Comprehensive Plan

Mission and Vision

Goals, Objectives & Strategies

Financial Planning

Capital Improvements Plan & Projects

Port Development Guidelines

Port Master Planning
Port of Chehalis

Comprehensive Scheme of Harbor Improvements

Adopted February 23, 2012

This document is an update of the preceding plan published in 2006. It defines the Port of Chehalis’s direction for economic development and job creation over the next 5 years. This update reflects a compilation and analysis of interviews with numerous community leaders and local business owners who were asked to consider today and tomorrow’s economic development and business environment and comment on how they felt the Port of Chehalis was addressing the various challenges. Their candid and unedited comments were carefully reviewed and studied by the Port Commissioners to identify common themes and then incorporated into this update of the Port’s vision, mission, goals, objectives and strategies.
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Chapter I: Introduction

A. Purpose of the Comprehensive Scheme of Harbor Improvements (Comprehensive Plan)

This Comprehensive Scheme of Harbor Improvements has been prepared to meet the following Port needs:

- Establish short- and long-term planning and development goals and implementation strategies.
- Provide a plan to develop and enhance the economic diversity of Lewis County. This plan will be a flexible guideline for the Port Commissioners to make sound fiscal policy and planning decisions.
- Provide a strategy for retaining existing business and attracting new business and industry to enhance local economic diversification efforts.
- Adopt a prioritized Capital Improvement Plan.
- Provide the community and potential customers with an overall understanding of the Port of Chehalis.
- Comply with state law (RCW 53.20) that requires that the Port prepare and adopt a “comprehensive scheme of harbor improvements” prior to expenditure of funds for improvement of property.

B. Mission, Vision, & Goals

1. Mission

The Port of Chehalis will be a catalyst for economic growth and diversification by recruiting new business and industry and supporting the retention and expansion of existing ones.

2. Long-Range Vision

Since its formation in 1986, it has been the Port’s goal to encourage economic development and job creation. It is also important to the Port to preserve the high quality of life historically enjoyed by area residents, recognizing that this feature is one of the Port’s strongest marketing assets. The economic vitality of a community is an integral part of a high quality of life for its citizens. Increased employment opportunities, a reduction in unemployment, and increases in real incomes can improve the overall quality of life in the area.

In working to achieve its goals, the Port will focus its primary business efforts on industrial and commercial development. The Port will work to induce environmentally responsible private investment that will create increased employment opportunities. The Port will seek capital investments that provide increased benefit to Lewis County, including added tax revenues generated from the Port’s investment to provide services within the community and offset the tax burden of its constituents.

The Port is a leader and a team player in local economic development efforts. It will promote growth and development in a responsible, planned manner, always remembering the public’s interests and needs in its decisions. The Port will promote new business investments and opportunities that will assist the local economy in becoming diverse and non-seasonal, and will provide family-wage opportunities.

The Port will always maintain these core values:

- Commissioners and staff working as a team toward common goals.
- Managing Port resources prudently
- Maintaining a high quality workforce at the Port and in its community
- Furthering environmental responsibility and sustainability
- Acting as a responsible governmental agency in the best interests of the public and its taxpayers
- Striving for total customer satisfaction
- Seeking innovative solutions that benefit the community in increased jobs and business
- Communicating effectively with the community and business partners.
3. Goals and Objectives

The following is a summary of the goals and objectives that support the Port’s mission and vision. Although these goals are non-specific requests each will be taken into consideration in all decisions. See Chapter III for a more complete discussion of each.

Goal 1: Increase the Economic Vitality of the Port and Lewis County

Objective 1.1: Provide an inventory of shovel-ready development sites, including a mix of site sizes (i.e., 5-acre to 50-acre) to meet market conditions.

Objective 1.2: Continue land acquisitions, at or below average market rates, to the extent possible.

Objective 1.3: Recruit businesses whose wage structure will be higher than the current countywide average, over time achieving parity with the statewide average.

Objective 1.4: Recruit businesses with projecting 5-7 jobs per acre.

Objective 1.5: Improve the quality, accessibility and cost effectiveness of rail service to Port properties.

Objective 1.6: Develop and implement marketing plans to aggressively pursue new tenants for development of Port property.

Objective 1.7: Work to retain and enhance existing tenants of Port property.

Objective 1.8: Aggressively engage local, state and federal funding sources to obtain maximum leveraging of Port funds.

Goal 2: Be a Visible Economic Development Leader within the Region

Objective 2.1: Participate in local, county, regional, state, Tribal, and federal land use, environmental, and transportation projects or other issues that may impact or influence the Port.

Objective 2.2: Partner with the EDC, the Industrial Commission, the Chamber of Commerce, other ports, Centralia College, private industry, government agencies and others as appropriate to develop an annual unified list of countywide economic development legislative priorities.

Objective 2.3: Through effective marketing and communication, clearly demonstrate to local, state and federal partners that the Port is positioned to be able to expeditiously deliver shovel-ready, pre-permitted buildings and sites to accommodate economic development and job creation projects.

Goal 3: Increase Level of Constituent Support for the Port and Its Initiatives

Objective 3.1: Communicate regularly with Port stakeholders to educate them on the Port’s mission, goals, and objectives; keep them updated on Port activities; and seek input on key issues and initiatives as appropriate.

Objective 3.2: Maintain and improve the working relationship of the Port District with other governmental agencies, economic development organizations and the community.

Objective 3.3: Develop new partnerships that will increase the level of support for the Port’s initiatives.

C. Five-Year Plan Update Summary

The Port will continue to be an active leader in economic development within the region with an aggressive focus on development of the Port of Chehalis Industrial Park and implementation of the Port’s Capital Improvement Plan.

Specific tasks to be undertaken over the next five years in support of the 2012 Comprehensive Plan include:

- Create an image of the Port of Chehalis as a highly competitive economic development partner. Participate in local, county, regional, state, Tribal, and federal land use, environmental, and transportation projects or other issues that may impact or influence the Port of Chehalis.
• Partner with the EDC, the Industrial Commission, the Chamber of Commerce, private industry, public agencies and others as appropriate to develop an annual unified list of countywide economic development legislative priorities.

• Find opportunities to leverage the resources of the Port of Chehalis with those of other public and private regional economic development partners in an effort to better coordinate strategies and implement projects.

• Provide inventory of shovel-ready development sites, including a mix of site sizes (i.e., 5-acre to 50-acre).

• Recruit businesses whose wage structure will be higher than the countywide average and over time achieving parity with the statewide average.

• Recruit businesses with a projected range of 5-7 jobs per acre.

• Further develop and implement marketing strategies to aggressively pursue new tenants for development of Port property.

• Communicate regularly with Port stakeholders to educate them on the Port’s mission, goals, and objectives and keep them updated on Port activities seeking input on key issues and initiatives as appropriate.

• Investigate the extension of rail service to Curtis Industrial Site and sites accessible to current rail alignment.

• Identify potential areas for annexation into the Port District boundaries.

• Cooperate with other entities for the maintenance and improvement of local infrastructure, such as water, sewer, transportation, and wastewater facilities.

• Promote the South Puget Sound Foreign Trade Zone and continue serving on the Policy Committee.

• Continue to coordinate development efforts with the Chehalis Industrial Commission, Community Partners, neighboring landowners, existing Port tenants, and other private entities.

• Support local tourism projects, as appropriate, to include the Chehalis-Centralia Railroad Association’s excursion train operation.

• Continue to explore opportunities for public-private partnerships when beneficial to the Port District.

• Participate in the legislative process to further the interests of the Port, its tenants, and taxpayers.

• Investigate industrial/commercial sites within the Port District for purchase.

• Identify and pursue development opportunities for the Curtis LAMIRD.

• Advocate for and promote the extension of Downie Road from Sturdevant Road to Maurin Road.

• Continue site preparation and development of port owned properties through the Regional General Permit process. Study and assess the feasibility of a regional stormwater management project for industrial park developments.
Chapter II: History & Existing Conditions

A. Port of Chehalis History

1. History of Washington Ports

Each of the 75 port districts in Washington have their own characteristics. Ports range in size, the scope of their facilities and operations, and their locations—some are on water, while others are far inland.

Historically, private owners—primarily railroads—exercised monopolistic control over shipping rates and made arbitrary decisions about which products were allowed to pass across the wharves. In order to promote and protect all commerce, the state legislature responded in 1911 by authorizing the public ownership and management of Washington’s ports. The legislature passed an enabling act permitting the creation of public port districts.

On a broad scale, ports engage in economic development activities. Ports are the only public agencies whose primary mission is to spur economic development. Ports do this by acquiring, developing, leasing or selling, operating, and maintaining facilities for all forms of transfer—air, land and marine—in accordance with RCW 53.08.

2. Formation of Port of Chehalis

Before the successful formation of the Port of Chehalis in 1986, there were at least two attempts to form a countywide port district in Lewis County. The Port was formed during a three-year window of opportunity during which the legislature authorized the formation of less-than countywide port districts through voter approval. Lewis County put three potential port districts on the ballot in 1986: Centralia, Chehalis, and Toledo/Winlock. The voters approved the Centralia and Chehalis port districts.

3. Governance

A three-member Port Commission governs the Port of Chehalis. All of the Commissioners are elected by all of the voters within the district. All the Commission members serve six-year terms that are staggered so one commissioner is elected every two years.

The Commission sets policy and delegates authority for the day-to-day operations of the Port District to its Executive Director and staff.

4. Description of Port of Chehalis

The Port of Chehalis is located along Interstate 5 (I-5) in Lewis County, Washington central to Portland, Oregon, and Seattle, Washington. The Port District consists of approximately 95 square miles.

The Port’s original boundaries were the same as those of the Chehalis School District. Since then annexation of the CM&E rail line, wetland mitigation site and additional properties adjacent to the City of Chehalis UGA has expanded the Port District boundaries.

Most Port property is located within the City of Chehalis UGA Figure 1 depicts property under the Port’s ownership.

The Port is considered a “dry” port; it is not located on or near a body of water. Its chief business is the development of industrial and commercial property, and its primary efforts involve the Chehalis Industrial Park area (Figure 2), although it can undertake projects anywhere within its district boundaries.

5. Methods for Moving Commerce

The Port is well situated to achieve the purpose for which the system of Washington public ports was created—the preservation and promotion of commerce through the movement of goods—because it is close to all the major transportation networks that serve the West Coast. Road, rail, air, and marine transportation systems are in place and provide
immediate, direct access to all industrial sites throughout the County as well as locations throughout the US and abroad. The Port’s location is ideal for the movement of commerce.

a. Road System
I-5 connects the Port’s industrial areas with the West Coast’s metropolitan areas and with trade centers from Canada to Mexico, as well as with major inland cities by connecting interstate routes. I-5 crosses the center of the Port north to south, and three I-5 interchanges access the Port at Exits 72, 74 and 76. Interstate 84, extending from the Midwest to Portland, passes through the Columbia River Gorge and is open year-round, with no high passes over the Cascades to slow traffic. Lewis County is serviced by major transcontinental, regional, and local motor carriers. Highway 12, approximately 9 miles south of the Port’s current industrial development area, serves eastern Washington and is open year-round.

b. Rail System
Burlington Northern Santa Fe (BNSF), Union Pacific (UP), and Amtrak connect Lewis County with the major US cities. These lines are all at river grade through the Cascade Mountains, with no mountain passes. Railroads do not have to contend with heavy metropolitan traffic anywhere in Lewis County. The Port owns 11 miles of track, which serves the Chehalis Industrial Park and 300+ acres of industrial property at the Curtis Industrial Site. The Curtis and Chehalis sites have both BNSF and UP access.

c. Air System
Portland International Airport is 80 miles south of Chehalis via I-5 and I-205. SeaTac International Airport is 80 miles north of Chehalis via I-5. Although not under Port ownership, the Chehalis-Centralia Airport is located within the Port District and offers a light utility air service with a 5,000’ foot lighted concrete runway. Complete airport information is available at www.airnav.com/airport/KCLS.

d. Marine System
The deep draft shipping channel in the Columbia River indirectly connects the Port with the countries of the Pacific Rim and major world ports. The Port is 45 minutes north of the Port of Longview, where access to marine shipping routes is available. Goods are shipped by barge on the Columbia River, reaching as far east as Lewiston, Idaho, 465 miles from the Pacific Ocean. All inland port locations offer rail transshipment. Several other deep-water ports located within an hour’s drive of the Port offer containerized shipping and other services; these include Tacoma, Olympia, Grays Harbor, Kalama, and Longview.
**Figure 1:** Port of Chehalis Port Owned/Controlled Properties within the Industrial Park
Port owned property outlined in yellow.
**Figure 2:** Outline of the Chehalis Industrial Park
Outline follows Chehalis UGA zoned industrial and commercial parcels.
Figure 3: Curtis Industrial Park
Zoned Rural Area Industrial December 2011; Port owned property outlined in red.
Figure 4: Port Owned Parcel at 243 NW State Street, Chehalis, WA Parcel outlined in yellow.
B. Area Economy

1. Historical Economic Activity

When settlers first entered the Lewis County area, they came to harvest the enormous forest resources. This enterprise brought with it a strong work ethic and people dedicated to getting a job done.

Retail and service establishments followed lumber and milling. Then, as urbanization occurred, other types of industry located in Lewis County to take advantage of its proximity to both Portland and Seattle. These businesses include food processing, product manufacturing, and equipment maintenance and product service industries. Quick access to the many smaller communities of eastern Washington has been an added bonus.

