



*Action Plan
Chehalis Renaissance Project
8 May 2009*

City Council's Chehalis Renaissance Charter for the EDSC

Involve public participation in the development of an economic and urban development strategy for revitalizing the city at large, and the downtown in particular to capitalize on the momentum created by the design and construction of the Vernetta Smith Chehalis Timberland Library.

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Chapter 1: Introduction

Native Americans - the first occupants

The Kwaiailks, also known as the Upper Chehalis, occupied the lands along the upper Chehalis River and around Mount Rainier. The Kwaiailks spoke Coast Salishan of a dialect distinct from the tribes known as the Lower Chehalis, who occupied the lands along the Columbia River. The Kwaiailks had close ties with the Cowlitz to the south and the Nisqually to the north.

The Kwaiailks were the first traders - developing established routes with the Lower Chehalis along the Columbia River trading for dentalia and seal oil, and in the 1800s for horses with tribes east of the Cascades. The tribes also traded with the Hudson's Bay Company at Fort Nisqually, as well as the outposts on the Columbia River, and tended sheep for the Puget Sound Agricultural Company, a subsidiary of the Hudson's Bay Company.

Early settlement

The first community action - the Northern Pacific Railroad built railroad tracks north from Kalama to Tacoma in the 1870s ignoring Claquato, then the Lewis County seat, three miles to the west of Chehalis. Some settlers decided that, if the railroad would not go to the county seat, then the county seat must go to the railroad. The settlers erected a warehouse beside the track in 1873, establishing the first train stop and trading area.



The present site of Chehalis is on land owned by Eliza Tynan Saunders Barrett and her first husband Schuyler Saunders. Eliza Tynan was an Irish immigrant who met and married Schuyler Saunders in 1851 while working as a waitress in Portland. The couple moved to the Chehalis Valley and filed a claim under the Donation Land Claim Act, an early Pacific Northwest version of the Homestead Act.

Eliza had five children with Schuyler then divorced him after nine years of marriage. She subsequently married three more times producing three more children before divorcing her last husband, John C. Barrett, whose name she kept until she died at age 74 in 1900.

Eliza Barrett controlled over 300 acres of land which she gradually subdivided into small parcels beginning in 1875. She constructed the first music hall, the Tynan Opera House in 1889, the first Catholic Church in 1889, a Catholic boarding school for girls in 1895, and the Barrett Block in 1891- none of which survive today.

Historic commercial district

Chehalis's first commercial district and civic center was located along Main Street, west of the Northern Pacific Railroad tracks on land platted by Eliza Barrett. Buildings and businesses clustered around the warehouse that served

as the first train station. A general store was added, and eventually the warehouse was expanded into a full-scale meat packing plant. In 1874, the present Lewis County courthouse was constructed across the track at Main and North Streets.

As the town developed, commercial activity spread east along Main Street towards Chehalis Avenue. Eliza Barrett platted five parcels in the area that encouraged additional development. In addition, she built the Tynan Opera House and the Barrett Block, a large brick building that housed a bank and the Barrett Hotel, at Chehalis Avenue and Main Streets.

Two fires in 1892, possibly set by arsonists, destroyed almost 30 wooden buildings within the four-block commercial district including the Tynan Opera House and Barrett Block. Although Main Street was considered for redevelopment, post-fire construction occurred six blocks to the north on Market Boulevard - an area that had already begun gaining prominence in the years before the fires. Eliza Barrett's influence on city development waned after the fires as development activity shifted north and away from her landholdings.

Chehalis Improvement Company

The First National Bank building was erected in 1889 (and razed in 1949) at the intersection of Market Boulevard and Boistfort Street. The Chehalis Improvement Company constructed the Improvement Block in 1891 and the



Columbus Block in 1892 on opposite corners of the intersection establishing the location as the center of the emerging new downtown district.

The Chehalis Land & Timber Company, with financing from the First National Bank, built the St. Helens Hotel between 1890 and 1894 a block from the intersection on Market Boulevard.

Chehalis Industrial Commission

In 1956, after consulting with the Bureau of Economic Development at the University of Washington about their economy, which struggled in the post-war era to replace jobs lost to declining timber harvests, Chehalis business owners formed a joint stock corporation - the Chehalis Industrial Commission. The Commission purchased land and sought out industries to locate factories in the Chehalis Industrial Park.

In 1957, Goodyear Tire Company considered the Chehalis Industrial Park for a tread rubber factory. However, in order to locate in Chehalis, the company required a railroad connection. The Chehalis Industrial Commission lacked the capital to fund the railroad spur, so the Commission sold railroad ties to the local community for \$4.00 each to raise the money. Additionally, local lumber mills manufactured the ties and sold them to the Commission at cost. Volunteer community members laid the track over the course of two weekends.

According to 'Business Week', Goodyear chose the Chehalis site because of the town's willingness to make the site fit the company's needs. The town's

enthusiasm, in addition to its central location along Interstate 5, made the site desirable. The Chehalis Industrial Park now houses over 30 businesses and covers over 700 acres. The Port of Chehalis, which was formed in 1986, operates and markets the park.

The Chehalis Industrial Commission dropped the name Chehalis in 2003 and became the Industrial Commission. In 1999, recognizing the need to serve all of Lewis County, it became a non-profit organization.

Chehalis Today

Chehalis is changing still with the development of Twin City Town Center, Walmart, Home Depot, I-5 Toyota, an increase in population to 7,045 in 2007 and an estimated population of over 15,000 at build out in 2020. The city's latest project is the pending completion of Liberty Plaza - a mixed use development at the intersection of Interstate 5 and Main Street at Exit 77.

The choices that confront the city at the present time are significant and could alter the character and quality of the city and historic districts if not adequately planned and implemented. This document outlines the choices that are available and the means for implementing preferred actions found to be of most benefit to Chehalis residents.

The Chehalis Renaissance Project



The Chehalis Renaissance Project identifies an approach that utilizes the Economic Development Steering Committee (EDSC) and numerous organizations, agencies, and individuals throughout the community to implement the Chehalis Renaissance vision and implementation projects.

The Chehalis Renaissance Project envisions this can be achieved with the same "can-do" spirit

that typified the city's previous development initiatives and successes.

1.1 Objectives

The specific objectives of this planning effort were to:

- **Inventory assets** - including existing public and private properties, historical resources, land use regulations, traffic and parking systems, and urban design contexts.
- **Identify opportunities and create strategic planning elements** - for attracting new businesses and retail tenants, creating unifying design concepts, establishing effective design and development regulations, improving traffic and parking, designing streetscape improvements, gateway, and downtown wayfinding signage, and sites of redevelopment opportunity.
- **Define an implementation program** - outlining the actions necessary to realize the strategic plan including roles, responsibilities, schedules, costs, and

other particulars and drafting revised building, parking, and other appropriate ordinances and design standards.

- **Determine public opinion** - through a series of public participation events including interviews of key stakeholders, focus group sessions with Centralia Community College students, brainstorming workshops and charrettes with the general public, public open houses, and a mail-out/phone-back survey of registered voter households to resolve final plan and implementation particulars based on the results of public input.

1.2 Documentation

This report is organized into two more chapters outlining recommended strategic planning elements and implementation measures.

Separate technical appendices detail socioeconomic characteristic, property ownerships, stakeholder interview results, brainstorming workshop results, draft design and development regulations, and design/develop competition RFPs. The technical appendices are available for review at the Chehalis Vernetta Smith Timberland Library and from Chehalis City Hall.

Chapter 2: Strategic Plan

Following is a summary description of the major action plan strategies determined to be important in effectively implementing the Chehalis Renaissance Project. The action strategies represent the consensus opinions of the Economic Development Steering Committee (EDSC) as well as the results of the stakeholder interviews, public workshops, and mail-out/phone-back survey. *The consensus opinion is that these actions are critical to the effective realization of the Renaissance Project's goals.*

The strategies are grouped according to subject matter and not necessarily priority and are listed in an analytical sequence beginning with: 1) Community Building, 2) Economic Development, 3) Quality Design, 4) Traffic & Parking, 5) Downtown Development Projects, and 6) Implementation.

1: Community Building

1.1: Implement the new Chehalis brand, logo, tagline, and promotional packaging on website, print, and media

The current Chehalis brand (rose and mint city) is outmoded and does not convey the assets and opportunities available in and to the city. While the rose gardens and mint factory are unique and important to Chehalis, they are not dominant themes that can attract new residents or investments to the city when compared to the themes being developed by competitors.

Chehalis is located adjacent to I-5 - the most heavily traveled north-south interstate corridor in the Pacific Northwest, SR-6 - one of the few direct east-west connections to the coast, and SR-12 - the mountain loop road linking Mt Rainier National Park, Mount St. Helens National Volcanic Preserve, and extending eastwards to Yakima.

The Chehalis-Centralia Steam Train rides and excursions, the Lewis County Historical Museum, Veteran's Museum, and Motorcycle Museum attractions are located in Chehalis. Chehalis also hosts the half-way point on the annual two day Seattle-to-Portland (STP) bike ride as well as a number of summer baseball and softball tournaments in Recreation and Stan Hedwall Parks. The proposed Willapa Hills Rails-to-Trails extend directly through Chehalis as well as west towards the coast and north towards Tumwater.

However, prior to this Renaissance Project, the city has not had the opportunity to create strategies to capture the retail, accommodations, or travel revenues, or the visibility and identification such tourist potentials make possible from the city's transportation location and unique and high quality tourist assets.

The branding workshop determined the city's principal assets that should be incorporated into an updated brand are its historical downtown and residential neighborhoods and landmarks (including the operating Steam Train), access to major local and regional recreational destinations (including the Lewis County, Motorcycle, and Veteran's Museums), central location to rail and highways, available industrial and commercial lands (and development authorities and organizations), quality labor force (including access to Centralia Community College), and small town setting.

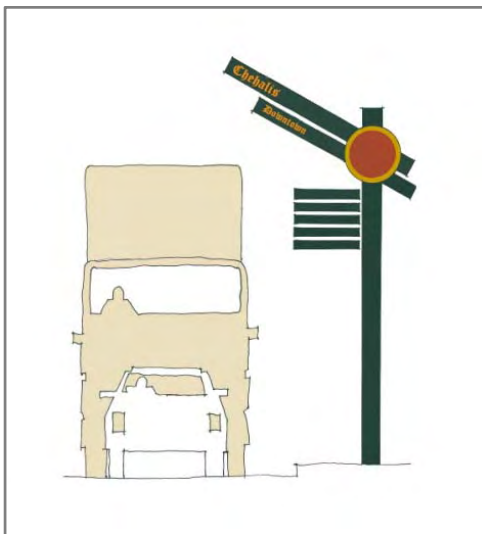
The Chehalis and Cent-Cheh Chamber of Commerce websites are devoted primarily to city and chamber information, activities, and other incidentals. The websites do not provide the type of information of most interest to tourists,



1.1: Create a new Chehalis brand, logo, tagline, and promotional packaging to be shared on city, chamber, port, and EDC websites and materials using current logo and color elements.



1.1: Example - incorporate consistent color style to current webpage.



1.1: Example - incorporate color and logo into gateway and way-finding signage. This version uses railroad motif elements.

1.1: Branding, website, and signage concepts

business prospects, or persons seeking to find out information about living in Chehalis.

A community/business/tourist oriented website should provide basic information about attractions, events, visitor and business services, transportation, and available business and residential properties. The site should be interactive linking maps, photos, and streaming videos from business outlets and community organizations.

The site should also collect and distribute information about coming events, sales, promotions, and other activities of interest to residents as well as tourists by way of an ever expanding e-newsletter and micro-blogging roster. And, the site should assemble e-mail and e-newsletter lists by which to forward interested parties updates on events, new business opportunities, and other information.

Therefore - the EDSC Community Building Project Facilitator will work with the Cent-Cheh Chamber of Commerce, Lewis County Economic Development Council, Washington State Tourism Commission, and private business interests to refine and publish the proposed new Chehalis brand, logo, tagline, and other promotional materials that reflect the history and gateway potentials of the city on websites, in print materials, and on radio, television, and internet media.

Action

▪ ***Expand the city or create an independent marketing/tourism website*** - using Google's CommunityWalk, YouTube videos, Yahoo!'s Calendar event scheduling and promotions, Flickr photo management and sharing, Twitter micro-blogging, and other interactive tools to create the following:

- ***Homepage*** - with copyrighted name, brand, and logo and registered URL, embedded search engines, streaming pictures, city maps, and external linkages
 - ***Attractions pages*** - with pop-up maps and sidebars on area climate and geography, demographic and economic statistics, city and area history, and recreation facility sitemaps and photos
 - ***Events pages*** - with calendar schedule and event planning information on facilities, florists, food catering, musicians, party rentals and supplies, and photographers
 - ***Visitor services pages*** - with pop-up maps and sidebars on dining, lodging, and shopping businesses including direct linkages to each business website, e-mail, streaming videos, and other proprietor promotional materials
 - ***Business investment pages*** - including linkages with pop-up maps and sidebar info to area multi-list realtors with information on available business properties of interest to merchants and businesses interested in locating or investing in Chehalis
 - ***Resident services pages*** - including linkages with pop-up maps and sidebars on schools, churches, and realtors with information on available housing properties of interest to existing residents and households interested in living in Chehalis
 - ***Transportation pages*** - including pop-up maps and sidebar info on automobile routes, transit, taxi, limousine services, train, and airplane and airport schedules
 - ***Gallery pages*** - including factoid sheets, downloadable photo galleries, e-postcards, e-newsletter sign-ups, and requests for brochures or other promotional materials
- ***Design and publish print materials*** - including typography, color, placement, and other preliminary style guide contents for the following:

- Correspondence - including letterhead, business cards, envelopes, labels, and other correspondence materials
- Brochures - including transmittal folders with insert pockets and templates for insert or hand-out sheets, CDs, and DVDs with detailed information on trade area demographics, finance, property listings, and other marketing materials
- Flyers - including single, double, and tri-fold handouts and inserts for ferry, motel, convention center, and other promotional stands and exhibits
- Advertising templates - including single and multiple page banners and inserts for merchant group advertisements in newspapers and magazines
- Billboards - including background imagery and message themes for hardcopy billboards and electronic messaging reader-boards
- Trailers and information stands - including wrapping schemes for mobile trailer information stands, vehicles, and buildings
- Produce media materials - including scripts, dialogues, music, and other contents for the following:
 - Radio advertisements - including theme or “hook”, script and dialogue, and voice and music emphasis for 30-60 second radio inserts along with station selection and placements
 - Television commercials - including theme or “hook”, script and dialogue, visual and voice imagery, music and graphics for 30-60 second television inserts along with station selection and placements
 - Internet streaming videos - including theme or “hook”, script and dialogue, visual and voice imagery, music and graphics for inserts into the city, Lewis County EDC, Cent-Cheh Chamber of Commerce, and Washington State Tourism websites, and on Chehalis CD and DVD promotional handouts

Funding

The design and production of updated websites and marketing materials will be funded with Hotel/Motel lodging taxes (HMTax), WA CTED Tourism Marketing Program (TMP), General Fund property taxes (Ptax), and in combination with Lewis County EDC, Chamber, Port, Airport, and realtor, lender, and other private sources.

1.2: Initiate “Young Chehalis” outreach

Small towns (including Chehalis) suffer from brain-drains, or the outmigration of promising young citizens in search of education or employment opportunities in larger markets and population centers. Increasingly, however, once educated or trained, the most promising young citizens relocate to other cities, including small towns, wherever they perceive there to be opportunities for them to participate in career and community building activities, as well as start and raise families in desirable and manageable settings.

If Chehalis is to continue to develop, it must reverse the outmigration of promising young adults and integrate in-migrating young professionals and households by effectively involving them in and eventually handing over leadership roles in local public service efforts, community building organizations, and the Chehalis Renaissance program in particular.

To be effective, the Young Chehalis program should be initiated with high school and college-age youth providing opportunities for after-school and summer jobs, internships, technical school and college scholarships, and educational loans necessary to attract their interests, develop their skills, and

provide them career momentum. The programs could allow loan-payback through public service in the Chehalis community during or following school and college completion much like some federal school loan programs.

The Young Chehalis program should also provide social and career networking outlets for young professionals and households who decide to work and/or live in Chehalis. The young professional program should be fashioned after a successful outreach program “Skagit Young Professionals” by the Mount Vernon Chamber of Commerce that provides public service, career building events, social and recreational outings, and other networking opportunities that interest and involve young residents in the community.

Therefore - the EDSC Community Building Project Facilitator will work with the Cent-Cheh Chamber of Commerce, Chehalis School District, Chehalis Community College, and Chehalis Industrial Commission to incorporate high school youth, college and technical school students, and young professionals and households into Chehalis public service efforts, community organizations, and Renaissance projects and programs modeling such outreach efforts on successful programs in Mount Vernon.

Action

- Create a Young Chehalis outreach program for high school, technical school, and college age youth - providing opportunities for after-school and summer jobs, internships, technical school and college scholarships, and educational loans. The loan program should allow payback through public service during or following school completion.
- Create a Young Chehalis outreach program for young professionals and households - providing opportunities for career building events, public service programs, social and recreational outings, and other networking of interest.

Funding

The Young Chehalis outreach program will be funded with local business resources including provisions for part-time and summer jobs, internships, scholarships, and loans.

1.3: Adopt the “Main Street” program

Chehalis has significant and unique historic commercial and industrial architecture clustered in the downtown area along Market Boulevard and Chehalis Avenue that represent valuable assets to the community. These buildings and the district at large are in good usable condition and generally occupied by viable enterprises.

However, the district has not been identified, promoted, or recognized for its potential compared, for example, to downtown Centralia. Nor are enough of these buildings being renovated, upgraded, and retrofit to house emerging new retail and entertainment opportunities.

Successful downtown areas are a result of comprehensive improvement programs combining the National Trust for Historic Preservation’s Main Street Four-Point Approach. The Main Street approach encourages economic development within the context of historic preservation in ways appropriate to the emerging marketplace. The approach advocates the rebuilding of traditional downtown districts using their unique assets - distinctive architecture, pedestrian-friendly environment, personal service, local ownership, and a sense of community.

The Main Street Four-Point Approach involves: 1) design, 2) economic restructuring, 3) promotion, and 4) organization - that combine to address the

downtown's needs since no single approach by itself will sufficiently rejuvenate the district.

Successful programs require cooperation, coordination, and often joint ventures between city government and private businesses and property owners to be effective. To succeed, Main Street programs must show visible results that come from completing programs and projects - regardless of how small the project efforts may appear in the beginning.

Therefore - the EDSC Community Building Project Facilitator will work with the Chehalis Business Association to take advantage of the Washington State CTED Main Street Program including opportunities for training business owners and merchants under the Main Street 4-Point Approach that provides design, economic restructuring, promotion, and organizational resources to state sanctioned Main Street participants.

Action

- **Initiate the Main Street program model by expanding the Chehalis Business Association** - to oversee promotion, design, business development, advertising, parking, economic restructuring, and other downtown related activities and interests. The Main Street organization may be the existing Chehalis Business Association and/or other hybrid entity that includes representatives from downtown merchants, property owners, and residents - as well as city staff and officials. The organization may sponsor and coordinate a number of permanent committees dedicated to promotions, design improvements, or business recruitment efforts on a full-time basis.
- **Retain existing downtown activities and special events program** - to include coordination with the Farmers' Market and Christmas events, key seasonal community and tourist events, and special sales activities of interest to merchants, community organizers, residents, and tourists.
- **Initiate additional special events that are keyed to unique Chehalis historical occurrences** - like the moving and renaming of the city and county seat in order to get a railroad depot, founder Eliza Barrett's multiple divorces and investments, the Chehalis Fire, and like events of historical importance to community residents and of interest to tourists.
- **Expand the façade improvement program** - to upgrade appearances, visual quality, and streetscape interest in the downtown district. Create historical building design standards to define a palette for streetscape furniture, landscaping, lighting, and paving improvements. Develop prototypical designs to improve awnings, signage, window displays, color, materials, and other building features for interim and long-term upgrades.
- **Expand the source of low cost building improvement and development funds** - to rehabilitate and retrofit existing older and historic buildings, facades, signage, and other design improvements by increasing the city-financed grants with larger matching local lender low interest funds.
- **Grant capital investment funds on a competitive basis or in response to a request system** - where the applicant demonstrates the façade and rehab project is viable, will improve conditions within the downtown district, and cannot be financed with traditional market sources.

