



Kittitas County Lodging Tax Grant Program for Tourism-Related, Large-Scale Municipality-Owned Capital Projects

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KITTITAS COUNTY BOARD OF COUNTY COMMISSIONERS

Submission Deadline: April 14, 2017

Kittitas County Commissioners
205 W 5th Avenue, Suite 108, Ellensburg, WA 98926

Phone: 509-962-7508

Lodging Tax Grant Program for Tourism-Related, Large-Scale, Municipality-Owned Capital Projects

Background

Kittitas County imposes a lodging tax assessed on the sale or charge made for furnishings of lodging according to RCW 67.28.180 and RCW 67.28.181. In accordance with the tax and Washington State law, a Lodging Tax Advisory Committee (LTAC) has also been established. The committees' purpose is to advise and recommend to the Board of County Commissioners how excise taxes on lodging should be allocated to support tourism which in turn generates revenue.

Uses According to Law:

RCW 67.28.1816 states the following:

Lodging tax revenues under this chapter may be used, directly by any municipality or indirectly through a convention and visitor bureau or destination marketing organization for: ...**(c)** Supporting the operations and capital expenditures of tourism-related facilities owned or operated by a municipality...

Definitions included in state law which should be considered in any application requesting funding include:

1. Tourism means economic activity resulting from tourists, which may include sales of overnight lodging, meals, tours, gifts, or souvenirs.
2. Tourism promotion means activities, operations, and expenditures designed to increase tourism, including but not limited to advertising, publicizing, or otherwise distributing information for the purpose of attracting and welcoming tourists; developing strategies to expand tourism; operating tourism promotion agencies; and funding marketing or the operation of special events and festivals designated to attract tourists.
3. Tourism-related facility means real or tangible personal property with a usable life of three or more years, or constructed with volunteer labor that is: (a) (i) owned by a public entity; ...and (b) used to support tourism, performing arts, or to accommodate tourist activities.

Grant Program Description

This grant program is one component of an overall strategy to enhance the economic value of tourism in Kittitas County. The intent of the program is to develop and implement a Capital Improvement Plan (CIP) for developing tourism-related, large-scale municipality-owned projects throughout the County which contribute to that strategy.

Kittitas County Tourism Infrastructure Plan:

As the basis for developing this grant program and the CIP, the Board of County Commissioners (BOCC) adopted the Kittitas County Tourism Infrastructure Plan. The plan includes, among other things, an inventory of tourism-related facilities across the County, an evaluation of potential tourism opportunities, goals for guiding tourism development, and a list of prioritized

actions for implementation. The plan was created with the assistance and input of various tourism-related interest groups from across the County through a process of open meetings, tourism surveys, open house events, focus group meetings and data research.

Municipality Ownership:

In order to be eligible for funding under this program, projects must be owned by a municipality in Kittitas County. Projects may be privately developed, but must be transferred to municipality ownership at completion. Proof of ownership and/or transfer agreements may be a requirement of any funding award and reimbursement request.

Application Process:

Projects seeking funding assistance within this grant program must complete each step of a four-step grant process.

Figure A:



The intent of the process is to create the CIP with potential projects which are eligible under state law for receiving lodging tax funds. The list will be prioritized based on criteria derived from the Kittitas County Tourism Infrastructure Plan. Projects must successfully navigate through each step of the process to remain in the CIP. The CIP will be updated through this application process at least once every five (5) years.

The CIP is managed by the County's LTAC, with assistance from County staff and a Technical Review Team (TRT) and as approved by the BOCC, through the four-step process described above in Figure A. The TRT is an advisory body made up of 5 to 7 members to include volunteers with industry experience and technical knowledge in planning, design, and development of projects. Although the TRT may also include County staff, it is not intended to duplicate other county or city permitting, planning, or project compliance processes. Its scope is to assure that the CIP strategic intent is met, that information provided in the project application remains current and is accurate, and to advise the LTAC of the applicant's completion of each project requirement at each step. All members of the TRT are appointed by the BOCC.

Steps 1 and 2 determine a project's eligibility for funding consideration. Projects are eligible for funding consideration in Steps 3 and 4 of the process. However, it should be noted that completion of Steps 1, 2, and/or 3 is not a guarantee of future funding. Projects which become

eligible for funding consideration must compete with all other eligible projects as funds become available. All funding decisions are subject to recommendation of the LTAC and approval by the Board of County Commissioners. Awards may be authorized for projects which have completed Steps 1 and 2 annually as funding allows, and may include consideration of how a project ranks in priority with regard to all other eligible projects, project readiness, and other factors as determined by the LTAC. All eligible projects which have completed Steps 1 and 2 of this process will be notified each year when funding is available, the amount of funding, and the process for funding decisions. It is the intent of this process that project funding will be considered annually.

It is not the intent of this process to be the sole funding source for any non-county owned project and some county-owned projects. Strict minimum matching fund commitments will be required from all non-county owned projects as well as from some county-owned projects (see page 7 "Matching Funds Requirements").

Each step of the process is illustrated in figure 2 and further described as follows:

Step 1 – Application for CIP Project List

Applicants must first apply and be approved to be included in the program's CIP. In order to generate the program's CIP, the County will request project proposals at least once every five years. To facilitate this process, the County's LTAC will create an application form to use in evaluating proposals. Applicants must fill out the form and submit it to the LTAC. The LTAC will review the proposals and make recommendations for creating the list of projects for the program's CIP to the Board of County Commissioners. All applications will be rated and ranked according to the rating sheet included in this packet. The Board of County Commissioners will make the final decision to approve or reject the list.

Step 2 – Feasibility Analysis

Applicants whose projects are included in the program's capital improvement plan shall propose a scope of work to determine overall project feasibility. The scope of work will be included in a Step 2 agreement between the applicant and the County. The LTAC shall manage all agreements and will submit the proposed Step 2 agreement to the TRT for recommendation. The LTAC and the TRT may recommend modifications to the scope of work for project feasibility requirements as necessary. Feasibility requirement may include, but are not limited to, long term operations and management plan, site evaluations, funding mechanisms, market analysis, business plan development, etc. The LTAC's and TRT's recommendations shall be submitted to the Board of County Commissioners for final approval. No funding will be included in Step 2 agreements.

Step 2 agreements will be reviewed at least annually by the LTAC and the TRT to assess progress and review compliance. The LTAC and the TRT may meet more frequently if needed and/or requested by the applicant. Applicants who do not meet Step 2 agreement requirements within the timeframe outlined in the agreement will not continue in this program or remain on the CIP.

Step 2 agreement amendments, including the addition of requirements, modifications of existing requirements, or time extensions shall be reviewed by the LTAC and the TRT.

Recommendations from the LTAC and the TRT shall be submitted to the Board of County Commissioners for final decision.

Applicants must complete all Step 2 agreement requirements prior moving to Step 3 in this process. To be considered complete, an applicant must request a review for completeness from the LTAC and the TRT. The LTAC and the TRT shall review the Step 2 agreement requirements and submit a written recommendation to the Board of County Commissioners for approval.

If a project is accepted as part of the County's CIP and at the time of acceptance it has completed feasibility analysis and requirements, a Step 2 agreement may not be required. Applicants may be granted a waiver from the Step 2 agreement requirement by making request to the LTAC and the TRT for review of complete feasibility work and requirements. The LTAC and the TRT shall review the waiver request and supporting documentation and submit a recommendation to the BOCC. The BOCC shall have the final authority to accept or reject the recommendation.

Step 3 – Design and Permitting

Applicants whose projects meet all the requirements of their Step 2 agreement shall propose a scope of work for final project planning, design and permitting to the LTAC for approval. The scope of work will be included in a Step 3 agreement between the applicant and the County. The LTAC will submit the Step 3 agreement to the TRT for recommendation. The LTAC and the TRT may recommend modifications to the proposed scope of work for final project planning, design and permitting requirements necessary. The TRT shall limit its review to assuring completion of project design, planning and permitting requirements; its function is considered non-duplicative of other county and city permitting, planning, and project completion requirements and it shall have no authority to make recommendations or decisions with regard to funding.

The LTAC shall consult annually with county financial staff as directed by the County Auditor and shall consider all eligible Step 3 and Step 4 agreements along with available funding resources. The LTAC shall provide a written recommendation for funding eligible Step 3 and Step 4 agreements to the Board of County Commissioners for consideration. The recommendation shall include which agreements to fund, the funding amount for each, and a written explanation for the recommendation. The recommendation shall also include a listing of the currently eligible projects requesting funding which are not included in the recommendation. Applicants will only be held to the timeframe requirements included in Step 3 and Step 4 agreements if adequate funding is awarded. The Board of County Commissioners shall either accept or reject the recommendation from the LTAC.

Step 3 agreements will be reviewed at least annually by the LTAC and the TRT to assess progress and review compliance. The LTAC and the TRT may meet more frequently if needed and/or requested by the applicant. Applicants who do not meet Step 3 agreement requirements within the timeframe outlined in the agreement will not continue in this program or remain on the CIP. However, projects may reapply to be placed on the CIP during the next project application cycle.

Step 3 agreement amendments shall be reviewed by the LTAC and the TRT. Recommendations from the LTAC and the TRT for amendments shall be submitted to the Board of County Commissioners for final decision.

Applicants must complete all Step 3 agreement requirements prior moving to Step 4 in this process. To be considered complete, an applicant must request a review for completeness from the LTAC and TRT. The LTAC and the TRT shall review the Step 3 agreement requirements and submit a written recommendation to the Board of County Commissioners for approval.

If a project is accepted as part of the County's CIP and at the time of acceptance it has completed design and permitting, a Step 3 agreement may not be required. Applicants may be granted a waiver from the Step 3 agreement requirement by making request to the LTAC and TRT for review of design and permitting work and requirements. The LTAC and TRT shall review the request and supporting documentation received and submit a recommendation to the BOCC. The BOCC shall have the final authority to accept or reject the recommendation.

Step 4 – Project Construction and Closeout Reporting

Applicants whose projects meet all the requirements of the Step 3 agreement shall propose a scope of work for a Step 4 agreement for project construction and closeout to the LTAC and TRT for approval. The LTAC will submit the step 4 agreement to the TRT for recommendation. The LTAC and the TRT may recommend modifications to the proposed agreement as necessary. The TRT shall limit its review to assuring completion of project construction and closeout; its function is considered non-duplicative of other county and city permitting, planning, and project completion requirements and it shall have no authority to make recommendations or decisions with regard to funding.

The LTAC shall consult annually with county financial staff as directed by the County Auditor and shall consider all eligible Step 3 and Step 4 agreements along with available funding resources. The LTAC shall provide a written recommendation for funding eligible Step 3 and Step 4 agreements to the Board of County Commissioners for consideration. The recommendation shall include which agreements to fund, the funding amount for each, and a written explanation for the recommendation. The recommendation shall also include a listing of the currently eligible projects requesting funding which are not included in the recommendation. The Board of County Commissioners shall either accept or reject the recommendation from the LTAC.

Step 4 agreements will be reviewed at least annually by the LTAC and the TRT to assess progress and review compliance. The LTAC and the TRT may meet more frequently if needed and/or requested by the applicant.

Step 4 agreement amendments shall be reviewed by the LTAC and the TRT. Recommendations from the LTAC and the TRT shall be submitted to the Board of County Commissioners for final decision. . Recommendations from the LTAC shall be submitted to the Board of County Commissioners for final decision.

Upon project completion, all step 4 agreements must be submitted to the LTAC and TRT for a review of completeness. The LTAC and TRT shall meet as needed to review project

completeness for Step 4 agreements. The LTAC and TRT shall submit a written recommendation regarding their finding of project completeness to the Board of County Commissioners for acceptance and final project closeout.

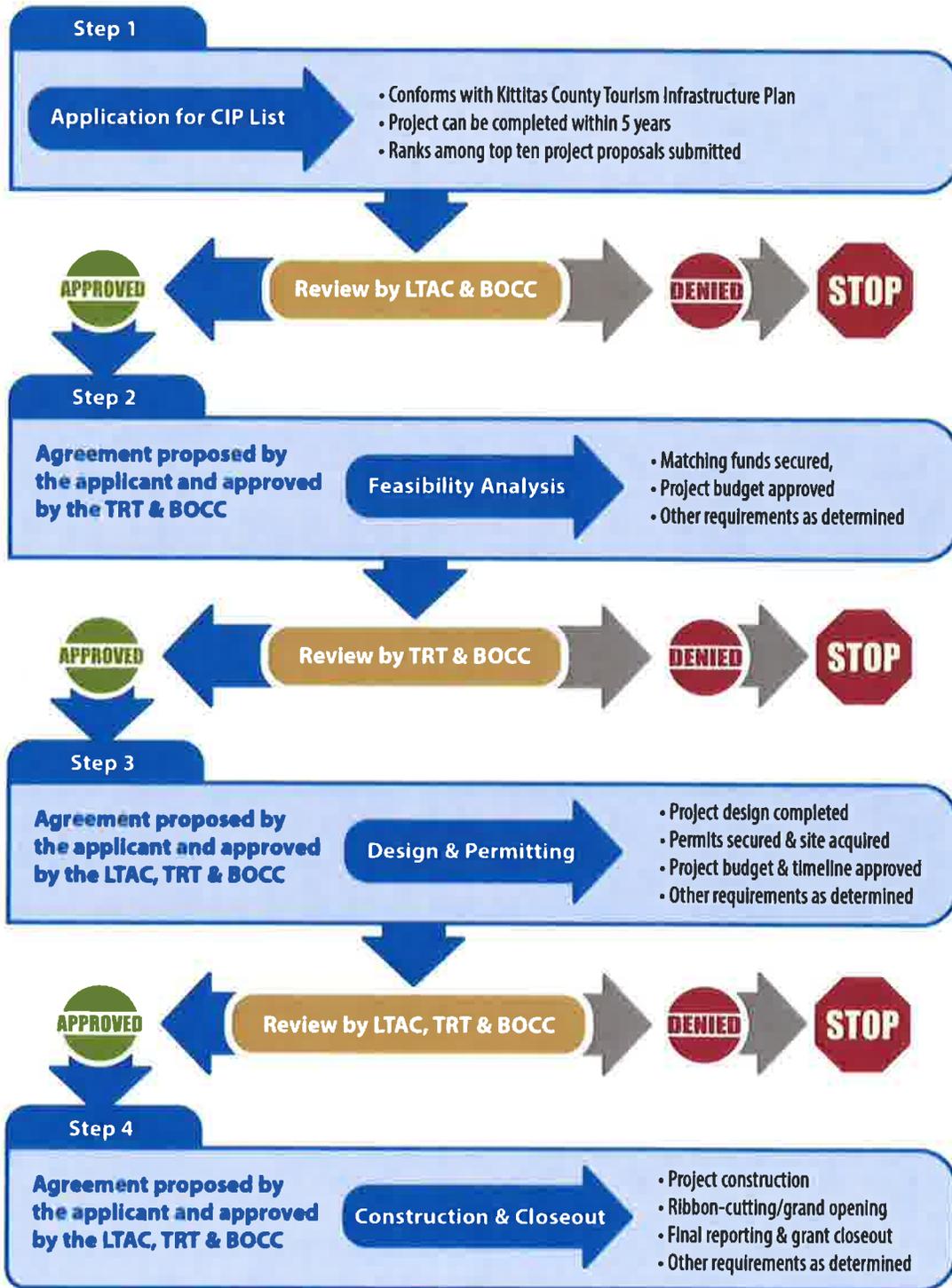
Matching Funds Requirements:

All non-county owned projects require matching funds of at least 50% of total projects costs. Matching funds may be in the form of cash or verifiable in-kind contributions. At the time of funding considerations (Step 3 and 4), applicants will be required to provide proof of matching funds.

County-owned projects which are located within another municipality or are located on publicly-owned property which is owned by an entity other than Kittitas County shall also be subject to the same 50% matching funds requirements as described above. County-owned projects which are located in unincorporated lands and which are not located on land which is publicly-owned by an entity other than Kittitas County are not subject to any matching requirements.

Figure 2

Tourism Capital Large-Scale Projects Grant Process



Application Definitions:

Below is a list of terms and phrases which have a specific meaning within this application. It may be helpful for you to review these as you prepare responses so that a better understanding of the reviewer's expectations may be obtained.

Capital Asset is any type of property that has a useful life longer than one year and is valued at over \$5,000.

Construction or "Hard" Costs are the direct contractor costs for labor, material, equipment and services; contractor's overhead and profit, and other direct construction costs. These costs do not include the compensation paid to architects, engineers, or consultants, the cost of land, rights-of-way, or other similar costs.

Large-scale, as it relates to projects which may be eligible for being listed on the County's CIP for tourism infrastructure as well as potential funding through this grant process, are projects requesting funding of \$50,000 or more.

Matching Funds is the amount of funding your organization has secured and is contributing to the project. This includes both direct and indirect support. Direct funds can be in the form of cash funding from your organization or funding secured elsewhere but dedicated to the project such as other grants, loans, donations, etc. Indirect funding support includes in-kind support like labor, volunteer support, supplies, and services which directly relate to the project, including those supplied by your organization and others. A combination of direct and indirect support may be utilized as matching funds.

Municipality is a city, county, or town.

Real Property is fixed property, principally land and buildings.

Soft Costs are cost items in addition to the direct construction cost. These generally include architectural and engineering, permits and fees, financing fees, construction interest and operating expenses, leasing and real estate commissions, advertising and promotion, and supervision.

A **Tourist** is defined as a person traveling away from their place of residence or business and staying overnight in paid accommodations; to a place fifty miles or more one way from their place of residence or business for the day or staying overnight; or from another country or state outside of their place of residence or their business.

SUBMITTAL INSTRUCTIONS

Please return **ONE COPY** of the entire original application and answers to narrative questions to:

Kittitas County Commissioners
Attn: Lodging Tax Grant Application
205 West 5th, Suite 108, Ellensburg, WA 98926

Applications must be received no later than 5:00 PM, TBD or postmarked no later than TBD.

Incomplete and/or late applications will not be considered. Applications may not be changed or amended by the applicant after the deadline for submission

Schedule:

- | | |
|---|-----|
| ▪ Application deadline | TBD |
| ▪ Oral presentations of proposals to LTAC and LTAC recommendation | TBD |
| ▪ BOCC deliberation and decision | TBD |

Project Management:

As discussed in the grant process section of this application packet, successful applicants shall be required, as a condition of inclusion in the County's CIP for tourism infrastructure and any funding award (as available), to enter into a contract. The contract may include, but not be limited to, the specific conditions or deliverables the applicant must meet in order to continue to progress through each step of this process, the specific amount of any award if a project becomes eligible for funding and what it may be used for, all reporting requirements associated with this funding, payment terms, and any and all other appropriate terms of the funding. Kittitas County will be the contracting agent for all approved projects.

All funds awarded under this program will be available in the form of reimbursable grants. The funds for capital projects will be available for reimbursement as of the date of the contract and will remain available for the term defined in the contract. Any unexpended funds will be returned to the Lodging Tax account made available for re-appropriation. All requests for reimbursement shall be made to the Kittitas County Auditor's office at the following address:

Kittitas County Auditor
Attn: Lodging Tax Grant Funds Reimbursement
205 W 5th, Suite 105
Ellensburg, WA 98926

For specific information and requirements regarding the reimbursement process, please contact the Auditor's office at 509-962-7504.