The area’s traditional strong work ethic continued in the creation of the Port, which has worked steadily toward improving the local economy by providing locations and infrastructure support for businesses. The Curtis site, purchased by the Port in 1996 through a state enhancement grant, was platted for development of an industrial park by Weyerhaeuser Corporation in the mid 1970s but was not fully developed. The county has recently approved the Port’s rezoning application as a Limited Area of More Intense Rural Development (LAMIRD). The Port continues to consider the long term development opportunities of the Curtis site.

2. Business & Market Trends

The severe economic downturn that began in late 2007 and continues through the adoption date of this document, stifled economic development activities not just within the Port district, but across the state and nation. For most of that period of time, investment by companies in new or expanded facilities has been nonexistent.

This provided the Port with a window of time in which they could undertake tasks that would improve their landholdings over the long term. Two of the most significant improvements were the completion of the LaBree Road interchange with I-5 at Exit 74 and the completion of the United States Army Corps of Engineer’s Regional General Permit (RGP). The interchange provides vastly improved access to the Port’s holdings, virtually at their front door. The Regional General Permit provides the Port the opportunity to fill low quality wetlands and mitigate for wetland impacts.

As a result, the Port is better positioned than ever to take advantage of new business opportunities that become available as the state and the nation emerge from the recession.

C. Industrial & Commercial Land Absorption

It is very important that the Port have as many options as possible for land development. The greater the number of options, the faster a sustainable momentum can be established. For the Port of Chehalis Industrial Park, this includes the options of light and medium industrial and commercial development. The Port’s strategy is to have a variety of sites of varying sizes available given market needs. Appendix F briefly discusses the Port’s master planning process.

The current market strategy is to reach out to a wide range of industrial and commercial target firms. This is based upon locational strengths, current market activity, and properties in the park now served with utilities and available for development. The Port’s goal is to be the “development opportunity of least resistance” for developers and builders in giving them maximum certainty in the provision of shovel ready property.
It’s common for projections of industrial land absorption to use historic rates and trends to drive future rates. This method is in part statistical and can be easily quantified, but, used alone, will not result in an accurate picture in Chehalis. There must be a greater understanding of the forces driving land use changes in Lewis County than historic rates alone in order to obtain an accurate picture.

Land absorption likely will be affected by historic absorption rates, the influence of I-5 and future use projections, population changes, and regional changes, such as the decreasing availability of industrial property, which influence market conditions independently of Lewis County activities. The following paragraphs consider each of these factors.

1. Historic Absorption Rates

The sources of historic information available for land absorption rates in Lewis County include building permits, the records of the Industrial Commission, and the Lewis County Economic Development Council (EDC).

In the 1970s and 1980s, industrial land absorption averaged about 3+ acres per year. With the formation of the Port and the establishment of a formal land sales and building development program, rates of industrial absorption rose to an average 7+ acres per year. The current economic downturn has greatly impacted this rate back to pre-1990 levels. However, as absorption rates increase in the Seattle and Portland markets, it is expected there will be renewed interest in shovel ready property at the Port of Chehalis.

2. Influence of I-5 & Future Use Projections

A 1987 feasibility study by the Washington State Department of Transportation indicated a need to increase the capacity of I-5 in the Chehalis area, and an Environmental Impact Statement was prepared to analyze that potential expansion. Further work, completed in 1994, pointed to the need for a new interchange at La Bree Road to serve the Chehalis Industrial Park area. Grant funds were approved in 1995 to begin design work on the interchange. Construction on the project was completed in June 2009. It is estimated that the interchange at I-5 and LaBree Road will reduce round-trip truck travel time to and from the Port of Chehalis by an average of seven minutes by the year 2030.

The La Bree Road interchange opens additional opportunities for commercial, warehouse, and distribution activity and acts as an additional positive factor supporting the forecast land absorption rates. Increasing the capacity of the freeway has provided greater access to Chehalis from both the Seattle and Portland area markets. This increase in access should accelerate the trend toward greater stability and rate of growth.
3. Changes

Historically, the rate of population growth in Lewis County has fallen below urban and Washington State averages. The annual increase during the 1980s was just over 0.5%. During the first half of the 1990s, however, that rate jumped to a much higher increase of more than 1.5% a year. While it is expected that this expansion of the early 1990s will subside, forecasts do indicate a historic shift upwards to a higher long-term growth level than the average for recent decades. It is worth noting that between 1990 and 2004, the population of Lewis County grew by nearly 20%. See Table 1 for a comparison of population changes.

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewis County</td>
<td>59,358</td>
<td>63,835</td>
<td>69,600</td>
<td>70,700</td>
<td>75,455</td>
<td>+ 27.1%</td>
</tr>
<tr>
<td>Chehalis</td>
<td>6,527</td>
<td>6,828</td>
<td>7,057</td>
<td>7,010</td>
<td>7,259</td>
<td>11.2%</td>
</tr>
</tbody>
</table>

The caution is that while population trends are up, employment growth rates have not kept pace. Lewis County remains in the top 5 Washington State counties with the highest unemployment rates. Even more important, job growth has been concentrated in the lower wage rate areas of retail trade and services. This suggests growing pressure on per worker earnings and the need for more emphasis on the goal of encouraging family wage jobs.

Table 2 shows median income by household. It shows a significant increase in the gap between the average Washington wage earner and that of Lewis County.

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>1989</th>
<th>1999</th>
<th>% Change</th>
<th>2003</th>
<th>2011</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington State</td>
<td>$31,183</td>
<td>$45,776</td>
<td>+47%</td>
<td>$50,664</td>
<td>$55,500</td>
<td>+9.5%</td>
</tr>
<tr>
<td>Lewis County</td>
<td>$24,410</td>
<td>$35,511</td>
<td>+45%</td>
<td>$35,813</td>
<td>$38,325</td>
<td>+7.0%</td>
</tr>
<tr>
<td>% more (+) or less (-) than State</td>
<td>-21.7%</td>
<td>22.0%</td>
<td>29.0%</td>
<td>30.9%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
It should be noted that higher transportation costs can partially offset the lower space and labor costs. However, the added transportation cost should only apply where a firm serves primarily the Seattle or Portland market and not both.

b. Metropolitan economic conditions in Portland/Vancouver and Seattle

The most recent economic downturn in the Portland/Vancouver and Seattle areas has lowered land and property values. Current industrial and commercial growth is at an historically low level. A continuing challenge for the Port is to seek out those few opportunities for development and job creation. The Port will continue to utilize commercial real estate brokers, the Lewis County EDC and other sources to identify growth trends and channel development opportunities to the Port. The unspoken opportunity in this downturn, however, is that it provides a window of opportunity for the Port to display its highly competitive mindset by pursuing companies that are national or international in scope. Although it’s a cliché, the notion that the little guy tries harder has appeal and raising the Port’s recruitment sights to that level should be explored. This applies not only to raw land development, but given the Port’s current inventory of built facilities, we are positioned to be able to offer extremely attractive properties at very competitive rates.

c. Port of Chehalis Industrial Park Market Share

Two factors are key in determining the level and rate of development. One is the total amount of new investment occurring in the region. The other is the Port’s competitive position in relation to other location options. While the Port has little influence over regional factors, its ability to position itself as an attractive location within the area is substantial. Within Lewis County, there are options for small to medium-size industrial firms. These include the Port of Chehalis, Port of Centralia, and the Industrial Commission. However, with reference to larger projects—and particularly warehouse and distribution—the Port of Chehalis has a portion of the limited available property. For the larger projects (10 to 30 acres), the significant competition comes from outside the area and includes port districts in Thurston and Cowlitz Counties.

Market share for industry is divided between the two ports, the Industrial Commission, the Industrial Park at TransAlta, and all other developers. The Port has a large current inventory and a diversified range of target prospects that can fit within its park. The total Port inventory, however, is still not substantial when compared with owners outside Lewis County. For example, the Port of Olympia has over 400 acres available for development and almost 800 acres are available in the Hawks Prairie area of Thurston County. This inventory issue indicates that, within the next 5 to 10 years, available land could become a major constraint to long-range growth. It further focuses attention on the importance of new industrial land acquisition—both within the I-5 corridor and at a greater distance from the freeway.

Other factors influencing the Port’s competitive position are changing costs of land preparation, utility availability/costs, and the ability of the Port to offer full service and turnkey support. The turnkey option should not be underestimated as a major plus. Most firms (and particularly the small and medium-size firms) are not experts at site location. As such, they appreciate being able to concentrate on running a business and being able to turn the development project over to the Port’s management.

The Port will continue to leverage the Regional General Permit and its ability to offer shovel ready property, providing a high level of certainty to developers and builders.
Chapter III: Goals, Objectives, & Strategies

A. Goal 1: Increase the Economic Vitality of the Port & Lewis County

Objective 1.1
Take advantage of the wetland regional general permit by preparing property so that the inventory of shovel-ready development sites, including a mix of site sizes (i.e., 5-acre to 50-acre), is increased to meet near- and long-term market conditions.

Implementation Tasks
• The Port will review the current market study and update it as necessary to determine the profile for in-demand sites. The Port also will review the current inventory of Port property to determine how well the existing inventory will meet the market demand now and over the next 10 years. The issuance of the wetland regional general permit is an extraordinary accomplishment; in order to capitalize on that, land preparation as allowed under the permit should be pursued.
• Screening criteria for potential acquisitions will be developed to determine if the candidate property meets the Port’s inventory needs. The criteria may include minimum requirements, such as site size, location, zoning, existence/availability of infrastructure, range of allowable development constraints, and cost to ready site for development. The Port will review the land in the vicinity to identify sites that are desirable for acquisition, and will develop a prioritized list of target sites. The Port also will review and identify the steps necessary to ready existing Port property for development.
• As necessary, the Port will update its capital improvement plan with a prioritized list of improvements and acquisitions.
• If the Port is unable to acquire a sufficient supply of land within its district, then the Port may consider the expansion of its boundaries to take in additional land.

Objective 1.2
Continue to acquire below historical average market rates, to the extent possible. Consideration of current cash and cash flow conditions will influence the abilities of each opportunity.

Implementation Tasks
• The Port will increase its capacity to track market rates by establishing relationships with qualified real estate brokers.
• The Port also will redefine its relationship with the Industrial Commission to bring land acquisitions into alignment with this objective.
• The Port will establish positive working relationships with property owners within and adjacent to the Port District to positively position the Port for future acquisitions.

Objective 1.3
Recruit businesses whose wage structure is higher than the current countywide average and over time achieve parity with the statewide average.

Implementation Tasks
• The Port will work with the Lewis County EDC to track state and countywide wage structures. According to the Census Bureau, the estimated 2010 median household income for Lewis County was $38,325 and the statewide household income was $55,500. The average annual wage for Lewis County is approximately 31% lower than the estimated statewide household income of $55,500.

Objective 1.4
Recruit businesses with a projected range of 5-7 jobs per acre.

Implementation Tasks
• This objective seeks to maximize land utilization by encouraging the siting of businesses with a higher than average number of jobs per acre than typically found on light industrially zoned Port properties.
Similar to Objective 1.3, above, this objective is intended to be one of several attributes to be reviewed and considered by the Port as it recruits new businesses, and is not intended to preclude the siting of a business that has fewer jobs per acre, especially if that business offers its employees a higher than average compensation package or has other positive attributes.

Objective 1.5

Improve the quality of service and cost effectiveness of rail to Port properties.

Implementation Tasks
- The Port will maintain Port owned rail infrastructure to serve existing businesses.
- Work with BNSF and the State of Washington to develop a comprehensive rail reload capability in the industrial park. The reload will strive to consolidate the efforts of existing area reload operators, rail shippers and potential new rail shippers to reduce or eliminate mainline delays and obstructions. A rail reload will:
  - Improve rail service to current and future shippers.
  - Attract new businesses into the area, which in turn will promote economic development.
  - Provide a means to improve the marketing of the area to new and existing businesses
  - Create a partnership with the customers in the area to improve the business environment at the Port.

Objective 1.6

Demonstrate the Port’s intent to be aggressive in business recruitment and retention by developing a broader array of marketing techniques and tracking their results.

Implementation Tasks
- The Port currently works in partnership with the Lewis County EDC for certain marketing activities, such as lead generation.
- Other marketing activities, such as site signage, brochures, client tenant hosting, and follow up, are the domain of the Port. The partnership with the EDC has worked effectively. However, the Port is placing an increased emphasis on marketing and recruitment. Marketing tools that will be used by the Port include:
  - Site signage to advertise available sites, their attributes, and contact information.
  - Recruitment packets that include area information and visually appealing site-specific brochures. These packets will be used when meeting with selected potential tenants.
  - Web pages to advertise competitive advantages for siting within the Port and on available sites. Web site will include details on available parcels.
  - As the Port more specifically defines target industry sectors they will fully participate in recruitment meetings with targeted sectors and companies.
  - Research the feasibility of an incubator type facility that fosters the creation of ideas which may grow them into future business facilities.
  - Use real estate professionals as a tool to increase market opportunity.

Objective 1.7

Implement marketing plans to communicate to the local community on the value provided by the Port and the progress it makes over time.

Implementation Tasks
- Attend and support local events
- Be involved in local organizations the support community development
- Present to local groups to educate and inform about Port progress
- Look for opportunities to host events for the local community
Objective 1.8

Work to retain and enhance existing tenants of Port property. Because the Port values each business and each employee of those businesses, we will utilize all resources within reason to retain existing tenants and help them expand their operations.