Funding

Main Street program and special event costs will be funded with Downtown Revitalization-Main Street Program (MainSt), Downtown Revitalization Program (DRP), and Tourism Marketing Program (TMP) grants, and supplemented with a Parking & Business Improvement Area (PBIA) or Business Improvement District or other form of dues from local benefiting property and business owners, among others.

Façade and building rehabilitation improvement costs will be funded with seed money from matching General Fund Property Taxes (Ptax) and local financial institutions (Prvt), among others.

2: Economic Development

2.1: Initiate entrepreneur (“creative workforce”) retention/recruitment

New employment and investment opportunities are created with traditional business outreach and recruitment efforts conducted by the Lewis County Economic Development Council (EDC), Port of Chehalis, Chehalis Airport, Washington State Community, Trade & Economic Development (CTED), and others.

These organizations have been very successful developing large industrial parks and sites, marketing the area’s existing “educated labor force” and institutions, and attracting major state and national companies to the Chehalis area - and will be continued to be supported by the Chehalis Renaissance for this purpose.

However, the majority of new businesses and employment opportunities in the local, state, and national economies are created by small business start-ups that are spun off from existing local businesses, the result of second or late-life careers, a household member reentering the labor force on a part-time basis, or wholly new enterprises started by recent college or technical school graduates.

Start-up small businesses account for over 80% of all new employment and frequently provide the cutting-edge technology, products, and services that grow into larger companies and/or provide the inspirations for economic restructuring, diversification, and quality.

Small businesses are started by entrepreneurs or the “creative workforce” - individuals who have an interest and propensity to try new things and take risks. This attribute is proving to be an increasingly important ingredient in a community’s ability to attract and develop new businesses and investments.

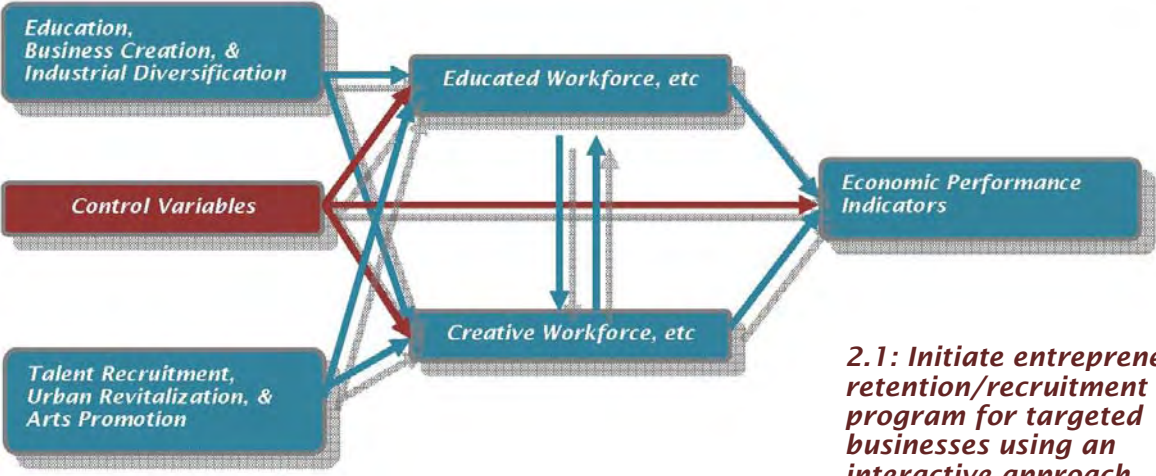
Entrepreneurs or the “creative workforce”, particularly those that start-up new business ventures, tend to be footloose often selecting a location to initiate their business enterprise based on personal preferences defined by quality of life factors as well as the extent to which they are recruited and supported by interested communities.

If Chehalis is to attract a “creative workforce” and thereby new independent business enterprises, it must initiate outreach programs geared to finding, recruiting, and locating creative entrepreneurial talent - especially in the destination retail, high technology enterprises, and other niche activities that fit the city and downtown area.

And, if Chehalis is to be attractive to uncommitted entrepreneurial talent, it must market and further develop the quality of life factors of most interest to such individuals including the city’s unique educational, recreational, community, and residential attributes.

Therefore - the EDSC Economic Development Project Facilitator will work with the Chehalis Industrial Commission, Cent-Cheh Chamber of Commerce, Port of Chehalis, Chehalis Airport, Lewis County Economic Development Council (EDC),

Interactive Approach to Economic Development



2.1: Initiate entrepreneur retention/recruitment program for targeted businesses using an interactive approach.



3.1: Create building, signage, and landscape design standards to protect and enhance existing assets and govern new developments.



2.1/3.1: Target marketing strategy and design standards

Centralia Community College, and Washington State CTED to market and promote local start-up business opportunities from within the resident entrepreneurial community; and initiate outreach programs to attract and capture new start-up entrepreneurial talent and businesses to Chehalis.

Action

- **Identify key entrepreneurial prospects** - for the city and downtown district including profiles, contact information, promotional materials, and recruitment strategies.
- **Compile supporting market information** - including listings of available properties and building spaces along with terms, contacts, descriptions, and other referral information for integration into the marketing website - see action item 1.1.
- **Conduct cold call contacts** - for the above using combinations of e-mail and e-newsletter, mail, telephone, and in-person interviews to determine information needs, reactions, interests, and competitive assessments.
- **Follow-up** - interested recruits by providing tours, analysis, and other finalizing coordination with property or business owners, financial sources, and networking with other entrepreneurial individuals and enterprises in Chehalis.
- **Debrief** - cold call contacts and recruits to assess marketing materials, marketing positioning, property and business rates, and other information with which to refine the city and downtown brand, promotional materials and activities, market offerings, etc.

Funding

The market materials and outreach programs, building inventory, cold call, and debriefing tasks will be funded by the Chehalis Industrial Commission, Cent-Cheh Chamber of Commerce, Lewis County EDC, WA CTED, EDA's Small Business Administration (SBA) monies, among others.

2.2: Expand the local capital investment fund (“Invest in Chehalis”)

While start-up small businesses account for over 80% of all new employment they suffer a high mortality rate in the first five years of the business due to lack of business planning, lack of business or start-up capital, or the inability to find and finance suitable building space.

Therefore - the EDSC Economic Development Project Facilitator will work with the Chehalis Industrial Commission, Chehalis Airport, Port of Chehalis, Lewis County EDC, Washington State CTED, US Economic Development Authority (EDA) Small Business Administration (SBA), and local lenders to expand the local capital investment fund “Invest in Chehalis” and resources to include business planning, business start-up and investment capital, property acquisition and renovation capital for start-up businesses, project development and redevelopment opportunities, and special labor force development and training activities.

Action

- **Work with the Lewis County EDC and EDA's SBA programs about providing business planning and start-up capital assistance** - to support small business planning, capital and investment planning, workforce training, and other small business development services.
- **Expand the city's capital investment fund** - to include a larger portfolio of no and low interest loans available from local lending institutions and organizations devoted specifically to small business retention, start-up, and recruitment outreach efforts.
- **Work with the Port of Chehalis and Chehalis Airport concerning the possibility of establishing an incubator space or facility in the city and**

downtown - to provide initial low cost rental space for start-up enterprises of interest to the city and downtown business district.

Funding

The local capital investment fund will be financed by the EDA Small Business Administration (SBA) programs, Washington State CTED Small Business Resources (SBR), Business Finance (BF), Community Development Finance (CDF), and Business Loan Portfolio (BLP), Regional Micro-enterprise Development Grant Funds (RMDGF), local General Fund property taxes (Ptax), and local lenders under the Community Investment Act (CIA), among others. Specialized businesses may also qualify under Chehalis Industrial Commission, Chehalis Foundation, and Port of Chehalis programs depending on location and orientation.

3: Promotion & Design

3.1: Adopt building, sign, and landscape design standards

Historical legacy - Chehalis retains a significant inventory of contributing historical buildings and landmarks in the designated historical downtown, Westside and Hillside residential neighborhoods, on Chehalis and Pacific Avenues about the Courthouse, and elsewhere throughout the city. The city's historical legacy is critically important to the city's identity and potential for promoting a unique brand and sense of place.

The city's historical buildings must be retained, restored, and enhanced to the maximum extent possible. Other existing buildings in the districts, which may or may not be historically significant, must also be retained to preserve the architectural scale, pedestrian-friendly, unique setting and sense of place the historical buildings create. New building developments, including structures to be built in vacant or underused properties, must be designed to be compatible and complimentary with the existing architectural heritage to retain a building and district context.

New developments - major retail centers, stores (Wal-Mart, Home Depot), and auto dealers (Toyota) have recently developed properties along airport, city, and private properties on Louisiana Avenue that are visible from Interstate 5. These developments are extensive, provide considerable sales tax revenue to the city, and are identified as part of the city.

However, except for the most recent projects, these developments do not provide articulated building designs, quality or interesting signage, or any significant landscaping especially along the public road rights-of-way and within the developments access lanes and parking lots. Nor have recent city public works projects extending Louisiana Avenue and providing roundabouts provided quality landscape or design enhancements other than basic curbs and sidewalks.

The resulting image these areas provide is of an underdeveloped, under-improved strip commercial zone that is not befitting the image Chehalis is attempting to create elsewhere in the city, particularly the view from the Interstate.

Quality building, signage, and landscape retentions and enhancements are not expensive, increase the curb appeal and value of the property, and are generally provided by the same stores and developments in surrounding cities

as either public requirements, or by the developers recognizing the value of the improvements.

Therefore - the EDSC Quality Design Project Facilitator will work with the Historic Preservation Commission, Chehalis Business Association, Port of Chehalis, Chehalis Airport, and private realtors and developers to create and adopt high quality building, signage, and landscape design standards governing existing historical architectural buildings and districts, and future property developments in the city.

Action

- *Adopt historical building design guidelines* - specifying the characteristics to be retained, reconstructed, and enhanced in contributing and non-contributing buildings and infill developments in the historic downtown, Westside and Hillside residential districts, and elsewhere in the city.
- *Adopt new building design guidelines* - specifying building articulations, placement, size and mass, frontages, entries, parking, and other characteristics of new commercial and industrial developments in the city.
- *Adopt signage design guidelines* - specifying the purpose, type, number, size, graphic content, lighting, and other characteristics of property and building signage, particularly in the historic districts, to improve the impact of business, promotional, and other advertising signage on the property, districts, and from the roadway.
- *Adopt landscape design guidelines* - specifying low maintenance, native materials that provide ground cover, seasonal color, and visual interest for low upkeep but maximum visibility, street trees for accent and canopy, and other landscape improvements for existing and new developments.

Funding

Building, signage, and landscape ordinances and design guidelines will be funded with CTED Growth Management Planning (GMP) funds, matching seed money for General Fund Property Taxes (Ptax), and by reimbursement from public and private developments, among others.

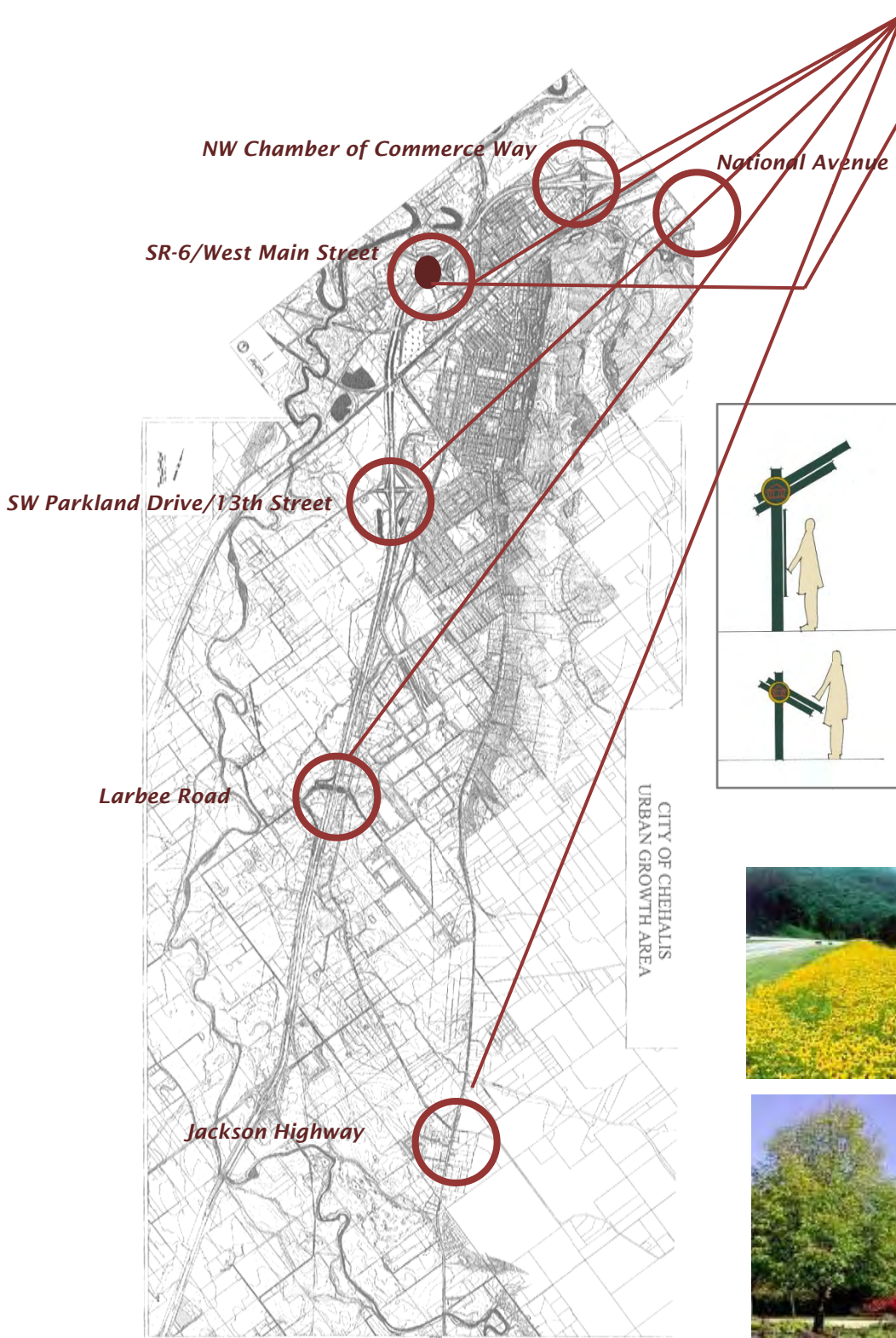
3.2: Erect “National Historic District” signage on Interstate-5

Historic district designations, particularly national landmark designations, signify a city’s valued assets, attract tourist interest and visits, and promote building and property investments.

Chehalis has three distinctive historic districts including the Historic Downtown, Westside Residential Neighborhood, and Hillside Residential Neighborhood. These districts are viable and preserve significant buildings and characters that define each place. Few cities originally possessed as much architectural heritage, or have been able to preserve as much of the original buildings as Chehalis.

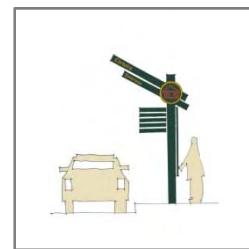
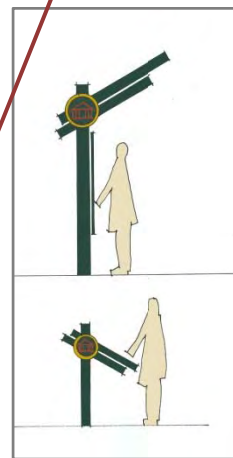
However, for all practical purposes, these districts are invisible to outsiders, particularly out-of-region visitors and tourists who pass by on interstate and state highways or even through town on major arterial roadways. Without recognition, Chehalis is unable to capitalize on its historical assets to the extent that other cities have, some with less potential, and that it ought to be able to with effective publicity and signage.

Therefore - the EDSC Quality Design Project Facilitator will work with the Washington State Department of Transportation (WSDOT) to install historic district signage on I-5, SR-12, Jackson Highway, and other major roadways to identify and highlight Chehalis’s historical assets.

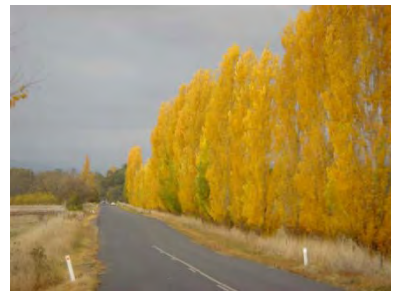


3.2: Erect "National Historic District" signage on I-5 from West Main Street interchange and install gateways at major intersections and highways

3.3: Erect distinctive gateway and wayfinding signage to establish a unique look to the city entrances - like this example using a railroad motif and logo font and colors.



Distinctive landscaping can also create a gateway that identifies the entrance into the city - like these examples.



3.2/3.3: Gateways and wayfinding signage

Action

- ***Have WSDOT install*** - National Historic District signage for the Downtown, Westside, and Hillside Residential Neighborhoods on Interstate 5 at both ends of the Main Street intersection.
- ***Install National Historic District*** - directional signage on other local roadways leading into town including National Avenue and Jackson Highway.

Funding

National Historic District signage on the Interstate and other entering roadways will be funded by WSDOT, WA CTED's Tourism Marketing Program (TMP), Rural Tourism Development Program (T+RTDP), and Chehalis's Hotel/Motel Lodging Tax (HMtax).

3.3: Erect major gateways on Interstate-5, National Avenue, and Jackson Highway

Gateways define the edge of the city or district so that passers-through recognize that the area beyond the gateway has special significance. The ancient Chinese used a progressive series of more intensive and imposing gateways to define roadways as they entered the empire and traveled to the centermost places of commerce and power.

The boundaries of Chehalis are not defined, and in some places along Interstate 5, National Avenue, and Jackson Highway are not distinguishable from Centralia or outer unincorporated areas. The city needs to install gateways that define the city's edge, give importance to major entryways, and establish an image or identity that is unique to Chehalis.

Therefore - the EDSC Quality Design Project Facilitator will work with the Washington State Department of Transportation (WSDOT) and Chehalis Public Works Department to install gateway improvements at the major entryways into the city using the railroad motif that evolved from the branding workshop.

Action

- ***Design and install gateway or entry improvements*** - including the graphic concepts, sign standards, and other particulars that identify entry into the city and specific city districts or neighborhoods based on the railroad motif design concept that evolved from the branding workshop.
- ***Create and promote a unified gateway concept*** - that identifies each district or neighborhood in an overall graphic concept that unifies and represents the city as a whole using landmark buildings or logos as an integral part of the same overall signage.

