Monday, June 2, 2025
College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
5:00 PM
In-Person at College Place City Hall, 625 S College Avenue, College Place Washington

Agenda: https://go.boarddocs.com/wa/cocp/Board.nsf/goto?open&id=DGES5G70B148
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/82605183839
Or you may call this number to listen: 1-669-900-9128 ID# 826 0518 3839
Phone controls: *6 - toggle mute/un-mute and *9 - raise hand

1. Opening Items

Subject :	1.01 Call To Order
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	1. Opening Items
Type :	Procedural
Subject :	1.02 Roll Call
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	1. Opening Items
Type :	Information

Public Content

Voting Members
Position 1 - Tracy Warner - term expires 12/31/2026
Position 2 - Kelli Leen - term expires 12/31/2028
Position 3 - Doug Case - term expires 12/31/2026 - Vice Chair
Position 4 - Teri Lesmeister -term expires 12/31/2028
Position 5 - Allison Peck - term expires 12/31/2026 - Chair
Position 6 - Kirk Amick - term ends 12/31/2028
Ex-Officio - Arlene Alen - WW Valley Chamber of Commerce Representative
Advisory Members
Mike Rizzitiello - City Administrator
Brian Carleton - Finance Director
Maryelizabeth E. Garcia - City Clerk

Subject :	1.03 Public Comment
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	1. Opening Items

Type :	Procedural

Public Content

Commission meetings are primarily structured to permit Membersto arrive at the decisions necessary to make recommendations to the City Council.

Meeting Protocol for Public Comment:

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

- Your Name
- Your Address

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

VerbalPublic Comments may be made during the meeting:

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

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

2. Consent Agenda

Subject :	2.01 Approve Agenda for June 2, 2025.
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	2. Consent Agenda
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 May 5, 2025.
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	2. Consent Agenda
Type :	Action (Consent), Minutes

File Attachments

5-5-2025 Minutes.pdf (702 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 :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	2. Consent Agenda
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. Guest Presentations

Subject :	3.01 Final Update on Comprehensive Economic Development Strategy (CEDS) Update - Mr. Saldana
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	3. Guest Presentations
Type :	Discussion, Information

Public Content

Historical Perspective:

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

<u>Information for Consideration:</u>

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

File Attachments

College Place CEDS Admin Draft 5_12_25 (no graphics).pdf (540 KB)

4. Action Agenda

Subject :	4.01 Final Update on Comprehensive Economic Development Strategy (CEDS) Update - Mr. Rizzitiello
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	4. Action Agenda
Type :	Action
Preferred Date :	Sep 09, 2024
Absolute Date :	Sep 09, 2024
Fiscal Impact :	No
Budgeted :	No
Recommended Action :	Motion approval of Comprehensive Economic Development Strategy for the City of College Place to be added to the forthcoming Comprehensive Plan Update.

Public Content

<u>Historical Perspective:</u>

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

<u>Information for Consideration:</u>

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

File Attachments

College Place CEDS Admin Draft 5_12_25 (no graphics).pdf (540 KB)

Subject :	4.02 Proposed College Place Code 10.18 - Truck Routes - Mr. Rizzitiello
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	4. Action Agenda
Type :	Action
Preferred Date :	Jun 02, 2025
Absolute Date :	Jun 02, 2025
Fiscal Impact :	No
Budgeted :	No
Recommended Action :	Motion approval of College Place Code 10.18 regarding Truck Routes to the College Place Municipal Code.

Public Content

Historical Perspective:

The City doesn't have established freight routes.

Information for Consideration:

This came up during the Martin Airfield study. Roads that are designated freight routes qualify for capital funds from the State Freight Mobility Strategic Investment Board.

Freight Routes proposed are as follows:

1. State Route 125
2. Myra Rd
3. West Whitman Drive (Western City Limits to NW Evans Avenue)
4. SW Mojonnier Rd (Western City Limits to S College Avenue)
5. S College Avenue (SW Mojonnier Rd to State Route 125)
6. NW Evans Avenue (Blalock to West Whitman Drive)
7. Wallula Avenue
8. NE Rose Street (Lambert to Eastern City Limits)

9.SW Meadowbrook Blvd (Sydnee Lane to State Route 125)

File Attachments

Proposed Freight Route Code.pdf (121 KB)

5. Staff Reports

Subject :	5.01 Market in the Park Kick Off - Mr. Beardemphl
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	5. Staff Reports
Type :	Reports

Public Content

Historical Perspective:

The Lions Park renovation project has been in the works for 8 years. It was reopened with a Dedication Ceremony on May 29 which coincided with the 1st Market in the Park of the Season.

Information for Consideration:

Mr. Beardemphl will review the event and share his thoughts.

File Attachments

1.jpg (185 KB)
2.jpg (204 KB)
3.jpg (135 KB)
4.jpg (176 KB)
5.jpg (146 KB)
6.jpg (190 KB)
7.jpg (529 KB)

6. Closing Items

Subject :	6.01 Next Meeting: July 1, 2025
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	6. Closing Items
Type :	Information
Subject :	6.02 Conclude
Meeting :	Jun 2, 2025 - College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic)
Category :	6. Closing Items
Type :	Procedural

College Place Economic Development, Tourism, and Events Commission - Hybrid (In-Person & Electronic) (Monday, May 5, 2025)
Generated by Maryelizabeth Garcia on Friday, May 2, 2025

1. Opening Items

Procedural: 1.01 Call To Order

Commission Chair Peck called the meeting to order at 5:01 PM.

Information: 1.02 Roll Call

PRESENT:		
	Commission Members	Tracy Warner; Teri Lesmeister; Allison Peck; Kirk Amick; Doug Case;
	Ex - Officio	Arlene Alen - Walla Walla Valley Chamber of Commerce City Administrator, Michael Rizzitiello
	Staff	Finance Director, Brian Carleton; City Clerk, Maryelizabeth Garcia
Also Present:		Ben Hoppe, J-U-B Engineers
MEMBERS EXCUSED:		Kelli Leen;
MEMBERS ABSENT:		

Procedural: 1.03 Public Comment- None.

2. Consent Agenda

Action (Consent): 2.01 Approve Agenda for May 5, 2025.
Action (Consent), Minutes: 2.02 Approve Minutes from April 7, 2025.
Action (Consent): 2.03 Excusing the Absence of Commission Member Leen.
Action (Consent): 2.04 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

Commission Member Amick made a motion to approve the consent agenda. Second by Commission Member Lesmeister and the motion passed 6-0.

3. Guest Presentations - None.

4. Action Agenda

Action: 4.01 Martin Airfield Area Planning Study - Mr. Rizzitiello
Mr. Rizzitiello reviewed with the Commission the final Martin Airfield Planning Study in a condensed form submitted by Mr. Hoppe from J-U-B Engineers.

Commission Member Case made a motion to recommend the Martin Airfield Planning Study to Council for adoption to the Comprehensive Plan as an Appendix. Second by Commission Member Alen and the motion passed 6-0.

5. Staff Reports

Reports: 5.01 Lions Park Dedication Ceremony - Ms. Garcia
Ms. Garcia informed the Commission of plans for the Lions Park Dedication Event. Ms. Garcia reported current plans to include the the opening day of the Market in the Park, the annual Fishing Derby in partnership with the College Place Lions Club, National Anthem performance by a local youth, a Land Welcome from Tribal Leader Jeanine Gordon, a traditional folkloric dance from the Ballet Folklorico Estrellas de Mexico, and food and drink giveaways from on-site vendors Happy Wanderer and The Soda Stop.

Discussion, Information: 5.02 Sister City Committee with Jungapeo, Mexico - Ms. Garcia
Ms. Garcia informed the Commission of the Youth Advisory Commission's initiative to create a Sister City relationship with Jungapeo, Mexico and their plan to present to Council for consideration of adoption at the May 6, 2025 Council Workshop.

Information: 5.03 Chamber Charette Report - Mr. Rizzitiello/ Ms. Alen
Mr. Rizzitiello and Ms. Alen from the Walla Walla Valley Chamber of Commerce presented the results of the Chamber Charette to the Commission.

Information: 5.04 Proposed College Place Code 10.18 - Truck Routes - Mr. Rizzitiello
Mr. Rizzitiello informed the Commission that creating a state freight route as an addition to the City Municipal Code emerged as a result of the Martin Airfield Planning Study. State freight maps never officially included any College Place city streets. This addition will designate Hwy 125, Myra Road, W Whitman Drive, and others as official City Freight Routes.

Discussion, Information: 5.05 Downtown Association Formation Update- Ms. Garcia
Ms. Garcia informed the Commission of updates to the Downtown College Place Association formation.

Discussion, Information: 5.06 Development Activity (May 2025) - Mr. Rizzitiello
Mr. Rizzitiello provided a brief overview of development activity in the month of April 2025, regarding commercial and residential developments within the City of College Place.