Project Reporting Requirements for Tourism-Related Facilities:

State law requires that all recipients of Lodging Tax revenues must submit a report to the municipality describing the actual number of people traveling for business or pleasure on a trip:

- A. Away from their place of residence or business and staying overnight in paid accommodations;

- B. To a place fifty miles or more one way from their place of residence or business for the day or staying overnight; or
- C. From another country or state outside of their place of residence or their business.

A report form will be provided as part of the contract for receiving funds. We ask that you provide this information within 60 days after your project is complete.

Applicant Eligibility:

This grant process for lodging tax funds is available only for large-scale tourism capital projects which are municipality-owned. All applicants must be a municipality in Kittitas County. One capital project is allowed per application. There is no limit to the number of applications a municipality may submit per cycle. **Projects must be compatible with the Kittitas County Tourism Infrastructure Plan as a low, medium, or high priority to be eligible for inclusion in the CIP.**

Other Information:

Insurance: As part of its contract for performance, a municipality may require contractors to maintain liability insurance in the amount of \$1,000,000 or more and name the municipality as an additional insured on its liability insurance policy.

Application Form: This packet will be available on Kittitas County's website as a word document and as a pdf. It can also be obtained directly as a hard copy or in digital format by contacting the Kittitas County Board of Commissioners office at 509-962-7508. Kittitas County's website address is: www.co.kittitas.wa.us.

**APPLICATION FOR TOURISM-RELATED, LARGE-SCALE
MUNICIPALITY-OWNED CIP LISTING**

Applicant Information

Name of Municipality: City of Ellensburg

Mailing Address: 501 N Anderson St
Ellensburg, Wash. 98924

Contact Person and Title: Amy McGuffin, Director of Tourism KCC

Phone: 509.926.2002 Ext. 32

Email: amy@kittitascountychamber.com

Project Title: VISITOR CENTER

Project Location: So. Entry Park (MtnView & Main St)

Application Requirements

- 1. The project qualifies for lodging tax funds as a capital expenditure of a tourism-related facility owned or operated by a municipality.
- 2. If this application is not from Kittitas County, the municipality's lodging tax advisory committee (or equivalent) has been informed of the project and endorsed it. A letter from the municipality is included.
- 3. Lodging tax capital project funds are not being substituted for other funds that are already secured or applied for (if applicable).
- 4. A completed project budget is included in the application.
- 5. A detailed 8 1/2 X 11 vicinity map that clearly shows the location of the project is included.

Tourism-Related, Large-Scale Municipality-Owned Capital Project Narrative

1. **Project Description:** Please describe the project in detail. Indicate the major work to be completed, any milestones that need to be overcome in order for the project to move forward, and include a comparison of existing and proposed conditions.
2. **Kittitas County Tourism Infrastructure Plan:** Please explain how the project meets the Goals and Actions in the Kittitas County Tourism Infrastructure Plan as adopted. Also, describe the specific county tourism infrastructure needs the project addresses and how the project directly increases tourism. Explain how the improvements will promote tourism in Kittitas County and indicate specifically how the improvements will directly increase economic activity resulting from tourists.
3. **Real Property:** If real property acquisition is a component of the project, please explain. Include any information of property already secured or evidence of the ability to secure the real property. *n/a*
4. **Coordination:** Please explain how this project has been coordinated with other jurisdictions as well as affected stakeholders. Please include letters of support from stakeholders.
5. **Studies:** Please attach any feasibility or other studies that demonstrate linkages between the proposed project and the anticipated tourism impacts. Also please include your operations/maintenance strategy and other plans for long-term project sustainability (how the facility or facilities will be operated and maintained over at least five years following completion).
6. **Project Readiness:** Please provide a detailed project schedule, including milestones necessary for completion as mentioned in question 1 above. On the schedule, indicate items completed and exactly where in the schedule the project is at this time. Be sure to include expected completion date.
7. **Applicant Certification:** Please sign below in agreement with the statement of certification.

Certification is hereby given that the information provided is accurate and the applicable attachments are complete and included as part of the application package.

I further certify that the application thresholds are met at the time of application.

Amgubbe
Signature of Official Representative

Director of Tourism
Kittitas County Chamber
Title

4.14.17
Date

Tourism-Related, Large-Scale Municipality-Owned Capital Project Budget

All applicants must supply a detailed and complete project budget utilizing the following basic format:

Funding Sources

Lodging Tax Funds Request

*Other Grant Funds

List By Source (indicate if secured or applied)

*Other Local Government Funds

List By Source (may include in-kind)

*Private Funds

List By Source (may include in-kind)

Total Available Funding

Project Expenses

Real Property or "Right-of-Way" Acquisition Cost

Capital Asset Cost

Construction Cost or "Hard" Cost

Include an itemized list of general costs

For example: asset type and cost, site prep, building foundation and structure, mechanical work, finish work, site restoration, electrical work, technology, etc.

Soft Cost

Include an itemized list of soft costs

For example: feasibility analysis, design fees, construction management fees, survey costs, engineering fees, permitting costs, special inspections, cultural resource surveys, etc.

Total Project Costs

This project budget, being submitted as part of this application, will be considered an estimate. As the project progresses through the four-step process, applicants will be required to update the project budget as more information becomes available and at the time of funding award.

*At the time funding awards are being considered (Steps 3 and 4), verifying documentation shall be required and attached to the final project budget. Verifying documentation may include award letters, letters of commitment, or loan approval documentation. If the funding source includes applicant funds, proof of available funding in the form of a letter of commitment from an authorized body or representative of the applicant is adequate.

Ratings Criteria and Score Card

Tourism-Related, Large-Scale, Municipality-Owned Capital Projects

1. Criteria: Kittitas County Tourism Infrastructure Plan

Points Possible: 60

Score Awarded: _____

How closely does the application meet the goals to further geotourism opportunities as presented in Section 6 of the Plan?	Up to 20 points Awarded: _____	Comments:
How closely related is the application to the high, moderate, or low priority Action Tasks contained in Section 7 of the Plan?	High = 20 Moderate = 15 Low = 10 Awarded: _____	Comments:
How effective will the project be in directly promoting tourism and increasing economic activity resulting from tourists?	Up to 20 Points Awarded: _____	Comments:

2. Criteria: Stakeholder Support

Points Possible: 10

Score Awarded: _____

Has the applicant clearly described how the project is being coordinated with other interested parties? Are the stakeholders supportive?	Up to 10 points Awarded: _____	Comments:
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3. Criteria: Project Readiness and Feasibility

Points Possible: 30

Score Awarded: _____

Can the project be completed within 5 years?	Yes = 10 No = 0 Awarded: _____	Comments:
Has the applicant clearly articulated a feasible long term maintenance and operations strategy for the project?	Up to 20 points Awarded: _____	Comments:

Total Score Awarded: _____

APPLICATION FOR TOURISM-RELATED, LARGE-SCALE MUNICIPALITY-OWNED CIP LISTING

Applicant Information

Name of Municipality: City of Ellensburg

Mailing Address: 501 N Anderson St.
Ellensburg, Wa 98926

Contact Person and Title: Amy McGuffin, KCC

Phone: 509.925.2002

Email: amy@kittitascountychamber.com

Project Title: VISITOR CENTER

Project Location: So. Entry Park (Mtn View/Main St)

Application Requirements

1. The project qualifies for lodging tax funds as a capital expenditure of a tourism-related facility owned or operated by a municipality.
2. If this application is not from Kittitas County, the municipality's lodging tax advisory committee (or equivalent) has been informed of the project and endorsed it. A letter from the municipality is included.
3. Lodging tax capital project funds are not being substituted for other funds that are already secured or applied for (if applicable).
4. A completed project budget is included in the application.
5. A detailed 8 ½ X 11 vicinity map that clearly shows the location of the project is included.

1. **Project Description:** Please describe the project in detail. Indicate the major work to be completed, any milestones that need to be overcome in order for the project to move forward, and include a comparison of existing and proposed conditions.

According to the Department of Transportation figures, nearly 7.9 million vehicles passed through Ellensburg on I-90. If each vehicle carries an average of 2.75 people, that translates to 21.68 million potential visitors. If 10% of those visitors stopped in Ellensburg (2.2 million), it would make Ellensburg one of the more visited cities in Washington.

Enhancing the Visitor Experience is critical to the success of getting visitors to stay longer. This will require additional amenities, education (letting people know what there is to see and do, and enhanced signage directing visitor to key attraction and amenities.) Once visitors find out all that Ellensburg has to offer, they may decide, next time through, to spend the night (or more) in Ellensburg or the surrounding area.

Implementing a visitor information center situated closer to the freeway interchange will allow more opportunity for the information to be accessed. Providing more visitor information to campus visitors, including parents, alumni, prospective students and their families and conference attendees. When expanding the present visitor information to a high-traffic location, it will increase visibility to potential return visitors. Building the Visitor Information Center closer to the freeway will provide the opportunity to enhance visitation to the downtown, throughout Ellensburg, and the surrounding areas in the county.

Currently the City of Ellensburg, owns a parcel of land that is located at the corner of Mtn View and Main Street. This location would be the potential building site of the mentioned above Visitor Center. Provided with the application will be the preliminary costs to build a simple but efficient building; milestones will be the access of water and sewer to this property. The property is an existing park that will be integrated into the design of the use of the property which is required by deed. (please refer to attachments for detailed information)

Having reviewed the Goals of the Tourism Plan and furthering the geotourism efforts this project would provide a physical location that we can market in diverse markets and have the opportunity to satisfy tourist. It would also provide a balance for community members to partner with the center to provide additional experience for the tourist and share their business with the public as well. It will also serve as an area that non-profits can have their information and the festival and event tickets. This location will proactively plan immediate needs when it comes to the tourist experience and engagement along with the acknowledgement of sustaining the long-term character of the building and services it provides.

2. Kittitas County Tourism Infrastructure Plan: Please explain how the project meets the Goals and Actions in the Kittitas County Tourism Infrastructure Plan as adopted. Also, describe the specific county tourism infrastructure needs the project addresses and how the project directly increases tourism. Explain how the improvements will promote tourism in Kittitas County and indicate specifically how the improvements will directly increase economic activity resulting from tourists.

People can be attracted all communities in Kittitas County by any of the four different features:

1. Natural resources (lakes, forests, wildlife, recreation)
2. Cultural resources (history, cuisine, ethnic)
3. Human resources (performing arts, craftsmen, artisans)
4. Capital resources (transportation, hotels, visitor centers)

The primary objective of a visitor information center is to do exactly what its name implies: provide information to visitors. When it comes to tourism, people will visit your community if it has activities that interest them, and that will keep them busy four times longer than it took to get them there. So the Visitor Center would be the place to provide that information and referral to do such a thing. This is referred to as the Four Times Rule.

The Four Times Rule also determines whether or not your town can become an overnight destination. To lure overnight visitor to your primary attractions, your town needs to have at least eight hours of activities that will cater to the visitor. Your community must also have the other amenities that go with overnight stays as listed in #4 of the above resources.

From the Tourism Plan:

Would like more information on:

Special events 33%
Historical and cultural 24%
Wildlife and environmental 28%
Agriculture 20%
Recreation 19%

Of those survey respondents wanted more information below is the way they had information:

Source of information – 66% of survey respondents relied on previous personal knowledge, 62% on family and friends, and 47% on internet websites for information about Kittitas County's attractions, services, and other particulars compared with the Upper Kittitas County Visitors Guide (21%), Central Washington Visitors Guide (16%), visitor or welcome centers (16%), private guidebooks and travel guides (14%), newspapers (14%), promotional materials like brochures and flyers (13%), Washington State tourist information (10%), or commercial advertisements (5%).

As you can see with the information pulled from the Tourism Plan, in order for this information to be handled would be through a visitor center with five stages of destination management in mind. Which will in turn help the promotional value county wide.

Stage 1: Promotion

This would include information distribution – Brochure Distribution on subsites/kiosks, press coverage, Advertisement campaigns, and Branding.

Stage 2: Marketing

Visitor Guide distribution, Customer Retention marketing, direct marketing, holiday planning marketing, response marketing and joint/partnership marketing

Stage 3: Fulfillment

Tickets, Reservations, Bookings, Recreation Passes, etc.

Stage 4: Experience

Tourist information and Customer Service. Interpretation of the local area, engagement with tourists and point-of-sale transactions of the recreation books, passes, and information.

Ensure a sustained approach to offering “a personal” contact services. Make a strong partnership with local tourism businesses by supporting and encouraging quality and breadth of the visitor offer in the city.

Stage 5: Analysis

Surveys, visitor visitation, website analytics analysis.

3. Real Property: If real property acquisition is a component of the project, please explain. Include any information of property already secured or evidence of the ability to secure the real property.

AT this time the location is already owned by the City of Ellensburg.

4. Coordination: Please explain how this project has been coordinated with other jurisdictions as well as affected stakeholders. Please include letters of support from stakeholders.

Currently the Visitor Center is coordinated with the Kittitas County Chamber of Commerce. Although this project is suggesting a location change the partnership with the Kittitas County Chamber of Commerce will still be used for the long term care and maintenance of the project center. As a stakeholder you will see their letter of support included. Additionally, conversations have been held with the leaders of the Central Washington University, and the projected location fits with their referrals of all University traffic through the City of Ellensburg down Main Street from Exit 109 off I-90. Lastly, this project is supported by the City of Ellensburg Lodging Tax.



April 14, 2017

Re. Ellensburg Visitor Center

To Whom It May Concern:

A primary goal of the Chamber and of Ellensburg's tourism-dependent businesses long has been a Visitor Information Center much closer to the busy Ellensburg South Interchange. Such a facility would inform visitors about the tremendous visitor and recreational offerings of Ellensburg and Kittitas County as a whole, and most critically it would draw visitors from the Interchange into central Ellensburg.

The City of Ellensburg's Entryway Park at the intersection of Mountain View and Main Street near Super-1 Foods is an ideal location for such a facility, and over the past several years discussion has occurred about undertaking such a critical tourism project. However, funding has been a barrier to making it happen.

For these reasons the Chamber strongly and enthusiastically supports the application of the City of Ellensburg for Major Projects Lodging Tax funding for a visitor center and Entryway Park. It's hard to imagine a more tourism-enhancing project for the funding .

Please let me know if you have any questions or wish to discuss our strong support.

Sincerely,

A handwritten signature in blue ink that reads "Jim Armstrong".

Jim Armstrong

C.E.O.

jim@kittitascountychamber.com



April 14, 2017

Re. Ellensburg Visitor Center

To Whom It May Concern:

CWU strongly endorses the application of the City of Ellensburg for funding from Major Projects Lodging Tax for a visitor center and Entryway Park. CWU and Ellensburg share the goal of a welcoming and engaging community. A key component of this welcome is a professional and easy to find Visitors Center, which Ellensburg does not now have.

CWU draws tens of thousands of visitors to the area each year, for events associated with music, athletics, orientation, student life, conferences, and many other activities. Lacking an official welcoming location at the entrance to the community, we must rely on our website and digital and print marketing materials to guide visitors to the university campus and the compelling historic business community. A visitors center would help direct these and other curious visitors into the heart of the town and promote both engagement with local business and the university.

Our surveys of students and parents show that historic downtown Ellensburg and the natural beauty of the area are significant draws to CWU. We support initiatives that help inform community visitors about these attributes and believe that a welcoming visitors center could play a key role in this work. While we do engage in digital solutions, nothing is quite as welcoming as a human face and a friendly voice. Ellensburg has needed this for many years, and it's time to make this investment.

The City of Ellensburg's Entryway Park at the intersection of Mountain View and Main Street near Super-1 Foods is an ideal location for such a facility, located as it is near the concentration of fuel and fast-food businesses at exit 109. Perhaps almost as important as creating the Visitors Center itself, is the elimination of a terrible eyesore at the doorstep of the university. Weeds grow up around the chain-link fence that surrounds the dismal, graveled lot. The blue structure on the lot is untended and vacant. This is a poor representation of what lies beyond the location and filling it with the life of Visitors Center would vastly improve our welcome.

Because the site would be physically improved by the project and because it would, for the first time, provide a true community welcome to the thousands who come near Ellensburg and entice more to come into Ellensburg, CWU supports the dedication of Major Projects Lodging Tax funding to this development.

Sincerely,

James L. Gaudino
President

Office of the President

400 East University Way • Ellensburg WA 98926-7501 • Office: 509-963-2111 • Fax: 509-963-3206
Office location Barge Hall Room 314 • E-mail: CWU_President@cwu.edu • Web: www.cwu.edu/president

EEO/AA/TITLE IX INSTITUTION • FOR ACCOMMODATION E-MAIL: CDS@CWU.EDU



Lodging Tax Advisory Committee

501 North Anderson Street
Ellensburg, WA 98926
(509) 962-7124 Fax (509) 925-8662

Nancy Lillquist
Committee Chair

Matt Anderson
Committee Member

Amy McGuffin
Committee Member

Hilary Huffman
Committee Member

Staff
Beth Leader
leaderb@cityofellensburg.org

April 14, 2017

Kittitas County Commissioners
Attn: Lodging Tax Grant Application
205 W 5th Avenue, Suite 108
Ellensburg, WA 98926

RE: Letter of Support for Lodging Tax Grant Program Applications

Dear County Commissioners:

At the April 5, 2017 meeting, the City Lodging Tax committee discussed prospective projects for application to the Kittitas County Grant Program for Tourism-Related, Large-Scale, Municipality-Owned Capital Projects. Of those discussed the City Lodging Tax committee supports and endorses the project of construction of a Visitor Information Center. Please let us know if you need any further information, or have any questions.

Thank you.

Sincerely,

A handwritten signature in blue ink that reads "Beth Leader".

Beth Leader
Recording Secretary
Lodging Tax Advisory Committee

5. Studies: Please attach any feasibility or other studies that demonstrate linkages between the proposed project and the anticipated tourism impacts. Also please include your operations/maintenance strategy and other plans for long-term project sustainability (how the facility or facilities will be operated and maintained over at least five years following completion).

I have attached the Downtown Ellensburg Marketing Plan, this was conducted to learn of the having downtown as a destination attraction. Within the plan there is a determination of visitor experience and suggestions.

To answer the section in regards to operations/maintenance, it is the intention of the City of Ellensburg to contract services for the operation of said building and business, but additionally will have the City of Ellensburg departments include the projected building and ground as a ongoing maintenance item in the biennial budget items that will be reviewed by the City of Ellensburg City Council.



Downtown Market Study and Economic Development Plan
ELLENSBURG, WASHINGTON



Prepared by

arnett muldrow 
PLAN PRESERVE PROMOTE



Prepared for

City of Ellensburg Lodging Tax Commission
Ellensburg Downtown Association
Ellensburg Business Development Authority
Kittitas County Chamber of Commerce

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1.0 Introduction

1.1 Background

With a population of just over 18,000 as of the 2010 Census, the City of Ellensburg is uniquely positioned in central Washington at the intersection of Interstates 90 and 82. It is the center of commerce and government for Kittitas County, which extends from the Cascades to the West and the Columbia River to the East. It is a popular destination for travelers because of its location, and a cluster of hotels and restaurants serve both exits to the community off of Interstate 90.