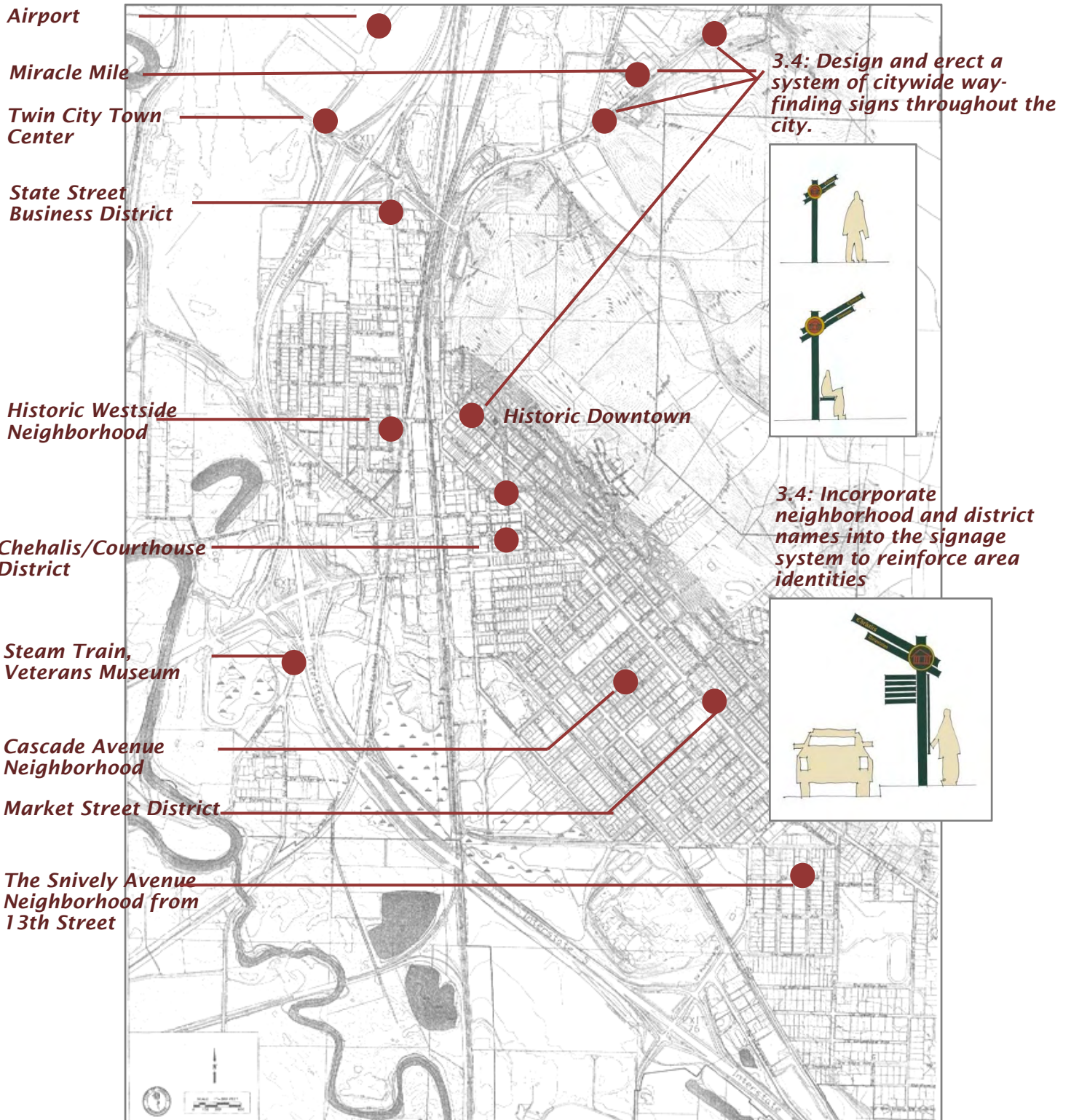
Funding

- Gateway improvements will be funded with proceeds from the Hotel/Motel Lodging Tax (HMtax), Real Estate Excise Tax (REET), General Fund's property tax (Ptax), and private parties (Prvt) including the Chehalis Foundation, among others.

3.4: Erect system of wayfinding signs throughout the city

While gateways define entry into the city, wayfinding signs establish an identity and system of visual directories that guide visitors to major destinations, public facilities, parking areas, and otherwise highlight attractions and important places.

Properly designed, wayfinding signage also implement a branding message by incorporating logos, themes, colors, typography, and other visual and graphic imagery. Properly implemented, wayfinding signage can also incorporate sub-themes or motifs that establish distinct neighborhoods and districts within the larger city as a way of recognition important to local residents.



3.4: City wayfinding signage

Chehalis lacks a wayfinding system – a serious deficiency in a city that is defined by a series of intersecting grid roadways, railroad crossings, and a bisecting interstate highway – and which is relatively invisible and incomprehensible from the Interstate.

Therefore – the EDSC Quality Design Project Facilitator will work with the Chehalis Business Association, State Avenue Business District, Cascade Avenue Neighborhood, Westside and Hillside Residential Neighborhoods, Port of Chehalis, Chehalis Airport, and numerous public and private facility operators to implement the railroad wayfinding motif and provide a consistent visual look, functional directional information, and directional routing system for residents and out-of-town customers alike.

Action

- ***Install way-finder signage*** – including the graphic concepts, sign standards, and placement strategies based on the railroad motif that evolved from the branding workshop. The wayfinding signs should be located on key city roadways identifying routes to and locations of the downtown, State Avenue Business District, Westside and Hillside Residential Neighborhoods, city hall, police station, library, airport, schools, parks and trails, and other key sites that define the city.

Funding

Way-finder signage improvements will be funded with proceeds from the Hotel/Motel Tax (HMtax), Real Estate Excise Tax (REET), General Fund’s property tax (Ptax), and private parties (Prvt) including the Chehalis Foundation, Chehalis Industrial Commission, Chehalis Business Association, Port of Chehalis, Chehalis Airport, Cent-Cheh Chamber of Commerce, among others.

3.5: Create Dillenbaugh Creek Gateway Conservancy Park

Chehalis lacks a formal, appealing entry into the city. The Chamber Way intersection is a complex series of elevated roadways over the freeway and railroads with views of under-improved strip commercial uses. It is also an indirect and convoluted roadway access to State and National Avenues, and thereby to the downtown and balance of the city.

The 13th Street and LaBree Road intersections are distant from the downtown and major city destinations of interest to tourists.

Main Street, which is the east end of SR-6, is less congested than Chamber Way, has historical precedence as a major entryway, and provides access to the Courthouse, and by way of Chehalis Avenue to the downtown district. The street’s significance has been elevated by the recent development of Liberty Plaza on the north side of the street adjacent to the Interstate and next to the historic Westside Residential Neighborhood.

The area south of Main Street between the Interstate and Tacoma Rail tracks is under-improved and underutilized containing the city’s park and ride lot, an adult book store, and coffee espresso stand.

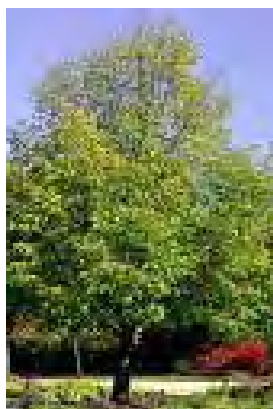
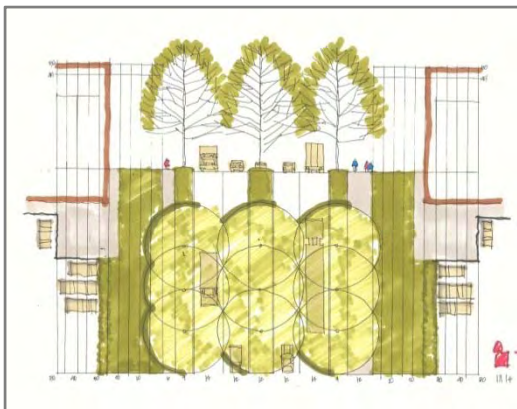
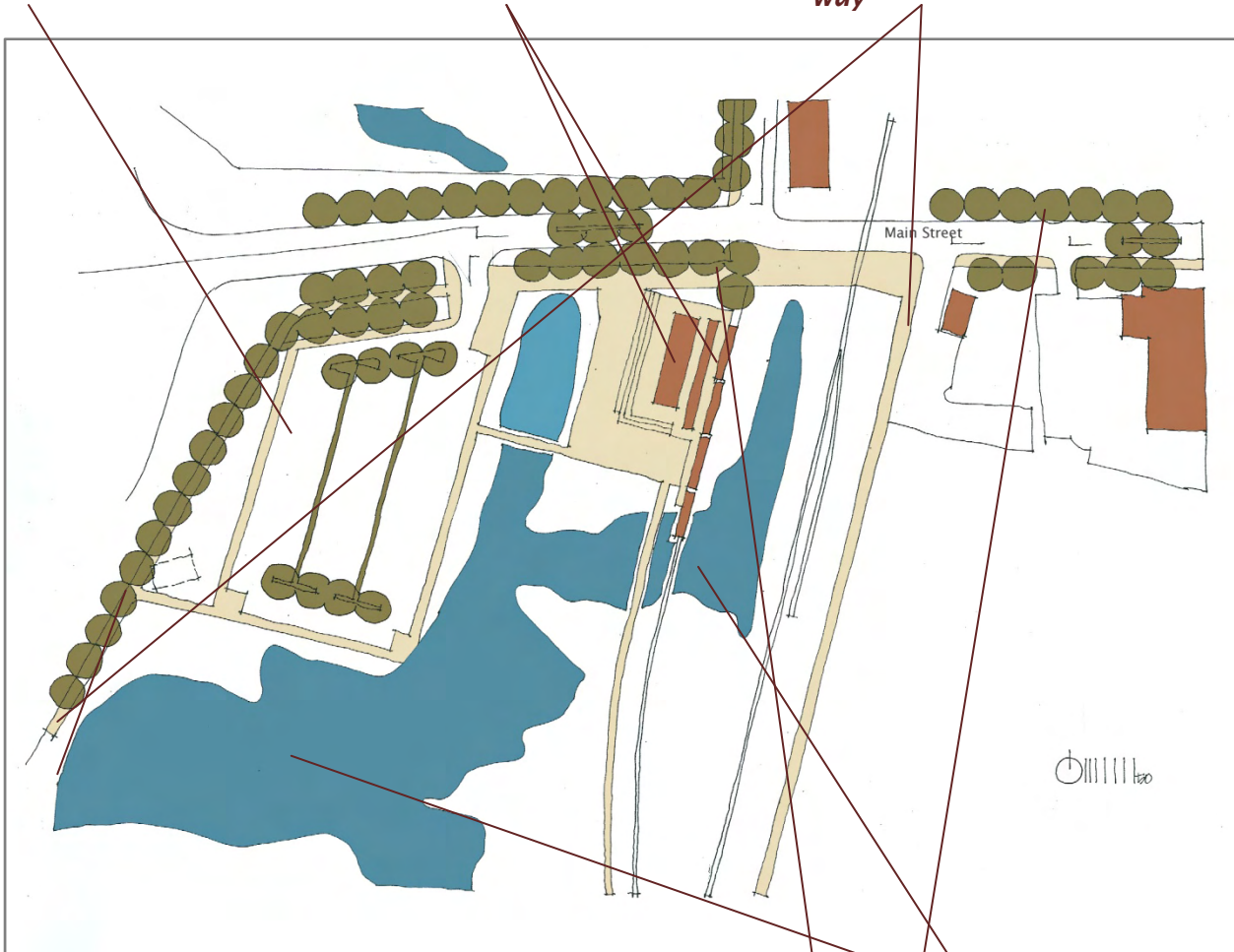
However, the lands around and south of Main Street contain significant wetlands and floodplains associated with the original configuration of Dillenbaugh Creek. The wetlands extend south of Main and along the Interstate to 13th Street and Green Hill School providing an extended and extensive greenway approach to the city at Main Street for traffic bound north on the Interstate.

Dillenbaugh Creek wetlands also extend along the west side of the Interstate from Main Street north through the wastewater treatment plant to the south edge of the

3.5: Expand park-n-ride lot to provide for relocated Steam Train Station and Willapa Hills Trail trailhead

3.6: Relocate Steam Train Station and passenger loading to separate spur at Main Street gateway

3.5: Develop Willapa Hills Trail connection adjacent Tacoma East Rail line, under I-5, and to existing trail right-of-way



3.5: Conserve Dillenbaugh Creek corridor, wetlands, and possibly expand with wetland mitigation bank

3.5: Install street trees in parking lot and along Main Street to define gateway entrance

3.5: Dillenbaugh Creek Conservancy Park & 3.6: Steam Train

Chehalis Airport. The largely wooded area provides a green corridor approach to vehicles traveling south on the Interstate.

Therefore - the EDSC Quality Design Project Facilitator will work with the Washington State Department of Ecology (DOE) and Recreation Conservation Office (RCO) to acquire and preserve this extensive wetland area as a greenway corridor entry into the city at Main Street. If feasible, the Dillenbaugh Creek conservancy could be expanded to include a wetland bank that could mitigate the infill of small and isolated wetlands elsewhere within the city.

Action

- ***Identify small and isolated wetlands*** - in a Chehalis service area that could reasonably be replaced by an off-site mitigation bank for major and significant public benefit projects without violating stormwater drainage patterns, surface run-off conditions or quality, or wildlife habitat.
- ***Locate a central wetland mitigation bank*** - within the Dillenbaugh Creek drainage area south of Main Street that could be expanded to provide the capacity, retention quality, and wildlife habitat characteristics necessary to mitigate the wetlands identified in the analysis above that is equal to or better than the sites to be mitigated.
- ***Acquire and install wetland enhancements*** - including flooded areas, vegetation plantings, stocking of fish and aquatic species, and other measures necessary to create and maintain a high quality conservancy and wetland mitigation enhancement improvements within and around the Dillenbaugh Creek drainage area on both sides of the Interstate, and particularly south of Main Street to Green Hill School.
- ***Operate and maintain a wetland mitigation bank*** - establishing value or transfer development credits, and ensuring the preservation and quality of the wetland operation.
- ***Construct trails, interpretive exhibits, viewing stands, wildlife blinds, and parking areas*** - to provide public access to the conservancy/wetland mitigation park from Main Street, the Willapa Hills Rails-to-Trails, under Interstate 5 to Alexander/Lintott Park, and to the ponds and wetlands extending south along the former railroad spur to Recreation Park.
- ***Install an artworks gallery*** - along the trail corridors and viewing areas in the conservancy/wetland mitigation park that feature the work of local artists that are displayed on a consignment basis for public appreciation and sale.

Funding

Land acquisition and wetland development and operation will be funded by a Stormwater Utility Fee (SDUFee), Payment in Lieu of Assessment (SDPay), and/or by reimbursements from public and private development projects, among others. Park and trail acquisitions, constructions, and other enhancements will be funded with matching grants from the Department of Ecology Centennial Fund and the Resource Conservation Office (RCO), General Fund property taxes (Ptax), and private monies (Prvt) including the Chehalis Foundation, among others.

3.6: Relocate Chehalis-Centralia Steam Train Depot to Main Street

The Chehalis-Centralia Railroad & Museum (CCRM) has restored and operates one of the last remaining steam trains that frequented the original Northern Pacific and Chehalis Railroad tracks and that were responsible for the development of Chehalis.

The steam train rides, mystery, and dinner train excursions west along Port of Chehalis tracks into the Chehalis River valley, and potentially north along Tacoma Rail and/or Burlington Northern Santa Fe (BNSF) tracks towards Olympia are a major regional attraction - and one of the few remaining train rides in the Northwest.

The CCRM's visibility and potential attraction has been increased by the recent restoration of the train depot station and roundhouse west of Interstate 5. However, while the train is a significant part of the city's historical development, the present depot and boarding location is not entirely visible from the Interstate, located outside of the city proper, and somewhat isolated from other city attractions.

Therefore - the EDSC Quality Design Project Facilitator will work with the Chehalis-Centralia Railroad & Museum (CCRM) and Tacoma Rail to relocate or construct a new depot and boarding station on a separate rail track siding or spur directly adjacent to Main Street to make the train more visible from the Interstate and more directly connected to the Dillenbaugh Creek Gateway Conservancy Park, Willapa Hills Rails-to-Trails, and other city and downtown attractions.

Action

- Work with Tacoma Rail - to provide a track siding or spur adjacent to the existing track south of Main Street to house the CCRM depot and boarding station, engine, and passenger cars during the operating seasons. The new track siding or spur will avoid tripping railroad crossing guards on Main Street during storage and loading operations.
- Construct a track siding or spur - extending from the Interstate north to Main Street of a sufficient track bed height to avoid seasonal flood risks.
- Relocate or construct a new passenger depot, boarding station, and platform - to sell merchandise and tickets, queue passengers on and off-board the passenger cars, and provide an overlook of Dillenbaugh Creek Gateway Conservancy Park.
- Expand or relocate the existing city park-n-ride lot - to provide trailhead parking for the CCRM operation, Willapa Hills Rails-to-Trails, and trail extensions through the Dillenbaugh Creek Gateway Conservancy Park south to connect to Westside and Recreation Parks.
- As an option, consider collocating - the Cent-Cheh Chamber of Commerce offices in the depot or a caboose car at the site, and/or of private retail merchants if the station is colocated with private commercial developments.

Funding

The construction of the track siding, depot relocation, and boarding of the CCRM Steam Train at Main Street in Dillenbaugh Creek Gateway Conservancy park will be funded with proceeds from the Hotel/Motel Tax (HMtax), Real Estate Excise Tax (REET), General Fund's property tax (Ptax), and private parties (Prvt) including the CCRM, Chehalis Foundation, Chehalis Industrial Commission, Chehalis Business Association, Port of Chehalis, Chehalis Airport, Cent-Cheh Chamber of Commerce, among others.

3.7: Install street trees on major arterials throughout the city

Chehalis's major arterial roadways provide access from the Interstate and through the city to attractions and destinations of interest around the Courthouse, in the downtown, in historic districts, residential neighborhoods, and elsewhere.

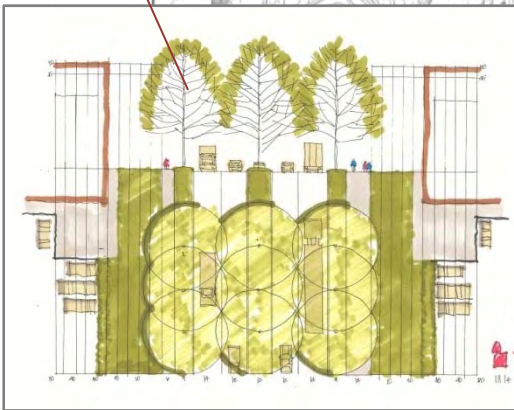
However, like the under-improved commercial developments on Louisiana Avenue next to the airport and west of the Interstate, these arterial roadways are under-improved and lack basic signage, landscape, and streetscape definitions and enhancements. These access corridors detract from the visual identity of the city, regardless of how much the downtown and other major attractions may be enhanced.

Roadway enhancements are not expensive, and in most cases, can be achieved through simple and low maintenance street tree plantings along the edges of the right-of-way and in the median where turning lanes are not needed.

3.7: Install canopy trees on major arterials to define and direct traffic into town on portions of Chamber of Commerce Way, National Avenue, Main Street, and Market Boulevard



3.7: Install canopy trees on parkways on the rest of Market Boulevard, Cascade Avenue, Interstate Avenue, National Avenue, and other major arterials to create attractive city roadway corridors



3.7: Boulevards and parkways

Therefore - the EDSC Quality Design Project Facilitator will work with the Chehalis Public Works Department, Chehalis Foundation, utility companies, and private property owners to plant a system of street trees along major arterials to create attractive parkway corridors through the city and into important destinations and districts.

Action

- *Install street trees* - along the right-of-way edge and in the median portions of major arterials including Chamber of Commerce Way, National Avenue, Main Street, Chehalis Avenue, Market Boulevard, Cascade Avenue, Interstate Avenue, and National Avenue.
- *Where appropriate* - relocate and/or underground overhead power and telecommunication lines, and relocate light and signage standards in order to plant street trees in a dense canopy-covering sequence.

Funding

The installation of street trees will be funded with proceeds from the Real Estate Excise Tax (REET), General Fund's property tax (Ptax), Motor Vehicle Fuel Tax (MVFTax), Port of Chehalis, Chehalis Airport, and Chehalis Foundation, among others.