6. Closing Items
Information: 6.01 Next Meeting: June 2, 2025

Procedural: 6.02 Conclude

> **Commission Member Amick made a motion to conclude the meeting at 5:25 PM. Second by Commission Member Lesmeister and with no objection, the meeting concluded.**

Approved:

____
Allison Peck – Chair

Attest:

____
Maryelizabeth E. Garcia – City Clerk

The foregoing minutes are the official record of the Economic Development, Tourism, and Events Commission meeting that occurred May 5, 2025. Further detail may be obtained by reviewing the actual audio recording made during this session.

City of College Place

Comprehensive Economic Development Strategy

Administrative Draft

May 12, 2025

Acknowledgements

City Council

Mayor Norma Hernandez

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

Economic Development Tourism & Events Commission (CEDS Steering Committee)

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

City Staff

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

Consulting Team

ECONOMIC GROWTH STRATEGIES

THE NATELSON DALE GROUP, INC

ISRC INTERNATIONAL SUSTAINABLE RESILIENCE CENTER

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

Project Number: ED24SEA0G0351

Table of Contents

Introduction

About the CEDS

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

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

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

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

The CEDS Planning Process

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

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

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

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

Developing a Strategic Action Plan – The CEDS outlines specific initiatives, policies, and investments to drive economic growth.

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

Implementing & Monitoring Progress – The Draft CEDS establishes performance measures to track success and adapt strategies as needed.

The following graphic illustrates the process used in the development of the College Place CEDS.

Stakeholder Engagement	Economic Conditions Report	Competitive Analysis	Draft Plan
• Project Team Meetings • CEDS Committee (EDTC Commission) • Stakeholder Interviews	• Economic Conditions Analysis • Infrastructure Capacity Review • Economic Development Capacity Analysis • Workforce Analysis • Economic Resilience Exposures	• SWOT Analysis • Target Industry Analysis • Market Analysis	• Implementation Strategies & Action Plan • Internal Consistency Review • Economic Resilience Plan • Performance Metrics

Economic Conditions Analysis

Census-Based Demographic and Economic Overview

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

- For the 16 years and over population, the City has a relatively slightly higher share of the population (61.8%) in the labor force compared to Walla Walla County, but a relatively low percentage compared to Franklin County and the State. The unemployment rate (4.6%) was lower than all the reference geographies.
- For workers 16 years and over commuting work, the mean travel time to work was relatively low for College Place residents (13.2 minutes) compared to all the reference geographies.
- In terms of occupational employment, a larger share of College Place residents is employed in *Service* and *Sales and office* occupations compared to the benchmark geographies. In contrast, College Place residents hold a relatively lower share of jobs in *Natural resources, construction, and maintenance* occupations.
- In terms of industry sector employment, the largest share of College Place residents (37.3%) is employed in the *Educational services, and health care and social assistance industry* sector, which is significantly higher than all of the benchmark geographies. In contrast, the City has a relatively smaller share (2.8%) of its residents employed in the *Construction* sector.
- For the income and benefits category, the largest share of College Place households (20.6%) is in the $50,000 to $74,999 household income range. The City's households are relatively underrepresented (10.7%) in the $75,000 to $99,999 household income range.
    - Following from above, the City's median household income level ($59,768) is well below the median level in the benchmark geographies.
- The City's health insurance coverage rate (95.4%) is slightly higher than the benchmark geographies' rates .
- Poverty rates – as measured by families and people whose income in the past 12 months was below the poverty level – for all categories of families are slightly

higher (10.3%) in College Place compared to the benchmark regions, while significantly higher than the statewide average (6.4%).

Commercial/Industrial Real Estate Market Data

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

Retail Market

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

Table III-1. Key Retail Market Indicators, City of College Place

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	456,244	1,760	0.0%	$17.50	$140	8.2%
Prior Period	456,244	1,844	0.4%	$16.97	$136	8.1%
	+0%	-4.6%	-0.4%	+3.1 %	+2.9 %	+0.1 %
Typical Range		(3,823) – 4,482	0.50%-1.16%	$13.02-$16.19	$124-$140	7.20%-8.04%
10 Yr Avg		642	1.06%	$14.60	$132	7.63%

Source: CoStar

Table III-2 provides the same data for Wall Walla County.

Table III-2. Key Retail Market Indicators, Walla Walla County

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	2,860,185	26,455	3.2%	$16.81	$150	7.8%
Prior Period	2,860,185	(20,737)	4.0%	$16.44	$149	7.7%

	+0%	+227.6%	-0.8%	+2.3%	+0.7%	+0.1%
Typical Range		(49,491)-59,289	1.72%-3.83%	$13.01-$15.73	$127-$147	7.32%-7.73%
10 Yr Avg		4,688	2.77%	$14.37	$137	7.53%

Source: CoStar

Office Market

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

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

Table III-3. Key Office Market Indicators, City of College Place

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	7,898	0	0.0%	$22.15	$456	8.3%
Prior Period	7,898	0	0.0%	$21.83	$464	8.1%
	+0%	-	+0.4%	+1.5%	-1.7%	+0.2%
Typical Range		--	--	$17.64-$21.25	$388-$477	6.63%-7.70%
10 Yr Avg		1,300	--	$19.44	$433	7.16%

Source: CoStar

'—' = No data available

Table III-4 provides the same data for Wall Walla County.

Table III-4. Key Office Market Indicators, Walla Walla County

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate

Current	796,109	(4,174)	2.6%	$21.31	$172	9.7%
Prior Period	796,109	4,207	2.1%	$21.01	$177	9.3%
	+0%	-199.2%	+0.5 %	+1.4 %	-2.8%	+0.4 %
Typical Range		(9,922)-21,590	0.92%-6.40%	$16.94-$20.42	$168-$193	7.50%-8.85%
10 Yr Avg		5,860	3.66%	$18.88	$180	8.17%

Source: CoStar

Industrial Market

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

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

Table III-5. Key Industrial Market Indicators, City of College Place

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	1,200	0	0.0%	$7.12	$73	9.2%
Prior Period	1,200	0	0.0%	$7.17	$74	8.8%
	+0%	-	+0.4 %	-0.7%	-1.4%	+0.4 %
Typical Range		--	--	$5.04-$6.84	$50-$73	7.64%-8.64%
10 Yr Avg		--	--	$5.94	$62	8.14%

Source: CoStar

'—' = No data available

Table III-6 provides the same data for Wall Walla County.

Table III-6. Key Industrial Market Indicators, Walla Walla County

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	4,218,423	40,980	4.9%	$8.46	$135	7.2%
Prior Period	4,218,423	395,573	5.9%	$8.50	$136	6.9%
	+0%	-89.6%	-1.0%	-0.5%	-0.7%	+0.3 %
Typical Range		(9,926)-190,946	3.40%-9.07%	$8.25-$9.40	$135-$158	6.43%-7.19%
10 Yr Avg		90,778	6.23%	$8.82	$146	6.81%

Source: CoStar

Industry Cluster Analysis

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

Definitions and Focus of Local/Regional Industry Clusters Analysis

The clusters analyzed in this study are based on definitions (i.e., industry groupings) from the U.S. Cluster Mapping Project (Cluster Mapping Project), an economic development initiative led by Harvard Business School's Institute for Strategy and Competitiveness.

In accordance with the North American Industry Classification System (NAICS), the U.S. economy includes a total of approximately 1,100 individual industry sectors. The U.S. Cluster Mapping Project assigns each of these sectors to unique clusters, which are based on linkages through supply-chain relationships, as well as commonalities in terms of workforce requirements and infrastructure needs. Nationally, the Cluster Mapping Project recognizes a total of 67 clusters, with 16 classified as "local" clusters and 51 classified as "traded" clusters.

Total current (2023) employment in the College Place area ("College Place") is estimated at 3,519 . The local clusters currently represent a total of 2,216 jobs in College Place, while the traded clusters account for 1,286 jobs. Non-cluster employment totals 17 jobs .

Whereas local and traded clusters are both critically important components of a balanced economy, they have distinct roles and characteristics, and these distinctions can be helpful in terms of planning economic development programs. Some of these distinctions are summarized as follows:

- **Local clusters** typically form the core of a region's economy; they primarily provide goods and services for the local (resident) population. They tend to account for the majority of jobs in a region (in the case of College Place, local clusters represent about 63% of total jobs), and support a high quality of life by ensuring the availability of a diverse range of goods and services. In College Place, important local clusters include Local Health Services, Local Education and Training and Local Government Services. These clusters account for more than one-fourth (27.4%) of College Place's total jobs.
- **Traded clusters** are "export-oriented" in the sense that they include industries that are engaged in producing goods and services for end customers outside the region. Traded clusters account for about 37% of the jobs in College Place, and are especially important from an economic development perspective given that they tend to have higher wages and higher "multiplier impacts" compared to local clusters. That is, they have a strong potential to inject new dollars into the local economy and thereby serve as "drivers" for broader economic growth. In College Place, the bulk of traded cluster employment is in the Education and Knowledge Creation cluster, accounting for about 83% of total traded cluster employment.