Implementation Tasks

- The Port recognizes the importance of retaining existing Port tenants and assisting their business enhancement efforts. As noted above, site signage, brochures, and client tenant hosting are the domain of the Port.
- Capitalize on opportunities to improve wired and wireless technologies to benefit existing tenants and help attract new tenants.
- Maintain good communication with existing tenants to keep them apprised of Port news that may affect them and to alert the Port of future expansion plans in which the Port can become a partner to bring additional jobs to the community.
- Be alert for regulatory changes that may affect existing tenants and advise them as necessary.
- Provide directional and/or site signage to advertise existing tenants and contact information.
- Link Port website with websites of existing tenants and update Port website as appropriate.
- Maintain up-to-date information on existing Port tenants to be provided to potential customers as appropriate.

B. Goal 2: Be a Visible Economic Development Leader within the Region

Objective 2.1

Participate in local, county, regional, state, Tribal, and federal land use, environmental, and transportation projects or other issues that may impact or influence the Port of Chehalis.

Implementation Tasks

- The existing Port Comprehensive Plan calls for the Port to participate in a variety of local, regional, and state land use and planning projects such as updates to City of Chehalis and Lewis County comprehensive plans, transportation improvements, wastewater treatment, and water and sewer services. In order to raise its presence as an economic development leader, the Port will take a more active role in leading or co-sponsoring local, regional, and state land use planning and infrastructure projects and issues.
- The Port will assume a leadership role in projects where it is in the Port’s best interest to do so.
- The Port will convene new partnerships to develop support for its initiatives.
- Tasks will vary according to the issue or opportunity. A range of tasks is possible and may include the following:

  Federal

  - Determine the most effective method to access federal funding.

  State

  - Monitor, evaluate, and comment to state legislators on proposed legislation.
  - Testify at state legislative hearings to encourage Port-friendly legislation and discourage legislation that would have a negative impact on the Port’s ability to accomplish its goals and objectives.
  - Participate in state boards and commissions that can potentially advance the goals and objectives of the Port.
  - Fully participate in the Washington Public Ports Association, including regular attendance at meetings and training opportunities for staff and Commission.
  - Sponsor or co-sponsor regional legislative receptions to hear the results of the session from legislators or to thank the legislators for their good work on behalf of the Port and the business community.
Local

- Monitor, review, and comment on local government activities that affect the Port’s ability to achieve its mission and goals. Areas of focus may include:
  - Annexation planning and implementation with the City of Chehalis
  - Comprehensive Plan updates
  - Zoning and development code updates
  - Critical Areas Ordinance updates (wetlands, habitat, critical aquifer recharge areas, floodplains, and geohazards)
  - Capital facilities plans (roads, water, sewer, power, and natural gas)
  - Rail facility planning with BNSF and Tacoma Rail
  - Participate and support local organizations that promote community and economic development

Objective 2.2

Increase the breadth and depth of our partnerships with the EDC, the Chamber of Commerce, Lewis County, The Chehalis Industrial Commission, the Cowlitz-Lewis Economic Development District and others as appropriate by fully exploring how to best leverage the capabilities of each organization and maximize the aggregate resources. This should include development of an annual unified list of countywide economic development legislative priorities.

Implementation Tasks
- Increasingly, the communities that are most successful in securing friendly legislation and capital funding are those that bring a unified list of legislative priorities to the state legislature. This requires developing a coalition that includes the County, cities, ports, educational institutions, economic development organizations, and chambers of commerce to speak with one voice towards a single objective.

- The Port will be a catalyst in developing a unified set of legislative priorities for Lewis County by convening (or partnering with another organization to convene) a countywide summit to kick off the development of shared legislative priorities. The Port’s leadership of this task may be determined by the extent to which the achievement of the Port’s priorities depends on securing legislative action.

- Areas for exploration could include transportation improvement project funding, higher education capital funding, and authorizing legislation for new economic development tools.

C. Goal 3: Increase Level of Constituent Support for the Port & Its Initiatives

Objective 3.1

Communicate regularly with Port stakeholders to inform them of the Port’s mission, goals, and objectives; keep them updated on Port activities; and seek input on key issues and initiatives as appropriate.

Implementation Tasks
- The level of support for the Port and its economic development initiatives can be increased by multiple means. Increasing the community’s knowledge of the Port and its mission and initiatives will lead to increased support. It is important for the Port and its Commissioners to educate and inform the community in its own words.

- A variety of effective communication tools can help the Port communicate with the community. Table 3 identifies a menu of options that the Port can use, as appropriate, to keep stakeholders informed or seek their feedback.

- Stakeholders include, but are not limited to, Port tenants, economic development partners, elected officials and agency staff, Port district taxpayers, and the community.
### Table 3. Stakeholders & Communication Tools

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Communication Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Port Tenants</td>
<td>Informal gatherings (i.e., summer barbecue or other social event) hosted by Port or featured tenant Quarterly meetings</td>
</tr>
<tr>
<td>Economic Development Partners (Industrial Commission, EDC, etc.)</td>
<td>Port to host annual meeting for all stakeholders to review Port’s progress over past year. Attend monthly or semi-monthly meetings as scheduled. Regular meetings to define shared goals and to develop, implement and refine plans for achieving shared goals and initiatives.</td>
</tr>
<tr>
<td>Port Taxpayers &amp; the General Community</td>
<td>Develop and maintain working relationships with local print media to facilitate coverage of Port events and activities. Develop and issue news releases on Port events and activities (i.e., partnerships that bring new infrastructure to area, signing new tenants, land transactions, or other Port activities that bring benefits to the taxpayers and/or community) Host public meetings to review and/or accept comment on Port initiatives as appropriate Identify effective communication vehicle for use by Port on an as needed basis (i.e., email newsletter, regular Port column in Business to Business or other local paper Port host VIP tours</td>
</tr>
</tbody>
</table>

### Objective 3.2

Develop new partnerships that will increase the level of support for the Port’s initiatives and expand the resources available to the Port.

### Implementation Tasks

- The Port has enjoyed many successful partnerships and acknowledges that there are new partnerships that can be forged in order to gain new support for the Port. Partnerships can mean positive relationships, identification of mutual interests, and an agreement to work together to pursue those interests.
- It will be important for the Port to identify and meet with potential new partners to discuss ways to work together for their mutual benefit.
- Listed in Table 4 are areas of opportunity and potential partnerships that can be explored over the next few years.

### Table 4. Areas of Opportunity & Potential Partners

<table>
<thead>
<tr>
<th>Areas of Opportunity</th>
<th>Potential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation Infrastructure</td>
<td>WSDOT, FHWA, Lewis County, City of Chehalis, Local and regional traffic coalitions and groups.</td>
</tr>
<tr>
<td>Permitting</td>
<td>US Army Corps of Engineers, Department of Ecology, Lewis County, City of Chehalis</td>
</tr>
<tr>
<td>Extension/Creation of Rail Services</td>
<td>BNSF, UP RR, Tacoma Rail, WSDOT, FRA, WUTC, Rail Users</td>
</tr>
<tr>
<td>Cultural Resources</td>
<td>Cowlitz Indian Tribe, Confederated Tribes of the Chehalis Reservation, US Corps of Engineers, Department of Archaeology and Historic Preservation</td>
</tr>
<tr>
<td>Business &amp; Tenant Development</td>
<td>USDA, Department of Commerce, EDA, Chamber of Commerce, EDC, Local business organizations (Rotary, Sertoma, Lions, etc.), Real Estate Brokers, Private Developers</td>
</tr>
<tr>
<td>Financing</td>
<td>Local, State, Federal grants and low interest loans Private funding Banks Bond instruments</td>
</tr>
<tr>
<td>Tenants &amp; Other Ports</td>
<td>Other Washington Ports of similar size and character.</td>
</tr>
</tbody>
</table>
APPENDICES

APPENDIX A: PORT OF CHEHALIS FINANCIAL PLAN
APPENDIX B: PORT CAPITAL PROJECT PLANNING
APPENDIX C: CAPITAL IMPROVEMENT PROJECTS
APPENDIX D: INDUSTRIAL DEVELOPMENT DISTRICT
APPENDIX E: PORT OF CHEHALIS DEVELOPMENT STANDARDS & GUIDELINES
APPENDIX F: PORT OF CHEHALIS MASTER PLANNING PROJECT
Appendix A: Port of Chehalis Financial Plan

The Port of Chehalis financial guidelines set forth the basic framework for the overall fiscal management of the Port. These recommendations provide a financial platform for evaluating both current activities and proposals for future programs. From time to time, it is anticipated that these guidelines will be modified to provide financial guidance for issues and situations which were not previously anticipated.

Definitions

For purposes of this document the following definitions apply:

Cash is any cash equivalent that can readily be converted into cash.

Operating Revenues are those revenues generated from activities by users of port facilities.

Operating Expenses are those expenses, which occur due to the daily activities of the port including all direct costs, all administrative costs, and all maintenance costs.

Non-Operating Revenues include revenues generated from sources other than from the use of port facilities. These include tax receipts, interest earnings and finance charges.

Non-Operating Expenses include all costs and miscellaneous fees not directly related to the port’s operations.

Capital Budgets and Purchases are expenditures for physical assets, which are utilized over a period of several years and consequentially depreciated over its useful life. Examples include major construction projects, buildings, equipment, office furniture, etc.

1. Operating Budget Guidelines

The Commission will set a budget on an annual basis. The Executive Director will make best efforts to work towards the goal of attaining sufficient operating revenues to cover all operating expenses and all bond covenants on an annual basis. A quarterly review of operating results will be prepared by the Port Auditor and provided to the Commission. At any quarterly review, should the Executive Director determine that there are significant differences in the actual financial performance of the Port compared to the budget, the Executive Director will immediately develop a plan to bring the operating budget back in line. This plan will be presented to the Commission promptly for consideration and approval.

Property tax levies received by the Port will be expended in accordance with the following prioritization:

1. Payment of interest on Port General Obligation Bonds;
2. Retiring General Obligation Bonds (principal);
3. Payment of principal and interest on all other lease and debt obligations;
4. Capital expenditures as identified by the Port Commission;
5. Support of Port operations;
6. Reserve Fund; and Community Projects.

2. Revenue Guidelines

It is the goal of the Port to develop and maintain a diversified and stable stream of operating revenues to shelter it from short-run fluctuations in any one revenue source.

On any agreement for Port services or lease of Port property, Port staff and/or the Port’s CPA (as directed by the Port Commission) will employ adequate review of the prospective client’s financial position and the ability to pay the fees in accordance with its agreement. Should the Port management or the Port’s CPA determine that the prospective user may be unable to meets the ongoing financial obligations to the Port, the Executive Director will notify the Commission so that they can determine if additional security backing the agreement is needed, or if the agreement should not be entered into.
It is the policy of the Commission to require security from all Port tenants in accordance with RCW 53.08.085. The security shall be in a form acceptable to the Port, and is typically provided by Tenant to Port in the form of a surety bond equal to one year’s rent under the terms of the lease agreement between Port and Tenant. The Port will realize the security in the event of a default by Tenant. The Commission reserves the right to waive this requirement.

The Port will charge fees and lease rates that will, at a minimum, generate sufficient revenue to cover all proportionate direct and indirect costs of operations associated with the use of that asset.

When projected revenues from a project do not meet the minimum threshold over the life of a project, the staff will provide a report to the Commission outlining the projected sources and uses for the project and the Commission shall decide whether to proceed with the project.

To establish appropriate pricing of services and leases, the Port will use the current market value of the leaseable assets (land, buildings, and/or related infrastructure). The asset will be revalued as appropriate and the pricing shall be adjusted as warranted.

### 3. Cash/Management Investment Guidelines

The Lewis County Treasurer acts as the Port’s Treasurer. All cash received will be immediately receipted and transferred to the Lewis County Treasurer’s office in accordance with the Port’s Receipt Policy. All funds will be deposited into the Port’s depository account by the Lewis County Treasurer and be invested in a manner that will maximize the interest earnings.

The Port shall direct the Lewis County Treasurer to make investments on the Port’s behalf. Investments made by the County Treasurer will be made in conformance with Investment Guidelines as stated within the laws of the State of Washington.

All directives on investments from the Port to the County Treasurer will be made with maturities that assure adequate resources for payment of all warrants submitted to the County Treasurer on a monthly basis without the premature liquidation of temporary investments.

The Port will collect all receivables in a manner that will provide for timely receipt of funds owed to the Port. When a receivable is deemed to be uncollectible, the receivable will be referred to the Port’s attorney or to a collection agency for collection. A reserve for uncollectible accounts shall be recorded annually on the Port’s balance sheet for the estimated amount of uncollectible receivables.

### 4. Cash Reserves

The Port Shall Maintain A cash balance sufficient to pay an average of three months of operating expenses. Should cash reserves fall to levels insufficient to meet these future obligations, the Executive Director will immediately take action to raise the level of cash through operations.

The Port shall maintain a sufficient fund balance necessary to meet all debt covenants. When it is apparent that the Port will not be in compliance with these cash flow guidelines, a detailed plan to increase the cash flow either through raising of revenues, reduction of expenses, restructuring of debt, or a combination of these, to meet these requirements shall be promptly submitted by the Executive Director to the Commission.

### 5. Debt Guidelines

The Port will not borrow on a short-term basis to cover routine operations. In no instance should short-term borrowing be considered as a financing option unless a detailed plan for repayment of the borrowing is presented to the Commission and subject to their approval prior to the issuance of the debt.