3.8: Replace the abandoned gas station on the northwest corner of West Street and National Avenue with a plaza and 3-dimensional artwork

Significant city boulevards are designed on an axis with functional and visual terminations that define the end of the arterials or the transition from one arterial corridor to another. The axis or termination point can be defined with buildings, street trees, artworks, or other vertical elements that provide an important visual end-definition to the space.

The east end of Market Boulevard at the intersection with Park Street and Cascade Avenue is defined by the Saint Helens Hotel and some existing large street trees. The visual axis will be improved with the addition of street trees along the right-of-way edge and in the unused median of Market Boulevard - see action item 3.7.

The west end of Market Boulevard at its intersection with National Avenue, however, is poorly defined functionally and visually. The intersection space has been made wider than necessary with overly expansive turning lanes. The spatial void has been made wider still by the parking lot in front of the BN Depot/Lewis County Historical Museum and the vacant area occupied by the abandoned gas station between National Avenue and the directly adjacent BNSF tracks.

The reconfiguration of the roadway turning lanes will reduce the amount of space devoted to vehicles - see action item 4.1, and the addition of street trees will provide an additional defining edge to West Street - see action item 3.6. However, the abandoned gas station property is directly in line with the view down Market Boulevard leaving an undefined axial terminus to the space.

Therefore - the EDSC Quality Design Project Facilitator will work with the Chehalis Foundation, Historic Preservation Commission, Chehalis Business Association, State Avenue Business District, and Historic Westside Residential Neighborhood to acquire the property (possibly a brownfield due to gas and oil residues), design, and install landscaping, artworks, and other visual definitions to this important space.

Action

- Acquire the abandoned gas station property - and resolve through due diligence whether the site is contaminated requiring brownfield designation and mitigation funding.
- Demolish the gas station building and remove any underground tanks - and install street trees, sidewalks, and other site supporting improvements.
- Conduct a design competition - for the installation or construction of an artwork on the site to provide a visual terminus to Market Boulevard and an aesthetic gateway and accent.

Funding

Acquisition and improvements to the gas station site will be funded with proceeds from the Hotel/Motel Tax (HMTax), Real Estate Excise Tax (REET), General Fund's property tax (Ptax), and private parties (Prvt) including the Chehalis Foundation, and Chehalis Business Association, among others.

3.9: Enhance streetscape on Market Boulevard and Boistfort Street

Downtown streets are important vehicle/pedestrian transition areas, especially during festivals, special events, and public ceremonies. Main streets in the US have heretofore been devoted exclusively to vehicles with defined curbs, gutters, camped roadways, and different pavement materials between vehicle (asphalt) and pedestrian areas (concrete and pavers).

Pedestrians, even during special events, are confined to the 12 to 14-foot walkways which are sufficient in width for daily pedestrian access but too narrow to accommodate booths, exhibits, performances, or even crowd milling around space during special events.

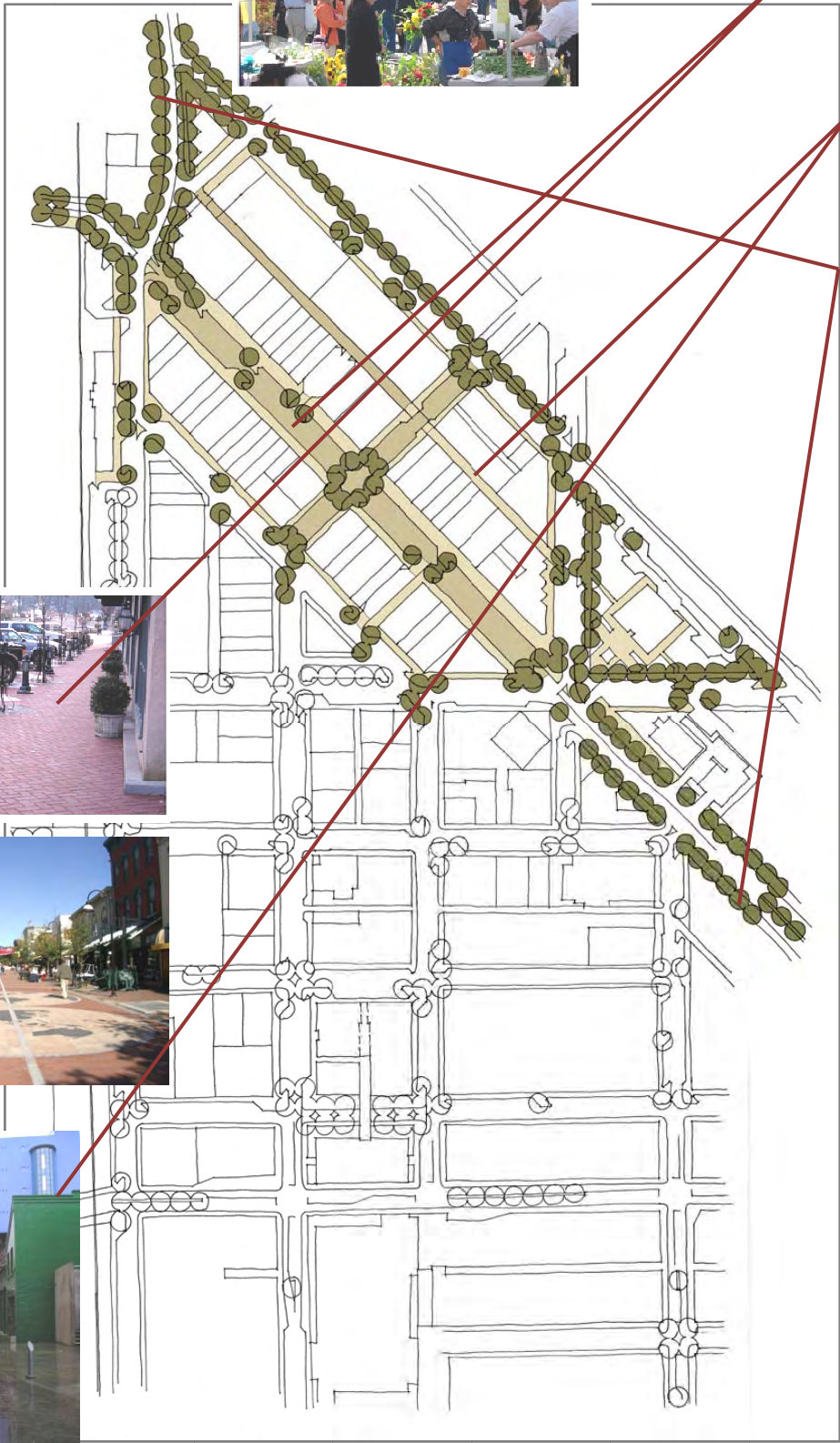
European streets are designed to accommodate vehicles and pedestrians on a daily basis. The roadways are defined with flat curbs, recessed drainage systems, and relatively level pavements often of the same materials using paint or bollards to define vehicle from pedestrian areas where that is necessary for safety purposes.

Market Boulevard and Boistfort Street are important downtown vehicle/pedestrian transition areas that provide vehicle access and parking on a daily basis - and farmers' markets, Christmas parades, and special events on occasion. However, the right-of-way has been designed under Main Street principals rather than the European model, and is relatively inflexible and unappealing.

The right-of-way should be reconfigured to provide a functional, flexible, and visually appealing vehicle/pedestrian transition zone that can be altered frequently and easily to accommodate special events of variable sizes, such as Boistfort between Market and Pacific for the Farmers' Market, and Market Boulevard in its entirety during a Christmas parade or other public celebration.

In addition, the space should be made a "green" street installing surface drainage and stormwater collection systems, street trees and landscape zones, and other natural treatments that reduce the "hardscape" of the space and incorporate sustainable and green treatment systems.

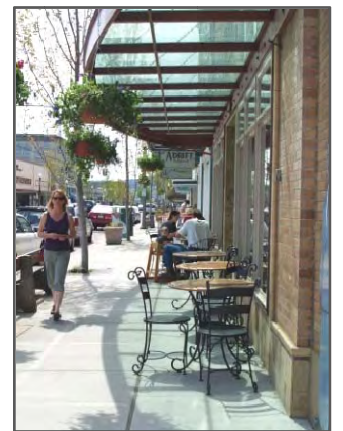
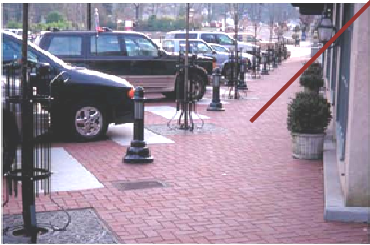
Therefore - the EDSC Quality Design Project Facilitator will work with the Chehalis Business Association and adjacent property owners to reconfigure Market Boulevard and Boistfort Street within the downtown district to realize a more functional, flexible, natural, and visually appealing vehicle/pedestrian transition space.



3.9: Use flat curbing on Market Boulevard to create a flexible space that can be closed for special events.

3.9: Extend streetscape treatment on the alleyway for vehicle and pedestrian use.

3.9: Install canopy trees at major entries to define gateways.



3.9: Enhance Market Boulevard Streetscape

Action

- **Revise traffic controls** - including smaller turning lanes, wider crosswalks, landscape medians, and other traffic calming and channeling measures to manage traffic flow on Market and Boistfort.
- **Upgrade transit furnishings** - including route signage, directories, transit stops, shelters, and service schedules and routings on Market Boulevard and around the downtown couplet.
- **Improve pedestrian-friendly furnishings** - installing a coordinated system of benches, waste receptacles, newspaper stands, bike racks, directory and wayfinding signage, and other people-oriented furniture and by extending sidewalk, walkway, and bikeway improvements into adjacent neighborhoods on key side streets. Extend the street furnishings theme onto key district side street entries.
- **Install landscaping** - including street trees, ground cover, and seasonal flowers in swales, green strips, and planter boxes with cisterns and other stormwater collection and watering systems under a “green street” planting concept.
- **Install artworks** - using a competitive design jury process to select local artist works to display on sale consignment at select places along the boulevard for 1-2 year intervals.
- **Upgrade public restrooms** - incorporating public restrooms into lobbies of public building spaces and/or redesigning the public restroom to include skylights, stainless steel fixtures, concrete surfaces, and other features of low maintenance and durable materials.

Funding

Reconfiguration and enhancement of Market Boulevard and Boistfort Street will be funded with the proceeds from a Transportation Benefit District (TBD), Parking & Business Improvement Area (PBIA), Motor Vehicle Fuel Tax (MVFTax), Local Improvement District (LID), matching seed money for General Fund Property Taxes (Ptax), and by reimbursement from private developments along the frontage corridors, among others.

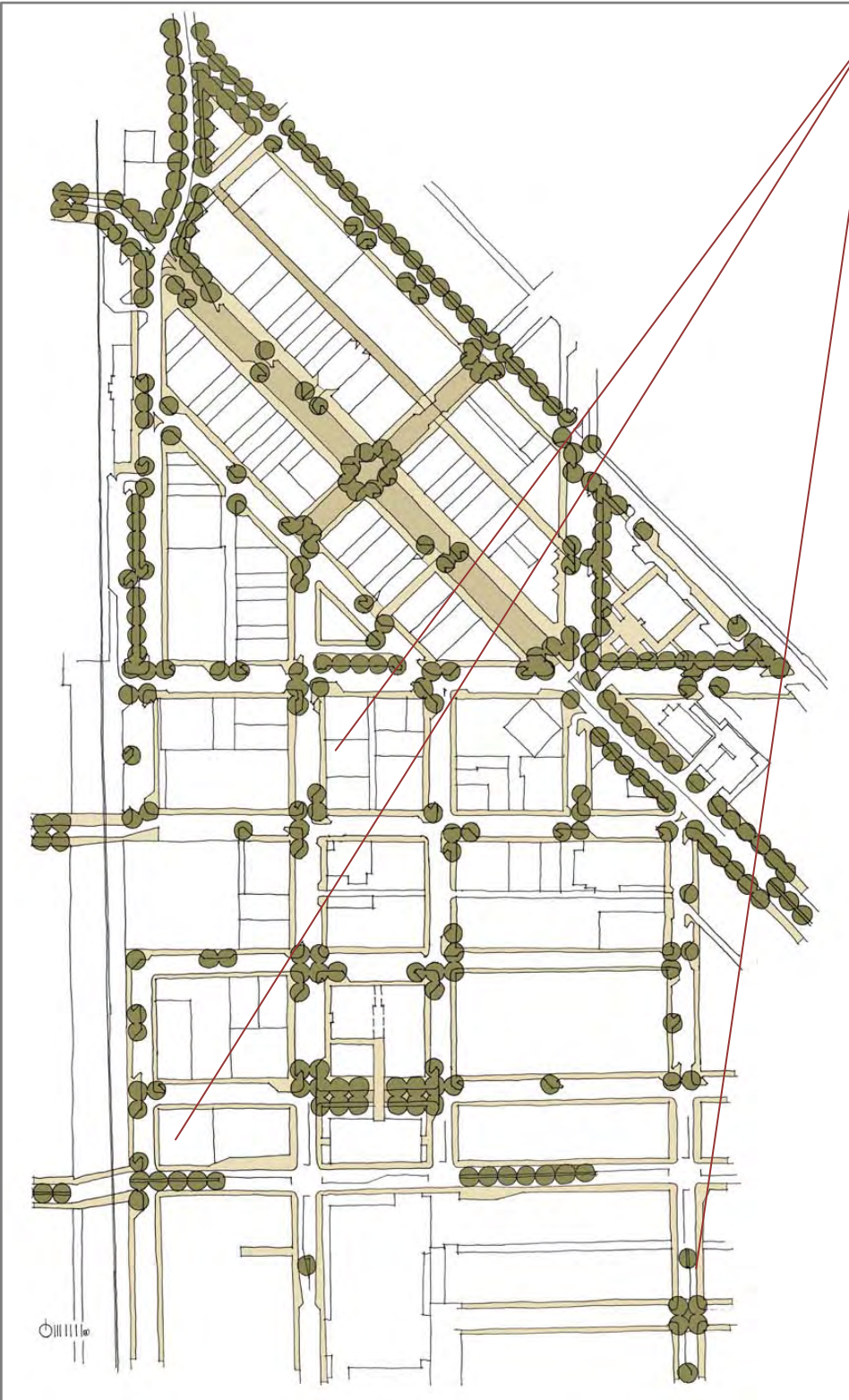
3.10: Extend curbs, walkways, and other streetscape enhancements on Chehalis to North Street, and Pacific to Main Street

Downtown and Courthouse district streets are over-configured providing more width for vehicle traffic lanes and parking and less accommodation for pedestrian crossings, especially at all major street intersections. Curbs and gutters have been extended around corners in line with on-street parking aisles creating extended crosswalks requiring longer walking distances and times. This leaves pedestrians relatively invisible until they are in the middle of the street.

Pedestrian safety, comfort, and convenience is critical in the downtown and Courthouse districts if these areas are to attract customers of ground floor retail activities, and upper floor employees and residents of more intensive use and reuse of available buildings and properties.

The existing sidewalks could be extended into the street pavement at each intersection to increase pedestrian visibility to vehicle operators and thereby “calm” traffic and shorten crosswalk distances and walking times. The extensions could be planted with street trees, wayfinding signage, and other amenities without reducing traffic and on-street parking capacity or impacting street maintenance requirements.

Therefore - the EDSC Quality Design Project Facilitator will work with the Chehalis Business Association, Lewis County, Burlington Northern Santa Fe



3.10: Extend curbs, walkways, and street trees, and amenities throughout Chehalis/Courthouse District

3.10: Enhance streetscape in Courthouse District

Railroad (BNSF), and adjacent property owners to reconfigure the intersections in the downtown and Courthouse districts to extend crosswalks into the street to reduce crosswalk distances, install street trees and wayfinding signage, and other amenities in support of a more pedestrian-friendly and intense use of the downtown and Courthouse districts.

Action

- **Conduct a demonstration project** - on Chehalis Avenue using paint, traffic cones, and other temporary barriers to define the curb extensions as a method of demonstrating the practicality and impact of the intersection reconfigurations.
- **Based on the results of the demonstration, construct permanent improvements** - including curb extensions and crosswalks, street trees, wayfinding signage, decorative street furnishings, and utility improvements.
- **Install transit improvements** - including route signage, directories, transit stops, shelters, and service schedules and routings in the extended curb areas on Chehalis and key Courthouse district collector roadways.

Funding

Demonstration costs will be minimal and can be accomplished by Public Works Department staff with volunteer assistance if necessary. Permanent construction costs will be funded with Road Fund Property Taxes (Ptax), Motor Vehicle Fuel Tax proceeds (MVF Tax), and Transportation Improvement Board (TIB) grants as well as Parking & Business Improvement Area (PBIA), Local Improvement District (LID), and Stormwater Utility Funds, among others.

3.11: Reconfigure Twin City Town Center access and landscaping

Twin City Town Center was one of the first sizable commercial developments built along Louisiana Avenue on the west side of the Interstate. The strip center was built without landscaping, signage, or other amenities. The buildings were all painted white without articulation, with lettered store identification signs without graphic or other visual content, and without landscaping or street trees around the project, within the parking lot, or along the storefront walkways and canopies. A parking aisle was located directly fronting on the storefront walkways requiring speed bumps to be installed to slow traffic in the major access lane.

The center was symptomatic of the time, as the city had no building, sign, landscaping design standards or requirements, nor were any placed on the first major retail development, and thus sales tax revenue opportunity of the time.

However, the center as presently constituted is a congested traffic area and visual distraction to the Chamber Way intersection and views from the Interstate. The center is also detracting from other recent project developments along Louisiana Avenue that are designing articulated buildings, installing graphic signage, and planting landscape and street trees along the major access lanes and around the properties.

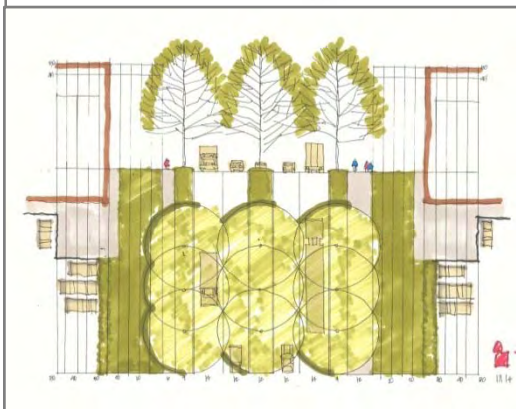
Enhancements would not be expensive and could be achieved through effective building paint colors, graphic signage elements, a reconfigured parking and access system, an additional access roadway, and installation of street trees and landscaping of a character matching other recent project developments in the district.

Therefore - the EDSC Quality Design Project Facilitator will work with the Twin City Town Center property owner to implement a reconfiguration and enhancement of the complex.

3.11: Move access lane in front of stores and parking into main parking lot- see Home Depot



3.11: Construct additional access to separate truck traffic from customers



3.11: Install canopy trees in parking lot, major entry, and along arterials

3.11: Reconfigure Twin City Town Center

Action

- **Adopt design standards** - governing building color, advertising sign content, and other features to improve the visual appearance and impact of the center and individual store tenants.
- **Relocate the parking aisle in front of the building storefronts** - into the parking lot proper and move the principal traffic access lane in front of the storefronts instead - similar to the design of Wal-Mart and Home Depot.
- **Install street trees and landscaping** - in the parking islands, at the main property entrances, and along the Louisiana Avenue right-of-way.
- **Construct another entrance to the center** - adjacent to the K-Mart property line to provide additional access, relieve traffic congestion at the two existing access points, and provide another direct outlet for trucks.

Funding

The Twin City Town Center improvements will be funded by the property owner and merchants and/or through a special Local Improvement District (LID) for the property if the owner requires financial assistance.

4: Traffic & Parking

4.1: Realign West Street/Market Boulevard intersection

Past traffic improvements to the downtown district were designed to move vehicles as efficiently as possible. The traffic improvements provided large lane widths, extended turning lanes, expanded intersection configurations, and other designs that favored high volume and higher speed vehicle movements.