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

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

Local Clusters with a strong competitive advantage include the following:

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

Cluster Growth

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

Cluster Employment Growth Projections By Region (5)

Cluster	College Place	Walla Walla	Franklin	Benton	Washington	Umatilla
Aerospace Vehicles and Defense	--	--	49.7%	57.5%	2.8%	32.2%
Agricultural Inputs and Services	13.0%	16.1%	-10.3%	35.4%	5.7%	15.2%
Apparel	45.6%	-1.9%	51.5%	8.1%	-14.8%	26.5%
Automotive	26.8%	59.3%	--	-48.1%	15.2%	47.1%
Biopharmaceuticals	24.6%	44.0%	--	-56.6%	28.7%	--
Business Services	28.4%	36.1%	36.1%	5.1%	47.8%	44.7%
Coal Mining	--	--	--	--	-54.8%	--
Communications Equipment and Services	2.6%	100.2%	12.8%	45.4%	-15.0%	59.8%
Construction Products and Services	69.1%	43.2%	45.5%	37.4%	4.4%	22.9%
Distribution and Electronic Commerce	24.0%	23.8%	18.4%	19.3%	15.3%	-12.3%
Downstream Chemical Products	40.6%	47.0%	--	61.4%	13.8%	-8.0%
Downstream Metal Products	-25.5%	-25.9%	18.9%	12.2%	7.4%	3.0%
Education and Knowledge Creation	8.2%	2.0%	-0.5%	-0.2%	0.9%	6.7%
Electric Power Generation and Transmission	--	-78.0%	--	99.2%	23.9%	0.0%
Environmental Services	--	--	--	9.1%	9.7%	31.9%

Cluster	College Place	Walla Walla	Franklin	Benton	Washington	Umatilla
Financial Services	20.9%	24.2%	70.4%	19.3%	9.3%	20.0%
Fishing and Fishing Products	--	-68.4%	24.1%	-58.9%	-23.7%	-78.7%
Food Processing and Manufacturing	47.7%	29.2%	34.4%	9.4%	16.1%	-11.1%
Footwear	--	--	--	80.0%	20.9%	--
Forestry	14.2%	27.0%	59.5%	105.9%	-6.9%	-41.6%
Furniture	111.0%	37.2%	-39.1%	11.4%	-8.8%	7.6%
Hospitality and Tourism	15.7%	11.0%	8.4%	18.4%	14.3%	7.3%
Information Technology and Analytical Instruments	71.6%	45.8%	62.9%	61.6%	15.3%	50.9%
Insurance Services	-29.9%	-24.7%	79.9%	-2.4%	-1.6%	49.6%
Jewelry and Precious Metals	--	--	--	12.8%	-8.7%	--
Leather and Related Products	--	--	--	9.4%	-3.3%	-0.3%
Lighting and Electrical Equipment	--	--	--	24.3%	22.2%	--
Livestock Processing	33.6%	47.5%	-89.1%	46.4%	18.2%	4.4%
Marketing, Design, and Publishing	4.7%	23.3%	34.7%	7.3%	19.3%	35.8%
Medical Devices	--	--	85.1%	7.2%	9.3%	43.6%
Metal Mining	--	--	--	--	-1.1%	--
Metalworking Technology	0.5%	18.1%	72.2%	-11.0%	9.1%	92.6%
Music and Sound Recording	49.2%	49.2%	--	3.8%	15.4%	--
Nonmetal Mining	74.6%	82.9%	-15.8%	171.8%	6.1%	-13.2%
Oil and Gas Production and Transportation	--	--	21.0%	-26.9%	15.1%	--
Paper and Packaging	2.8%	-1.8%	-18.9%	58.2%	-5.3%	79.7%
Performing Arts	45.2%	30.1%	52.1%	28.5%	21.9%	31.1%
Plastics	-4.7%	6.4%	--	-85.1%	-6.5%	25.5%
Printing Services	-11.0%	56.6%	90.6%	33.0%	-16.7%	16.5%
Production Technology and Heavy Machinery	12.2%	-1.5%	88.4%	53.1%	9.8%	-37.2%
Recreational and Small Electric Goods	14.6%	-34.0%	79.0%	17.3%	-3.3%	-11.1%
Textile Manufacturing	--	--	--	-12.5%	20.4%	-12.1%
Tobacco	--	--	--	--	40.5%	--
Trailers, Motor Homes, and Appliances	--	--	--	--	5.2%	-26.4%
Transportation and Logistics	43.7%	20.7%	22.0%	38.8%	17.1%	0.0%
Upstream Chemical Products	24.7%	4.0%	--	-12.8%	0.5%	87.7%
Upstream Metal Manufacturing	21.8%	63.5%	--	57.9%	18.8%	7.8%
Video Production and Distribution	36.3%	36.3%	80.5%	34.9%	37.4%	11.6%
Vulcanized and Fired Materials	--	75.6%	66.5%	25.5%	-2.1%	22.8%
Water Transportation	-0.9%	74.6%	0.9%	14.1%	-9.2%	43.8%
Wood Products	34.2%	90.5%	-17.8%	6.0%	2.4%	-46.4%
Local Commercial Services	18.9%	8.1%	20.5%	11.2%	12.8%	46.7%
Local Community and Civic Organizations	60.5%	23.9%	34.3%	38.5%	27.9%	35.9%
Local Education and Training	3.3%	6.2%	18.0%	17.8%	11.9%	8.7%
Local Entertainment and Media	10.2%	-0.1%	-2.3%	17.9%	-16.6%	-5.1%
Local Federal Government Services	8.0%	21.0%	12.8%	0.8%	9.9%	-14.0%
Local Financial Services	-44.2%	-33.1%	24.9%	11.9%	9.5%	-10.3%

Cluster	College Place	Walla Walla	Franklin	Benton	Washington	Umatilla
Local Food and Beverage Processing and Distribution	26.1%	9.6%	24.5%	15.2%	6.0%	13.7%
Local Government Services	4.5%	7.2%	16.5%	0.6%	13.7%	15.4%
Local Health Services	7.7%	8.5%	18.0%	21.4%	13.5%	8.6%
Local Hospitality Establishments	23.4%	21.5%	16.4%	17.1%	13.6%	13.5%
Local Household Goods and Services	15.9%	7.5%	19.6%	-1.5%	-8.1%	0.2%
Local Industrial Products and Services	-34.0%	-8.7%	7.0%	0.3%	6.9%	9.6%
Local Logistical Services	21.4%	26.6%	22.9%	32.5%	18.6%	4.5%
Local Motor Vehicle Products and Services	10.9%	5.8%	17.0%	14.0%	2.6%	-0.8%
Local Personal Services (Non-Medical)	-8.5%	-2.7%	-0.8%	16.8%	6.8%	7.7%
Local Real Estate, Construction, and Development	19.1%	13.2%	24.3%	14.6%	10.4%	15.1%
Local Retailing of Clothing and General Merchandise	-16.0%	-4.6%	15.1%	4.1%	-16.9%	4.5%
Local State Government Services	2.3%	10.0%	6.0%	32.6%	14.5%	4.7%
Local Utilities	26.9%	-0.9%	39.0%	-16.7%	-2.4%	19.9%
Non-Cluster	27.1%	8.4%	-36.0%	-0.7%	3.7%	-66.2%
Total	**8.1%**	**14.1%**	**16.8%**	**15.3%**	**13.2%**	**11.7%**
Traded Total	**10.4%**	**19.2%**	**13.3%**	**17.4%**	**18.6%**	**7.8%**
Local Total	**6.6%**	**10.9%**	**19.2%**	**14.4%**	**10.6%**	**13.7%**

Source: U.S. Cluster Mapping, Institute for Strategy and Competitiveness, Harvard Business School; Lightcast; TNDG

Martin Airfield Area Planning Study

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

Economic Development Capacity Index

EDCI Overview

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

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

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

• Financial

• Human Capital

• Industry Composition

• Infrastructure

• Institutions and Partnerships

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

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

EDCI Scores for Walla Walla County

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

Human Capital Level: Moderate Percentile: 0.30

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

Financial Capacity Level: Moderate Percentile: 0.78

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

Industry Capacity Level: Moderate Percentile: 0.18

Infrastructure: This capacity area considers the physical and environmental resources that make business and economic development activities possible. Infrastructure facilitates the movement of goods, services, and people and the enables the operations of businesses. It also contributes to quality of life, making a community or region more attractive to individuals, families, and businesses. Indicators relate to the status, quality, or accessibility of infrastructure and natural systems, including transportation, ports, transit, broadband, energy reliability, air and water quality, and green space.

