Comprehensive Scheme of Harbor Improvements

Port of Clarkston 2017 – 2022
PORT OF CLARKSTON
COMPREHENSIVE SCHEME OF HARBOR IMPROVEMENTS
(COMPREHENSIVE SCHEME)

2017 - 2022

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INTRODUCTION

Mission and Core Values for the Port of Clarkston

It is the mission of the Port of Clarkston to fully use its statutory authority to:

- Deliver property, facilities, and infrastructure that encourage private investment, create wealth for constituents, create family wage jobs, diversify and stabilize the local economy and create a sustainable environment;
- Play a leadership role in ensuring that waterfronts are vibrant, active centerpieces for the communities in the locality and partner on improving other tourism and recreation opportunities; and,
- Preserve and better the quality of life for the citizens of Asotin County

Values are traits or qualities that are considered worthwhile; they represent an organization’s priorities and convictions. Value statements are grounded in principles which define the behavior of the organization’s members.

The Commissioners affirm that the following core values define the actions and beliefs of the Port of Clarkston:

Professionalism - To be responsible, accountable and respectful.

Transparency - Openness in planning and decision making; to provide full, accurate and timely disclosure of information to the public.

Visionary - Creative use of ideas in order to craft a positive future; to be forward thinking by looking for things that have not been done before and to have the foresight to anticipate the impacts of decisions.

Sustainability - Reliance on local resources; to generate and distribute benefits locally, while protecting long-term community interests.
Collaboration – Active cooperation, communication and development of productive working relationships with community groups and government agencies by coordinating activities, sharing resources and leveraging funding opportunities.

Integrity - Adherence to principles that represent the best interests of the community.

The Comprehensive Scheme of Harbor Improvements (Comprehensive Scheme)

Developed as a tool for the Port of Clarkston and its constituents, this Comprehensive Scheme sets the Port’s vision for the next six years. To realize that vision, it outlines a general scheme of harbor improvements, meeting the requirements of Chapter 53.20 of the Revised Code of Washington State.

The original Comprehensive Plan was created in 1966. Since then, the guiding document of the Port has undergone a number of revisions. Annual updates have occurred since 2013.

History of Washington Ports

In 1911, the state legislature enacted laws that allowed the people to establish port districts and elect commissioners to administer the districts and oversee their development and operation. The Port District Act of 1911 provided legal resolution to the long struggle to achieve public control over areas that impacted the public through commerce.

While those laws have been changed from time to time since 1911, the most important provisions still remain. Because they are public, but must operate in a proprietary way much like other type of business, public ports are independent of other types of governmental authority except for state and federal laws. They are “creatures of legislature” and a special form of local government. Formed by a vote of the people they serve, ports are financed in part by property taxes paid by the people of the district.

A port district, of and by itself, is a geographical area that may be as large as an entire county or as small as a city or town. Its boundaries are defined when the district is formed.

Voted into being by an election of the people who live in the district, law creates Port districts as “municipal corporations” of the state. Often referred to as “special purpose districts,” ports are different from counties, cities and towns.
Almost all powers of the port district are vested in a board of commissioners or “Commission.” Elected from the district to serve six-year terms, the governing body of commissioners assures local control and accountability. The port commission, like a city council or county commission, is the legislative body responsible for making the policies and decisions of the district in both internal and external matters. Such policies or decisions might involve adoption of plans, establishing positions, setting employment policies, purchasing or disposing of real estate and other property, setting rates, adopting budgets, levying taxes and many others. The commission appoints an executive director who administers the policies and decisions made by the commission.

**General Powers**

Law allows port districts to develop many types of facilities to provide a variety of services. Most easily identified are the various transportation-related amenities, such as marine terminals, storage sites, and other direct transportation. Ports also deal directly with economic development, recreation and tourism. See Appendix A for additional discussion of the powers of Port Districts.

Port activities do not need to center around navigation channels. Per Title 53.04 of the Revised Code of Washington, port districts lacking appropriate bodies of water could still be formed and have all the powers, privileges and immunities conferred on all other port districts.

**Transportation**

*Marine Terminals.* Terminals, a major part of many ports’ operation, provide for the movement of ships, boats and barges in hauling goods and people in domestic and foreign commerce. These include piers, wharfs, jetties, boat landings and equipment such as cranes for loading and unloading vessels and barges. The Port of Clarkston’s water infrastructure supports movement of freight and also movement of cruise boat passengers, creating tourism benefits.

*Storage Sites.* Ports with marine terminals generally provide storage and processing facilities related to the transfer of goods on water and land. These include warehouses, transfer places such as container freight stations, and places for processing, freezing, storage and subsequent movement of agricultural commodities, other perishable foodstuff, and other products in general. Some ports have large domed structures for the storage of bulk metal ore, extensive land areas to store logs and lumber awaiting shipment, and many ports have grain storage elevators.

*Other Direct Transportation.* Subject to the limitations by law, ports may operate certain railway facilities. They may provide roadways, toll bridges, tunnels, highway approaches, canals, locks, utility lines, telecommunications infrastructure, tramways, ferry service and passenger watercraft. The Port of Clarkston is one of the few ports that owns roadways outside of an airport.

**Economic Development**

Law empowers Washington’s ports with broad economic development authority to bring business and jobs to their communities. Almost every Washington port pursues an aggressive program of industrial and economic development to promote employment and otherwise enhance the economy of the state and district. Some ports deal with all aspects of the subject, others with only one or two. Ports may:

- Develop lands for industrial and commercial needs;
- Provide general economic development programs;
- Buy, lease and sell property;
- Provide air and water pollution control works;
• Operate trade centers and export trading companies;
• Establish and operate foreign trade zones;
• Promote tourism and recreation; and,
• Build telecommunications infrastructure and provide wholesale telecommunications services.

Economic development entities seeking to assist hometown businesses in being vital, growing and firmly rooted, look beyond business recruitment to business retention and expansion activities to build strong economies.

**Port of Clarkston**

As early as the 1870's, before Washington was even a state, steamboats carried orchard and grain products on the Snake and Columbia rivers to coastal markets in the west.

The Port of Clarkston was created in 1958, which was 17 years before completion of the Lower Granite Dam in 1975. The dam enabled shipments of agricultural and forest products from the area.

On September 9, 1958 during the state primary election, voters approved creation of the county-wide Port district, with 2,252 voting in favor, and 588 voting against. The first meeting of the Port Commissioners occurred on October 6, 1958. Emmett Johnson representing District #1 was elected president of the commission, Earle Ausman representing District #2 vice-president, and Chalsey Floch, representing District #3, secretary.

The Port of Clarkston is the farthest inland port in Washington State, located at river mile 137.8 of the Snake River, approximately 460 miles from the mouth of the Columbia River. Prior to navigable access, the Port focused on industrial development. The grain elevators on Port Way have been a part of the landscape since the 1970s, with grain almost continuously shipped from that terminal since the completion of the river system.

Tourism, via cruise boats, is a niche market served by the Port of Clarkston, with the number of tourists and support staff being served trending upwards.

**Characteristics of Asotin County**

**Location**

Bordered by 40 miles of Snake River to the east and to the north, Asotin County is as far south and east as you can get and still be in the state of Washington.

The two incorporated cities in Asotin County, Clarkston and Asotin, have been identified as part of the Lewiston, ID-WA metropolitan statistical area (MSA). Lewiston, Idaho, has a population that significantly exceeds the combined populations of Clarkston and Asotin.
Regional context

Asotin County, established in 1883, is in the farthest southeastern corner of Washington, bounded on the east by Idaho and on the south by Oregon. Garfield County makes up its western border and part of its northern border as well. The balance of its northern border is shared with Whitman County.

Before white exploration and settlement, the semi-nomadic Nez Perce inhabited what is now Asotin County. Tribes on both sides of the Nez Perce Trail used it for commerce, which was of strategic importance to the development of the region. Modern-day highways largely parallel the old trail.

The establishment of the territory and the end of the Indian Wars resulted in an influx of white settlers into the county. Asotin, a former Nez Perce village, attracted settlers who were producing cattle, fruit and vegetables for mining camps in Idaho by 1868. Most economic development in the county was linked to mining activity in Idaho.

By the 1950s, agriculture dominated Asotin County’s economy with grain crops, such as wheat and barley, as well as peas, berries, tree fruits and nuts, which were clustered near the river. The food processing industry grew up around these crops and the meat and dairy farms.

The dense stands of fir in the Blue Mountains made lumber and wood products a growth industry. Hunting and other outdoor recreation have been growth industries, too. The completion of the Lower Granite Dam in 1975 shut down orchard and beef-processing activities along the river as land was submerged, but it created one of the longest inland water routes in the nation. Agriculture remained important, but now shared top billing with port activity at Clarkston-Lewiston and the federal U.S. Army Corps of Engineers, which operated the dam. Population growth followed the port activity at both Clarkston and Lewiston, fueling trade and service sectors catering to their needs.¹

Because the economy of Asotin County, Washington, is very much tied to the economy of Nez Perce County, Idaho, we have attached in Appendix B three publications. One is an economic profile for Asotin County updated August 2014 (Appendix B1). The second attachment is published by the Idaho Department of Labor (IDL), profiling the Metropolitan Statistical Area comprising of Nez Perce and Asotin Counties as of October 2014 (Appendix B2). The third publication is a composite of relevant articles from IDL’s Idaho Employment Newsletters in 2014 (Appendix B3).

Information presented below addresses Asotin County specifically. The composite of information below along with the B appendices shows economic trends and forecasts data to describe the overall direction of growth within Asotin County and to set the context for development opportunities.

¹ Source: Historic Glimpses of Asotin County by E.V. Kuykendall, Bob Weatherley of the Asotin County American
Local economy

Based on the Quarterly Census of Employment and Wages (QCEW), in 2015 overall employment grew by 1.1 percent to 5,835 which was led by wholesale trade (44.6%), manufacturing (7.2%), and construction (7.0%) as these industries bounced back from the recession downturn and related job losses.

Manufacturing employment continues to increase, adding more than expected jobs in the area. New manufacturing facilities have been constructed and existing firms have continued to hire due to increasing demand. Manufacturing continues to expand in the transportation equipment segment.

Agricultural employment also continues to play an oversized role, not in terms of total employment, but in terms of economic impact. High prices for wheat positively impacts wholesale sales employment, retail sales and the overall quantity of money flowing through the economy.

Detailed employment and related demographic data can be found in Appendices B1-3.

Fish and Dams

One of the major external constraints for local economic growth is the possibility of breaching the dams on the Lower Snake River. Lower Granite Dam was completed in 1975, marking the last of the navigable components in the Columbia/Snake River system and enabled waterborne commerce to run 460 miles between the Ports of Clarkston and Lewiston and the Pacific Ocean. It represents the furthest inland water route in the United States.

In addition to barge traffic, the reservoir behind Lower Granite dam enabled substantial recreational activities to occur including boating, rafting, and cruise ship visits, among other activities. The region's economy could be significantly affected by decisions about the dams.

In its May 4, 2016 Opinion and Order in Case 3:01-cv-00640-SI, National Wildlife Federation et al., v. National Marine Fisheries Service, et. al., Federal District Court Judge Simon found that the U.S. Army Corps of Engineers and U.S. Bureau of Reclamation violated the National Environmental Policy Act (NEPA) in the process of developing a Biological Opinion in its management of the Federal Columbia River Power System. The Court urged the agencies to take a full evaluation of reasonable alternatives, up to and including, potential removal of the four lower Snake River dams. There is an indication that federal agencies are taking this mandate seriously, but not limiting the scoping of the next NEPA to simply the four lower Snake River dams. (More information can be found at: https://www.salmonrecovery.gov/BiologicalOpinions/FCRPSBiOp/2014FCRPSBiOp/CourtDocuments.aspx)

Climate change, carbon-free energy generation, water shortages in the west, water storage agreements under the soon-to-expire Columbia River Treaty with Canada and back-up power generation may enter into the scope of the new NEPA analysis. What is clear, though, is that the certainty that the Snake River dams will be available for assisting with the movement of freight is lessening.