As a result, the current public roadway, especially the intersection with West Street and Market Boulevard, is not pedestrian-friendly. The crosswalks are aligned to accommodate turning lanes rather than obvious pedestrian crossing destinations. The crosswalks are extended requiring longer crossing distances and times than is comfortable to a pedestrian, particularly if pushing a baby carriage or carrying a toddler.

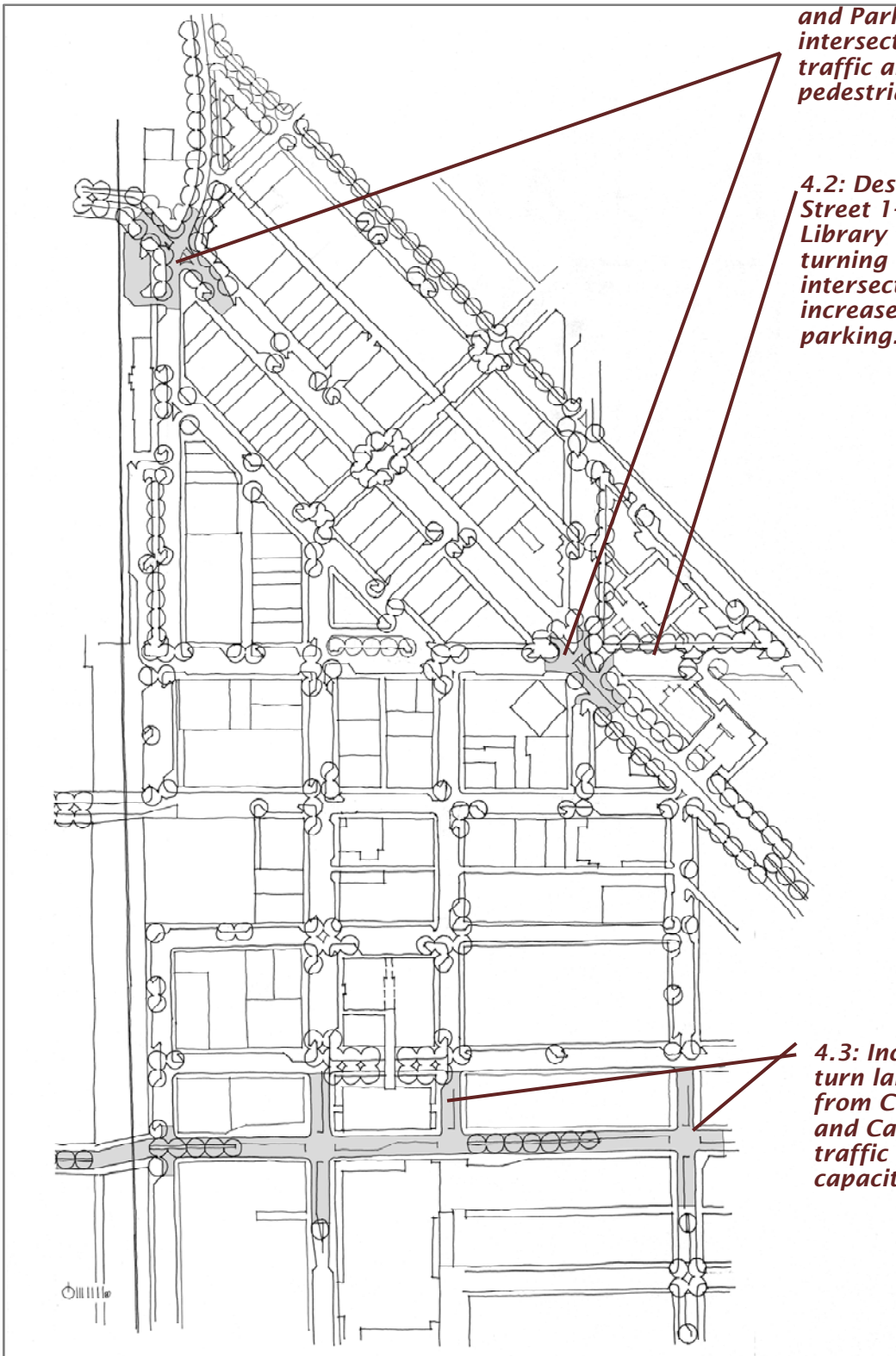
And, the visual appearance of the intersection is convoluted such that a view down Market Boulevard does not line up with the extended connection across National Avenue to West Street.

The downtown district should be treated as the destination of the access roadways, not a drive-through or drive-by place. Traffic should be slowed or “calmed” to reasonable speeds that anticipate and protect pedestrians and allow views and orientations of the downtown “from the road” as well as “from the sidewalk”. Crosswalks, walkways, and other pedestrian areas should be located for convenient access to destinations, highlighted for safety, and enhanced for amenity. The downtown must be made “pedestrian-friendly” to be effective.

Therefore - the Traffic & Parking Project Facilitator will work with the Chehalis Business Association to reconfigure the intersections to “calm” traffic, increase pedestrian-friendly access, and provide a visual terminus or axis to Market Boulevard.

Action

- **Reconfigure the existing Market Boulevard and West Street intersection** - to reduce turning lane configurations, relocated and widen crosswalks, and simplify pedestrian crossings.
- **Realign West Street** - to provide a direct in-line movement across National Avenue from Market Boulevard and reduce turning lane configurations.



4.1: Realign West Street and Park/Pacific intersections to calm traffic and improve pedestrian access.

4.2: Designate Park Street 1-way east at Library to reduce turning conflicts in intersection and increase on-street parking.

4.3: Incorporate left turn lanes on Main and from Chehalis, Pacific, and Cascade to improve traffic flow and signal capacity.

4.1-4.3: Downtown traffic

- **Relocate pedestrian crosswalks** - to improve visibility, calm traffic, and provide direction connections with the BN Depot/Lewis County Historical Museum and West Street sidewalks.

Funding

The reconfiguration and enhancement of the West Street and Market Boulevard intersection will be funded with Federal Aid Safety Programs (FAUS) and Urban Arterial Trust Account (UATA) grant and loan monies, as well as from the city's General Fund property tax (Ptax) and Motor Vehicle Fuel Tax (MVFTax), among others.

4.2: Designate Park Street one-way east with angle parking between Market Boulevard and Washington Avenue

Downtown streets are over-configured providing more width for lanes and less width for parking than is necessary for an area that is intended to be a destination rather than a drive-through or drive-by place. This is particularly true of the blocks on Park Street, and Cascade and Washington Avenues that surround the new library.

These streets are configured to provide two-way 14-foot moving lanes and 8-foot parallel parking aisles - Park Street and Washington Avenue in particular - on roadways that carry very low traffic volumes. The 2-way access on Park Street between Market Boulevard and Washington Avenue is particularly problematic given the short sight distance at the Market Boulevard intersection, and the need to provide pedestrian access between the library, downtown, and city hall.

The existing street pavement could be reconfigured to provide two-way 10 or 12-foot moving lanes and 17-foot 45 degree parking aisles on Cascade and Washington Avenues, and one-way 10 or 12-foot moving lanes and 17-foot 45 degree back-in parking on Park Street that would increase parking capacity two-fold and calm traffic movements in an area that should be devoted to pedestrian access and activities.

Therefore - the EDSC Traffic & Parking Project Facilitator will work with adjacent property owners to reconfigure Park Street between Market Boulevard and Avenue, and Washington Street between Cascade Avenue and Park Street to reduce lane widths, install one-way traffic on Park Street, and 45 degree parking aisles on both streets to calm traffic, increase parking capacity, and improve pedestrian safety and amenities.

Action

- **Conduct a demonstration project on Park Street** - using paint, traffic cones, and other temporary barriers to define the one-way designation and back-in on-street 45 degree parking aisles on Park Street as a method of demonstrating the practicality and impact of the traffic and parking reconfigurations.
- **Based on the results of the demonstration, construct permanent improvements** - including one-way east on Park Street, 45 degree parking on all streets with back-in on Park Street, curb extensions and crosswalks, street trees, wayfinding signage, decorative street furnishings, and utility improvements.

Funding

The reconfiguration of on-street traffic lanes and parking on Park Street, Cascade and Washington Avenues will be funded with Road Fund Property Taxes (Ptax), Motor Vehicle Fuel Tax proceeds (MVFTax), and Transportation Improvement Board (TIB) grants, among others.

4.3: Incorporate left turn lanes on Main Street and from Chehalis, Pacific, and Cascade Avenues

While downtown streets are over-configured providing wide moving lanes, turning lanes, and parallel parking aisles - Main Street is over congested providing more parallel parking aisles and less turning movements given the roadways importance as a feeder collector road to the downtown and Courthouse district.

The same criticism applies to the intersections with Chehalis, Pacific, and Cascade Avenues - the side streets lack sufficient turning lane capacity to store then move vehicles through the intersections during traffic signal phasing sequences without backing up and blocking intersection traffic.

All on-street parking should be removed and turning lane lengths should be increased on Main Street and Chehalis, Pacific, and Cascade Avenues to increase traffic capacity for these important downtown district feeder collector streets.

Therefore - the EDSC Traffic & Parking Project Facilitator will work with adjacent property owners and businesses, Lewis County in particular, to remove on-street parking, increase turning lanes, and lengthen traffic signal phasing sequences on Main Street and Chehalis, Pacific, and Cascade Avenues.

Action

- **Conduct a demonstration project at Main and Chehalis** - using paint, traffic cones, and other temporary barriers to remove all on-street parking and expand turning lanes on both streets as a method of demonstrating the practicality and impact of the traffic and parking reconfigurations.
- **Based on the results of the demonstration, construct permanent improvements** - including extended turning lanes, curb and median extensions, crosswalks, extended signal phasing, wayfinding signage, and other supporting improvements.

Funding

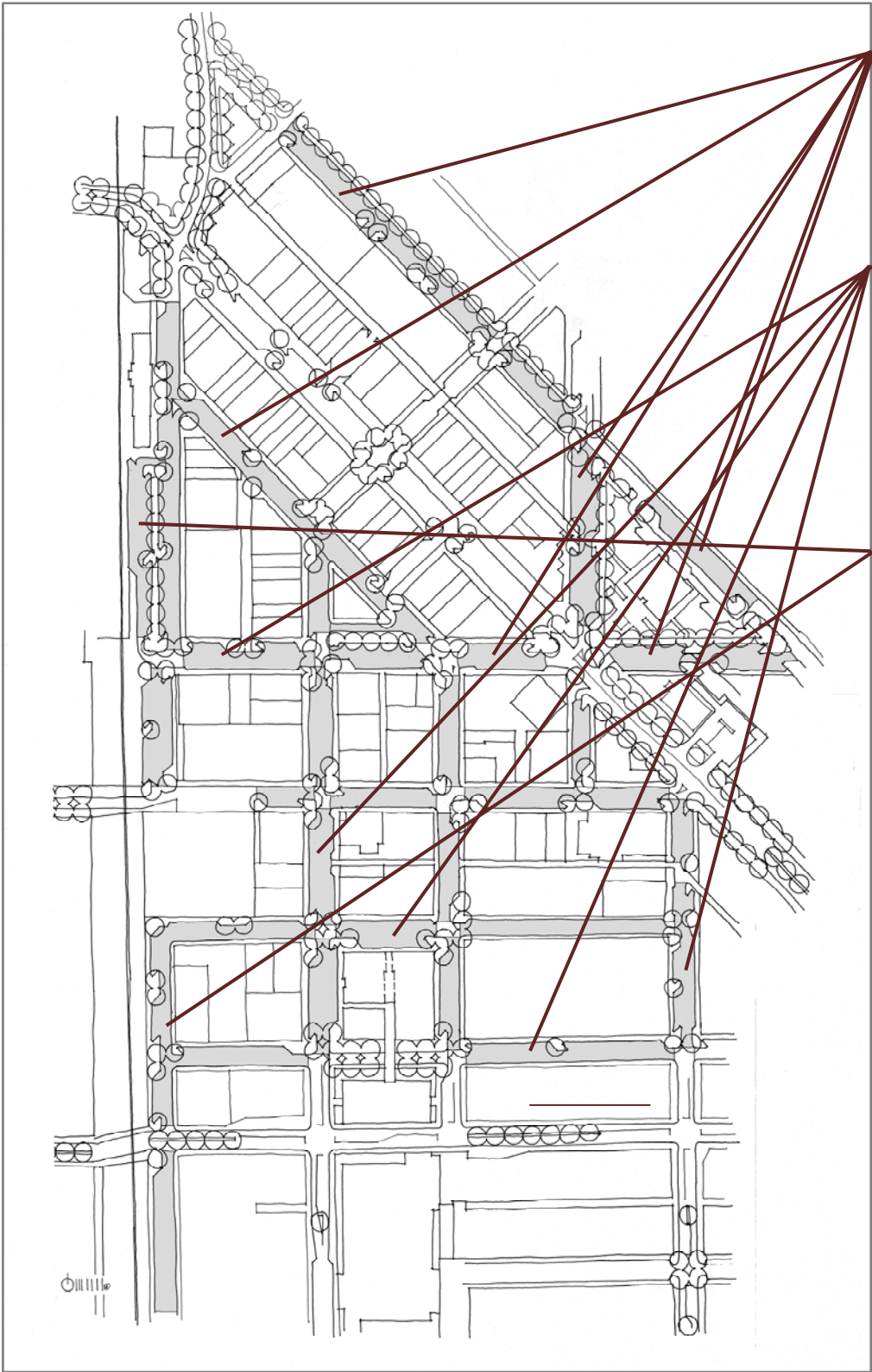
The reconfiguration and enhancement of Main Street intersections will be funded with Federal Aid Safety Programs (FAUS) and Urban Arterial Trust Account (UATA) grant and loan monies, as well as from the city's General Fund property tax (Ptax) and Motor Vehicle Fuel Taxes (MVFTax), among others.

4.4: Install angle parking on Washington and Pacific Avenues, and Park Street around the downtown core

See action item 4.2 - downtown streets are over-configured providing more width for lanes and less width for parking than is necessary for an area that is intended to be a destination rather than a drive-through or drive-by place. This is particularly true of the blocks on Washington and Pacific Avenues, and Park Street that surround the downtown district.

These streets are configured to provide 14-foot moving lanes and 8-foot parallel parking aisles on both sides of the roadway when the interior or downtown side of these blocks is the pedestrian destination. The resulting configuration tends to favor vehicles rather than pedestrians, and "speeds" traffic around the downtown couplet rather than "calms" it.

A "calming" requirement is critical on these higher volume roadways if the resulting affect is to provide a pedestrian-friendly downtown and traffic movements that allow views and orientations "from the roadway" as well as the sidewalk.



4.4: Reconfigure Washington, Pacific, and Park for 45-degree on-street angle parking around the downtown core for retail customers and around the Library.

4.5: Reconfigure Chehalis-Cascade Avenue, Park-North Street to provide alternating 45-degree angle on-street parking for retail customers in the Chehalis/courthouse district.

4.6: Reconfigure Front and Railroad for 45-degree on-street parking for employees.

4.4-4.6: Downtown on-street parking

The existing street pavement on Washington and Pacific Avenues, and Park, Street could be reconfigured to provide two 1-way 12-foot moving lanes and a 17-foot 45 degree parking aisle on the inside or downtown side block frontage that would increase parking capacity two-fold and calm traffic movements in an area that should be devoted to pedestrian access and activities.

Therefore - the EDSC Traffic & Parking Project Facilitator will work with the Chehalis Business Association and adjacent property owners to reconfigure Washington and Pacific Avenues, and Park Street around the downtown couplet to reduce lane widths and install 45 degree parking aisles on the downtown block frontage to calm traffic, increase parking capacity, and improve pedestrian safety and amenities.

Action

- ***Conduct a demonstration project on Pacific Avenue*** - using paint, traffic cones, and other temporary barriers to define the on-street 45 degree parking aisles as a method of demonstrating the practicality and impact of the traffic and parking reconfigurations.
- ***Based on the results of the demonstration, construct permanent improvements*** - including two one-way reduced lane widths, on-street 45 degree parking aisles, curb extensions and crosswalks, street trees, wayfinding signage, decorative street furnishings, and utility improvements.

Funding

Demonstration costs will be minimal and will be accomplished by Public Works Department staff with volunteer assistance if necessary. Permanent reconfiguration of on-street traffic lanes and parking on Washington and Pacific Avenues, and Park Street around the downtown district will be funded with Road Fund Property Taxes (Ptax), Motor Vehicle Fuel Tax proceeds (MVFTax-CS), and Transportation Improvement Board (TIB) grants, as well as Parking & Business Improvement Area (PBIA), Local Improvement Districts (LID), and Stormwater Utility Funds, among others.

4.5: Create angle parking on Park, Prindle, Center, and North Streets, and Chehalis, Pacific, and Cascade Avenues

See action item 4.2 - streets in the Courthouse district are over-configured providing more width for lanes and less width for parking than is necessary for an area that is intended to be a destination rather than a drive-through or drive-by place. This is particularly true of the blocks on Park, Prindle, Center, and North Streets, and Chehalis, Pacific, and Cascade Avenues that define the Courthouse area south of the downtown district.

These streets are configured to provide 14-foot moving lanes and 8-foot parallel parking aisles on both sides of the roadway when principal existing and potential uses of these blocks could be pedestrian destinations. The resulting configuration tends to favor vehicles rather than pedestrians, and “speeds” traffic through the Courthouse district rather than “calms” it.

A “calming” requirement is critical if the resulting affect is to provide a pedestrian-friendly area and traffic movements that allow views and orientations “from the roadway” as well as the sidewalk. Parking capacity is also critical if this area is to market ground floor retail uses that need on-street parking convenience and access.

The existing street pavement on Chehalis, Pacific, and Cascade Avenues as well as the wider Park and Prindle Streets could be reconfigured to provide two-way 10 or 12-foot moving lanes and a 17-foot 45 degree parking aisle on alternating

sides of the street, and even a parallel parking aisle on the opposite side of the street on the wider Chehalis and Cascade blocks. The reconfigurations would increase parking capacity two-fold and calm traffic movements in an area that should be devoted to ground floor retail development with pedestrian access and activities.

Therefore - the EDSC Traffic & Parking Project Facilitator will work with Lewis County and adjacent property owners to reconfigure Chehalis, Pacific, and Cascade Avenues, and Park and Prindle Streets in the Courthouse district to reduce lane widths and install 45 degree parking aisles on alternating block frontage to calm traffic, increase parking capacity, and improve pedestrian safety and amenities.

Action

- ***Conduct a demonstration project on Chehalis Avenue*** - using paint, traffic cones, and other temporary barriers to define the on-street 45 degree parking aisles as a method of demonstrating the practicality and impact of the traffic and parking reconfigurations.
- ***Based on the results of the demonstration, construct permanent improvements*** - including reduced two-way traffic lanes, on-street 45 degree parking on alternating blocks, curb extensions and crosswalks, street trees, wayfinding signage, decorative street furnishings, and utility improvements.

Funding

Demonstration costs will be minimal and will be accomplished by Public Works Department staff with volunteer assistance if necessary. Permanent reconfiguration of on-street traffic lanes and parking in the Courthouse district will be funded with Road Fund Property Taxes (Ptax), Motor Vehicle Fuel Tax proceeds (MVFTax-CS), and Transportation Improvement Board (TIB) grants, as well as Parking & Business Improvement Area (PBIA), Local Improvement Districts (LID), and Stormwater Utility Funds, among others.

4.6: Create angle parking on Front Way and Railroad Avenue

See action item 4.2 - downtown streets are over-configured providing more width for lanes and less width for parking than is necessary for an area that is intended to be a destination rather than a drive-through or drive-by place. This is particularly true of the blocks on Front Way and Railroad Avenue along the west edge of the downtown and Courthouse districts.