- Debt payments should not exceed the anticipated useful life of an improvement.
• Efforts should be made by the Executive Director to maintain or improve the Port’s General Obligation Bond rating. The Port may utilize General Obligation Property Tax supported bonding to finance only those capital improvements and long term assets which have been determined to be essential to the maintenance of, or improvements to, the Port’s infrastructure, or for the purchase of land and buildings which do not have revenue sources sufficient to support repayment of the debt.

• Generally, debt (other than General Obligation Bonds) should be used only to finance specific improvements that can generate operating cash flows sufficient to service the debt. When the debt is used to finance specific capital projects, the means of repayment must be reasonably certain prior to the debt being issued. All repayment schedules must be submitted to the Commission for review and approval.

• The Port may utilize revenue supported bonds to finance public improvements which can be shown to be self-liquidating. Financial feasibility studies shall be presented for each project to show evidence of the self-liquidating nature of the project.

• The Port will maintain its finances in a manner which will generate cash flows from all sources (before capital projects and long term debt service payments) sufficient to provide cash to cover all debt covenants required by outstanding bond issues, plus some measure of return to the Port.

6. Capital Budget Guidelines

The Port will develop a multi-year Capital Improvement Plan (CIP) that will be updated annually. Efforts will be made to make investments in capital assets based on the details of the plan. When Port staff or the Commission determines that a project not contained in the CIP is of sufficient urgency to be proposed for completion in the current fiscal year, following a detailed review of the project, the Commission may approve proceeding with the project and will amend the Port’s CIP if necessary.

Capital improvements will be funded by non-operating revenues, operating revenues, debt, or grants.

The Port will maintain its physical assets at a level adequate to protect the Port’s capital investments and minimize future maintenance and replacement costs. A detailed maintenance schedule will be developed and maintained, and sufficient levels of funding for maintenance will be included in the Port’s annual budget.

A. Business Practices

The business practices of the Port of Chehalis are directed toward achieving the Comprehensive Plan goals and policies set forth in Chapter 3, emphasizing Goal 1 which is to “increase the economic vitality of the Port and Lewis County.” Flexibility is needed, however, in order to adapt to changing conditions of competition and community needs and desires. Accordingly, the statements that follow are typical business practices of the Port, subject to change as conditions warrant.

The Port will construct, operate and maintain facilities for industrial and commercial use. These facilities will be made available to private business for lease or sale, as directed by the Commission.

Rate charges for the use of Port facilities will be set at a market rate and will be designed to cover all expenses, including overhead, debt service, depreciation, and some return to the Port.

The Port has created Industrial Development District (IDD) No. 1 and No. 2 in the Chehalis Industrial Park area. Use of this property has been dedicated to industrial and commercial use. The Port will make every attempt to site industry on this property that will diversify the economic base of Lewis County. The Port will use current values of all assets when establishing rates and will periodically update values and rates.
Because of the substantial investment in infrastructure in the Port’s Industrial Development District No. 1 and No. 2, the policy of the Port is to not sell property unless it is evident that substantial benefits, including employment and tax revenues, would be gained for the community. The Port’s policy is to make the properties within Industrial Development District No. 1 and No. 2 available for lease to individuals or businesses engaged in activities that are compatible with the Port’s mission of economic development as well as the zoning and efficient use of the area and facilities.

The operations of the Port are conducted with the objective of earning sufficient net income to cover operating and administration costs. The Port’s objective is to achieve operating surpluses sufficient to cover the investment required for new and improved facilities. However, for the foreseeable future, the operating surpluses must be supplemented by the investment of the Port’s general purpose tax levy revenues. Revenue bonds will be used whenever feasible to supplement funds required for new facilities.

Properties required for Port purposes will be acquired by negotiation, and it is the Commission’s objective to complete land acquisitions at or below fair market value. Properties identified as needed for long-range needs will be acquired by negotiation and held for future development. Whenever possible, these properties will be leased for interim uses in an effort to generate operating revenue to offset the cost of the acquisition until further development occurs.

In addition to the Port’s economic development goals, the Port will lease its land and/or facilities in order to generate revenue in accordance with the Port’s financial goals, policies, and guidelines.

The Port will cooperate fully with other public and private organizations (including other port districts) to reduce impediments to trade, improve the efficiency and economy of Port operations, maintain national security, and establish equitable and compensatory charges for services.

The Commission recruits and intends to retain competent management and professional staff to implement the objectives of the Port. It is the responsibility of the Port Executive Director to operate the Port under the goals, policies, and objectives adopted by the Port Commissioners.

In meeting the requirements of the Shorelines Management Act, the State and National Environmental Policy Acts, and other applicable regulations, the Port recognizes its responsibility to minimize the impact of its development projects on public health and safety, the environment, and adjoining properties.

As a public entity, the Port conducts its official actions in public meetings and maintains its official records in accordance with the Open Public Meetings Act. The Port will accommodate all requests for public records in a timely fashion. In the event the Port cannot comply with the request for records, it will notify the requesting party promptly in writing of the basis for denying the request.

Port Commissioners and staff are encouraged to participate in community, regional, state, and national organizations to both give information and become informed about matters affecting or of interest to the district.

Port Commissioners and staff are encouraged to participate in appropriate educational opportunities (e.g., Washington Public Ports Association) to further their professional development.
The Port has organized an Industrial Development Corporation, as provided for in Washington law, to assist qualified industries in receiving financing for projects which will accomplish the overall goals of the district.

B. Port District Financing

To finance projects and activities, port districts utilize several sources of revenue. A port’s revenues comprise non-operating income, (i.e., tax levy), operating income, (i.e., lease income), grants, and borrowed funds, (i.e., debt). It is the Port’s policy to obtain the lowest cost funds to finance Port projects. Brief descriptions of each option available to the Port follow. Subject to Port Commission direction, Port staff shall actively pursue grants and low-interest governmental loans to fund Port projects.

1. Tax Levies

To supplement revenue generated by Port operations, state statutes authorize port districts to levy taxes on the valuation of the taxable property in the district as described below.

a. Basic Regular Levy

In accordance with RCW 53.36.020, a port is allowed to levy a tax up to 0.45 per $1,000 of assessed valuation of the port district for general port purposes, including the establishment of a capital improvement fund.

b. Extra Voter-Approved Tax Levy

Port districts are allowed to levy up to an additional 0.45 per $1,000 of assessed valuation in taxes for dredging, canal construction or land leveling or filling, per RCW 53.36.070. The Port has never sought to impose this additional tax levy, and does not envision doing so unless community needs alter to the extent that it should be considered.

c. Industrial Development District Tax Levy

A port district can levy an additional 0.45 per $1,000 of assessed valuation in taxes to finance Industrial Development District (IDD) improvements. These improvements must be set forth in the port district’s “Comprehensive Scheme of Harbor Improvements and Industrial Developments,” and adopted in accordance with RCW 53.25. This tax levy is limited to twelve annual levies, six of which may be subject to voter approval. The levies need not be taken in consecutive years. A third six-year period of IDD tax levy is available to counties on the Pacific Ocean if approved by a majority vote of the voters within the port district.

d. General Obligation Bond Tax Levy

A port district can levy taxes as required to service interest and principal payments on General Obligation Bonds.

e. One Percent (1%) Levy Lid

The total revenues from regular property taxes cannot increase by more than one percent each year, unless a majority vote approves a higher levy, excluding new construction. In any year when port levies are less than the maximum amount allowed by the one percent, whether voluntarily or as a result of dollar rate limit, the one percent lid for succeeding years will be calculated as though the maximum levy amount allowed by the one percent lid limit had been levied (referred to as “protection of future levy capacity”).

2. Port Debt

As a municipal corporation, a port district is expressly permitted by law to issue debt. This borrowing must be in the right form, and must be used for the purposes that are expressly allowed by law. The types of port debt and limitations are summarized below.
a. General Obligation Bonds
An important financing option for a port is through the issuance of General Obligation Bonds. General Obligation Bonds are limited by law as follows:

b. Basic Limit
A port is allowed a total of nonvoted debt equal to one-quarter of one percent of the assessed value of the taxable property in the district as determined by the County Assessor (RCW 53.36.030). General Obligation Bonds are limited to a maximum maturity of 50 years (except those subject to a 25-year limit as described below in section d).

c. Voted Debt
With the approved of 60 percent of the voters, General Obligation Bonds may be issued in an amount not to exceed (together with the existing indebtedness of the district not authorized by the voters) three-quarters of one percent of the assessed value of the taxable property in the district as determined by the County Assessor.

d. Small Ports Exception
Districts with less than $1.5 billion in taxable property may issue up to three-eighths of one percent of additional debt, per RCW 53.36.030. Maturity of these bonds may exceed 25 years. A port must have a Comprehensive Plan and a long-term Financial Plan approved by the Washington State Department of Community, Trade, and Economic Development prior to accessing this additional debt. The Port of Chehalis is considered a Small Port for this exception.

3. Revenue Bonds
Revenue Bonds are payable from a stream of non-tax revenues and are not classified as General Obligation Debt. Tax revenues cannot be used to repay Revenue Bonds. Although technically there is no legal limit on the amount of Revenue Bonds a port may issue, as a matter of practice and policy, the limit of a port-issued Revenue Bond depends on the port’s ability to repay the principal and interest from operating revenues. Annual revenue bond payments thereon are a lien against the current year’s operating revenue. A port may mortgage facilities financed with revenue obligations, per RCW 53.40.125.

4. Short Term Obligations
Ports have several short term financing methods. A port may issue Tax-Anticipation Notes (TANS), Bond Anticipation Notes (BANS), and Revenue Anticipation Notes (RANS). TANS must mature no later than six months into the next fiscal year.

A Port issues warrants to meet its ongoing financial obligations. These can be interest bearing revenue or tax-backed general obligation warrants. A port can also access a Line of Credit for short-term finance needs. A Line of Credit is usually evidenced by a note.

5. Industrial Development Revenue Bonds (IRBS)
A port is allowed to issue IRBs for funding of private projects through a special port-created Industrial Development Corporation (IDC).

Parties wishing to access this source of funding through the Port’s Industrial Development Corporation must be funding a project within the Port District, meet the qualifications for IRB financing, and submit an application to the Port.

6. State and Federal Loan and Grant Programs
As a municipal corporation, a port is eligible to apply for several state and federal loan and grant programs. These loans and grants are typically for infrastructure and industrial facility development. These loans do not apply against a Port’s statutory debt limit, but do count against its constitutional debt limit.
Appendix B: Port Capital Project Planning

A. History

After its formation in 1986, the Port of Chehalis began to acquire property in the vicinity of the existing Chehalis Industrial Park south of the City of Chehalis. The Port took a conservative approach with its initial land acquisitions, accumulating tax revenue reserves and issuing a small amount of debt to acquire approximately 120 acres of undeveloped property. In late 1991, the Port began to take a more comprehensive look at developing its land base for industrial purposes.

The first step in actual development for the Port was to hire its first employee to carry out the administrative functions of the Port. It then advertised for professional services to complete its first Comprehensive Scheme of Development. The goal of the Port Commission was to complete a comprehensive plan that would formalize its mission statement, goals, and objectives; assist it in identifying steps needed to successfully develop its existing land; look at its future development and growth; and provide a marketing strategy for recruitment of new industry to the Port land. The Port of Chehalis Comprehensive Scheme of Development was formally adopted by the Port Commission in March 1993.

The Port’s 1993 Comprehensive Plan identified the primary infrastructure needs for developing the Port’s property. The infrastructure was identified in three phases. Cost estimates and preliminary engineering plans were completed, and financing options were reviewed. In August 1993, the Port began constructing the first phase of infrastructure development as the Phase One Infrastructure project, which included road, water, sewer, natural gas, telephone, electricity, and drainage improvements beginning at the west end of the Port’s property and extending to the east end at Jackson Highway. This project was completed in 1995 at an approximate cost of $1.9 million.

The Phase One Infrastructure project was key to the Port’s early success in attracting tenants to its property. The project allowed the Port to attract its first tenant, a Fred Meyer retail service center. Following Fred Meyer’s decision to locate at the Port, other tenants followed. Within three years of the completion of Phase One, the Port had five tenants using the improvements made by the project. These tenants have created approximately 440 full-time jobs, an excellent boost to the local economy, and have assisted the Port with its primary goals of job creation and economic diversification for the community. As they grow, additional jobs will be created. With over 150 acres still available for development in 1997 that directly access the Phase One improvements, economic development opportunities continue to be strong.

The Port constructed two buildings in the Phase One development, which were leased to Port tenants. In 2005, 35 acres were sold to Fred Meyer so that it could continue with its expansion plans within its existing development. At final design, the expansion is estimated to add 200 more jobs to this facility. In 2005, a building was sold in order to accommodate a new tenant’s requirement to own rather than lease its own assets. This tenant brought 50 new jobs to the community. Also in 2005, an additional 91 acres of land was purchased for future development.

B. Purpose

Planning and compliance with all land use regulations will continue to be of great importance to the Port. The Port will periodically update its Comprehensive Scheme of Harbor Improvements to ensure that it remains consistent with the City of Chehalis and Lewis County comprehensive plans. The Port and the City will continue to work together to coordinate planning efforts for the development of the Port’s Industrial Development Districts within the City’s Urban Growth Area (UGA).
The primary purpose of the Capital Improvement Plan (CIP) is to aid in the implementation of the Comprehensive Plan goals and objectives. The CIP assesses capital needs, identifies, prioritizes, and coordinates capital projects. It is closely aligned with the Port’s capital budget. The CIP will be reviewed and updated on an annual basis. The Capital Improvements Projects list in contained in Appendix C to this plan.

