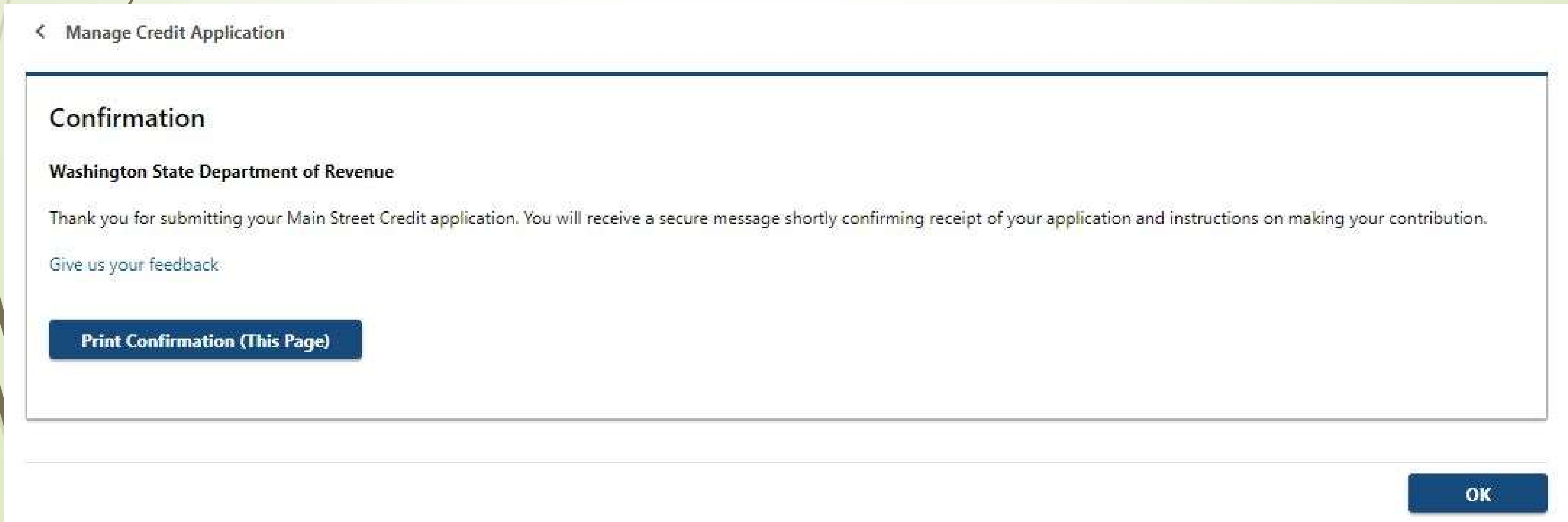
Email *

*The authority to execute this form with respect to the tax matter/periods covered is the owner, corporate officer of record, partner other than limited partners, executor, administrator, or the donating business.

7. Your application is now complete. Print a copy of the confirmation for your records

- You must make your total approved contribution to the designated Main Street Organization(s) by November 15 to be eligible to use the credit toward your Business and Occupation (B&O) and/or Public Utility Tax (PUT) liability.
- The credit can only be used on excise tax return(s) due the following calendar year.
- Please visit the Washington State Department of Archaeology & Historic Preservation's website for contact information and instructions for making the contribution.

Important: Your credit will not carry over to subsequent years and no refund will be granted if B&O tax or PUT liability is not equal to, or greater than, the credit amount approved for use in that year. Additionally, if you do not make the total approved contribution by November 15, you will forfeit all approved credits for the contributions.


< Manage Credit Application

Confirmation

Washington State Department of Revenue

Thank you for submitting your Main Street Credit application. You will receive a secure message shortly confirming receipt of your application and instructions on making your contribution.

Give us your feedback

Print Confirmation (This Page)

OK

WASHINGTON MAIN STREET ANNUAL REPORT

STATE PROGRAM 2020 RESPONSE

The Washington State Main Street Program is managed by two staff members who leveraged partnerships and state resources to offer an unprecedented level of responsive services to local Main Street programs, including:

	Deliverable	Format	Reach
Direct Support	Leadership Meetings	**1** in-person & **2** virtual	**33** communities at each
Direct Support	Community Consultations	**15** virtual sessions	**15** communities & **50+** leaders
Direct Support	Leadership Cohorts	**6** virtual sessions	**26** participants
Direct Support	Stability & Recovery Series	**3** webinars	**97** attendees
Direct Support	Sustainable Funding Series	**4** webinars	**174** attendees
Resources	Recovery Action Plan	**1** planning template & **2** webinars	**108** attendees & **167** views
Resources	Main Street 101	**1** webinar	**173** engagements
Resources	Main Street Guides	**4** digital booklets	**284** views & **166** unique users
Resources	Excellence on Main	**1** virtual session	**96** attendees & **1,200+** views
Communications	Networking & Engagement	**34** virtual sessions	**191** participants
Communications	Community Info & Updates	**52** weekly emails	**34** Communities
Communications	Affiliate Info & Updates	**20** twice monthly emails	**31** Affiliates

"The communication coming from Washington Main Street has been invaluable. I would not have been able to keep up with the information, links, meetings, deadlines, etc were it not for the direct and concise information fed to us consistently."

- Washington Main Street services survey respondent

IMPACT STUDY

A recent study highlighted the substantial community, economic, and fiscal impacts of Washington Main Street Communities from 2011-2019. Along with tracking the ways that Main Street activities generate increased revenue for local businesses, the study illuminated the sheer reach of the program and it's positive return on investment to the State of Washington.

Washington Main Street districts represent:

6,850 Businesses

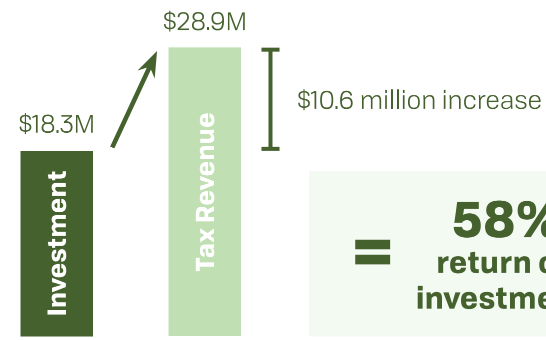
$9.7 B in Revenue

65,260 Employees

&

1 in 4 Washington residents live within 5 miles of a Main Street

For every dollar the state invests in Washington Main Street, it receives **$1.58 back in tax revenues.**



= **58% return on investment!**

Read the full impact report at ***preservewa.org/impact***

"We are cheerleaders for local small businesses, defenders of our historic downtown, promoters of local culture, and ringleaders of those who will help us!"

- Linda Haglund, Wenatchee Downtown Association

Washington Main Street is a state program of the Department of Archaeology & Historic Preservation, managed under contract by the Washington Trust for Historic Preservation.

dahp DEPT OF ARCHAEOLOGY + HISTORIC PRESERVATION

WASHINGTON STATE MAIN STREET PROGRAM

WASHINGTON TRUST FOR HISTORIC PRESERVATION

LOCAL NETWORK 2020 RESPONSE

Local Main Street programs responded swiftly and effectively to the economic crisis caused by the pandemic. The existing relationships they had with small business owners and other partners allowed them to leverage resources and provide critical support to their communities.

Main Street programs led creative approaches and small business support efforts:

- activated **342,672 square feet** of public space for commercial purposes
- benefited **3,761 small businesses** by providing education or info
- directly supported **708 small businesses** with financial resources
- provided **1,118 small business** with technical assistance
- purchased and/or distributed **315,634 masks and other PPE**

> "Our Main Street program is the heart of the town. It creates the space for many of us to share in the values and interests of the local community that surrounds our business district. That focus on the whole community is keeping hope alive during a hard year."
>
> - Business Owner in Langley, WA

Throughout 2020, Main Street districts:

Established or expanded **229 BUSINESSES**

Created **1,132 JOBS**

Generated **$33,663,126** in **PUBLIC INVESTMENT**

Generated **$78,683,849** in **PRIVATE INVESTMENT**

Leveraged **40,741 VOLUNTEER HOURS**

> "Thank you for keeping us up to date, . . . you have been more than helpful. I believe we have had most direct guidance from your office. Much needed relationships were formed to help others through your emails, posts, and calls for helping the community. Thank you."
>
> - Business Owner in Gig Harbor, WA

In 2020 alone, local Main Street organizations spent:

$898,800 on **MARKETING & PROMOTION** for small businesses

$60,466 on messaging about **PUBLIC HEALTH**

$743,652 on **DESIGN ENHANCEMENTS** for public spaces to benefit small businesses

$1,720,923 on **DIRECT FINANCIAL SUPPORT** for small businesses through grants and loans

BUILT FOR THIS: Main Street drives economic recovery

Main Street is an economic development tool rooted in historic preservation — it capitalizes on our unique assets and provides a framework for communities to build local resiliency.

In Washington State, the Main Street movement is fueled by the Washington State Main Street Program (WSMSP), a statewide program of the Department of Archaeology & Historic Preservation (DAHP). This program represents 65 towns across the state — ranging from Vancouver to Colville, Dayton to Port Townsend. These local Main Street Communities work tirelessly to support small businesses, create resources and partnerships, and build community.

Now is the time to bolster the WSMSP and its network of local Main Street Communities. The Washington Trust for Historic Preservation, as a statewide advocacy organization, supports these measures:

Not only is Main Street the most effective economic recovery tool our communities have, it is also a proven positive return on investment. For every dollar the State of Washington has allocated to WSMSP, the economic activity generated in Main Street Communities has generated $1.58 back to the state in tax revenues. That's a 58% return on investment.

DIRECT SERVICES TO MAIN STREET COMMUNITIES: WSMSP can ramp up direct recovery services to communities across the state, with an emphasis on organizational stability and small business retention. Services would include direct business support (changing business models and design accommodations), web development and e-commerce, community ecosystem training, and micro-business development. **WSMSP would provide both individualized economic guidance and statewide resources to small businesses and the Main Street organizations supporting them.**

Budget implication: Increase WSMSP funding to $350,000 annually (currently at $240,000 annually through DAHP)

CAPITAL GRANTS FOR MAIN STREETS: A new capital grant program for $5,000,000, specifically to preserve commercial buildings in Main Street districts. Grants would assist small businesses with economic recovery by providing funds for capital improvements related to COVID-19 safety measures, rehabilitation, as well as physical improvements to historic commercial buildings in which small businesses are located. **This initiative would bolster local construction jobs, improve employment conditions, and help small business owners comply with state guidelines to reduce health risks caused by the pandemic.**

Budget implication: $5,000,000 to DAHP to administer a Main Street Capital Grant program

SUSTAINABLE FUNDING FOR MAIN STREET COMMUNITIES: These local nonprofit organizations are lifelines to our state's small businesses and critical economic recovery partners. There is already an economically viable (positive fiscal return for the state) financing program established in Washington State through which Main Street Communities currently meet 25-75% of their operating budgets: the Main Street Tax Credit Incentive Program. **Enhancing this existing program will allow sustainable local funding that doesn't put Main Streets in competition with small businesses or other nonprofit organizations.**

Budget implication: Increase the overall cap of the MSTCIP to $4,000,000 in tax credits (currently at $2,500,000 annually) and put in place additional improvements to the program enabling small businesses to continue contributing to local Main Street organizations. Fiscal impact of $1,500,000 annually.

"One thing this crisis has highlighted for us and our community is the **incredible value of having the structure and relationships that we have built through the Main Street Program** solidly established. WSMSP has provided a framework, an information highway, and critical relationships to help our community during this difficult time."

- Ellen Gamson, Mount Vernon Downtown Association

WASHINGTON TRUST FOR HISTORIC PRESERVATION

Data from the "Main Street Impact in Washington State, 2011-2019" report by Stover & Associates available at: ***preservewa.org/impact***

Washington State MAIN STREET PROGRAM

Main Street's Impact in Washington State

2011 - 2019

Washington's Main Street Communities are charged with the tall order of helping to transform communities, celebrate historic character, and revitalize local economies. In keeping with the Main Street Approach, their programmatic efforts generate substantial positive economic, fiscal, and community impacts in their local communities and across the state.

Main Streets create a sense of community and vibrant, healthy, interconnected neighborhoods. Many of Main Street's key objectives — such as 'preservation' or 'placemaking' —are built into their programmatic efforts. These community and social benefits help make Washington's Main Street Communities desirable places to work, visit, and live.

Main Streets foster strong local economies. Since 2011, Washington State Main Street Program (WSMSP) helped generate an additional $550.3 million in sales for Main Street businesses across the state, supporting 6,405 jobs at such businesses. When accounting for business-to-business transactions and employee spending, Washington Main Street brings 8,537 jobs, $397.7 million in salaries, and $821.7 million in sales to the state.

The positive impact on economic activity generates additional state tax revenue. The increased business growth and revenue generated in Main Street Communities creates sales tax, property tax, and other types of revenues for the state. In fact, this additional revenue exceeds the state's annual state expenditures for WSMSP. For every dollar the state has allocated to the program, the economic activity generated in Main Street communities has generated $1.58 back to the state in tax revenues. Between 2011 and 2019, WSMSP has received $18.3 million (2019 dollars) in state funding and has generated $28.9 million (2019 dollars) in additional state tax revenues.

$550.3 Million

Sales Revenue Generated as a Direct Result of Main Street Programming

$821.7 Million

Total Direct, Indirect, and Induced Economic Activity Generated by Washington's Main Street Communities

8,537 Jobs

Attributable To The Economic Impact of Main Street Communities

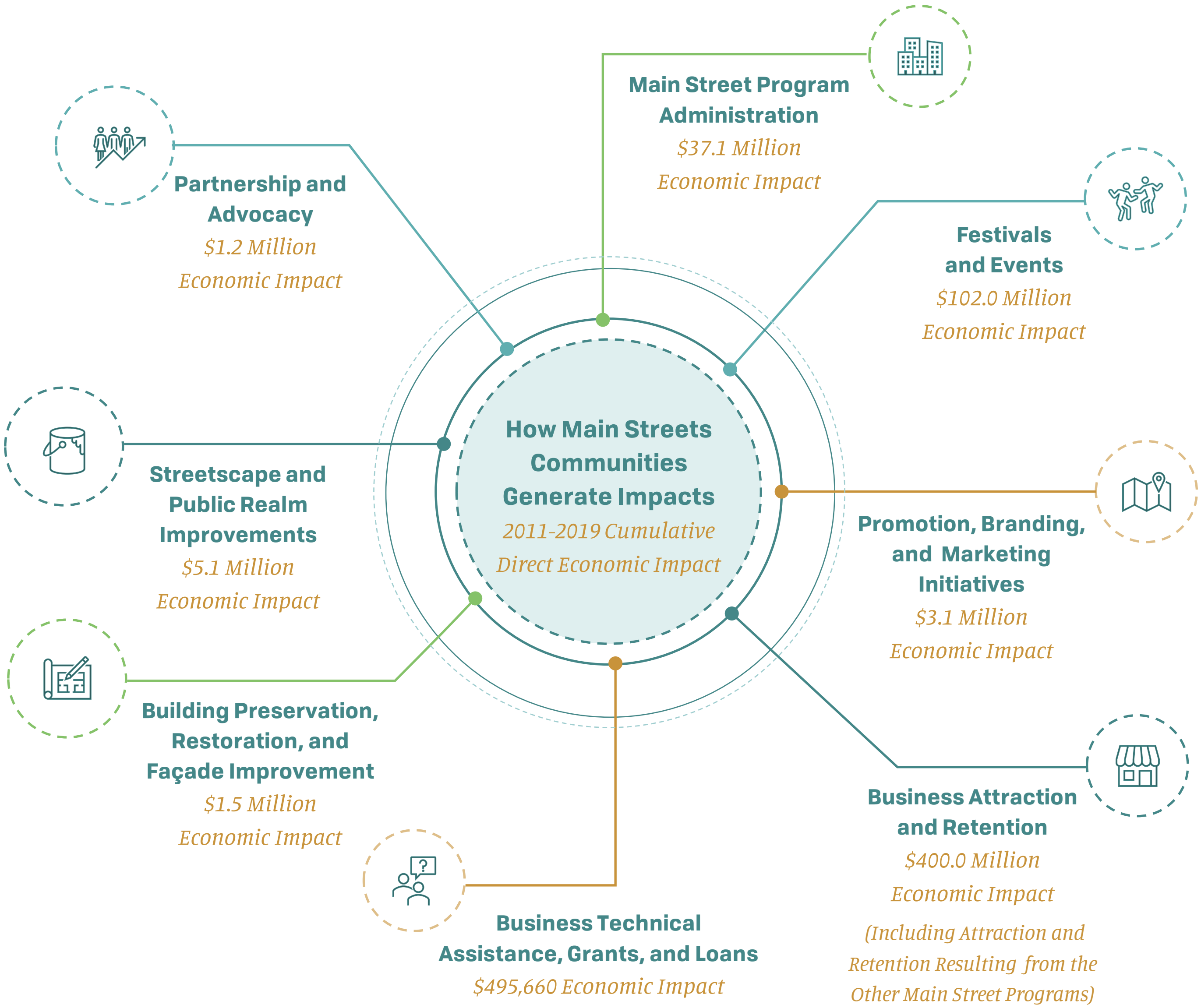
58%

Fiscal Return on Investment for State Expenditure on WSMSP from 2011 – 2019

It Goes Beyond Numbers

Much of WSMSP's programmatic focus is less about economic activity and more about building strong, livable communities. Impacts include aesthetics, historic preservation, downtown vibrancy, and community pride.

Washington's Main Street Communities lead strategic initiatives as part of a comprehensive approach to building strong communities and thriving local economies.



About the Washington State Main Street Program

The **Washington State Main Street Program (WSMSP)** is a program of **the Department of Archaeology & Historic Preservation (DAHP)**, managed by the **Washington Trust for Historic Preservation**, a statewide nonprofit. Through this partnership, the WSMSP helps communities revitalize the economy, appearance, and image of their historic downtown districts by leveraging a community's unique heritage and attributes. Main Street is economic development rooted in historic preservation. WSMSP serves 65 towns and cities across the state, 34 of which are the focus of this study due to their robust nonprofit operations, tracking of reinvestment statistics, and participate in the Main Street Tax Credit Incentive Program.

This executive summary highlights key findings from the Main Street's Impact in Washington State Report, which can be found at prewervewa.org/mainstreet/.

Study conducted and materials created by Jon Stover & Associates

Washington State MAIN STREET PROGRAM

WASHINGTON TRUST FOR HISTORIC PRESERVATION

dahp
DEPT OF ARCHAEOLOGY + HISTORIC PRESERVATION

Main Street Tax Credit Incentive
General Overview & Legislation

This new incentive program provides a Business and Occupation (B&O) tax credit or Public Utility Tax (PUT) credit for private contributions given to eligible downtown or neighborhood commercial district revitalization organizations or to the Department of Archaeology and Historic Preservation's Main Street Trust Fund for downtown and neighborhood commercial district revitalization efforts. After receiving approval from the Department of Revenue, a business may receive a credit for 75% of the value of a contribution made to an eligible downtown or neighborhood commercial district revitalization program or 50% of the value of the contribution made to DAHP's Main Street Trust Fund. Businesses may take advantage of the tax credit up to $250,000 per calendar year. An individual downtown and neighborhood commercial district can receive tax credit contributions up to $100,000 per calendar year. A total of $1.5 million in credits may be used per calendar year on a statewide basis.

HB 2314, PART IX COMMERCIAL DISTRICT REVITALIZATION

NEW SECTION. **Sec. 901** (1) The legislature finds: (a) The continued economic vitality of downtown and neighborhood commercial districts in our state's cities is essential to community preservation, social cohesion, and economic growth; (b) In recent years there has been a deterioration of downtown and neighborhood commercial districts in both rural and urban communities due to a shifting population base, changes in the marketplace, and greater competition from suburban shopping malls, discount centers, and business transacted through the internet; (c) This decline has eroded the ability of businesses and property owners to renovate and enhance their commercial and residential properties; and (d) Business owners in these districts need to maintain their local economies in order to provide goods and services to adjacent residents, to provide employment opportunities, to avoid disinvestment and economic dislocations, and to develop and sustain downtown and neighborhood commercial district revitalization programs to address these problems. (2) It is the intent of the legislature to establish a program to: (a) Work in partnership with these organizations; (b) Provide technical assistance and training to local governments, business organizations, downtown and neighborhood commercial district organizations, and business and property owners to accomplish community and economic revitalization and development of business districts; and (c) Certify a downtown or neighborhood commercial district organization's use of available tax incentives.

NEW SECTION. **Sec. 902** Unless the context clearly requires otherwise, the definitions in this section apply throughout this chapter. (1) "Applicant" means a person applying for a tax credit under this chapter. (2) "Contribution" means cash contributions. (3) "Department" means the department of revenue. (4) "Person" has the meaning given in RCW 82.04.030. (5) "Program" means a nonprofit organization under internal revenue code sections 501(c)(3) or 501(c)(6), with the sole mission of revitalizing a downtown or neighborhood commercial district area, that is designated by the department of community, trade, and economic development as described in sections 908 through 912 of this act. (6) "Main street trust fund" means the department of community, trade, and economic development's main street trust fund account under section 912 of this act.

NEW SECTION. **Sec. 903** (1) Application for tax credits under this chapter must be made to the department before making a contribution to a program or the main street trust fund. The application shall be made to the department in a form and manner prescribed by the department. The application shall contain information regarding the proposed amount of contribution to a program or the main street trust fund, and other information required by the department to determine eligibility under this act. The department shall rule on the application within forty-five days. Applications shall be approved on a first-come basis. (2) The person must make the contribution described in the approved application by the end of the calendar year in which the application is approved to claim a credit allowed under section 904 of this act. (3) The department shall not accept any applications before January 1, 2006.