According to the Palouse Regional Transportation Planning Organization’s 2016 Palouse Regional Freight Study, 97.5% of the wheat shipped from southeast Washington move by a combination of truck and barge. If this option is no longer available to wheat producers in Asotin and neighboring counties, it could have a significant impact on the economic situation in the region.
Port Properties

The Port of Clarkston has recently changed from the role of landlord with respect to property development to a true developer where land becomes available for purchase as well as lease. The real estate and infrastructure the Port has managed for the benefit of its constituents has expanded beyond the “historic port area” in north Clarkston to the recently completed “Turning Pointe Business Park” in Asotin County west of Dry Creek Gulch, off Evans Road (in Section 36). This new industrial/business park has made an additional 25.6 acres available for lease or sale.

In the historic Port District in north Clarkston, the Port owns 107 acres of land and 9 additional acres underwater. Of the 107 acres of land, 86 are currently under lease and an additional acre is under an option to lease. This leaves 15 acres of ground available for lease. At 7 acres of land and contiguous to 7 acres under water, Parcel 8 on the map below is the largest parcel of significance available in the historic Port District.

In addition to land it owns outright in north Clarkston, the Port leases 33 acres of land from the U.S. Army Corps of Engineers (USACE) and an additional 13 acres under water (for the marina) for tourism/recreational purposes. This does not account for 100% of the land shown in orange above.

The Port owns several access points to the river and leases others along the Snake River in north Clarkston. The freight dock on the north end of 14th Street and the land by the grain terminal used for filling grain barges are owned by the Port. In addition, access for tour boats and a commercial boat tour operation are obtained through leases between the Port and USACE. The day-use recreational dock and the marina with boat launch access are also achieved through Port/USACE leases. River access points are shown on the map below.
Of the three Ports at or near the confluence of the Snake and Clearwater Rivers, the Port of Clarkston has fewer multi-modal opportunities (no rail and less easy access to main highways) and more sedimentation. However, the Port of Clarkston is the best suited of the three ports to accommodate cruise boats. The number of passengers and crew visiting the valley has been in an upward trend since 2013, and that is expected to continue in 2017.

**Port Planning Documents**

The Port’s first “An Economic Summary and Comprehensive Plan for the Clarkston Port District” or Comprehensive Plan was prepared by Bovay Engineers for the Port of Clarkston in 1966. In 1999, John Fratt completed an assessment of that Comprehensive Plan and recommended a revision, as operations had changed enough at the Port of Clarkston to support the need for an update. In May 2001, BST Associates from Bothell, WA, created a new Comprehensive Plan.

Under that plan, the mission of the Port of Clarkston included five goals:

- Develop lands for industrial and commercial needs,
- Provide general economic development programs,
- Lease property,
- Provide air and water pollution control works, and,
- Promote tourism.

Under that plan, the Port also identified related objectives, including:

- To study and develop facilities for river transportation to deep-water ports downstream so that Asotin County can share in the industrial and economic benefits of inexpensive river transportation.
- Execution of the various powers granted under RCW Chapter 53.08, to include but not be limited to the acquisition and leasing of property related to economic development, and promotion of industrial and commercial operations in Asotin County.
- To promote new and existing business and job opportunities.
- To promote intermodal transportation of commerce.

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2 Note on terminology: Previous versions of the Port’s key planning document have been titled “Comprehensive Plan.” The word “harbor” in the statutory language has a historical reference that dates back to when Ports’ primary purposes were directly marine related. The terminology “Comprehensive Plan” has taken on new meaning since the Growth Management Act was passed. Therefore, the Port of Clarkston has chosen to return to the original terminology in authorizing legislation in titling this document as a “Comprehensive Scheme of Harbor Improvements.”

3 The primary purpose of a port district is to promote economic development. The Legislature has given ports broad authority to promote economic development by building and/or operating airports, railroads, industrial development enterprises, and promoting tourism, among other things. See Appendix A.
• To promote industrial and commercial development in such a manner as to preserve and protect the general environment.

In July 2004, under Resolution 2004-07, the Port adopted revisions to the 2001 Comprehensive Plan to expand and update the recreational component of the plan.

A new section, “Section 4. Financial Considerations” was added to the Port Comprehensive Plan by Resolution No. 2006-01 of the Port Commission and passed on the 20th day of February, 2006. The purpose of the amendment to the Comprehensive Plan was to record the change in accounting method from accrual basis to the cash basis effective January 1, 2005.

In 2010, two additional planning documents were created subsequent to the 2006 revision to the Comprehensive Plan, the Riverfront Master Plan for North Clarkston, Washington, and the Parks and Recreation Plan. Both documents are hereby appended to this Comprehensive Scheme of Harbor Improvements. (In the hard copy version of this plan, these reports can be found in Appendices D and E, respectively. In the website version, they are located in separate electronic files, stored at the same web location.)

The Riverfront Master Plan was originally completed in June 2009, but push-back from the agriculture industry resulted in the Port Commission decision to expand opportunities for input. The final version of the Riverfront Master Plan was published in April 2010. Key strategies identified in that planning process to foster the goal of creating an active, vibrant riverfront include:

- Encourage a cooperative partnership between educational, business, Tribal, and local government that may result in creation of a seamless campus that runs north from Bridge Street to the riverfront and out into the water.
- Encourage more “experiential manufacturing” near the riverfront east of 13th Street—a term coined because not only does a manufactured process result, but visitors (tourists) can enjoy an “experience” through interaction. Examples of “experiential manufacturing” are wine and beer-making, glass-blowing and other artisan crafts, and creating specialty foods, including value-added agricultural products.
- Seek multi-story professional office buildings, perhaps even with condominiums on the top floors, to create higher concentration of use on/near limited waterfront property, particularly on land near Walmart.
- Preserve the “working” waterfront, making assets on the river available for movement of freight on the river system.
- Preserve transportation hub sector occurring near the waterfront, but concentrate such activities west of 13th Street.
- In future leasing decisions, consider “highest and best use” (i.e., storage units—unless they involve warehousing for on-the-water freight movement—do not need to be located near the waterfront).
- Develop the new Sustainable Business Park to provide alternatives for heavier, more industrial business purposes, due to small quantity of land currently available for development and to support “highest and best use” decisions.

In June 2010, the Port of Clarkston created a stand-alone Parks and Recreation Plan that included these priorities in the capital improvement plan:

Priority #1: Make continued improvements to Granite Lake Park including but not limited to a short-term use recreational boat dock, retaining wall viewing areas, interpretive panels, path upgrades, landscaping and lighting of pathways.
Priority #2: Install lighting along existing pathway east of Granite Lake Park to the Corps of Engineers administrative office
Priority #3: Continue creating or improving bike/pedestrian paths and sidewalks along Port-owned streets.
Priority #4: Design and construct a recreational trail feature in the Port of Clarkston’s new sustainable business park.

Named within that plan were also un-prioritized projects requiring partnership with other entities (in no particular order) including:

- Skateboard Park (City of Clarkston project)
- Marina improvements (Hells Canyon Marina—formerly Red Wolf Marina, Asotin)
- Boat launch and other boating amenity improvements (Corps launch area)
- Acquire beaches south of Asotin (Asotin County Parks and Rec Advisory Committee)
- Bike trail enhancements to Chief Timothy Island
- Playground and/or multi-use ball/badminton court for Granite Lake Park
- More paved parking/pervious parking near riverfront at Granite Lake Park, end of 13th Street or other appropriate locations

Accomplishments since completion of the Parks & Recreation Plan:
Since 2010, the Port has completed within Granite Lake Park the recreational boat dock, amphitheater (aka retaining wall viewing area), access pathways, new park lighting, and new electrical outlets for events within the park as well as on-going maintenance projects. The Port has also completed new sidewalks along Port Way, 9th Street, and Port Drive from 9th Street to 13th Street. In addition, a graveled pathway along Dry Gulch was completed as part of the construction of the new business park off Evans Road. Also, support has been given to the City of Asotin as it relates to boat launch restoration, as described below.

**Asotin Boat Launch and Jetty Redesign**
If the Riverfront Master Plan had been revised in 2014, it would have included the following discussion:

In early 2013, the City of Asotin requested assistance from the Port of Clarkston with regard to refurbishing its existing water facilities. These were constructed by the Corps of Engineers as part of the Lower Granite pool recreational master plan. Since the Asotin’s water facilities are within Port jurisdiction and relates to the Port goal of maximizing benefits from riverfronts, the Port assisted in developing and implementing a two-prong strategy:

- Obtaining a 30-year or longer lease for land managed by the U.S. Army Corps of Engineers (USACE) Walla Walla District and leased by the City of Asotin (needed because amenities tapping grant funds in Washington had to be available to the public for 25 years after completion);
- Assist the City in obtaining resources for redesign and construction; and,
- Getting the USACE land transferred into City of Asotin ownership.

By the end of 2014, the lease extension had been accomplished. In 2015, the City of Asotin entered into a contract for administering a grant planning restoration of water facilities with the Washington state Recreation & Conservation Funding Board, with focus on the boat launch and jetty redesign, as well as permitting. The Port of Clarkston committed, via resolution, to assisting with administering the award and providing permitting assistance.
In 2016, the Port assisted the City with an additional planning funding request to U.S.D.A. Rural Development, which was successful, and necessary in order for the City to have sufficient resources to accomplish the planning objective.

It is anticipated that the Port of Clarkston’s continued involvement with City of Asotin restoration of water facilities will be of benefit to all constituents. As part of the grant match, the Port committed assistance in obtaining permits before construction can begin.

Land ownership transfer language was approved in the Water Resource Reform and Development Act (WRRDA) legislation in 2014. A fair amount of effort will need to be expended before the actual transfer can take place. The City has requested Port involvement with this transition and the Port has agreed to assist.
GOALS, POLICIES, & OBJECTIVES FOR PORT DEVELOPMENT

The Port of Clarkston Commission recognizes the importance of clearly defining the major goals, objectives and policies of the Port and utilizing them to guide future port activity. Since port districts are publicly owned, it is important to receive public input on port development to ensure ports are targeting the needs and concerns of the district. Public opinion and input is important, nevertheless, the Port Commission remains the final authority as to the content of this comprehensive scheme.

To obtain public opinion and input, public advertisement was placed in the Lewiston Morning Tribune requesting comments, the draft comprehensive scheme was sent to local libraries and posted on the port web site and a public meeting was held to discuss the 2017-2022 Port Comprehensive Plan. The date and location of the meeting is listed below:

November 10, 2016 during a regular Port Commission meeting

Goals, policies, and objectives add flexibility to a Comprehensive Scheme of Harbor Improvements by giving general directions for decision making, but not specific projects for achievement. At the same time, goals and objectives provide a measure for evaluating and monitoring progress toward a desired end.

The goals, policies, and objectives section contains three distinct elements:

(1) GOAL STATEMENT - A broad encompassing statement about a desirable future attribute, trait, or condition to strive for.

(2) POLICY/OBJECTIVES STATEMENT - Specific target actions to be taken toward achieving the goal and a general course of action to be pursued.

(3) FINDINGS - Information that explains the rationale behind each goal.

GOAL 1: Actively encourage diversification of the District’s economic base.

Policies/Objectives:

- Support the manufacturing sector through membership in, grant support for, technical assistance to, and other support activities of the Northwest Intermountain Manufacturing Association (NIMA), the American Manufacturing Network, Inc., AMN Solutions, LLC, the regional metal “supercluster,” the Snake River Boat Builders Alliance and other networks of manufacturers.
- Identify and assist in the development of new products, markets, and industries relying on the human, organizational, educational, agricultural and natural resources of the region.
- Investigate the need for additional facilities for storage, handling, and processing of value-added agricultural commodities and wood products.
- Undertake active recruitment of new economic activities and accelerate the Port’s involvement in economic development activities in Asotin County’s communities.
- Promote tourism as a viable industry by advertising, publicizing or distributing information designed to attract visitors as outlined by RCW 53.08.255 with emphasis on cruise boat passenger opportunities and the Lewis-Clark Valley American Viticultural Area.
- Initiate dialog with other public agencies, non-profit economic development organizations, and the private sector to obtain and support industrial feasibility studies of potential regional significance.
• Partner with local, regional and state economic development organizations in order to recruit, retain, enhance and foster business and industry.
• Encourage entrepreneurialism and growth of new businesses or capacity building for existing businesses through advising the new Avista Entrepreneurship program at Walla Walla Community College, assisting with business plan competitions and providing other support for emerging and growing businesses.
• Identify and follow-through with opportunities relating to feasibility or other studies for emerging clusters and/or incubators.
• Seek opportunities to diversify the economy through renewable/sustainable energy business growth and retention.
• Utilize powers granted by SSB 6675 (RCWs 53.08.005, 53.08.370 and 53.08.380) and partner with local service providers, if invited and where feasible, to provide wholesale high speed, broad bandwidth telecommunications infrastructure throughout Asotin County.