While the CIP includes a prioritized list of capital projects, the timing of the projects is contingent on funding availability. Historically, the Port has been very successful in leveraging local tax dollars with state and federal funding to finance capital projects. The Port will continue to pursue available state and federal funding sources aggressively, and Port staff will keep the Commission and the public updated on the status of the plan and individual projects and the funding for them.

C. Project Feasibility

The Port will consider a number of variables when assessing the feasibility and timing of individual capital improvement projects. These variables include financial and ownership aspects of a capital improvement project.

1. Project Benefit

Those who benefit from a Port facility should pay for its development. The amount of payment should be proportionate to the benefit received. Cost/Benefit Analysis is one tool used by the Port to identify a project’s ultimate value to the community. When properties other than Port property are benefited, access to the improvement and payment for the benefit will be addressed prior to beginning the project.

2. Project Cost

The cost of the capital project will be amortized over the life of the improvement.

3. Ownership

Ownership of the capital project will be evaluated prior to beginning the project. In considering retaining ownership of the project, the Port will evaluate the cost of operating and maintaining the project. If it is feasible for the Port to retain ownership, a capital maintenance plan will be completed prior to financing the project. It will be determined if it is more feasible for the Port to grant the improvement to another entity upon completion before beginning construction of the project.

4. Legal Requirements

Federal, state, and local mandates may require implementing a particular project or activity.

5. Public Health & Safety

Public health and safety should be evaluated for all projects and activities. Projects or activities that will improve public health and safety are a high priority. The impacts, if any, to the public health and safety of each project will be analyzed, and any adverse impacts mitigated.

6. Environmental Issues

Environmental impacts will be analyzed for each project prior to proceeding with a project. The analysis is completed through the State Environmental Policy Act (SEPA) process. Projects with adverse impacts to the environment may be undertaken if the impacts can be mitigated. Alternatives may be studied, and when practicable, may be utilized to alleviate, reduce, or eliminate adverse environmental impacts.
7. **Economy of Scale**  
It may be more cost-effective to combine several small projects into a single large public works project. The Port will consider the cost and benefits of grouping related projects and will combine projects when it would be sufficiently beneficial and in compliance with state public works contracting.

8. **Public Input**  
The Port will seek public input on most projects through the planning, permitting, and construction phases. Public input on capital projects is vital to project success. The Port will consider public input carefully when deciding on capital projects.

9. **Funding Sources**  
Because of its limited tax revenues, the Port will continue to seek local, state, and federal grant funding to assist in financing capital projects. The Port also will continue to access government loan programs when conventional loan funding is not feasible. A financial feasibility analysis will be completed on most projects, and the most appropriate and available funding sources will be used.

10. **Seasonal Factors**  
The timing of the project must be considered for start and end dates. The proper time of year for beginning large earthwork projects may depend on weather conditions. Costs may be affected depending on time of year for bidding.
Appendix C: Capital Improvement Projects

A. Introduction

This Appendix lists summarized project or activity descriptions for the Port’s 2012 - 2016 Capital Improvement Plan (CIP). These projects or activities are intended to present conceptual design or guidelines for future planning and funding decisions. In this section, an activity refers to items such as planning, land use related activities, and platting/property division, while project is used for items such as capital improvements, infrastructure development, and other construction-related elements.

The conceptual or schematic design of specific infrastructure components will conform to applicable federal, state, and local requirements as well as the Port’s Development Standards & Guidelines as presented in Appendix E herein.

Conceptual projects are discussed in public meetings, including input from staff, Commissioners, and taxpayers. The outcome of these meetings was used as the baseline data for the projects and activities presented. The majority of the projects and activities presented are focused within the boundaries of Industrial Development Districts No. 1 and No. 2.

B. Capital Improvements Project List

Capital projects are summarized in Table 5 below. Information on previous capital improvements historically discussed by the Port that have not been included in the Capital Facilities Plan is available in the Port office.

<table>
<thead>
<tr>
<th>Project/Activity</th>
<th>Start</th>
<th>Finish</th>
<th>Estimated Cost</th>
<th>Lead Agency</th>
<th>Funding Sources</th>
<th>Status</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D Incubator Facility</td>
<td>2012</td>
<td>2013</td>
<td>$2.5M</td>
<td>Port</td>
<td>Port, EDA, USDA, County</td>
<td>Study, CEDS</td>
<td>Job &amp; Industry Growth</td>
</tr>
<tr>
<td>Rail Reload Facility</td>
<td>2012</td>
<td>2014</td>
<td>$5.0M</td>
<td>Port</td>
<td>Port, FRA, UTC, BNSF, EDA</td>
<td>TIP, CEDS</td>
<td>Rail Transportation enhancements</td>
</tr>
<tr>
<td>Downie Road Extension</td>
<td>2012</td>
<td>2014</td>
<td>$1.5M</td>
<td>County</td>
<td>Port, DOT, FHWA</td>
<td>TIP, CEDS</td>
<td>Rail &amp; Road Transportation enhancements</td>
</tr>
<tr>
<td>Area Stormwater Management/Facility</td>
<td>2013</td>
<td>2015</td>
<td>$2.0M</td>
<td>Port</td>
<td>Port, Ecology, EPA, County</td>
<td>Planning</td>
<td>Comply with future requirements</td>
</tr>
<tr>
<td>Industrial Park Entry Sign</td>
<td>2014</td>
<td>2015</td>
<td>$100K</td>
<td>Port</td>
<td>Port, EDC, Industrial Commission</td>
<td>Planning</td>
<td>Marketing tool for Port development</td>
</tr>
</tbody>
</table>
Appendix D: Industrial Development District

A. What is an Industrial Development District (IDD)

A port district is authorized under RCW 53.25.040 to…
“create industrial development districts within the port district and define the boundaries thereof, if it finds that the creation of the industrial development district is proper and desirable in establishing and developing a system of harbor improvements and industrial development in the port district.”

The specific powers of an industrial development district within a port district are authorized under RCW 53.25.100.6 The primary purpose of an industrial development district is to allow a port district to develop or redevelop marginal lands within the industrial development district boundaries in a sound manner to further economic stability, provide provisions for appropriate continuing land use, and to protect and promote the general welfare of the inhabitants of the port district in which the industrial development district exists.

B. Purpose of an IDD

The key element of industrial development districts and the primary purpose is the development and redevelopment of marginal lands. Marginal lands are defined in RCW 53.25.030, and can be characterized by one of several characteristics. In general, marginal lands are properties which are either deteriorated or in the process of deteriorating due to disuse, inconsistent use, inadequate infrastructure, faulty planning, inadequate subdivisions, widely scattered parcel ownership, and others. The existence of marginal lands as characterized in statute constitutes a serious and growing menace which is detrimental to the public health, safety, and welfare of the people of the community in which they exist and of the people of the state. Marginal lands present difficulties and handicaps which are beyond remedy and control solely by regulatory processes. They contribute substantially and increasingly to the problems of, and necessitate excessive and disproportionate expenditures for public services without generating sufficient tax revenues to pay their proportionate share for such services. Conditions of marginal lands tend to further obsolescence, deterioration, and disuse because of the lack of incentive to the individual landowner and his inability to improve, modernize, or rehabilitate his property while the condition of the neighboring properties remain unchanged. In many instances, redevelopment of marginal lands is so difficult and costly that it is uneconomical, and as a practical matter impossible, for owners to undertake because of lack of power and excessive costs. In addition, the process of deterioration of marginal lands frequently cannot be halted or corrected without redevelopment of the entire area, or substantial portions of the area.

The benefits which result from remedying the conditions found with marginal lands and the redevelopment of such marginal lands will accrue to all inhabitants and property owners of the communities in which they exist. The remedying of conditions found with marginal lands may require public acquisition of the areas, at a fair market price, in order to redevelop the area suffering from such conditions. The public agency can provide proper supervision for the project, appropriate planning, and provisions for continuing land use. “...The development and redevelopment of marginal lands and the provision of appropriate continuing land use constitute public uses and purposes for which public moneys may be advanced or expended,... and are governmental functions and are of state concern in the interest of health, safety and welfare of the state of Washington, and of the communities in which such areas exist.” (RCW 53.25.010).
The state statute is specific to the powers of an industrial development district (see RCW 53.25.100). As stated above, the primary purpose of an industrial development district is to develop or redevelop an area in the appropriate manner to insure consistent land use, economic stability, and public health, safety and welfare. The development itself is driven by the needs of the community in which the port district and the industrial development district are in. The statute states all port districts are authorized to buy and sell land within the industrial development district as needed, “...to develop and improve the lands within such industrial development district to make the same suitable and available for industrial uses and purpose; to dredge, bulkhead, fill, grade, and protect such property; to provide, maintain, and operate water, light, power and fire protection facilities and services, streets, roads, bridges, highways, waterways, tracks, and rail and water transfer and terminal facilities and other harbor and industrial improvements; to execute leases of such lands or property or any part thereof; establish local improvement districts...”

There are no immediate impacts to land within an industrial development district boundaries except to define the boundaries in which the port district may exercise powers described in Chapters 53.25 of the RCW, i.e., to acquire, develop, improve, and sell or lease property within the industrial development district to private industry. Again, the purpose of the industrial development district is to provide an optional mechanism which a port commission may use if it finds that an industrial development district would be “proper and desirable in establishing and developing a system of harbor improvements and industrial development in the port district.” The creation of an industrial development district may signal a port commission’s intent to proceed with those activities, but does not necessarily bind the commission to take any particular action.

C. Process for Establishment of an IDD

In order to establish an industrial development district a port may, after holding a public hearing, of which at least ten days notice shall be published in a daily newspaper of general circulation in the port district, create industrial development districts within the district and define the boundaries thereof, if it finds that the creation of such an industrial development district is proper and desirable in establishing and developing a system of harbor improvements and industrial development in such port districts (RCW 53.25.040).

No expenditure for improvement of property in an industrial development district, other than the expense of preparing and submitting a plan of improvements, shall be made by a port district, and no property shall be acquired by it except as provided for by statute, until it has been made a part of the comprehensive scheme of harbor improvements and industrial developments or amendments thereto (RCW 53.25.90). The comprehensive scheme or amendments thereto shall provide for the development or redevelopment of those marginal lands acquired and a provision for the continuing of the land uses which are hereby declared to constitute public uses and the purposes for which public moneys may be advanced and property acquired.

Once an industrial development district is created certain restrictions apply to the port district and to purchasers of port property within the industrial development district. Once created, the industrial development district’s boundaries can be reduced by resolution, with certain exceptions and restrictions as to the property acquired by the port district. One of the restrictions relates to land acquired by the port district that was included in the industrial development district for less than two years, and was acquired by condemnation or threat of condemnation. If that area is deleted the former owner must be given an opportunity to repurchase it within a certain time.
The purpose of the public hearing prior to forming an industrial development district is to find out what objections the port’s citizens and landowners may have. Landowners should make their feelings known to the port, both at the public hearing and by letters to the port if they desire. Whether in or out of the industrial development district boundaries, the industrial development district itself does not restrict or increase the use to which the landowner may put his or her property. A restriction may apply when a private landowner seeks to access port owned improvements, such as infrastructure, within the industrial development district. An industrial development district is not a zoning regulation. If the landowners wish is to develop their property for industrial or commercial use, the industrial development district probably would help facilitate that purpose and possibly increase the property value. If not, the benefit might be to have the advantage of an orderly and managed industrial and commercial neighborhood instead of haphazard industrial growth.

If property is excluded from the industrial development district boundaries, the significance is that the port apparently is not planning to acquire the property. However, this is not a guarantee.

The principal “binding” provisions of an industrial development district involve the sales and uses of the property after it has been acquired by the port district within the industrial development district. Sales of port district lands within the industrial development district are subject to the provisions of RCW 53.25.110 through 53.25.160, including provisions for public hearing, and formal findings and determination by the commission regarding the advisability of the sale.

The purchaser of port district owned property must submit plans and specifications for the development of the property to the Port Commission, which must be approved by the commission in writing. The development of the property must be consistent with the port district’s comprehensive scheme of development. The conditions on which the sale is made must be included in the instrument conveying title, as covenants running with the land. The properties must continue to be devoted to the purposes set forth in the statutes (RCW 53.25.120, 53.25.160, 53.25.170). If the purchaser does not take certain steps to do so within one year the commission may cancel the sale, in addition to other remedies. The purchaser may not transfer title to the property within one year after the purchase.

Most of the powers that a port district are authorized to exercise under the industrial development district provisions are also authorized under other sections of the RCW. The creation of an industrial development district is not a necessary condition for a port district to acquire property. The industrial development district mechanism is a means for ensuring that land which a port has acquired and developed or improved for purposes of Chapter 53.25 RCW will continue to be used for those purposes in the future. The primary benefit of an industrial development district is to enhance a port’s ability to acquire, develop and improve the property as necessary or desirable for a port’s comprehensive scheme of harbor improvements. The industrial development district provides a broad and flexible framework for such future decisions. Conceivably some privately owned land within an industrial development district will not need to be acquired by a port, or certain property acquisitions may be necessary for a harmonious scheme. The industrial development district establishes a mechanism to facilitate those decisions when made.
D. Port of Chehalis Industrial Development District No. 1 and No. 2

The Port of Chehalis formed Industrial Development District No. 1 (IDD No. 1) in June of 1993. IDD No. 1 included only Port owned land at that time (see attached map). The Port planned for and began the development of lands within this IDD in 1993.

**Phase I Development**, including road, water, sewer and other utilities, was completed in 1995 opening up a majority of the Port property within the IDD for development (see exhibit). The development of IDD No. 1 was rapid, and the Port recognized a need to expand the IDD boundaries to insure continued managed and consistent development for the area in furtherance of the Port’s and community’s goals.