Ellensburg is also known as the home of Central Washington University and the annual Ellensburg Rodeo that attracts national attention. The downtown has maintained much of its historic charm including Victorian, Art Deco, and vernacular buildings of the 1920's. As is the case with many communities, downtown Ellensburg has changed from being the sole center of commerce for the community as suburban-style commercial development has occurred in other parts of the city. However, Ellensburg has been very proactive in promoting and investing in the downtown as a vibrant location for independent retailers, specialty dining, a variety of business and financial services, government offices, cultural attractions, and special events.

The community has not been content to rest on this success and has continued to invest in downtown. In 2013, community leaders acknowledged that a significant building in downtown – the Geddis Building – was at risk of becoming a serious blight on redeveloping downtown. The large building located at the pivotal southwest corner of 4th Avenue and Pearl Street was in decline. As a result, the City of Ellensburg, the Ellensburg Downtown Association, the Kittitas County Chamber of Commerce, and the Ellensburg Business Development Authority forged an alliance formally called the Downtown Revitalization Committee, but more commonly known as “The Downtowners,” to purchase the building, hold it in trust, and resell it to an owner that is actively renovating the property and plans to add new residential units and retail development to downtown. The Downtowners realized that this success could be parlayed into an ongoing proactive approach to continued public/private partnership investment in downtown Ellensburg.

1.2 Study Scope

This study was commissioned to examine both the market opportunities for downtown as well as the physical environment and to recommend how the Downtowners should continue to utilize their knowledge and connections to create investment and development opportunities in the community.

This study involved two key components that are closely intertwined. The first is an understanding of the Ellensburg market through a market analysis that looks at retail, residential, office, and accommodations possibilities. The second is connecting this market knowledge with key sites and buildings in downtown Ellensburg to prioritize potential for future investment. Of particular interest to the group was higher and better use of upper floor spaces in Ellensburg and over the course of the project examining a larger “footprint” for downtown became apparent.

The study began in July with an immersive three-day visit to Ellensburg that involved back-to-back interviews and roundtable sessions with a variety of stakeholders, site visits to selected buildings and sites in downtown, as well as an overall community tour. The study included two customer zip code surveys conducted in both July and October that provided important data about the visitation patterns in Ellensburg. An intermediate meeting occurred over two days in September that provided the results of the first zip code survey, physical analysis of downtown, and a detailed discussion of next steps. The study involved several online presentations to the Downtowners partnership and concluded with a public presentation to City Council on November 2, 2015.

2.0 Market Study

This section of the report presents the findings of the market research for Ellensburg and sets the stage for further analysis that can be used to recruit business, enhance the housing market, help existing retailers target customers, and implement the accompanying marketing and recruitment strategy in a later section of this report. The goal of this market study is to show community stakeholders and potential investors how to capitalize on potential residential, retail, and office market opportunities and to leverage investments that will sustain the Ellensburg community while preserving the character that the community values.

Chapter 2 is divided into four sections:

Section 2.1 describes the market definition based on zip code survey work completed by businesses in the community. It also provides insight into Ellensburg's trade area demographics and presents market data related to Ellensburg's primary and secondary trade areas.

Section 2.2 provides demographic profiles of Ellensburg's primary and secondary trade areas. This section also presents a more detailed market segmentation using PRIZM® Lifestage characteristics. (PRIZM® is a product of Nielsen Claritas.)

Section 2.3 presents the retail market analysis that shows the amount of retail sales "leaking" from Ellensburg's primary and secondary trade areas. This information is based on the most recent data available and is a reliable source for understanding overall market patterns. This section concludes with some key opportunities for retail that could be used to both enhance existing businesses and recruit additional businesses to the Ellensburg community. This section also leverages Ellensburg's retail and demographic data to evaluate other market segments such as residential and office uses.

Section 2.4 provides a concise conclusion to the overall market analysis.

2.1 Market Definition

Unlike radial and drive time studies that use arbitrarily chosen boundaries for customer trade zones, the market definition exercise for Ellensburg is based on zip code surveys completed by cooperating merchants. Zip code surveys have their own limitations, since zip code geographies can be fairly large and stretch beyond typical market boundaries. However, it is the only technique that correlates clearly with customer traffic collected by merchants. Recorded zip codes are used to define a primary trade area, which is then analyzed in terms of demographics and economic activity.

Two zip code surveys were conducted in Ellensburg in order to understand the market dynamics of the community while Central Washington University was in and out of session. The first survey was held in July of 2015, and the second held in October of 2015. Sixteen local community retail businesses graciously participated in the zip code survey of their customers in July, and seventeen participated in October. Merchants were provided with a form to record customer zip codes and asked to keep the log for all customers during a ten-day period.

2.1.1 Zip Code Results

The results of the zip code survey are presented in Figures 1.1 and 1.2 on the following page and are summarized as follows:

- In July, Ellensburg businesses recorded 1,086 individual customer visits from 156 unique zip codes representing 28 states and 12 foreign countries. In October, they recorded 1,808 individual visits from 178 unique zip codes representing 21 states and 3 foreign countries.
- During both surveys, the 98926 zip code for Ellensburg had the most customer visits, controlling 56% of the visits in July and 51% of the visits in October.
- Customers were asked to identify whether they lived inside or outside the City of Ellensburg. The two results were similar with 42% of the customers living inside the city limits in the July survey and 39% in October; likewise, 14% lived outside the city limits in July compared with 12% in October.
- Central Washington University students were asked to identify themselves in the survey and represented the second highest percentage of visitors to shops and restaurants in the downtown. As would be expected, their results varied between the two surveys with 7% of the visits in July and 20% of the visits in October.
- Visitors from the neighboring zip codes Kittitas and Cle Elum held 2% and 4% of their respective visits in July and 4% and 5% of their respective visits in October.
- Customers from the rest of Washington accounted for 8% and 6% of their respective visits in July and October. Many of these customers were regional in nature, so only a portion of these might be considered “visitors” in the traditional sense that they do not rely on Ellensburg as a regular destination for shopping.
- Visitors from outside the state of Washington accounted for 12% and 4% of the overall respective visits from July and October. These numbers are quite significant when taken into the context of the visits from the rest of Washington. Visitors represent a key portion of the

market to the community, meaning that Ellensburg is serving not only a local and regional market, but a tourism market as well.

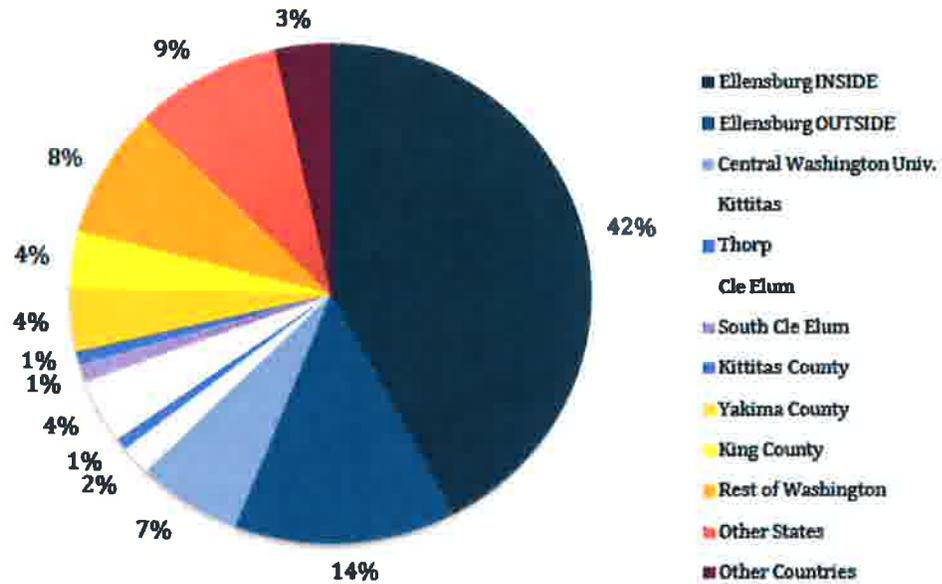


Figure 1.1: Customer Visits to Participating Businesses by Zip Code in July of 2015.

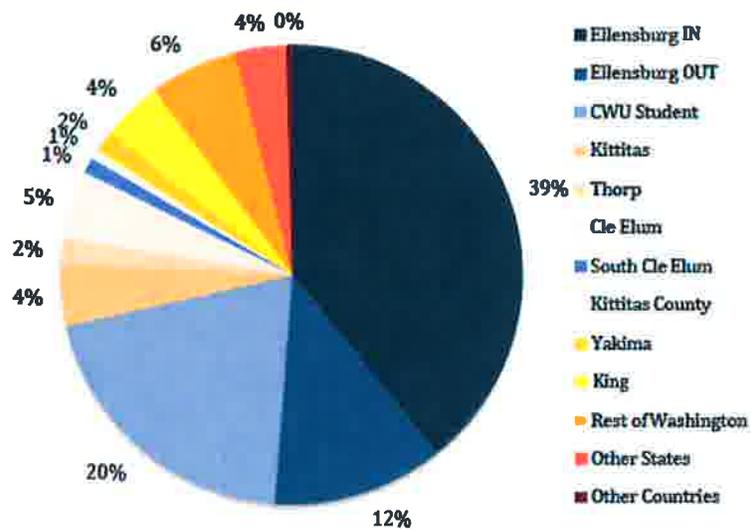


Figure 1.2: Customer Visits to Participating Businesses by Zip Code in October of 2015.

2.1.2 Trade Area Definition

Although the number of visits provides an overall view of customer origin, a more accurate way to evaluate customer loyalty is to frame customer visits in the context of the population of each zip code. This method corrects for zip codes that have exceedingly large or small populations that might skew the market penetration data. The primary trade area (PTA) is the geography where the most loyal and frequent customers to community businesses reside.

Tables 1.1 and 1.2 reveal customer visits per thousand residents, showing an index that allows for an equal comparison of market penetration per zip code. It shows customer visits per thousand people for the highest representative visits to the Ellensburg community during both survey periods in 2015.

Zip	Name	Population	Visits	Visits per Thousand
98926	Ellensburg INSIDE	18,774	529	28.2
98926	Ellensburg OUTSIDE	13,002	150	11.5
CWU	Central Washington Univ.	11,799	71	6.0
98934	Kittitas	1,583	20	12.6
98922	Cle Elum	1,129	46	40.7

Table 1.1: Customer visits per 1,000 population in July of 2015.

Zip	Name	Population	Visits	Visits Per Thousand
98926	Ellensburg INSIDE	18,774	708	37.7
98926	Ellensburg Outside	13,002	219	16.8
CWU	Central Washington U.	11,799	366	31.0
98934	Kittitas	1,583	78	49.3
98922	Cle Elum	1,129	86	76.2

Table 1.2: Customer visits per 1,000 population in October of 2015.

Determining the primary trade area can sometimes be more “art” than science. At times, significant breaks in customer visits are not obvious. In Ellensburg’s case, the division is clear; Ellensburg, Kittitas, and Cle Elum emerge as the “most loyal” zip codes for area businesses and are thus identified as the primary trade area. Additionally, visits from Central Washington University students also fall into this range during the October survey but not the survey conducted in July. This suggests that for the months that school is in session, CWU students contribute significantly to the Ellensburg market.

2.2 Trade Area Demographics and Market Segmentation

2.2.1 Ellensburg Primary Trade Area Demographics

In 2015, the population for Ellensburg’s primary trade area is estimated to be 33,591. The population grew by 23.3% between 2000 and 2010 and is expected to reach 35,037 by 2020, which is equal to adding about 136 new households per year. The median age for the primary trade area is 30, which is lower than both Washington at age 40 and the United States at 37 and is likely due to the age and number of CWU students.

Household income for the primary trade area is \$41,104. This income level falls below that of Washington at \$56,835 and that of the United States at \$51,939. (Source: Nielsen Claritas, Inc.). Additionally, it should be noted that this report was run by zip code of residents; while CWU does not have its own zip code, students are included in local census data and therefore should be included in this report from Ellensburg’s zip code which will naturally decrease the Median Household Income for the community.

Population	
2020 Projection	35,037
2015 Estimate	33,591
2010 Census	32,442
2000 Census	26,297
Growth 2015-2020	4.30%
Growth 2010-2015	3.54%
Growth 2000-2010	23.37%

Table 2: Primary Trade Area Population

2.2.2 Market Segmentation

Market segmentation is a technique used to summarize demographic information into easy-to-understand categories. The market segmentation illustrated for Ellensburg’s primary trade area uses Claritas PRIZM® data. PRIZM defines every U.S. household in terms of sixty-six demographic and behavioral types to help determine lifestyles, purchasing behaviors, and preferences of the customer base.

2.2.3 PRIZM Lifestage Segmentation

The chart on the following page provides an easy to understand perspective on Ellensburg’s market segmentation. Broadly speaking, Green Colors represent younger households generally without children in the home. Blue colors represent families with children. Red colors represent older families who may or may not have children in the home.

In the case of Ellensburg, the primary trade area’s share of the PRIZM Lifestage categories is heavily skewed to “Striving Singles,” categorizing 32% of the households (as shown in pale green in Figure 3). “Young Achievers” (in green) comprises 18%, and “Midlife Success” (forest

green) and “Mainstream Families” (sky blue) each comprise 9% of households. Within each Lifestage category, darker shades represent higher socioeconomic status, while paler shades represent lower income levels. While Ellensburg has a large share of “Striving Singles” households with medium and low socioeconomic status, this can be explained by the proportion of college students that live in the community.

Descriptions and predicted characteristics of the most common segments in Ellensburg are included in Table 4. Columns include Lifestage, segment category, a count of households in the primary trade area that fall into each category, as well as predicted household characteristics, which include income, age, composition, housing tenure, educational attainment, employment, and race.

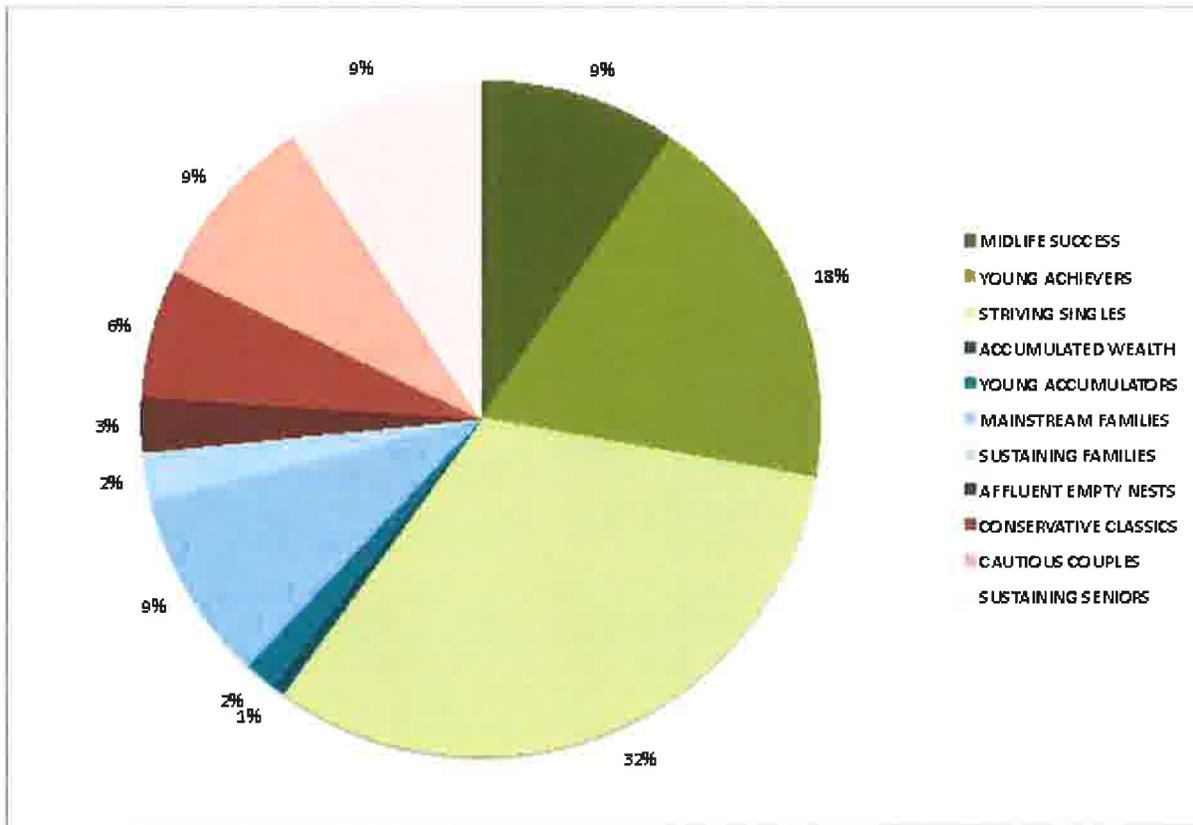


Figure 3: Primary Trade Area PRIZM Lifestage Segmentation (Source: Nielsen Claritas, Inc.).

The chart above depicts broad categories of households. This section portrays key sub categories of households along with descriptions of lifestyle characteristics. The descriptions below are provided by and paraphrased from Nielsen's descriptions of their PRIZM Lifestyle Segmentation data. The rounded percentage of households in the primary trade area and the rounded index to the United States is shown next to each description. An index of 100 would be a representation that matched that of the United States. These percentages were gathered from the area within a ten-minute drive time from the intersection of 4th Avenue and Pearl Street in the heart of Ellensburg.

City Startups

25.2% of Households in the Ellensburg primary trade area, Index to United States: 2,369

In City Startups, young to middle-aged, multi-ethnic singles have settled in neighborhoods filled with cheap apartments and a commercial base of cafés, bars, laundromats, and clubs that cater to twenty-somethings – one of the youngest segments in America--with ten times as many college students as the national average.

Greenbelt Sports

4.2% of Households in the Ellensburg primary trade area, Index to United States: 966

A segment of upscale exurban couples, Greenbelt Sports is known for its active lifestyle. Most of these older residents are married, college-educated, and own new homes. And few segments have higher rates for pursuing outdoor activities such as skiing, canoeing, backpacking, boating, and mountain biking.

Boomtown Singles

10.0% of Households in the Ellensburg primary trade area, Index to United States: 939

Affordable housing, abundant entry-level jobs, and a thriving singles scene--all have given rise to the Boomtown Singles segment in fast-growing satellite cities. Single and working-class, these residents pursue active lifestyles amid apartment complexes, bars, convenience stores, and laundromats.

2.2.4 Market Definition Observations

- Ellensburg benefits from a robust mixture of visitors, and yet the local and regional population still dominates the market base. This presents an important marketing opportunity that mandates that the community retain a message that is appealing to both locals and those from out of town.
- Having completed over 200 market studies, patterns emerge over time. A community that benefits from over 15% of its visits from out of the local county is rare to see. It indicates that the visitor market is important. Nearly 1 in every 20 visitors is from King County, Washington – a pattern also unusual as large metropolitan areas frequently have less than two percent market share in smaller communities over an hour's drive away. This indicates that there is a strong market to the west of the Cascades that can be reached through selective media. Kittitas County Tourism is already tapping this market and these numbers are bearing the fruit of this marketing initiative. We recommend continuing this push to market Ellensburg to the cities west of the Cascades.