Findings for Goal 1:
Asotin County’s major industries are service, retail and government. The agricultural sector has been and continues to decline in both employment and revenue generation. Workers are one of Asotin County’s biggest exports. In 2015, approximately 56.4 percent of the wages earned by residents were from outside the county (primarily Nez Perce County).

Service sector jobs have been the source of job growth in Asotin County. However, the jobs being created are not family wage jobs. Youth and young adults contribute to the population in lesser numbers than compared to elsewhere in the state, while the people aged 65 or older make up a much more significant part of the population. To state it simply, we need more family wage jobs in Asotin County to decrease out-migration of young people. It is the Port’s opinion that economic base diversification, state of the art telecommunications, manufacturing cluster support and regional collaborative approaches to economic development are some suitable paths to this goal.

GOAL 2: Support economic development facilities and services and coordinate communication and partnerships with entities engaging in economic development activities and communicate results to constituents.

Policies/Objectives:
• Undertake active recruitment of new economic activities both from inside and outside the District.
• Acquire feasible sites in Asotin County for cooperative development with interested communities and firms. Initiate dialogue and work in partnership with other public agencies and the private sector for economic development purposes.
• With community support, acquire and lease feasible single or multiple-use facilities in Asotin County communities.
• Seek partnership with entities such as the Community Economic Revitalization Board (CERB), Washington State University (WSU), the state legislature and regional state and federal agencies/organizations to fund economic development facilities and services.
• Provide input on District and County needs to the Pacific Northwest Waterways Association (PNWA) and the Washington Public Ports Association (WPPA).
• Monitor changes in water rights policies and laws as they may potentially impact business and agricultural interests within the county.
• Assist or refer private business needs to agencies providing assistance and/or provide technical assistance capacity-building support, as appropriate.
• Distribute promotional materials/websites/interpretive signs/presentations for the District and County in general and develop promotional materials for Port facilities in particular.

Findings for Goal 2:

The Port holds capabilities as a general-purpose economic development agency and an off-water industrial property developer. The Port acts as a liaison between private businesses and local, state, and federal business assistance programs. It is a conduit to state and federal lobbyists. Therefore, the Port needs to communicate with, and educate, the public about these capabilities. The Port must continue to increase the coordinated, cooperative promotion of the area to prospective industrial investors and firms. In addition, the Port needs to continue collaborative efforts to grow capacity in advanced manufacturing and other sectors of the economy.

Some Port Districts have experienced success in coordinated, cooperative promotion through development of Public Development Authorities (PDA’s) in local communities. PDA’s are made up of local people investing in retail/medical services in their community. Port support for these activities will benefit the Port’s mission. The Port will seek opportunities to partner on these types of projects.

GOAL 3: Continue acquisition, development and management of Port properties and facilities.

Policies/Objectives:
• Maintain a flexible leasing policy responsive to the needs of the District.
• Provide public port facilities as warranted by market demand.
• Work toward acquisition of additional acreage and buildings wherever needed or invited for future Port expansion.
• Encourage maximum taxable tenant improvements at all Port sites.
• Incorporate proactive environmental planning with industrial development.
• Update the aerial photos and maps of Port properties and facilities.
• Keep assets clean, safe, and attractive.
• Work with Asotin County, City of Clarkston and other local agencies with regard to stormwater runoff issues.

Findings for Goal 3:

In order for the Port to continue its success, it must continue acquisition, development and management of all Port properties and facilities. Therefore, the Port must continue to nurture its existing on-water and off-water sites and diversify its interests by exploring alternative locations and approaches, such as microenterprise development in rural communities.

With the increasing challenges facing waterfront development as a result of the ESA listings of salmon and steelhead and updated stormwater regulations, the Port must be forward thinking in its future development plans and incorporate proactive methods for industrial development in balance with watershed improvements and preservation.

The Port has secured port security resources to assure safety of its properties in north Clarkston and will provide adequate lighting and other security measures when it develops property elsewhere in the County.
GOAL 4: **Develop a telecommunications plan and infrastructure to facilitate enhanced telecommunications services countywide.**

**Policies/Objectives:**

- Develop telecommunications needs assessment, connectivity strategies and recommendations for future network implementation projects for telecommunications infrastructure within Asotin County.
- Work within the guidelines of SSB 6675 (RCWs 53.08.005, 53.08.370 and 53.08.380), a Senate bill passed in May of 2000, allowing Ports and PUDs to build telecommunication infrastructure and offer it wholesale to service providers.
- Work with Asotin County’s independent telephone companies, when invited and where feasible, to create infrastructure that will help our local providers enhance telecommunications services offered to rural communities.
- Work with the PUDs, Northwest Open Access Network (NOANet), Bonneville Power Administration, Port of Whitman, Port of Lewiston, other agencies building telecommunications infrastructure and internet service providers to provide and link networks that will reach in and out of Asotin County.
- Build transmission and “bricks and mortar” type facilities for lease in Asotin County that will encourage telecommunications companies to provide enhanced services in rural Asotin County.
- Where possible tap state and federal resources to support this goal.

**Findings for Goal 4:**

The Port of Clarkston has adopted the Port of Whitman model whereby partnerships are formed with multiple telecommunications carriers that provide broadband choices for citizens in their jurisdiction through the lease of dark (unlit) fiber optic cable. The Port of Clarkston is building on Port of Whitman and NOANet middle mile solutions to assure enhanced services in Asotin County.

The Port will continue to look for creative ways to develop infrastructure, form partnerships and link networks in order to provide affordable, state-of-the-art telecommunications opportunities through the Asotin County telephone providers and their respective small service bases.

GOAL 5: **Encourage a balanced and economical multi-modal transportation system serving agriculture, commerce and industry.**

**Policies/Objectives:**

- Maintain adequate amenities for the cruise boat industry.
- Maintain adequate amenities for freight-by-river movement.
- Continue advocacy for maintaining the Columbia/Snake River channel as a transportation system.
- Recognize that all modes of transportation are important with emphasis being shifted from time to time depending on needs of the District.
- Formally participate in the metropolitan planning organization, regional (RTPO), and state transportation planning on a regular basis to preserve and enhance transportation systems.

**Findings for Goal 5:**

The Port Manager has served on the Palouse Rural Transportation Planning Organization (PRTPO) Board, as well as the Lewis-Clark Valley Metropolitan Planning Organization Technical Advisory
Committee, to facilitate partnerships, exchange information and advocate for transportation solutions, where needed. Emphasis on the local level has been on traffic flow, walkability, and improved bike and pedestrian amenities.

Advocacy has been needed for sustaining and maintaining the dams and navigable channel, including adequate appropriations. The Port has done this with assistance from and membership in the Pacific Northwest Waterways Association and the Inland Ports Navigation Group.

**GOAL 6: Develop and maintain recreational facilities physically and operationally in recognition of the importance of recreation to the health and quality of life of citizens within the Port District.**

**Policies/Objectives:**
- Continue to make improvements to existing recreational facilities including but not limited to retaining wall viewing areas, interpretive panels, path upgrades, landscaping and lighting of pathways.
- Create new recreational opportunities where compatible with commercial and industrial development goals (for example, a trail system at the Sustainable Business Park).
- Investigate opportunities to increase income and reduce costs while continuing maintenance of the park, marina, trails and other facilities.

**Findings for Goal 6:**
Historically, operations and maintenance revenues have been able to support Port activities including the continued operation and maintenance of Granite Lake Park, dock and amphitheater. Creating recreational opportunities at the Sustainable Business Park will increase costs for operations and maintenance, even though the Port is seeking waterwise and limited maintenance solutions. Therefore, operations revenues may not be sufficient to cover the costs of recreational amenities. However, availability of recreation facilities can aid in creating an attractive environment which will aid business recruitment efforts and business retention efforts for the District and region at large. Therefore, it is acceptable to move forward on this goal, even if tax revenues must be tapped to maintain the amenities.

**GOAL 7: Maintain the District’s fiscal ability to provide needed resources and services to all constituents.**

**Policies/Objectives:**
- Periodically review long-term lease rates to consider the impacts of inflation, the needs of the District, and the competitiveness of leases and apply inflationary adjustments (generally CPI) consistently, whether leases are monthly or long-term.
- Periodically review the best use of excess or inactive properties and consider their sale to fund capital projects.
- Strive to increase the District’s eligibility to procure funds under state and federal guidelines and utilize that eligibility for desirable economic development projects incorporating adequate administrative processes, internal controls and unqualified audits to assure accountability.
- Strive to manage 100% of operations and maintenance costs within revenue received for operations, with the exception of maintenance dredging. This will thereby preserve tax revenues, to the extent possible, for asset- and capacity-building.
• Maintain record-keeping on cash basis of accounting.

Findings for Goal 7:

Historically, Port policy has been to conserve the District’s money and not require more taxes beyond what was originally authorized. The Port has worked hard to cover maintenance and operations expenses with operational revenues, including the cost of maintenance dredging. Existing tax revenues support the creation and/or acquisition of new public assets. The new Sustainable Business Park, at an investment of roughly $4 million, has been one of the biggest projects undertaken by the Port in recent years. (The amount of $4 million is more than ten years of tax revenues for the Port of Clarkston.) The Port’s total investment in new capital projects exceeded $6.1 million from 2011 – 2016.

The Port has worked hard to secure grants and loans so that it was not necessary to increase the taxes paid by constituents. Grants secured from 2011 – 2016 for capital and non-capital projects exceeded $3.9 million. As a result of the achievement of two fiscal goals—responsible management of resources and growing the tax base—the tax levy rate for the Port has decreased by 26% in the last decade.

SUMMARY: In establishing these goals, policies and objectives, the Port of Clarkston hopes to set a realistic and achievable course for the next six to ten years. The Port has written these goals broadly in order to maintain flexibility while identifying priorities, targeting actions and providing information behind the rationale for each individual goal.
ECONOMIC DEVELOPMENT INITIATIVES

Preface

Location overview: Assets owned by the Port of Clarkston are generally located in north Clarkston (north of Bridge Street) or in “Turning Pointe,” the new Sustainable Business Park south of Ben Johnson Road and west of Evans Road in Asotin County. However, projects on the horizon are not limited to those two locales.

CAPITAL PROJECTS:

Completed projects: The following is a list of infrastructure projects the Port of Clarkston has completed within the last five years (2012 – 2016):

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Type of Project</th>
<th>Grant/loan assistance</th>
<th>Public Investment</th>
<th>Status of Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand Port Security System</td>
<td>Infrastructure</td>
<td>Yes</td>
<td>$ 294,202</td>
<td>Completed</td>
</tr>
<tr>
<td>Turning Pointe Business Park</td>
<td>Infrastructure</td>
<td>Yes</td>
<td>$ 4,031,637</td>
<td>Completed</td>
</tr>
<tr>
<td>Phases 1, II, &amp; III—Telecommunications</td>
<td>Infrastructure</td>
<td>Yes</td>
<td>$ 619,706</td>
<td>Completed</td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand Riverport Brewing Company building &amp;</td>
<td>Building improvements</td>
<td>No</td>
<td>$ 260,514</td>
<td>Completed</td>
</tr>
<tr>
<td>pave parking lot</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sidewalk improvements in historic port district</td>
<td>Sidewalks</td>
<td>Yes</td>
<td>$ 363,355</td>
<td>Completed</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>$5,569,414</td>
<td></td>
</tr>
</tbody>
</table>

Planned for 2017: Within the budget for 2017 are the following projects:

773 - Capital Projects carried over from 2016
- FEMA Port Security Award (2014)

773 - New Capital Projects in 2017
- Additional telecommunications infrastructure

Discussed as “being on the horizon” in the 2017 budget narrative were these capital projects:
- Potential to purchase existing buildings: The Port’s buildings were fully leased at the time of the creation of 2016 budget. Current tenants, at various times, have offered to the Port for purchase buildings constructed on Port ground. In addition, other buildings being offered for sale in 2016 may present opportunities for the Port to expand its inventory of buildings. The Port recognized these opportunities in the text of the budget narrative but did not set aside a specific amount for such purchase(s).
- Constructing addition to Port “shop.”
- Acquiring additional land and buildings—private property: The Port desires to acquire one parcel of property in north Clarkston that is bounded on three sides by Port property. While terms for acquisition are not favorable today, those circumstances could change and the Port may wish to acquire that specific parcel, or potentially other parcels, to help advance economic development.
objectives. Another, separate opportunity is being discussed relating to a parcel where land and buildings are involved.