NEW SECTION. **Sec. 904** (1) Subject to the limitations in this chapter, a credit is allowed against the tax imposed by chapters 82.04 and 82.16 RCW for approved contributions that are made by a person to a program or the main street trust fund. (2) The credit allowed under this section is limited to an amount equal to: (a) Seventy-five percent of the approved contribution made by a person to a program; or (b) Fifty percent of the approved contribution made by a person to the main street trust fund. (3) The department may not approve credit with respect to a program in a city or town with a population of one hundred ninety thousand persons or more. (4) The department shall keep a running total of all credits approved under this chapter for each calendar year. The department shall not approve any credits under this section that would cause the total amount of approved credits statewide to exceed one million five hundred thousand dollars in any calendar year. (5) The total credits allowed under this chapter for contributions made to each program may not exceed one hundred thousand dollars in a calendar year. The total credits allowed under this chapter for a person may not exceed two hundred fifty thousand dollars in a calendar year. (6) The credit may be claimed against any tax due under chapters 82.04 and 82.16 RCW only in the calendar year immediately following the calendar year in which the credit was approved by the department and the contribution was made to the program or the main street trust fund. Credits may not be carried over to subsequent years. No refunds may be granted for credits under this chapter.(7) The total amount of the credit claimed in any calendar year by a person may not exceed the lesser amount of the approved credit, or seventy-five percent of the amount of the contribution that is made by the person to a program and fifty percent of the amount of the contribution that is made by the person to the main street trust fund, in the prior calendar year.

NEW SECTION. **Sec. 905** To claim a credit under this chapter, a person must electronically file with the department all returns, forms, and other information the department requires in an electronic format as provided or approved by the department. Any return, form, or information required to be filed in an electronic format under this section is not filed until received by the department in an electronic format. As used in this subsection, "returns" has the same meaning as "return" in RCW 82.32.050.

NEW SECTION. **Sec. 906** The department of community, trade, and economic development shall provide information to the department to administer this chapter, including a list of designated programs that shall be updated as necessary.

NEW SECTION. **Sec. 907** Chapter 82.32 RCW applies to the administration of this chapter.

NEW SECTION. **Sec. 908** The definitions in this section apply throughout this chapter unless the context clearly requires otherwise. (1) "Area" means a geographic area within a local government that is described by a closed perimeter boundary. (2) "Department" means the department of community, trade, and economic development. (3) "Director" means the director of the department of community, trade, and economic development. (4) "Local government" means a city, code city, or town. (5) "Qualified levels of participation" means a local downtown or neighborhood commercial district revitalization program that has been designated by the department.

NEW SECTION. **Sec. 909** The Washington main street program is created within the department. In order to implement the Washington main street program, the department shall: (1) Provide technical assistance to businesses, property owners, organizations, and local governments undertaking a comprehensive downtown or neighborhood commercial district revitalization initiative and management strategy. Technical assistance may include, but is not limited to, initial site evaluations and assessments, training for local programs, training for local program staff, site visits and assessments by technical specialists, local program design assistance and evaluation, and continued local program on-site assistance; (2) To the extent funds are made available, provide financial assistance to local governments or local organizations to assist in initial downtown or neighborhood commercial district revitalization program start-up costs, specialized training, specific project feasibility studies, market studies, and design assistance; (3) Develop objective criteria for selecting recipients of assistance under subsections (1) and (2) of this section, which shall include priority for downtown or neighborhood commercial district revitalization programs located in a rural county as defined in RCW 43.160.020(12), and provide for designation of local programs under section 910 of this act; (4) Operate the Washington main street program in accordance with the plan developed by the department, in consultation with the Washington main street advisory committee created under section 911 of this act; and (5) Consider other factors the department deems necessary for the implementation of this chapter.

NEW SECTION. **Sec. 910** (1) The department shall adopt criteria for the designation of local downtown or neighborhood commercial district revitalization programs and official local main street programs. In establishing the criteria, the department shall consider: (a) The degree of interest and commitment to comprehensive downtown or neighborhood commercial district revitalization and, where applicable, historic preservation by both the public and private sectors; (b) The evidence of potential private sector investment in the downtown or neighborhood commercial district; (c) Where applicable, a downtown or neighborhood commercial district with sufficient historic fabric to become a foundation for an enhanced community image; (d) The capacity of the organization to undertake a comprehensive program and the financial commitment to implement a long-term downtown or neighborhood commercial district revitalization program that includes a commitment to employ a professional program manager and maintain a sufficient operating budget; (e) The department's existing downtown revitalization program's tier system; (f) The national main street center's criteria for designating official main street cities; and (g) Other factors the department deems necessary for the designation of a local program. (2) The department shall designate local downtown or neighborhood commercial district revitalization programs and official local main street programs. The programs shall be limited to three categories of designation, one of which shall be the main street level. (3) Section 902 of this act does not apply to any local downtown or neighborhood commercial district revitalization program unless the boundaries of the program have been identified and approved by the department. The boundaries of a local downtown or neighborhood commercial district revitalization program are typically defined using the pedestrian core of a traditional commercial district. (4) The department may not designate a local downtown or neighborhood commercial district revitalization program or official local main street program if the program is undertaken by a local government with a population of one hundred ninety thousand persons or more.

NEW SECTION. **Sec. 911** (1) The Washington main street advisory committee is created within the department. The members of the advisory committee are appointed by the director and consist of: (a) The director, or the director's designee, who shall serve as chair; (b) Two representatives from local governments; (c) Five representatives from existing local main street programs or downtown and neighborhood commercial district programs including a combination of staff, property owners, and business owners; and (d) One representative from the Washington trust for historic preservation. (2) The department shall develop a plan for the Washington main street program, in consultation with the Washington main street advisory committee. The plan must describe: (a) The objectives and strategies of the Washington main street program; (b) How the Washington main street program will be coordinated with existing federal, state, local, and private sector business development and historic preservation efforts; (c) The means by which private investment will be solicited and employed; (d) The methods of selecting and providing assistance to participating local programs; and (e) A means to solicit private contributions for state and local operations of the Washington main street program.

NEW SECTION. **Sec. 912** The Washington main street trust fund account is created in the state treasury. All receipts from private contributions, federal funds, legislative appropriations, and fees for services, if levied, must be deposited into the account. Expenditures from the account may be used only for the operation of the Washington main street program.

WASHINGTON STATE'S **MAIN STREET TAX CREDIT** INCENTIVE PROGRAM

Since 2005, the Main Street Tax Credit Incentive Program has provided Business & Occupation (B&O) tax or Public Utility Tax (PUT) credits for contributions given to eligible downtown revitalization initiatives in the state of Washington. After receiving approval from the Department of Revenue, a business may receive a credit for 75% of the value of a contribution made to an eligible Washington Main Street Community or **75% of the value** of the contribution made to the Main Street Trust Fund.

Have you participated in the Main Street Tax Credit Incentive Program in the past and are curious about the changes taking **effect October 1, 2021?** Look to the **green text** throughout this document for more information.

Key Dates & Deadlines

- 2nd Monday in January 8:00am MSTCIP applications open
- April 1st 8:00am second quarter applications open
- November 15th all fulfilled contributions must be reported
- November 16th 8:00am any remaining credits open to network
- December 31st all 11/16 fulfilled contributions must be reported

1. What do we need to do in order to seek contributions from businesses wishing to take advantage of the tax credit incentive program?

Organizations must be officially designated a Washington Main Street Community by the Washington State Main Street Program (WSMSP) to be eligible to receive contributions through the Main Street Tax Credit Incentive Program (MSTCIP). Application forms for designation are available annually and **due on or before October 31**. Application forms are available on the Washington Trust for Historic Preservation and the Washington State Department of Archaeology & Historic Preservation websites. This form includes information about eligibility requirements.

2. Does an organization have to reapply for designation each year?

WSMSP does not anticipate that organizations will need to reapply each year. However, there are documents and information that must be submitted on both a quarterly and annual basis to maintain eligibility. Organizations will also need to reapply if changes occur that could potentially affect their eligibility status (e.g., purpose, boundaries, and general activities).

3. How much can each eligible organization receive through the MSTCIP each year?

Each organization has a cap of **$160,000 in credits each year**. This amounts to **$213,333.33** in contributions from their donors. However, for the first quarter of each year, the individual organization's cap is based on an even allocation method, where the total statewide cap (**$5 million**) is divided by the number of eligible organizations and the Main Street Trust Fund. WSMSP will inform all eligible organizations of the first quarter cap each year. On April 1 **at 8:00am**, eligible organizations may receive additional contributions, if funds are still available under the statewide cap, up to the **$160,000** individual cap.

4. Should a designated organization look at contributions received through the tax credit incentive program as a source of stable and ongoing funds?

No, credits to a particular business are not guaranteed – the total statewide allocation is **$5 million** per year – and approvals are given each year on a first come basis.

5. How does a business request the credit?

A business must be registered to file its state excise tax return(s) electronically in order to take advantage of the tax credit and may do so any time prior to applying for the credit. Go to the Department of Revenue's (DOR) website: www.dor.wa.gov and **locate the "I want to..." menu and click on the "File taxes online" hyperlink.** Once a business is registered, they will be able to apply for the tax credit electronically through the DOR website. Keep in mind the tax credit request must be approved by DOR. Businesses can donate immediately but will receive a confirmation letter from DOR within **one (1) business day** of request.

6. How many tax credits is a business eligible to receive each year?

A business may apply for up to $250,000 in credits each year.

7. Our City government does not have a local Business and Occupation (B&O) tax. Does this matter?

The credit pertains to State taxes only, so whether your City has a local tax is not a factor.

8. What kinds of businesses pay a Public Utility Tax (PUT)?

Most PUT-paying businesses undertake transportation or communications activities, or supply energy, natural gas, or water.

9. Do tax credit contributions received by a designated organization have to be spent within the calendar year they are received?

No.

10. Are all businesses eligible to take advantage of the Main Street Tax Credit Incentive Program?

Because this answer is rather complex, the best thing to do is simply ask a potential contributor whether they pay a B&O tax or PUT. A business will be able to take advantage of the program as long as they have a State B&O tax and/or State PUT liability each year after all other credits are taken, such as the small business tax credit (available for businesses whose total B&O tax liability is less than $71 a month), and the multiple activities tax credit (available for certain manufacturers, extractors, and sellers). In addition, service businesses that have non-retail activities with a total annual gross income under $56,000 or public utility businesses with a total annual gross income under $24,000 may not owe PUT or B&O taxes. There are also businesses performing certain activities which are exempt from paying PUT or B&O tax and, as such, would not be able to take advantage of this program (e.g., real estate transactions, certain nonprofit activities, and others).

11. Do businesses get to take the tax credit in the same year that it is approved?

No, a business may use the approved credit by reporting it on any excise tax return(s) filed during the calendar year following the year in which it was approved and contributed. However, in order for a business to use the full amount of the tax credit they are taking, they must have accrued a State B&O tax/PUT liability equal to, or exceeding the amount of the credit. A credit cannot be carried forward from year-to-year nor can a credit be refunded if the B&O tax/PUT liability is not equal to, or greater than, the credit amount approved for use in that year.

12. Does a business need to reapply yearly for the tax credit each year?

Yes. Applications will be accepted beginning on the **second Monday of January** each year.

13. How does a business make their contribution to the eligible community?

A business that successfully requests credit through the DOR website must make their contribution to the designated community by **November 15** of that same year.

14. Can a business spread out a contribution throughout the year?

Yes. However, a business that does not make the total approved contribution by November 15th (or the next available business day) forfeits all approved credits for the contributions. Those credits will be made available to new applicants. If a business cannot make the full approved contribution, they must contact the Department of Revenue's Taxpayer Account Administration Division at 360-705-6214 or Linda Tran at 360-705-6047.

15. What if a business cannot fulfill their pledge?

If a business cannot make the full approved contribution, they must contact the Department of Revenue's Taxpayer Account Administration Division at 360-705-6214 or Chase Johnson at 360-705-6066 to determine whether they will cancel their original pledge entirely or cancel and reapply at a lower amount.

16. Will a designated organization need to provide receipts to businesses for their contributions?

Yes, the designated organization will also need to keep a record of contributions for at least five (5) years to meet Department of Revenue requirements.

Questions?

Contact the Washington State Main Street Program at 206-624-9449 or taxcredit@preservewa.org.

17. Does the designated organization need to report received contributions?

Yes, designated organizations report received contributions to WSMSP throughout the year. Contributions must be reported as received in order for the donor business to receive credit for their contribution.

18. Can a business receive goods or services, like a membership, for their contribution?

No. Contributions are subject to WAC 458.20.169(5)(C)(iii) which states, "The term contributions includes grants, donations, endowments, scholarships, gifts, awards, and any other transfer of money or other property by a donor, provided the donor receives no significant goods, services, or benefits in return for making the gift."

19. Can a business request their contribution be used for specific programs or purposes?

Yes. Contributions are donations to Main Street non-profits and according to WAC 458.20.169(C)(iii), donors can place restrictions on how their donations are used by a non-profit organization. However, these restrictions cannot result in a direct benefit to the business as WAC 458.20.169(C)(iii) states, "It is not unusual for the person making a gift to require some accountability for how the gift is used as a condition for receiving the gift or future gifts. Such gifts remain exempt, provided the 'accountability' required does not result in a direct benefit to the donor".

20. Are there any restrictions on what a designated organization can do with contributions they receive as a result of the tax incentive program?

Contributions received through this program must be used to meet the designated organizations sole mission of revitalizing an identified and approved traditional downtown or neighborhood commercial district area. Also keep in mind there are rules about what nonprofits can do with any contribution they receive. Contact the nonprofit division of the IRS at 1-877-829-5500 for more information, or download Publication #557 (pg. 21-22) and Tax Information for Contributors from the IRS (www.irs.gov).

Colfax Downtown Association

Rural Regeneration Grant 2021&2022

Round Two -

Purpose of Grant:

The Colfax Downtown's second round of funding for the Rural Regeneration grant's sole purpose is to improve the look and feel of our Main St & Corridor by offering grants to help improve the aesthetic and or integrity of the buildings located on Main St & within the CDA Corridor. One by one these improvement efforts will create a more attractive & vibrant Main St and Downtown Corridor and boost the Community's overall economic growth.

What can the Rural Regeneration Project grant funds be used for:

This grant is used specifically to cover the cost of awarded exterior storefront projects related to exterior design, contracted labor & services, materials, and or permitting fees related to

- Exterior signage
- Exterior lighting
- Storefront facade restoration work
- Landscaping and or potted flowers
- Exterior paint/exterior cleaning
- Window repairs or replacement
- Curb appeal efforts to draw attention to your storefront
- Historical preservation efforts
- Exterior storefront beautification

Mail Application:

Colfax Downtown Association (CDA)
PO BOX 724
COLFAX, WA 99111

Email Application:

Colfaxdowntown@gmail.com

Questions:

Call or email our Executive Director, Whitney Bond.

Phone: (509) 288-9063

Eligibility Requirements:

- Applicants must be or have an active business occupying the building located on Main St or the CDA Main Street Corridor. Exceptions upon board approval can be made if the building owner can show proof of business tenants scheduled to move into the address listed on application with 60 days of application deadline.
- Tenant or Property Owners may apply.
- Tenant application requires the owner authorization form to be completed and attached to this application. If you are applyin for curb appeal attractions & no permanent changes to the building are being requested on your application then the owner authorization form is not required.
- Project must comply with all municipal & state codes/regulations.
- Applicants must be able to pay the required 25% matching funds within 60 days of award.
- Applicants must be prepared for the work to be completed on or before the deadline of June 30th, 2022.
- Application must be completed in full with all requested signatures & documents attached or your application will not be reviewed.
- The building in which you are applying must be located on Main St or within the CDA Corridor of Colfax to be eligible for grant funds. Map available upon request.

(West on River, North on Upton St, South of Stevens, and East of Mill St.)

Rules & Regulations for the Rural Regeneration Grant:

1. If the awarded applicant refuses to follow all of the rules and regulations of this gran it will result in immediate cancelation of awarded grant funding.
2. This project must comply with all municipal ordinances, codes, and regulations.
3. Applicants must be able to pay the required 25% matching funds within 60 days of award. Applicants must also be prepared for the work to be completed on or before the deadline of June 30th, 2022. If the required 25% matching funds are not paid within 60 days of the grant funding being awarded it will result in an immediate cancelation of funds.
4. The CDA has a team of local contractors that are hired to complete the work of the awarded project plan and the applicant is required to not interfere with which contractors are hired by the Colfax Downtown Association.

   The CDA will also complete all ordering of any items needed for the project. Reimbursement will not be provided to you if you choose not to follow the rules & regulations of this grant.
5. The Colfax Downtown Association will not be financially responsible for any $ amount that exceeds the awarded grant amount. If the project costs exceed the awarded grant amount the applicant will be 100% financially responsible to pay the costs that exceed the awarded grant amount directly to the hired parties involved.
6. Applicants must not waiver from the awarded project plan. If changes need to be made a change request must be submitted to the board of directors. Change requests must be approved by the board of directors prior to any changes being made to the exterior of the building. Making changes to the project plan without the Board of Director's prior authorization will result in the cancelation of awarded grant funding.

Applicant Information:

Please check the box that applies to you and your application.

Business Owner:
Property Owner:
Non-Profit Authorized Rep
Hold a purchase contract agreement with the registered owner

*If you are not yet the registered owner of the property you applying for, but you're in a purchase contract agreement w the registered owner you are still required to have the registered owner complete the owner authorization form.

*If county records state a different property owner named than wha written on the application and or owner authorization form your application will not be reviewed.

Applicant Name(s):

____

____

Address of property you are applying for:

____

____

Building Owner Property Tax ID Number:
____

Business Owner UBI Number:
____
(question applies if business owner/tenant is applying)

Phone Number:

Home:______________________

Cell:_______________________

Email:______________________

____

Name of business that occupies this address:

____

____

Business owner Name & Phone Number: Answer if you're not the business tenant

____

How long have you occupied or owned this property?
Owner Occupant Yrs_______

How will this grant help your business and or building?

Owner Authorization Form
(Only required if the Applicant is not the property owner.)

PROPERTY INFORMATION:

Registered Property Owner Name(s) :

____

____

Building Owner Contact Information:

Phone:________________________________

Email:________________________________

Property Tax Account # ________________

Property taxes paid to date? Yes ☐ No ☐

Who will be responsible for paying the required 25% matching funds for this grant? Check box that applie

Registered Owner ☐ Occupying Tenant ☐

Has this property or other properties you own & or occupied locally received grant funding from the Colfax Downtown Association or other public facade grant funding in the past 5 years?
Yes ☐ No ☐

If answered yes, please list year received, location, project scope & $ amount of grant:

Please list all building improvements you have made in the last 5 years to this property: attach additional page if needed.

I hereby acknowledge that I am the registered owner of the building that is seeking grant assistance. I have reviewed the project plans for this grant with my tenant and give my authorization for the business that is housed within my building to use the Colfax Downtown Association Rural Regeneration grant funding to alter the exterior of my building. By signing below I certify that the information listed on this owner authorization form is accurate and true to the best of my knowledge.

Registered Owner Signature(s): Sign on X

x________________________________

x________________________________

Date Signed:______________________

Project Information:

Attach a clear image(s) of the building you are applying for. Images are required for your application to be reviewed.

Please provide and attach any images and quotes that paint a picture of what you would like your storefront to look like. Example: Paint colors, quotes for curb appeal items, images of an inspiring storefront aesthetic, etc.

In the event the project costs more than the contractor's projected bid, are you able to pay those additional costs in a quick and timely manner? Yes or No

Please provide a prioritized description list of what you would like to have done to the exterior of your storefront through the Rural Regeneration Grant opportunity:

Number one being top priority & the last number listed being your least prioritized project goal.

Statement of understanding & certification by applicant. I certify that I am authorized to sign on behalf of the applicant entity. The applicant certifies that all information in this application, and all information furnished in support of this application, is given for the purpose of obtaining the Rural Regeneration Project Grant funding and is true and complete to the best of my knowledge. As required, the Applicant agrees to assist the CDA in verifying any of the information contained in this application from any available source. If the applicant is not the owner of the property, or if the applicant is not the sole owner of the property, the Owner Authorization Form must be filled out, completed, and attached. If you are applying for curb appeal attractions, etc that won't consist of making permanent changes to the building you are exempt from needing the owner authorization form signed by the property owner.

Applicant(s) Signature:

X____

X____

Application Deadline & Appointment Details:

The application deadline is 4 pm on Friday, August 6th, 2021.

A 20-minute appointment block to review your application will be scheduled for you to attend on August 10th, 2021 between the evening hours of Five and Eight PM. An appointment will take roughly 20 minutes. We will ask questions to understand your full vision & needs for your storefront, etc.

Once your completed application is received our Executive Director will call and schedule your appointment for the design team to review your application. Appointments will take place in the upstairs conference room located at 203 N. Main St. Colfax.

Although we do prefer in-person appointments with applicants, we will make zoom an option for any applicant who can not attend in-person.

For office use only

Date completed application was received:

____

The application was approved or denied/Date:

____

Date award letter was sent to applicant:

____

Date matching funds were received:

____

Check number of 25% matching funds:

____

Date exterior renovations began:

____

Checklist for application:

1. **Completed and signed application**

2. **Completed Owner Authorization Form (If necessary)**

3. **Image(s) of the exterior of the building for which you are applying.**

4. **Images that paint a picture of what you would like to have done to your building. It can also be paint swatches, etc.**

5. **Quotes for curb appeal items such as benches, potted flowers, sidewalk signage, etc. This will help the CDA to get a better understanding of costs and items related to your project.**

   Example:

   It can be as easy as printing an item from a certain website that you would like to place in front of your store. The more you attach the quicker your application process will be and upon approval the quicker we can get the work completed and your storefront looking fantastic!