- The influence of Central Washington University is very strong. Even during the summer season students represented 7% of the customer base. When the University was back in session student traffic increased to 20% of the customer visits (one in every five visits). Of course, not all businesses will cater to the college student but the market is real and provides a chance for ongoing collaboration between downtown Ellensburg and Central Washington as a major institution and important downtown market base. From a tourism standpoint, the percentage of students is a key indicator that marketing downtown to parents and visitors to the University as well as students themselves would be a key strategic move.
- Between 2000 and 2010, the population has enjoyed robust growth and is projected to continue to grow. This is a fundamental strength in any market analysis.
- Income levels in the primary trade area are lower than both the United States and Washington State, but the college student presence can attribute to this since college students count in the Census at their school of residency.
- The psychographic analysis of Ellensburg indicates strong potential to retain talent cultivated at Central Washington and for others who seek to live in a vibrant community with an abundance of outdoor recreation opportunities along with reasonable proximity to a major metro area. Retaining students in a “college town” can always be a challenge and many students will naturally gravitate westward to the Seattle/Tacoma Metro area to work. However, there are recommendations later in this report designed to capture some students who wish to stay in the area (or recapture them later on).

2.3 Retail Market Analysis

Ellensburg is a retail center serving the primary and secondary markets defined above. This section examines the Ellensburg Market to identify potential opportunities for new or expanded stores by examining “retail leakage.” This will allow the community to assess what kind of additional stores would be attracted to Ellensburg and will help individual existing businesses understand how they can diversify product lines to capture this leakage.

2.3.1 Retail Leakage in the Trade Areas

Retail leakage refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be “leaking.” If a community is a major retail center with a variety of stores it will be “attracting” rather than “leaking” retail sales. Even large communities may see leakage in certain retail categories while some small communities may be attractors in categories. Ellensburg is a strong “attracting” community in many retail categories and is “leaking” sales in other categories.

Such an analysis is not an exact science. In some cases large outflow may indicate that money is being spent elsewhere (drug store purchases at a Target or apparel purchases through the internet). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, lumberyards may have business-to-business sales that are unaccounted for in consumer expenditures. The best example for Ellensburg is gasoline. Ellensburg can capture some of the inflow of dollars from gasoline stations, but it is unlikely that truckers are going to be the potential customers who would go downtown to eat and shop. Stores such as jewelry shops and clothing stores are more accurately analyzed using retail leakage.

The leakage study for Ellensburg is a “snapshot” in time. Consequently, there are factors that point to this being a more conservative look at retail potential depending on what factors are examined. For example, population growth means that there will be more customers in the future resulting in greater demand for retail.

A second factor making this study more conservative is that the leakage study only examines the market demand of the geographies defined as the primary trade area identified for Ellensburg. A successful store model can capture from well beyond the defined primary trade geography and foster a strong visitor market, which is evidenced in the figures 1.1 and 1.2 which show over 10% of the customers are coming from outside of the state of Washington.

With these conservative factors in mind (meaning our numbers represent “minimum” potential and not “maximum” potential) the primary trade area selected store sales equaled \$520.3 million in 2015. Consumers in the same area spent \$541.9 million. Therefore, the primary trade area is leaking \$21.5 million in sales annually.

Ellensburg is unique, however, in its location along Interstate 90. The city serves as a stop before and after crossing the Snoqualmie pass over the Cascade Mountain Range, and it sits at the intersection of a major East/West Interstate and a North/South Interstate. The result is that

nearly one fifth of all sales in Ellensburg occurs at gasoline stations. When taken out of the equation, Ellensburg’s leakage increases dramatically from \$21.5 million to a substantial \$129.4 million. If the community were to capture just a portion of this leakage, it would support additional and expanded retail opportunities both in downtown Ellensburg and throughout the City.

2.3.2 Detailed Retail Market Opportunity Tables

Section 2.3.1 explores the retail trade patterns in aggregate, the tables on the following pages explore the individual retail categories where Ellensburg is leaking and gaining sales in the primary trade area. This data **should** be used as an overall guide to retail market potential and **should not** substitute for detailed market research on the part of any business wishing to open in the area.

Please note that some categories are subsets of larger categories. The numbers next to each store type represent the North American Industrial Classification System code (NAICS). The green columns represent the consumer demand in the Ellensburg trade areas. The light blue columns represent the store sales for all retailers in the trade areas. The dark blue columns indicate the retail opportunity gaps and retail surpluses in each category. Numbers in parentheses indicate an inflow of dollars and numbers outside of parentheses indicate market leakage.

Retail Stores	2015 Demand (Consumer Exp.)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus	Percent Capture
Total Retail Sales & Eating, Drinking Places EXCLUDING Gas Stations	541,862,569 482,337,089	520,338,429 352,942,944	21,524,140 129,394,145	96.0% 73.2%
Motor Vehicle & Parts Dealers-441	119,940,737	88,907,793	31,032,944	74.1%
Automotive Dealers-4411	97,956,748	41,068,070	56,888,678	41.9%
Other Motor Vehicle Dealers-4412	13,651,653	19,984,273	(6,332,620)	146.4%
Automotive Parts/Access./Tires-4413	8,332,336	27,855,450	(19,523,114)	334.3%
Furniture & Home Furnishings Stores-442	10,215,203	11,028,224	(813,021)	108.0%
Furniture Stores-4421	5,187,588	9,169,029	(3,981,441)	176.7%
Home Furnishing Stores-4422	5,027,615	1,859,195	3,168,420	37.0%
Electronics & Appliances Stores-443	10,994,445	3,532,741	7,461,704	32.1%
Appliance, TV, Electronics Stores-44311	8,591,642	1,914,125	6,677,517	22.3%
Household Appliances Stores-443111	1,468,794	429,338	1,039,456	29.2%
Radio, TV, Electronics Stores-443112	7,122,848	1,484,787	5,638,061	20.8%
Computer & Software Stores-44312	2,174,486	1,618,616	555,870	74.4%
Camera & Photographic Equip.-44313	228,317	0	228,317	0.0%
Building Material, Garden Equip. Stores -444	56,456,373	64,191,935	(7,735,562)	113.7%
Building Material & Supply-4441	47,348,958	36,461,642	10,887,316	77.0%
Home Centers-44411	19,297,564	9,928,954	9,368,610	51.5%
Paint & Wallpaper Stores-44412	758,201	911,187	(152,986)	120.2%
Hardware Stores-44413	5,132,541	10,970,538	(5,837,997)	213.7%
Other Building Mat. Dealers-44419	22,160,652	14,650,963	7,509,689	66.1%
Building Mat, Lumberyards-444191	8,589,161	5,479,525	3,109,636	63.8%
Lawn/Garden Equip/Supply Stores-4442	9,107,415	27,730,293	(18,622,878)	304.5%
Outdoor Power Equip. Stores-44421	3,239,493	21,020,327	(17,780,834)	648.9%
Nursery & Garden Centers-44422	5,867,922	6,709,966	(842,044)	114.3%

Retail Stores	2015 Demand (Consumer Exp.)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus	Percent Capture
Food & Beverage Stores-445				
Grocery Stores-4451	49,553,508	44,529,573	5,023,935	89.9%
Supermarkets, Grocery Stores-44511	46,274,188	38,572,300	7,701,888	83.4%
Convenience Stores-44512	3,279,320	5,957,273	(2,677,953)	181.7%
Specialty Food Stores-4452	6,213,838	15,369,485	(9,155,647)	247.3%
Beer, Wine & Liquor Stores-4453	22,177,725	838,174	21,339,551	3.8%
Health & Personal Care Stores-446	26,217,685	10,573,777	15,643,908	40.3%
Pharmacies & Drug Stores-44611	20,884,343	7,159,605	13,724,738	34.3%
Cosmetics, Beauty Supp, Perfume -44612	1,778,041	958,042	819,999	53.9%
Optical Goods Stores-44613	1,189,431	730,128	459,303	61.4%
Other Health & Personal Care-44619	2,365,870	1,726,002	639,868	73.0%
Gasoline Stations-447	59,525,480	167,395,485	(107,870,005)	281.2%
Gasoline Stations w/Conv Stores-44711	43,358,849	84,531,532	(41,172,683)	195.0%
Other Gasoline Stations-44719	16,166,631	82,863,953	(66,697,322)	512.6%
Clothing & Clothing Accessories Stores-448	24,812,345	3,540,007	21,272,338	14.3%
Clothing Stores-4481	13,477,864	2,715,710	10,762,154	20.1%
Men's Clothing Stores-44811	704,143	204,624	499,519	29.1%
Women's Clothing Stores-44812	3,041,275	458,203	2,583,072	15.1%
Children's, Infants' Clothing-44813	695,942	237,519	458,423	34.1%
Family Clothing Stores-44814	7,263,350	1,461,197	5,802,153	20.1%
Clothing Accessories Stores-44815	602,151	0	602,151	0.0%
Other Clothing Stores-44819	1,171,003	354,167	816,836	30.2%
Shoe Stores-4482	2,163,205	441,644	1,721,561	20.4%
Jewelry, Luggage, Leather Goods-4483	9,171,276	382,653	8,788,623	4.2%
Jewelry Stores-44831	8,117,459	382,653	7,734,806	4.7%
Luggage & Leather Goods-44832	1,053,817	0	1,053,817	0.0%
Sporting Goods, Hobby, Book, Music-451	11,583,696	15,688,524	(4,104,828)	135.4%
Sporting Goods, Hobby, Music Inst-4511	9,353,161	12,959,694	(3,606,533)	138.6%
Sporting Goods Stores-45111	4,981,463	11,185,260	(6,203,797)	224.5%
Hobby, Toy & Game Stores-45112	2,518,868	1,076,680	1,442,188	42.7%
Sewing Piece Goods-45113	899,831	0	899,831	0.0%
Musical Instrument & Supplies-45114	952,999	697,754	255,245	73.2%
Book, Periodical & Music Stores-4512	2,230,535	2,728,830	(498,295)	122.3%
Book Stores & News Dealers-45121	1,998,814	2,728,830	(730,016)	136.5%
Book Stores-451211	1,819,627	2,728,830	(909,203)	150.0%
News Dealers & Newsstands-451212	179,187	0	179,187	0.0%
Prerecorded Tape, CD, Record-45122	231,721	0	231,721	0.0%
General Merchandise Stores-452	65,527,155	20,967,881	44,559,274	32.0%
Department Stores, Excl Leased	26,629,260	4,739,923	21,889,337	17.8%
Other General Merch. Stores-4529	38,897,895	16,227,958	22,669,937	41.7%
Miscellaneous Store Retailers-453	16,055,181	5,204,681	10,850,500	32.4%
Florists-4531	541,812	256,160	285,652	47.3%
Office Supplies, Stationery, Gifts-4532	7,405,451	484,666	6,920,785	6.5%
Office Supplies & Stationery-45321	3,479,820	0	3,479,820	0.0%
Gift, Novelty & Souvenir Stores-45322	3,925,631	484,666	3,440,965	12.3%
Used Merchandise Stores-4533	1,341,052	1,500,841	(159,789)	111.9%

Retail Stores	2015 Demand (Consumer Exp.)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus	Percent Capture
Other Misc. Store Retailers-4539	6,766,866	2,963,014	3,803,852	43.8%
Foodservice & Drinking Places-722	62,589,198	68,570,149	(5,980,951)	109.6%
Full-Service Restaurants-7221	28,293,276	31,353,163	(3,059,887)	110.8%
Limited-Service Eating Places-7222	24,815,628	27,549,534	(2,733,906)	111.0%
Special Foodservices-7223	6,821,028	8,437,018	(1,615,990)	123.7%
Drinking Places -Alcoholic Bev-7224	2,659,266	1,230,434	1,428,832	46.3%

Figure 3: Retail Leakage in the Primary Trade Area. Source: Nielsen

2.3.3 Overall Retail Market Opportunities

The retail market potential for Ellensburg combines many different facets of the data gathered above. Retail markets depend on both quantitative and qualitative information. Moreover, just because there is retail market potential for a potential retail store type in no way ensures success of that store type in the community.

There are many reasons why a business might succeed or fail, and the retail market is but one of those factors. The days of the downtown competing with suburban locations for primary retail have long since vanished. The major “pro” of keeping all retail in the community is that once a shopper has left, they have left for the day and their money will follow. This section explores retail development likely to develop in suburban locations in Ellensburg.

- *Family clothing* – This category includes stores such as TJ Maxx, Ross, and similar type stores that cater to all family members. They typically locate in suburban market developments. With over \$5 million in leakage from the primary trade area, this could be a suburban opportunity for Ellensburg. A store of similar type (though unlikely a chain) could also work in a downtown setting.
- *Auto Dealers* – Ellensburg is home to a number of highly successful auto dealerships, though not all auto brands are currently represented in the market. There is an opportunity for new car dealerships that would likely develop in a suburban location. There is also a growing trend of downtown auto dealerships decamping to suburban locations for better exposure.
- *Electronics* – While Ellensburg is leaking sales in the electronics category, this store type has proven to be problematic as of late with the demise of Circuit City and the bankruptcy of Radio Shack. A regional electronics store may be successful based on the market leakage.
- *Pharmacies* – Surprisingly, Ellensburg leaks sales in Pharmacies. This could be a trade of the retail dollar for in-store pharmacies at stores like Fred Meyer or, more likely, a signal for additional demand. The location is likely to be suburban and will have little to no impact on the downtown pharmacy in Ellensburg.
- *Home Improvement Stores* – This is an intriguing category for Ellensburg in so far as independent garden dealers, hardware stores, and similar store types have proven to be great for the community. A home center such as Home Depot *might* be plausible based on these numbers but would likely have a negative impact on existing independent merchants.
- *General Retail* – This category includes stores like Fred Meyer, Target, and Walmart. Ellensburg currently has a high quality Fred Meyer in very close proximity to the core of downtown, although separated by storage and warehousing uses that would not encourage walking between the two. Retail leakage indicates potential for some degree of additional general retail. The impact of such a store on downtown would be minimal and would likely benefit downtown Ellensburg and the community as a whole as it would retain customers that are currently leaving the community to shop in Yakima, metro Seattle, or Wenatchee.

2.3.4 *Downtown Retail Market Opportunities*

The opportunities below are more ideally suited for a downtown location. That is not to say that both suburban growth and downtown growth cannot co-exist – as already mentioned, strengthening the overall retail market for Ellensburg should be a “rising tide lifts all ships” proposition. They are presented here because they have the opportunity to be particularly successful downtown.

- *Restaurants* – This category is very strong and is likely to continue to thrive in the community. There are opportunities for growth both within downtown Ellensburg and throughout the city. Restaurants are a “clustering” business type where more begets more. This is particularly true when a community attracts visitors as Ellensburg does. This does not mean that every restaurant will be successful and will require deft market research with any new restaurateur. The market data shows leakage overall for Ellensburg of \$21 million but an overall gain for restaurants of just under \$6 million. The greater region is grossly underserved by restaurants. A quick look at Yakima shows that at a twenty minute drive from the intersection of Front Street and Yakima Avenue shows the market has a gain of \$167 million in overall retail sales yet maintains a restaurant *leakage* of \$69.6 million. Comments that residents of Yakima come to Ellensburg to dine are verified by this number. The opportunity is amplified when you look at spending patterns for students, Ellensburg’s highway location, and the conservative definition of the trade area.
- *Office Supply Stores* – This would have been an obvious powerhouse opportunity for a suburban store in Ellensburg. This retail store type has been in a state of national flux as big box office retailers have scaled back stores as a result of online shopping. However, the data indicates that possibilities exist in this category both with what would now be a “small box” store in outlying areas of Ellensburg or working with existing specialized office stores in the downtown to expand services and product lines.
- *Clothing Stores* – This store type, which include family clothing noted above, severely leaks sales in Ellensburg. This type of leakage is to be expected in a market the size of Ellensburg but does present opportunities both for specialty retail in downtown and also in suburban locations. Clothing opportunities in downtown Ellensburg are going to cluster around young women, and the community should take a dual strategy of working with existing clothiers and recruiting new specialty clothing stores. However, the Family Clothing category represents an opportunity for a small box store such as TJ Maxx to possibly be supported in suburban Ellensburg. As already mentioned, this would not eliminate the chance to grow specialty clothing in the core of downtown. (Shoes – a subcategory of clothes also represents a market opportunity for downtown or to expand the product line of an existing store).
- *Miscellaneous Retail* – This broad and inclusive category is geared toward the highly niche-oriented retail that tends to cluster in a downtown setting. Specialty retail will continue to be an opportunity in downtown Ellensburg and is highly suited for the district specifically. Some specialty retail seen in other communities are oil and vinegar stores, running stores, rock and mineral stores (already present), niche gifts, fraternity/sorority stores in college towns, and many more.

Overall, this study looks at a very conservative capture scenario for leaking retail sales in several ways:

- Only counting existing leakage in both trade areas and presuming no population growth in the primary trade area (which will continue to grow);
- Only counting local and regional population – not visitors (who comprise over 15% of the customer base);
- Using a 20% capture rate used, leaving 80% of market leakage to continue to leak elsewhere;
- Using a very conservative \$200 per square foot estimated sales across all retail categories.

The supportable square footage under this scenario is 95,000 square feet of total retail in the overall trade area. Suburban developers are likely to use more aggressive numbers, leaving anyone looking at downtown to focus on roughly a third of this number. Even still, this could support significant expansion of the downtown's retail footprint by simply "freezing the demand" in current time.

2.3.5 Key Housing Market Opportunities

Unlike retail market analysis, housing markets are much less precise to understand. Using the projections for the primary trade area for population and household growth it can be assumed that the Ellensburg market will add 120 additional housing units per year in Ellensburg or 600 by 2020. Building permit data reported through the City of Ellensburg corroborates this number with the average of 55 new units (conservative estimate) coming online each year.

National trends in housing indicate increasing interest in downtown living both with millennials and empty nesters. With Ellensburg's young average age of 30 and large proportion of college students, there is a potential market for alternative kinds of housing such as lofts, condos and apartments. A simply allocation model that captures only 50% of the demand for future housing in the market would yield 150 new units that do not conform to the traditional single-family house. This estimate for additional downtown housing is a bit more aggressive than the retail assessment but the national trends point toward growth in this area and new product coming on line corroborates these national trends. More detail as to the location of this housing is shown in the plans below but they will generally cluster in upper floor units in the core of downtown and in new mixed-use development between downtown and Central Washington University.

2.3.6 Hotel Market Opportunities

Ellensburg is home to ten hotel properties with a total of 682 hotel rooms. The occupancy rate across all of these properties is 58%, which is slightly lower than the national standard of 62%. It is important to note, however, that this occupancy rate accounts for some ageing properties within the city limits of Ellensburg and that new properties experience higher occupancy.

The same is true for the average daily room rate in Ellensburg, which stands at \$87 per night and is lower than the national average daily room rate at \$104 per night. Again, ageing properties can account for this figure. More importantly, Ellensburg has experienced an increase in average daily rates, revenue per available room, and occupancy rates. The Kittitas County Tourism

Director along with the Lodging Tax Advisory Committee tracks Lodging Tax revenues. Revenues have increased every year but one since the recession, which adversely affected rates in 2009. So far in 2015, monthly Lodging Tax revenues have increased every month but one and, barring any unforeseen circumstances, 2015 will represent a record year in Lodging Tax collection. This is a positive trend that is likely to continue and points to increasing demand placing positive upward pressure on the local hotel market.