It is not legally possible to expand the boundaries of an existing industrial development district. For this reason, the Port of Chehalis created a contiguous industrial development district - IDD No. 2 - to its existing IDD No. 1. By expanding the industrial development district area, the Port Commission believes it will be providing a better framework for planning for the area, and consistency in land use planning of the area with other jurisdictions. A second contiguous industrial development district allowed private landowners to partner with the Port in planning for future infrastructure and capacity needs for the area's continued development.

In considering the expansion of the Port’s industrial development district area the Port Commission went to considerable lengths to include the public in the process. The Port sent a mailing to all landowners within these new proposed boundaries detailing what an industrial development district, personal contact was made by Port Commissioners, and two public hearings on the matter were held. Following the public process and hearings, the Port Commission created by resolution IDD No. 2 on September 11, 1997. The City of Chehalis, Lewis County, Chehalis Industrial Commission and the Lewis County Economic Development Council participated in this process throughout.

**Land Use/Zoning**

The Port’s IDD boundaries are consistent within the Lewis County and City of Chehalis Comprehensive Plan and zoning for the area. Both IDD No. 1 and 2 are within the City of Chehalis Urban Growth Area (UGA). The zoning for the area is industrial/commercial. All development within the City’s UGA, including the Port’s development, must comply with both Lewis County and City of Chehalis development standards and regulations.

**Infrastructure and Services**

The area within the Port’s IDD No. 1 and 2 is designated by the City and/or County as their existing or future utility service area. The Port has reviewed and identified available infrastructure and services and is participating in planning efforts to complete future needed improvements.

The following is a list of infrastructure and services reviewed:

- Roads/Transportation
- Natural Gas
- Water Service
- Telecommunications
- Sewer Service
- Power
- Drainage and flood control
- Solid Waste Collection
- Rail Service
- Fire/Police Protection

These items will need to be reviewed for each additional parcel acquired by the Port prior to purchase as part of the feasibility study phase.
Development Standards & Guidelines
The Port has developed standards and guidelines for development within IDD No. 1 and 2. These will insure uniformity within the boundaries. Coordination with federal, state, county, City and other local agencies has been ongoing to ensure consistency in development standards and provisions for a uniform and consistent atmosphere for the industrial area. The Port of Chehalis Development Standards & Guidelines are included in their entirety in Appendix E.

Ownership and Maintenance of Improvements
The Port policy is for ownership of land to remain with the Port whenever feasible. The Port will enter into private long-term lease arrangements for specific lots or tracts. In the event land is sold to a private entity, the Port will insure through covenants that the properties will be developed consistent with the Port of Chehalis Development Standards. The Port will set management and design standards on leased properties to achieve objectives and policies. The Port will oversee and approve all landscape installation and maintenance on all port owned property and private property purchased from the Port to insure continuity of appearance and adherence to the Port’s overall scheme of development.
Figure 5: Industrial Development District 1 and 2
Appendix E: Port of Chehalis Development Standards & Guidelines

A. Introduction
The Port of Chehalis Industrial Park is located along Interstate 5 in Lewis County, Washington. Because it lies halfway between Portland, Oregon and Seattle, Washington, it is well situated to preserve and promote commerce with direct access to road and rail transportation networks that serve the West Coast. The master planned area is entirely outside the Chehalis city limits but lies within the City’s Urban Growth Area (UGA), and is therefore under the jurisdiction of the City due to an agreement with Lewis County. In 2009 the City of Chehalis updated the City’s Development Regulations to adopt the Port’s development standards & guidelines by reference to allow more flexibility by the City of Chehalis in permitting projects when the Port is the applicant. The City’s development code relies on the standards outlined in the Port’s master plan. Developments within the industrial park must comply with the relevant provisions of the Chehalis Municipal Code (CMC) unless specifically modified by these design standards. Together with the City’s development regulations and the Port’s comprehensive plan, these design standards will help establish consistency throughout the industrial park.

The Port is committed to creating economic growth and diversification by recruiting new businesses and industries, and by supporting the retention and expansion of existing businesses with high standards of development quality through attentive land planning and design. These design standards have been prepared to ensure high quality site planning, architecture, engineering, and landscape architecture are developed and maintained throughout the industrial park. Implementation of these design standards promotes growth and development which is consistent with the Port’s comprehensive plan and vision.

This Appendix has been structured so each general topic is introduced with one or more general objectives, and the standards which follow provide detailed guidance for design to be addressed in each project.

B. General Development Objectives
The following general development objectives are intended to guide the development of individual parcels, unless superseded by state or local ordinances.

Individual parcels within the Port of Chehalis Industrial Park are available for sale or lease to individual users. Site development shall be guided by specific criteria with respect to the nature of land uses and the character of design.

The planning for the Port of Chehalis Industrial Park includes design considerations to ensure an emphasis on a quality site and architectural and landscape design.

1. Site Planning
Thoughtful site planning will help to achieve efficiency and compatibility throughout the development, which is conducive to economic development and recruitment. The site planning of individual lots within the Port of Chehalis Industrial Park is intended to provide for a wide range of employment and development opportunities. Key site planning elements which will be addressed in this section include uses, site coverage, setbacks, parking and loading, access and drive location, sidewalks, storage and loading areas, screening, fences and walls, utilities, grading, and nuisances.
2. Architecture

High quality architectural design with a quality theme shall be incorporated into all developments to strengthen the image of the Port of Chehalis Industrial Park as a unique business environment. Designs shall create consistency between architectural elements, as well as cohesive relationships between buildings and the landscape setting. Building design shall strive to be an integrated part of the overall site design concept. Refer to section IV specific architectural standards.

3. Landscape

Landscaping shall be designed to complement and enhance the existing streetscapes and buildings within the district while providing a cohesive transition between adjacent buildings and landscapes. Landscape plans shall create a pleasant and harmonious relationship between built facilities, the natural and agricultural landscape, and adjacent development. The streetscape design and construction shall be completed by the Port to provide the framework of elements and materials that lay the groundwork for achieving this goal. Elements, including monumentation and signage throughout the park and site specific signage, shall utilize the palette of materials and thematic design features to visually link the entire park. Landscaping shall provide effective screening where required and, to the extent possible, existing native trees and vegetation shall be retained and enhanced as part of the design. Refer to section V for specific landscape standards.

4. Signage

Signs are an important element contributing to the identity of the Port of Chehalis Industrial Park, and are intended to add to the aesthetic appeal of the area. The use of signage shall be coordinated with landscape and building elements, and shall complement the overall design of the project. Appropriate scale and consistent colors, materials, and typography for all signs shall contribute to the high quality image of the industrial park. See following Section VI for specific sign standards.

5. Lighting

Location of lighting fixtures shall be designed to enhance site security and on-site lighting shall be designed to highlight, not dominate, the design of the building. Lighting in industrial areas may require clusters of lights on taller poles to efficiently light outdoor storage and work areas. In order to promote efficiency and maneuverability in these outdoor storage areas, the number of poles shall be the minimum number required to achieve an effective illumination of the storage/maneuvering areas. All lighting shall be specified to ensure consistent fixtures and illumination levels throughout the industrial park, and shall prevent excessive lighting from casting glare onto adjacent lots and streets. See following Section VII for specific lighting standards.

6. Administration of Standards

All developments within the project shall meet the minimum requirements established by these design standards. The Port of Chehalis reserves the right to adjust or vary these standards to the limit allowed by state and local ordinances and administrative rules and regulations. This includes modifications or variance relief allowed under applicable jurisdictions, when it is solely determined by the Port that such an adjustment or variance is in the best interest of the IDD, and will not impair the quality of the overall project.

The Port Commission will review all plans to ensure development in the Port of Chehalis Industrial Park meets the requirements of the design standards. The Port shall evaluate the proposed plans based upon the intent of the standards, available facts regarding the particular project, and the best interests of all property owners. The review process shall consider the unique aspects of each of the tenant’s requirements, and is designed to assist individual tenants in following the proper procedures in order to avoid delay or inconveniences in the execution of plans.
The Port recognizes situations arise which may warrant modification to these standards. A written request for an exception shall be submitted to Port Commission staff stating the reason for the request and the applicable section of the standards. The Port shall evaluate each request and notify the tenant in writing of the decision.

7. Adding property to the Port of Chehalis Industrial Park

As the Port continues on their mission to promote economic development in the region, properties may be added to the Port’s industrial park. Designating a property as being within the industrial park and applying these design standards to the industrial park shall promote cohesive character within Port projects, and also provide for consistent development regulations on all Port properties. Properties to be added shall be considered by the Port in conformance with the requirements of RCW Title 53. A decision to include property in the industrial park shall be forwarded to the City of Chehalis to be included in the Port’s industrial park standards. Properties to be added need not be contiguous to other Port-owned properties.

C. Site Development Standards

1. Permitted Uses

a. Standards
   - According to Section 17.40.030(D) of the Chehalis Municipal Code, uses submitted in any development permit application located within an IDD and submitted by the Port of Chehalis shall be considered permitted uses for the purpose of permit review.
   - Given the variety of uses permitted within the Port of Chehalis Industrial Park and the Port’s goal to provide for flexibility, compatibility, and efficiency between sites, all services within the industrial park shall be consistent with an integrated development plan approved by the Port Commission.
   - A minimum of five to seven jobs per acre is required for tenants within the Port’s industrial park. This standard can be varied by the Port Commission after careful consideration of the Port’s mission and goals for industrial park development and, specifically, Chapter 3, objective 1.3 of the Port’s comprehensive plan.
   - Retail support services such as restaurants, data processing, child care, job training, banks, and recreational facilities shall be evenly spread throughout the industrial park.
   - “Flex” buildings may be constructed to accommodate a variety of tenants provided the land use mix is consistent with these standards.
   - All site development shall preserve the “business park like” environment.

2. Site Coverage

a. Standards
   - Meet pervious surface requirements for the Port of Chehalis Industrial Park through a combination of on-site pervious surface requirements and common open space.
   - The maximum area that may be covered by the principal building, accessory building, and future additions shall not exceed 50% of the total lot area.
   - A minimum of 15% of the area within property lines of each development parcel shall be landscaped.
• When two or more parcels are aggregated by a single occupant, the aggregate parcels may be considered as one parcel for the purpose of calculating site coverage.
• Wetland buffers can be included as landscape areas as provided below in the landscape standards.
• Stormwater treatment facilities, when landscaped and planted, can be included as landscaped areas.
• Hardscaped pedestrian plazas and common areas, walkways, pathways, and/or common areas can be counted towards the landscaping requirement, but should not comprise more than 25% of the required landscape area.

3. Building Heights
a. Standards
• All buildings shall conform to the building height limitation of 100 feet as established for the I-L (Light Industrial) zone, and 50 feet as established for the C-G (General Commercial) zone.
• Exceptions to these height standards shall require approval by the Port. Building heights shall be reviewed based on responsiveness to the heights of surrounding tenants, appropriate architectural scaling elements, and view corridors.

4. Building Setbacks
a. Standards
• Minimum building yard setbacks:
  − Front yard setback abutting an internal street: 0 feet
  − Front yard setback abutting a collector or arterial street: 10 feet
  − Side yard setback, interior: 0 feet
  − Rear yard setback: 0 feet
  − Abutting a residential zone: 50 feet
• Additional setbacks may be required to promote compatibility between uses or provide a transition between incompatible uses. If additional setbacks are likely to be required, the Port shall notify the tenant during the site selection process. Additional buffering shall be approved by the Port, if required.
• Fire codes may require additional building setbacks or separation of uses.
• All setback areas not devoted to parking or access shall be planted and maintained in a manner compatible with the on-site landscape design concepts in order to provide a landscaped setting between street and building, and provide a buffer between parking areas and the adjacent street.
• The land within setback areas may be used for utility easements, stormwater facilities, landscaping, walks, drives, and other similar items that are not regulated by the City as “buildings,” subject to other applicable sections of these standards.
• Screening within setbacks may be modified to address appropriate separation between compatible and incompatible uses.
• Setbacks shall provide vehicular site lines which allow safe ingress and egress to properties, safe movement along roadways, and visual discrimination of one building from another.

5. Parking and Loading
a. Standards
• Off-street parking areas used to fulfill the requirements of the parking code shall not be used for loading and unloading.
• No parking within access easements, drive isles or roadways. If parking spaces are proposed within rights of way or within or adjacent to access easements, the design shall ensure safe passage of vehicles and maintain emergency vehicle access.
• Parking and loading setbacks:
  - Front yard: 20 feet
  - Side yard: 5 feet
  - Rear yard: 5 feet
• Subject to review and approval by the Port Commission, side and rear yard parking and loading setbacks may be reduced if the setbacks on the adjacent property are used for the same purposes, such as truck loading docks and maneuvering areas.
• Where the Port approves joint parking, loading, or maneuvering areas, the setback requirement shall not apply. An alternate requirement for landscaping and screening acceptable to the Port shall be required in these cases.
• See Parking Table 17.84A in the Chehalis Municipal Code for parking dimension requirements.
• The use of compact car spaces for up to 33% of the required parking is permitted.
• Handicapped accessible parking shall be provided as required by the International Building Code, Washington State Amendments standards.
• Parking areas shall include planting areas as described in the landscape standards.
• Programs and policies which favor the use of mass transit and car and van pools by employees are encouraged.
• The Port shall maintain regular contact with the local transit agency and shall coordinate appropriate bus stop locations within the Port’s industrial park. The Port has designated areas for possible future stops in the master plan. These locations shall be re-evaluated for tenants employing more than 100 employees, or proposing mass transit as part of a vehicle reduction program to minimize traffic impacts.
• Designated “cycle parking” areas should be considered for the convenience of employees using bicycles or motorcycles. Cycle parking areas shall be located in areas convenient to employee entrances, and should be provided with racks having security locking capabilities.
• All parking areas shall be contained by an extruded or poured-in-place concrete curb at least six-inches high and, where appropriate, set back from the edge of the parking lot to serve as a wheel bumper.
• All main driveways required for heavy truck traffic shall have a poured-in-place curb at least six-inches high and a ten-inch embedment (minimum sixteen-inch total height).
• Parking location and design shall facilitate safe and convenient pedestrian access.