Office of the Mayor

City of College Place, Washington
625 S. College Avenue
Ph: (509)-529-1200
Em: nhernandez@cpwa.us
www.cpwa.us
October 15th, 2021

Recipient Name
Residents of the City of College Place

Dear Community Members,

The College Place Fire Department and its Basic Life Support Ambulance Service is staffed by six full-time firefighters/ems (including Chief) and a cadre of volunteer firefighters/ems. Over the last two years, the call volumes have increased at a fever pitch putting heavy burden on our volunteer firefighters. Currently the budget allows for 1 full time firefighter/ems on per shift with our volunteers. The call volume is starting to burn out our volunteer firefighters/ems. The goal of the Fire Chief is to figure out how to adjust staffing to allow 2 full time firefighters/ems on per shift. The College Place City Council is evaluating the concept of an Ambulance Utility which was originally explored back in 2018. We welcome feedback! For questions, please reach out to Fire Chief David Winter at em: dwinter@cpwa.us or ph: (509)-394-8605

The Warmest Regards,

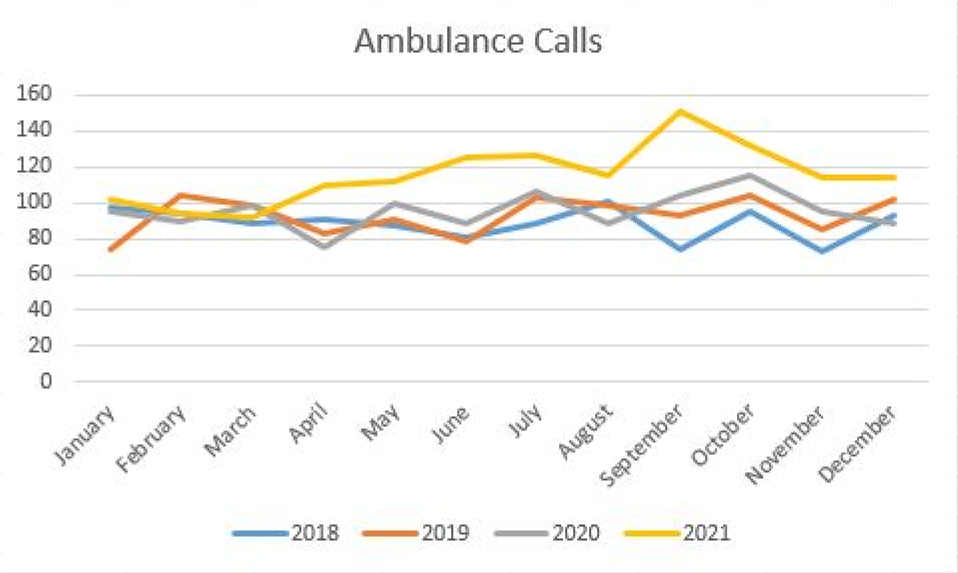
Norma L. Hernández

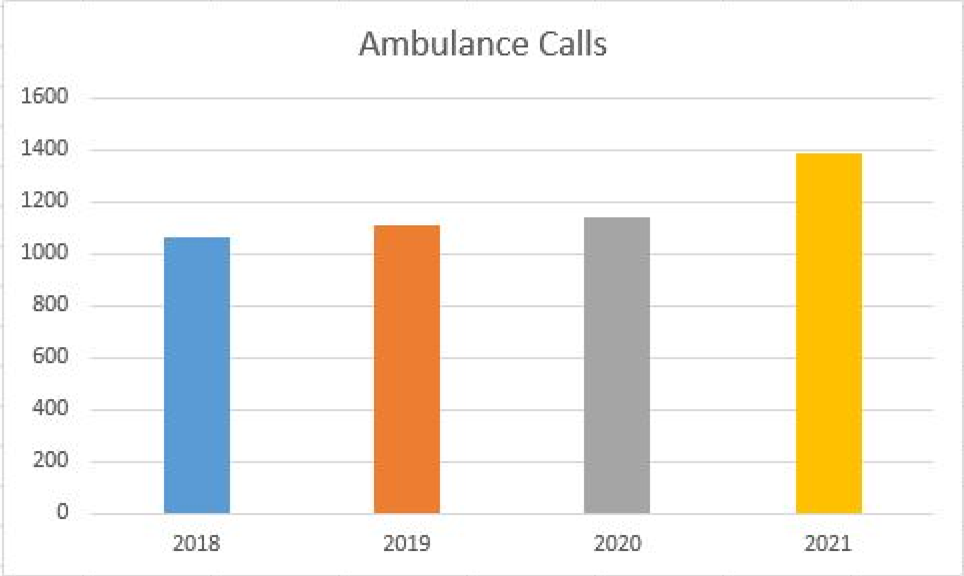
Norma L. Hernández
MAYOR

Ambulance Calls for Service

	2018	2019	2020	2021	
January	97	74	95	102	
February	94	104	90	94	
March	89	99	98	92	
April	91	83	75	110	
May	87	91	100	112	
June	81	78	89	125	
July	89	103	106	127	
August	101	98	88	115	
September	74	93	104	151	
October	95	104	115	132	*
November	73	85	95	114	*
December	93	102	88	114	*
	1064	1114	1143	1388	

* = Projected call volume




Ambulance Calls
1600
1400
1200
1000
800
600
400
200
0
2018
2019
2020
2021

Ambulance Utility Rate Analysis - EMS

Fund	Account	Title	Department	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Budget
1	342 21 51 02	Emergency Medical Services	EMS	316,549.87	329,646.59	347,647.70	357,012.92	360,000.00
1	342 60 00 01	Ambulance Services - Commercial Insurance	EMS	-	-	34,683.51	49,946.08	40,000.00
1	342 60 00 02	Ambulance Services - Medicare	EMS	-	-	114,520.01	125,235.59	120,000.00
1	342 60 00 03	Ambulance Services - Medicaid	EMS	-	-	5,655.19	29.98	2,000.00
1	342 60 00 04	Ambulance Services - Self Pay	EMS	-	-	8,598.16	16,160.52	15,000.00
1	342 60 00 05	Ambulance Services - Restitution	EMS	-	-	77.65	65.04	100.00
1	334 04 98 00	DOH-EMS Trauma Grant	EMS	1,270.00	1,222.00	1,266.00	1,260.00	1,200.00
1	332 93 40 00	Ground Emergency Medical Transportation (GEMT) Payı	EMS	-	-	-	56,497.48	50,000.00
		Total Revenue		317,819.87	330,868.59	512,448.22	606,207.61	588,300.00
1	522 26 10 00	Wages & OT	EMS	0	0	0	0	0
1	522 26 20 00	Benefits	EMS	0	0	431.57	0	0
1	522 26 31 00	Operating Supplies - EMS Administration	EMS	0	293.12	0	289.57	1,000.00
1	522 26 31 01	Office Supplies - EMS Administration	EMS	0	0	29.25	15.55	0
1	522 26 35 00	Sm Tools / Equipment	EMS	0	0	0	0	0
1	522 26 44 01	Advertising	EMS	0	0	0	28.46	0
1	522 26 48 00	Repairs & Maintenance	EMS	0.17	1.67	9.26	85.76	0
1	522 26 31 03	Operating Supplies - EMS Training	EMS	0	204.42	0	2,278.48	2,500.00
1	522 26 31 04	Office Supplies - EMS Training	EMS	0	0	3.65	0	0
1	522 26 43 00	Travel	EMS	0	0	118.24	9.35	0
1	522 26 49 00	Miscellaneous	EMS	5.24	569	0	0	250
1	522 26 49 01	Registrations/Fees - Training Classes & Seminars	EMS	633.65	150	1,388.05	0	3,000.00
		Total Expenditures		639.06	1,218.21	1,980.02	2,707.17	6,750.00
		Net Cost		317,180.81	329,650.38	510,468.20	603,500.44	581,550.00
		Shared Cost Allocations		278,062.78	346,363.56	442,177.11	458,523.77	560,366.53
			Total Net Costs	39,118.03	(16,713.18)	68,291.09	144,976.67	21,183.47
		Additional Staff	Salaries/Benefits					450,055.60
			Clothing/Misc					8,000.00
								458,055.60
		Net Cost Recovery						**(436,872.13)**

City of College Place - Ambulance Utility - Unit Charge Option

Options		Customer Categories		Units / Equivalent Unit Count	Incident Count	Costs to Allocate / Cost Allocation	Yearly Charge per Unit	Monthly Charge per Unit	Year 1 (25%)	Year 2 (50%)	Year 3 (75%)	Year 4 (100%)
									Phased Billing Approach per Unit per Month			
1	Rate based on Customer Count											
	Current Customer Count - Based in the number Stormwater Accounts			2,987		$ 436,872.13	$ 146.26	$ 12.19	$ 3.05	$ 6.09	$ 9.14	$ 12.19
2	Rate based in Customer Unit Count											
	Current Customer Unit Count - Based in the number Stormwater Accounts			5,241		$ 436,872.13	$ 83.36	$ 6.95	$ 1.74	$ 3.47	$ 5.21	$ 6.95
3	Rate based on Incident Count	Customer Categories		Equivalent Unit Count	Incident Count	Cost Allocation						
		Single Family	S	3,094	84	$ 25,680.38	$ 8.30	$ 0.69	$ 0.17	$ 0.35	$ 0.52	$ 0.69
		Multi Famly	M	601	762	$ 232,957.71	$ 387.62	$ 32.30	$ 8.08	$ 16.15	$ 24.23	$ 32.30
		Nursing Home	N	99	447	$ 136,656.29	$ 1,380.37	$ 115.03	$ 28.76	$ 57.52	$ 86.27	$ 115.03
		Commercial	C	1,065	97	$ 29,654.72	$ 27.84	$ 2.32	$ 0.58	$ 1.16	$ 1.74	$ 2.32
		Hotels/Motels	H	-	-	$ -		$ -	$ -	$ -	$ -	$ -
		Public/Streets/Schools	P	478	39	$ 11,923.03	$ 24.94	$ 2.08	$ 0.52	$ 1.04	$ 1.56	$ 2.08
		Total		5,337	1,429	$ 436,872.13						
		Cost Per Incident			**$ 305.72**							

Ambulance Utility - Charge Options

	Method	Advantages	Disadvantages
1	Charge based on the number of Stormwater Utility Accounts	- Easy to calculate - Based on information in Springbrook - Similar method used by Walla Walla	- Does not account for properties with multiple units, eg apartments. - Highest rate per billing customer - Is not assocaited to who consumes the service
2	Charges based on the number of units of Stormwater Utility accounts	- Easy to calculate - Based on information in Springbrook - Accounts for properties with mulitiple units per billing, eg. Apartments	- Is not assocaited to who consumes the service
3	Rate based on 2020 Incident Count	- Charges customers who incur use	- Hard to calculate - Calculations need to be changed each month

Staff Recommended

Snow & Ice Control Policy

1. Introduction

The City of College Place believes it is in the best interest of the residents of the City to assumer basic responsibility for control of snow and ice on city streets. Reasonable snow and ice control is necessary for routine travel and emergency services. The City will provide such control in a safe and cost effective manner, keeping in mind safety, budget, personnel and environmental concerns. The City will use city employees, equipment, and/or private contractors to provide this service.

2. Decision criteria for snow and ice control operations

- Snow accumulation of four (4) or more inches,
- Drifting of snow that causes problems for travel,
- Icy conditions which seriously affect travel,
- Time of snowfall in relationship to heavy use of streets.

Snow and ice control operations are expensive and involve the use of limited personnel and equipment. Consequently, snow and ice control operations will be directed by the Public Works Director or his designee. It is important to understand the role of snow and ice control. The City cannot afford to eliminate slippery roads. The City will attempt to reduce the impacts of snow and ice on the roadways. The greatest asset for driving in snow and ice conditions is personal driving responsibility.

3. Snow Plowing

Snow will be plowed in a manner so as to minimize any traffic obstructions. The center of the roadway will be plowed first in most operations where snow is plowed to the side of the road. Residential and lower traffic volume streets will be plowed during the day and arterials will be plowed in the evening and nighttime. The order of plowing will be determined by the time of snowfall. If the snow reaches a depth of above 4”, a decision will be made whether to proceed with plowing operations. Streets such as College Avenue, Larch Avenue, “C” Street between Larch & Myra, and Meadowbrook Boulevard will be plowed to the center and will be done at night. Snow plowing on these streets requires a 2 man crew, one operator for the grader and one operator for the backhoe to clear intersections and major commercial entrances.

4. Snow Removal

The Public Works Director will determine when snow piles will be removed from the roadway by truck. Such snow removal will occur in areas where there is no room on the street for snow storage or can handle no more and snow is predicted and in areas where accumulated piles of snow create a hazardous condition. Snow removal operations will be done at night when there is minimal traffic. The snow will be removed and hauled to a snow storage area. The snow storage area will be located so as to minimize environmental problems.

5. Priorities for Snow and Ice Control

The following is a general list of priority areas for work:

- Main Arterials (College Avenue, Larch Avenue, 12th Street, Rose Street, Taumarson Road, Lamperti Street, Meadowbrook Boulevard, 4th Street, "C" Street between Larch & Myra)
- School Areas (Davis School, Sager & Meadowbrook School, Rogers School, WWVA)
- City Emergency Services entrances
- Hills (13th Street, Linda Drive, Central Avenue, Robin Drive, Newgate Drive, Highland Park Drive, SE 5th Street, SE Elm Avenue, Date Avenue, Broadway Avenue)
- Secondary Streets
- Residential Streets

6. Work Schedule

The City tries to schedule operators to reduce the amount of overtime. City crews will be scheduled based on an 8 hour shift. Shifts will generally be as follows:

12am (midnight) to 8am
8am to 4pm
4pm to 12am (midnight).

In those time periods, operators have breaks and a ½ hour lunch. The safety of our operators is the most important concern. Therefore, factors such as severe cold, significant winds, and limited visibility may stop snow and ice control operations.

Callouts for ice control should be based on the volume of traffic. Callouts for slippery roads after 10pm should be postponed until around 4am. This will allow an operator to treat slippery roads before traffic increases and then the operator will be able to leave at noon for an 8 hour day. The only exception is for freezing rain. It is critical that City crews treat freezing rain early so the chemical reaction can occur as the rain is coming down.

City crews pay attention to the weather and attempt to apply treatment before the end of the normal workday. This is another attempt to be proactive and reduce overtime.

7. Driveway Clearing.

The City attempts to clear driveways but is not responsible for driveway clearing. It is the responsibility of residents to clear their driveway.

Date of Policy: March 1, 2006

Snow & Ice Control Policy

1. Introduction

The City of College Place believes it is in the best interest of the residents of the City to assume basic responsibility for control of snow and ice on city streets. Reasonable snow and ice control is necessary for routine travel and emergency services. The City will provide such control in a safe and cost effective manner, keeping in mind safety, budget, personnel, and environmental concerns. The City will use city employees, equipment, and/or private contractors to provide this service.

Winter weather in the Walla Walla Valley is often unpredictable and comes in a variety of forms. Winter weather poses unique challenges to crews tasked with keeping city roads clear and passable. Each winter weather event is different. Thus, response efforts will likely vary accordingly.

2. Decision criteria for snow and ice control operations:

- Snow accumulation of four (4) or more inches
- Drifting of snow that causes problems for travel
- Icy conditions which seriously affect travel
- Time of snowfall in relationship to heavy use of streets
- Staffing
- Budget

Snow and ice control operations are expensive and involve the use of limited personnel and equipment. Consequently, snow and ice control operations will be directed by the Public Works Director or designee. It is not always possible to eliminate slippery roads. Crews will attempt to reduce the impacts of snow and ice by plowing, and/or applying sand and/or salt to City streets. Regardless of road conditions, each driver must decide if he/she is capable of safely driving before doing so.

3. Snow Plowing

Snow will be plowed in a manner so as to minimize any traffic obstructions. The center of the roadway will be plowed first in most operations, and snow will be plowed to the side of the road. Crews will do their best to avoid leaving snow in front of driveways, but due to the nature of plowing operations, there will almost always be some snow left in front of driveways.

In extreme circumstances, crews may be directed to plow snow to the center of a road or cul-de-sac. This is not typically desirable though because it can create a hazard for vehicles or pedestrians and can contribute to dangerous situations as the snow melts and runs across the lanes of travel, often re-freezing and making the roads even slipperier.

4. Priorities and Routes

Once crews are dispatched, each operator will follow designated routes and clear roads based on predetermined priorities. Priority routes will be predetermined based on efficient routes of travel, traffic volume, school bus routes, and the need for emergency services. Routes will be designated Primary (Priority 1), Secondary (Priority 2), and Residential (Priority3). Some residential roads that are narrow, or dead end cul-de-sacs may not be able to be plowed at all. The City **will not** plow private roads or driveways under any circumstance. Crews will focus on Priority 1 routes to ensure they are clear before moving on to Priority 2 routes. Only after all Priority 1 and 2 routes are cleared, and widened if needed, will crews move on to Priority 3 routes. If the snow keeps falling, it may be several days before crews are able to get to Priority 3 routes.

5. Work Schedule

Whenever possible crews will conduct snow plowing and sanding operations during their regular scheduled work hours. However, the reality is that weather does not often align itself with the regular work week. Thus, when necessary, the Public Works Director or designee will assign staff to work outside their normal hours. If crews will be unable to keep up with priority 1 and priority 2 routes, or forecasts indicate more snowy or icy conditions are coming, crews may be split into two shifts. Typically this would involve two ten (10) or twelve (12) hour shifts to cover most of, if not all of each 24 hour day. Crews will remain on this schedule until conditions have improved and they can safely go back to regular work hours. Whenever two shifts are needed the Public Works Director or designee will do his/her best to schedule shift changes outside of the busiest traffic times of the day (i.e. the start and end of work/school day).

The safety of city crews is the very important. Therefore, factors such as severe cold, significant winds, and limited visibility may require snow and ice control operations be placed on hold until it is safe to resume operations.

6. Callouts

Staff may receive after hours callouts for snow or ice control. If an employee is called out, he/she should respond to assess the situation. Upon arriving on site, staff may determine that additional help is needed and may call in another operator if needed. Staff may also determine that it would be best to postpone action until early morning before traffic volumes typically increase. If an operator is unsure what to do, he/she should consult with the Operations Manager or Public Works Director or designee.

7. Standards and Expectations

   a. City crews pay attention to weather and proactively apply treatment before the end the normal workday when possible.

b. Operators will initially clear a single lane in each direction to restore the flow of traffic. Once all priority 1 and 2 routes are opened, operators will return to priority roads and widen travel lanes as appropriate. Only after priority 1 and 2 routes are cleared and widened will operators move on to priority 3 routes.

c. Operators will not clear private roads or driveways.

d. Operators will not shovel sidewalks. Snow removal on all sidewalks within the City of College Place is the responsibility of the adjacent property owner or resident.

e. All operators will provide updates throughout their shifts to keep their supervisor informed about road conditions.

8. City Facilities

Whenever possible, staff will be assigned to clear snow or ice at various City facilities. Facilities that are necessary for emergency operations or that are needed for City business including, the Fire station, Police station, City Hall, or the Wastewater Treatment Plant may be prioritized for snow and ice removal.

9. Snow Removal

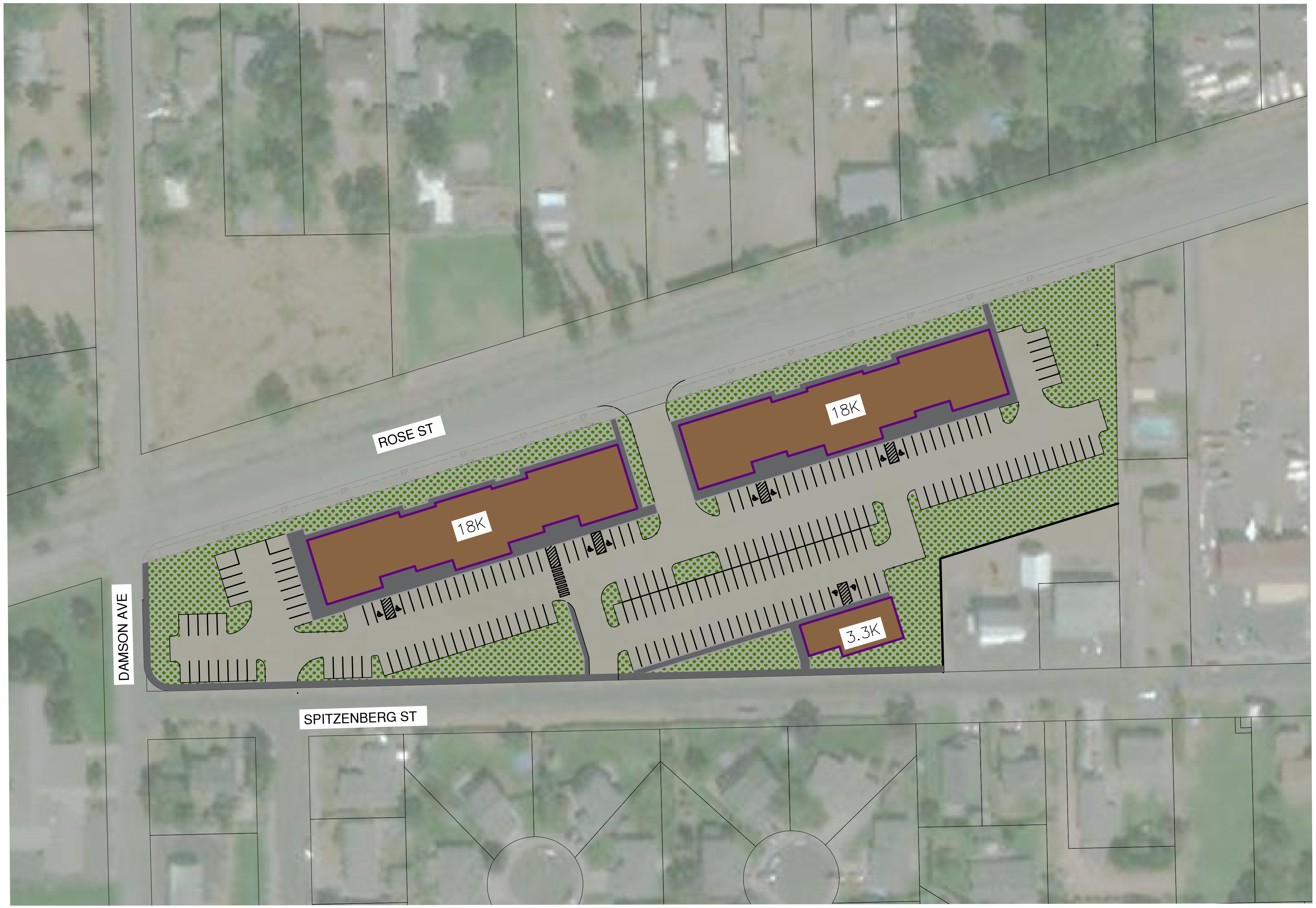
Under rare circumstances, the Public Works Director or designee may decide that snow needs to be physically removed from City streets. If necessary, snow may be hauled to a safe location where it can be stockpiled and eventually allowed to melt without causing further issues. This is not a desirable situation as the cost of equipment to relocate snow can be extremely expensive and stockpiling snow can sometimes cause environmental problems.

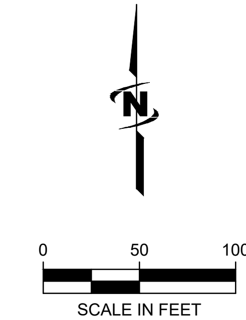
10. Driveway Clearing.

Normal snow plowing operations often cause snow to be left in front of driveways. The City attempts to minimize snow left in front of driveways. Crews try to keep driveway aprons clear, but are not responsible for driveway clearing. It is the responsibility of residents to clear their driveway and apron.