National trends in hotel and visitor stays point to continued interest in alternative forms of lodging, including smaller boutique inns, self-catering inns, and specialty lodging that are close to tourist attractions and are within walking distance of the area's key restaurant and dining options. National hotel chains are paying attention to this trend and have responded with creative brands such as Hotel Indigo by IHG, Canopy and Curio by Hilton, and Aloft by Westin to address this demand. Furthermore, this trend is migrating from bigger city markets to smaller communities where both independent hotels and chain affiliated hotels are being developed in downtowns even while other hotel products in the markets continue to thrive.

2.3.7 Office Market Opportunities

Perhaps the most difficult market to evaluate in a community like Ellensburg is the office market. There is little speculative office space in the market and as a consequence there is no historic absorption rates, consistent rent rates, and vacancy rates. The issue is exacerbated in downtown where upper floors that might be conducive to office space are in various states of repair.

During the interview process, the price of \$10 per square foot a year was cited as reasonable for space that was already suitable for a tenant. This rate hovers just at a level where buildings owners have difficulty maintaining old buildings for the rent they are commanding. Ideally, the market should work to slowly get the rental rates from \$10 per square foot to \$12 per square foot. An effective way to do this is to develop "right-sized" ground floor spaces that work for smaller specialty shops.

The recommendations portion of this report will explore some creative solutions to jump start office space use in downtown Ellensburg and work toward slowly escalating rent returns to allow for additional investment in downtown buildings.

2.4 Overall Market Observations and Conclusions

The following conclusions are based on the market evaluation above. These conclusions also underpin the recommendations that will follow in Chapter Three.

- Ellensburg has made significant investments in both downtown and tourism reach and the success of downtown is reflected in the breadth and depth of the customer base.
- Central Washington University and downtown Ellensburg are inextricably linked, and the community should explore ways possible to continue to reinforce and grow those connections.
- Growth will continue in Ellensburg. This is inevitable. The market data indicates potential for both suburban and downtown growth to coincide. The days of downtowns and suburban locations “competing” for the customer dollar are over. If Ellensburg can retain a customer in town who might travel to another market, it will be a much easier task to get that shopper loyal to downtown. Smart suburban retail development generally will not negatively impact downtown.
- Housing is going to play a major role in the future of downtown Ellensburg. The trends all point to ongoing success with downtown housing that not only caters to students, but also to empty nesters and young professionals.
- The empirical data points to increasing room rates, occupancy, and revenues that indicate strong potential for a hotel/inn that would serve as a complement (not competition) with existing hotels in the community. To avoid being competitive with existing properties this hotel should be located in downtown Ellensburg. Concepts for this are shown in a later section of this report.

Ellensburg has a distinct opportunity to “curate” the growth of the community and to expand the footprint of its downtown to better connect the dots between attractions. This will be explored later in the report.

3.0 Physical Assessment

3.1 Background

In addition to the market assessment, this project engaged in a physical assessment of downtown Ellensburg to evaluate how it is performing, ways in which it can improve, and how it can continue to serve both locals and visitors as evidenced in the market study. The following maps provide insight into the composition of downtown currently and set the stage for recommendations that will follow.

3.2 Existing Conditions

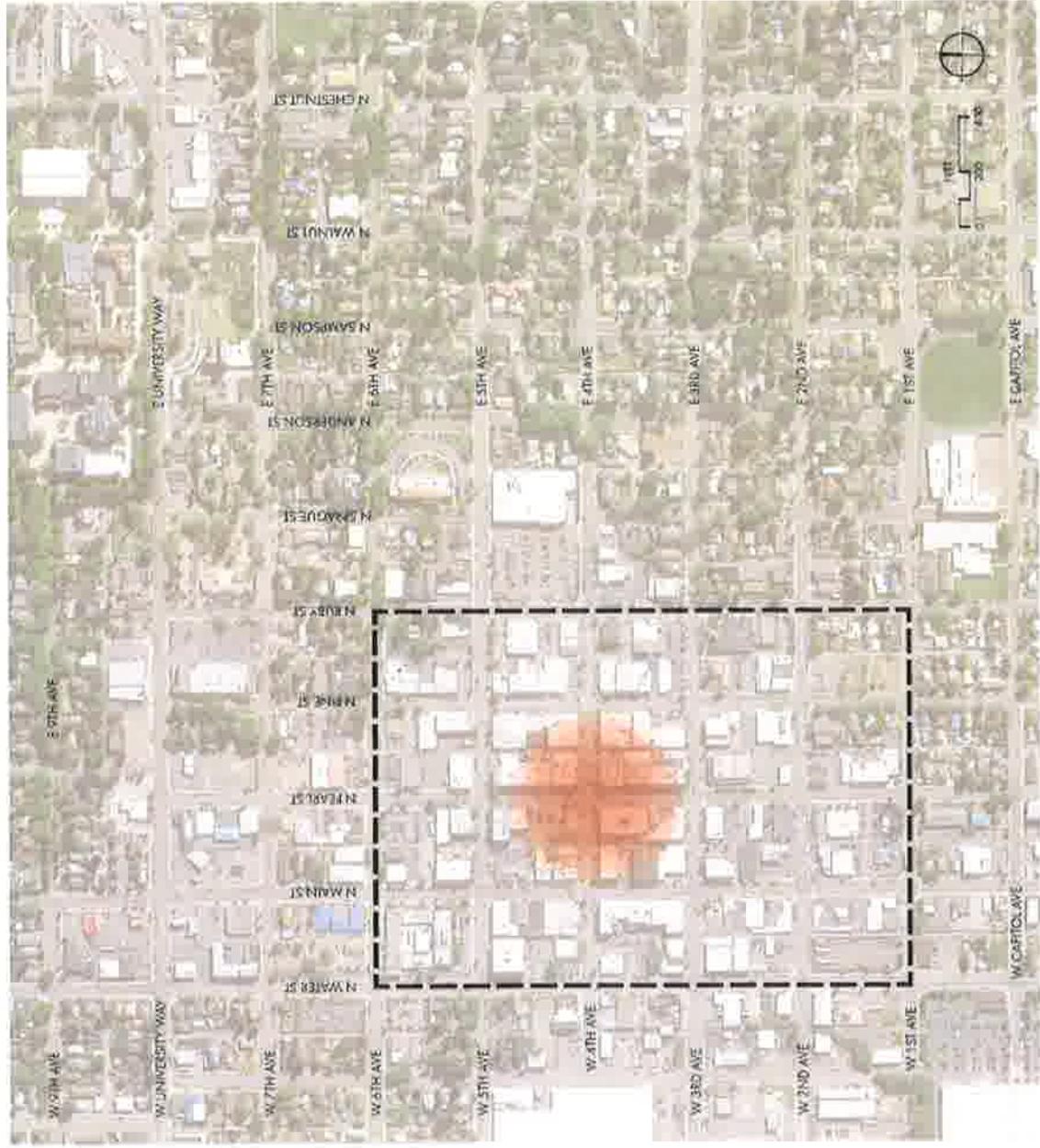
Downtown Ellensburg is a Certified Main Street Community by the Washington and National Main Street Programs. The boundary of downtown's official designation is 6th Avenue to the north, Ruby Street to the east, 2nd Avenue to the south, and Water Street to the west. Figure 5 on the following page shows this boundary. The "heart" of downtown could be the subject of debate but is generally accepted to be the Intersection of Fourth Avenue and Pearl Street. It is the home to the Rotary Pavilion which is the center point for many downtown events and is bounded by some of the most distinctive architecture in downtown. A core of strong shopping and dining options extend one to three blocks in every direction from this point.

Figure 6 shows downtown Ellensburg with amenities, attractions, and educational institutions. These would include Morgan Middle School just outside of the core boundary to the south and Central Washington University and its associated open spaces to the north of the downtown boundary. Within the boundary are four city-owned parking lots, Rotary Pavilion, Rotary Plaza, the Library, Friendship Park, a skate park, and a community garden. The core area is also the home to the Ellensburg Farmers Market, which occurs on the East Fourth Avenue.

Figure 7 goes further to show recent investment in downtown Ellensburg and its immediate surroundings. This is a critical exhibit in that it reflects on the dynamic nature of downtown and is not designed to be comprehensive in nature. Investment in downtown is occurring in nearly every part of the district and adjacent areas. Central Washington University is also actively pursuing projects that will reinforce its presence on the south side of University Way.

In the center of town, the Geddis Building, mentioned in the introduction of this report, is actively becoming full of storefront tenants. The Elks Building is under renovation into a mixed-use development, Patricia Place apartments (36 units) were completed and are 100% occupied, showing market demand for additional housing. New restaurants have opened, upper floor residential development has been completed, and other renovations are underway.

This is a clear sign that downtown Ellensburg is enjoying significant investment, that Central Washington University is growing in a direction that places key locations like a potential visitor center for the campus closer to downtown, and that interest continues in the future success of the community. The goal of the recommendations that follow is to illustrate the kinds of investments that are possible, explore ways to make the visitor experience more vibrant, and continue to invest in downtown.



LEGEND

--- Downtown Boundary

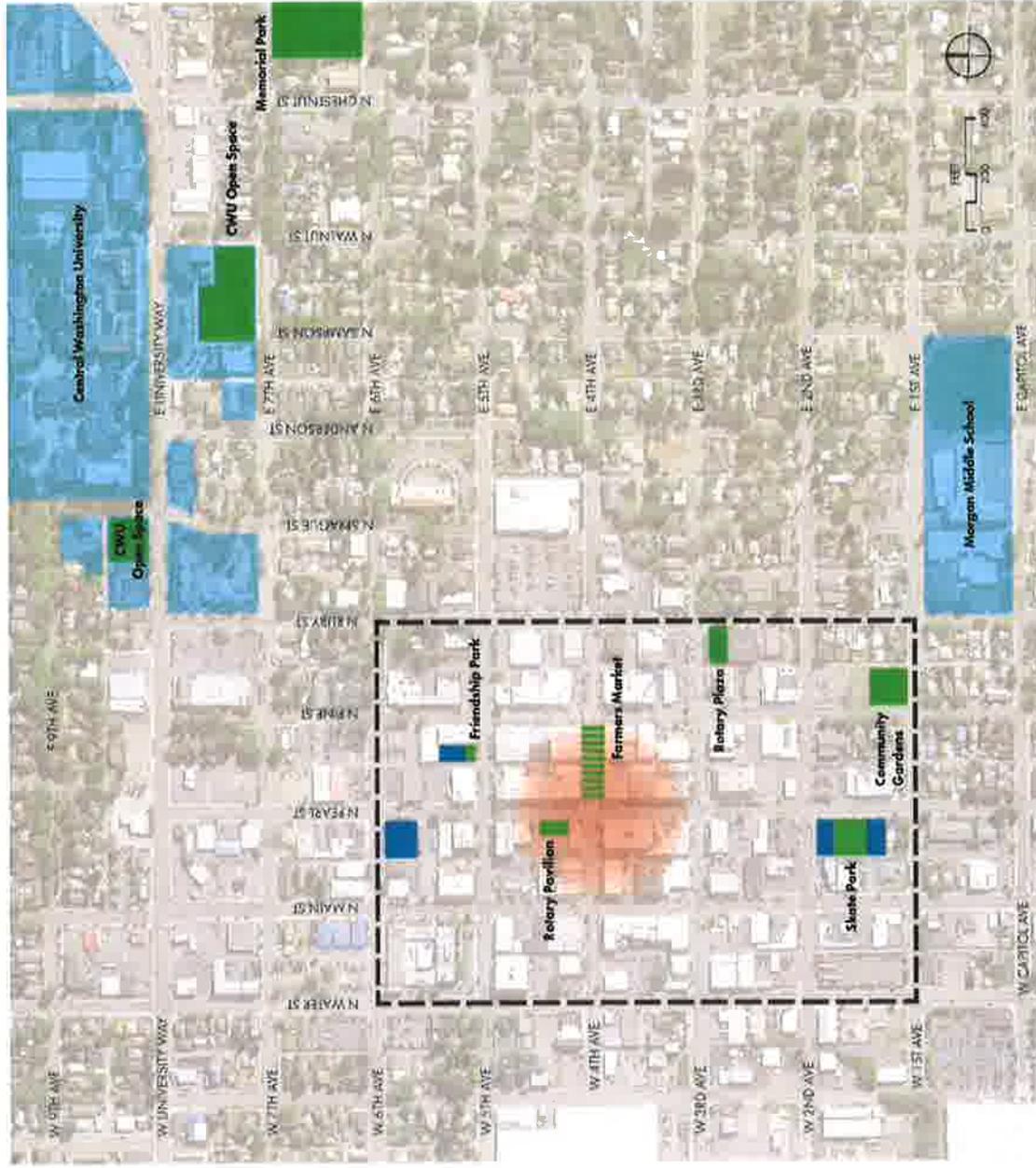
 Downtown Center - 4th Ave and Paci St.

ELLENSBURG DOWNTOWN MASTER PLAN

Downtown Core

September 2015

Figure 5: Downtown Core



- LEGEND**
- Downtown Boundary
 - Downtown Center - 4th Ave and Pearl St
 - Parks and Open Spaces
 - Farmers Market
 - City-Owned Parking Lots
 - Academic Institutions

ELENSBURG DOWNTOWN MASTER PLAN

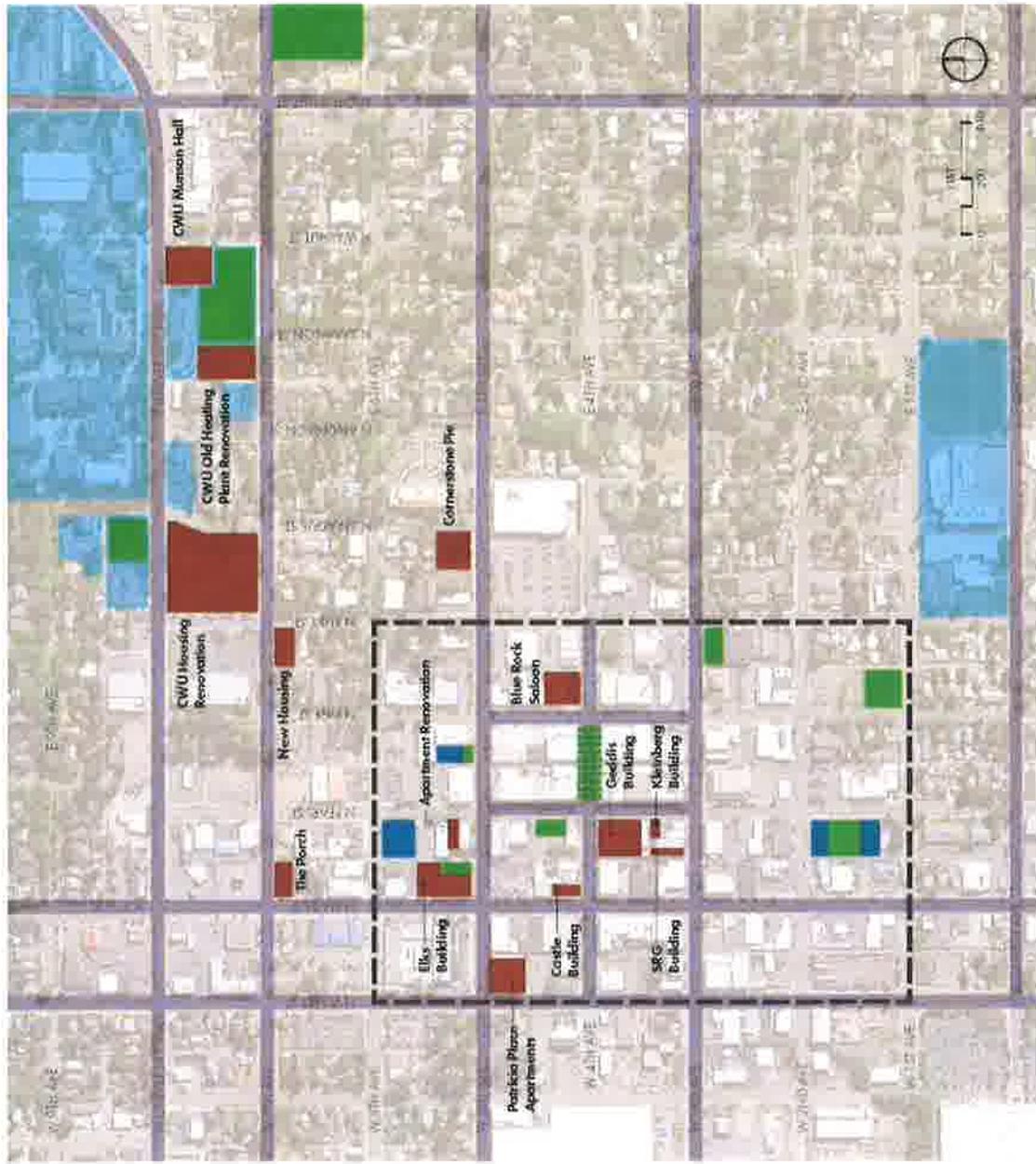
Parks and Open Spaces

Public Parking Resources

Academic Institutions

September 2015

Figure 6: Parks and Open Spaces, Public Parking Resources, and Academic Institutions in and around Downtown.



- LEGEND**
- Delineates boundaries.
 - Part of Open Space
 - Former Storage
 - City-owned Parking Lot
 - Former Industrial
 - Street Street, Block, and Major Intersections
 - Recent Successes and Projects in Progress

These Recent Successes and Projects in Progress include new development, renovation and building reuse.

GEORGETOWN DC AND URBAN MASTER PLAN

**Recent Successes
Projects in Progress**

October 2010

Figure 7: Recent Successes and Projects in Progress

4.0 Recommendations

The recommendations in this chapter are divided into four key strategies important for the future success of downtown Ellensburg:

- *Reinforcing the Center:* This strategy is designed to focus on the core of downtown Ellensburg by providing enhanced gathering places and gateways to the community in the public realm and additional development opportunities in vacant ground floor and, more importantly, upper floor spaces.
- *Expanding Success:* This strategy recognizes that the core of Ellensburg is highly developed, and there is great potential to expand the footprint of downtown to include blocks that would connect downtown to major development opportunity sites.
- *Connecting the Community:* This strategy focuses on multiple modes of transportation that allow locals and visitors to use downtown Ellensburg by car, bike, on foot, or by public transit. It also continues to reinforce the importance of connections between downtown and existing hotels and between Central Washington University and downtown.
- *Enhancing the Visitor Experience:* This strategy recognizes that tourism and visitor traffic are critical to the success of Ellensburg. Recommendations here focus on having a curated visitor experience and on the potential for a new hotel and meeting space in downtown Ellensburg.