Infrastructure Capacity Level: Limited Percentile: 0.27

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

Institutions & Partnerships Capacity Level: Low Percentile: 0.14

Innovation Intelligence Index

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

<u>Human Capital and Knowledge Creation Index 116.3</u>

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

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

<u>Business Dynamics Index 122.6</u>

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

- Traded Sector Establishment Births to Deaths Ratio (rank 514)

- Change in Establishment Births to All Establishment Ratio (rank 1227

Business Profile Index 67.2

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

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

Employment and Productivity Index 120.6

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

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

Economic Well-Being Index 133.1

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

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

SWOT Analysis

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

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

Strengths:

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

Weaknesses:

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

Opportunities:

1. Development of Martin Airfield for commercial and light industrial use
2. Expansion of the urban growth area for new residential and commercial
3. Potential for mixed-use developments to create vibrant, walkable areas
4. Leveraging the Creative District to attract artists, tourists, and creative businesses

5. Collaboration with Walla Walla University for workforce development and innovation
6. Attraction of remote workers and digital nomads due to quality of life and affordability
7. Development of incubator spaces for growing businesses

Threats:

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

Strategic Direction/Action Plan

Vision

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

Foundational Goals

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

Attract Diverse Businesses

Marketing and Outreach

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

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

1. **Expand Marketing Campaign**:
    - Expand brand identity for College Place that continues to highlight its unique qualities and business-friendly environment.
    - Utilize digital marketing, social media, and traditional advertising to promote College Place to potential businesses.
2. **Attend Trade Shows and Conferences**:
    - Participate in industry-specific trade shows and conferences to network with potential business partners, such as the success found in the ICSC trade show.
    - Showcase College Place as an attractive location for diverse industries. This would include working with regional and state economic development

partners in bringing more awareness to the opportunities in the City, particularly at Martin Airfield.

Incentives and Support

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

3. **Offer Financial Incentives**:
    - Develop incentive programs, such as tax breaks, grants, or low-interest loans, to attract new businesses.
    - Promote these incentives to potential business owners.
4. **Provide Business Support Services**:
    - Establish a business incubator or co-working space to support startups and small businesses.
    - Offer resources such as mentorship programs, networking events, and business development workshops.

Enhance Development Opportunity Areas

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

5. Establish flex industrial facility on Guglielmelli site (Rose & Damson) through public-private partnership.
6. Implementation of the Martin Airfield Area Planning Study to create light industrial flex area.
7. Identify and recruit large retail users and other commercial businesses along the Myra Rd & State Route 125 area.
8. Replace Lions Park Community Center (Library Branch, Community Kitchen, Childcare, Community Room).

Encourage Downtown Revitalization

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

Beautification and Aesthetic Improvements

1. **Enhance Streetscapes**:
    - Improve sidewalks, street lighting, and landscaping to create an inviting and pedestrian-friendly environment.
    - Install street furniture such as benches, planters, and trash receptacles.
2. **Facade Improvement Programs**:
    - Offer grants or incentives for property owners to renovate and improve the facades of their buildings.
    - Encourage uniform design standards to create a cohesive and attractive streetscape.
3. **Public Art and Murals**:
    - In conjunction with Coalla Creative District, commission local artists to create murals and public art installations that reflect the community's culture and history.
    - Organize public art events and festivals to attract visitors and engage residents.

Supporting Local Businesses

4. **Maintain Business Incentives and Grants**:
    - Provide financial incentives, such as tax breaks or grants, to attract new businesses and support existing ones.
    - Develop programs that offer low-interest loans for business expansion and renovation.
5. **Marketing and Promotion**:
    - Launch marketing campaigns to promote downtown College Place as a destination for shopping, dining, and entertainment.
    - Utilize social media, local media, and events to highlight downtown businesses and attractions.

Events and Activities

6. **Host Community Events**:
    - Organize events such as farmers' markets, street fairs, concerts, and holiday celebrations to draw visitors downtown.

    - Partner with local organizations to offer a diverse range of activities that appeal to different demographics.
7. **Pop-Up Shops and Temporary Installations**:
    - Allow temporary pop-up shops and installations in vacant storefronts to attract foot traffic and test new business concepts.
    - Work with local entrepreneurs and artists to create dynamic and engaging temporary spaces.

Long-Term Planning and Sustainability

8. **Create a Downtown Master Plan**:
    - Develop a comprehensive master plan that outlines the vision, goals, and strategies for downtown revitalization.
    - Include elements such as land use, transportation, infrastructure, and economic development.
9. **Downtown Association**
    - Continue development of a Downtown College Place group and direct resources to access Washington Main Street Tax Credits, community events and other activities that support Downtown.

Foster Collaboration with Local Institutions

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

Partnerships with Educational Institutions

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

Shared Resources and Facilities

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

Communication and Advocacy

6. **Regular Communication Channels**:

- Establish regular communication channels such as newsletters, social media groups, and meetings to keep local institutions informed and engaged.
- Share updates on collaboration efforts and celebrate successes.

7. **Advocate for Policy Changes**:
   - Work with local institutions to advocate for policy changes that support collaboration and community development.
   - Participate in regional and state-level initiatives that promote economic growth and resource sharing.

Enhance Infrastructure and Connectivity

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

Transportation

1. **Upgrade Roadways**:
    - **Maintenance and Expansion**: Invest in regular maintenance and the expansion of key roadways to support increased traffic and commercial activities.
    - **Safety Improvements**: Implement safety measures such as improved signage, pedestrian crosswalks, and traffic calming devices.
2. **Public Transportation**:
    - **Bus Services**: Expand and improve public bus services to ensure convenient and reliable transportation options for residents and visitors.
    - **Bike Lanes and Paths**: Develop dedicated bike lanes and pedestrian pathways to promote eco-friendly transportation and connectivity within the community.
3. **Parking Solutions**:
    - **Parking Facilities**: Construct or improve parking facilities in commercial areas to accommodate increased visitors and shoppers.

Utilities and Services

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

Technology and Innovation

8. **Innovation Hubs**:

- **Business Incubators**: Create innovation hubs and business incubators to support startups and foster a culture of entrepreneurship.
- **Collaborative Spaces**: Develop co-working spaces that encourage collaboration and innovation among businesses and community members.

Land Use & Development

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

Collaboration and Funding

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

Expand Tourism Opportunities

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

Highlight Local Attractions

1. **Promote Local Attractions**:
    - Identify and promote key attractions such as historical sites, parks, wineries, and unique local businesses.
    - Create informative brochures, maps, and online guides that highlight these attractions.
2. **Develop Themed Tours**:
    - Create themed tours that cater to various interests, such as historical tours, wine tasting tours, and outdoor adventure tours.
    - Partner with local tour operators to offer guided experiences that provide in-depth knowledge and insights.

Events and Festivals

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

Marketing and Promotion

5. **Develop a Tourism Website**:
    - Create a dedicated tourism website that provides information on attractions, events, accommodations, and dining options in College Place.
    - Ensure the website is user-friendly and optimized for mobile devices.
    - Design seasonal or event-based promotions that integrate multiple stakeholders, such as wineries, restaurants, and cultural sites.
    - Establish partnerships where businesses promote each other's services through bundled offers or joint discounts.
6. **Leverage Social Media**:

- Utilize social media platforms to promote College Place as a tourist destination.
- Share engaging content such as photos, videos, and stories that showcase the town's unique charm and attractions.
- Engage Walla Walla University students in ambassador programs that promote College Place's attractions through peer networks.

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

Accommodations and Hospitality

8. **Expand Accommodation & Hospitality Options**:
    - Encourage the development of a range of accommodation options, including hotels, bed and breakfasts, vacation rentals, and campgrounds.
    - Utilize shared parking lots in Downtown with permitting for food truck areas and retail sheds for start-up businesses
9. **Enhance Customer Service Training**:
    - Provide customer service training for local businesses and hospitality staff to ensure a positive experience for visitors.
    - Focus on creating a welcoming and friendly atmosphere that encourages repeat visits.

Infrastructure and Accessibility

10. **Improve Transportation Options**:
    - Enhance transportation options to make it easier for visitors to reach and navigate College Place.
    - Consider shuttle services, bike rentals, and improved signage to guide tourists to key attractions.
11. **Develop Tourist-Friendly Amenities**:
    - Invest in amenities such as public restrooms, parking facilities, and picnic areas to enhance the visitor experience.
    - Ensure that tourist information centers are easily accessible and well-stocked with helpful materials.

12. **Engage with Local Businesses**:
    - Encourage local businesses to participate in tourism initiatives and offer special promotions for visitors.
    - Create a network of businesses that work together to enhance the overall tourist experience.

Evaluation Framework

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

Business Growth & Retention

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

Infrastructure Improvements

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

Investment & Funding Secured

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

Downtown Revitalization Impact

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

Industry Diversification

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

Economic Resilience

What is Economic Resilience?

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

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

This concept is crucial for ensuring long-term economic stability and growth, as it helps mitigate the adverse effects of unexpected events, such as natural disasters, financial crises, or pandemics

Measuring economic resilience involves evaluating how well an economy can absorb, recover from, and adapt to shocks. Here are some key methods and indicators used:

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

Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build up the capacity to mitigate and respond to that risk.