Date of Policy: November 23, 2021

CITY OF COLLEGE PLACE
INDUSTRIAL FLEX-SPACE
CONCEPTUAL SITE LAYOUT





SITE SUMMARY

BUILDING SF: 39,300

PARKING REQ: $\frac{1}{200}$ SF = 197 PARKING SPACES

PARKING SPACES PROVIDED: 208+/-

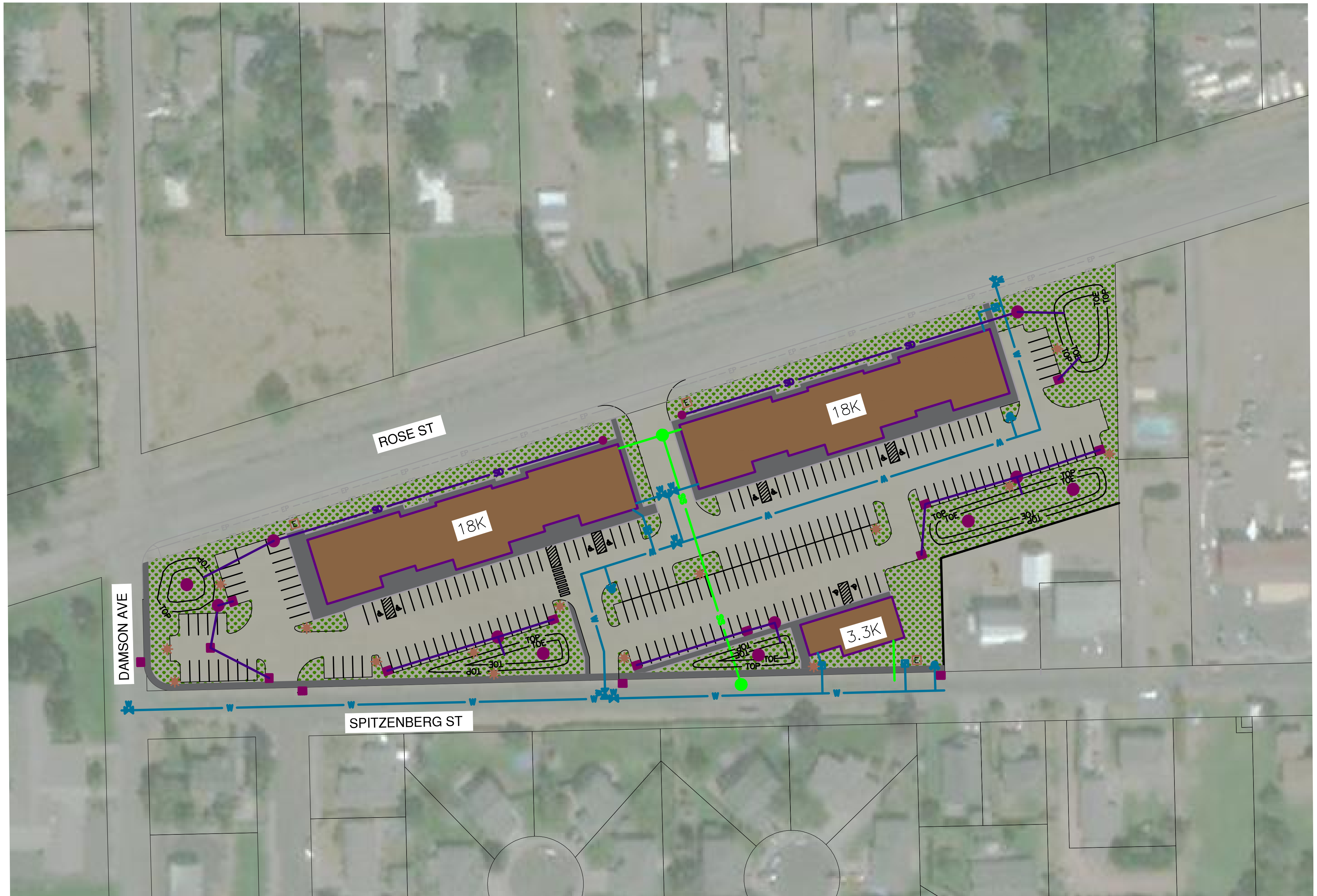
J-U-B ENGINEERS, INC.

LAST UPDATED: 11/4/2021
SHEET NUMBER:
E1

CITY OF COLLEGE PLACE
INDUSTRIAL FLEX-SPACE
CONCEPTUAL UTILITY LAYOUT

N

0 50 100
SCALE IN FEET



LEGEND

STORM DRAIN PIPING — SD
DOMESTIC WATER PIPING — W
SANITARY SEWER PIPING — SS
SEWER MANHOLE
STORMWATER MANHOLE
CATCH BASIN
WATER METER
FIRE HYDRANT
WATER VALVE
STREET LIGHT
ELECTRICAL TRANSFORMER

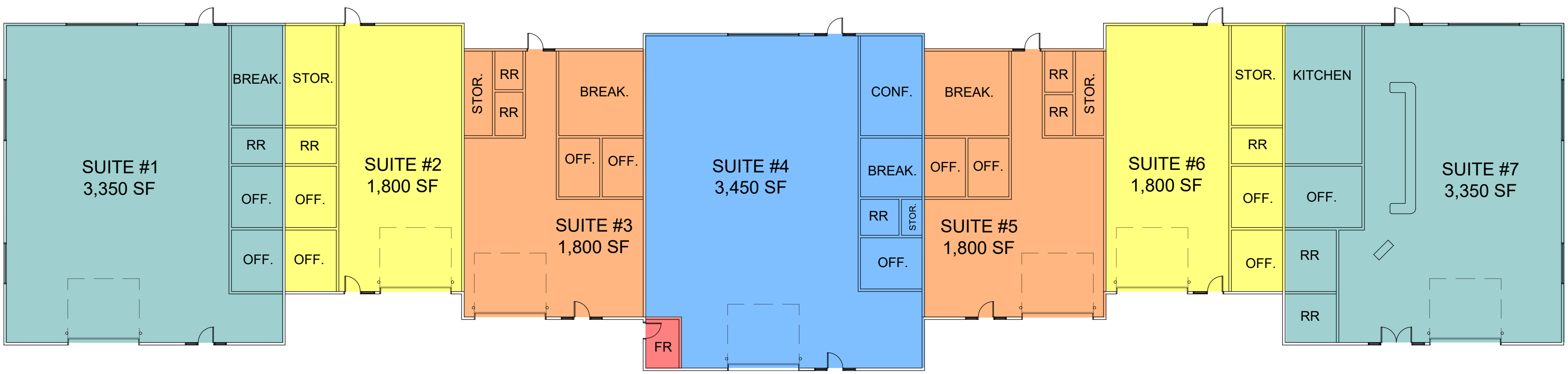
J-U-B ENGINEERS, INC.

LAST UPDATED: 11/4/2021

SHEET NUMBER:

E2

LIGHT INDUSTRIAL BUILDING +/-18,000 SF



NORTH

CONCEPTUAL DESIGN - FLOOR PLAN
COLLEGE PLACE FLEX BUILDING

DESIGN WEST ARCHITECTS

J-U-B ENGINEERS, INC.

LIGHT INDUSTRIAL BUILDING +/-18,000 SF

CONCEPTUAL DESIGN - ELEVATION
COLLEGE PLACE FLEX BUILDING

DESIGN WEST ARCHITECTS

J-U-B ENGINEERS, INC.

LIGHT INDUSTRIAL BUILDING +/-18,000 SF

CONCEPTUAL DESIGN - ELEVATION
COLLEGE PLACE FLEX BUILDING

DESIGN WEST ARCHITECTS

J-U-B ENGINEERS, INC.

Monthly Economic Indicators
November 2021

Chart 1 WA State - Employment Situation Report for October 2021

Chart 2 Unemployment Rates by County – September 2021

Chart 3 Historical Labor Force – Walla Walla County – September 2021

Chart 4 Historical Employment – Walla Walla County – September 2021

Chart 5 Historical Unemployed – Walla Walla County - September 2021

Chart 6 Historical Unemployment Rate % – Walla Walla County – September 2021

Chart 7 Walla Walla County – 2020 Average Employment & Total Wages

Chart 8 Walla Walla County – 2019 & 2020 Average Employment & Total Wage Comparisons

Chart 9 WA State – 2Q 2020 to 2Q 2021 Taxable Retail Sales - County (Alphabetical & % Change)

Chart 10 Walla Walla – 2Q 2020 to 2Q 2021 Taxable Retail Sales – By Industry

Chart 11 Walla Walla County - Bank Deposits - Inside of Market of 99362- 2012-2021

Chart 12 Washington Counties - Annual Median Home Prices - 2014-2020

The Monthly Employment Report

Washington 5.0% **United States 4.6%**

Seasonally adjusted

October 2021

Employment Security Department
WASHINGTON STATE

For workers and businesses affected by COVID-19, Employment Security has updated information on the website at esd.wa.gov. For labor market information questions, please send your emails to data@esd.wa.gov.

Employment estimates in this report are generated by the U.S. Bureau of Labor Statistics (BLS). Monthly employment estimates are subject to revision in subsequent months when more sample data become available. BLS data in this report are rounded to the nearest 100.

On a seasonally adjusted basis, preliminary estimates from the federal Bureau of Labor Statistics (BLS) indicate nonfarm employment in Washington rose by 6,300 in October 2021.[1] BLS estimates the private sector gained 15,600 jobs during the month and the public sector lost 9,300 jobs.

On a not seasonally adjusted basis, estimates for October 2020 through October 2021 indicate an increase in employment of 156,600 for the state. The private sector gained 138,000 jobs while the public sector gained an estimated 18,600 jobs over the year.

Washington's preliminary seasonally adjusted unemployment rate for October 2021 is 5.0 percent. The revised estimated September 2021 unemployment rate is at 5.1 percent. The October 2020 unemployment rate was 7.0 percent.

BLS estimates of monthly job gains and losses are based on a survey of businesses. Preliminary estimates are subject to revision. The September 2021 preliminary estimated gain of 17,600 jobs was revised to a gain of 18,800 jobs.

For more information, call Paul Turek at 360-706-3044.

Resident civilian labor force and unemployment, seasonally adjusted

The **resident civilian labor force** is the total number of people in the workforce, employed and unemployed, ages 16 and up.

The number of **unemployed** is the estimated number of people who currently do not have a job, are available for work and have actively looked for work in the last four weeks.

The **unemployment rate** is the ratio of the estimated number of unemployed divided by the civilian labor force.

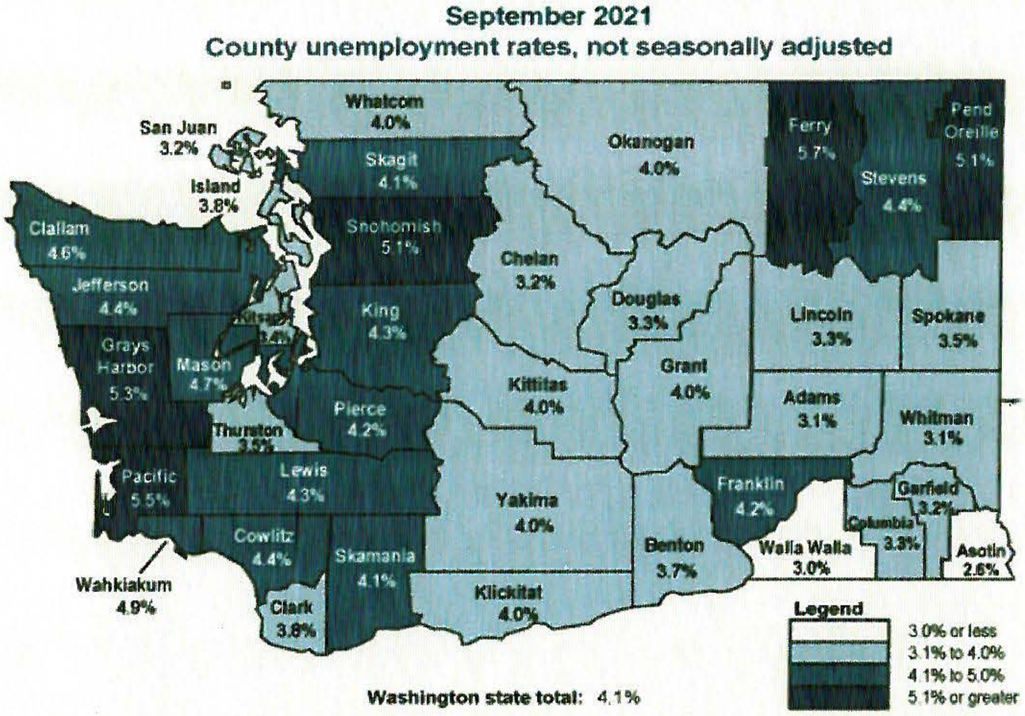
Resident civilian labor force and unemployment, seasonally adjusted
United States and Washington state, September and October 2020 and 2021
Source: Employment Security Department/DATA; U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

	October 2021 (Preliminary)	September 2021 (Revised)	October 2020 (Revised)	September 2020 (Revised)
United States				
Unemployment rate	4.6%	4.8%	6.9%	7.8%
Seasonally adjusted				
Washington				
Unemployment rate	5.0%	5.1%	7.0%	8.0%
Resident labor force	3,935,600	3,928,000	3,981,800	3,870,000
Unemployed	198,100	198,700	277,800	309,300
Seattle/Bellevue/Everett				
Unemployment rate	4.9%	4.9%	6.6%	7.3%
Resident labor force	1,754,400	1,752,500	1,735,700	1,733,100
Unemployed	86,000	86,600	115,200	126,200

Labor Market and Economic Analysis
November 2021

[1]Most of the employment numbers discussed in this report refers to jobs, not people. For example, if a person holds two positions, these positions are counted as two jobs in the employment series. In the section titled "Unemployment," these positions refer to individuals, not jobs. In this case, a person holding two jobs is counted only once.

Chart 2

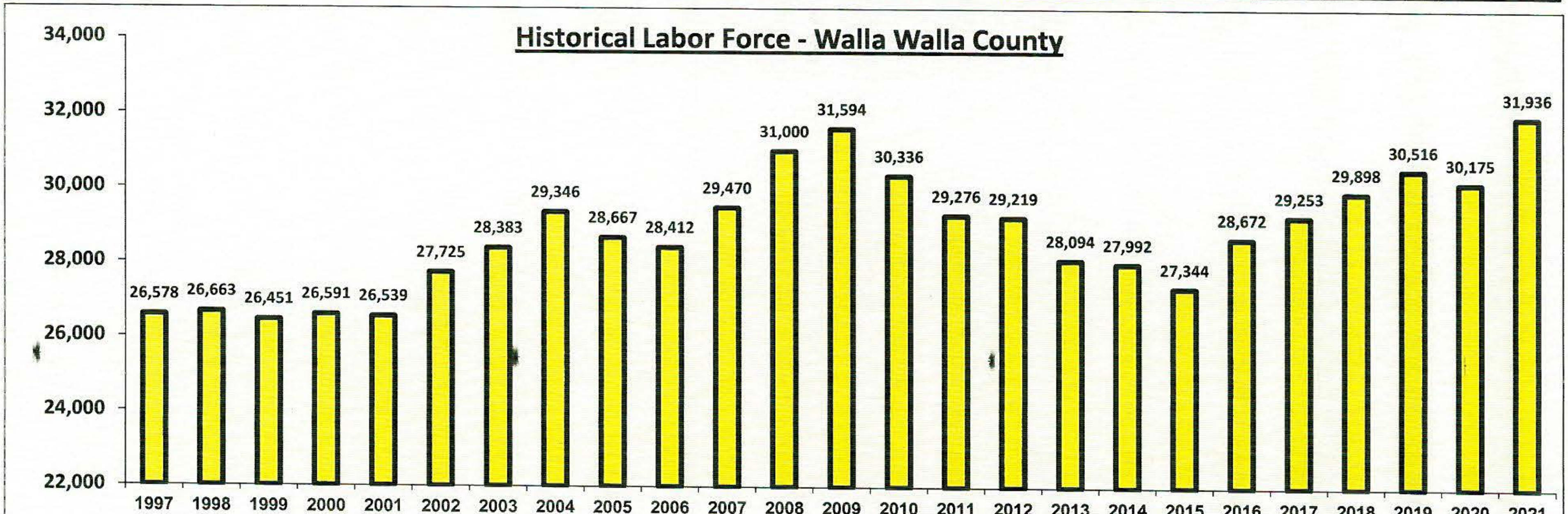


Walla Walla County 2nd lowest unemployment out of 39 counties.

County	Civilian labor force	Employment	Unemployment	Unemployment rate
Asotin	10,674	10,392	282	2.6%
Walla Walla	31,936	30,974	962	3.0%
Adams	10,051	9,741	310	3.1%
Whitman	22,861	22,156	705	3.1%
Chelan	45,324	43,854	1,470	3.2%
Garfield	906	877	29	3.2%
San Juan	8,150	7,893	257	3.2%
Columbia	1,803	1,743	60	3.3%
Douglas	22,073	21,343	730	3.3%
Lincoln	4,613	4,463	150	3.3%
Kitsap	126,669	122,314	4,355	3.4%
Spokane	261,817	252,663	9,154	3.5%
Thurston	145,197	140,148	5,049	3.5%
Benton	105,306	101,360	3,946	3.7%
Clark	242,341	233,224	9,117	3.8%
Island	36,613	35,228	1,385	3.8%
Grant	48,889	46,939	1,950	4.0%
Kittitas	21,860	20,975	885	4.0%
Klickitat	9,683	9,295	388	4.0%
Okanogan	20,085	19,288	797	4.0%
Whatcom	113,837	109,247	4,590	4.0%
Yakima	138,775	133,222	5,553	4.0%
Skagit	62,655	60,061	2,594	4.1%
Skamania	5,499	5,276	223	4.1%
Franklin	44,209	42,363	1,846	4.2%
Pierce	445,359	426,639	18,720	4.2%
King	1,314,931	1,258,925	56,006	4.3%
Lewis	34,210	32,743	1,467	4.3%
Cowlitz	47,971	45,857	2,114	4.4%
Jefferson	12,035	11,503	532	4.4%
Stevens	18,943	18,118	825	4.4%
Clallam	28,300	26,993	1,307	4.6%
Mason	24,615	23,453	1,162	4.7%
Wahkiakum	1,306	1,242	64	4.9%
Pend Oreille	5,024	4,768	256	5.1%
Snohomish	449,932	427,100	22,832	5.1%
Grays Harbor	27,977	26,505	1,472	5.3%
Pacific	8,087	7,646	441	5.5%
Ferry	2,223	2,097	126	5.7%

Historical Monthly Labor Force - Walla Walla County

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Average
1997	26,269	26,943	27,190	27,198	27,914	28,337	27,817	27,096	26,578	27,538	27,446	26,968	27,275
1998	26,820	27,383	27,801	28,081	27,843	28,732	28,424	27,180	26,663	27,607	28,163	27,678	27,698
1999	27,778	27,863	27,821	27,592	27,905	29,320	28,021	26,995	26,451	27,374	28,017	27,124	27,688
2000	26,281	26,888	27,175	27,349	27,472	28,094	27,623	26,889	26,591	27,783	27,846	26,681	27,223
2001	27,027	27,390	27,103	26,931	27,048	27,578	27,024	26,501	26,539	27,331	27,988	27,163	27,135
2002	26,876	27,725	27,604	27,957	28,031	28,953	28,717	28,343	27,725	28,799	28,400	28,284	27,135
2003	27,973	28,411	28,558	28,671	28,203	29,755	29,017	28,545	28,383	29,338	28,808	28,849	28,709
2004	28,174	29,000	28,994	29,050	29,121	29,897	29,713	29,016	29,346	29,733	29,753	28,881	29,223
2005	27,959	28,726	29,075	28,665	28,755	29,613	29,557	28,934	28,667	29,830	29,738	28,282	28,983
2006	28,128	28,444	28,707	28,407	28,497	29,300	29,305	28,910	28,412	29,532	28,801	28,155	28,717
2007	28,469	28,563	28,820	28,633	29,039	29,876	29,999	29,116	29,470	30,065	29,393	28,616	29,172
2008	28,809	29,213	29,613	29,546	29,797	30,565	31,410	30,928	31,000	32,365	32,071	30,015	30,444
2009	30,037	30,602	30,630	30,297	30,701	32,403	31,866	31,218	31,594	32,488	31,599	30,082	31,126
2010	29,665	29,897	30,609	30,238	30,252	31,677	31,155	30,374	30,336	31,448	31,460	29,248	30,530
2011	29,174	29,286	29,822	29,098	29,369	30,737	30,074	28,911	29,276	30,181	30,460	29,078	29,622
2012	28,994	29,421	29,649	29,378	29,523	30,458	29,729	29,035	29,219	30,381	30,332	28,650	29,622
2013	28,156	28,178	28,328	28,322	28,718	29,289	28,806	28,091	28,094	28,779	28,850	27,445	28,421
2014	27,468	27,849	28,286	28,179	28,987	28,996	28,850	27,869	27,992	29,635	29,204	27,701	28,418
2015	27,481	27,764	28,043	27,760	28,413	28,321	27,937	27,239	27,344	29,315	28,521	27,831	27,997
2016	27,917	28,222	28,486	28,267	28,595	28,889	29,103	28,583	28,672	29,652	29,386	28,162	28,661
2017	27,146	28,213	28,459	28,478	28,699	29,338	29,341	29,036	29,253	29,849	29,860	28,298	28,831
2018	27,612	28,272	28,607	28,608	28,851	29,931	29,827	29,527	29,898	30,964	30,533	29,568	29,350
2019	29,006	29,275	29,655	29,747	29,636	30,374	30,588	30,338	30,516	31,548	30,944	29,848	30,123
2020	30,016	30,398	30,555	30,593	29,803	29,686	30,652	30,144	30,175	31,248	29,466	29,566	30,192
2021	29,393	29,867	29,868	30,130	30,730	31,476	32,119	31,673	31,936				0