4.1 Reinforcing the Center

4.1.1 Implement Ellensburg Town Square as a gathering place. High Priority.

Perhaps the most significant public improvement shown on the plan is to create a true Ellensburg town square adjacent to the Rotary Pavilion. Figure 8 below shows some examples of similar spaces in other places and the plan in Figure 9 shows that the Ellensburg Town Square would retain parking on some of the space, make better use of parking on adjacent blocks, and replace existing parking with a green lawn panel and a small splash pad that can be used as the central gathering place for the community. This space could include restrooms relocated from 3rd and Main as well as the downtown visitor's center.



Figure 8: Green gathering spaces.

4.1.2 Continue to pursue and promote upper floor mixed-use development. High Priority.

The private sector opportunities are shown in three categories in Figure 9 on the following page: complete, in progress, and opportunity sites/buildings. There are nine opportunity buildings and one opportunity site and each is further explored either explicitly or more generally depending on the nature of the building or site. Ellensburg should consider an open house “live downtown” event to promote downtown residential development opportunities. The event should be an open house of existing residential units in downtown to show both potential residents and developers the potential for additional living in the community. Many people simply haven’t experienced what downtown living can be like. Some communities have even done “mock” upper floor housing with furnishings from local decorators to showcase what downtown living could be like in a particular building.

4.1.3 Work to build Ellensburg Gateway at corner of Main and Third. Medium Priority.

Currently the corner of 3rd Avenue and Main Street is an existing parking lot paved with concrete pavers. Figure 9 shows that the same number of parking spaces can be moved to be on street parking, opening up the area for outdoor dining and an attractive downtown gateway sign at the northeast corner of the intersection. The restrooms at the southwest corner of the intersection should be relocated to the center of town as outlined in recommendation 4.1.1 above.



Figure 9: Ellensburg Core Area Plan

4.1.4 Implement co-working space and potential makers space.

Co-working spaces have moved from what some might consider a fad into a full-blown national trend with over 80% growth in available spaces during the past two years. According to the Commercial Real Estate Development Association report: Between 2005 and 2014 the number of co-working spaces has gone from 1 to 781. *Deskmag* monitors co-working spaces nationally and cites that 60% of existing co-working spaces will expand in 2015, 4.5 new co-working spaces are created each day, and 245 people become members globally each day.

Ellensburg has multiple opportunities to capitalize on this growth while building on partnerships within the Chamber of Commerce, with Central Washington University, and even with the creative community that thrives in Ellensburg and Kittitas County.

Before delving into the specific recommendations, it is important to begin to define how each of these spaces work, as semantics can sometimes get in the way of truly understanding the purpose of these new models for the workplace environment. It is also important to know that, although their definitions are provided below, the fluidity within which they can function in a space is as creative as the very ideas themselves.

Co-working spaces provide a place for individuals or small companies to work in a shared environment. Companies can interact with one another in informal ways, form collaborations, or simply share in the creative atmosphere of the space. Co-working spaces may host events and activities, but rarely provide formal business coaching. Such spaces provide conferencing capabilities, shared printers, a kitchen, restrooms, and most importantly high speed internet access.

Incubator spaces are also places where businesses co-habitate as well. A key difference between co-working and incubator spaces is the level of support provided to grow businesses. These spaces frequently have a higher education partner that is helping to cultivate and coach businesses toward success. Many incubators have the desire to “graduate” businesses from the space. There is already an incubator space in Ellensburg, so this approach may not be the most appropriate for downtown, although the trend is continuing to evolve into other kinds of incubators.

Accelerator spaces provide a structured way to “graduate” companies, often within a specified period of time. Usually, accelerator spaces receive significant support from venture capital that is directly investing in the start-ups. The goals of an accelerator is to “spin out” successful ventures. These spaces tend to gravitate around like businesses that have collaborative capabilities.

Makerspaces are physical locations where people gather to share resources and knowledge. Unlike the spaces described above, makerspaces focus on projects and fabrication. Consequently, makerspaces provide tools and facilities for the makers. While experts or higher education-affiliated advisors might be available, makers frequently get help from other users. These spaces began to be associated with fields such as engineering, fabrication, computer science, and graphic design. Many makerspaces have higher education partnerships who desire to create an

informal combination of lab, shop, and conference room. Frequently, 3-D printers, manual tools, and classroom spaces are associated with makerspaces.

Such spaces take very little upfit to make them function, but the key would be flexible space for many office type configurations and excellent internet access. The Kittitas County Chamber of Commerce is currently working on one co-working space on N. Pearl Street in the old Red Cross office building. Ultimately, multiple spaces could be developed that could take on multiple partnerships and even focus on particular professional collaborations (such as artists studios or architectural and engineering offices) so the community should be prepared to engage in a discussion with others on the endeavor. The goal is to have flexible spaces to cultivate entrepreneurial growth in the heart of downtown Ellensburg.

4.1.5 Continue ongoing recruitment and retention of retail.

The retail analysis clearly indicates that there is sufficient demand for additional specialty retail and the expansion of existing retail in Ellensburg. The community should consider subdividing spaces for a “small store” concept. Pascagoula, Mississippi used seventeen prefabricated “Katrina Cottages” as a retail accelerator. Over 30 applicants applied for the spaces, and, after five years of operation, four original tenants have moved on to larger spaces in the downtown.

From a recruitment standpoint, the best prospects are 1. Expansion of existing stores; 2. Specialty stores in neighboring communities looking for expansion opportunities in Ellensburg; 3. People who may have relocated to Ellensburg with retail experience.

The Kittitas County Chamber of Commerce sponsors a business plan competition in conjunction with Yakima, which could be expanded and targeted to retail/restaurant use in downtown Ellensburg. Central Washington University may consider partnering with the Ellensburg Downtown Association and the Chamber of Commerce for such an expanded business plan program.

4.1.6 Explore realignment of farmers’ market.

Ellensburg should explore the prospect of realigning the farmer’s market to the market vendors face out toward the street. By doing this, emergency equipment can get by and also allows the market to reinforce existing retailers. This could be launched on an experimental basis to see which configuration works best.

4.2 Expanding Success

4.2.1 Begin to look at downtown as a broader City Center

Figure 9 on the following page illustrates opportunity sites in a much broader context than the downtown core plan shown in Figure 8. The sites are divided into sixteen sites labeled as Level 1 opportunity sites and ten sites labeled as Level 2 opportunity sites. The levels are to provide some idea as to which sites are more likely to develop in the shorter versus longer term. It in no way implies that a Level 2 opportunity might not rise up to be a very early development project.

The sites are also marked as to whether they are vacant land or lots, are underutilized properties where the existing use may not be consistent with a denser and developed downtown, or are properties where the ground floor may be occupied and the upper floor is vacant. When examined as a whole, downtown Ellensburg can be viewed to extend to University Way to the north and across Water Street to the west. The City should adjust the zoning for portions of Water Street to expand the downtown core.

4.2.2 Partner with existing and new investors on underutilized sites identified by priority in the plan.

The single best way to explore redevelopment of underutilized sites and buildings is to communicate with property owners. Many owners simply do not know that their properties have a higher or better use or may not know where to begin on considering renovation, while others may have no interest whatsoever in pursuing investment at this time.

The Downtowners can continue to meet and work with property owners on a case-by-case basis by answering questions, contemplating partnerships, and offering incentives to advance redevelopment. Some communities have contemplated creating incentives that treat downtown buildings as a community would any other infrastructure opportunity. In so doing, communities have implemented ADA grant programs to bring buildings up to code, created shared sprinkler systems that allow for a number of buildings to enjoy the benefit of this fire suppression code compliance or installed shared elevator space for upper floors funded through public or quasi-public entities. Some uses may be ideally suited for property trades so that higher and better uses can come into downtown Ellensburg. Many of these opportunities are referring to property trades along Water Street where there are uses that should be off the street and in industrial areas of Ellensburg. The Kittitas Reclamation District, the food bank, and storage lots would probably benefit from locations that are more efficient.

4.2.3 *Host an investment forum in the community.*

The Downtowners should collaborate to conduct an investment forum in the community for potential investors. This forum can provide potential business owners with a profile of the market in Ellensburg, available properties in the community, guidance on support services available to potential businesses through a variety of partners. The event should last no longer than two hours, offer refreshments, and give a brief overview of the following:

- Representatives of the Downtowners should present findings of this market study and recommendations.
- City staff can share the support services that the City of Ellensburg can provide.
- Ellensburg Downtown Association can discuss its program of work and assistance.
- Private Sector Property Owners/Commercial Real Estate Representatives should provide an overview of the space available in Ellensburg, a brief synopsis of leasing basics, and if possible, any incentives they have to promote local business.
- The Kittitas County Chamber of Commerce and the Ellensburg Business Development Authority can provide information on the overall economy of the county, services provided by each group, and resources for business start ups.
- The Small Business Development Center and/or a SCORE Association chapter should provide information on business plan support, start-up assistance, and additional services they provide. Ideally, the organizations should promote a follow-up consultation day in Ellensburg so attendees can sign up for appointments.
- Existing businesses should provide an overview of their personal experiences doing business in downtown Ellensburg (with a focus on the positives and helpful hints).

The Downtowners should leverage these partners to help promote the event. The goal is to reach out to anyone interested in investing or starting a business in Ellensburg.

4.2.4 *Create an investment “club” for Ellensburg*

Ellensburg should also explore a funding program that could incorporate a modest return on investment for participating in an investment club for buildings and sites in the community. The JOBS Act, signed into law by President Obama, requires that the SEC create some parameters for this type of investing. The SEC has just released those parameters. There is also nothing to preclude local investors to create a more traditional investment program or a property renovation company with the expectation that there will be a return on investment to the partners. In some cases these operate independently of the city and in others there is a partnership structure to implement a plan such as this.

It is important to understand that this funding recommendation is designed to augment existing funding options that vary from traditional bank financing to state and federal tax credits. Any investment fund is best used to leverage other financial tools available for a project.

4.2.5 Cultivate ongoing partnership for “Signature Street” along University Way to emphasize Central Washington University.

Significant redevelopment is expected over the next five years along University Way between Main Street and Chestnut Street. Central Washington University has already constructed very attractive signs along the corridor. Over time, the City of Ellensburg should contemplate an ongoing partnership with Central Washington University to create a strong streetscape along the road and reinforce the intersection of Main and University Way as a gateway to downtown.

4.2.6 Consider community center in the city center.

The YMCA was once a major attractor in downtown Ellensburg for recreation and activities, which have now moved elsewhere in the city. Ellensburg should explore the long term possibility of a multi-use community center in the core of the community. Downtowns are always the best location for community centers for several reasons. These centers create economic spin off of having activities in an area where people can 1. walk to the location, 2. spend money in the area afterward, 3. share parking resources, and 4. serve as an attractor for additional investment. Several of the vacant or underutilized sites identified in Figure 10 would be ideally suited for a community center that could host meetings, events, the arts, and other uses. This type of project will require a cooperative effort and should be flexible enough to handle a variety of uses.

4.2.7 Consider an employer-assisted housing fund

Employer-assisted housing programs provide incentives for employees to live within designated places near their place of employment. There are many benefits to such a program including reducing commute times, pollution, and stress; increasing employees’ loyalty to the locale where they work; and providing a sustainable program to ensure that housing stays stable in a local market. Typically, large employers such as universities, hospitals, and governments create these funds to foster investment in the community they call home.

Often times these incentives are as simple as a small down payment assistance program in a targeted area, reduced fees in a highly targeted area, or a suite of benefits through a public-private partnership. This program could continue to keep neighborhoods between downtown and Central Washington University stable, as well as encourage investment in more housing downtown and more upper floor conversion.

4.3 Connecting the Community

4.3.1 Implement creative place-making

Creative place-making works with community members to bring together arts and culture in ways that connect physical space to needs in the community. The goal of this effort would be to foster broader exploration of downtown by visitors while showcasing the talent of a local artist. Ellensburg should explore working with an organization like the nonprofit Pomegranate Center based in Seattle that explores creative place-making in communities as a partnership effort.

Creative place-making projects could be incorporated into the town center as well as create physical connections between CWU and downtown Ellensburg. Today, key stakeholders are working on an exciting program to connect through a public art program to create “markers” that will be located in a variety of locations to explore between downtown and campus. The concept, dubbed “Project Brilliance,” will implement reflector art pieces from the late Dick Elliott, a renowned local artist to be placed in strategic locations throughout downtown Ellensburg to ultimately connect the Old Heat Plant, slated to become a visitor’s center for Central Washington University, with the core of downtown. Figure 11 on the following page illustrates the potential locations for these installations on key corners throughout the larger downtown area.

4.3.2 Continue partnership with Central Washington University to bring investment into the core of downtown over time whether through programs or capital projects.

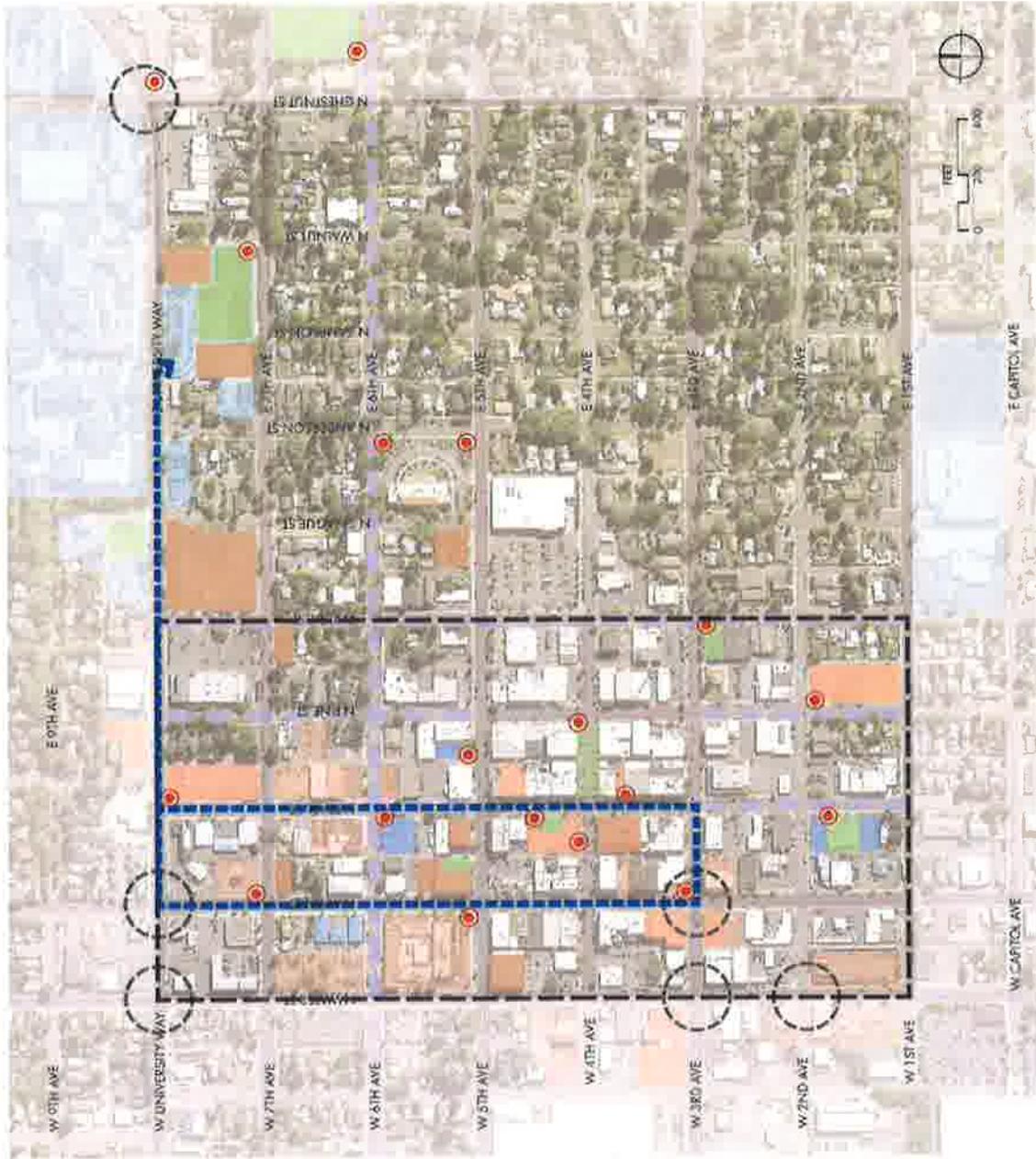
Central Washington University is a strong partner with the Ellensburg community, and its students represent a significant portion of the customer base in downtown. Over time, the University and the Downtowners should seek partnership efforts that may bring programs or even capital projects into the downtown. Some of the ideas expressed in other recommendations of this report could be potential partnership projects.

4.3.3 Implement bicycle friendly streets as identified in prior plans.

Ellensburg has worked on bicycle friendly streets and the downtown is very navigable by bicycle. The community should continue to implement these important recommendations and will implement new bicycle racks that have been designed in similar style to existing quality downtown street furniture.

4.3.4 Implement circulator transportation from CWU through downtown to hotels.

Central Transit already operates a fixed route system in Ellensburg. Over time, the possibility of a circulator that connects the local hotels through downtown and onto Central Washington’s campus would be an excellent way of creating a regular service for visitors to the community. The potential route is shown in Figure 11 below.



- LEGEND**
- Downtown Boundary (Expanded)
 - Parks and Open Spaces
 - Farmers' Market
 - City-Owned Parking Lots
 - Academic Institutions
 - Existing Strong Streets and Major Thoroughfares
 - Potential Future Expansion of Strong Street Network Through Public Investment
 - Recent Successes and Projects in Process
 - Level 1 Opportunity Sites
 - Level 2 Opportunity Sites
 - Intersections to Receive Image Enhancements
 - Potential Public Art/Gathering Nodes
 - Potential CWU Downtown "Circulator" Bus Route

ELLENSBURG DOWNTOWN MASTER PLAN
**Image Enhancements
 Strengthened Connections**
 September 2015

Figure 11: Image Enhancements and Strengthened Connections for Downtown

4.4 Enhancing the Visitor Experience

4.4.1 Relocate visitors' center to the core of downtown.

Ellensburg should explore the possibility of a visitors' center in downtown. The Wells Fargo Drive Thru could be an ideal location for such a facility as it is in the heart of the community, offers “storefront” convenience, and could also provide public restrooms in the center of downtown.

4.4.2 Implement thorough wayfinding signs.

In the most general sense, wayfinding is the process by which we navigate the world. Whether it is our daily commute or a journey to an unexplored locale, we rely on cues, habits, patterns, landmarks, and verbal and visual directions to establish and confirm a working knowledge of our environment.

A community wayfinding system takes these cues and creates a seamless system of signs, kiosks, and markers designed to guide visitors to destinations, remind residents of local offerings, facilitate community engagement, and achieve community-specific goals. A wayfinding system typically features various sign types including gateway signage, directional signage, parking signage, pedestrian signage, as well as maps and information guides.

A typical wayfinding system utilizes a community’s marketing brand graphics and includes gateways, vehicular and pedestrian directional signage, street banners, district and parking signs, building markers, and informational kiosks. Ellensburg has some dated wayfinding signs that are difficult for the motorist to read and reflect older graphics for the community. Furthermore, these signs only begin to appear once a visitor is already in downtown.

It is imperative that Ellensburg implement a complete wayfinding plan along with a phased implementation plan to curate the visitor experience through downtown. Examples of wayfinding from another community are shown below in Figure 12.