- *Constructing a multi-tenant or incubator building:* An existing tenant has expressed the desire to lease additional space; the creation of new warehouse or storage space may meet that need. Alternatively, a new multi-tenant facility on port-owned ground is likely to meet the needs of that tenant, as well as future new tenants. The 2017 budget does include some resources for a business incubator, to get the project started. Port staff has been instructed to seek funds to leverage Port resources with regard to the range of options.

### Industrial and Commercial Infrastructure

#### A – Development Overview

**Description:** The original industrial and commercial infrastructure owned by the Port of Clarkston is in the Clarkston city limits, north of Bridge Street. It consists of land, buildings on Port owned land, roadways, water, and sewer. The original improvements did not come together as a named development, except that most of the land used to be the old airport. Therefore, this section of properties and projects within north Clarkston are collectively referred to as the Historic Port District.

In 2014 and 2016, improvements within “Turning Pointe,” the new business/industrial park west of the populated area of Clarkston and Clarkston Heights off Evans Road, were completed, making more improved property available for business development.

**Purpose:** The primary purpose for Port-owned land is to promote commercial and industrial development. Land is available for lease in north Clarkston and for lease or sale in Turning Pointe. Also, on some properties, buildings have been available for lease. Although some tenants have requested the ability to purchase land, the Port has thus far declined to make sales of any land north of Port Drive. One lease south of Port Drive does offer an option for the tenant to purchase the building at some future time. In the opinion of the present Port Commissioners, land on the water, in particular, is hard to replace.

**Roadways, water, sewer, natural gas and telecommunications availability:** This property has been improved for several decades, with the exception of telecommunications infrastructure. Telecom improvements began in 2013 and will continue going forward in many phases.

**Acquisition:** The old airport property was acquired in the 1960s and 1970s. Two more recent purchases of property, both with improvements, were on Commercial Way in 2006 and on Fair Street in 2008. Land for Turning Pointe was purchased in 2012. A building at 1335 Port Drive was purchased in 2016.

**Purpose:** Land and buildings were acquired because of the need for an industrial area to diversify the economy of Asotin County.

**Use and Occupancy:** The commercial and industrial land owned by the Port within the Clarkston City limits is divided into two zoned areas: Property east of 13th Street is zoned Port Commercial. Property west of 13th Street is zoned Heavy Industrial. The City of Clarkston is re-examining land uses within the city limits, which could impact both zoned areas. The Port is concluding a mixed-use planned unit development for Turning Pointe.

**Problems and Constraints:** Ports are required under Chapter 53.08 of the Revised Code of Washington to charge fair market value for leases. Commercial interests, including a big box store,
have increased in number within Clarkston’s city limits, driving up land values. Higher land values make it more difficult for start-up and expanding companies to make fair market value lease payments. Also, many businesses prefer to own the land on which they make improvements. Adding options at Turning Pointe should assist in solving these problems and constraints.

**B – Recent Development**

**Description:** The Port of Clarkston has just completed development of roadways, water, sewer, natural gas, electrical service and telecommunications infrastructure. A total of 25.6 acres is available for immediate sale or lease.

**Location:** Turning Pointe is west of Evans Road, south of Ben Johnson Road, with the northern boundary being the section line for Section 36, of Township 11 North, Range 45 East, Willamette Meridian. It is outside the city limits of the City of Clarkston and falls under the jurisdiction of Asotin County.

**Roadways, water, sewer, natural gas and telecommunications availability:** Water, sewer and telecom are immediately available. An agreement with Avista has been reached with regard to electricity and natural gas when the demand for these utilities occurs at this location.

**Acquisition:** The Port purchased this property from Asotin County in July 2012 and completed improvements in 2014 and 2016.

**Purpose:** This land is being developed because of the need for an industrial area to diversify the economy of Asotin County and to provide infrastructure to commercial parcels. (Sewer is limited in Asotin County, causing constraints against business growth.)

**Use and Occupancy:** It is important that this development meld with surrounding uses, which are residential and some heavy industrial. The land is a greenfield and has only experienced agricultural use. The Port anticipates securing multi-use areas through a planned unit development approach. The plan also calls for use of sustainable practices in development and implementation.
Problems and Constraints: Transitioning from agricultural to commercial use will be a challenge for the neighbors. Finding the right balance to sustainable concepts and costs, as the CC&Rs and design standards evolve, will also be a challenge.

**Transportation Infrastructure**

**A – Marine Related:**

Description: There are two marine related transportation facilities managed by the Port of Clarkston and a third one managed by Lewis-Clark Terminals that allows freight and/or cruise boat access to the navigable channel. There is an additional on-the-water facility in the form of a short-term moorage recreational dock.

Location: All four are located in north Clarkston.

Roadways, water, sewer, natural gas and telecommunications availability: Roads to and from the water are provided at the two freight docks. Sewer and natural gas are not anticipated needs. Telecommunications fiber is near these locations. The Port would like to provide some telecommunications services at these locations.

Acquisition: The two marine transportation facilities have been evolving over time, almost since the Port began operations in 1958.

Purpose: Ports are in a position to provide transportation on the river channel. Ports have been fulfilling this role in Washington state for over 100 years. As the second furthest inland seaport in the nation, the Port of Clarkston has amenities that are available for use.

Use and Occupancy: The Port’s crane dock has not been in steady use since 2007. It is available, however, when the need arises. Cruise boat traffic, which dropped significantly with the economic downturn in 2008 has been steadily increasing, and 2015 is expected to be a record year. For two weekends in 2015, capacity at the cruise boat dock was inadequate and both the crane and cruise boat docks were needed to accommodate traffic. The Port will continue to maintain the docks and dredge the berthing areas to assure their continued usability and will explore options relating to expanding capacity.

Problems and Constraints: One challenge is determining the usefulness of the existing crane. It dates back to 1938 and is less user-friendly to operate than more recent cranes. Rules have been changing with regard to certification, which needs to be done annually. The crane is not currently certified, but that can be done fairly quickly, if the need arises.

Significant Maintenance Project -- Dredging: Because it does not add to the life of an existing asset, the Port considers dredging a maintenance cost. This cost is expected to recur every 5 – 7 years. Dredging was completed in 2015.

**B. Non-marine Related**

Description: The Port owns streets: Port Drive from east of 15th to 13th Street, 9th Street from Port Drive to Port Way, 14th Street north of Port Drive, Port Way, and Zirbel Lane. In addition, the Port owns two paved fire lanes.
Problems and Constraints: There is no dedicated revenue stream to pay for continued maintenance, including stormwater assessments, on Port-owned roads.

The fire lane east of 908 Port Drive was leased to a tenant in 2015, to reduce maintenance and stormwater costs for which the Port is responsible.

**Communications/Security Infrastructure**

**A. Telecommunications**

**Description:** RCWs 53.08.005, 53.08.370 and 53.08.380 allow Ports and PUDs to build telecommunication infrastructure and offer it wholesale to service providers. Under these provisions, the Port is working to develop a county-wide telecommunications delivery plan and a business case for priority investments. Phase I was completed in 2013, and Phase II in 2014. Phase III, begun in 2015, is on-going.

**Fiber Build-out Through 2015**

**Location:** Phase I roll-out of infrastructure occurred within the Historic Port District and was slightly over a mile in length. Phase II is more comprehensive, starting at 13th & Port Drive, connecting with all the schools within the Clarkston School District and going all the way out to Turning Pointe for a distance of approximately 7 miles.

**Acquisition:** Investment in actual infrastructure began Spring 2013. It will occur incrementally going forward.

**Purpose:** The purpose of this investment is to provide affordable access to broadband service delivery—amenities that might be available in areas with greater populations. (Rural communities seldom are served as well as urban areas because of the critical mass on the system.)
Use and Occupancy: Because the Port is only authorized to own dark fiber, it will be necessary to partner with the private sector (internet service providers) to make the ultimate connections. A priority in this build-out is assisting businesses.

Problems and Constraints: Investment in fiber optics delivery for telecommunications is both timely, given recent investments by NOANet and the Port of Whitman, and expensive, as is every last mile delivery system. Finding adequate resources to continue service delivery to our community will be a challenge. The Port has sought grants in the past to build what has been constructed to date and anticipates future assistance to expand the network.

B. Port Security System

Description: The Port has been able to secure Homeland Security/FEMA resources to install security cameras throughout north Clarkston. Several awards have been completed. The awards for 2014 will be wrapped up in 2016.

Location: These cameras (and supporting radios) are located at the three docks (cruise boat, recreational and crane dock), several Port buildings, and also the tower of the grain terminal.

Problems and Constraints: The frequency used is an open access channel which means that other signals can interfere with connectivity. The portion of the 2014 award that will be wrapped up in 2017 will address access on the public safety channel.

Recreation and Tourism

Description: Tourism projects outside the cruise boat dock and supporting facilities, presently, are not capital projects. Recreational projects are diverse.

Location: Recreational projects are located at:

a. Land in north Clarkston leased from the U.S. Army Corps of Engineers (USACE) including Granite Lake Park, dock and amphitheater, the driving range, cruise boat dock and Hells Canyon marina (consisting of 33 acres on land and 13 acres under water),

b. Land along Dry Gulch off Evans Road for which the Port obtained a Waiver of Retroactivity when it was purchased so that the land value at the time of the purchase could be used as match for future recreational grant requests (10.7 acres),

c. Improvements along a pathway built by the Port on ground not currently leased from USACE, which connects USACE pathways on the Snake River from the USACE administrative office to the pathways on land leased from the Corps for the benefit of Granite Lake RV Park (approximately 710 linear feet), and,

d. Land within the Washington State Department of Transportation right-of-way along Highway 12 west of the Clarkston city limits (just under 6 miles) to Chief Timothy Park where the Maya Lin sculpture was recently constructed.

Acquisition: Except for Items “c” and “d” listed under “Location,” land is either presently under lease with USACE, or acquired and under Port ownership.

Concept: Recreational opportunities were identified in the 2010 Parks and Recreation Plan (see Appendix D). The Port anticipates an update to the Parks and Recreation Plan in 2016.
**Use and Occupancy:** Land referenced in Item “a” under location is presently used for recreation. Land referenced as Item “b” has recently been withdrawn from an agriculture lease. Neither have occupants.

**Problems and Constraints:** Funding for the projects which the Port would undertake is a challenge. A further challenge is that the driving range located on land the Port leases from USACE is not very viable financially for the subtenant, and may be relinquished in part or in full to the Port for operations and maintenance. Permitting would be a significant problem for “d,” as it crosses wetlands.