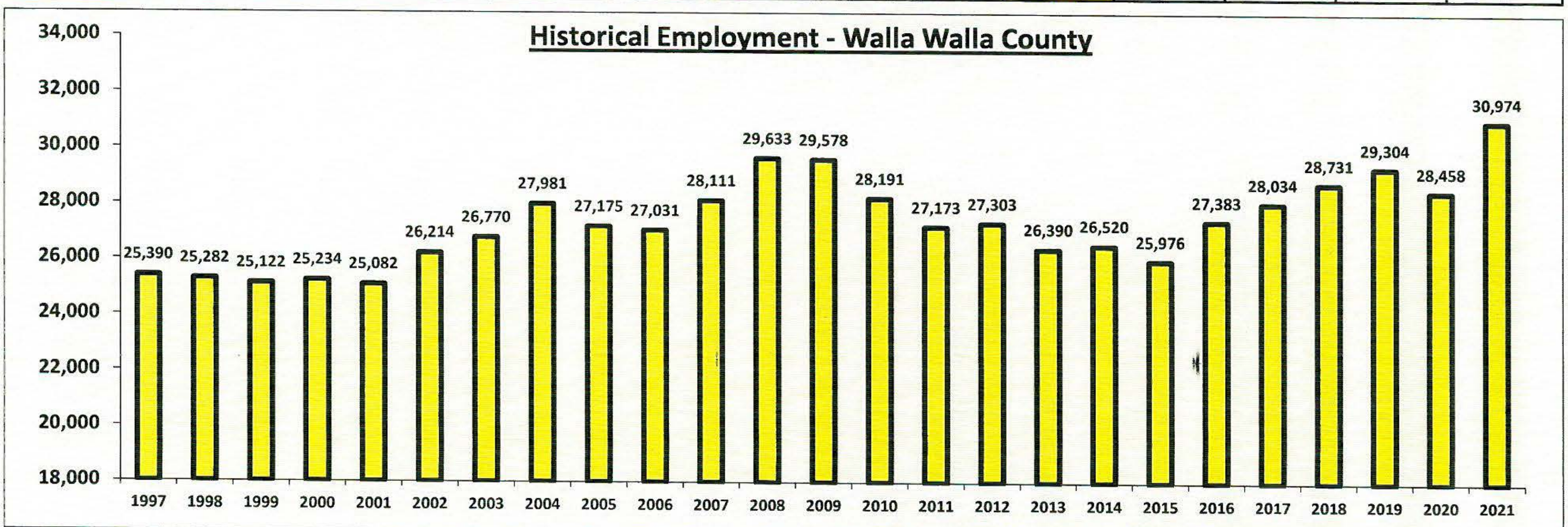
# Change - Month to Month	+ 263
# Change - Year to Year	+ 1,761
% Change - Year to Year	+ 5.84%

Source: Washington State Employment Security

Chart 3

Historical Monthly Employment - Walla Walla County

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Average
1997	23,749	24,416	25,059	25,252	26,533	27,043	26,457	25,696	25,390	26,314	25,845	24,950	25,559
1998	24,299	24,966	25,504	26,506	26,512	27,411	26,936	25,700	25,282	26,148	26,154	25,260	25,890
1999	24,889	25,136	25,456	25,448	26,181	27,621	26,470	25,573	25,122	26,093	26,549	25,237	25,815
2000	24,048	24,611	25,070	25,572	25,957	26,591	26,168	25,374	25,234	26,455	26,222	24,730	25,503
2001	24,569	25,032	24,896	24,891	25,535	25,987	25,444	24,847	25,082	25,795	26,084	25,014	25,265
2002	24,249	25,238	25,297	25,627	26,297	27,194	26,983	26,629	26,214	27,285	26,560	26,249	26,152
2003	25,414	25,866	26,237	26,447	26,381	27,844	27,290	26,768	26,770	27,749	26,763	26,567	26,675
2004	25,597	26,458	26,740	27,204	27,481	28,130	28,089	27,474	27,981	28,315	28,043	26,978	27,374
2005	25,725	26,472	27,140	26,864	27,153	28,034	27,967	27,377	27,175	28,331	28,010	26,502	27,229
2006	25,894	26,248	26,763	26,696	26,794	27,715	27,741	27,385	27,031	28,252	27,271	26,542	27,028
2007	26,431	26,574	27,094	27,103	27,519	28,449	28,509	27,720	28,111	28,789	27,895	27,037	27,603
2008	26,858	27,284	27,893	28,063	28,243	29,111	29,912	29,488	29,633	30,960	30,555	28,338	28,862
2009	27,801	28,285	28,456	28,355	28,744	30,344	29,916	29,138	29,578	30,385	29,433	27,586	29,002
2010	26,768	27,018	27,789	27,735	27,754	29,318	28,884	28,051	28,191	29,365	29,199	26,951	28,085
2011	26,356	26,496	27,200	26,781	26,903	28,379	27,802	26,636	27,173	28,131	28,355	26,806	27,252
2012	26,390	26,768	27,194	27,240	27,332	28,266	27,480	26,900	27,303	28,503	28,452	26,508	27,361
2013	25,600	25,730	26,046	26,299	26,710	27,299	26,870	26,281	26,390	27,040	27,095	25,479	26,403
2014	25,326	25,634	26,253	26,539	27,326	27,409	27,180	26,235	26,520	28,152	27,568	25,887	26,669
2015	25,362	25,756	26,204	26,103	26,782	26,680	26,357	25,737	25,976	27,943	26,928	26,039	26,322
2016	25,951	26,268	26,716	26,701	27,178	27,396	27,637	27,165	27,383	28,347	27,978	26,567	27,107
2017	25,222	26,416	26,879	27,142	27,407	27,969	27,994	27,694	28,034	28,591	28,488	26,763	27,383
2018	25,822	26,526	27,079	27,244	27,633	28,569	28,502	28,234	28,731	29,692	29,160	27,969	27,930
2019	27,202	27,411	27,896	28,365	28,371	28,890	29,088	28,904	29,304	30,312	29,682	28,450	28,656
2020	28,365	28,819	28,819	26,764	27,035	27,580	28,133	28,116	28,458	29,794	27,855	27,734	28,123
2021	27,623	28,100	28,232	28,684	29,528	30,236	30,944	30,459	30,974				0



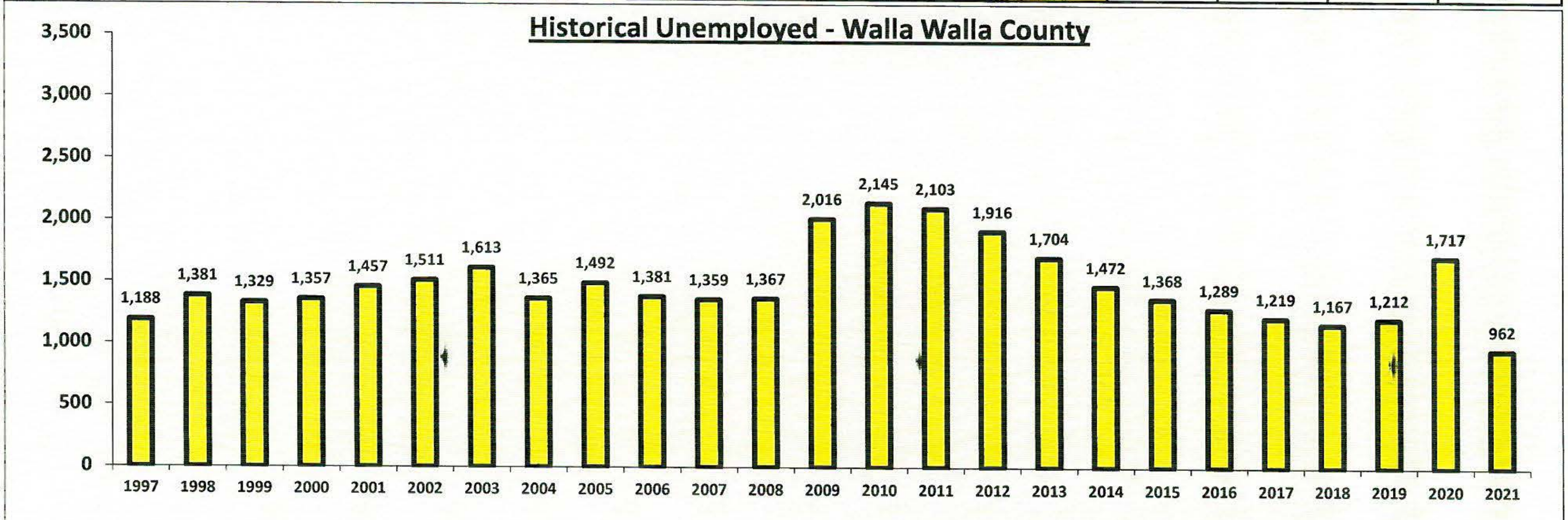
# Change - Month to Month	+ 515
# Change - Year to Year	+ 2,516
% Change - Year to Year	+ 8.84%

Source: Washington State Employment Security

Chart 4

Historical Monthly Unemployed - Walla Walla County

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Average
1997	2,520	2,527	2,131	1,946	1,381	1,294	1,360	1,400	1,188	1,224	1,601	2,018	1,716
1998	2,521	2,417	2,297	1,575	1,331	1,321	1,488	1,480	1,381	1,459	2,009	2,418	1,808
1999	2,889	2,727	2,365	2,144	1,724	1,699	1,551	1,422	1,329	1,281	1,468	1,887	1,874
2000	2,233	2,277	2,105	1,777	1,515	1,503	1,455	1,515	1,357	1,328	1,624	1,951	1,720
2001	2,458	2,358	2,207	2,040	1,513	1,591	1,580	1,654	1,457	1,536	1,904	2,149	1,871
2002	2,627	2,487	2,307	2,330	1,734	1,759	1,734	1,714	1,511	1,514	1,840	2,035	1,966
2003	2,559	2,545	2,321	2,224	1,822	1,911	1,727	1,777	1,613	1,589	2,045	2,282	2,035
2004	2,577	2,542	2,254	1,846	1,640	1,767	1,624	1,542	1,365	1,418	1,710	1,903	1,849
2005	2,234	2,254	1,935	1,801	1,602	1,579	1,590	1,557	1,492	1,499	1,728	1,780	1,754
2006	2,234	2,196	1,944	1,711	1,703	1,585	1,564	1,525	1,381	1,280	1,530	1,613	1,689
2007	2,038	1,989	1,726	1,530	1,520	1,427	1,490	1,396	1,359	1,276	1,498	1,579	1,569
2008	1,951	1,929	1,720	1,483	1,554	1,454	1,498	1,440	1,367	1,405	1,516	1,677	1,583
2009	2,236	2,317	2,174	1,942	1,957	2,059	1,950	2,080	2,016	2,103	2,166	2,496	2,125
2010	2,897	2,879	2,820	2,503	2,498	2,359	2,271	2,323	2,145	2,083	2,261	2,297	2,445
2011	2,818	2,790	2,622	2,317	2,466	2,358	2,272	2,275	2,103	2,050	2,105	2,272	2,371
2012	2,604	2,653	2,455	2,138	2,191	2,192	2,249	2,135	1,916	1,878	1,880	2,142	2,203
2013	2,556	2,448	2,282	2,023	2,008	1,990	1,936	1,810	1,704	1,739	1,755	1,966	2,018
2014	2,142	2,215	2,033	1,640	1,661	1,587	1,670	1,634	1,472	1,483	1,636	1,814	1,749
2015	2,119	2,008	1,839	1,657	1,631	1,641	1,580	1,502	1,368	1,372	1,593	1,792	1,675
2016	1,966	1,954	1,770	1,566	1,417	1,493	1,466	1,418	1,289	1,305	1,408	1,595	1,554
2017	1,924	1,797	1,580	1,336	1,292	1,369	1,347	1,342	1,219	1,258	1,372	1,535	1,448
2018	1,790	1,746	1,528	1,364	1,218	1,362	1,325	1,293	1,167	1,272	1,373	1,599	1,420
2019	1,804	1,864	1,759	1,382	1,265	1,484	1,500	1,434	1,212	1,236	1,262	1,398	1,467
2020	1,651	1,579	1,736	3,829	2,768	2,106	2,519	2,028	1,717	1,454	1,611	1,832	2,069
2021	1,770	1,767	1,636	1,446	1,202	1,240	1,175	1,214	962				0



# Change - Month to Month	- 252
# Change - Year to Year	- 755
% Change - Year to Year	-43.97%

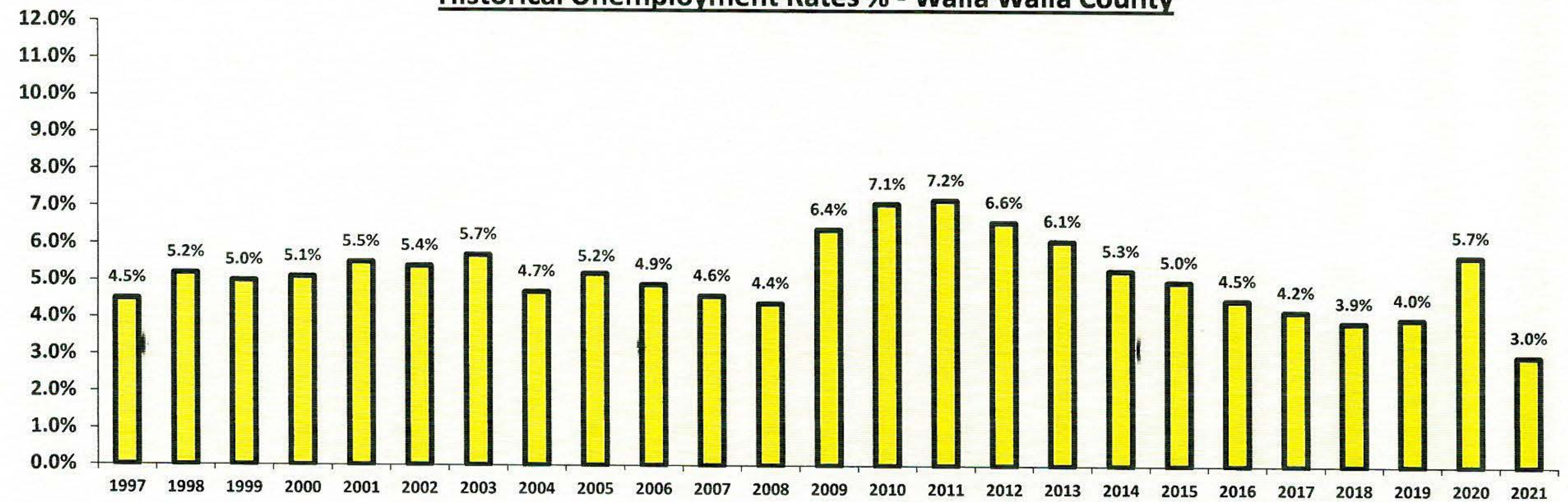
Source: Washington State Employment Security

Chart 5

Historical Monthly Unemployment Rates - Walla Walla County

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Average
1997	9.6%	9.4%	7.8%	7.2%	4.9%	4.6%	4.9%	5.2%	4.5%	4.4%	5.8%	7.5%	6.3%
1998	9.4%	8.8%	8.3%	5.6%	4.8%	4.6%	5.2%	5.4%	5.2%	5.3%	7.1%	8.7%	6.5%
1999	10.4%	9.8%	8.5%	7.8%	6.2%	5.8%	5.5%	5.3%	5.0%	4.7%	5.2%	7.0%	6.8%
2000	8.5%	8.5%	7.7%	6.5%	5.5%	5.3%	5.3%	5.6%	5.1%	4.8%	5.8%	7.3%	6.3%
2001	9.1%	8.6%	8.1%	7.6%	5.6%	5.8%	5.8%	6.2%	5.5%	5.6%	6.8%	7.9%	6.9%
2002	9.8%	9.0%	8.4%	8.3%	6.2%	6.1%	6.0%	6.0%	5.4%	5.3%	6.5%	7.2%	7.0%
2003	9.1%	9.0%	8.1%	7.8%	6.5%	6.4%	6.0%	6.2%	5.7%	5.4%	7.1%	7.9%	6.4%
2004	9.1%	8.8%	7.8%	6.4%	5.6%	5.9%	5.5%	5.3%	4.7%	4.8%	5.7%	6.6%	6.4%
2005	8.0%	7.8%	6.7%	6.3%	5.6%	5.3%	5.4%	5.4%	5.2%	5.0%	5.8%	6.3%	6.1%
2006	7.9%	7.7%	6.8%	6.0%	6.0%	5.4%	5.3%	5.3%	4.9%	4.3%	5.3%	5.7%	5.9%
2007	7.2%	7.0%	6.0%	5.3%	5.2%	4.8%	5.0%	4.8%	4.6%	4.2%	5.1%	5.5%	5.4%
2008	6.8%	6.6%	5.8%	5.0%	5.2%	4.8%	4.8%	4.7%	4.4%	4.3%	4.7%	5.6%	5.2%
2009	7.4%	7.6%	7.1%	6.4%	6.4%	6.4%	6.1%	6.7%	6.4%	6.5%	6.9%	8.3%	6.9%
2010	9.8%	9.6%	9.2%	8.3%	8.3%	7.4%	7.3%	7.6%	7.1%	6.6%	7.2%	7.9%	8.0%
2011	9.7%	9.5%	8.8%	8.0%	8.4%	7.7%	7.6%	7.9%	7.2%	6.8%	6.9%	7.8%	8.0%
2012	9.0%	9.0%	8.3%	7.3%	7.4%	7.2%	7.6%	7.4%	6.6%	6.2%	6.2%	7.5%	7.5%
2013	9.1%	8.7%	8.1%	7.1%	7.0%	6.8%	6.7%	6.4%	6.1%	6.0%	6.1%	7.2%	6.2%
2014	7.8%	8.0%	7.2%	5.8%	5.7%	5.5%	5.8%	5.9%	5.3%	5.0%	5.6%	6.5%	6.2%
2015	7.7%	7.2%	6.6%	6.0%	5.7%	5.8%	5.7%	5.5%	5.0%	4.7%	5.6%	6.4%	6.0%
2016	7.0%	6.9%	6.2%	5.5%	5.0%	5.2%	5.0%	5.0%	4.5%	4.4%	4.8%	5.7%	5.4%
2017	7.1%	6.4%	5.6%	4.7%	4.5%	4.7%	4.6%	4.6%	4.2%	4.2%	4.6%	5.4%	5.1%
2018	6.5%	6.2%	5.3%	4.8%	4.2%	4.6%	4.4%	4.4%	3.9%	4.1%	4.5%	5.4%	4.9%
2019	6.2%	6.4%	5.9%	4.6%	4.3%	4.9%	4.9%	4.7%	4.0%	3.9%	4.1%	4.7%	4.9%
2020	5.5%	5.2%	5.7%	12.5%	9.3%	7.1%	8.2%	6.7%	5.7%	4.7%	5.5%	6.2%	6.9%
2021	6.0%	5.9%	5.5%	4.8%	3.9%	3.9%	3.7%	3.8%	3.0%				0.0%

Historical Unemployment Rates % - Walla Walla County



% Change - Month to Month	-0.8%
% Change - Year to Year	-2.7%

Source: Washington State Employment Security

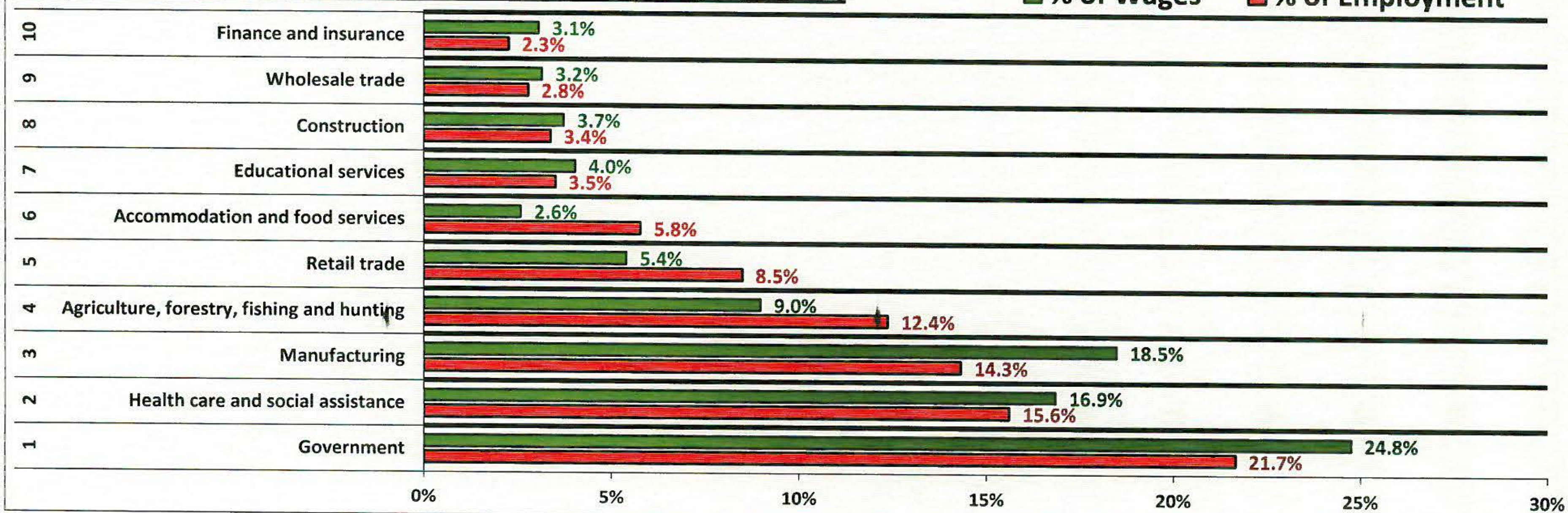
Chart 6

WALLA WALLA COUNTY
2020 AVERAGE EMPLOYMENT & TOTAL WAGES

PORT of WALLA WALLA
JOB CREATION • TRANSPORTATION

#	INDUSTRY	2020 AVERAGE EMPLOYMENT	% OF 2020 EMPLOYMENT	2020 COUNTY TOTAL WAGES	2020 AVERAGE ANNUAL WAGE	% OF 2020 TOTAL WAGE
1	Government	5,946	21.7%	$329,094,712	$55,347	24.8%
2	Health care and social assistance	4,285	15.6%	$224,042,230	$52,285	16.9%
3	Manufacturing	3,932	14.3%	$245,664,690	$62,478	18.5%
4	Agriculture, forestry, fishing and hunting	3,396	12.4%	$119,337,893	$35,141	9.0%
5	Retail trade	2,332	8.5%	$71,813,284	$30,795	5.4%
6	Accommodation and food services	1,585	5.8%	$34,350,295	$21,672	2.6%
7	Educational services	965	3.5%	$53,711,383	$55,659	4.0%
8	Construction	929	3.4%	$49,642,227	$53,436	3.7%
9	Wholesale trade	764	2.8%	$41,896,691	$54,839	3.2%
10	Finance and insurance	621	2.3%	$40,760,962	$65,638	3.1%
11	Administrative and waste services	484	1.8%	$14,581,099	$30,126	1.1%
12	Transportation and warehousing	455	1.7%	$21,999,241	$48,350	1.7%
13	Professional and technical services	414	1.5%	$25,527,183	$61,660	1.9%
14	Other services, except public administration	393	1.4%	$12,531,515	$31,887	0.9%
15	Arts, entertainment, and recreation	332	1.2%	$7,308,945	$22,015	0.5%
16	Information	255	0.9%	$12,137,580	$47,598	0.9%
17	Real estate and rental and leasing	213	0.8%	$7,895,334	$37,067	0.6%
	Not Elsewhere Classified	150	0.5%	$17,029,613	$113,531	1.3%
	TOTAL	27,451	100.0%	1,329,324,877	$48,425	100.0%