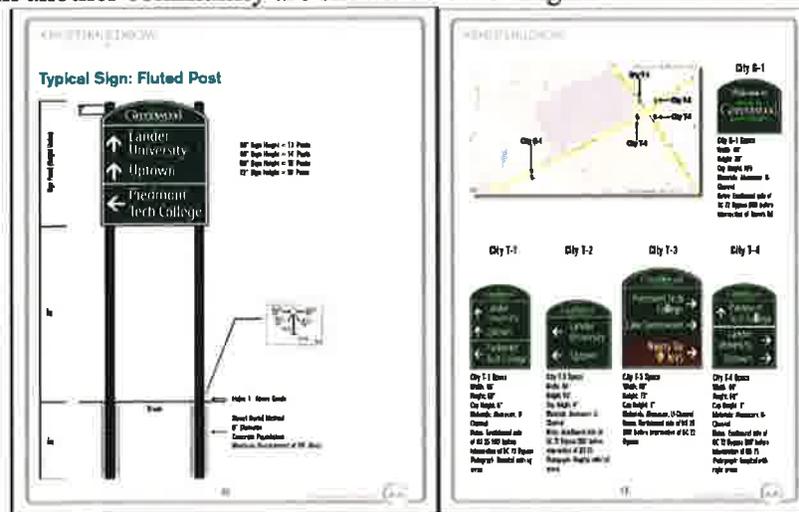


Figure 12: Example of Wayfinding Plan from Greenwood, SC

4.4.3 Implement and continue to modify parking resources and procedures.

Mentioned in the physical analysis, the study area boundary contains four city-owned parking lots generally well placed throughout the downtown core. Additionally, on-street parking has, been mostly converted to angle parking with a variety of times to accommodate the variety of uses (loading zones, more lengthy parking options on the outlying areas, etc.)

Some best practices on public parking should be explored. Ellensburg should conduct a “light” parking study to examine existing public and private inventory as well as on and off street parking. The study should also explore peak times for parking. Typically, the outcome of such a study presents tactics such as better signage, ongoing management of spaces, ensuring that close in spaces come at a time premium, and directing long-term visitors and employees to outlying lots. One option for Ellensburg to consider would be to implement back in angled parking on a block in downtown as a pilot project. This type of parking provides several advantages over traditional parallel or angled parking. First, cars have much more visibility moving out of a space when they have backed in (and the movement into the space is easier than parallel parking), second the doors to the car open to the sidewalk rather than the street making it safer for parents with children, and the rear of the car is to the sidewalk allowing for easier loading for any shopping.

Two potential opportunities for expanded parking exist on both the Skate Park lot (should it move) and on the Old Creamery lot as discussed in section 4.4.4 below. Many communities have found that an annual parking summit allows policies to be tweaked and issues resolved as parking is an ever changing dynamic in downtowns.

4.4.4 Pursue a downtown boutique hotel with meeting space and parking.

As mentioned in the market analysis portion of this study, there is a potential market for a unique hotel product in downtown Ellensburg. After evaluating several properties, the old Ellensburg Hotel in the Shoudy-Cadwell Building at the corner of 3rd Avenue and Main Street appears to be the strongest opportunity for several reasons. First, the location is highly visible which will be important for any downtown hotel. Second, while the hotel will need to be modernized and upgraded significantly, it has traditionally been a hotel. Third, its location provides visitors easy access to all of downtown Ellensburg. Last, the hotel has the potential for adjacent meeting space and parking.

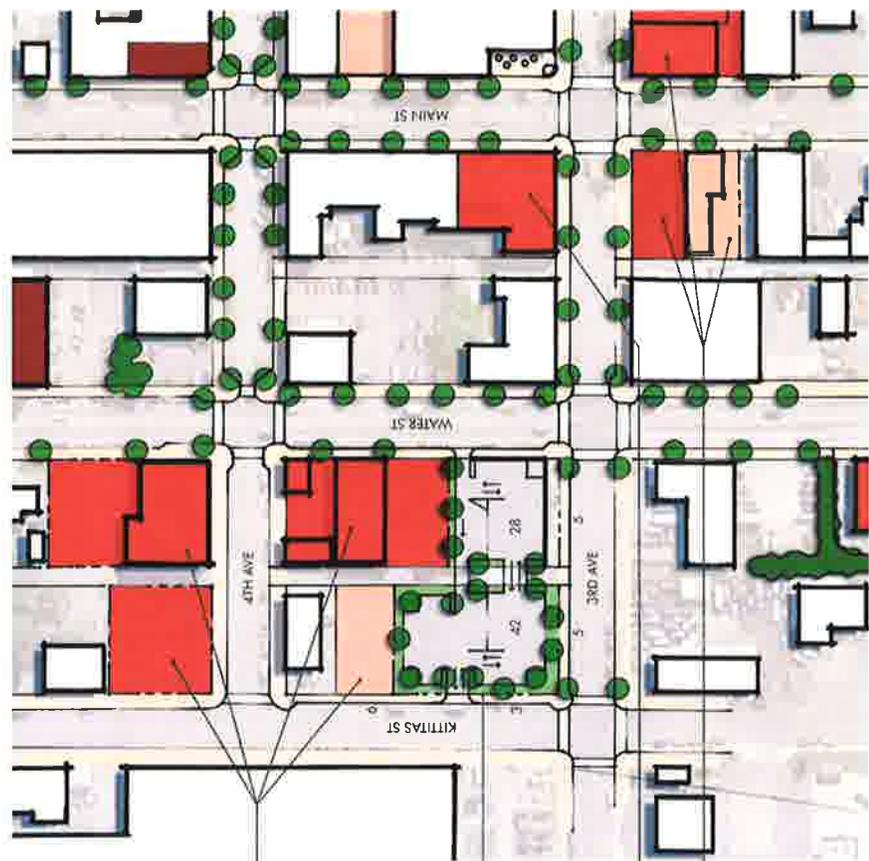
Figure 13 illustrates the potential for the project. The hotel could be located in the existing building with ground floor retail remaining in place. A potential joint use elevator tower could be constructed to the rear of the property for ADA compliance.

Parking for the hotel should be located on the ‘old creamery’ site preserving the Art Deco façade of the burned out building. Plan estimates show potential for 70 parking spots on this site which is less than a block from the hotel itself. The City of Ellensburg will need to be the partner to complete this parking resource reserving room for expanded parking through an “over/under” ramp in the future.

Rough estimates show that the hotel could probably accommodate 40-50 rooms depending on how it is configured. It is likely that the hotel’s operation would be independent of a chain affiliation, though many national chains are exploring specialty branded boutique hotels. Many

travelers are finding that hotels with character located near restaurants and shops are more appealing than standard hotels.

The community should also explore some creative meeting space that would accompany the hotel. This could be part of the community center mentioned in a prior recommendation or a stand alone creatively adapted facility. Ideally, the meeting facility would be able to accommodate more guests than the hotel itself to drive traffic to other accommodations in the community. Figure 13 shows several options for such a facility in the vicinity.



PRIVATE REDEVELOPMENT OPPORTUNITY SITES

- CITY-OWNED PARKING LOT OPPORTUNITY**
- PRESERVE FACADES OF FORMER CREAMERY BUILDING ALONG 3RD AVE AND WATER ST.
 - 70 SURFACE PARKING SPACES SHOWN
 - 19 ON-STREET PARKING SPACES SHOWN

OLD ELLENSBURG HOTEL REDEVELOPMENT OPPORTUNITY

PRIVATE REDEVELOPMENT OPPORTUNITY SITES

ELLENSBURG, WA DOWNTOWN MASTER PLAN

Potential City Parking Lot Illustrative Plan



October 2015

Figure 13: Potential Hotel Site With Parking Potential

5.0 Conclusion

In order for this plan to be successful, it must have specific responsibilities and a consensus as to how those responsibilities will be implemented. Several points should be considered:

- The Downtowners will ultimately play a critical role in the implementation of the plan. Its primary role will be as a facilitator between the representative partners involved in this plan that comprise the group.
- This plan is very forward thinking and no one agency can carry the workload by itself. This should include very specific actions strategies and realistic timeframes. An opportunity must be made to pair attainable goals with responsible parties while also identifying funding strategies for each task.
- A Downtowners “summit” should be held every year to evaluate the progress of this effort and share it with partner stakeholders and the public.

The attached “Strategy Board” summarizes all of the projects and recommendations included in the Market Study and Strategic Plan for Downtown Ellensburg. The board is designed as a working document for benchmarking and ongoing evaluation of the implementation process. Each recommendation that is presented in brief on the strategy board is supported in recommendations above.

5.1.1 Strategies and Visions

Each of the plan strategies and visions are outlined in the strategy board. It is important to remember the ultimate marketing and development strategies that each project supports. Of course, each of these strategies is linked with one another, but failure to achieve any one goal does not negate the ability to achieve others.

5.1.2 Time Frames

The projects are divided into three periods. The first series of projects are demonstration projects that should begin immediately. For the most part, these are simple projects that will be highly visible, have significant impact and should be completed within the first year after the plan is adopted. The second set of projects is labeled “next steps.” Some of these are more advanced projects while others are continuations of projects that began during the demonstration period. The next step projects should be completed within the second and third year of the plan. The final steps are long term and forward thinking. They may evolve into shorter term projects as opportunities present themselves.

The strategy board and its recommendations represent a “living document.” As time goes by and implementation proceeds, some priorities will shift while other ones will arise. The implementation strategy board should be evaluated periodically and no less than annually. This evaluation process will allow for finished tasks to be indicated on the board, for responsibilities to be shifted between parties, and for time frames to be adjusted for individual projects.

Ellensburg has a tremendous track record of innovation and success. The ongoing commercial success will depend on continued partnerships among many different groups. It is only through this continued spirit of partnership and commitment to a vision that the recommendations in this study can be successful. Fortunately, Ellensburg is poised to succeed in these efforts as it has in so many others.

Strategy Board for Downtown Ellensburg

Strategies	First Steps 2016	Next Steps '17-'18	Long Term Steps '18-'22	Goal
<p style="text-align: center;">Reinforcing the Center</p>	<ul style="list-style-type: none"> Obtain Wells Fargo Drive Through Town Square Develop detailed plan for Ellensburg floor space renovation. Work with property owners on upper Ellensburg gateway at NE Corner businesses Continue recruitment and retention of businesses Explore realignment of Farmers Market. 	<ul style="list-style-type: none"> Construct Ellensburg Town Square. Continue to work with property owners on upper floor space renovation. Implement Ellensburg Gateway at NE Corner. Acquire property for SW corner improvements. Expand existing coworking space and explore makers space. 	<ul style="list-style-type: none"> Continue to program events on Ellensburg Town Square. Implement SW corner gateway continuation with parking or mixed use. Work with CWU on complete makers space tied with University programs 	<p><i>The core of Ellensburg will continue to be a model for innovative urban revitalization offering citizens and visitors a variety of things to experience.</i></p>
<p style="text-align: center;">Expanding Success</p>	<ul style="list-style-type: none"> Expand viewpoint of downtown to include Water to the west and University to the North. Rezone portions of Water to CC Zone Meet with identified property owners on Water Street to explore options. Continue dialogue with developers. Host investment forum in the City. Explore options for an investment club. Determine location for downtown community center. 	<ul style="list-style-type: none"> Document all annual successes in private investment downtown as separate building permit report. As new construction of visitors center at the old Heat Plant comes to fruition, partner for improvements on University Way. Pursue downtown community Center. 	<ul style="list-style-type: none"> Host investment forum every two to three years. Implement streetscape improvement to Water Street. Discuss employer assisted housing fund with CWU and other major employers. 	<p><i>Downtown Ellensburg will expand to include Water Street and University Way as major corridors for future investment.</i></p>
<p style="text-align: center;">Connecting the Community</p>	<ul style="list-style-type: none"> Explore Creative Placemaking Continue to identify locations for a bicycle friendly community with new racks, identified "safe routes", and other tactics. Begin implementation of non-motorized transportation plan 	<ul style="list-style-type: none"> Implement Creative Placemaking Continue implementation of non-motorized transportation plan Implement circulator through downtown to University and Hotels. 	<ul style="list-style-type: none"> Continue to expand Creative Placemaking Work with CWU on complete makers space tied with University programs 	<p><i>The important links between CWU, Downtown, Interstate 90, and the rest of Ellensburg will be enhanced and improved.</i></p>
<p style="text-align: center;">Enhancing the Visitor Experience</p>	<ul style="list-style-type: none"> Develop wayfinding plan. Contemplate additional parking downtown should the skate park move. Begin discussions with property owner on downtown hotel. 	<ul style="list-style-type: none"> Open visitors center on Ellensburg Town Square. Implement phase one of wayfinding plan. Construct parking resource on Old Creamery Building. Host an annual parking summit to discuss issues. 	<ul style="list-style-type: none"> Implement phase II of wayfinding plan. Open meeting facility and downtown hotel. 	<p><i>Visitors will experience a variety of accommodations options both in the heart of Ellensburg and throughout the City alongside a well curate visitor experience.</i></p>

6. Project Readiness: Please provide a detailed project schedule, including milestones necessary for completion as mentioned in question 1 above. On the schedule, indicate items completed and exactly where in the schedule the project is at this time. Be sure to include expected completion date.

We are not able to answer this questions in full detail that is being asked. We do have some items in the projection breakdown of the initial costs but as for the project timeline and the milestones we will need to provide at a later date.

Our goal of completion would be Late Spring 2020.

Tourism-Related, Large-Scale Municipality-Owned Capital Project Budget

All applicants must supply a detailed and complete project budget utilizing the following basic format:

Funding Sources

Lodging Tax Funds Request

*Other Grant Funds

Ellensburg Lodging Tax Funds – 50% \$102,024.09

*Other Local Government Funds

City of Ellensburg Public Works – InKind (TBD)

City of Ellensburg Parks and Rec – InKind (TBD)

*Private Funds

None Designated

Total Available Funding - Still in progress and determination

Project Expenses * Please see attached Breakdown costs

Capital Asset Cost

Construction Cost or “Hard” Cost

Include an itemized list of general costs \$164,290.00

For example: asset type and cost, site prep, building foundation and structure, mechanical work, finish work, site restoration, electrical work, technology, etc.

Soft Cost \$39,758.18

Include an itemized list of soft costs

For example: feasibility analysis, design fees, construction management fees, survey costs, engineering fees, permitting costs, special inspections, cultural resource surveys, etc.

Total Project Costs – please see attachment \$102,024.09

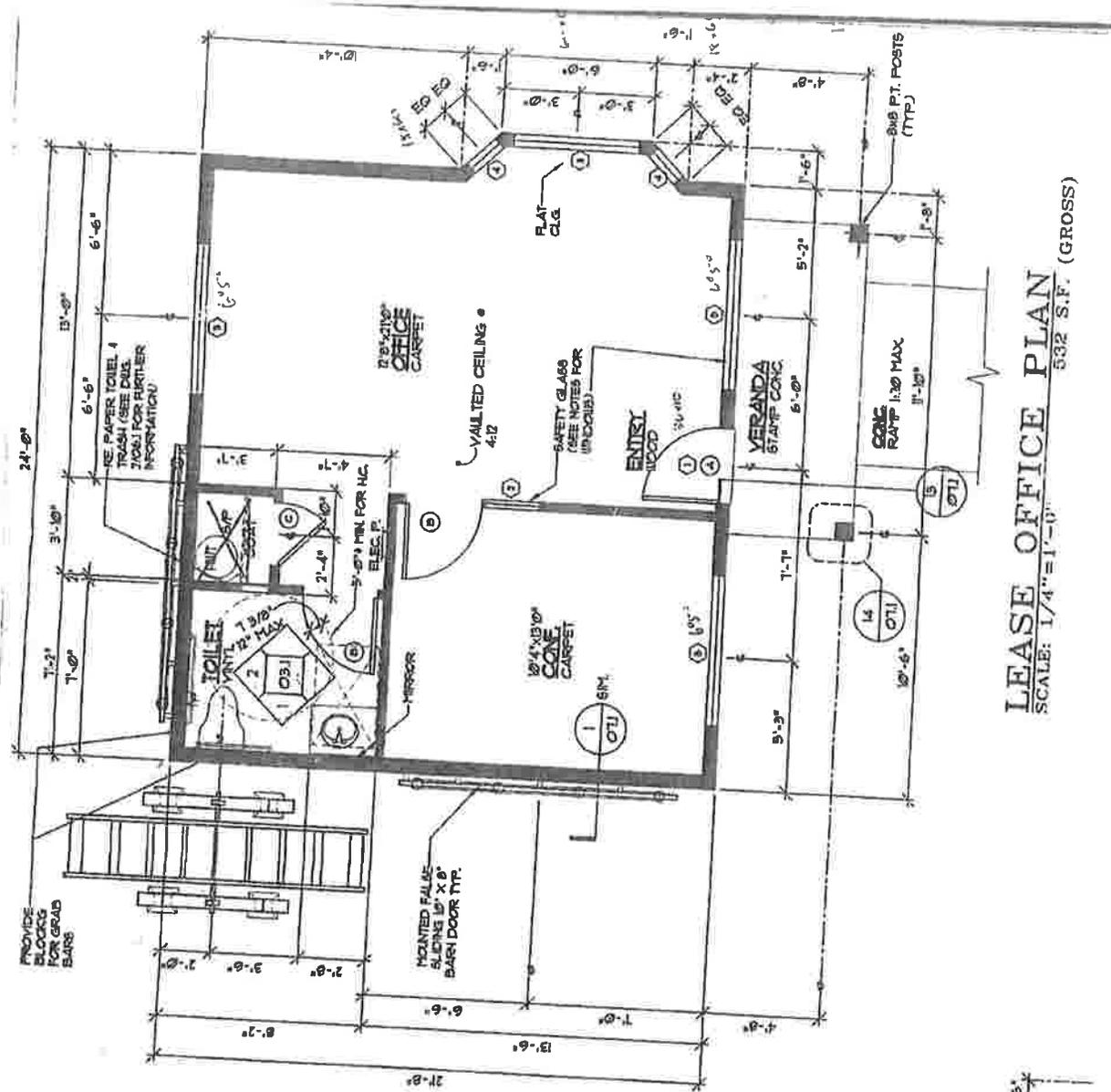
This project budget, being submitted as part of this application, will be considered an estimate. As the project progresses through the four-step process, applicants will be required to update the project budget as more information becomes available and at the time of funding award.

*At the time funding awards are being considered (Steps 3 and 4), verifying documentation shall be required and attached to the final project budget. Verifying documentation may include award letters, letters of commitment, or loan approval documentation. If the funding source includes applicant funds, proof of available funding in the form of a letter of commitment from an authorized body or representative of the applicant is adequate.