**Capacity-Building and other Broader Economic Development Initiatives**

The Port of Clarkston engages in a number of economic development initiatives that have nothing to do with creating and maintaining physical assets. Key initiatives include:

- Becoming part of the Washington Procurement and Technical Assistance Program (PTAC) wherein technical support is offered for businesses wishing to learn about government contracting,
- Downtown revitalization, including work with the Heart of Clarkston, Asotin Tomorrow and the Lewis-Clark Valley Chamber of Commerce,
- Community capacity building through grant-writing technical support,
- Export program initiatives (to benefit a rural cluster of boat-manufacturers presently),
- Workforce development initiatives such as DACUM development for fabricator positions, and support to the Metal Supercluster,
- Cluster-building, including technical and administrative support to the Northwest Intermountain Manufacturing Association (NIMA), the American Manufacturing Network, Inc., and AMN Solutions, LLC,
- Workforce training support with partners such as E. Washington Partnership Workforce Development Council and SouthEast Washington Economic Development Association,
- Strategic Reserve Fund pass-through to local business(es), and,
- Planning studies such as the Riverfront Master Plan, Visitor Information Center Study, and Broadband Planning Study for Asotin County

The Port does not consider these projects to be capital projects. From a financial accounting perspective, these are considered non-operating, non-recurring projects. The following is a description from our 2017 budget narrative:

**Non-operating non-recurring projects:** “Non-operating non-recurring projects” consist of one-time planning, technical assistance, capacity building or other projects that would not be expected to be recurring operations or maintenance costs. Examples include: DACUM development for manufacturing workforce training and specific downtown revitalization initiatives that are not capital projects. Examples include: DACUM development for manufacturing workforce training and specific downtown revitalization initiatives that are not capital projects. Typically, these projects occur with some outside funding assistance, with the exception of technical assistance provided to the City of Asotin on its boat launch facilities. These types of projects could start and conclude within the same fiscal year, or could span over two or more fiscal years.

Using the 2014 BARS manual for guidance, we have placed non-operating “pass-through” revenues into the non-revenue category within the chart of accounts that begins with 670 and non-expenses in 779. If Port staff is actively involved and the project is more than
simply passing funds through for a specific purpose, non-operating revenues are recorded under 699 and non-operating expenses under 799.

NON-OPERATING NON-RECURRING PROJECTS

779/799.9 - Non-operating non-recurring projects carried over to 2017
- On-going support to American Manufacturing Network and NIMA by assisting with securing match and grants for federal contracting support
- On-going support to the Metal Supercluster (through CEDA)
- On-going support to the Lewis-Clark Valley Wine Alliance

779/799.9 - New non-operating, non-recurring projects in 2017
- Assist, as necessary, with strategic planning and downtown revitalization projects

New non-operating, non-recurring projects on the horizon
- Downtown revitalization opportunities, as yet not well defined
- Manufacturing cluster development projects

Since the projects described in this section are not capital improvements, they are not included in the Planned Improvements section of this document.
PLANNED IMPROVEMENTS

Near Term Recommendations

- Grade parcels at Turning Pointe
- Build 2,200 sq. ft. building for use as shop
- Build 10,000 sq. ft. or larger multi-tenant (incubator) building
- Create more aesthetic feel to arrival area of cruise boat dock
- Fence Turning Pointe, as needed
- Create positive “park-like” amenities to Turning Pointe that are beyond basic utilities, seeking “waterwise” low maintenance solutions and short-term watering to establish plants
- Pre-permit building activities at the Park, as cost-benefit of such activity is proven to be a benefit
- Work with local developers that have an interest in constructing rental buildings in the Park
- Develop marketing materials to promote the benefits to business of locating within the Park
- Consider sustainability, the environment, pedestrian and bicycle access and the proximity of existing services when planning improvements
- Continue capacity building/needs assessments with manufacturers, downtown business owners, on transportation issues and more
- Seek opportunities to assist in value added ag production especially to support American Viticultural Area
- Continue developing cooperative relationships with businesses and economic development entities
- Continue identifying telecommunications delivery gaps and plan subsequent phases
- Extend Port’s fiber optics system to fill identified gaps
- Maintain all existing Port facilities and improvements in good repair
- Where additional improvements are needed to lease sites, make such improvements
- Maintain marine docks
- Examine alternatives to reduce maintenance dredging of the areas between the navigable channel and Port facilities
- Purchase additional land (including USACE waterfront property) and buildings, as needed and as opportunities are presented which may or may not be contiguous to current Port holdings
- Construct rental buildings and associated infrastructure when feasible and when needed
- Continue pedestrian-based (sidewalk) and landscape improvements in north Clarkston
- Maintain all existing park improvements and keep Port park equipment in good order and repair, including replacements
- Examine the feasibility of playground equipment for Granite Lake Park
- Assist veterans with Veterans Memorial at Granite Lake Park
- Consider sale of Port-owned property when business needs warrant the sale
- Complete the next phases of the Port’s security system implementation

Medium Term Recommendations

- Conduct maintenance dredging of the areas between the navigable channel and Port facilities
- Create “entrance” to north Clarkston from western edge of Port Drive with tree plantings/boulevard feel
- Replace/fortify west end of crane dock
- Examine alternatives for 7 acres of property underwater
**Timing to be Determined**
- Pave fire lanes
- Obtain title to USACE waterfront property

**Timing That Is Opportunity Driven**
- Acquire new/existing properties and facilities throughout the district for economic development purposes
COMPREHENSIVE SCHEME OF HARBOR IMPROVEMENTS

The capital development component of the Port of Clarkston’s Comprehensive Scheme of Harbor Improvement (below) describes in general terms what major improvements to Port properties are planned and what new acquisitions are planned. A port may not make a major improvement or acquisition unless it is addressed in the “comprehensive scheme.” (RCW 53.20.010)

<table>
<thead>
<tr>
<th>Category</th>
<th>Improvement</th>
<th>Estimated Costs</th>
<th>Estimated Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial and Commercial</td>
<td>Build warehouse building</td>
<td>$335K</td>
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<tr>
<td>Infrastructure</td>
<td>Build multi-tenant building</td>
<td>$1,600K</td>
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<td>Acquire or lease new/existing properties and facilities throughout the district for economic development purposes</td>
<td>Unknown</td>
<td>As needed</td>
</tr>
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<td></td>
<td>Obtain title to USACE waterfront property</td>
<td>Unknown</td>
<td>2020</td>
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<tr>
<td></td>
<td>Improve aesthetics around Cruise Boat dock</td>
<td>$18K</td>
<td>2017</td>
</tr>
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<td></td>
<td>Pave fire lanes</td>
<td>$60-$75K</td>
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<td></td>
<td>Explore options relating to in-water acreage</td>
<td>Unknown</td>
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<tr>
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<td>Add second sign to Turning Pointe Business Park</td>
<td>$20K</td>
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<tr>
<td></td>
<td>Grade parcels within Turning Pointe Bus Park</td>
<td>$175K</td>
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<td></td>
<td>Landscape Dry Gulch in Turning Pointe</td>
<td>$80K</td>
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<td></td>
<td>Fence areas of Sustainable Business Park</td>
<td>$30-$45K</td>
<td>As needed</td>
</tr>
<tr>
<td></td>
<td>Develop park-like feel to Dry Gulch on east side of business park</td>
<td>$40-$80K</td>
<td>As needed</td>
</tr>
<tr>
<td>Transportation</td>
<td>Dredge crane &amp; cruise boat berthing areas</td>
<td>$240K</td>
<td>2021</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Expand cruise boat docking amenities</td>
<td>$400K</td>
<td>As needed</td>
</tr>
<tr>
<td></td>
<td>Improve west section of crane dock</td>
<td>$200-$400K</td>
<td>As needed</td>
</tr>
<tr>
<td>Communications</td>
<td>Continue expanding telecom infrastructure</td>
<td>$150K</td>
<td>On-going</td>
</tr>
<tr>
<td>Security</td>
<td>Expand port security system</td>
<td>$150K</td>
<td>On-going</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Expand shop for maintenance work</td>
<td>$85K</td>
<td>2018</td>
</tr>
<tr>
<td>Recreation and Tourism</td>
<td>Acquire land/amenities as needed to provide improved recreation tourism experiences</td>
<td>Unknown</td>
<td>As needed</td>
</tr>
<tr>
<td></td>
<td>Improve lighting along trails for which Port is responsible</td>
<td>$35K</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>Dredge recreation dock at Granite Lake Park</td>
<td>$23K</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td>Create new sign at Tour Boat dock, interpretive panels &amp; other improvements for greater aesthetic appeal</td>
<td>$20K</td>
<td>2017</td>
</tr>
<tr>
<td>Administrative</td>
<td>Identify alternatives for relocating office in event land underneath is leased to commercial tenant</td>
<td>$200K</td>
<td>As needed</td>
</tr>
</tbody>
</table>
APPENDIX

The following are appended to the Port of Clarkston’s Comprehensive Scheme of Harbor Improvements.

A) Public Port District Powers
B) Employment and Related Demographic Details
   1. Asotin County
   2. Details from MSA write-up by Idaho Department of Labor
C) Revenue and Net Gain (Loss) Analysis - Analysis of Port of Clarkston Schedule C1 (Annual Report)
APPENDIX A – PUBLIC PORT DISTRICT POWERS

The following list summarizes powers granted to Public Port Districts in the State of Washington.

1. Provide facilities for all forms of transfer (air, land and marina) such as terminal facilities, airports, multi-use buildings, warehouses, elevators, canals, locks, tidal basins, rail and motor vehicle freight and passenger handling facilities and improvements needed for industrial and manufacturing activities within the district. (RCW 53.08.20 and others)

2. Construct, purchase or maintain facilities and equipment needed for the freezing or processing of goods and agricultural products, etc. (RCW 53.08.20)

3. Improve district lands by dredging, filling, bulk heading, providing waterways, or developing such lands for sale or lease for industrial or commercial development purposes. (RCW 53.08.060)

4. Install industrial waste disposal, sewer, water and other utilities when not adequately provided by other governmental entities. (RCW 53.08.040)

5. Improve any waterway, create new waterways, widen, deepen, or otherwise improve watercourses, bays, lakes or streams. (RCW 53.08.060)

6. Install pollution abatement facilities for new or existing business firms and industries under certain conditions. (RCW 53.08.041)

7. Develop and maintain public parks and recreational facilities as to more fully utilize boat landings, harbors, wharves and other facilities of the district. (RCW 53.08.260)

8. Establish, operate, and maintain foreign trade zones with permission of the federal government; proceeds can be used to acquire land, construct and maintain warehouses and other facilities with the zone. (RCW 53.08.030)

9. Fix, without right of appeal, the rates of wharfage, dockage, warehousing, or port or terminal charges upon all improvements owned and operated by the district. (RCW 53.08.070)

10. Levy property taxes, subject to constitutional limitation and, buy, sell, or build properties to finance district operation. (RCW 53.36.020)

11. Undertake and adopt comprehensive development plans for the district, including studies and surveys to assure the proper utilization of transfer facilities, land or other properties or utilities. (RCW 53.08.160)

12. Exercise the right of eminent domain. (RCW 53.25.190)
13. Make cooperative agreements with other ports, local, or state governmental bodies, thereby providing better services at lower costs. (RCW 29.34.010)

14. Expend general funds for promotional hosting to attract industry or trade to use district facilities. (RCW 53.36.130)

15. Establish local improvement districts within the district. (RCW 53.08.050)

16. Tourism promotion authorized. (RCW 53.08.255)

17. Acquire, construct, lease and operate rail services, equipment and facilities inside or outside the district. (RCW 53.08.290)

18. Establish trade centers. (RCW 53.29.020)

19. Create industrial development districts within a port district. (RCW 53.25.040)

20. Build telecommunications infrastructure and provide wholesale telecommunications services. (RCWs 53.08.005, 53.08.370 and 53.08.380).
APPENDIX B1 – EMPLOYMENT AND RELATED DEMOGRAPHIC DETAILS FOR ASOTIN COUNTY

Geographic facts (Source: U.S. Census Bureau QuickFacts)

<table>
<thead>
<tr>
<th>Land area, 2010 (square miles)</th>
<th>Asotin County</th>
<th>Rank in State</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>636.21</td>
<td>34</td>
</tr>
</tbody>
</table>

| Persons per square mile, 2010  | 34.0         | 20            |

Outlook (Source: Employment Security Department)

Export-related manufacturing continued to be a source of very positive growth for the economy and overall employment in this sector has recovered to 2009 employment levels prior to the recession slump. As overall economic conditions improve around the world, exports will become an area of greater strength and diversity. Some local manufacturers have made efforts to open up new Asian and European export markets for their products, especially durable goods.

Construction jobs along with financial activities are also improving. More and more activities are occurring in construction, reflecting more consumer confidence in real estate investment.

Agriculture employment is expected to continue its very slow job growth as wheat production becomes increasingly mechanized. For the region, wheat crop production was at levels considered very profitable, historically. With increased demand, decreased worldwide production stemming from droughts and higher than average per bushel prices, the local value of wheat harvest was above average in 2014. Commodities across most markets have continued to benefit from changing levels of global trade, demand and monetary valuation. It is likely these trends could stop as quickly as they started.