These streets are configured to provide 14-foot moving lanes and 8-foot parallel parking aisles on both sides of the roadway when traffic volumes are very low and potential uses of these blocks could be pedestrian destinations on the block or into the interior of the downtown and Courthouse districts. The resulting configuration wastes street right-of-way, and some portions of adjacent unused railroad right-of-way frontage, for no traffic or parking purpose.

On-street parking capacity is critical in the downtown and Courthouse districts, particularly for employees and residents, if these areas are to realize more intensive use and reuse of available buildings and properties.

The existing street pavement and right-of-way on Front and Railroad as well as some of the adjacent railroad right-of-way under city lease, could be reconfigured to provide two-way 10 or 12-foot moving lanes and a 17-foot 45 degree parking aisle on alternating sides of the street, and even a parallel parking aisle on the opposite side of the street on the wider blocks. The reconfigurations would increase on-street parking capacity two-fold to support

employee parking and more intense use of the downtown and Courthouse districts.

Therefore - the EDSC Traffic & Parking Project Facilitator will work with Burlington Northern Santa Fe Railroad (BNSF), Lewis County, and adjacent property owners to reconfigure Front Way and Railroad Avenue in the downtown and Courthouse districts to reduce lane widths and install 45 degree parking aisles on alternating block frontage to increase on-street employee and resident parking capacity in support of more intense use of the downtown and Courthouse districts.

Action

- ***Conduct a demonstration project on Front Way*** - using paint, traffic cones, and other temporary barriers to define the on-street 45 degree parking aisles as a method of demonstrating the practicality and impact of the traffic and parking reconfigurations.
- ***Based on the results of the demonstration, construct permanent improvements*** - including traffic lane width reductions, on-street 45 degree parking aisles on alternating blocks, curb extensions and crosswalks, street trees, wayfinding signage, decorative street furnishings, and utility improvements.

Funding

Demonstration costs will be minimal and will be accomplished by Public Works Department staff with volunteer assistance if necessary. Permanent reconfiguration of on-street traffic lanes and parking will be funded with Road Fund Property Taxes (Ptax), Motor Vehicle Fuel Tax proceeds (MVFTax-CS), and Transportation Improvement Board (TIB) grants, as well as Parking & Business Improvement Area (PBIA), Local Improvement Districts (LID), and Stormwater Utility Funds, among others.

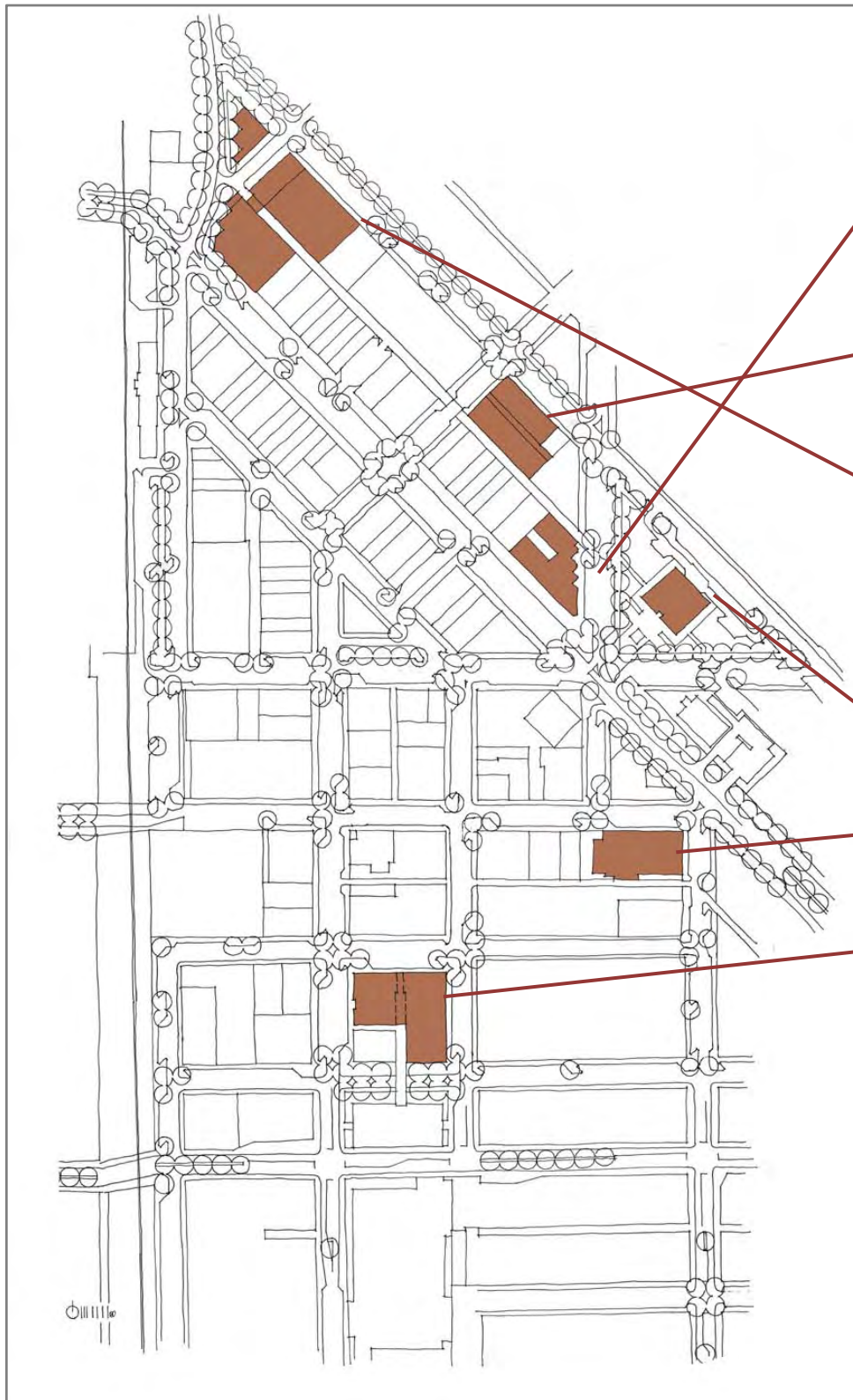
5: Downtown Development Projects

5.1: Support development of the Lewis County Administration and Conference Center campus north of the existing Courthouse

Lewis County administrative activities require more office space to accommodate projected staff growth and resolve some existing building deficiencies. The county's recently completed master facilities plan proposes to develop a new Administration Office Building north of the existing Health Services Building on Center Street then demolish the Health Building to allow construction of a conference center and plaza on North Street facing the existing historic Courthouse.

The design concept proposes to close or curtail on-street parking and daily traffic access on North Street between Chehalis and Pacific Avenues in order to realize an extended pedestrian plaza between the two building complexes. The concept also proposes to construct on-street parallel parking aisles on Chehalis and Pacific Avenues, and Center Street frontages around the building for public customer parking requirements.

According to the facility master plan, the county will eventually require additional parking to accommodate staff parking needs in the new Administrative Office Building, Courthouse, and Jail facilities located south of Main Street. The plan proposes the county eventually consider developing a parking structure, possibly with ground floor retail or other uses, in a block close to the new complex that depending on capacity, could also provide



5.2: Acquire St Helens Hotel for ground floor retail, upper floor residential, and possible city services annex on middle floors.

5.3: Develop new mixed use structures with alley parking decks, ground floor retail, and upper floor housing on Washington.

5.4: Package for redevelopment these vacant properties for signature mixed use redevelopment to balance Market Boulevard with the St Helens Inn on the opposite end.

Recently completed Library project

Recently sold Severns' Building for antique auto display and maintenance

5.1: Facilitate development of Lewis County Admin and Conference Center campus.

5.1-5.4: Downtown redevelopment and retrofit options

parking for other public and private users in the surrounding Courthouse district.

Lewis County facilities provide an important activity, visual anchor, and gateway to the district and the adjoining downtown, especially the historic Courthouse. The proposed new office, conference, Courthouse campus is an attractive and functional addition.

However, the project could more effectively support downtown and district improvements by providing 45 degree parking aisles on the frontage streets rather than parallel parking. This would increase parking capacity twofold and compliment the on-street parking and streetscape proposals outlined for the rest of the district in the Traffic & Parking action items described above.

Therefore - the EDSC Downtown Development Project Facilitator will work with Lewis County and adjacent property owners to support the development of the Administrative Office Building and Conference Center including the reduction of through traffic on North Street, 45 degree parking around the campus frontage, and the joint planning of an eventual parking and mixed use structure in the district.

Action

- ***Conduct public hearings on the Lewis County master plan*** - and resolve building footprint, North Street traffic reductions, and on-street parking and improvements required.
- ***At the time of construction*** - oversee final design and construction of the proposed additional 45 degree parking aisles around the campus, and the reconfiguration of supporting construction and county employee parking on Front Way and Railroad Avenue - see action item 4.6.

Funding

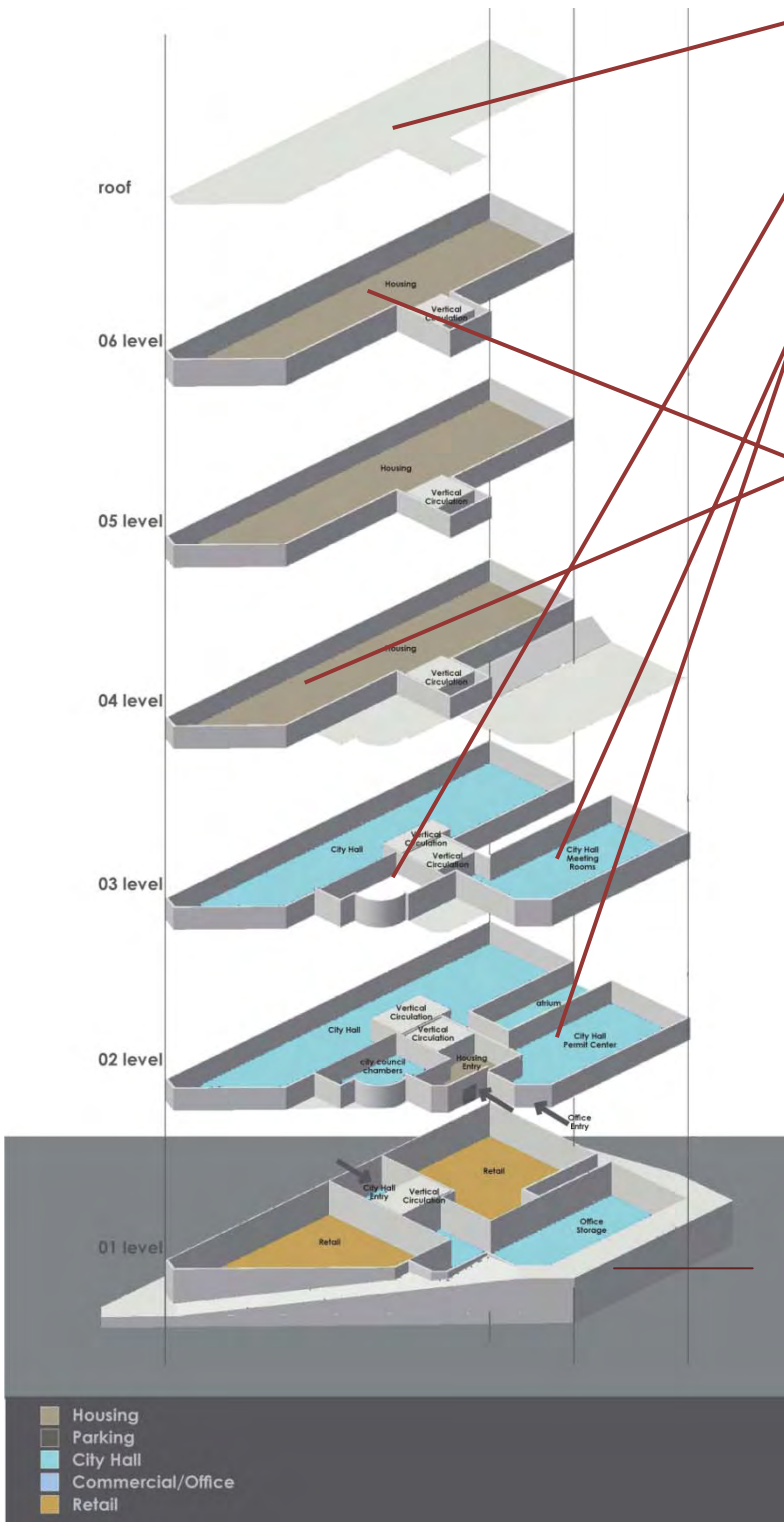
The master plan review will be funded with General Fund property taxes (Ptax) as part of the city's regular building review and permitting process.

5.2: Acquire and reuse the Saint Helens Hotel

When it was developed, the Saint Helens Hotel was the premier lodging and entertainment attraction in downtown Chehalis and the surrounding region, and a representation of the city's success and importance. In subsequent years, however, the building gradually declined as the lodging market changed, downtown commerce declined, and successive owners failed to reinvest in the structure or market its potential reuse.

The current owner has acquired and stabilized similar older buildings throughout Washington State using a moderate investment strategy, on-site management team, and basic if modest building improvements. The current owner has done a good job stabilizing the St Helens structure, renting the upper floor apartments to low and moderate income households, and providing stable and responsible management. The owner has not been successful, however, filling the prime lower floors of the Saint Helens Hotel with retail or entertainment activities that require sizable renovation and retrofitting investments but that would provide important anchoring support to the downtown district.

The Saint Helens Hotel is the most visible representation of the economic vitality of the city and downtown. The downtown in particular, will not be able to achieve its potential so long as the Saint Helens Hotel remains a bypassed opportunity.



5.3: As a public/private project – completely restore the St Helens Hotel into a Class A Building.

5.3: Open the lobby and courtyard and create new entries from the alleyway for first floor retail and upper floor office.

5.3: Open second and third floors for office tenants ideally including public agencies. As an option, reuse back side for artist’s lofts.

5.3: Retain residential uses on the upper floors – and possibly a boutique hotel on the top floor.



5.2: St Helens Hotel redevelopment options

Successive private ownerships have proven that the private market cannot refurbish the property or tenant its key spaces to a state truly worthy of the building or downtown if the investments are subject to short term market returns and profits. And some previous owners proved less than reliable, creating tenant activities that were a detriment rather than compliment to the city and downtown. Therefore, the building must be acquired, retrofit, and reused under a different market model.

Other cities (Albuquerque, New Mexico in particular) have invested in significant downtown properties using joint ventures or outright incorporations between public, nonprofit organizations, and limited profit investor/developers. The projects have been made feasible by reducing the revenue requirement with a nonprofit investing entity, extending financial terms and cash flow requirements to 30-50 years, and employing private developers and contractors for renovation and reconstruction work under competitive processes and agreements.

This innovative market intervention approach has been justified in Albuquerque and other cities where it has been employed by the rationale “as the Saint Helens Hotel goes, so goes the city and downtown”. In other words, the investment potentials a downtown building’s turnaround provides surrounding properties has more than justified the public and/or nonprofit’s intervention in the marketplace.

Therefore - the EDSC Downtown Development Project Facilitator will incorporate a nonprofit entity to work with the current owner to acquire the property, renovate the structure’s lower floors, and lease the interior spaces to tenant uses that will create anchoring uses complimentary of the downtown.

Such tenants could include new private business ventures such as restaurants, coffee houses, art galleries, specialty retail shops, and the like. Possible tenants could also include the proposed Chehalis Children’s Museum and/or an art center and gallery, day care, preschool, retail or office incubator, or similar activity that would also support customers and occupants of the downtown district. And, a tenant prospect could also include administrative office space that would allow the relocation and sale of the city offices and structures that currently house Community Development, Parks, and Engineering.

Action

- ***Incorporate a nonprofit corporation (“Friends of the St Helens”)*** - to acquire, renovate the building’s lower floors, market new tenant uses, and generally manage the building.
- ***Acquire the building*** - and accomplish remedial structural, mechanical, electrical, and plumbing improvements to provide a usable and flexible building shell.
- ***Market the interior spaces*** - and depending on the tenant, wrap tenant improvements into at-cost lease agreements.
- ***Support tenant recruitments*** - with special application or benefit to the city and downtown such as new retail and entertainment uses, and/or a children’s museum, arts center, day care, preschool, retail or office incubator or flex work space.

Funding

Seed money for the incorporation of a nonprofit “Friends of St Helens” able to secure financing for acquisition, renovation, and long-term operation of the St Helens Hotel will be funded with matching grant monies from Washington State’s Child Care Facility Fund (CCFF), Child Care Micro Loan Fund (CCMLF), Building for

the Arts (BFTA), Community Services Facilities Program (CSFP), and Local Capital Projects (LCP), as well as possible Community Development Block Grants (CDBG) matched with Real Estate Excise Taxes (REET), the Chehalis Industrial Commission, Chehalis Foundation, and other private sources, among others.

5.3: Issue a design/develop RFP for a new mixed use structure between the alley and Washington Avenue

Chehalis owns a surface parking lot on Boistfort Street between Market Boulevard and Washington Avenue. As public property, this lot is not on tax rolls and not providing private retail, office, or housing uses that support the continued development of the downtown district.

The same amount of parking that is currently provided by the surface off-street lot can be provided by the on-street parking reconfigurations proposed in action items 4.4 at less cost and no loss to the tax rolls. In addition, the on-street parking configurations would be more convenient to retail customers and tourists and allow for the redevelopment of this surface lot property for private mixed use developments.

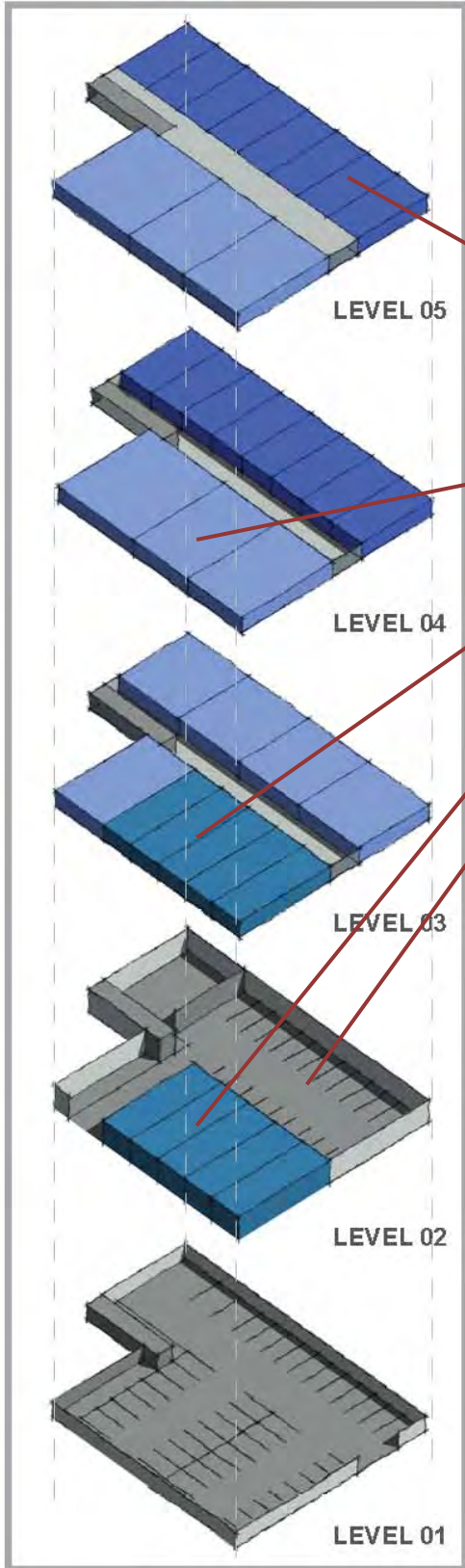
In the event the city desires to retain the parking capacity of the surface lot, an RFP for a design/development competition for the property could stipulate that the same number of stalls as currently exist in the surface lot need to remain under public ownership when the redevelopment project is completed. This site can easily accommodate three parking deck levels with each level accessed from the alley, Boistfort Street, or Washington Avenue and not constrain the retention of public parking and the development of ground level retail and upper floor housing.