FEMA National Risk Index

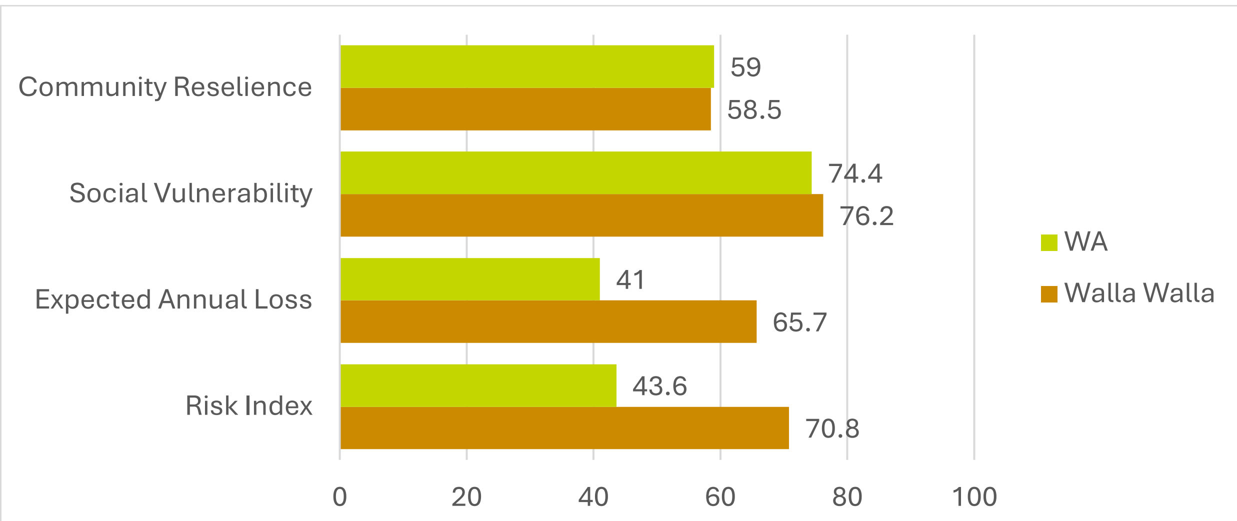
The Risk Index leverages available source data for natural hazard and community risk factors to develop a baseline risk measurement for communities at risk to identify natural disasters. Combined with the Multi-jurisdictional Hazard Mitigation, this serves as a viable tool to evaluate and develop economic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

Risk Index is **Relatively Low** Score **70.8**

Expected Annual Loss is **Relatively Low** Score **65.7**

Social Vulnerability is **Relatively High** Score **76.2**

Community Resilience is **Relatively Moderate** Score **58.5**



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

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

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

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

Risk Factor Breakdown

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

Overall Economic Resilience Strategies

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

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

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

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

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

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

EDA Candidate Project List

EDA candidate project list will be added to final report.

City of College Place

Comprehensive Economic Development Strategy

Administrative Draft

May 12, 2025

Acknowledgements

City Council
Mayor Norma Hernandez

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

Economic Development Tourism & Events Commission (CEDS Steering Committee)

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

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

Consulting Team

ECONOMIC GROWTH STRATEGIES

THE NATELSON DALE GROUP, INC

ISRC INTERNATIONAL SUSTAINABLE RESILIENCE CENTER

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

Project Number: ED24SEA0G0351

Table of Contents

Introduction

About the CEDS

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

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

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

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

The CEDS Planning Process

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

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

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

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

Developing a Strategic Action Plan – The CEDS outlines specific initiatives, policies, and investments to drive economic growth.

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

Implementing & Monitoring Progress – The Draft CEDS establishes performance measures to track success and adapt strategies as needed.

The following graphic illustrates the process used in the development of the College Place CEDS.

Stakeholder Engagement	Economic Conditions Report	Competitive Analysis	Draft Plan
• Project Team Meetings • CEDS Committee (EDTC Commission) • Stakeholder Interviews	• Economic Conditions Analysis • Infrastructure Capacity Review • Economic Development Capacity Analysis • Workforce Analysis • Economic Resilience Exposures	• SWOT Analysis • Target Industry Analysis • Market Analysis	• Implementation Strategies & Action Plan • Internal Consistency Review • Economic Resilience Plan • Performance Metrics

Economic Conditions Analysis

Census-Based Demographic and Economic Overview

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

- For the 16 years and over population, the City has a relatively slightly higher share of the population (61.8%) in the labor force compared to Walla Walla County, but a relatively low percentage compared to Franklin County and the State. The unemployment rate (4.6%) was lower than all the reference geographies.
- For workers 16 years and over commuting work, the mean travel time to work was relatively low for College Place residents (13.2 minutes) compared to all the reference geographies.
- In terms of occupational employment, a larger share of College Place residents is employed in *Service* and *Sales and office* occupations compared to the benchmark geographies. In contrast, College Place residents hold a relatively lower share of jobs in *Natural resources, construction, and maintenance* occupations.
- In terms of industry sector employment, the largest share of College Place residents (37.3%) is employed in the *Educational services, and health care and social assistance industry* sector, which is significantly higher than all of the benchmark geographies. In contrast, the City has a relatively smaller share (2.8%) of its residents employed in the *Construction* sector.
- For the income and benefits category, the largest share of College Place households (20.6%) is in the $50,000 to $74,999 household income range. The City's households are relatively underrepresented (10.7%) in the $75,000 to $99,999 household income range.
    - Following from above, the City's median household income level ($59,768) is well below the median level in the benchmark geographies.
- The City's health insurance coverage rate (95.4%) is slightly higher than the benchmark geographies' rates .
- Poverty rates – as measured by families and people whose income in the past 12 months was below the poverty level – for all categories of families are slightly

higher (10.3%) in College Place compared to the benchmark regions, while significantly higher than the statewide average (6.4%).

Commercial/Industrial Real Estate Market Data

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

Retail Market

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

Table III-1. Key Retail Market Indicators, City of College Place

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	456,244	1,760	0.0%	$17.50	$140	8.2%
Prior Period	456,244	1,844	0.4%	$16.97	$136	8.1%
	+0%	-4.6%	-0.4%	+3.1 %	+2.9 %	+0.1 %
Typical Range		(3,823) – 4,482	0.50%-1.16%	$13.02-$16.19	$124-$140	7.20%-8.04%
10 Yr Avg		642	1.06%	$14.60	$132	7.63%

Source: CoStar

Table III-2 provides the same data for Wall Walla County.

Table III-2. Key Retail Market Indicators, Walla Walla County

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	2,860,185	26,455	3.2%	$16.81	$150	7.8%
Prior Period	2,860,185	(20,737)	4.0%	$16.44	$149	7.7%

	+0%	+227.6 %	-0.8%	+2.3 %	+0.7 %	+0.1 %
Typical Range		(49,491)-59,289	1.72%-3.83%	$13.01-$15.73	$127-$147	7.32%-7.73%
10 Yr Avg		4,688	2.77%	$14.37	$137	7.53%

Source: CoStar

Office Market

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

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

Table III-3. Key Office Market Indicators, City of College Place

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	7,898	0	0.0%	$22.15	$456	8.3%
Prior Period	7,898	0	0.0%	$21.83	$464	8.1%
	+0%	-	+0.4 %	+1.5 %	-1.7%	+0.2 %
Typical Range		--	--	$17.64-$21.25	$388-$477	6.63%-7.70%
10 Yr Avg		1,300	--	$19.44	$433	7.16%

Source: CoStar

'—' = No data available

Table III-4 provides the same data for Wall Walla County.

Table III-4. Key Office Market Indicators, Walla Walla County

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate

Current	796,109	(4,174)	2.6%	$21.31	$172	9.7%
Prior Period	796,109	4,207	2.1%	$21.01	$177	9.3%
	+0%	-199.2%	+0.5%	+1.4%	-2.8%	+0.4%
Typical Range		(9,922)-21,590	0.92%-6.40%	$16.94-$20.42	$168-$193	7.50%-8.85%
10 Yr Avg		5,860	3.66%	$18.88	$180	8.17%

Source: CoStar

Industrial Market

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

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

Table III-5. Key Industrial Market Indicators, City of College Place

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	1,200	0	0.0%	$7.12	$73	9.2%
Prior Period	1,200	0	0.0%	$7.17	$74	8.8%
	+0%	-	+0.4%	-0.7%	-1.4%	+0.4%
Typical Range		--	--	$5.04-$6.84	$50-$73	7.64%-8.64%
10 Yr Avg		--	--	$5.94	$62	8.14%

Source: CoStar

'—' = No data available

Table III-6 provides the same data for Wall Walla County.