Labor force and unemployment (Source: Employment Security Department)

The total county labor force was estimated at 9,727 in 2015, about 0.3 percent more than in 2014. The labor force in the county has been declining at the rate of 1.5 percent a year since its peak of 10,330 in 2010. Unemployment was lower in 2015 at 4.7 percent, a decrease from 5.3 percent in 2014. The labor force participation rate in 2015 was 55.9 percent, down from 61.7 percent in 2010.

Industry employment (Source: Employment Security Department)

In 2015, QCEW data show Asotin County averaged 5,835 covered jobs, up by 1.1 percent from 5,770 in 2014. Of these jobs, the service-providing sector dominates with 84.5 percent of total covered employment while goods-producing industries make up only 15.5 percent. However, the goods-producing industry has been the main driver of growth over the last year with an increase of 51 jobs or 6.0 percent. It has been the source of all job growth over the last 20 years, increasing its share as construction and manufacturing decreased their shares.

- Agriculture, forestry, fishing and hunting continues to be a small component of total 2015 employment at 1.5 percent; however, it did increase over the year by 4.9 percent. Overall average agricultural wages in 2015 were $18,375.
Construction employment continued to grow for the third year in a row with 26 additional jobs in 2015. Total count was 396 covered jobs, which is highest in the past four years. Construction is the sixth largest industry in the county with 6.8 percent of employment and an average $45,042 annual wage.

Total employment in manufacturing increased by 7.2 percent in 2015. At the moment manufacturing makes up only 7.4 percent of total employment or 433 jobs. Manufacturing pays a $38,207 average annual wage, which increased 1.5 percent from $35,639 in 2014.

Recent reports indicate business sales and productivity of workers are both up. Major growth occurred in transportation equipment manufacturing, with a 10.9 percent increase over the year. This specific industry is primarily jet boat manufacturing which has national and international appeal. Boat manufacturing in the area is gaining momentum, expanding with additional exports and trade growth at the international level.

Retail trade is the third largest industry in the county with an 18.0 percent share of total employment. Retail employment increased in 2009 as the result of a new Wal-Mart store opening in Clarkston, Washington. The store was previously in Lewiston, Idaho. Also, the Clarkston area hosts a Costco shopping warehouse, which brings regional appeal to shoppers in Southeastern Washington and Central Idaho. However, average wages in the retail sector tend to be lower than those of other industries at $30,239 annually. However, retailers do provide important employment opportunities for new entrants and re-entrants into the labor market and support local communities with retail services and convenience. Total employment in the retail trade was at 1,050 in 2015 with an increase over the year of 0.9 percent.

Health care and social assistance in Asotin County is the second largest industry making up 19.2 percent of total employment. It has been and continues to be a key source of jobs for the county. The health care and social assistance industry provided around 1,120 jobs (an increase from 2014 of 1.4 percent) that paid on average $38,438 annually in 2015.

Accommodation and food services industry has 11.0 percent of total employment with a total of 639 jobs in 2015. Total covered payrolls in Asotin county for this industry was $10.9 million, which is translated into $17,118 with an increase of 6.6 percent over the year. Nonetheless, this is the lowest paying industry which remains an important support industry for the business community, visitors and area residents.

Professional and technical services employment had 214 jobs in 2015, with an increase of 0.9 percent. Total covered payrolls were at $6.5 million, which is reflected in the average annual wage of $30,341.

Government administration makes up 19.8 percent of total employment in the area, with a total of 1,153 jobs in 2015. The majority of government employment is in local and state education and health services. Government is the largest industry segment in the county with total covered payroll of $42.5 million, which translates into average annual wages of $35,508 in 2015.

Industry employment by age and gender (Source: The Local Employment Dynamics)

The Local Employment Dynamics (LED) database, a joint project of state employment departments and the U.S. Census Bureau, matches state employment data with federal administrative data. Among the products is industry employment by age and gender. All workers covered by state unemployment insurance data are included; federal workers and non-covered workers, such as the
self-employed, are not. Data are presented by place of work, not place of residence. Some highlights:

In 2015, men held 45.2 percent of the jobs in Asotin County and women held 54.8 percent.

- Workers over the age of 55 years of age held 23.6 percent of all employment, close to the state number of 22.8 percent.
- Workers between the ages of 25 and 54 held 20.8 percent of all employment, which followed by works 25 to 34 years of age with 02.4 percent of all employment.
- Male-dominated industries included construction (84.7 percent), manufacturing (83.5 percent), transportation and warehousing (76.6 percent), wholesale trade (78.5 percent), and agriculture (68.1 percent).
- Female-dominated industries included health care and social assistance (81.6 percent), professional, scientific and technical services (75.8 percent), education services (70.9 percent) and real estate and rental and leasing industry (64.3 percent).

**Wages and income** *(Source: Employment Security Department; Bureau of Labor Statistics; Bureau of Economic Analysis; U.S. Census Bureau; U.S. Census Bureau, American Community Survey)*

In 2014, employers in Asotin County paid $201.4 million in wages, which increased by 7.4 percent from $187.5 million in 2014.

- The average annual wage for jobs in the county increased by 6.2 percent to $34,508 in 2015 from $32,483 in 2014.
- The 2015 median hourly wage for Asotin County was $16.84, below the state figure of $23.15 and the state figure minus King County of $20.24.
- Median household income in 2014 was $42,689. This is much lower than the state average of $60,294.
- Workers living in Asotin County earn a large portion of their income outside of the county. In 2015 workers earned over 56.4 percent of their total wages working outside of the county.

**Personal income** *(Source: Employment Security Department; Bureau of Labor Statistics; Bureau of Economic Analysis; U.S. Census Bureau; U.S. Census Bureau, American Community Survey)*

Personal income includes earned income, investment income, and government payments such as Social Security and Veterans Benefits. Investment income includes income imputed from pension funds and from owning a home. Per capita personal income equals total personal income divided by the resident population.

- Per capita income in Asotin was $39,503 in 2014, which is 85.8 percent of the U.S. average ($46,049) and 79.6 percent of the state average ($49,610).
- Investment income was 21 percent of per capita total income in 2014.
- Government transfer payments, as a proportion of total income, have risen steadily from 12 percent in 1969 to 29 percent in 2015.
- The poverty rate for Asotin County in 2015 was estimated at 16.3 percent, above the state’s poverty rate of 12.2 percent.
Population (Source: U.S. Census Bureau)

The U.S. Census estimates the population of Asotin County in 2015 was 22,105. Since 2010, the county’s population has increased 2.2 percent, slower than the 6.6 percent for the state.

- Asotin County had a 34.0 people per square mile in 2010. The state had 101.2 people per square mile.
- The population has experienced more net in-migration than natural increases.

Population facts (Source: U.S. Census Bureau QuickFacts)

<table>
<thead>
<tr>
<th></th>
<th>Asotin County</th>
<th>Washington State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population 2014</td>
<td>22,105</td>
<td>7,170,351</td>
</tr>
<tr>
<td>Population 2010</td>
<td>21,623</td>
<td>6,724,540</td>
</tr>
<tr>
<td>Percent Change, 2010 to 2014</td>
<td>2.2%</td>
<td>6.6%</td>
</tr>
</tbody>
</table>

Age, gender and ethnicity (Source: U.S. Census Bureau QuickFacts)

In 2015, Asotin County had 20.7 percent of its population under age 18, compared to 22.5 percent statewide.

- The population was 21.2 percent age 65 and over, compared with 14.4 percent statewide.
- Females were 51.5 percent of the population compared to 50.0 percent statewide.
- Asotin County was less diverse than the state in terms of race and in 2015, 94.2 percent of residents were white and non-Latino, compared with 80.3 percent statewide.
- Hispanic or Latino residents represented 3.8 percent of population, compared to 12.4 percent statewide.

Educational attainment (Source: U.S. Census Bureau QuickFacts)

- In the period 2010 – 2014, Asotin County residents over the age of 25 had similar high school graduation rates, 88.7 percent, compared to their statewide counterparts at 90.2 percent.
- An estimated 18.5 percent of those over 25 had a Bachelor’s Degree or higher, compared to 32.3 percent statewide.

Demographics (Source: U.S. Census Bureau QuickFacts)

<table>
<thead>
<tr>
<th></th>
<th>Asotin County</th>
<th>Washington State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population by age, 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 5 years old</td>
<td>5.5%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Under 18 years old</td>
<td>20.7%</td>
<td>22.5%</td>
</tr>
<tr>
<td>65 years and older</td>
<td>21.2%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Females, 2015</td>
<td>51.5%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Race/ethnicity, 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>94.2%</td>
<td>80.3%</td>
</tr>
<tr>
<td>Demographic Category</td>
<td>Asotin County</td>
<td>Washington State</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>---------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Black</td>
<td>0.6%</td>
<td>4.1%</td>
</tr>
<tr>
<td>American Indian, Alaskan Native</td>
<td>1.1%</td>
<td>1.9%</td>
</tr>
<tr>
<td>Asian, Native Hawaiian, Other Pacific Islander</td>
<td>1.1%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Hispanic or Latino, any race</td>
<td>3.8%</td>
<td>12.4%</td>
</tr>
</tbody>
</table>
Appendix B.2 p. 1

The Economy of the Lewiston-Clarkston Area

Geography

Clarkston, a city of 22,200 in southeast Washington, is a sister to Lewiston, a city of 40,000 in north central Idaho. They are tied by two bridges, history, and their roles as seaports, where barges and ships can carry products and passengers to the Pacific Ocean via the Columbia-Snake river system. As the largest urban area in north central Idaho and southeast Washington, Lewiston-Clarkston serves as a regional hub for retail, health care, media, government, and transportation. Lewiston has the largest of the two airports offering regular passenger service in the region. Neighboring counties rely on the Lewiston area for goods and services unavailable locally. In addition, many residents of neighboring counties rely on Lewiston-Clarkston area for jobs.

Lewiston-Clarkston also is the gateway to the region’s rivers, mountains, forests, and wilderness areas, famous for breath-taking scenery, whitewater rafting, hiking, hunting, fishing, and Hells Canyon. Visitors also are interested in the history and culture of the Nez Perce Tribe, whose reservation covers 1,195 square miles in north central Idaho. Communities of special interest to visitors interested in the tribe include Lapwai, the tribe’s headquarters, which is in Nez Perce County just 13 miles from Lewiston; the towns of Pierce and Kamiah where the Nez Perce met and then assisted the Lewis and Clark corps of discovery; and the White Bird area where the last major Indian war began pitting the Nez Perce led by Chief Joseph against the U.S. Army in 1877. The tribe also operates two casinos—the largest one, including a convention hotel, near Lewiston and the smaller one in Kamiah.

The traditional mainstay industries in north central Idaho and southeast Washington are agriculture and forest products. The Lewiston metro area contains 619 farms (average size: 951 acres), primarily produce cattle, wheat, and barley. Other crops include peas, lentils, chickpeas, rapeseed, canola, oats, and grapes for wine-making. Farmers and ranchers in the rest of the region often bring their products to the ports and railroads in the Lewiston MSA. In Lewiston and Clarkston, farm supply stores, veterinary clinics, trucking companies, grain elevators, and farm implement and truck dealers exist to serve farmers and ranchers. About 73 percent of north central Idaho is covered by forests, and logging and lumber mills provided hundreds of jobs throughout the 20th century. In the 1950s, Potlatch Corp. began producing paper in Lewiston. Although drops in timber sales by the Forest Service in the last 30 years and improved technology has reduced the number of people who work in the wood products industry, logging and mills remain vital players in the Lewiston metro area and north central Idaho.

Demographics

Lewiston, Clarkston, and their counties—Nez Perce and Asotin—make up the 1,485-square-mile Lewiston metropolitan statistical area. In the early 1980s, the metro area’s population growth slowed. Since then, it generally has grown slightly slower than the U.S. population.
The other parts of southeast Washington and north central Idaho have grown considerably slower than the U.S. as shown below.