% of Employees by Industry & % of Total County Wages (Top 10)



Source: Washington State Employment Security; Prepared by: Port of Walla Walla (509) 525-3100 (Updated 10-19-2021)

Chart 7

PORT of WALLA WALLA
JOB CREATION • TRANSPORTATION

WALLA WALLA COUNTY

2019 & 2020 Average Employment & Annual Wages Comparison

#	INDUSTRY	Average Employment			Annual Wage			
		2019 AVERAGE EMPLOYMENT	2020 AVERAGE EMPLOYMENT	# Change from 2019 to 2020	2019 ANNUAL WAGE	2020 ANNUAL WAGE	ANNUAL WAGE CHANGE	# Change from 2019 to 2020
1	Government	5,520	5,946	426	$ 59,121	$ 55,347	$ (3,774)	-6.4%
2	Health care and social assistance	4,311	4,285	-26	$ 50,226	$ 52,285	$ 2,060	4.1%
3	Manufacturing	4,046	3,932	-114	$ 57,699	$ 62,478	$ 4,780	8.3%
4	Agriculture, forestry, fishing and hunting	3,570	3,396	-174	$ 32,860	$ 35,141	$ 2,280	6.9%
5	Retail trade	2,315	2,332	17	$ 28,352	$ 30,795	$ 2,442	8.6%
6	Accommodation and food services	1,973	1,585	-388	$ 21,120	$ 21,672	$ 552	2.6%
7	Educational services	987	965	-22	$ 54,661	$ 55,659	$ 998	1.8%
8	Construction	869	929	60	$ 48,010	$ 53,436	$ 5,426	11.3%
9	Wholesale trade	645	764	119	$ 53,932	$ 54,839	$ 906	1.7%
10	Finance and insurance	605	621	16	$ 56,433	$ 65,638	$ 9,204	16.3%
11	Administrative and waste services	494	484	-10	$ 28,885	$ 30,126	$ 1,242	4.3%
12	Transportation and warehousing	492	455	-37	$ 46,895	$ 48,350	$ 1,455	3.1%
13	Professional and technical services	447	414	-33	$ 60,174	$ 61,660	$ 1,486	2.5%
14	Other services, except public administration	482	393	-89	$ 27,464	$ 31,887	$ 4,422	16.1%
15	Arts, entertainment, and recreation	443	332	-111	$ 19,758	$ 22,015	$ 2,257	11.4%
16	Information	280	255	-25	$ 45,867	$ 47,598	$ 1,731	3.8%
17	Real estate and rental and leasing	237	213	-24	$ 33,487	$ 37,067	$ 3,580	10.7%
18	Not Elsewhere Classified	144	150	6	$ 104,048	$ 113,531	$ 9,483	9.1%
	TOTAL	27,860	27,451	-409	$ 46,214	$ 48,425	$ 2,211	4.8%

Source: Washington State Employment Security; Prepared by: Port of Walla Walla (509) 525-3100

	Alphabetical			
	County Taxable Retail Sales Comparing			
	2nd Quarter 2020 Compared to 2nd Quarter 2021			
	County	**2Q 2020**	**2Q 2021**	**% Change**
1	Adams	$144,766,929	$117,881,076	-18.6%
2	Asotin	$94,918,756	$111,075,953	17.0%
3	Benton	$1,072,487,559	$1,485,847,138	38.5%
4	Chelan	$505,238,337	$733,018,899	45.1%
5	Clallam	$343,661,608	$460,210,075	33.9%
6	Clark	$2,055,581,752	$2,790,118,940	35.7%
7	Columbia	$19,430,916	$22,272,558	14.6%
8	Cowlitz	$541,153,576	$656,871,832	21.4%
9	Douglas	$273,893,955	$355,913,110	29.9%
10	Ferry	$15,555,030	$22,654,515	45.6%
11	Franklin	$495,864,402	$596,348,424	20.3%
12	Garfield	$8,909,040	$10,714,364	20.3%
13	Grant	$573,368,452	$723,959,498	26.3%
14	Grays Harbor	$294,837,059	$421,639,609	43.0%
15	Island	$317,202,605	$111,238,968	-64.9%
16	Jefferson	$122,879,862	$176,833,222	43.9%
17	King	$14,478,608,817	$19,648,386,941	35.7%
18	Kitsap	$1,259,247,128	$1,614,215,271	28.2%
19	Kittitas	$280,094,933	$391,652,299	39.8%
20	Klickitat	$84,742,848	$189,012,701	123.0%
21	Lewis	$419,806,817	$548,290,734	30.6%
22	Lincoln	$37,480,028	$48,991,399	30.7%
23	Mason	$229,946,145	$289,562,313	25.9%
24	Okanogan	$185,520,400	$247,929,301	33.6%
25	Pacific	$73,927,673	$111,238,968	50.5%
26	Pend Oreille	$34,550,107	$43,361,770	25.5%
27	Pierce	$4,470,159,065	$5,954,213,315	33.2%
28	San Juan	$124,057,923	$203,933,764	64.4%
29	Skagit	$745,226,717	$1,002,209,266	34.5%
30	Skamania	$34,353,855	$46,415,612	35.1%
31	Snohomish	$3,804,265,873	$5,096,675,978	34.0%
32	Spokane	$2,758,849,693	$3,611,044,606	30.9%
33	Stevens	$150,399,394	$195,713,249	30.1%
34	Thurston	$1,525,764,270	$1,944,163,720	27.4%
35	Wahkiakum	$10,387,767	$13,221,344	27.3%
36	**Walla Walla**	**$288,825,317**	**$391,456,991**	**35.5%**
37	Whatcom	$1,047,290,052	$1,439,056,656	37.4%
38	Whitman	$181,385,211	$208,065,012	14.7%
39	Yakima	$1,073,379,457	$1,344,390,292	25.2%
	Total	**$40,178,019,328**	**$53,694,389,870**	**33.6%**

	% Change			
	County Taxable Retail Sales Comparing			
	2nd Quarter 2020 Compared to 2nd Quarter 2021			
	County	**2Q 2020**	**2Q 2021**	**% Change**
1	Klickitat	$84,742,848	$189,012,701	123.0%
2	San Juan	$124,057,923	$203,933,764	64.4%
3	Pacific	$73,927,673	$111,238,968	50.5%
4	Ferry	$15,555,030	$22,654,515	45.6%
5	Chelan	$505,238,337	$733,018,899	45.1%
6	Jefferson	$122,879,862	$176,833,222	43.9%
7	Grays Harbor	$294,837,059	$421,639,609	43.0%
8	Kittitas	$280,094,933	$391,652,299	39.8%
9	Benton	$1,072,487,559	$1,485,847,138	38.5%
10	Whatcom	$1,047,290,052	$1,439,056,656	37.4%
11	Clark	$2,055,581,752	$2,790,118,940	35.7%
12	King	$14,478,608,817	$19,648,386,941	35.7%
13	**Walla Walla**	**$288,825,317**	**$391,456,991**	**35.5%**
14	Skamania	$34,353,855	$46,415,612	35.1%
15	Skagit	$745,226,717	$1,002,209,266	34.5%
16	Snohomish	$3,804,265,873	$5,096,675,978	34.0%
17	Clallam	$343,661,608	$460,210,075	33.9%
18	Okanogan	$185,520,400	$247,929,301	33.6%
19	Pierce	$4,470,159,065	$5,954,213,315	33.2%
20	Spokane	$2,758,849,693	$3,611,044,606	30.9%
21	Lincoln	$37,480,028	$48,991,399	30.7%
22	Lewis	$419,806,817	$548,290,734	30.6%
23	Stevens	$150,399,394	$195,713,249	30.1%
24	Douglas	$273,893,955	$355,913,110	29.9%
25	Kitsap	$1,259,247,128	$1,614,215,271	28.2%
26	Thurston	$1,525,764,270	$1,944,163,720	27.4%
27	Wahkiakum	$10,387,767	$13,221,344	27.3%
28	Grant	$573,368,452	$723,959,498	26.3%
29	Mason	$229,946,145	$289,562,313	25.9%
30	Pend Oreille	$34,550,107	$43,361,770	25.5%
31	Yakima	$1,073,379,457	$1,344,390,292	25.2%
32	Cowlitz	$541,153,576	$656,871,832	21.4%
33	Franklin	$495,864,402	$596,348,424	20.3%
34	Garfield	$8,909,040	$10,714,364	20.3%
35	Asotin	$94,918,756	$111,075,953	17.0%
36	Whitman	$181,385,211	$208,065,012	14.7%
37	Columbia	$19,430,916	$22,272,558	14.6%
38	Adams	$144,766,929	$117,881,076	-18.6%
39	Island	$317,202,605	$111,238,968	-64.9%
	Total	**$40,178,019,328**	**$53,694,389,870**	**33.6%**

Chart 9

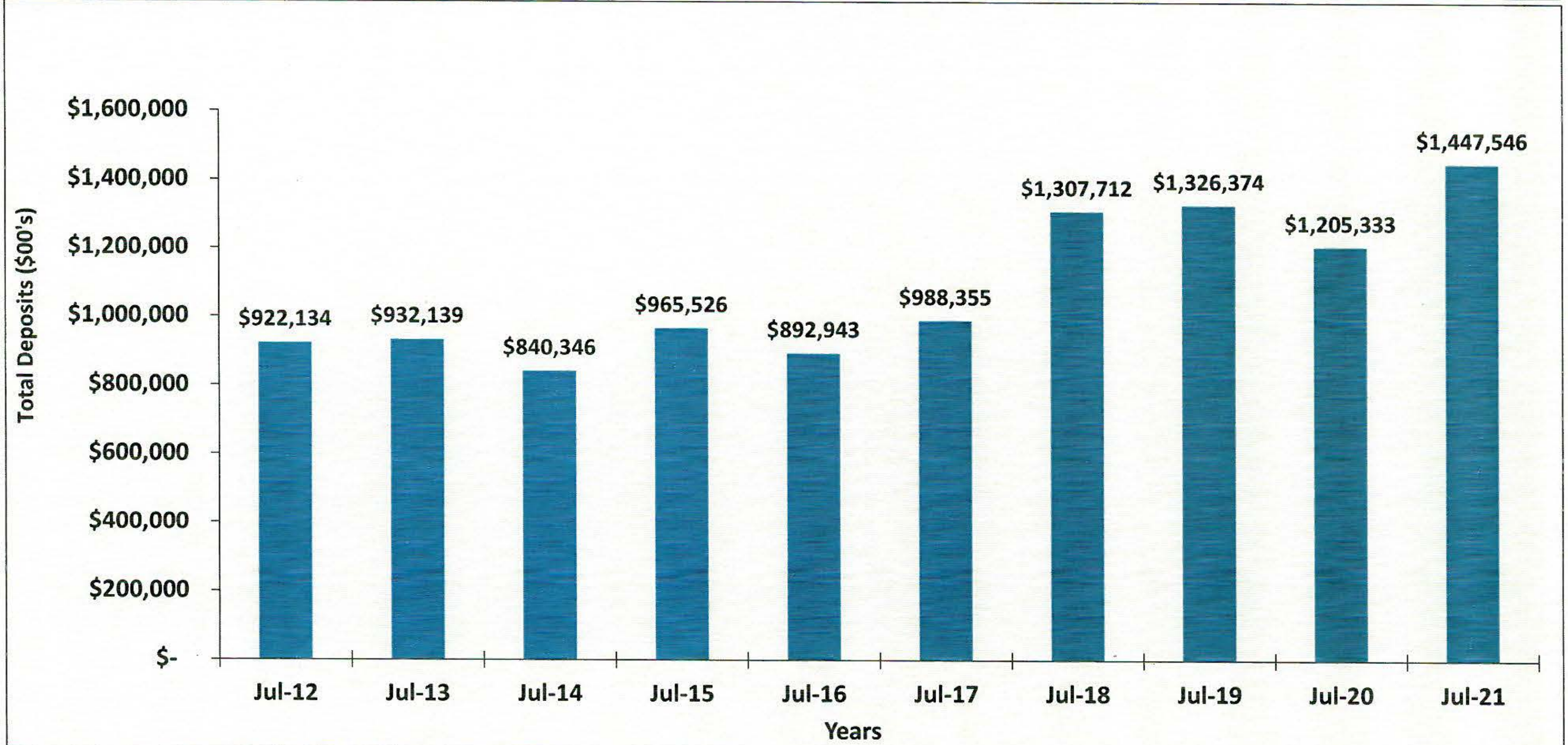
Walla Walla County Taxable Retail Sales Comparing 2nd Quarter 2020 Compared to 2nd Quarter 2021 By Industry

Chart 10

	2Q 2020	2Q 2021	% Change
Retail Trade 44-45	**$ 139,585,863**	**$ 171,293,027**	**22.7%**
Motor Vehicles & Parts 441	$ 24,589,323	$ 30,128,810	22.5%
New & Used Auto Dealers 4411	$ 16,557,678	$ 20,568,418	24.2%
Rv, Boat, Motorcycle Dealers 4412	$ 2,799,695	$ 3,565,613	27.4%
Automotive Parts & Tire 4413	$ 5,231,950	$ 5,994,779	14.6%
Furniture & Home Furnishing 442	$ 3,041,083	$ 6,068,593	99.6%
Electronics & Appliances 443	$ 7,743,524	$ 7,857,200	1.5%
Building Materials, Garden Equip & Supplies 444	$ 23,915,967	$ 28,022,708	17.2%
Building Materials 4441	$ 20,504,149	$ 24,207,413	18.1%
Lawn & Garden Supplies & Equip 4442	$ 3,411,818	$ 3,815,295	11.8%
Food & Beverage Stores 445	$ 11,778,149	$ 14,282,525	21.3%
Grocery & Convenience Stores 4451	$ 10,443,623	$ 11,175,311	7.0%
Other Food & Beverage Stores 4452, 4453	$ 1,334,526	$ 3,107,214	132.8%
Drug/health Stores 446	$ 7,119,039	$ 8,098,506	13.8%
Gas Stations & Convenience Stores W/pumps 447	$ 2,776,038	$ 3,827,371	37.9%
Apparel & Accessories 448	$ 3,230,797	$ 5,509,019	70.5%
Clothing & Shoe Stores 4481, 4482	$ 2,894,031	$ 4,573,023	58.0%
Jewelry & Luggage Stores 4483	$ 336,766	$ 935,996	177.9%
Sporting Goods, Toys, Book & Music Stores 451	$ 6,049,034	$ 7,032,080	16.3%
Sporting Goods, Toys, Hobby/craft Stores 4511	$ 5,573,315	$ 6,498,443	16.6%
Book/periodical/music Store 4512	$ 475,719	$ 533,637	12.2%
General Merchandise Stores 452	$ 23,636,428	$ 27,708,237	17.2%
Department Stores 4522	$ 1,336,198	$ 4,044,109	202.7%
General Merchandise Stores, Including Warehouse Clubs	$ 22,300,230	$ 23,664,128	6.1%
Electronic Shopping And Mail-order Houses 4541	$ 3,621,161	$ 3,565,938	-1.5%
Miscellaneous Retailers 453, 4542, 4543	$ 22,085,320	$ 29,192,040	32.2%
Agriculture, Forestry, Fishing 11	**$ 353,126**	**$ 228,640**	**-35.3%**
Mining 21	**$ 149,742**	**D**	**D**
Utilities 22	**$ 88,319**	**$ 377,982**	**328.0%**
Construction 23	**$ 49,150,849**	**$ 80,132,979**	**63.0%**
Construction Of Buildings 236	$ 24,577,475	$ 37,754,418	53.6%
Heavy Construction & Highways 237	$ 3,851,548	$ 17,278,992	348.6%
Special Trade Contractors 238	$ 20,721,826	$ 25,099,569	21.1%
Manufacturing 31-33	**$ 8,905,360**	**$ 16,175,129**	**81.6%**
Wholesale Trade 42	**$ 19,857,175**	**$ 30,315,772**	**52.7%**
Durable Goods 423	$ 15,339,306	$ 24,420,905	59.2%
Nondurable Goods 424	$ 4,445,126	$ 5,797,560	30.4%
Electronic Markets, Agents & Brokers 425	$ 72,743	$ 97,307	33.8%
Transportation & Warehousing 48-49	**$ 851,939**	**$ 2,303,819**	**170.4%**
Information 51	**$ 8,221,598**	**$ 8,193,682**	**-0.3%**
Finance, Insurance 52	**$ 1,969,080**	**$ 2,582,285**	**31.1%**
Real Estate, Rental/leasing 53	**$ 7,633,958**	**$ 7,957,512**	**4.2%**
Professional, Scientific & Technical Services 54	**$ 11,313,324**	**$ 5,756,048**	**-49.1%**
Management, Education & Health Services 55-62	**$ 12,923,914**	**$ 16,036,239**	**24.1%**
Arts, Entertainment & Recreation 71	**$ 978,300**	**$ 2,124,515**	**117.2%**
Accommodations & Food Services 72	**$ 21,233,066**	**$ 40,378,097**	**90.2%**
Accommodations 721	$ 2,851,655	$ 10,540,391	269.6%
Restaurants, Food Services & Drinking Places 722	$ 18,381,411	$ 29,837,706	62.3%
Other Services 81	**$ 5,179,639**	**$ 7,221,431**	**39.4%**
Repair & Maintenance 811	$ 4,343,017	$ 5,941,184	36.8%
Personal Service 812	$ 793,825	$ 1,143,281	44.0%
Religious, Civic & Other Organization 813, 814	$ 42,797	$ 136,966	220.0%
Public Administration, Other 92,00	**$ 430,065**	**$ 321,515**	**-25.2%**
Grand Total	**$ 288,825,317**	**$ 391,456,991**	**35.5%**

WALLA WALLA COUNTY
BANK DEPOSITS 2012-2021
(Inside of Market of 99362)

	Jul-12	Jul-13	Jul-14	Jul-15	Jul-16	Jul-17	Jul-18	Jul-19	Jul-20	Jul-21
Bank Deposits ($000) Inside of Market of 99362	$ 922,134	$ 932,139	$ 840,346	$ 965,526	$ 892,943	$ 988,355	$ 1,307,712	$ 1,326,374	$ 1,205,333	$ 1,447,546
% Change	-15.16%	1.08%	-9.85%	14.90%	-7.52%	10.69%	32.31%	1.43%	-9.13%	20.10%



Source: FDIC

Prepared by: Port of Walla Walla (509) 525-3100 (Updated 10/19/21)

Chart 12

MEDIAN HOME PRICES - Annual 2014-2020
State of Washington and Counties

County	2014	2015	2016	2017	2018	2019	2020	% Change 2014 to 2020
Wahkiakum	$75,000	$167,500	$212,500	$226,800	$240,900	$256,800	$313,900	318.5%
Klickitat	$180,000	$204,900	$236,600	$244,100	$270,000	$283,100	$370,800	106.0%
GraysHarbor	$123,200	$138,800	$151,600	$169,400	$191,600	$215,200	$251,100	103.8%
Lewis	$150,500	$158,700	$174,000	$199,200	$227,400	$258,700	$304,100	102.1%
Mason	$158,500	$170,800	$194,100	$213,600	$242,900	$271,900	$319,600	101.6%
Skamania	$173,700	$217,600	$256,500	$271,600	$292,000	$323,100	$340,500	96.0%
Cowlitz	$162,000	$179,100	$199,900	$225,600	$246,900	$275,200	$307,500	89.8%
Pacific	$125,300	$141,600	$143,500	$165,000	$189,100	$206,000	$234,300	87.0%
Kittitas	$220,100	$243,700	$259,900	$285,300	$336,000	$346,200	$411,000	86.7%
Pierce	$231,900	$251,900	$279,000	$315,700	$347,400	$372,200	$424,300	83.0%
Jefferson	$254,500	$276,600	$320,200	$355,200	$371,800	$402,000	$455,900	79.1%
Spokane	$178,400	$192,200	$207,300	$222,600	$246,200	$276,600	$318,200	78.4%
Skagit	$236,500	$281,000	$287,300	$317,000	$349,900	$374,100	$421,800	78.4%
Yakima	$160,600	$166,800	$189,000	$204,200	$226,600	$249,000	$281,500	75.3%
Chelan	$239,700	$269,800	$275,600	$305,100	$337,200	$357,000	$418,600	74.6%
Kitsap	$243,500	$260,200	$288,400	$316,600	$346,800	$381,400	$425,100	74.6%
WallaWalla	**$176,300**	**$186,700**	**$212,300**	**$217,900**	**$244,900**	**$260,300**	**$305,500**	**73.3%**
Benton	$190,400	$201,200	$222,800	$244,000	$276,700	$299,800	$329,500	73.1%
Franklin	$190,400	$201,200	$222,800	$244,000	$276,700	$299,800	$329,500	73.1%
Adams	$127,300	$140,800	$145,900	$154,100	$160,600	$192,700	$216,900	70.4%
Clallam	$207,000	$219,300	$250,700	$270,300	$293,000	$309,800	$352,600	70.3%
Pend	$143,700	$150,400	$156,400	$169,200	$188,000	$206,900	$242,000	68.4%
Stevens	$143,700	$150,400	$156,400	$169,200	$188,000	$206,900	$242,000	68.4%
Okanogan	$151,400	$166,500	$182,900	$198,700	$217,800	$220,400	$254,500	68.1%
Douglas	$223,000	$238,300	$259,000	$283,000	$318,200	$347,800	$373,200	67.4%
Snohomish	$328,700	$358,900	$391,700	$439,300	$482,100	$493,000	$549,400	67.1%
Island	$266,700	$290,400	$316,900	$340,400	$366,000	$388,100	$442,700	66.0%
Thurston	$231,400	$247,000	$266,100	$285,800	$315,800	$341,200	$383,600	65.8%
SanJuan	$419,400	$444,300	$467,100	$516,700	$550,000	$652,000	$694,800	65.7%
Columbia	$130,000	$166,900	$140,000	$152,700	$162,700	$186,400	$214,700	65.2%
Whatcom	$271,300	$290,400	$311,700	$343,600	$382,300	$401,300	$444,400	63.8%
Clark	$247,600	$263,200	$294,600	$332,800	$359,100	$371,700	$403,700	63.0%
King	$449,600	$486,100	$566,200	$637,700	$689,900	$677,700	$729,600	62.3%
Grant	$160,200	$165,400	$182,400	$190,500	$202,300	$227,900	$258,500	61.4%
Lincoln	$127,500	$80,000	$80,000	$105,000	$115,600	$142,500	$202,100	58.5%
Whitman	$201,600	$204,100	$228,700	$241,200	$264,100	$287,500	$291,300	44.5%
Asotin	$160,100	$170,300	$178,000	$197,100	$216,700	$200,000	$216,900	35.5%
Garfield	$160,100	$170,300	$178,000	$197,100	$216,700	$200,000	$216,900	35.5%
Ferry	$130,000	$127,500	$95,000	$146,700	$164,000	$160,000	$172,900	33.0%
Statewide	**$267,600**	**$438,000**	**$289,100**	**$315,900**	**$362,100**	**$397,900**	**$452,400**	**69.1%**

WCRER Estimates

Washington Center for Real Estate Research / University of Washington

CERTIFICATION OF ENROLLMENT

ENGROSSED SUBSTITUTE HOUSE BILL 1189

67th Legislature
2021 Regular Session

Passed by the House April 20, 2021
Yeas 68 Nays 30

Speaker of the House of Representatives

Passed by the Senate April 5, 2021
Yeas 45 Nays 2

President of the Senate

Approved

Governor of the State of Washington

CERTIFICATE

I, Bernard Dean, Chief Clerk of the House of Representatives of the State of Washington, do hereby certify that the attached is **ENGROSSED SUBSTITUTE HOUSE BILL 1189** as passed by the House of Representatives and the Senate on the dates hereon set forth.