Ellensburg Visitor's Center
Preliminary Cost Breakdown

Floor Area 532 SF
Foot print Area 594 SF
Site Footprint ? Not Known

T & C		Description		Estimated Budget	Revised Budget	Paid Costs	Accounts Payable	Total Costs	Variance
Cost Code	Lot	Code	Lot	Budget	Budget				
1									
1.1				\$0.00				\$ -	\$ -
				\$0.00				\$ -	\$ -
2	1050			\$5,500.00				\$ -	\$ -
02.1								\$ -	\$ -
02.3	1065			\$3,000.00				\$ -	\$ -
3.1				\$0.00				\$ -	\$ -
3.2				\$0.00				\$ -	\$ -
3.3				\$27,000.00				\$ -	\$ -
3.6	1550			\$250.00				\$ -	\$ -
5	13000			\$6,000.00				\$ -	\$ -
6.1				\$2,000.00				\$ -	\$ -
7				\$0.00				\$ -	\$ -
07.6	1510			\$150.00				\$ -	\$ -
07.9	16700			\$340.00				\$ -	\$ -
08	2225			\$1,000.00				\$ -	\$ -
09	2150			\$800.00				\$ -	\$ -
10				\$2,400.00				\$ -	\$ -
10.1				\$1,700.00				\$ -	\$ -
10.2				\$1,600.00				\$ -	\$ -
10.3				\$2,500.00				\$ -	\$ -
10.4				\$2,100.00				\$ -	\$ -
10.5				\$1,700.00				\$ -	\$ -
10.6				\$2,325.00				\$ -	\$ -
10.7				\$1,400.00				\$ -	\$ -
10.8				\$0.00				\$ -	\$ -
10.9				\$500.00				\$ -	\$ -
10.10				\$1,400.00				\$ -	\$ -
10.11				\$1,200.00				\$ -	\$ -
10.12				\$800.00				\$ -	\$ -
11.2	3120			\$800.00				\$ -	\$ -
12	3120			\$3,700.00				\$ -	\$ -
13	3120			\$0.00				\$ -	\$ -
13.1	3120			\$0.00				\$ -	\$ -
14	1550			\$500.00				\$ -	\$ -
14.1	3110			\$500.00				\$ -	\$ -



PROVIDE
BLOCKS
FOR GRAB
BARS

USE PAPER TOWEL
TRASH (SEE DWG
7/06) FOR FURTHER
INFORMATION

TOILET
MIN. 1'3/8"
MIN. 2' MAX

MIN. 5'-0" MIN. FOR H.C.
ELEC. P.

12'5/8"10"
OFFICE
CARPET

12'4"13'0"
CONE
CARPET

SAFETY GLASS
(SEE NOTES FOR
W/DOORS)

ENTRY
WOOD

VERANDA
5/8"11" CONC.

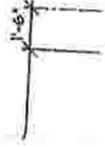
CONE
RAMP
1:20 MAX
11'-10"

8'11"10"
CONC.
RAMP

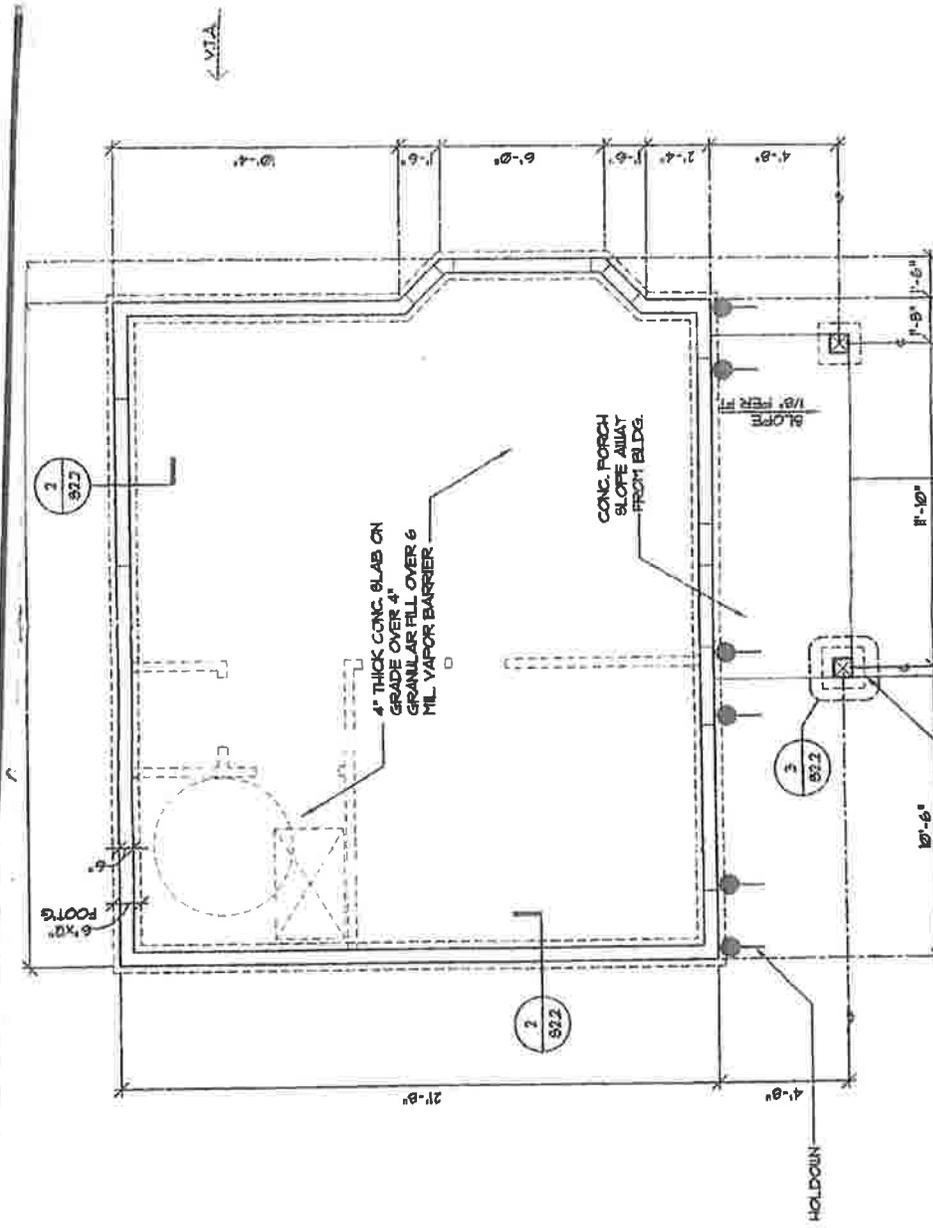
6M

F AT
CU

2
3
4
5
6



LEASE OFFICE PLAN
SCALE: 1/4"=1'-0"
532 S.F. (GROSS)



NOTE FOR HOLDDOWN:
 18"x18" TYP. HOLDDOWN
 (6 TOTAL)

FOOTING
 18"x18"x12" DEEP
 4" CONC. RAINF.
 1/2" MAX.

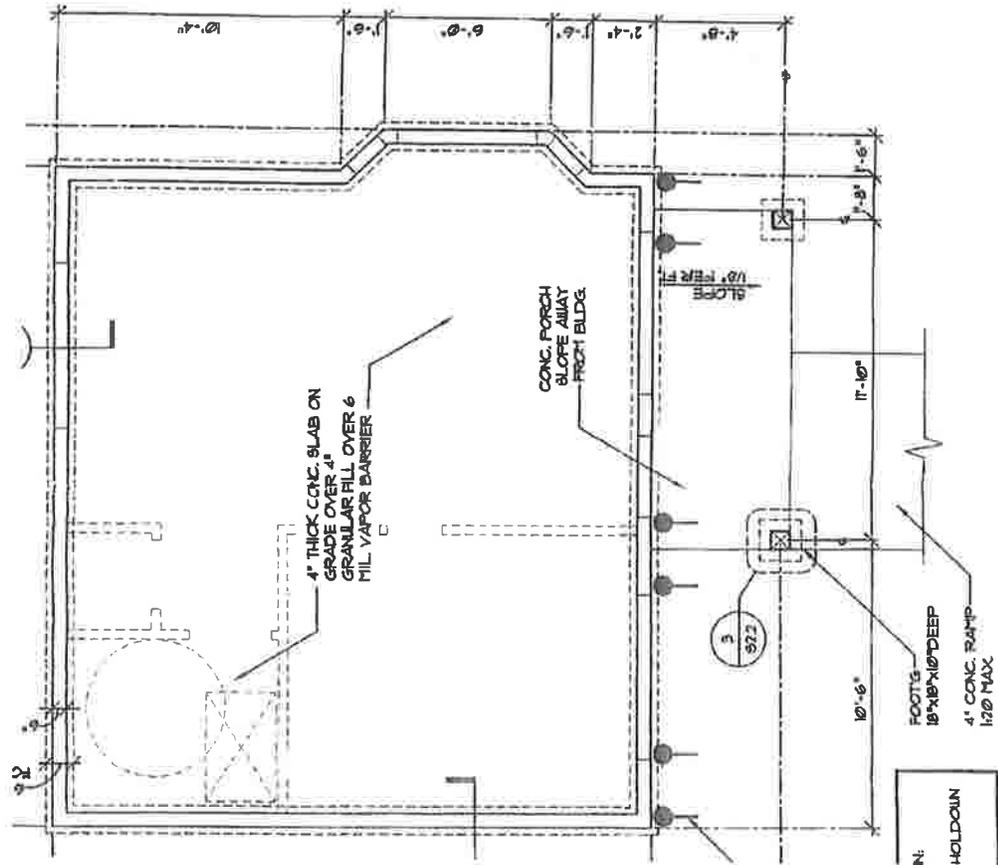
FOUNDATION PLAN
 SCALE: 1/4" = 1'-0"

WITTENT WHOLE HOUSE

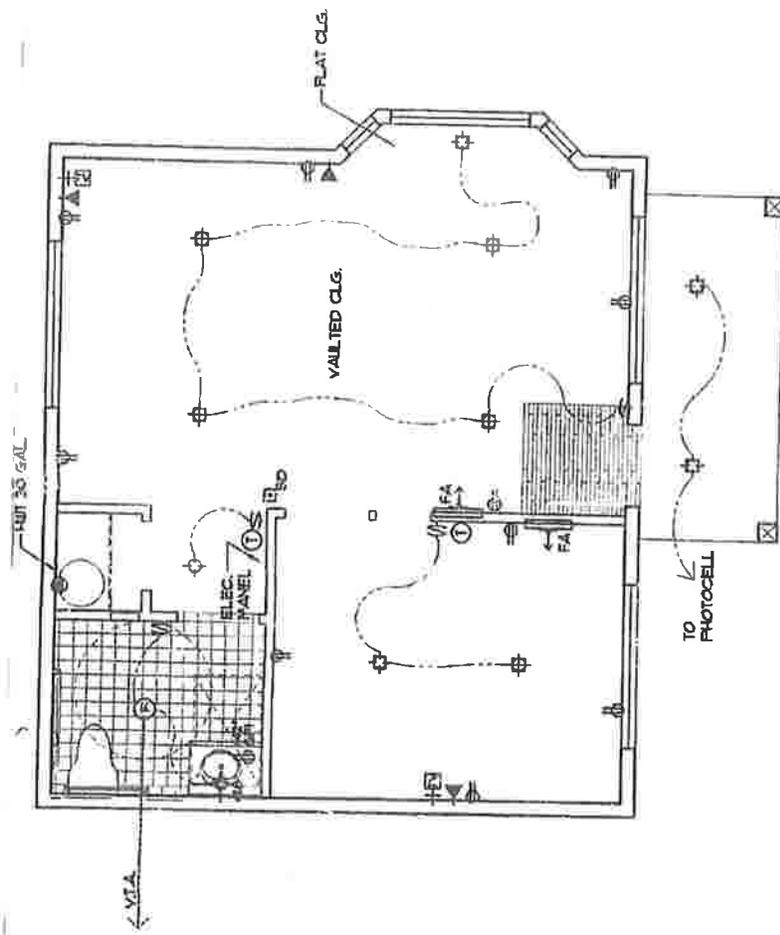
P. LAM COUNTERTOP
 FACES & EDGES
 BACK SPLASH —

EXPOSED DRAIN
 TO BE INSULATED
 SHARP OR ABRASIVE

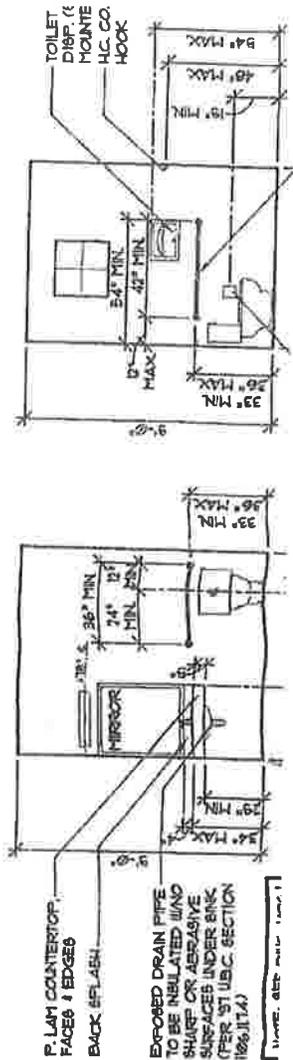




FOUNDATION PLAN
SCALE: 1/4" = 1'-0"

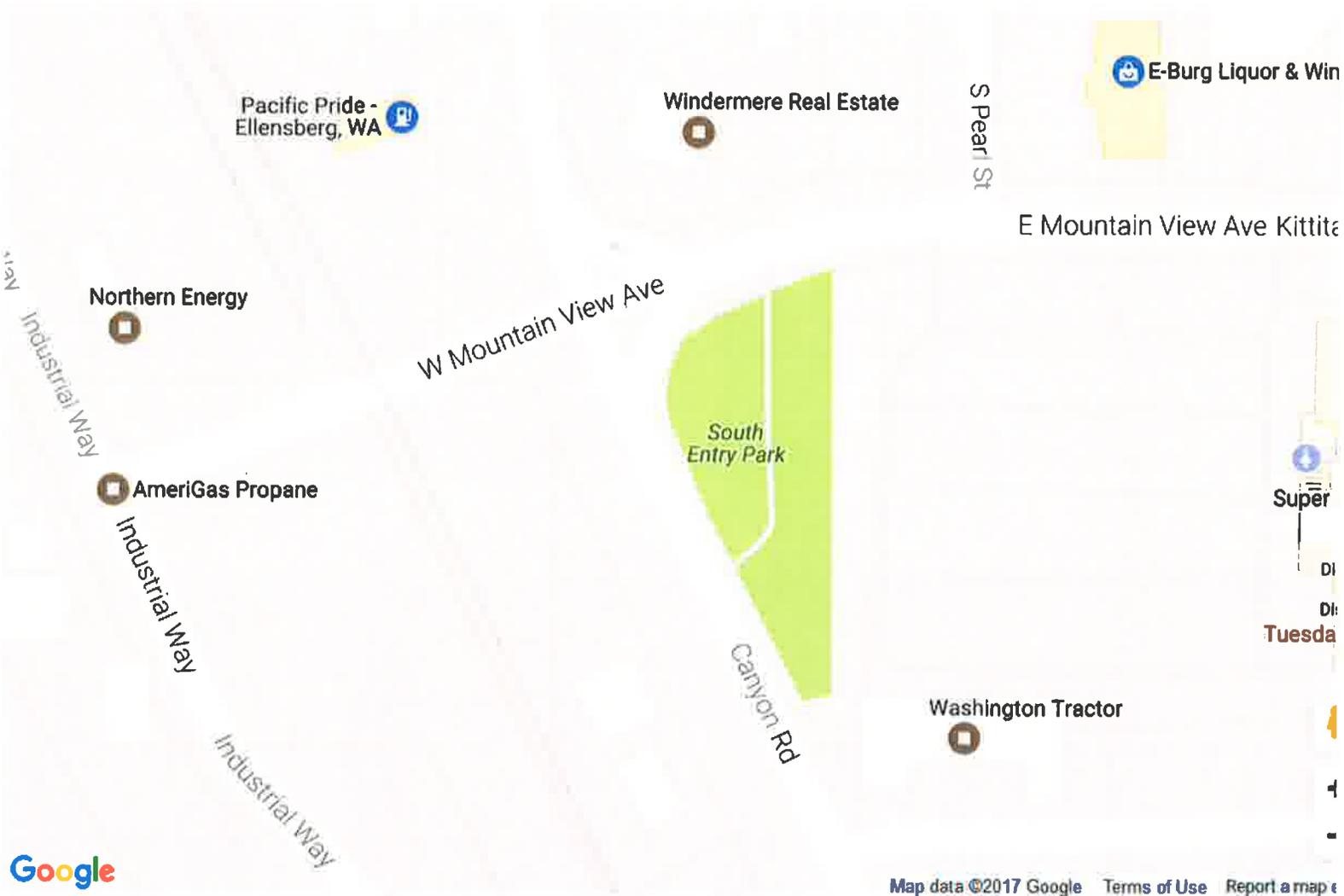


ELECTRICAL PLAN
SCALE: 1/4" = 1'-0"



PLUMB. CENTER TOP, FACES & EDGES BACK FLASH

EXPOSED DRAIN PIPE TO BE INSULATED (W/AD SHARP OR ABRASIVE SURFACES UNDER SINK (PER INT. U.S.C. SECTION 108.11.14))



Pacific Pride - Ellensburg, WA

Windermere Real Estate

E-Burg Liquor & Win

S Pearl St

E Mountain View Ave Kittita

Northern Energy

W Mountain View Ave

South Entry Park

AmeriGas Propane

Washington Tractor

Super

Tuesda

Industrial Way

Industrial Way

Canyon Rd

Industrial Way

Google

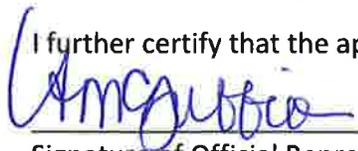
Map data ©2017 Google Terms of Use Report a map e

Tourism-Related, Large-Scale Municipality-Owned Capital Project Narrative

1. **Project Description:** Please describe the project in detail. Indicate the major work to be completed, any milestones that need to be overcome in order for the project to move forward, and include a comparison of existing and proposed conditions.
2. **Kittitas County Tourism Infrastructure Plan:** Please explain how the project meets the Goals and Actions in the Kittitas County Tourism Infrastructure Plan as adopted. Also, describe the specific county tourism infrastructure needs the project addresses and how the project directly increases tourism. Explain how the improvements will promote tourism in Kittitas County and indicate specifically how the improvements will directly increase economic activity resulting from tourists.
3. **Real Property:** If real property acquisition is a component of the project, please explain. Include any information of property already secured or evidence of the ability to secure the real property.
4. **Coordination:** Please explain how this project has been coordinated with other jurisdictions as well as affected stakeholders. Please include letters of support from stakeholders.
5. **Studies:** Please attach any feasibility or other studies that demonstrate linkages between the proposed project and the anticipated tourism impacts. Also please include your operations/maintenance strategy and other plans for long-term project sustainability (how the facility or facilities will be operated and maintained over at least five years following completion).
6. **Project Readiness:** Please provide a detailed project schedule, including milestones necessary for completion as mentioned in question 1 above. On the schedule, indicate items completed and exactly where in the schedule the project is at this time. Be sure to include expected completion date.
7. **Applicant Certification:** Please sign below in agreement with the statement of certification.

Certification is hereby given that the information provided is accurate and the applicable attachments are complete and included as part of the application package.

I further certify that the application thresholds are met at the time of application.



Signature of Official Representative

Director of Tourism
Kitt. Co. Chamber

Title

4.14.17

Date