6. Access and Drive Location
b. Standards
• Access to individual parcels shall be as indicated on the master plan. Common driveways and joint accesses are encouraged in order to improve traffic flow and access to individual parcels, and promote efficient uses of property.
• Each parcel shall have at least two ways of access wherever possible.
• Maintain the continuity of street-side planting and utilities located in the landscaped street setbacks, with only minimal disruption by access drives.
• All drives shall not be less than twelve feet in width for one-way traffic, and not less than twenty-four feet in width for two-way traffic. The direction of traffic flow shall be suitably designed and clearly marked on the paved surface or with signs.
• Curb cuts for driveway accesses shall account for the types of vehicles planned to use the access. Truck entrances shall be wider and have a more gradual turning radius than passenger vehicle accesses.
7. Sidewalks

a. Standards

- On-site pedestrian circulation system shall be provided on a site-by-site basis, and shall be an integrated part of the overall architectural and site design concept.
- On-site pedestrian walks must be hard surfaced, and be at least five feet wide. A pedestrian walk must be increased to seven feet wide when bordering parking spaces. Where any designated pedestrian circulation route crosses a vehicle maneuvering area, the crossing shall, at a minimum, be striped to notify drivers of the potential presence of pedestrians. Tenants may provide more enhanced markings for pedestrian crossings, such as a different color surface or different surface type.
- Connections shall be made between the on-site and public pedestrian circulation systems, and to focal points for the transportation system.
- Pedestrian circulation systems shall provide a safe, all-weather, efficient, and aesthetically pleasing system to serve each site, including connecting parking areas with building entries, connecting buildings to one another, and connecting each building site to the open space amenities and pedestrian circulation systems provided in landscape and common area easements.

8. Storage, Service, and Loading Areas

a. Standards

- Service and loading areas shall be designed and located on the site so service vehicle activities and movements do not disrupt the efficient flow of on-site and off-site traffic.
- Outside storage of materials, supplies, or equipment, including trucks or other motor vehicles, shall be permitted only if:
  - The material, equipment, or objects stored outside are incidental to the activities regularly conducted on the premises.
  - The area devoted to outside storage must include screening to promote compatibility between adjacent uses. Screening shall not be required when abutting another outdoor storage area.
  - The area is screened in harmony with the architecture, design, and appearance of neighboring structures and other surroundings.
- Provisions shall be made on each parcel for any necessary vehicle loading, and no on-street vehicle loading shall be permitted.
- Service and loading dock areas shall be recessed or screened, or located on the sides or rear of the building to reduce visibility from adjacent lots, streets, pedestrian ways, and open space areas.
  - No front yard storage is allowed.
  - All outdoor storage areas shall be paved with asphalt, concrete, or a pervious surface approved by the Port.
  - All storage tanks shall comply with federal, state, and city requirements.

9. Refuse Collection Areas

a. Standards

- A refuse collection area shall be provided on each lot, within or directly adjacent to the building.
- Ensure refuse and refuse containers are not visible from areas within buildings, streets, pedestrian circulation ways, open space areas, and adjacent lots and buildings.
- All refuse enclosures shall be a minimum of six feet in height. Trash enclosure doors must have the same parallel alignment and close completely without a gap.
- Ensure refuse collection vehicles have clear and convenient access to refuse collection areas, and do not have to cross adjacent properties to access a trash enclosure.
- Refuse container screening shall be of a material and design compatible with the overall architectural theme of the associated structure.
- No hazardous or toxic materials shall be permitted in refuse collection areas.
• Refuse collection areas may be located in rear or side yards. All refuse collection areas shall be fully enclosed.

• Refuse collection areas must be designed to contain all refuse generated on site and deposited between collections. Deposited refuse shall not be visible from outside the refuse enclosure.

• Each development shall comply with City code with respect to solid waste recycling.

10. Screening of Exterior Mechanical Equipment

a. Standards
• Screening is required to minimize the visual impact of all exterior components of communications, plumbing, power, processing, heating, cooling, and ventilating systems from adjoining streets, parcels, buildings, and open space areas.

• All rooftop mechanical equipment shall be screened or hidden by a parapet. Rooftop equipment shall be placed away from the edge of the roof.

• Roof-mounted mechanical equipment, such as ventilators and ducts, shall be contained within a completely enclosed structure that may include louvers, latticework, etc. If not feasible, the Port may approve an alternative if the equipment is painted the body color of the building.

• Ground-mounted mechanical equipment shall be sited at the rear of a building and will be substantially screened from public view.

• Ground-mounted mechanical equipment shall have a sight obscuring fence (brick, split face block, or painted concrete), or an additional ten feet of landscaping width with required tall coniferous planting. All ground-mounted mechanical equipment, location, height, and screening shall be reviewed by the Port.

• Screening devices for mechanical equipment shall appear as an integrated part of the architectural design, and must be constructed of materials with finishes and colors which are compatible and complementary to the overall architectural design. All screening devices shall have a non-glare surface.

• Any roof-mounted mechanical equipment that will be visible from upper floors of adjacent buildings shall be kept to a visual minimum, shall be installed in a neat and compact fashion, and shall be painted a color to allow blending with the visual background.

• No exterior components of communications, power, plumbing, processing, heating, cooling, and ventilating systems shall be mounted on any building wall, unless they are an integrated architectural design feature and, in any case, shall be permitted only with the written approval of the Port.

11. Screening of Exterior Electrical Equipment

a. Standards
• Transformers shall be screened by landscaping or an enclosure of a material, color, and design compatible with the overall architectural theme of the associated structure, and painted the body color of the building.

• Electrical equipment shall be mounted on the interior of a building wherever possible. When interior mounting is not practical, electrical equipment shall be mounted in a location where it is substantially screened from public view. In no case shall exterior electrical equipment be mounted on the street side or primary exposure side of any building.

• Exterior-mounted electrical equipment and conduits shall not be located on the side of any building and, where visible, shall be installed in a neat and orderly fashion and painted to blend with its mounting background.
12. Fences and Walls

a. Standards

- Although the construction of walls and fences within the industrial park should be minimized, and used only as necessary to screen outside storage, loading, and service areas, the Port shall allow for the installation of fences and walls within a parcel for the purpose of site security, sound attenuation, separation of functional activities, and screening of unsightly functions and activities.
- Fences and walls shall not, because of their height, location, or design, contribute to a decrease in the safety or efficiency of traffic flows on site or in fronting streets.
- Fences and walls shall be installed as inconspicuously as possible or designed as an integrated and complementary architectural design element, adding interest to the overall architectural design concept.
- No fence or wall shall be constructed within a front yard setback.
- No fence or wall shall exceed a height of eight feet, except to screen mechanical and storage equipment.
- Walls and fences between buildings and fronting streets are discouraged.
- Wall and fence design, color, and materials must complement the landscaping and building architecture. Landscape materials used as an integral part of the fencing shall be encouraged. All materials used shall be durable and finished in textures and colors complementary to the overall architectural design.
- Where chain link fencing is approved by the Port, it shall be coated with a dark color vinyl or similar non-porous material to prevent leaching of zinc into surrounding areas. Uncoated galvanized fencing is generally not permitted in Port projects.

13. Utilities and Communication Devices

a. Standards

- All exterior on-site utilities including, but not limited to, drainage systems, sewers, gas lines, water lines, and electrical, telephone, and communications wires and equipment shall be installed and maintained underground.
- On-site underground utilities shall be designed and installed to minimize the disruption of off-site utilities, paving, and landscaping during construction and maintenance.
- Developers or tenants requiring utility services in excess of those provided within the approved master plan for the project, or that exceeding the capacity of off-site utilities, are solely responsible for the cost of upsizing and upgrading of those services necessary to meet specific developer or tenant requirements.
- Antenna for the transmission or reception of telephone, television, microwave, or radio signals shall be placed on the lot, and appropriately screened to have minimum visual impact on surrounding streets, public spaces, and common open space. The final location and configuration of such antenna must be approved in writing by the Port.
- Temporary overhead power and telephone facilities are permitted during construction.

14. Grading

a. Standards

- Site grading shall complement and reinforce the overall architectural and landscape design character.
- Berming is encouraged along streets to screen parking and outdoor storage areas.
- Each site shall be graded to direct stormwater to an on-site stormwater collection system which conveys the stormwater to a regional storm sewer and/or water quality facility, as may be required by the Port of Chehalis.
15. Nuisances

b. Standards

- No nuisance shall be permitted to exist or operate upon any parcel or site so as to be offensive or detrimental to any adjacent parcel, site, or neighboring property or to its occupants. A “nuisance” may include, but not be limited to, vibration, sound, electro-mechanical disturbances, radiation, air or water pollution, dust, emission of odorous, toxic, or noxious matter.
- Air and water quality and noise impacts are regulated by the State of Washington Department of Ecology.
- The radiation or discharge of intense light, glare, heat, atomic, electro-magnetic, microwave, ultrasonic, laser, or other radiation, and any operation producing intense glare, heat, or such other radiation emitted shall not be discernable from any point exterior to the site or parcel upon which the operation is conducted.
- Buildings and other structures shall be constructed, and machinery and equipment installed, and insulated on each parcel so the ground vibration inherently and recurrently generated is minimized to insignificant levels at any point exterior to any parcel.

D. Architectural Standards

1. Standards

- High-quality architectural design with a quality theme is encouraged for all facilities within the industrial park, thus strengthening the image of the Port of Chehalis Industrial Park as a unique business campus. Building architecture shall visually integrate all aspects of the overall site design concept, and consideration shall be given to the relationship between buildings and adjacent open space.
- The use of contemporary architectural styles is strongly encouraged. The use of unusual or eccentric architectural elements, or “period building,” which would detract from the quality image of the industrial park, shall not be allowed.
- High-quality building materials of a permanent low-maintenance type shall be used on all exterior walls of a building. Design and color shall be used consistently throughout each site. The use of two or more natural exterior colors is strongly encouraged to enhance the building. Reflective glass or metallic materials should be avoided. All exterior colors and materials shall be approved by the Port.
- The use of parapets and canopies is encouraged to break up large uniform wall surfaces. Such features shall be in proportion to wall and building height.
- All exterior walls shall be finished in masonry, concrete, face brick or stone, painted steel, or equivalent. Wood exterior construction, where permitted by code, may be used for office structures or other similar uses upon approval by the Port.
- Design consideration should be given to:
  - Views and vistas.
  - Solar orientation and climate.
  - Orientation toward major streets and thoroughfares.
  - Vehicular and pedestrian flows.
  - The character of surrounding developments.
  - Expressions of a facility’s functional organization.
  - Expressions of the individual character of each business.
  - The satisfaction of physical, psychological, social, and functional needs of facility users.
  - Energy conservation through facility design.
  - Potential environmental hazards.
  - Enhancement of the overall landscape.

- Consideration should be given to the incorporation of design features such as:
  - Highlighted visitor entrance and entry plazas.
  - Focal theme towers.
  - Enriched employee lunch areas.
  - Accent lighting.
- Dynamic building and roof forms.
- Jogs or offsets in long walls.
- Reveals, material changes, or accent paints in tall walls.
- Striking window patterns.
- Light and shadow patterns.
- Color accents.

E. Landscape Standards

1. Standards
   - Landscaping shall typically consist of trees, shrubs, groundcover, and/or lawn for plant materials. Provide plant materials that are adapted or native to the local environment. The Port of Chehalis Industrial Park’s location in Lewis County in Washington has the ability to produce weather that can be detrimental to plant health. The proximity to the Columbia River Gorge to the east of the park can produce high wind conditions and occasional freezing rain. The recommended plant list included herein provides a listing of plant material that is adaptable to this sometimes harsh environment.
   - Landscaping at street frontage shall conform to the streetscape master plan.
   - The landscape design shall provide shading and visually break up the parking lot.
   - Each site development plan package that is submitted for approval by the Port must include a landscape plan prepared by a landscape architect registered in the State of Washington.
   - Plants selected shall be suited to the climate, soils, and topographic conditions of the landscape area, and shall be drought tolerant or low water use plants to encourage water conservation.

2. Streetscape Standards
   - The landscape design and construction of the streetscape zone (right-of-way and easements) has been completed by the Port. The goal of the streetscape landscape is to create the overall landscape framework for the park. Meandering sidewalks and street trees alternating between large canopy deciduous trees and columnar conifer trees create a rhythm for motorists and pedestrians. Understory shrub and groundcover plantings are tiered from low at the sidewalk edge to high at the easement or property lines to enhance the rhythm set up by the street trees.
   - In some cases, the streetscape landscaping extends onto development sites. These areas shall be maintained, along with the rest of the streetscape landscape, by the Port of Chehalis Industrial Park. The streetscape landscape easement areas can be counted towards the landscape area and buffering requirements of the sites at which they occur.
   - At areas where new vehicular entry points are created, the affected areas of streetscape landscaping shall be repaired to pre-existing condition on both sides of the new driveway. Reconnect and reconfigure existing irrigation system to provide pre-existing coverage.