Chief Clerk

FILED

Secretary of State
State of Washington

ENGROSSED SUBSTITUTE HOUSE BILL 1189

AS AMENDED BY THE SENATE

Passed Legislature - 2021 Regular Session

State of Washington 67th Legislature 2021 Regular Session

By House Finance (originally sponsored by Representatives Duerr, Boehnke, Bateman, Sullivan, Fitzgibbon, Walen, Ramel, Springer, Wicks, Slatter, Pollet, Callan, and Harris-Talley)

READ FIRST TIME 02/22/21.

AN ACT Relating to tax increment financing; amending RCW 84.55.010 and 84.55.120; and adding a new chapter to Title 39 RCW.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

NEW SECTION. **Sec. 1.** The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

(1) "Assessed value of real property" means the valuation of taxable real property as placed on the last completed assessment roll prepared pursuant to Title 84 RCW.

(2) "Increment area" means the geographic area within which regular property tax revenues are to be apportioned to pay public improvement costs, as authorized under this chapter.

(3) "Increment value" means 100 percent of any increase in the true and fair value of real property in an increment area that is placed on the tax rolls after the increment area is created. The increment value shall not be less than zero.

(4) "Local government" means any city, town, county, port district, or any combination thereof.

(5) "Ordinance" means any appropriate method of taking legislative action by a local government, including a resolution adopted by a port district organized under Title 53 RCW.

(6) "Public improvement costs" means the costs of:

(a) Design, planning, acquisition, required permitting, required environmental studies and mitigation, seismic studies or surveys, archaeological studies or surveys, land surveying, site preparation, construction, reconstruction, rehabilitation, improvement, and installation of public improvements and other directly related costs;

(b) Relocating, maintaining, and operating property pending construction of public improvements;

(c) Relocating utilities as a result of public improvements;

(d) Financing public improvements, including capitalized interest for up to six months following completion of construction, legal and other professional services, taxes, insurance, principal and interest costs on general indebtedness issued to finance public improvements, and any necessary debt service reserves;

(e) Expenses incurred in revaluing real property for the purpose of determining the tax allocation base value by a county assessor under chapter 84.41 RCW and expenses incurred by a county treasurer under chapter 84.56 RCW in apportioning the taxes and complying with this chapter and other applicable law. For purposes of this subsection (6)(e), "expenses incurred" means actual staff and software costs directly related to the implementation and ongoing administration of increment areas under this chapter; and

(f) Administrative expenses and feasibility studies reasonably necessary and related to these costs, including related costs that may have been incurred before adoption of the ordinance authorizing the public improvements and the use of tax increment financing to fund the costs of the public improvements.

(7) "Public improvements" means:

(a) Infrastructure improvements owned by a local government within or outside of and serving the increment area that include:

(i) Street and road construction;

(ii) Water and sewer system construction and improvements;

(iii) Sidewalks and other nonmotorized transportation improvements and streetlights;

(iv) Parking, terminal, and dock facilities;

(v) Park and ride facilities or other transit facilities;

(vi) Park and community facilities and recreational areas;

(vii) Stormwater and drainage management systems;

(viii) Electric, broadband, or rail service;

(ix) Mitigation of brownfields; or

(b) Expenditures for any of the following purposes:

(i) Purchasing, rehabilitating, retrofitting for energy efficiency, and constructing housing for the purpose of creating or preserving long-term affordable housing;

(ii) Purchasing, rehabilitating, retrofitting for energy efficiency, and constructing child care facilities serving children and youth that are low-income, homeless, or in foster care;

(iii) Providing maintenance and security for the public improvements; or

(iv) Historic preservation activities authorized under RCW 35.21.395.

(8) "Regular property taxes" means regular property taxes as defined in RCW 84.04.140, except: (a) Regular property taxes levied by port districts or public utility districts to the extent necessary for the payments of principal and interest on general obligation debt; and (b) regular property taxes levied by the state for the support of the common schools under RCW 84.52.065. Regular property taxes do not include excess property tax levies that are exempt from the aggregate limits for junior and senior taxing districts as provided in RCW 84.52.043. "Regular property taxes" does not include excess property taxes levied by local school districts.

(9) "Tax allocation base value" means the assessed value of real property located within an increment area for taxes imposed in the year in which the increment area is first designated.

(10) "Tax allocation revenues" means those revenues derived from the imposition of regular property taxes on the increment value.

(11) "Taxing district" means a governmental entity that levies or has levied for it regular property taxes upon real property located within a proposed or approved increment area.

NEW SECTION. **Sec. 2.** (1) A local government may designate an increment area under this chapter and use the tax allocation revenues to pay public improvement costs, subject to the following conditions:

(a) The local government must adopt an ordinance designating an increment area within its boundaries and describing the public improvements proposed to be paid for, or financed with, tax allocation revenues;

(b) The local government may not designate increment area boundaries such that the entirety of its territory falls within an increment area;

(c) The increment area may not have an assessed valuation of more than $200,000,000 or more than 20 percent of the sponsoring jurisdiction's total assessed valuation, whichever is less, when the ordinance is passed. If a sponsoring jurisdiction creates two increment areas, the total combined assessed valuation in both of the two increment areas may not equal more than $200,000,000 or more than 20 percent of the sponsoring jurisdiction's total assessed valuation, whichever is less, when the ordinances are passed creating the increment areas;

(d) A local government can create no more than two active increment areas at any given time and they may not physically overlap by including the same land in more than one increment area at any time;

(e) The ordinance must set a sunset date for the increment area, which may be no more than 25 years after the first year in which tax allocation revenues are collected from the increment area;

(f) The ordinance must identify the public improvements to be financed and indicate whether the local government intends to issue bonds or other obligations, payable in whole or in part, from tax allocation revenues to finance the public improvement costs, and must estimate the maximum amount of obligations contemplated;

(g) The ordinance must provide that the increment takes effect on June 1st following the adoption of the ordinance in (a) of this subsection;

(h) The sponsoring jurisdiction may not add additional public improvements to the project after adoption of the ordinance creating the increment area or change the boundaries of the increment area. The sponsoring jurisdiction may expand, alter, or add to the original public improvements when doing so is necessary to assure the originally approved improvements can be constructed or operated;

(i) The ordinance must impose a deadline by which commencement of construction of the public improvements shall begin, which deadline must be at least five years into the future and for which extensions shall be made available for good cause; and

(j) The local government must make a finding that:

(i) The public improvements proposed to be paid or financed with tax allocation revenues are expected to encourage private development within the increment area and to increase the assessed value of real property within the increment area;

(ii) Private development that is anticipated to occur within the increment area as a result of the proposed public improvements will be permitted consistent with the permitting jurisdiction's applicable zoning and development standards;

(iii) The private development would not reasonably be expected to occur solely through private investment within the reasonably foreseeable future without the proposed public improvements; and

(iv) The increased assessed value within the increment area that could reasonably be expected to occur without the proposed public improvements would be less than the increase in the assessed value estimated to result from the proposed development with the proposed public improvements.

(2) In considering whether to designate an increment area, the legislative body of the local government must prepare a project analysis that shall include, but need not be limited to, the following:

(a) A statement of objectives of the local government for the designated increment area;

(b) A statement as to the property within the increment area, if any, that the local government may intend to acquire;

(c) The duration of the increment area;

(d) Identification of all parcels to be included in the area;

(e) A description of the expected private development within the increment area, including a comparison of scenarios with the proposed public improvements and without the proposed public improvements;

(f) A description of the public improvements, estimated public improvement costs, and the estimated amount of bonds or other obligations expected to be issued to finance the public improvement costs and repaid with tax allocation revenues;

(g) The assessed value of real property listed on the tax roll as certified by the county assessor under RCW 84.52.080 from within the increment area and an estimate of the increment value and tax allocation revenues expected to be generated;

(h) An estimate of the job creation reasonably expected to result from the public improvements and the private development expected to occur in the increment area; and

(i) An assessment of any impacts and any necessary mitigation to address the impacts identified on the following:

(i) Affordable and low-income housing;

(ii) The local business community;

(iii) The local school districts; and

(iv) The local fire service.

(3) The local government may charge a private developer, who agrees to participate in creating the increment area, a fee sufficient to cover the cost of the project analysis and establishing the increment area, including staff time, professionals and consultants, and other administrative costs related to establishing the increment area.

(4) Nothing in this section prohibits a local government from entering into an agreement under chapter 39.34 RCW with another local government for the administration or other activities related to tax increment financing authorized under this section.

(5) If the project analysis indicates that an increment area will impact at least 20 percent of the assessed value in a fire protection district or regional fire protection service authority, or the fire service agency's annual report demonstrates an increase in the level of service directly related to the increment area, the local government must negotiate a mitigation plan with the fire protection district or regional fire protection service authority to address level of service issues in the increment area.

(6) The local government may reimburse the assessor and treasurer for their costs as provided in section 1(6)(e) of this act.

(7) Prior to the adoption of an ordinance authorizing creation of an increment area, the local government must:

(a) Hold at least two public briefings for the community solely on the tax increment project that include the description of the increment area, the public improvements proposed to be financed with the tax allocation revenues, and a detailed estimate of tax revenues for the participating local governments and taxing districts, including the amounts allocated to the increment public improvements. The briefings must be announced at least two weeks prior to the date being held, including publishing in a legal newspaper of general circulation and posting information on the local government website and all local government social media sites; and

(b) Submit the project analysis to the office of the treasurer for review and consider any comments that the treasurer may provide upon completion of their review of the project analysis as provided under this subsection. The treasurer must complete the review within 90 days of receipt of the project analysis and may consult with other agencies and outside experts as necessary. Upon completing their review, the treasurer must promptly provide to the local government any comments regarding suggested revisions or enhancements to the project analysis that the treasurer deems appropriate based on the requirements in subsection (2) of this section.

NEW SECTION. **Sec. 3.** (1) Public improvements that are financed under this chapter may be undertaken and coordinated with other programs or efforts undertaken by the local government and other taxing districts and may be funded in part from revenue sources other than tax allocation revenues.

(2) Public improvements that are constructed by a private developer must meet all applicable state and local laws.

NEW SECTION. **Sec. 4.** The local government designating the increment area must:

(1) Publish notice in a legal newspaper of general circulation within the jurisdiction of the local government that describes the public improvements, describes the boundaries of the increment area, and identifies the location and times where the ordinance and other public information concerning the public improvement may be inspected; and

(2) Deliver a certified copy of the ordinance to the county treasurer, the county assessor, and the governing body of each taxing district within which the increment area is located.

NEW SECTION. **Sec. 5.** Apportionment of taxes shall be as follows:

(1) Commencing in the calendar year following the passage of the ordinance, the county treasurer shall distribute receipts from regular property taxes imposed on real property located in the increment area as follows:

(a) Each taxing district shall receive that portion of its regular property taxes produced by the rate of tax levied by or for the taxing district on the tax allocation base value for that increment area;

(b) The local government that designated the increment area shall be entitled to receive an additional amount equal to the amount derived from the regular property taxes levied by or for each taxing district upon the increment value within the increment area. The local government that designated the increment area shall receive no more than is needed to pay or repay costs directly associated with the public improvements identified in the approved ordinance and may agree to receive less than the full amount of this portion, as long as bond debt service, reserve, and other bond covenant requirements are satisfied, in which case the balance of these tax receipts shall be allocated to the taxing districts that imposed regular property taxes, or have regular property taxes imposed for them, in the increment area for collection that year in proportion to their regular tax levy rates for collection that year. The local government may request that the treasurer transfer this additional portion of the property taxes to its designated agent. The portion of the tax receipts distributed to the local government or its agent under this subsection (1)(b) may only be expended to finance public improvement costs associated with the public improvements financed in whole or in part by tax increment financing; and

(c) This section shall not apply to any receipts from the regular property taxes levied by:

(i) The state for the support of the common schools under RCW 84.52.065;

(ii) Local school district excess levies; and

(iii) Port districts or public utility districts specifically for the purpose of making required payments of principal and interest or general indebtedness.

(2) The apportionment of tax allocation revenues must cease when the taxing district certifies to the county assessor in writing that tax allocation revenues are no longer necessary or obligated to pay public improvement costs, but in no event shall the apportionment of tax allocation revenues continue beyond the sunset date established pursuant to section 2(1)(e) of this act. Any excess tax allocation revenues and earnings on the tax allocation revenues remaining at the time the apportionment of tax receipts terminates must be returned to the county treasurer and distributed to the taxing districts that imposed regular property taxes, or had regular property taxes imposed for it, in the increment area for collection that year, in proportion to the rates of their regular property tax levies for collection that year.

(3) The apportionment and distribution of portions of the regular property taxes levied by or for each taxing district upon the increment value within the increment area pursuant to and subject to

the requirements of this chapter is declared to be a public purpose of and benefit each such taxing district.

(4) The apportionment and distribution of portions of the regular property taxes levied by or for each taxing district upon the increment value within the increment area pursuant to this section shall not affect or be deemed to affect the rate of taxes levied by or within any such taxing district or the consistency of any such levies with the uniformity requirement of Article VII, section 1 of the state Constitution.

NEW SECTION. **Sec. 6.** (1) A local government designating an increment area may incur general indebtedness, and issue general obligation bonds or notes to finance the public improvements and retire the indebtedness, in whole or in part, from tax allocation revenues it receives.

(2) The general indebtedness incurred under subsection (1) of this section may be payable from tax allocation revenues and any other sources available to the local government for payment of the public improvement costs, including without limitation: Other tax revenues; the full faith and credit of the local government; nontax income, revenues, fees, and rents from the public improvements; and contributions, grants, and nontax resources.

(3) In addition to the requirements in subsection (1) of this section, a local government designating an increment area and authorizing the use of tax increment financing may require the nonpublic participant to provide adequate security to protect the public investment in the public improvement within the increment area.

NEW SECTION. **Sec. 7.** A direct or collateral attack on the designation of the increment area or the allocation of regular property tax revenues in conformance with applicable legal requirements, including this chapter, may not be commenced more than 30 days after adoption of the ordinance as required by section 2 of this act.

NEW SECTION. **Sec. 8.** (1) A local government may issue revenue bonds to fund revenue-generating public improvements, or portions of public improvements, that are located within an increment area and that it is authorized to provide or operate. Whenever revenue bonds are to be issued, the legislative authority of the local government shall create or have created a special fund or funds from which, along with any reserves created pursuant to RCW 39.44.140, the principal and interest on these revenue bonds shall exclusively be payable. The legislative authority of the local government may obligate the local government to set aside and pay into the special fund or funds a fixed proportion or a fixed amount of the revenues from the public improvements that are funded by the revenue bonds. This amount or proportion is a lien and charge against these revenues, subject only to operating and maintenance expenses. The local government shall have due regard for the cost of operation and maintenance of the public improvements that are funded by the revenue bonds, and shall not set aside into the special fund or funds a greater amount or proportion of the revenues that in its judgment will be available over and above the cost of maintenance and operation and the amount or proportion, if any, of the revenue previously pledged. The local government may also provide that revenue bonds payable out of the same source or sources of revenue may later be issued on a parity with any revenue bonds being issued and sold.

(2) Revenue bonds issued under this section are not an indebtedness of the local government issuing the bonds, and the interest and principal on the bonds shall only be payable from the revenues lawfully pledged to meet the principal and interest requirements and any reserves created pursuant to RCW 39.44.140. The owner or bearer of a revenue bond or any interest coupon issued under this section shall not have any claim against the local government arising from the bond or coupon except for payment from the revenues lawfully pledged to meet the principal and interest requirements and any reserves created pursuant to RCW 39.44.140. The substance of the limitations included in this subsection shall be plainly printed, written, or engraved on each bond issued under this section.

(3) Revenue bonds with a maturity in excess of 25 years shall not be issued under this section.

(4) The legislative authority of the local government shall by resolution determine for each revenue bond issue the amount, date, form, terms, conditions, denominations, maximum fixed or variable interest rate or rates, maturity or maturities, redemption rights, registration privileges, manner of execution, manner of sale, callable provisions, if any, and covenants including the refunding of

existing revenue bonds. Facsimile signatures may be used on the bonds and any coupons. Refunding revenue bonds may be issued in the same manner as revenue bonds are issued.

(5) The authority to issue revenue bonds under this section is supplementary and in addition to any authority otherwise existing. Nothing in this section limits a local government in the issuance of revenue bonds that are otherwise authorized by law for the construction of additions, betterments, or extensions of utilities within the increment area.

(6) Notwithstanding anything to the contrary in this section, revenue bonds issued to finance public improvements may be issued in accordance with chapter 39.46 RCW.

NEW SECTION. **Sec. 9.** This chapter supplements and neither restricts nor limits any powers that the state or any local government might otherwise have under any laws of this state.

Sec. 10. RCW 84.55.010 and 2017 3rd sp.s. c 13 s 302 are each amended to read as follows:

(1) Except as provided in this chapter, the levy for a taxing district in any year must be set so that the regular property taxes payable in the following year do not exceed the limit factor multiplied by the amount of regular property taxes lawfully levied for such district in the highest of the three most recent years in which such taxes were levied for such district, excluding any increase due to (e) of this subsection, unless the highest levy was the statutory maximum rate amount, plus an additional dollar amount calculated by multiplying the regular property tax levy rate of that district for the preceding year by the increase in assessed value in that district resulting from:

(a) New construction;

(b) Increases in assessed value due to construction of wind turbine, solar, biomass, and geothermal facilities, if such facilities generate electricity and the property is not included elsewhere under this section for purposes of providing an additional dollar amount. The property may be classified as real or personal property;

(c) Improvements to property; ((~~and~~))

(d) Any increase in the assessed value of state-assessed property; and

(e) Any increase in the assessed value of real property, as that term is defined in section 1 of this act, within an increment area as designated by any local government in section 2 of this act provided that such increase is not included elsewhere under this section. This subsection (1)(e) does not apply to levies by the state or by port districts and public utility districts for the purpose of making required payments of principal and interest on general indebtedness.

(2) The requirements of this section do not apply to:

(a) State property taxes levied under RCW 84.52.065(1) for collection in calendar years 2019 through 2021; and

(b) State property taxes levied under RCW 84.52.065(2) for collection in calendar years 2018 through 2021.

Sec. 11. RCW 84.55.120 and 2014 c 4 s 5 are each amended to read as follows:

(1) A taxing district, other than the state, that collects regular levies must hold a public hearing on revenue sources for the district's following year's current expense budget. The hearing must include consideration of possible increases in property tax revenues and must be held prior to the time the taxing district levies the taxes or makes the request to have the taxes levied. The county legislative authority, or the taxing district's governing body if the district is a city, town, or other type of district, must hold the hearing. For purposes of this section, "current expense budget" means that budget which is primarily funded by taxes and charges and reflects the provision of ongoing services. It does not mean the capital, enterprise, or special assessment budgets of cities, towns, counties, or special purpose districts.

(2) If the taxing district is otherwise required to hold a public hearing on its proposed regular tax levy, a single public hearing may be held on this matter.

(3)(a) Except as provided in (b) of this subsection (3), no increase in property tax revenue may be authorized by a taxing district, other than the state, except by adoption of a separate ordinance or resolution, pursuant to notice, specifically authorizing the increase in terms of both dollars and percentage. The ordinance or resolution may cover a period of up to two years, but the ordinance must specifically state for each year the dollar increase and percentage change in the levy from the previous year.