Table III-6. Key Industrial Market Indicators, Walla Walla County

Time Period	Inventory	12 Mo Net Absorption SF	Vacancy Rate	Market Asking Rent / SF	Market Stales Price/SF	Market Cap Rate
Current	4,218,423	40,980	4.9%	$8.46	$135	7.2%
Prior Period	4,218,423	395,573	5.9%	$8.50	$136	6.9%
	+0%	-89.6%	-1.0%	-0.5%	-0.7%	+0.3 %
Typical Range		(9,926)-190,946	3.40%-9.07%	$8.25-$9.40	$135-$158	6.43%-7.19%
10 Yr Avg		90,778	6.23%	$8.82	$146	6.81%

Source: CoStar

Industry Cluster Analysis

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

Definitions and Focus of Local/Regional Industry Clusters Analysis

The clusters analyzed in this study are based on definitions (i.e., industry groupings) from the U.S. Cluster Mapping Project (Cluster Mapping Project), an economic development initiative led by Harvard Business School's Institute for Strategy and Competitiveness.

In accordance with the North American Industry Classification System (NAICS), the U.S. economy includes a total of approximately 1,100 individual industry sectors. The U.S. Cluster Mapping Project assigns each of these sectors to unique clusters, which are based on linkages through supply-chain relationships, as well as commonalities in terms of workforce requirements and infrastructure needs. Nationally, the Cluster Mapping Project recognizes a total of 67 clusters, with 16 classified as "local" clusters and 51 classified as "traded" clusters.

Total current (2023) employment in the College Place area ("College Place") is estimated at 3,519 . The local clusters currently represent a total of 2,216 jobs in College Place, while the traded clusters account for 1,286 jobs. Non-cluster employment totals 17 jobs .

Whereas local and traded clusters are both critically important components of a balanced economy, they have distinct roles and characteristics, and these distinctions can be helpful in terms of planning economic development programs. Some of these distinctions are summarized as follows:

- **Local clusters** typically form the core of a region's economy; they primarily provide goods and services for the local (resident) population. They tend to account for the majority of jobs in a region (in the case of College Place, local clusters represent about 63% of total jobs), and support a high quality of life by ensuring the availability of a diverse range of goods and services. In College Place, important local clusters include Local Health Services, Local Education and Training and Local Government Services. These clusters account for more than one-fourth (27.4%) of College Place's total jobs.
- **Traded clusters** are "export-oriented" in the sense that they include industries that are engaged in producing goods and services for end customers outside the region. Traded clusters account for about 37% of the jobs in College Place, and are especially important from an economic development perspective given that they tend to have higher wages and higher "multiplier impacts" compared to local clusters. That is, they have a strong potential to inject new dollars into the local economy and thereby serve as "drivers" for broader economic growth. In College Place, the bulk of traded cluster employment is in the Education and Knowledge Creation cluster, accounting for about 83% of total traded cluster employment.

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

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

Local Clusters with a strong competitive advantage include the following:

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

Cluster Growth

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

Cluster Employment Growth Projections By Region (5)

Cluster	College Place	Walla Walla	Franklin	Benton	Washington	Umatilla
Aerospace Vehicles and Defense	--	--	49.7%	57.5%	2.8%	32.2%
Agricultural Inputs and Services	13.0%	16.1%	-10.3%	35.4%	5.7%	15.2%
Apparel	45.6%	-1.9%	51.5%	8.1%	-14.8%	26.5%
Automotive	26.8%	59.3%	--	-48.1%	15.2%	47.1%
Biopharmaceuticals	24.6%	44.0%	--	-56.6%	28.7%	--
Business Services	28.4%	36.1%	36.1%	5.1%	47.8%	44.7%
Coal Mining	--	--	--	--	-54.8%	--
Communications Equipment and Services	2.6%	100.2%	12.8%	45.4%	-15.0%	59.8%
Construction Products and Services	69.1%	43.2%	45.5%	37.4%	4.4%	22.9%
Distribution and Electronic Commerce	24.0%	23.8%	18.4%	19.3%	15.3%	-12.3%
Downstream Chemical Products	40.6%	47.0%	--	61.4%	13.8%	-8.0%
Downstream Metal Products	-25.5%	-25.9%	18.9%	12.2%	7.4%	3.0%
Education and Knowledge Creation	8.2%	2.0%	-0.5%	-0.2%	0.9%	6.7%
Electric Power Generation and Transmission	--	-78.0%	--	99.2%	23.9%	0.0%
Environmental Services	--	--	--	9.1%	9.7%	31.9%

Cluster	College Place	Walla Walla	Franklin	Benton	Washington	Umatilla
Financial Services	20.9%	24.2%	70.4%	19.3%	9.3%	20.0%
Fishing and Fishing Products	--	-68.4%	24.1%	-58.9%	-23.7%	-78.7%
Food Processing and Manufacturing	47.7%	29.2%	34.4%	9.4%	16.1%	-11.1%
Footwear	--	--	--	80.0%	20.9%	--
Forestry	14.2%	27.0%	59.5%	105.9%	-6.9%	-41.6%
Furniture	111.0%	37.2%	-39.1%	11.4%	-8.8%	7.6%
Hospitality and Tourism	15.7%	11.0%	8.4%	18.4%	14.3%	7.3%
Information Technology and Analytical Instruments	71.6%	45.8%	62.9%	61.6%	15.3%	50.9%
Insurance Services	-29.9%	-24.7%	79.9%	-2.4%	-1.6%	49.6%
Jewelry and Precious Metals	--	--	--	12.8%	-8.7%	--
Leather and Related Products	--	--	--	9.4%	-3.3%	-0.3%
Lighting and Electrical Equipment	--	--	--	24.3%	22.2%	--
Livestock Processing	33.6%	47.5%	-89.1%	46.4%	18.2%	4.4%
Marketing, Design, and Publishing	4.7%	23.3%	34.7%	7.3%	19.3%	35.8%
Medical Devices	--	--	85.1%	7.2%	9.3%	43.6%
Metal Mining	--	--	--	--	-1.1%	--
Metalworking Technology	0.5%	18.1%	72.2%	-11.0%	9.1%	92.6%
Music and Sound Recording	49.2%	49.2%	--	3.8%	15.4%	--
Nonmetal Mining	74.6%	82.9%	-15.8%	171.8%	6.1%	-13.2%
Oil and Gas Production and Transportation	--	--	21.0%	-26.9%	15.1%	--
Paper and Packaging	2.8%	-1.8%	-18.9%	58.2%	-5.3%	79.7%
Performing Arts	45.2%	30.1%	52.1%	28.5%	21.9%	31.1%
Plastics	-4.7%	6.4%	--	-85.1%	-6.5%	25.5%
Printing Services	-11.0%	56.6%	90.6%	33.0%	-16.7%	16.5%
Production Technology and Heavy Machinery	12.2%	-1.5%	88.4%	53.1%	9.8%	-37.2%
Recreational and Small Electric Goods	14.6%	-34.0%	79.0%	17.3%	-3.3%	-11.1%
Textile Manufacturing	--	--	--	-12.5%	20.4%	-12.1%
Tobacco	--	--	--	--	40.5%	--
Trailers, Motor Homes, and Appliances	--	--	--	--	5.2%	-26.4%
Transportation and Logistics	43.7%	20.7%	22.0%	38.8%	17.1%	0.0%
Upstream Chemical Products	24.7%	4.0%	--	-12.8%	0.5%	87.7%
Upstream Metal Manufacturing	21.8%	63.5%	--	57.9%	18.8%	7.8%
Video Production and Distribution	36.3%	36.3%	80.5%	34.9%	37.4%	11.6%
Vulcanized and Fired Materials	--	75.6%	66.5%	25.5%	-2.1%	22.8%
Water Transportation	-0.9%	74.6%	0.9%	14.1%	-9.2%	43.8%
Wood Products	34.2%	90.5%	-17.8%	6.0%	2.4%	-46.4%
Local Commercial Services	18.9%	8.1%	20.5%	11.2%	12.8%	46.7%
Local Community and Civic Organizations	60.5%	23.9%	34.3%	38.5%	27.9%	35.9%
Local Education and Training	3.3%	6.2%	18.0%	17.8%	11.9%	8.7%
Local Entertainment and Media	10.2%	-0.1%	-2.3%	17.9%	-16.6%	-5.1%
Local Federal Government Services	8.0%	21.0%	12.8%	0.8%	9.9%	-14.0%
Local Financial Services	-44.2%	-33.1%	24.9%	11.9%	9.5%	-10.3%