3. Development Site Standards
   - The development site includes all landscape areas from the building façade to the property and easement lines. Uses and activities within the development sites shall vary according to the tenant. It is the intention of these standards to provide a base level of landscaping that shall contribute to the overall landscape character of the Port of Chehalis Industrial Park.
   - The development site shall, in most cases, consist primarily of parking lot landscaping. Other landscape areas of consideration include, but are not limited to, building entrances, building foundation planting, outdoor gathering areas, service areas, and vehicle entry points. All new landscape areas shall be irrigated by a fully automatic underground irrigation system, with the exception of future expansion areas which are covered by field grass.

4. Street Frontage Standards
   - The street frontage is that area between the property or easement line and areas of use on the site that are visible from the street.
Grading
- Finish grading for each parcel shall meet the existing grade at the property or easement line, with a transition slope not exceeding 3:1.
- Existing berms at street corners shall be protected and incorporated into site landscape design.

Service Areas
- Screen service areas with a combination of evergreen or densely branched deciduous shrubs, with a minimum mature height of six feet, and conifer trees.
- Solid walls may be used, provided they are of a character deemed by the port to be in keeping with the overall Port of Chehalis Industrial Park theme.

Parking
- Surface parking areas abutting street frontage areas shall be screened by evergreen or densely branched deciduous shrubs with a minimum mature height of four feet. Berming (3:1) should be considered in the front landscape setback.

Building Façades
- At areas where extended stretches of the building façade have no surface penetrations, provide a design to visually break up the exterior of the building. Treatment may include plant material which at time of maturity sufficiently provides the size and variety to visually break up the exterior of the building.

f. Parking Lot Landscape Standards
- The auto parking area shall have large canopy deciduous trees planted in a regular and evenly spaced pattern.
- Surface parking areas abutting street frontage areas shall be screened by evergreen or densely branched deciduous shrubs with a minimum mature height of four feet.
- If an outdoor parking area contains twelve or more parking stalls, not less than 10% of the interior of such area shall be landscaped. The use of earth berms in these landscaped areas is encouraged.

• Tree islands and planter areas within paved parking areas shall provide a minimum five-foot-clear planting space.
• Planting areas shall have a six-inch continuous concrete curb on all sides.
• All parking lot planting beds, in addition to trees, shall be planted with low shrubs and/or groundcover. Mulch shall not be considered groundcover. The size and spacing shall conform to these standards.
• Planting beds shall be a minimum of twenty-five square feet.
• Parking lot tree species shall be hearty canopy trees that do not produce an overabundance of berries, branches, or leaf drop (see recommended plant list below for examples).

g. Parcel Landscape Area Standards

General Requirements
- Finish grading for each parcel shall meet the existing grade at the property line, with a transition slope not exceeding 3:1.
- Meet all Port of Chehalis applicable requirements for setback and landscape.

Landscape Requirements
- Groundcover, shrub, and/or tree plantings as specified below shall be required as a minimum in the interior landscape area.
- Trees: Minimum two-inch in caliper deciduous trees and/or minimum six-foot tall conifer trees, thirty feet on center, or a mixture thereof, at landscape areas abutting adjacent properties.
- Shrubs: Not less than twelve to fifteen inches in height for low shrubs and eighteen to twenty-one inches in height for tall shrubs, located and spaced according to species. Plant half-mature plant width from property lines and/or curbs.
- Groundcover: Three feet on center maximum triangular spaced for one gallon material, eighteen inches on center maximum triangular spaced for four-inch pots.
Planting and Irrigation Details and Specifications

- All planting and irrigation details and specifications shall conform to all applicable plumbing standards and codes or these landscape standards, whichever pose the highest standards. Plants selected shall be suited to the climate, soils, and topographic conditions of the landscape area, and shall be drought tolerant or low water use plants to encourage water conservation.

h. Landscape Coverage Standards

- A minimum of 15% of the area within the property lines shall be devoted to landscape materials. Where lots include wetland buffers, the buffers can be included in the required 15%, if they are planted. The planting of the buffer must meet or exceed the wetland buffer planting requirements. Stormwater treatment facilities, when landscaped and planted, can be included as landscaped areas. Hardscaped pedestrian plazas and common areas, walkways, pathways, or common areas can be counted towards the landscaping requirement, but shall not comprise more than 25% of the required landscape area.

i. Recommended Plant List

- The following plants are strongly recommended for use within the Port of Chehalis Industrial Park due to the possibility of desiccating high winds and icy conditions:

  Parking Lot/Interior Trees
  - Japanese maple
  - Patmore Green Ash
  - Oregon White Oak
  - Small Accent Trees
  - Flowering Red Plum
  - Yoshino Cherry

  Coniferous Trees
  - Douglas Fir
    (only 20% of total coniferous count)
  - Western Red Cedar
  - Incense Cedar
  - Grand Fir
  - Noble Fir
  - Western Hemlock
  - Western Larch

Tall Evergreen Shrubs
- Boxwood
- Pacific Wax Myrtle
- English Laurel
- Emerald Green Arborvitae

Low Evergreen Shrubs
- Japanese Holly
- Oregon Grape
- Western spiraea

2. Sign Standards

a. Standards

- Allow on each parcel sufficient, though not excessive, business identification devices so that the name of each business located in the Port of Chehalis Industrial Park is clearly and individually associated with the facilities it occupies, when viewed by motorists passing by on streets.

- All signage and identification devices shall not, because of their height, location, or design, reduce the safe flow of vehicles or pedestrians.

- Ensure compliance with the applicable building codes.

- No more than one detached business identification sign shall be permitted on each street frontage of a development parcel.

- All detached business identification signs shall be permanent signs, and shall not exceed a height of six feet above the underlying finish grade.

- All detached business identification signs shall be of such materials and design to be compatible with and complementary to the on-site design concept, as well as landscape and physical design features.

- Detached business identification signs may be illuminated by continuous and uniform internal illumination, backlighting, or ground lighting. No flashing or moving lights or animated signs shall be permitted. No unprotected lamp providing sign illumination shall be directly visible when viewed at any angle from a distance of twenty feet or more. No sign illumination shall cast a glare which shall be visible from any street or access drive.
• Detached business identification signs must be located within twenty feet of a fronting street and the access drive, but shall not exceed thirty inches in height when located in the first ten feet adjacent to an access drive closest to the street.

• Detached signs in excess of one-hundred square feet shall not be erected in the first ten feet measured from the property line and side setback area. This standard does not apply to directional or temporary signs.

• Building-mounted business or building identification signs shall be limited to the display of the building name or the name and/or symbol of the business occupying the site. No message or advertising of any kind including, but not limited to, the advertising of products, services, or job openings shall be permitted.

• No more than one building-mounted sign shall be permitted for each street frontage of a development parcel.

• Business or building identification signs may be mounted to any vertical surface of a building or building association wall provided such signs appear as an integral part of the overall architecture and site design concept.

• The sign area of building-mounted business or building identification signs shall not exceed one-hundred twenty-five square feet in area per face. An additional twenty square feet shall be allowed for each additional business conducted on the site. The building-mounted sign area is defined as the area of the surface or surfaces which displays letters or symbols identifying the business or business occupying the site. When the sign consists of freestanding letters the single rectangular area which fully encloses all letters or symbols identifying the business or businesses occupying the site shall be used to calculate the building-mounted sign area.

• All signs attached to the building shall be flush mounted and no signs shall extend above the roof line of the building to which they are attached.

• Building-mounted business or building identification signs may be illuminated by internal illumination or backlighting, provided the color or intensity of such lighting appears as an integral part of the overall architectural and site design concept. No sign illumination shall cast a glare which shall be visible from any street or access drive. No flashing or moving lights or animated signs shall be permitted.

• One temporary construction or development sign (maximum size of four feet by eight feet) shall be permitted per development parcel for parcels under five acres in size. Two signs shall be permitted for parcels over five acres in size. No additional individual signs shall be permitted. The Port, or its representatives, has the right to remove unpermitted signs and charge the individual tenant the cost of such removal. Temporary construction or development signs shall be allowed for a period of up to one year and shall be removed at occupancy.

3. Lighting Standards

a. Standards

• All street lighting shall meet the minimum requirements established in Section 12.04.300 (Illumination) of the City of Chehalis Engineering Development Code.

• Lighting design that is in conformance with energy saving guidelines is encouraged.

• Light poles shall be required in the front parking areas. Wall-mounted lights shall not be mounted in the front parking area.

• Wall-mounted lights shall only be allowed in the rear of the building, out of view from the front street.

• Service area lighting shall be contained within the service yard boundaries and enclosure walls. No light spillover shall occur outside the service area.

• Building illumination and architectural lighting shall be indirect in character (no light source visible). Indirect wall lighting or “wall washing” overhead down lighting, or interior illumination which spills outside, is encouraged. Architectural lighting shall articulate and animate the particular building design, as well as provide the
required functional lighting for safety and clarity of pedestrian movement.

- Pedestrian zone lighting for outdoor areas such as courtyards, entry ways, etc., shall achieve a uniformity ratio of 3.5:1 average to a minimum, with an average illumination of .60 foot candles and a minimum of .18 foot candles.

- Pedestrian walk lighting, where point-to-point lighting is acceptable and no specific illumination levels are required, shall clearly identify the pedestrian walkway and direction of travel.

- Buildings and private plazas shall use low-profile lights with an incandescent or color-corrected mercury vapor source. The luminaries or fixture shall have a metal housing with clean details and be free of exposed hardware.

- Exterior lighting shall be controlled by photo electric switch, clock switch, or both in accordance with the Washington Energy Code.

- Lighting levels, colors, and fixture types shall be consistent throughout the site and shall complement the architecture and landscaping.

- All lighting shall use cut-off type fixtures. No lighting shall cast glare onto adjacent parking lots, buildings, and streets.
Appendix F: Port of Chehalis Master Planning Project

A. Introduction

In 2008, the Port of Chehalis employed the firm of Group Mackenzie of Vancouver, WA to prepare a phased master plan for Port-owned parcels. There are 24 existing tax lots that comprise the master plan area. The entire site is approximately 220 acres, with lots varying from 0.2 acres to 40 acres. The proposed master planned area includes a mix of uses including retail, office, light industrial, and logistics. The anticipated types of uses are illustrated in the concept build out plan set available at the Port office. The parcels are bounded by the Sanderson Road/Jackson Highway intersection to the north, Interstate 5 to the west, the Jackson Highway to the east, and the Newaukum Golf Course to the south.

B. Project Description

The Port of Chehalis is proposing to subdivide approximately 200 acres of Port-owned property in an effort to facilitate implementation of the Port's master plan. Seven separate plat areas have been identified and are shown in the following drawing as plats A through G. The preliminary subdivision plan proposes to divide these 7 plats in 58 new lots. These properties are expected to provide opportunities for a mix of office, light industrial, and commercial. Phasing of development infrastructure is listed in the full plan. Site development will occur on lots in phases to meet market demand.

Access to the master planned area is proposed via a network of major and secondary arterials that will connect to the primary transportation corridor, Interstate 5. The City of Chehalis Comprehensive Plan-FEIS Transportation designates Jackson Highway as a major arterial and Bishop Road as a secondary arterial. All other roads in the area are not designated in the comprehensive master plan. The subdivided lots will be served by private tracts for circulation and private commercial driveways. These tracts for access and utilities will be adjusted to meet the future needs of each site user prior to recording the final plat. As proposed, the pavement sections and widths are consistent with City of Chehalis roadway standards for the accesses. The accesses are not typical roadways in that they may not include curbs or adjacent sidewalks. Pedestrian access will be provided as each user develops their site and will be reviewed through the building permit process. The tracts are intended to provide for flexibility in adjusting accesses to meet future users' demands. Adjusting the boundaries of the tracts can be accomplished through a boundary line adjustment process after platting, if required for redevelopment of the lots. The tracts are intended to provide for flexibility in adjusting the access locations to accommodate future site development. If the roadways were dedicated to the City, a right of way vacation process would be required to adjust right of way boundaries. As designed, the roads will provide safe and sufficient access to the site. The Port has taken efforts to obtain from the County and City pertinent traffic engineering and trip count information for the future build out. In addition, a traffic analysis review of the Washington State Department of Transportation's (WSDOT) traffic analysis report for the Proposed I-5 and LaBree Road interchange has been studied to show sufficient analysis for the master planned development. Because of the existing analysis, which considered full build out of this region, no further analysis is needed of the transportation impacts. Trips for site development as calculated in the trip generation analysis are reserved with Lewis County and applied to each site as the user applies for building permit. A trip accounting letter will be provided with each site development building permit showing the proposal within the number of trips considered for full build out of the master plan. With the previous WSDOT and city analysis of the trips anticipated for full build out of this region, no further mitigation should be required for full build out of the master plan.
Water and sewer service will be provided by the City of Chehalis. There are existing utilities through several portions of the sites that can be extended to serve the proposed lots as shown on the attached plans. The preliminary utility plans for each parcel provide sanitary sewer and water main extensions and a service stub to each lot. Utilities will be phased according to the master plan. In addition, the preliminary utility plans propose construction of regional stormwater ponds for the treatment and control of stormwater.

The complete sub-division and master plan document is too lengthy for inclusion in its entirety in this comprehensive plan. Full copies are available in the Port of Chehalis office for detailed examination.