(b) Exempt from the requirements of (a) of this subsection are increases in revenue resulting from the addition of:

(i) New construction;

(ii) Increases in assessed value due to construction of wind turbine, solar, biomass, and geothermal facilities, if such facilities generate electricity and the property is not included elsewhere under this section for purposes of providing an additional dollar amount. The property may be classified as real or personal property;

(iii) Improvements to property; ((~~and~~))

(iv) Any increase in the value of state-assessed property; and

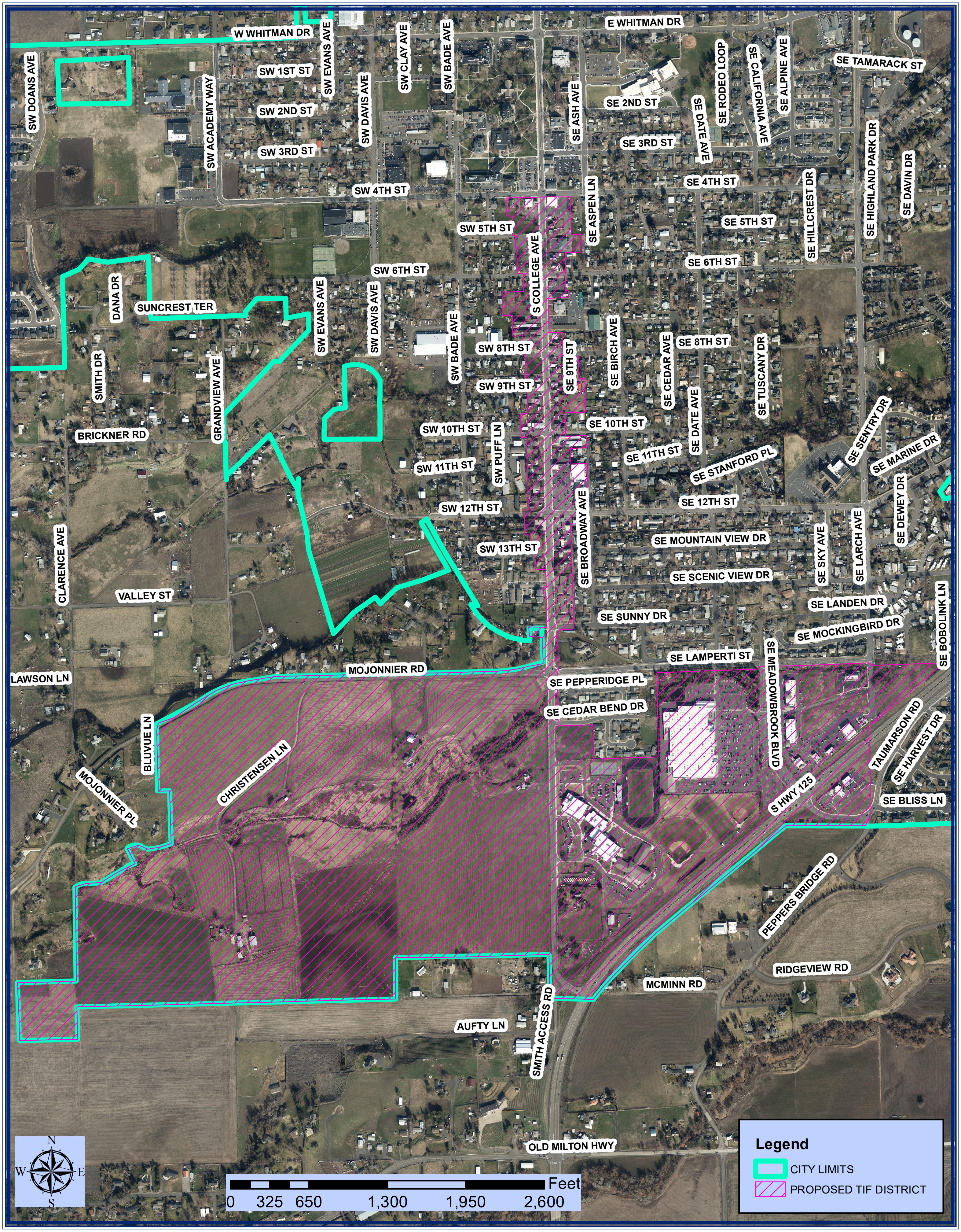
(v) Any increase in the assessed value of real property, as that term is defined in section 1 of this act, within an increment area as designated by any local government in section 2 of this act provided that such increase is not included elsewhere under this section. This subsection (3)(b)(v) does not apply to levies by the state or by port districts and public utility districts for the purpose of making required payments of principal and interest on general indebtedness.

NEW SECTION. **Sec. 12.** Sections 1 through 9 of this act constitute a new chapter in Title 39 RCW.

NEW SECTION. **Sec. 13.** If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other persons or circumstances is not affected.

--- END ---

PROPOSED STONE CREEK & DOWNTOWN TIF



AGENDA REPORT

FOR:	City Council	November 3, 2021
TO:	Dave Zabell, City Manager	City Council Workshop Meeting: 11/8/21
FROM:	Rick White, Director Community & Economic Development	
SUBJECT:	Presentation - Tax Increment Financing Proposal Port of Pasco	

I. REFERENCE(S):

PowerPoint Presentation

II. ACTION REQUESTED OF COUNCIL / STAFF RECOMMENDATIONS:

Presented by Randy Hayden, Executive Director for the Port of Pasco

III. FISCAL IMPACT:

None

IV. HISTORY AND FACTS BRIEF:

Port of Pasco Executive Director Randy Hayden will provide the City Council with an overview of the uses and benefits of the recently adopted Tax Increment Financing (TIF) laws, and a Port TIF proposal to fund infrastructure relating to the recently announced Darigold plant in the expanded Urban Growth Area.

V. DISCUSSION:

Reimann Industrial Center Tax Increment Financing

Port of Pasco

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Public Briefing

October 28, 2021

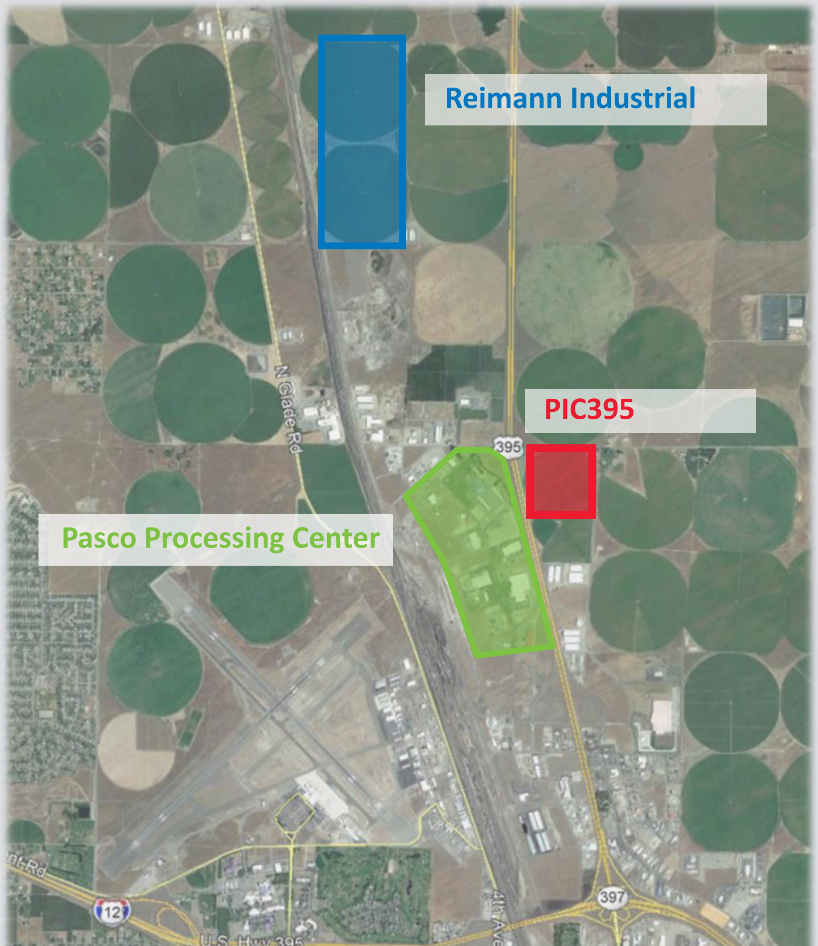
What is a TIF?

- Tax Increment Financing (TIF) is a new economic development tool available to cities, counties and ports (ESHB 1189, 2021 Legislature)
- A "TIF Area" is created to spur new private development, which will increase the assessed valuation of the project/site
- Property taxes resulting from the *increased assessed valuation* in the TIF area funds infrastructure needed to attract the new development
- School districts and state property taxes are NOT included in TIF collections
- Current property owners do NOT pay into the TIF funded projects
- Designed for a specific project/site (not "build infrastructure, development will follow")
- Must demonstrate that private development would not otherwise occur within the reasonably foreseeable future but for an investment in the infrastructure

How to Implement a TIF

- City, county, or port adopts an ordinance designating the increment area, and identifying the public improvements to be financed, and if bonds will be issued
- No more than two increment areas and they may not overlap
- Increment areas may not total more than $200 million in assessed valuation, or more than 20% of the total assessed valuation of the jurisdiction creating the increment area, whichever is less
- The local government may only receive TIF revenues for the identified infrastructure and only until the infrastructure is paid for
- Excess TIF revenues are returned to taxing agencies as normal property taxes
- Cannot add additional public improvements or change the boundary of the increment area once adopted
- Must include a deadline by when construction of public improvements will begin
- If the local government finances the public improvements, the increment area must be retired no more than 25 years after the adoption of the ordinance designating the increment area

Reimann Industrial Center



- 300 Acres for New Industrial Park
- Purchase Completed October 2019
- HAEIFC - $2,250,000
  Port - $4,250,000
  Total - $6,500,000

Port of Pasco

Darigold

TIF Area of 150 acres will be formed to pay for a portion of the needed public infrastructure to serve the Darigold site

- **Darigold Plans New 550,000 SF Facility at Reimann**
- **$500M Investment and 200 New Jobs + 350 Farm Jobs**
- **Construction 2022, Open 2023**

Port of Pasco

Public Improvements

Total Infrastructure Costs

Improvement	Cost
Connect to City Sanitary Sewer	$2,582,187
Connect to City Domestic Water	$5,101,626
N. Railroad Ave. Frontage	$2,370,563
N. Railroad Ave. Non-Frontage	$1,797,351
Fiber, Gas Line, and Telephone	$2,173,751
Rail Spur Line - BNSF Switch to North of Southern Circle	$6,071,309
TOTAL	**$20,096,787**

The City of Pasco is making other major system upgrades to support the project that are not included in this list

Funding Sources

Agency or Mechanism	Amount
Port of Pasco	$ 2,500,000
Franklin County .09 Fund	$ 1,300,000
State Direct Appropriation	$ 7,500,000
State CERB Board	$ 575,000
Local Tax Increment Financing	$ 8,225,000*
Total	**$ 20,100,000**

*Debt Service for 20-Year Bond to Finance $8,225,000 is **$552,513/year**

Darigold Infrastructure Costs

PWRF

PWRF Pipe, Pump	4,607,000
PWRF Storage Pond (100 MG)	6,557,000
PWRF Buy-in Cost (1 time)	1,000,000
PWRF Capital (IPS) - Annual	100,800
PWRF Annual O&M Cost	600,000
PWRF City Land Purchase -20 ac	500,000

Sanitary Sewer

Sewer DAFT Rental (1 Year)	240,000
Sewer Hook Up Fee	4,000
Sewer Capital Expansion Fee	98,927
Sewer Front Footage Fee	Waived
Sewer Square Footage Fee	305,791
Sewer Pretreatment Facility	20,000,000*

Domestic Water

Water Meter fee	8,500
Water Capital Expansion Fee	27,591
Water Front Footage Fee	Waived
Water Square Footage Fee	278,348
Water Rights Fee	Transfer

Other Utilities

Franklin PUD Service Extension	725,000
PUD Relocate Shed Power	?
Cascade Natural Gas Relocation	200,000

* From Darigold's Consultant

Port of Pasco

Assessed Value Increase and Tax Collection Assumptions

Agency	2021 Tax Levy Rate	Annual Tax Increment for Assessed Value of: $200M	$400M
Port of Pasco	0.24382	**$48,764**	$97,528
Franklin County	1.10500	**$221,000**	$442,000
City of Pasco	1.68420	**$336,840**	$673,680
Veterans Relief, Mental Health Levy	0.03625	**$7,250**	$14,500
Total	3.06927	**$613,854**	$1,227,708

Assumed TIF Collections

TIF Property Tax Allocation for $200M Increment Value

Agency	2021 Tax Levy Rate	Annual Property Tax Allocation Total Taxes	TIF Project Bond Amt	Excess to Agency*
Port of Pasco	0.24382	$48,764	$43,891	$4,873
Franklin County	1.10500	$221,000	$198,916	$22,084
City of Pasco	1.68420	$336,840	$303,180	$33,660
Veterans Relief, Mental Health	0.03625	$7,250	$6,526	$724
Total	**3.06927**	**$613,854**	**$552,513**	**$61,341ǂ**

*Other taxes to state and local agencies include:

- Sales taxes
- Payroll taxes
- Utility taxes
- School bonds and levy's

ǂ TIF Proceeds will also reimburse County Assessor and Treasurer for their costs estimated at $15k/yr

TIF Property Tax Allocation for $400M Increment Value

Agency	2021 Tax Levy Rate	Annual Property Tax Allocation Total Taxes	 TIF Project Bond Amt	 Excess to Agency
Port of Pasco	0.24382	$97,528	$43,891	$53,637
Franklin County	1.10500	$442,000	$198,916	$243,084
City of Pasco	1.68420	$673,680	$303,180	$370,500
Veterans Relief, Mental Health	0.03625	$14,500	$6,526	$7,974
Total	**3.06927**	**$1,227,708**	**$552,513**	**$675,195**

THANK YOU!

Port of Pasco

PORT OF PASCO

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Randy Hayden
Executive Director
Port of Pasco
509-547-3378
www.portofpasco.org

City of College Place: Development Activity - December 2021				
Project Name	**Use**	**Location**	**Status**	**Lead Generated**
Commericial/Industrial				
Project Chocolate	Restaurant, Retail Store, and Chocolate Manufacturing	Meadowbrook Area	- August 2021 Chocolatier contacted Chamber and is looking to relocate from Puget Sound to Walla Walla Area. Interested in Hop Thief Area. - December 2021 Still in due diligence.	Chamber
Chase Bank	Bank	Meadowbrook Area	- December 2021 Closed branch due to nationwide restructuring. Will begin to market building. It is owned by Chase.	Chase Bank
Project HM	Automotive	College Avenue Corridor	- March 2020 Coffee shop located on west side of Walla Walla is potentially interested in opening a second location as primarily a drive through with large outdoor patio seating at southwest corner of 9th and College Avenues. Preliminary engineering meeting scheduled. - March 2021 Old car wash demo'ed. No update. - April 2021 No Update - May 2021 Adjusting site plan. New architect. Still plan on doing business. - December 2021 Working through needed edits to plans.	Local Business.

Project FM	Medium sized grocery and general merchandise store.	College Avenue, across from College Place High School.	- Jan 2019 This site is shortlisted with another site at end of Myra Rd in Walla Walla. User would like to open up by 2021/2022. - October 2019 Will commit to site once wastewater trunk is done next Summer. Gave city benchmarks to hit. Closing on lift station sewer property. - November 2019 City closed on lift station property. Achieving timelines. - February 2020 No change. - March 2020 Wastewater engineering plans will be done by June then to construction of sewer. This project is contingent on City getting sewer constructed. - March 2021 Company still interested. Waiting on SW Sewer to be completed. - December 2021 Awaiting Sewer. Still under consideration.	Discussion with potential client.

Project BK	Fast food burger establishment.	Either SR 125 & Commercial Dr or Tamaurson & SR 125.	- Jan 2019 Two sites are shortlisted. In due diligence/negotiation phase. - August 2019 Due diligence. - September 2019 Site agreement signed. - October 2019 Construction to take place next Spring. - December 2019 Getting plans together. - January 2020 Conceptual plans turned into City. - February 2020 Also reviewing a site on Commercial Drive. - March 2020 Continue to work with corporate on final location of Burger King. - July 2020 On hold. K8 - April 2021 Corporate has given consultants permission for site. - Dec 2021 Planning for Spring ground breaking.	ICSC Las Vegas

Project W	Fast Food restaurant	Meadowbrook Area	- June 2019 Corporate looking to open up a tri-branded location of a fast food restaurant. - August 2019 Due diligence underway on Meadowbrook taxlots. - October 2019 Sites narrowed to Commercial Drive and Tamaurson - November 2019 Narrowed to Commercial Dr site. - March 2020 Site negotiations ongoing for Commercial Drive. - Dec 2021 Project on hold.	ICSC Las Vegas
Project D	Sit Down restaurant	Sites are either SR 125/Commercial Drive or SR 125/Tamaurson.	- Jan 2019 Two sites are going through due diligence. - Mar 2019 Due diligence continues. - April 2019 Awaiting plans from State about SR 125 to determine next move. - June 2019 Waiting for the Myra and SR 125 intersection to be improved for site to be acquired. - August 2019 Awaiting permanent Myra/SR 125/Commercial Dr plans. -March 2020 No Change - March 2021 Project on hold. Waiting for left turn lane from North Myra onto Commercial. -December 2021 No change.	ICSC Las Vegas

Project Flight	Aerospace Manufacturing	Martin Airfield	- September 2019 Interest by incoming owner of Airfield about potential siting of facility on west side of property. Improve airport. Likely this project will start between four and five years. - October 2019 Airfield now owned by Tarragon/Mike Corliss. - February 2020 No Change. - August 2020 Tarragon doing preliminary planning of site. - April 2021 Tarragon is working on a Light Industrial Airport Zoning Overlay proposal to County and City. - October 2021 Zoning overlay before County Commissioners. - December 2021 Working to schedule meeting with Corliss to understand future of property.	Property owner.

Project GW/Goodwill	Second hand store	C Street across from Home Depot	- September 2019 Board of company getting ready to approve purchase of 1.94 acre John Stejer site behind Banner Bank. - October 2019 Awaiting word from Board of this company. - November 2019 Property deal closed. Goodwill is moving to College Place by March 2021. - December 2019 Goodwill is working on site plans. They control site. - February 2020 Plans are in development. - March 2020 Developing preliminary site plans. - March 2021 Working through final engineering plans. Plan for Spring ground breaking. - November 2021 Foundation being poured. - December 2021 Construction ongoing.	Board member of Company
Project Medical	Urgent Care Facility	Commercial Drive	Urgent care facility is interested in locating on Commercial Drive. - August 2021 Working on site plans. - October 2021 Early site plans submitted. - November 2021 Finishing first review on site plans. - December 2021 Got comments back to developer.	Random email.

Residential				
Homestead Subdivision Phase 3C, 3D, and 3E.	Residential subdivision constructed by Hayden Homes.	Homestead and Doans Street south of Fourth Street.	- April 2021 Water connections installed for Phase 3E. Homes under construction. - August 2021 Plans submitted for right size homes off of Doans. - December 2021 Reviewing plans for wisesize.	Hayden Homes has owned property for the last decade.
Villages at Fort Walla Walla	180 multi-family apartment units.	South side of Whitman Drive/Deccion intersection.	- Jan 2019 Plan submittal is being reviewed by development staff. Spring 2019 construction. - Feb 2019 Plans reviewed and approved. - October 2019 Engineering issuing approval for first group of buildings. - November 2019 Engineer will likely be starting work again. Was told to idle by developer. - March 2021 Invoiced developer. They have not communicated future plans after several follow up emails. - November 2021 Developer and original land owner in mediation. - December 2021 Received correspondence this will be a 2022 development.	Port of Walla Walla was approached by Farran Group about property and was directed to Bob Price and the City.

Country Estates	Additional manufactured units on former Poor Form House property.	924 SE Scenic View Dr	- Jan 2019 Poor Farm House is demolished. Site ready for manufactured unit construction. - Feb 2019 Development plans for additional units turned into the Community Development Department. - March 2019 Waiting for additional information from Country Estates. - April 2019 Met with property owner to discuss plans and what was needed to move development along. - August 2019 Awaiting revised plans. - March 2021 Working through site plan process. - April 2021. Out for public comment. Short Plat. - December 2021 Working through edits on plans.	Property owner.

Sirmon Development	Multi-family apartments.	942 NE Spitzenburg St	- Jan 2019 Plan submittal is being reviewed by development staff. - Feb 2019 Development needs fire flow test. Applicant will coordinate with Green Tank Irrigation District. - Sept 2019 Site passed flow test. It does support multifamily now. - November 2019 Planning to develop next Summer. - March 2021 Still planning on doing this development this year. - April 2021 Awaiting final engineering drawings. - August 2021 Final edits to drawings underway. - October 2021 One plat developed. Getting ready for development. - December 2021 Awaiting start from developer. One apartment complex fully permitted. Waiting for response on comments for other complex.	Property owner.

Stone Creek Development.	Single & Multi-Family	197 Mojonnier Rd	- Feb 2019 SW Trunk Line MOU contents agreed upon with property owners. MOU needed to make this property and others developable. - Jan 2020 Working on easements right-of-way for wastewater trunk line. - March 2020 Property owner short platting development to permit more developable tracts. - March 2021 Boundary line adjustments approved. Processing short plat for Christianson part of property. - December 2021 Promoting site to development community.	Property owner.
Hanby	Multi-family apartments.	West side of College & Sunny	- June 2019 Turned in preliminary plans for additional multifamily structures. -November 2019 Planning approvals done. In Civil review. - December 2019 Ongoing - January 2020 Apartment building under construction. - February 2020 Under construction. - March 2020 Apartments continue to be under construction. - July 2020 Construction continues. - December 2021 Building Construction continues.	Property owner.

Villages at Garrison Creek Phase 11 and 13	Single Family	Villages at Garrison Creek development.	- December 2021 Received submittal for 72 lot single family in vacant middle donut hole to finish up development.	Property developer.
Project Bell	Mixed-Use	8th & College	- December 2021 Due diligence period with developer out of Seattle for mixed use structure.	Property owner.
Project Kelly	Townhome	SW 12th	- December 2021 Developer Jeff Kelly out of Tri Cities is planning townhomes for site purchased from Marc Maiuri	Developer
Whispering Creek Subdivision	Single Family	620 SE 8th Street	- Feb 2019 Annexation hearing set for the property. - Mar 2019 Property annexed at February 26th, 2019 Council meeting. Awaiting plans. - Sept 2019 Awaiting revisions from developers engineer. - Dec 2019 Scheduled public hearing with Hearing Examiner. - Feb 2020 Hearing examiner issuing conditions for development. - March 2020 Working with developer and engineer on final review. - July 2020 Utilities installed. Roadway is being constructed. Housing construction has started. - March 2021 Continue constructing homes. - December 2021 Homes under construction.	Property owner.