Cluster	College Place	Walla Walla	Franklin	Benton	Washington	Umatilla
Local Food and Beverage Processing and Distribution	26.1%	9.6%	24.5%	15.2%	6.0%	13.7%
Local Government Services	4.5%	7.2%	16.5%	0.6%	13.7%	15.4%
Local Health Services	7.7%	8.5%	18.0%	21.4%	13.5%	8.6%
Local Hospitality Establishments	23.4%	21.5%	16.4%	17.1%	13.6%	13.5%
Local Household Goods and Services	15.9%	7.5%	19.6%	-1.5%	-8.1%	0.2%
Local Industrial Products and Services	-34.0%	-8.7%	7.0%	0.3%	6.9%	9.6%
Local Logistical Services	21.4%	26.6%	22.9%	32.5%	18.6%	4.5%
Local Motor Vehicle Products and Services	10.9%	5.8%	17.0%	14.0%	2.6%	-0.8%
Local Personal Services (Non-Medical)	-8.5%	-2.7%	-0.8%	16.8%	6.8%	7.7%
Local Real Estate, Construction, and Development	19.1%	13.2%	24.3%	14.6%	10.4%	15.1%
Local Retailing of Clothing and General Merchandise	-16.0%	-4.6%	15.1%	4.1%	-16.9%	4.5%
Local State Government Services	2.3%	10.0%	6.0%	32.6%	14.5%	4.7%
Local Utilities	26.9%	-0.9%	39.0%	-16.7%	-2.4%	19.9%
Non-Cluster	27.1%	8.4%	-36.0%	-0.7%	3.7%	-66.2%
Total	**8.1%**	**14.1%**	**16.8%**	**15.3%**	**13.2%**	**11.7%**
Traded Total	**10.4%**	**19.2%**	**13.3%**	**17.4%**	**18.6%**	**7.8%**
Local Total	**6.6%**	**10.9%**	**19.2%**	**14.4%**	**10.6%**	**13.7%**

Source: U.S. Cluster Mapping, Institute for Strategy and Competitiveness, Harvard Business School; Lightcast; TNDG

Martin Airfield Area Planning Study

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

Economic Development Capacity Index

EDCI Overview

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

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

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

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

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

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

EDCI Scores for Walla Walla County

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

Human Capital Level: Moderate Percentile: 0.30

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

Financial Capacity Level: Moderate Percentile: 0.78

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

Industry Capacity Level: Moderate Percentile: 0.18

Infrastructure: This capacity area considers the physical and environmental resources that make business and economic development activities possible. Infrastructure facilitates the movement of goods, services, and people and the enables the operations of businesses. It also contributes to quality of life, making a community or region more attractive to individuals, families, and businesses. Indicators relate to the status, quality, or accessibility of infrastructure and natural systems, including transportation, ports, transit, broadband, energy reliability, air and water quality, and green space.

Infrastructure Capacity Level: Limited Percentile: 0.27

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

Institutions & Partnerships Capacity Level: Low Percentile: 0.14

Innovation Intelligence Index

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

Human Capital and Knowledge Creation Index 116.3

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

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

Business Dynamics Index 122.6

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

- Traded Sector Establishment Births to Deaths Ratio (rank 514)

- Change in Establishment Births to All Establishment Ratio (rank 1227

Business Profile Index 67.2

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

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

Employment and Productivity Index 120.6

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

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

Economic Well-Being Index 133.1

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

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

SWOT Analysis

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

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

Strengths:

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

Weaknesses:

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

Opportunities:

1. Development of Martin Airfield for commercial and light industrial use
2. Expansion of the urban growth area for new residential and commercial
3. Potential for mixed-use developments to create vibrant, walkable areas
4. Leveraging the Creative District to attract artists, tourists, and creative businesses

5. Collaboration with Walla Walla University for workforce development and innovation
6. Attraction of remote workers and digital nomads due to quality of life and affordability
7. Development of incubator spaces for growing businesses

Threats:

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

Strategic Direction/Action Plan

Vision

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

Foundational Goals

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

Attract Diverse Businesses

Marketing and Outreach

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

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

1. **Expand Marketing Campaign**:
    - Expand brand identity for College Place that continues to highlight its unique qualities and business-friendly environment.
    - Utilize digital marketing, social media, and traditional advertising to promote College Place to potential businesses.
2. **Attend Trade Shows and Conferences**:
    - Participate in industry-specific trade shows and conferences to network with potential business partners, such as the success found in the ICSC trade show.
    - Showcase College Place as an attractive location for diverse industries. This would include working with regional and state economic development

partners in bringing more awareness to the opportunities in the City, particularly at Martin Airfield.

Incentives and Support

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

3. **Offer Financial Incentives**:
    - Develop incentive programs, such as tax breaks, grants, or low-interest loans, to attract new businesses.
    - Promote these incentives to potential business owners.
4. **Provide Business Support Services**:
    - Establish a business incubator or co-working space to support startups and small businesses.
    - Offer resources such as mentorship programs, networking events, and business development workshops.

Enhance Development Opportunity Areas

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

5. Establish flex industrial facility on Guglielmelli site (Rose & Damson) through public-private partnership.
6. Implementation of the Martin Airfield Area Planning Study to create light industrial flex area.
7. Identify and recruit large retail users and other commercial businesses along the Myra Rd & State Route 125 area.
8. Replace Lions Park Community Center (Library Branch, Community Kitchen, Childcare, Community Room).

Encourage Downtown Revitalization

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

Beautification and Aesthetic Improvements

1. **Enhance Streetscapes**:
    - Improve sidewalks, street lighting, and landscaping to create an inviting and pedestrian-friendly environment.
    - Install street furniture such as benches, planters, and trash receptacles.
2. **Facade Improvement Programs**:
    - Offer grants or incentives for property owners to renovate and improve the facades of their buildings.
    - Encourage uniform design standards to create a cohesive and attractive streetscape.
3. **Public Art and Murals**:
    - In conjunction with Coalla Creative District, commission local artists to create murals and public art installations that reflect the community's culture and history.
    - Organize public art events and festivals to attract visitors and engage residents.

Supporting Local Businesses

4. **Maintain Business Incentives and Grants**:
    - Provide financial incentives, such as tax breaks or grants, to attract new businesses and support existing ones.
    - Develop programs that offer low-interest loans for business expansion and renovation.
5. **Marketing and Promotion**:
    - Launch marketing campaigns to promote downtown College Place as a destination for shopping, dining, and entertainment.
    - Utilize social media, local media, and events to highlight downtown businesses and attractions.

Events and Activities

6. **Host Community Events**:
    - Organize events such as farmers' markets, street fairs, concerts, and holiday celebrations to draw visitors downtown.

- Partner with local organizations to offer a diverse range of activities that appeal to different demographics.

7. **Pop-Up Shops and Temporary Installations**:
   - Allow temporary pop-up shops and installations in vacant storefronts to attract foot traffic and test new business concepts.
   - Work with local entrepreneurs and artists to create dynamic and engaging temporary spaces.

Long-Term Planning and Sustainability

8. **Create a Downtown Master Plan**:
   - Develop a comprehensive master plan that outlines the vision, goals, and strategies for downtown revitalization.
   - Include elements such as land use, transportation, infrastructure, and economic development.
9. **Downtown Association**
   - Continue development of a Downtown College Place group and direct resources to access Washington Main Street Tax Credits, community events and other activities that support Downtown.

Foster Collaboration with Local Institutions

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

Partnerships with Educational Institutions

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

Shared Resources and Facilities

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

Communication and Advocacy

6. **Regular Communication Channels**:

- Establish regular communication channels such as newsletters, social media groups, and meetings to keep local institutions informed and engaged.
- Share updates on collaboration efforts and celebrate successes.

7. **Advocate for Policy Changes**:
    - Work with local institutions to advocate for policy changes that support collaboration and community development.
    - Participate in regional and state-level initiatives that promote economic growth and resource sharing.

Enhance Infrastructure and Connectivity

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

Transportation

1. **Upgrade Roadways**:
    - **Maintenance and Expansion**: Invest in regular maintenance and the expansion of key roadways to support increased traffic and commercial activities.
    - **Safety Improvements**: Implement safety measures such as improved signage, pedestrian crosswalks, and traffic calming devices.
2. **Public Transportation**:
    - **Bus Services**: Expand and improve public bus services to ensure convenient and reliable transportation options for residents and visitors.
    - **Bike Lanes and Paths**: Develop dedicated bike lanes and pedestrian pathways to promote eco-friendly transportation and connectivity within the community.
3. **Parking Solutions**:
    - **Parking Facilities**: Construct or improve parking facilities in commercial areas to accommodate increased visitors and shoppers.

Utilities and Services

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

Technology and Innovation

8. **Innovation Hubs**:

- **Business Incubators**: Create innovation hubs and business incubators to support startups and foster a culture of entrepreneurship.
- **Collaborative Spaces**: Develop co-working spaces that encourage collaboration and innovation among businesses and community members.

Land Use & Development

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

Collaboration and Funding

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

Expand Tourism Opportunities

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

Highlight Local Attractions

1. **Promote Local Attractions**:
    - Identify and promote key attractions such as historical sites, parks, wineries, and unique local businesses.
    - Create informative brochures, maps, and online guides that highlight these attractions.
2. **Develop Themed Tours**:
    - Create themed tours that cater to various interests, such as historical tours, wine tasting tours, and outdoor adventure tours.
    - Partner with local tour operators to offer guided experiences that provide in-depth knowledge and insights.