While this proposed action will return a property to the tax rolls, its primary objective is to develop a new infill mixed use structure that will provide more housing choices in the marketplace, add full-time residents and customers to the downtown area, and infill an empty, underused parcel in the downtown core.

Therefore - the EDSC Downtown Development Project Facilitator will work with the Chehalis Business Association, Historic Preservation Commission, and adjacent property owners to develop an RFP with design and performance criteria for a design/develop competition for a mixed use structure possibly retaining some public parking stalls.

Action

- ***Brainstorm redevelopment solutions for the property*** - accounting for concepts that may redevelop the property under alternative scenarios with or without public parking components with mixed market rate income housing, and under different densities and designs.
- ***Assess the economic feasibility of the preferred concepts*** - including land values, construction costs, indirect development costs - and the impact of direct and indirect incentives including property acquisition and write-downs, low interest development loans, development density or parking waivers, parking requirements, and land use or zoning bonuses.
- ***Assess and mitigate environmental impacts*** - including on and off-site stormwater run-off, parking and loading area requirements, height and lot coverage allowances, design aesthetics, and urban amenities.
- ***Conduct public hearings and approve a pre-packaged plan solution*** - including appropriate property-specific development agreements, design guidelines, and SEPA MDNS or EIS mitigation documents.

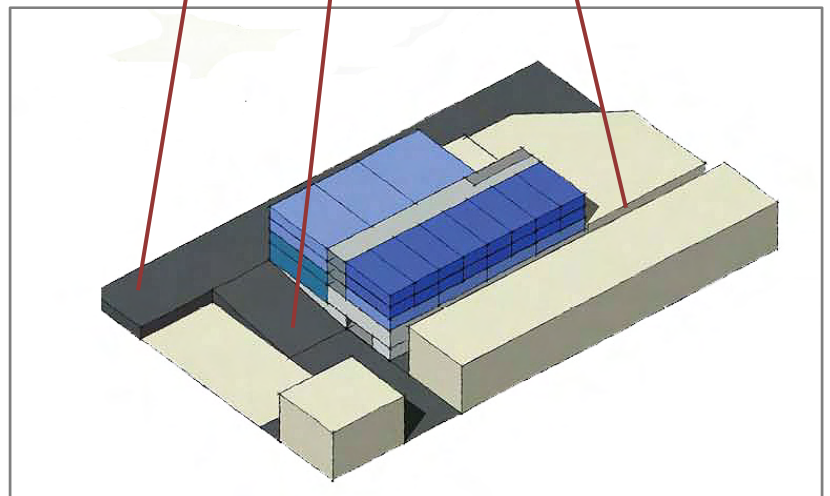


5.4: Issue RFP for design/build competition to develop mixed use retail, office, and housing over parking decks accessed from the alley, Boistfort Street, and Washington Avenue.

5.4: As an option, require developer to retain equivalent parking stalls in new parking deck as there are currently in surface lot on site.

**Upper story flats
Townhouses
Live/work units
Parking decks**

**Washington Avenue
Boistfort Street
Alley**



5.3: Issue RFP for parking/MXD on Boistfort Street

- ***Develop a competitive request-for-proposal (RFP) process*** - governing the sale or long term lease and redevelopment of the property for the preferred and pre-approved design/develop solution.
- ***Judge proposals*** - by fixing the asking price for the property and ranking proposals on design merits and beneficial impacts on the property and the downtown's development opportunities.
- ***Award project*** - following public hearings and review procedures, City Council may award the project to the proposal ranked to have the most design merit and beneficial development impacts on the property and downtown.

Funding

The design charrette, detailed feasibility assessments, project design guidelines, and SEPA documentation will be funded with WA CTED Growth Management Program (GMP) grants and seed money from matching General Fund Property Taxes (Ptax), among others. The competitive RFP process will be funded with the same sources subject to reimbursement by the successful developer.

5.4: Issue a design/develop RFP for private redevelopment of the vacant city property on Division Street between National and Washington Avenues for a signature mixed use development with ground floor retail and upper floor housing

Chehalis owns another surface parking lot on Division Street between Market Boulevard and Washington Avenue with the same tax roll, parking capacity, and redevelopment opportunities - see action item 5.4.

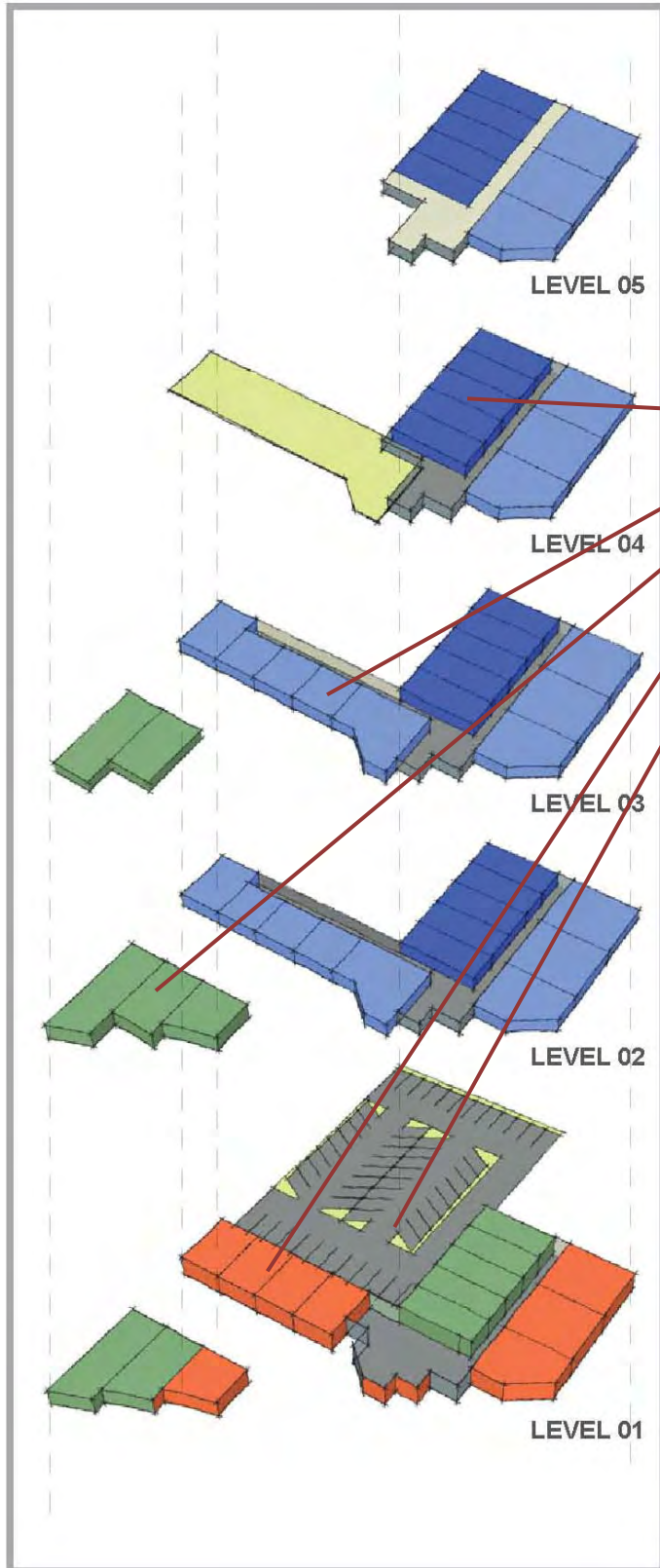
Like action item 5.4, the primary objective is to develop a new infill mixed use structure that will provide more housing choices in the marketplace, add full-time residents and customers to the downtown area, and infill an empty, underused parcel in the downtown core.

In addition, the resulting project(s) on this property would provide a signature landmark development to compliment the landmark status of the Saint Helens Hotel at the opposite end of the downtown.

Therefore - the EDSC Downtown Development Project Facilitator will work with the Chehalis Business Association, Historic Preservation Commission, and adjacent property owners to develop an RFP with design and performance criteria for a design/develop competition(s) for a mixed use structure(s) possibly retaining some public parking stalls.

Action

- ***Brainstorm redevelopment solutions for the property*** - accounting for concepts that may redevelop the property under alternative scenarios with or without public parking components, as a single or multiple projects, with mixed market rate income housing, and under different densities and designs.
- ***Assess the economic feasibility of the preferred concepts*** - including land values, construction costs, indirect development costs - and the impact of direct and indirect incentives including property acquisition and write-downs, low interest development loans, development density or parking waivers, parking requirements, and land use or zoning bonuses.
- ***Assess and mitigate environmental impacts*** - including on and off-site stormwater run-off, parking and loading area requirements, height and lot coverage allowances, design aesthetics, and urban amenities.

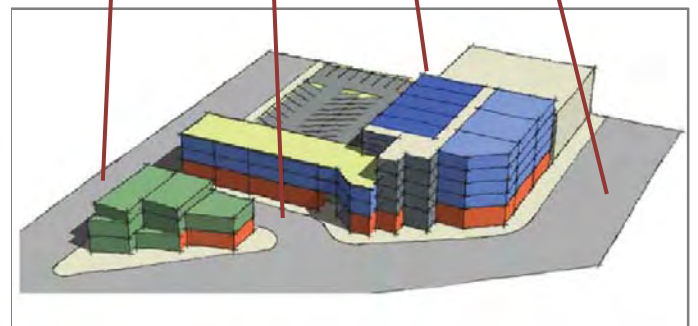


5.5: Issue RFP for design/build competition to develop mixed use retail, office, and housing over parking decks accessed from the alley, Division Street, and Washington Avenue.

5.5: As an option, require developer to retain equivalent parking stalls in new parking deck as there are currently in surface lot on site.

**Upper story flats
Townhouses
Live/work units
Retail
Parking decks**

**Washington Avenue
Division Street
Alley
Market Blvd**



5.4: Issue RFP for parking/MXD on Division Street

- **Conduct public hearings and approve a pre-packaged plan solution** - including appropriate property-specific development agreements, design guidelines, and SEPA MDNS or EIS mitigation documents.
- **Develop a competitive request-for-proposal (RFP) process** - governing the sale or long term lease and redevelopment of the property for the preferred and pre-approved solution.
- **Judge proposals** - by fixing the asking price for the property and ranking proposals on design merits and beneficial impacts on the property and downtown's development opportunities.
- **Award project** - following public hearings and review procedures, City Council may award the project to the proposal ranked to have the most design merit and beneficial development impacts on the property and downtown.

Funding

The design charrette, detailed feasibility assessments, project design guidelines, and SEPA documentation will be funded with WA CTED Growth Management Program (GMP) grants and seed money from matching General Fund Property Taxes (Ptax), among others. The competitive RFP process will be funded with the same sources subject to reimbursement by the successful developer.

6: Implementation

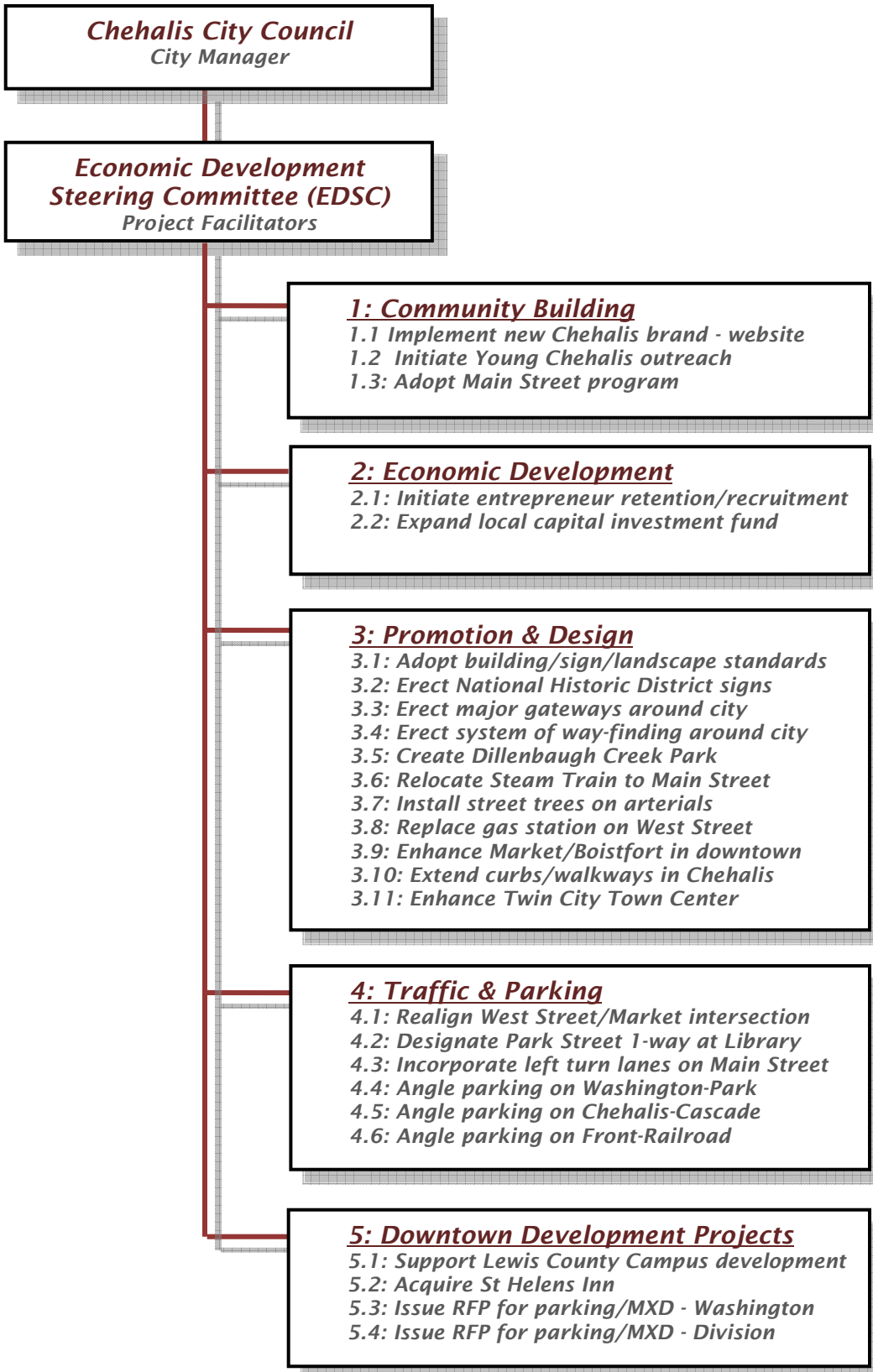
6.1: EDSC to implement action plan programs and projects

The proposed programs and projects involved in this Chehalis Renaissance cannot be undertaken or completed **solely** with the resources and time available to city staff and officials. Nor should city staff and officials be **solely** responsible for coordinating the multifaceted approach and all of the multiple public, nonprofit, and private agencies and organizations that must be involved in implementing the action items necessary for the Chehalis Renaissance.

Therefore - the Economic Development Steering Committee (EDSC) will facilitate the implementation of the action plan programs and projects within the five action groups: 1) Community Building, 2) Economic Development, 3) Quality Design, 4) Traffic & Parking, and 5) Downtown Development Projects. The EDSC will designate Project Facilitators to coordinate and oversee the participation of other interested public, nonprofit, and private community agencies, organizations, and individuals in implementing action items most appropriate to and of interest to each group.

Action

- **Continue City Council's EDSC charter** - to act as the city's principal economic and urban development advocacy and advisory group for the Chehalis Renaissance and coordinator of the actions item involved in the implementation of the Chehalis Renaissance Project.
- **Appoint key EDSC point persons or project managers** - to focus on the specific actions involved in each action subject, and to allow participation by other public, nonprofit, and private community organizations, interested groups, and individuals in specific projects unique to each group.
- **Coordinate action plan implementation programs and projects** - to be accomplished by the EDSC and other facilitating/catalyst agents under each of the five action groups to include the Chehalis Industrial Commission, Chehalis Foundation, Chehalis Business Association, Historic Preservation Commission, Lewis County Historical Museum, Lewis County Economic Development Council, Cent-Cheh Chamber of Commerce, Port of Chehalis, Chehalis Airport, Chehalis



6.1: Chehalis Renaissance Project Implementation Actions

School District, Centralia Community College, and other public, non-profit, and private participants interested and appropriate.

- **Engage the public** - on the community, economic, design, downtown, and traffic and parking projects and the impact implementation of the Chehalis Renaissance Project actions will have on the economic well being and development of the city-at-large.
- **Resolve funding strategies** - using public, nonprofit, and private monies necessary to effectively finance each and all of the action items listed under each of the five action groups.
- **Monitor implementation** - to ensure the actions proposed in this plan are effectively realized by the all the public, nonprofit, and private parties participating in the Chehalis Renaissance Project.
- **Provide the resources and skills necessary** - for the Chehalis Office of Economic Administrator to continue to provide the support necessary to the EDSC to complete the city's commitment to the Chehalis Renaissance effort.

Funding

EDSC facilitation and monitoring activities will be funded with Washington State CTED planning and project grants (CTED-GMP), hotel and motel lodging taxes (HMTax), General Fund property taxes (Ptax), non-profit organization donations, grants, and loans, and a variety of other sources.

Chapter 3: Implementation - 2009

Following is a brief summary of the major tasks, key city, EDSC, and other community project leads, estimated budgets, and likely source of funds to accomplish start-up activities over the first year for the Chehalis Renaissance Project.