### Percent Growth in Population from 1974 to 2014

<table>
<thead>
<tr>
<th>Area</th>
<th>Percent Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewiston MSA</td>
<td>33.3%</td>
</tr>
<tr>
<td>Latah and Whitman Counties</td>
<td>22.4%</td>
</tr>
<tr>
<td>Clearwater, Idaho, and Lewis Counties</td>
<td>4.9%</td>
</tr>
<tr>
<td>Columbia and Garfield Counties</td>
<td>-13.7%</td>
</tr>
</tbody>
</table>

### Populations of Counties and Cities in the Lewiston MSA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Asotin County</td>
<td>16,823</td>
<td>17,605</td>
<td>20,551</td>
<td>21,623</td>
<td>22,189</td>
</tr>
<tr>
<td>Asotin</td>
<td>946</td>
<td>981</td>
<td>1,095</td>
<td>1,251</td>
<td>1,290</td>
</tr>
<tr>
<td>Clarkston</td>
<td>6,312</td>
<td>6,903</td>
<td>7,337</td>
<td>7,229</td>
<td>7,359</td>
</tr>
<tr>
<td>Nez Perce County</td>
<td>33,220</td>
<td>33,754</td>
<td>37,410</td>
<td>39,265</td>
<td>40,007</td>
</tr>
<tr>
<td>Culdesac</td>
<td>261</td>
<td>280</td>
<td>378</td>
<td>380</td>
<td>379</td>
</tr>
<tr>
<td>Lapwai</td>
<td>1,043</td>
<td>932</td>
<td>1,134</td>
<td>1,137</td>
<td>1,149</td>
</tr>
<tr>
<td>Lewiston</td>
<td>27,986</td>
<td>28,082</td>
<td>30,904</td>
<td>31,894</td>
<td>32,482</td>
</tr>
<tr>
<td>Peck</td>
<td>209</td>
<td>160</td>
<td>186</td>
<td>197</td>
<td>201</td>
</tr>
</tbody>
</table>
While the U.S. population density is 90.2 persons per square mile, the metro area has 41.9 persons per square mile.

<table>
<thead>
<tr>
<th>Population Density:</th>
<th>Persons Per Square Miles, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>90.2</td>
</tr>
<tr>
<td>State of Idaho</td>
<td>19.8</td>
</tr>
<tr>
<td>State of Washington</td>
<td>106.1</td>
</tr>
<tr>
<td>Lewiston MSA</td>
<td>41.9</td>
</tr>
<tr>
<td>Rest of North Central Idaho</td>
<td>5.4</td>
</tr>
<tr>
<td>Rest of Southeast Washington</td>
<td>14.1</td>
</tr>
</tbody>
</table>

Great recreational opportunities and a relatively warm winter that gave the area the nickname “the Banana Belt” allow the Lewiston-Clarkston area to attract a significant number of retirees. The area also has an older population, because limited job opportunities in the 1980s, around 2000, and during the recession forced many young families to move elsewhere. Now, with the baby boom generation in their 50s and 60s, the Lewiston MSA’s population is older and aging faster than the nation’s population. In north central Idaho, 26.1 percent of the population is over 59 years old, compared to 20.9 percent in the U.S. While the metro area’s population grew 21 percent between 1990 and 2013, its over-59 population grew 51 percent. In the same period, the U.S. population grew 27 percent and its over-59 population grew 50 percent.

The presence of Lewis-Clark State College, with more than 4,000 students, and Walla Walla Community College’s Clarkston campus with 650 students helps offset some of the effects of aging.
Slow population growth and the increase in retirements has resulted in slow labor force growth.

Residents of the Lewiston metro area have a higher high school graduation rate than residents of the United States, but a considerably lower college graduation rate. Traditionally, the area has not provided as many college-level jobs. Having a smaller proportion of college graduates available to work makes it more difficult to attract high-tech businesses.

<table>
<thead>
<tr>
<th></th>
<th>Lewiston MSA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>No high school diploma</td>
<td>10.1%</td>
<td>13.9%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>32.6%</td>
<td>28.1%</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>27.9%</td>
<td>21.2%</td>
</tr>
<tr>
<td>Associate's degree</td>
<td>9.4%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>13.6%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>6.3%</td>
<td>10.8%</td>
</tr>
</tbody>
</table>

Economic development organizations believe that encouraging more of the college graduates who were raised in the region or who moved here to attend college to stay would help attract more businesses and lead to more business creation. In addition, the retirement of the baby boom generation and the relatively small youth groups available to replace them makes training students in professional-technical skills as well as academic skills.

**The Major Players**

The Lewiston MSA's largest employer is Clearwater Paper Inc., whose 1,370 employees make tissue and paperboard. The Vista Outdoors bullet plants in Lewiston employ about 1,200 people. St. Joseph's
Regional Medical Center, the heart of Lewiston’s bustling medical community, employs 1,000, while Tri-State Memorial Hospital in Clarkston employs nearly 500. Cambria Health (Regence BlueShield) employs more than 500 people at its insurance center in Lewiston; Lewis-Clark State College—offering professional-technical training as well as two-year and four-year academic programs in Lewiston—employs about 600 people. The Nez Perce Tribe employs 400 at its Lapwai headquarters, 120 at its medical clinics, another 250 at its casino resort near Lewiston, and another 250 at fish hatcheries and environmental programs throughout the region. Wal-Mart employs about 500 at its supercenter in Clarkston. Other large employers include Swift Transportation, the Lewiston Tribune, the school districts, county and city governments, the State of Idaho, and several big-box retailers.

### Lewiston MSA Nonfarm Payroll Jobs by Industrial Sector

*2015 numbers are estimated using actual data from the first half of year.*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Nonfarm Payroll Jobs</td>
<td>27,788</td>
<td>26,789</td>
<td>26,922</td>
<td>27,357</td>
<td>27,948</td>
</tr>
<tr>
<td>Goods-Producing</td>
<td>4,905</td>
<td>4,264</td>
<td>5,045</td>
<td>5,352</td>
<td>5,471</td>
</tr>
<tr>
<td>Logging &amp; Mining</td>
<td>223</td>
<td>207</td>
<td>177</td>
<td>188</td>
<td>212</td>
</tr>
<tr>
<td>Construction</td>
<td>1,380</td>
<td>1,020</td>
<td>1,024</td>
<td>1,103</td>
<td>1,203</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>3,303</td>
<td>3,037</td>
<td>3,844</td>
<td>3,957</td>
<td>4,056</td>
</tr>
<tr>
<td>Service-Providing</td>
<td>22,883</td>
<td>22,525</td>
<td>21,877</td>
<td>22,006</td>
<td>22,477</td>
</tr>
<tr>
<td>Trade, Transportation, &amp; Utilities</td>
<td>5,542</td>
<td>5,096</td>
<td>4,812</td>
<td>4,905</td>
<td>5,063</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>692</td>
<td>601</td>
<td>566</td>
<td>562</td>
<td>582</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>3,652</td>
<td>3,505</td>
<td>3,445</td>
<td>3,558</td>
<td>3,677</td>
</tr>
<tr>
<td>Utilities</td>
<td>91</td>
<td>92</td>
<td>88</td>
<td>91</td>
<td>90</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>1,107</td>
<td>898</td>
<td>713</td>
<td>694</td>
<td>714</td>
</tr>
<tr>
<td>Information</td>
<td>411</td>
<td>352</td>
<td>399</td>
<td>384</td>
<td>394</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>2,123</td>
<td>1,946</td>
<td>1,829</td>
<td>1,741</td>
<td>1,756</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>1,611</td>
<td>1,494</td>
<td>1,245</td>
<td>1,235</td>
<td>1,278</td>
</tr>
<tr>
<td>Educational &amp; Health Services</td>
<td>4,292</td>
<td>4,668</td>
<td>4,569</td>
<td>4,711</td>
<td>4,817</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>2,607</td>
<td>2,544</td>
<td>2,569</td>
<td>2,588</td>
<td>2,588</td>
</tr>
<tr>
<td>Other Services</td>
<td>1,106</td>
<td>1,181</td>
<td>1,286</td>
<td>1,141</td>
<td>1,161</td>
</tr>
<tr>
<td>Government Education</td>
<td>2,383</td>
<td>2,341</td>
<td>2,300</td>
<td>2,280</td>
<td>2,360</td>
</tr>
<tr>
<td>Government Administration</td>
<td>2,116</td>
<td>2,135</td>
<td>2,109</td>
<td>2,220</td>
<td>2,240</td>
</tr>
<tr>
<td>Government Tribes</td>
<td>692</td>
<td>768</td>
<td>759</td>
<td>803</td>
<td>820</td>
</tr>
</tbody>
</table>

**Manufacturing**

The Lewiston MSA’s manufacturing sector truly is exceptional, adding jobs, while the U.S. lost hundreds thousands of manufacturing jobs. Between 2004 and 2014, the metro area added 512 manufacturing jobs—a 15 percent increase, while the U.S. lost 2.1 million jobs—a 15 percent drop. The job gains came in new, growing sectors such as recreational-technology and electrical products manufacturing.
After years of declining, wood products manufacturing is on a rise in the metro area. Last year, Idaho Forest Group made a multimillion dollar investment at its Lewiston mill that will allow the mill to produce more lumber more quickly. About 150 people work there. Bennett Lumber Products Inc. reopened its shuttered mill at the Port of Wilma near Clarkston this spring. The mill, which employed 150 people before the recession, closed in 2009. Today, it employs about 70.

Clearwater Paper’s paper complex in Lewiston is showing its commitment to the future by undertaking its largest capital project since the early 1990s. The $160 million project, which began in November, will construct a state-of-the-art continuous pulp digester. It’s expected to be finished by September 2017. As well as helping preserve the 1,370 jobs at the Lewiston facility, the construction and operation of the new digester will benefit local businesses. During the two-year construction project, 20 to 30 local businesses will receive contracts for goods or services, while hundreds of construction and equipment crew members will stay at local lodging places. The new digester process will greatly reduce the costs of paperboard production, decrease pollution emissions, and get more fiber from each chip. After installation of the new digester, pulp production should soar, generating more demand for chips and logs—increasing work for loggers and truckers throughout the region.

Schweitzer Engineering Laboratories, a company that employs more than 2,000 people at its headquarters in Pullman, opened a plant in Lewiston in 2012. That plant which makes devices for monitoring and controlling electrical systems currently employs about 275 people. Schweitzer has nearly doubled the size of its plant, which will allow it to employ up to 600 people in the next five to six years. SEL plans to open a medical clinic for its Lewiston employees this winter.

Lewiston-Clarkston is home to many recreational-technology manufacturers. Rec-tech manufacturers make products that are used when people are hunting, fishing, boating, biking, camping, and using off-the-road vehicles. The two largest are the ammunition manufactures and the boat builders.

Ammunition and guns is the largest rec-tech sector in the metro area. The largest ammunition maker is Vista Outdoors, which markets its bullets under the names CCI and Speer. The company employs about 1,200 people in Lewiston. Howell Munitions opened about four years ago, and employs about 300.

![Percent Change in Manufacturing Jobs since 2004](image-url)
few smaller ammunition operations also are located there are, as well as a growing maker of rifle parts, Seekins Precision.

The next largest rec-tech sector is the boat builders located both in Lewiston and Clarkston. The seven largest employ about 300 people. For the past five years, the Port of Clarkston and Clearwater Economic Development Association, serving north central Idaho, have assisted the boat builders in their efforts to expand their sales overseas—paying for training on how to earn a CE mark and sell overseas, helping the boat builders participate in European boat shows, and hosting European visitors who come to learn about the local boat industry. Renaissance Marine in Clarkston acquired Hells Canyon Marine at the Port of Wilma, just west of Clarkston in early 2014, and now employs about 125. Renaissance recently moved into a 56,000-square-foot building owned by the Port of Clarkston, where it has more room to expand.

Before 1900, the Lewiston-Clarkston area became well-known for its wineries. Prohibition ended that business, until the last 15 years as some farmers began growing grapes for wineries throughout the northwest and as some companies began making wine. Today, five wineries and 12 grape growers operate in the region, which soon will be called the Lewis-Clark American Viticulture Area. The official designation as an AVA will allow the wineries to more easily expand their sales and help develop the region’s reputation. This summer, Kiwi Air in Clarkston added wine tours to the places its helicopters take people from a heliport near Walmart to eastern Washington, north central Idaho and eastern Oregon. Customers now can fly to Lindsay Creek Vineyards in the Lewiston Orchards, spend 75 minutes at the winery and then fly back. The rebirth of the region’s wine industry is expected to create many tourism opportunities.