Events and Festivals

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

Marketing and Promotion

5. **Develop a Tourism Website**:
    - Create a dedicated tourism website that provides information on attractions, events, accommodations, and dining options in College Place.
    - Ensure the website is user-friendly and optimized for mobile devices.
    - Design seasonal or event-based promotions that integrate multiple stakeholders, such as wineries, restaurants, and cultural sites.
    - Establish partnerships where businesses promote each other's services through bundled offers or joint discounts.
6. **Leverage Social Media**:

- Utilize social media platforms to promote College Place as a tourist destination.
- Share engaging content such as photos, videos, and stories that showcase the town's unique charm and attractions.
- Engage Walla Walla University students in ambassador programs that promote College Place's attractions through peer networks.

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

Accommodations and Hospitality

8. **Expand Accommodation & Hospitality Options**:
    - Encourage the development of a range of accommodation options, including hotels, bed and breakfasts, vacation rentals, and campgrounds.
    - Utilize shared parking lots in Downtown with permitting for food truck areas and retail sheds for start-up businesses
9. **Enhance Customer Service Training**:
    - Provide customer service training for local businesses and hospitality staff to ensure a positive experience for visitors.
    - Focus on creating a welcoming and friendly atmosphere that encourages repeat visits.

Infrastructure and Accessibility

10. **Improve Transportation Options**:
    - Enhance transportation options to make it easier for visitors to reach and navigate College Place.
    - Consider shuttle services, bike rentals, and improved signage to guide tourists to key attractions.
11. **Develop Tourist-Friendly Amenities**:
    - Invest in amenities such as public restrooms, parking facilities, and picnic areas to enhance the visitor experience.
    - Ensure that tourist information centers are easily accessible and well-stocked with helpful materials.

12. **Engage with Local Businesses**:
    - Encourage local businesses to participate in tourism initiatives and offer special promotions for visitors.
    - Create a network of businesses that work together to enhance the overall tourist experience.

Evaluation Framework

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

Business Growth & Retention

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

Infrastructure Improvements

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

Investment & Funding Secured

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

Downtown Revitalization Impact

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

Industry Diversification

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

Economic Resilience

What is Economic Resilience?

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

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

This concept is crucial for ensuring long-term economic stability and growth, as it helps mitigate the adverse effects of unexpected events, such as natural disasters, financial crises, or pandemics

Measuring economic resilience involves evaluating how well an economy can absorb, recover from, and adapt to shocks. Here are some key methods and indicators used:

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

Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build up the capacity to mitigate and respond to that risk.

FEMA National Risk Index

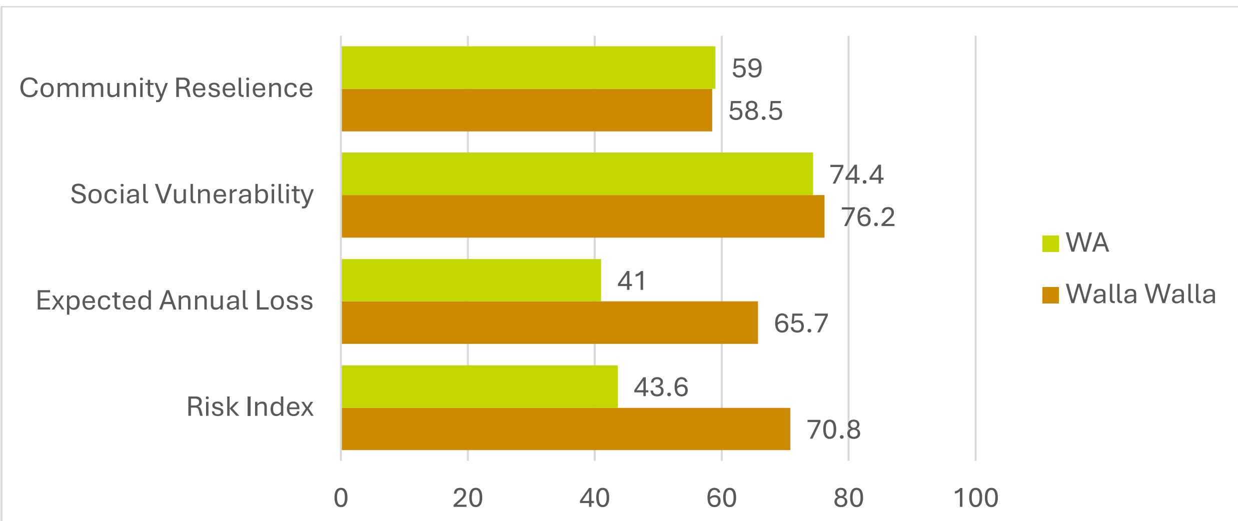
The Risk Index leverages available source data for natural hazard and community risk factors to develop a baseline risk measurement for communities at risk to identify natural disasters. Combined with the Multi-jurisdictional Hazard Mitigation, this serves as a viable tool to evaluate and develop economic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

Risk Index is **Relatively Low** Score **70.8**

Expected Annual Loss is **Relatively Low** Score **65.7**

Social Vulnerability is **Relatively High** Score **76.2**

Community Resilience is **Relatively Moderate** Score **58.5**



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

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

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

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

Risk Factor Breakdown

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

Overall Economic Resilience Strategies

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

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

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

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

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

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

EDA Candidate Project List

EDA candidate project list will be added to final report.

Chapter 10.18

TRUCK ROUTES

Sections:

10.18.010 Definitions.
"City" is the city of College Place.

A "Deviation truck" is a truck that leaves and departs from a truck route while traveling inside the city.

"Person" is any person, firm, partnership, association, corporation, company, or organization of any kind.

"Truck" is any vehicle designed or operated for the transportation of property, and whose body weight or whose combined body and load weight or whose gross vehicle weight rating exceeds 26,000 pounds.

"Truck route" and "supporting truck route" are a way over certain streets, as designated in this chapter, over and along which trucks coming into and going out of the city must operate.

10.18.020 Application of regulation.
No person may operate a truck within the city except upon a truck route established in this chapter.

10.18.030 Exceptions.
This chapter does not prohibit:

A. Operation on the Street of Destination. The operation of a truck upon any street where necessary to the conduct of business at a destination point, provided streets upon which such traffic is permitted are used until reaching the intersection nearest the destination point;

B. Perishable Commodities. The operation of a truck while transporting a perishable commodity;

C. Government Vehicles. The operation of a truck owned and operated by a government agency;

D. Emergency Vehicles. The operation of an emergency vehicle upon any street in the city;

E. Public Utilities. The operation of a truck owned or operated by the city, public utilities, any contractor or materialman while engaged in the repair, maintenance, or construction of streets, street improvements, or street utilities within the city;

F. Recreational Vehicles. The operation of a recreational vehicle, including a motor home, a camper, or a travel trailer;

G. Solid Waste. The operation of a truck while engaged in the collection of solid waste within the city or

H. Detoured Trucks. The operation of a truck upon any officially established detour.

10.18.040 Truck route established.

A. The city council establishes the following truck routes:

1. State Route 125
2. Myra Rd
3. West Whitman Drive (Western City Limits to NW Evans Avenue)
4. SW Mojonnier Rd (Western City Limits to S College Avenue)
5. S College Avenue (SW Mojonnier Rd to State Route 125)
6. NW Evans Avenue (Blalock to West Whitman Drive)
7. Wallula Avenue
8. NE Rose Street (Lambert to Eastern City Limits)
9. SW Meadowbrook Blvd (Sydnee Lane to State Route 125)

B. A truck entering the city for a destination point outside the city may only operate over and along a route designated in this section.

10.18.050 Truck traffic in the city – Outside origin.

A. One Inside Destination Point. A truck entering the city for a destination point within the city must proceed only over an established truck route and may deviate only at the intersection with the street nearest to the destination point. Upon leaving the destination point, a deviating truck must return to the truck route by the shortest permissible route.

B. Multiple Inside Destination Points. A truck entering the city for multiple destination points must proceed only over established truck routes and may deviate only at the intersection with the street nearest to the first destination point. Upon leaving the first destination point, a deviating truck must proceed to other destination points by the shortest direction. Upon leaving the last destination point, a deviating truck must return to the truck route by the shortest permissible route.

10.18.060 Truck traffic in the city – Inside origin.

A. Outside Destination Point. A truck, on a trip originating in the city and traveling in the city for a destination point outside the city, must proceed in the shortest direction over streets on which such traffic is permitted to a truck route as established in this chapter.

B. Inside Destination Points. A truck on a trip originating in the city and traveling in the city for destination points within the city, must proceed as provided in CPMC 10.18.050.

10.18.070 Maps.

The city council directs the city clerk to keep and maintain an accurate map setting out truck routes and streets upon which truck traffic is permitted. The city clerk must keep the map on file at the office of the city clerk and must publish it on the city's website.

10.18.080 Signs.

The city council directs the city engineer to post clearly marked signs along the designated truck routes to give notice that this chapter is in effect.

10.18.090 Weigh-in.

A police officer may require a person driving or in control of a truck, not proceeding over a truck route, to proceed to any public or private scale available for the purpose of weighing and determining whether this chapter has been complied with.

10.18.100 Violation – Penalty.

Violation of any provisions of this chapter is a traffic infraction punishable by a fine not to exceed $200.00.


JOYO


T. TOMARAS