1: Community Building

Task	Project leads	Funds
<p>1.1: Implement new Chehalis brand</p> <ul style="list-style-type: none"> ▪ Brand, tagline, and logo - conducted 3 workshops to update and refine a new brand, tagline, logo, and other promotional materials. Will preview 3 alternative concepts for comment from the general public by the end of April, after which the new brand, tagline, and logo will be incorporated into an updated style guide for the city website and collateral materials. ▪ Website - will update the city website to include pages devoted to downtown activities, features, maps, and promotions along with links to the Chamber, Museum, and other attractions. 	<p>City City Manager's Office Beachdog.com EDSC Vernadel Peterson</p>	<p>Style guide and other design specs will be accomplished by the wayfinding project funded by the EDC.</p> <p>\$15,000 for website update funded from Lodging tax.</p>
<p>1.2: Initiate Young Chehalis outreach</p> <ul style="list-style-type: none"> ▪ Young Chehalis - Cent-Cheh Chamber of Commerce creating a young professional outreach program modeled after the Young Skagit Professionals program developed by the Mount Vernon Chamber of Commerce. The proposal is to expand the outreach to include Centralia Community College and Chehalis School District youth. ▪ Younger Chehalis - need to develop program providing internships, part-time and summer jobs, school loans, and other incentives for high school and college students. 	<p>EDSC Vernadel Peterson Larry McGee</p>	<p>Intern and employment opportunities and a revolving loan program required.</p>
<p>1.3 Adopt Main Street program</p> <ul style="list-style-type: none"> ▪ Main Street - the city is applying for, on the Chehalis Business Association's behalf, Main Street Affiliate Tier 1 status under the Washington State Community, Trade, & Economic Development Department's (CTED) program. Tier 1 status will allow the CBA to take advantage of CTED's training programs and materials under the 4 point Main Street program - 1) design, 2) economic restructuring, 3) promotion, and 4) organization - like the Training Institute in Vancouver on 29 April. ▪ Business directory - developed a guide to downtown entertainment, retail, office, and public facilities for printing and distribution by downtown stores, the Chamber, and on the city website. ▪ Historical walking tour - developed a 	<p>City City Manager's Office EDSC David Hartz Debbie Knapp Judy DeVaul Dr Isaac Pope Tom Bradley</p>	<p>Tier 1 application is a no-cost item.</p> <p>\$1,000 printing budget from lodging tax.</p> <p>\$1,000 printing budget</p>

<p>brochure describing and illustrating the downtown's historic background and architectural landmarks for printing and distribution by downtown stores, the Museum, and on the city website.</p> <ul style="list-style-type: none"> ▪ Outdoor sculpture walk - developed a map with possible display sites, a Request-for-Proposals (RFP), selection criteria, and a Chehalis Arts Commission ordinance to establish a downtown outdoor sculpture walk and sales with a 25% Commission fee. ▪ Arts Festival - developed a map with possible exhibit and vendor booth sites, a Request-for-Proposals (RFP), selection criteria, and a schedule of activities to establish an annual Chehalis Arts Festival themed around city history including Eliza Barrett and the Chehalis Fire in the late summer/fall month along with exhibition fees and sales taxes. ▪ Farmers' Market - investigate expanding market to include more vendors and larger market area using Market Boulevard on a trial or one-day-a-month basis. 		<p>from lodging tax.</p> <p>\$10,000 first year sculpture budget from lodging and sales taxes.</p> <p>\$10,000-15,000 first year arts festival budget from lodging and sales taxes.</p> <p>Dairygold to provide market sponsorship?</p>
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2: Economic Development

<p>2.1: Initiate retention/recruitment program</p> <ul style="list-style-type: none"> ▪ Chehalis Theater - investigated prototypes, identified potential contacts, and developed initial marketing materials to attract a theater operator based on similar business operations in Portland - or to use the Portland examples by which to organize local business interests. ▪ Chehalis Avenue storefronts - investigated prototypes, identified potential contacts, and developed initial marketing materials to attract working artists and galleries. 	<p>City City Manager's Office EDSC Ralph Hubbert David Hartz Judy DeVaul</p>	<p>Initiate outreach efforts in April - requires promotional support.</p>
<p>2.2: Expand local capital investment fund</p> <ul style="list-style-type: none"> ▪ Facade improvements program - updated and expanded original city grant program to provide outright grants and/or interest payments on commercial loans that upgrade signage, displays, facades, or other building improvements. ▪ Small business loans - developed brochure and website links to promote Lewis County EDC and the Lending Network resources, business assistance, and EDA and SBA loan application assistance. 	<p>City City Manager's Office EDSC Dwayne Aberle Dick Larman Vernadel Peterson</p>	<p>\$_____recommitment from Security Bank and other local lending sources.</p>

3: Promotion & Design

<p>3.1 Adopt building/landscape/sign standards</p> <ul style="list-style-type: none"> ▪ <u>Downtown historic district building design standards</u> - drafted ordinance and manual of design standards with examples for contributing and non-contributing properties within the downtown district. ▪ <u>Citywide landscape standards</u> - drafted ordinance with planting requirements including performance bonds and list of recommended native and drought-resistance planting and tree selections. ▪ <u>Citywide/downtown district signage standards</u> - drafted ordinance and manual of design standards with examples for each type of sign. 	<p>City Community Development Nacht EDSC Historic Preservation Commission</p>	<p>Public hearings required in order to adopt as ordinances and standards.</p> <p>UW Design Studio to provide example façade improvement concepts?</p>
<p>3.2: Erect National Historic District signage on I-5</p> <ul style="list-style-type: none"> ▪ <u>Park signs</u> - secured WSDOT approval to erect signs promoting city parks (Stan Headwall, Recreation Park, and Chehalis Industrial Park) on 13th Street interchange and off-ramps. ▪ <u>Historic signs</u> - secured WSDOT approval to erect signs promoting Chehalis historic districts on Main Street interchange and off-ramps. ▪ <u>Historic wayfinding signs</u> - secured WSDOT authorization to erect historic districts, museum, steam train, veterans' museum, and motorcycle museum on SR-6, Jackson Highway, and National Avenue. 	<p>City City Manager's Office</p>	<p>WSDOT one-time charge of \$3.00/square foot of freeway sign - with future replacement and maintenance by WSDOT = \$20,000 funded from lodging tax.</p> <p>3 historic wayfinding signs estimated to be \$2,000/sign = \$6,000 with installation by Public Works from lodging tax.</p>
<p>3.3: Erect major gateways w/district identification</p> <ul style="list-style-type: none"> ▪ <u>Star Tavern mural</u> - drafted a Request-for-Proposals (RFP), promotional material, and selection criteria for an art mural on the south face of the building to reflect the historic district potential on Chehalis and the downtown. ▪ <u>Louisiana Avenue Roundabout</u> - drafted a Request-for-Proposals (RFP), promotional materials, and selection criteria for an interactive sculpture and landscape improvement to reflect the west side business district. 	<p>City City Manager's Office EDSC David Hartz Allyn Roe</p>	<p>Approval from building owner and \$15,000 artist commission from lodging and sales taxes.</p> <p>\$15,000 artist commission from lodging and sales taxes.</p>
<p>3.4: Erect system of wayfinding signs</p> <ul style="list-style-type: none"> ▪ <u>Style guide</u> - will preview 3 alternative concepts for comment from the general public by the end of April, after which the new brand, tagline, and logo will be incorporated into final design specifications and locations for the signs. ▪ <u>Construction and installation</u> - will be 	<p>City City Manager's Office Community Development Public Works</p>	<p>\$25,000 from lodging tax and \$60,000 EDC grant which will provide between 30-40 signs with installation by Public Works.</p>

<p>accomplished following a public bidding process.</p>		
<p><u>3.5: Create Dillenbaugh Creek Conservancy Park</u> <ul style="list-style-type: none"> ▪ <u>Park, Recreation & Open Space Plan</u> - drafted preliminary plan based on results of workshops, internet and school student surveys. Will apply for matching grants from Washington State Resource Conservation Office (RCO) once plan is adopted. </p>	<p><u>City</u> Parks Community Development <u>EDSC</u> Lewis County Trails Coalition Jenni Bodnar</p>	<p>50/50 RCO matching grant for any acquisition and interpretive trail development.</p>
<p><u>3.6: Relocate CCRM Steam Train to Main Street</u> <ul style="list-style-type: none"> ▪ <u>Tacoma Rail siding</u> - need to resolve use of Tacoma Rail right-of-way for a separate CCRM siding from I-5 north to Main Street - and/or acquisition of property adjacent to right-of-way to house a siding and the relocated passenger depot and museum. After which, will combine property with park-n-ride to create trailhead for train, Dillenbaugh Creek Conservancy Park, and Willapa Hills Rail-to-Trail. </p>	<p><u>City</u> Parks Community Development <u>EDSC</u> Jim Rothlin Rick Burchett</p>	<p>50/50 RCO matching grant for any acquisition and trailhead development.</p>
<p><u>3.7: Install street trees on arterials</u> <ul style="list-style-type: none"> ▪ <u>Demonstration project</u> - street trees will be planted at the following locations to illustrate the potential impact on the streetscape: <ul style="list-style-type: none"> ▪ <u>Chambers & Louisiana intersection</u> - 10-23 trees on west side in front of Twin City Town Center and Walmart ▪ <u>Main Street median</u> - 5-8 columnar trees in the median between BNSF and Chehalis Avenue ▪ <u>Chehalis Avenue</u> - 9-21 columnar trees at the intersections from North to Prindle ▪ <u>Market Boulevard</u> - 8-25 trees in the curb-outs and Boistfort Street ▪ <u>West Street & Market</u> - 13-22 trees on the west side of the intersection ▪ <u>Initial project phase</u> - based on the results of the demonstration, the project will expand to continue the plantings along the rest of the streets mentioned above, then eventually on major arterials throughout the city. </p>	<p><u>City</u> Parks <u>EDSC</u> Chehalis Foundation - Dr Isaac Pope Boy Scouts Civil Air Patrol Kiwanis</p> <p>Volunteers need to be recruited to help plant and water through the summer months</p>	<p>@\$280 for 3 inch caliper tree and root guard surround not including labor or equipment = \$12,800 for 45 trees \$27,720 for 99 trees from Chehalis Foundation fundraising efforts. \$10,000 from Airport Board</p> <p>Ultimate cost to be determined - eventually requiring city street funds and property owner contributions.</p>
<p><u>3.8: Replace gas station with gateway</u> <ul style="list-style-type: none"> ▪ <u>Property acquisition</u> - need to resolve purchase price, property due diligence - particularly any contamination, and any potential brownfield funding potential. ▪ <u>Design competition</u> - will develop a Request-for-Proposals (RFP) and selection criteria for an interactive outdoor sculpture and </p>	<p><u>City</u> Parks Community Development <u>EDSC</u> Del Ames Greg Lund Dick Larman</p>	<p>\$___ for property acquisition and any brownfield restoration</p> <p>\$15,000-20,000 for artist commission from lodging and sales</p>

landscape improvement.		taxes.
<p><u>3.9: Enhance Market/Boistfort in downtown core</u></p> <ul style="list-style-type: none"> ▪ <u>Street trees</u> - based on the results of 3.7, will complete installation of new street trees within the existing streetscape configuration. ▪ <u>Wayfinding signs and directories</u> - based on the results of task 3.4, will install signage on Market and surrounding streets directing traffic to the downtown core. Will include design specifications and cost estimates, but not construction of wayfinding directories, transit shelters, and other complimenting improvements. ▪ <u>Streetscape design standards</u> - drafting preliminary design concept, furnishings, and standards for the eventual redesign and reconstruction of Market Boulevard and Boistfort Avenue to reflect the convertible street concept adopted from the public workshops. 	<p><u>City</u> Parks Community Development PublicWorks <u>EDSC</u> Robin Thompson</p>	<p>See task 3.7 funding</p> <p>See task 3.4 funding</p> <p>Cost to be determined - eventually requiring city funds with possible LID or PBIA</p>
<p><u>3.10: Extend curbs, walkways at intersections throughout downtown</u></p> <ul style="list-style-type: none"> ▪ <u>Demonstration project</u> - drafted reconfiguration plan for Chehalis from Pacific to Main Street to illustrate potential alternating 45-degree parking on one side and parallel parking on other side of street with extended curbs at intersections to reduce pedestrian crossings, increase visibility and calm traffic, and provide additional streetscape amenities. Demonstration project will be accomplished with paint, cones, and street trees in tubs for 30-60 day period for public evaluation. ▪ <u>Initial project phase</u> - based on the results of the demonstration, will finalize the reconfiguration with permanent new curb lines, street tree plantings, and other improvements and begin plans to incrementally convert other downtown district streets. 	<p><u>City</u> Public Works Parks <u>EDSC</u> Reggie Macomber Joel Wall Bob Pehl Jeff Robertson Connie Bode</p>	<p>See task 3.7 funding for trees, Street funds to pay for demonstration reconfiguration for painting and cones</p> <p>Eventual cost to be determined - eventually requiring city street funds</p>
<p><u>3.11: Reconfigure Twin City Town Center</u></p> <ul style="list-style-type: none"> ▪ <u>Optional demonstration project</u> - drafted reconfigured site plan to move access aisle directly in front of stores similar to circulation plan at Walmart and Home Depot, consolidate parking, and install street trees to increase pedestrian visibility and calm traffic, and provide additional amenities. As an option, revised access aisle and parking can be installed with paint and cones for 30-60 day period for public evaluation. ▪ <u>Project phase</u> - based on the results of the demonstration, will finalize the reconfiguration 	<p><u>EDSC</u> Allyn Roe</p>	<p>Property owner to fund demonstration reconfiguration.</p> <p>Eventual cost to be determined - requiring</p>

with permanent new access roadway, parking curb lines, street tree plantings, and additional access roadway on south property line for truck traffic.		property owner funds or LID commitment
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4: Traffic & Parking

<p><u>4.1: Realign West Street/Market Boulevard intersection</u> Await results of task 3.9 and 3.10</p>	<p><u>City</u> Public Works Police</p>	
<p><u>4.2: Designate Park Street 1-way at Library</u></p> <ul style="list-style-type: none"> ▪ <u>Demonstration project</u> - drafted reconfiguration plan for Park and Washington Streets to illustrate potential 45-degree parking on both sides of Park, and on one side with parallel parking expansion on other side of Washington Street to increase parking capacity around the Library with extended curbs at intersections to reduce pedestrian crossings, increase visibility and calm traffic, and provide additional streetscape amenities. Demonstration project will be accomplished with paint and cones for 30-60 day period for public evaluation. ▪ <u>Project phase</u> - based on the results of the demonstration, will finalize the reconfiguration with permanent new curb lines, street tree plantings, and other improvements and begin plans to incrementally convert other downtown district streets. 	<p><u>City</u> Public Works Police</p>	<p>Street funds to pay for demonstration reconfiguration for painting and cones</p> <p>Eventual cost to be determined - requiring city street funds</p>
<p><u>4.3: Incorporate left turn lanes for Main Street</u></p> <ul style="list-style-type: none"> ▪ <u>Demonstration project</u> - drafted reconfiguration plan to provide expanded left turn lanes on Chehalis, Pacific, and Cascade Streets to increase turning capacity of existing traffic signals on Main Street. Demonstration project will be accomplished with paint and cones for 30-60 day period for public evaluation. ▪ <u>Project phase</u> - based on the results of the demonstration, will finalize the reconfiguration with permanent left turn lanes, revised signal phases, new curb lines, street tree plantings, and other improvements. 	<p><u>City</u> Public Works Police</p>	<p>Street funds to pay for demonstration reconfiguration for painting and cones</p> <p>Eventual cost to be determined - requiring city street funds</p>
<p><u>4.4: Install angle parking on Washington, Pacific, & Park Streets</u> Await results of task 3.9, 3.10, 4.2, and 4.3</p>	<p><u>City</u> Public Works Police</p>	

<p><u>4.5: Install angle parking on Chehalis-North Streets</u> Await results of task 3.9, 3.10, 4.2, and 4.3</p>	<p><u>City</u> Public Works Police</p>	
<p><u>4.6: Install angle parking on Front and Railroad Streets</u></p> <ul style="list-style-type: none"> ▪ <u>Demonstration project</u> - drafted reconfiguration plan for Railroad, Center, and North Streets to illustrate the potential of 45-degree parking on the west side of Railroad and north sides of Center and North Streets to increase parking capacity to support the development of the new Lewis County administration building and conference center. Demonstration project will be accomplished with paint and cones for 30-60 day period for public evaluation. ▪ <u>Project phase</u> - based on the results of the demonstration, will finalize the reconfiguration with permanent new curb lines, street tree plantings, and other improvements. 	<p><u>City</u> Public Works Police <u>EDSC</u> Michael Strozyk</p>	<p>Street funds to pay for demonstration reconfiguration for painting and cones</p> <p>Eventual cost to be determined - requiring city street funds</p>

5: Downtown Development Projects

<p><u>5.1: Support Lewis County Admin/Conference Center project</u></p> <ul style="list-style-type: none"> ▪ <u>Conduct public hearings on the Lewis County master plan</u> - drafted proposal to resolve building footprint to provide 45-degree parking on surrounding streets, North Street traffic reductions, and on-street curb extensions, street trees, and other amenity improvements. ▪ <u>At the time of construction</u> - oversee final design and construction of the proposed additional 45-degree parking aisles around the campus, and the reconfiguration of supporting construction and county employee parking on Railroad, Center, and North Streets - see action item 4.6. 	<p><u>City</u> Community Development Parks Public Works Police <u>EDSC</u> Michael Strozyk</p>	<p>Hearing conducted as city business.</p> <p>Site improvements provided by Lewis County project</p>
<p><u>5.2: Acquire St Helens Hotel</u></p> <ul style="list-style-type: none"> ▪ <u>Charter a Public Development Authority (PDA)</u> - drafted incorporation papers to acquire and renovate the building, market new tenant uses, and generally manage the building as a Public Development Authority (PDA). ▪ <u>Acquire and renovate the building</u> - completed preliminary pro forma analysis of cost to acquire, renovate, and retrofit the building's remedial structural, mechanical, electrical, and plumbing improvements to provide a usable and flexible building shell; and 	<p><u>City</u> City Manager's Office <u>EDSC</u> Gail Shaw Buck Hubbert Del Ames Greg Lund Bill Lotto Dick Larman</p>	

<p>create marketable ground floor retail tenant spaces, 2nd-3rd floor office tenant spaces, 4th-5th floor affordable and market rate housing units, and 6th floor hotel.</p>		
<p><u>5.3: Issue RFP for parking/mixed use project on Washington Street</u></p> <ul style="list-style-type: none"> ▪ <u>Brainstorm redevelopment solutions for the property</u> - drafted concepts that may redevelop the property under alternative scenarios with or without public parking components with ground floor retail, upper floor mixed market rate income housing under different densities and designs. ▪ <u>Assess the economic feasibility of the preferred concepts</u> - need to determine land values, construction costs, indirect development costs - and the impact of direct and indirect incentives including property acquisition and write-downs, low interest development loans, development density or parking waivers, parking requirements, and land use or zoning bonuses. ▪ <u>Assess and mitigate environmental impacts</u> - need to assess on and off-site stormwater run-off, parking and loading area requirements, height and lot coverage allowances, design aesthetics, and urban amenities. ▪ <u>Conduct public hearings and approve a pre-packaged plan solution</u> - including appropriate property-specific development agreements, design guidelines, and SEPA MDNS or EIS mitigation documents. ▪ <u>Develop a competitive request-for-proposal (RFP) process</u> - drafted an RFP governing the sale or long term lease and redevelopment of the property for the preferred and pre-approved design/develop solution. ▪ <u>Judge proposals</u> - by fixing the asking price for the property and ranking proposals on design merits and beneficial impacts on the property and the downtown's development opportunities. ▪ <u>Award project</u> - following public hearings and review procedures, City Council may award the project to the proposal ranked to have the most design merit and beneficial development impacts on the property and downtown. 	<p><u>City</u> City Manager's Office Community Development Parks Public Works Police <u>EDSC</u></p>	<p>\$47,500 budget for RFP, evaluation, and selection \$30,000 for honorariums for 3 contestants (\$10,000 each) \$77,500 total to be recovered by adding onto property purchase price paid by successful developer.</p>
<p><u>5.4: Issue RFP for parking/mixed use project on Division Street</u> Defer pending resolution of task 5.4.</p>		

6: Chehalis Renaissance Project Coordination

<p><u>6.1: Finalize status of EDSC as Chehalis Renaissance Project</u></p> <ul style="list-style-type: none"> ▪ <u>Codified City Council's EDSC charter</u> - drafted ordinance to establish the EDSC as the Chehalis Renaissance Project to act as the city's principal economic and urban development advocacy and advisory group and coordinator of the action items involved in the implementation of the project with the same status as the Chehalis Historic Preservation Commission, proposed Chehalis Arts Commission, and other advisory bodies. ▪ <u>Appoint key EDSC point persons or project managers</u> - identifying key EDSC members to act as Project Leads to focus on the specific actions involved in each action subject, and to allow participation by other public, nonprofit, and private community organizations, interested groups, and individuals in specific projects unique to each group's interests. ▪ <u>Engage the public</u> - recruiting volunteers to work with the EDSC project leads on implementation projects. ▪ <u>Resolve funding strategies</u> - will be using public, nonprofit, and private monies necessary to effectively finance each action items as described above. ▪ <u>Monitor implementation</u> - establishing schedules, reporting methods, and project lead responsibilities to ensure the actions proposed in the plan are effectively realized by the all the public, nonprofit, and private parties participating in the Chehalis Renaissance Project. ▪ <u>Provide the resources and skills necessary</u> - to provide for a replacement for the Chehalis Office of Economic Administrator to continue to provide the support necessary to the EDSC to complete the city's commitment to the Chehalis Renaissance effort. 	<p><u>City</u> City Manager's Office</p> <p><u>EDSC</u> Gail Shaw Buck Hubbert Del Ames Greg Lund Bill Lotto</p>	<p>\$_____ for salary and benefits and/or contract services paid from General Funds and private contributions by _____</p>
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