To help the manufacturing sector growing, Clearwater Economic Development Association, Valley Vision, the Idaho Department of Labor, and the Port of Clarkston are working with local school districts to expand professional-technical training for potential manufacturing workers. They also work with the two local colleges to make them aware of manufacturers’ needs. Walla Walla Community College is building a $4.7 million professional-technical training center at its Clarkston campus. The 13,000-square-foot building east of the college’s north parking lot will house classrooms and laboratories where students will learn how to operate machines that fabricate goods as well as how to troubleshoot and repair that equipment. Subjects will include industrial maintenance, robotics, welding and fabrication, precision machining, electricity and energy systems, and business programs.

Transportation and Warehousing

Transportation and warehousing play a special role in the Lewiston MSA, because of its role as a regional hub for retail, wholesale, and services; because of distance from major markets; and because the three seaports are major players in transportation and economic development.

The Port of Wilma, directly across the Snake River from Clarkston, has been especially busy since its largest tenant, the Bennett Lumber Mill, reopened last year after being shut down for five years, and construction began on the last phase of a $10 million construction project for another tenant, McGregor Co. The company, which sells seed, pesticides, fertilizer, and farm equipment to
farmers throughout southeast Washington and north central Idaho. Construction began last year, and included the addition of a 2,100-foot-long rail spur and a complex for processing and storing fertilizers. The upgrades will improve McGregor’s efficiency and make it more likely that farmers will find their preferred fertilizers when they need them. The rail spur connects to a short line rail with connections to the two largest railroads in the country, Union Pacific and Burlington Northern. In addition, CHS Primeland is in the middle of building a new storage center and retail outlet at the Port of Wilma next spring, the 12-acre site will allow the coop to receive dry fertilizer by rail or truck and liquid fertilizer by rail, barge, or truck.

The Port of Lewiston plans to undertake a $950,000 project to build a fiber-optic network to improve broadband access in Lewiston, following the example set by the Port of Clarkston. A Spokane Valley company plans to assemble five structures for the U.S. Navy at the Port of Lewiston and then barge them to the Puget Sound Naval Shipyard in Bremerton, Wash. American Alloy signed a seven-month lease of port property in October. It will use structural steel segments from its Spokane Valley plant to build the structures including coating metal exteriors, plumbing, and electricity. The structures, which will be used for decommissioning submarines, will be too large to move on highways. About seven employees will come from Spokane Valley, and 20 to 30 contracted workers will be hired. This may be the first of several projects where American Alloy would use the port. Lewiston is the only local port that handles containerized shipping, and has been hurt by the Port of Portland’s inability to handle containerized shipping since April.

The Port of Clarkston completed installation of fiber-optic cable serving the area along Port Drive and Port Way and connecting with the Port of Whitman’s Spokane-to-Clarkston cable. The port is negotiating with private businesses to provide services on the route. It also added fiber-optic cable to the Turning Pointe Industrial Park that it developed along Evans Road.

**Other Sectors**

Health care employment grew from 4,210 jobs in 2004 to 4,825 by 2014. Lewiston MSA added another 100 health care jobs in 2015, and the sector is expected to continue to grow quickly over the next 10 years. St. Joseph Regional Medical Center in Lewiston began to build a 66,400-square-foot addition to the 400,000-square-foot hospital in 2014. The $42.7 million expansion will house outpatient services including the oncology center and new technology and physician offices. Construction on the hospital’s west side will take up to three years. The first phase was the $14 million construction of a central energy plant, which replaced aging heating and air-conditioning systems. The second phase is construction of the building addition, which will allow the hospital to provide more procedures in an outpatient setting.
After declining a bit during the recession and then stagnating, the retail sector finally showed signs of real improvement in 2014. Retail employment grew 3.3 percent from 3,445 in 2013 to 3,558 in 2014.

This year it’s estimated to have added about 110 jobs—growing 3.0 percent. Sales subject to the sales tax grew 18.3 percent from 2010 to 2014 in Nez Perce County, and currently are about 1.6 percent ahead of last year’s levels. In Asotin County, they grew 23.3 percent over the four-year period, and are running 2.8 percent ahead of last year. Retail employment grew 3.3 percent from 3,445 in 2013 to 3,558 in 2014. So far, this year it’s added about 110 jobs—growing 3.0 percent.

Construction employment remains below its pre-recession heights, but has grown rapidly in the last three years as housing construction has picked up.

The leisure and hospitality sector saw employment and revenues fall during the recession. In the last few years, its revenues have risen, but its employment has remained about the same. As conditions have improved, employers offered more work hours to current employees, rather than hiring new employees. Hotel-motel receipts in the Lewiston metro area rose 23.3 percent to $17.1 million in 2010 from $21.1 million in 2014, and this year are running about 3.4 percent above their 2014 levels.
Economic Indicators

Unemployment rates have fallen from the high levels seen around 2009 and 2010 to levels that are considerably below historic norms. The current levels are still higher than in the years right before the recession, but it’s important to remember that they were the lowest rates seen in at least 40 years.

![Unemployment Rate Graph]

Gross domestic product—the total value of goods produced and services provided—is a widely used measure for economic growth. Between 2012 and 2014, the Lewiston metro area's gross domestic product grew 7.1 percent, slightly slower than the average U.S. metro area, which grew 7.9 percent in the same period. There are no GDP statistics for the Lewiston metro area prior to the recession. The first year, the U.S. Bureau of Economic Analysis produced the statistics for was 2009.

Another common measure of economic growth is per capita income. The Lewiston metro area's per capita income grew 5 percent in the two-year period from 2011 to 2013, while U.S. per capita income grew slightly faster at 6 percent. In the 10-year period from 2003 to 2013, there was a similar pattern. The Lewiston metro area's per capita income grew 36 percent, while national per capita income grew 37 percent.
The metro area has proportionately fewer people living in poverty than the nation, but its income levels tend to be considerably lower than the nation’s. The home ownership rate is slightly higher in the Lewiston MSA than the nation.

<table>
<thead>
<tr>
<th></th>
<th>Lewiston MSA</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent living below poverty</td>
<td>12.0%</td>
<td>15.4%</td>
</tr>
<tr>
<td>Median family income (in 2013 inflation-adjusted)</td>
<td>$57,600</td>
<td>$64,719</td>
</tr>
<tr>
<td>Percent of housing units that are owner-occupied</td>
<td>68.7%</td>
<td>64.9%</td>
</tr>
</tbody>
</table>

Source: 2009-2013 American Community Survey 5-Year Estimates
## Analysis of Port of Clarkston C1 Schedules

### Operating Revenues:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marina operations</td>
<td>$105</td>
<td>$</td>
<td>$450</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Cruise boat dock operations</td>
<td>6,117</td>
<td>7,405</td>
<td>8,111</td>
<td>18,415</td>
<td>24,465</td>
</tr>
<tr>
<td>Granite Lake Park</td>
<td></td>
<td></td>
<td></td>
<td>4,914</td>
<td>640</td>
</tr>
<tr>
<td>Property lease/rental operations</td>
<td>499,080</td>
<td>552,350</td>
<td>570,350</td>
<td>562,476</td>
<td>605,690</td>
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<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>$505,302</strong></td>
<td><strong>$559,755</strong></td>
<td><strong>$578,911</strong></td>
<td><strong>$585,805</strong></td>
<td><strong>$630,795</strong></td>
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</table>

### Operating Expenses:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>General operations</td>
<td>55,745</td>
<td>59,516</td>
<td>62,124</td>
<td>76,789</td>
<td>89,751</td>
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<tr>
<td>Maintenance</td>
<td>128,373</td>
<td>195,500</td>
<td>118,771</td>
<td>322,168</td>
<td>188,731</td>
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<tr>
<td>General and administrative</td>
<td>300,826</td>
<td>279,742</td>
<td>281,359</td>
<td>308,701</td>
<td>370,192</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$484,944</strong></td>
<td><strong>$534,758</strong></td>
<td><strong>$462,254</strong></td>
<td><strong>$707,658</strong></td>
<td><strong>$648,674</strong></td>
</tr>
</tbody>
</table>

### Net Operating Income:

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Operating Income</strong></td>
<td><strong>$20,358</strong></td>
<td><strong>$24,997</strong></td>
<td><strong>$116,657</strong></td>
<td><strong>(121,853)</strong></td>
<td><strong>(17,879)</strong></td>
</tr>
</tbody>
</table>

### Nonoperating Revenues/(Expenses):

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest income</td>
<td>$2,137</td>
<td>$1,884</td>
<td>$1,694</td>
<td>$1,147</td>
<td>$951</td>
</tr>
<tr>
<td>Taxes levied for general purposes</td>
<td>321,218</td>
<td>330,742</td>
<td>332,155</td>
<td>340,794</td>
<td>349,128</td>
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<tr>
<td>Miscellaneous taxes</td>
<td>1,406</td>
<td>1,272</td>
<td>1,311</td>
<td>1,902</td>
<td>2,336</td>
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<tr>
<td>Capital contributions - Grants</td>
<td>612,557</td>
<td>144,081</td>
<td>215,126</td>
<td>2,017,021</td>
<td>114,390</td>
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<tr>
<td>Loan proceeds</td>
<td></td>
<td></td>
<td>238,586</td>
<td>504,137</td>
<td>-</td>
</tr>
<tr>
<td>Other non-revenue--pass through</td>
<td></td>
<td>107,395</td>
<td>-</td>
<td>-</td>
<td>26,828</td>
</tr>
<tr>
<td>Purchase of capital assets</td>
<td>(801,640)</td>
<td>(610,993)</td>
<td>(722,214)</td>
<td>(3,040,300)</td>
<td>(311,102)</td>
</tr>
<tr>
<td>Disposal of capital assets</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,200</td>
</tr>
<tr>
<td>Other non-operating revenue - leasehold tax</td>
<td>52,554</td>
<td>61,034</td>
<td>63,810</td>
<td>62,677</td>
<td>65,746</td>
</tr>
<tr>
<td>Principal paid on long-term debt</td>
<td>(18,490)</td>
<td>(19,436)</td>
<td>(30,379)</td>
<td>(31,822)</td>
<td>(35,259)</td>
</tr>
<tr>
<td>Interest paid on long-term debt</td>
<td>(8,557)</td>
<td>(7,611)</td>
<td>(18,467)</td>
<td>(17,024)</td>
<td>(15,841)</td>
</tr>
<tr>
<td>Other non-operating expense - leasehold tax</td>
<td>(52,554)</td>
<td>(61,034)</td>
<td>(63,810)</td>
<td>(62,677)</td>
<td>(65,706)</td>
</tr>
<tr>
<td>Bad Debts Expense</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(3,500)</td>
</tr>
<tr>
<td>Election expense</td>
<td>(2,964)</td>
<td>-</td>
<td>(3,993)</td>
<td>-</td>
<td>(4,077)</td>
</tr>
<tr>
<td>Miscellaneous non-operating revenue</td>
<td>3,499</td>
<td>90,499</td>
<td>213,542</td>
<td>18,584</td>
<td>370</td>
</tr>
<tr>
<td>Miscellaneous non-operating expense</td>
<td>(63,828)</td>
<td>(108,336)</td>
<td>(113,033)</td>
<td>(22,377)</td>
<td>(12,636)</td>
</tr>
<tr>
<td>Other non-expense</td>
<td></td>
<td></td>
<td>(111,648)</td>
<td>(9,805)</td>
<td>(18,267)</td>
</tr>
</tbody>
</table>

|                         | 45,340| (177,898)| 2,680| (237,743) | 94,561 |

### Increase (decrease) in cash and investments:

|                         | **$65,698** | **$152,901** | **$119,337** | **$359,596** | **$76,682** |

### Beginning balance of cash and investments:

|                         | **$1,454,122** | **$1,519,820** | **$1,366,919** | **$1,486,256** | **$1,126,660** |

### Ending Balance of Cash and Investments:

|                         | **$1,519,820** | **$1,366,919** | **$1,486,256** | **$1,126,660** | **$1,203,342** |