



CHEWELAH RE-GENERATION: DOWNTOWN REVITALIZATION AND TRAFFIC MOVEMENT PLAN

A PROJECT OF THE CITY OF CHEWELAH, WASHINGTON AND ITS CITIZENS
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EXECUTIVE SUMMARY

Community of Chewelah Economic Development Mission Statement

We will work as partners to regenerate and sustain the strength of our commercial center. We will address both local and visiting markets strategically in the process of making Chewelah a greater place to be. Our actions will be guided by good business sense and the principles of simplicity, reasonable scale and manageable budgets.

We will emphasize long-term solutions and systematic action. The need for a diversified economy will be balanced with our commitment to supporting existing local businesses. We seek a rejuvenated community with our traditional high quality of life rather than a "new" direction or lifestyle. Toward this end, we will emphasize community-based planning and broad opportunities to participate in the regeneration process."

The city of Chewelah, Washington has a long history as a relatively self-contained, diversified and close-knit community with a high quality of life. In recent years, however, several of its key industries have declined or closed. Downtown Chewelah has shared in the decline. Meanwhile, the highway through its center, a critical economic asset, has reached the point where its traffic volumes are as much a burden as a benefit. The highway corridor needs to be reorganized to better serve citizens, businesses and travelers.

In response to these challenges, the City of Chewelah, in partnership with its citizens, created this ReGeneration Plan. This is a nine-point strategy aimed at restoring local economic health and stability. The Plan focuses on three key priorities as it seeks to accomplish the community's economic development mission:

1. A healthy business community that is supported by the local and regional transportation system;
2. A transportation network that respects local needs while providing efficient flow of traffic through the region;
3. A downtown core that is an attractive and competitive center for serving the region's commercial and social requirements.

The nine recommended strategic steps in this Plan embrace the fundamental logic of "Ready, Aim, Fire." They emphasize getting strategically organized, strengthening local business assets and building a better system to attract regional travelers. Physical improvements to infrastructure and streetscapes all are guided by economic insights. The highway will continue to serve the community via a couplet system through the commercial core. This couplet option, one of six considered by the community, developed an extraordinary level of consensus among citizens.

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The ReGeneration Plan is organized to be implemented over a five year period. Elements of the Plan address the implementation questions of "Who? What? When? Where? How? and Why?" Collectively, physical improvement costs are estimated at a minimum of \$7.8 and \$9.6 million. The lower figure is a minimum, while the higher figure represents desirable but discretionary additional improvements. The majority of this budget is required for highway improvements, something the Washington Department of Transportation would have to undertake regardless of Chewelah's community development programming.

In addition to physical improvements, a system is presented to strategically organize and manage a local development program. The most important component of this activity is acquisition of professional staff to implement the plan. The five-year budget for these efforts is \$235,000.

Approximately seventy potential resources have been identified that may assist the community in implementation of the Plan. Chewelah is well prepared to work strategically to compete for support. It already has some distinct advantages toward this end, including:

- ◆ Demonstrable and substantial need for economic development assistance;
- ◆ A broadly supported strategic plan, developed through a community-based planning process;
- ◆ Explicit support from the Washington Department of Transportation
- ◆ Location along a highway corridor of national significance for international trade;
- ◆ A well-organized citizen committee that has demonstrated success in working with city government and the community as a whole.

With a community-based mission, a strategy, public-private partnership, citizen consensus, and a compelling need for assistance, Chewelah is prepared to undertake its ReGeneration.

CHAPTER 1

PLANNING BACKGROUND & PROCESS

SECTION 1.1: Background

ReGeneration: To cause to be renewed. To form, produce or create anew. To reproduce, as a new limb or new tissue, in order to replace something lost or damaged.

For years the community of Chewelah has been concerned about managing increasing traffic volumes through the city along U.S. Highway 395. Considerable debate has revolved around the various options put forward to improve the situation. Residents, business owners, employees, school representatives and local government officials were divided on which option was best. If there was one area of agreement, it was that every option carried with it both benefits and problems.

Citizens also have grown increasingly concerned about the economic health of Chewelah's downtown. Occupancy rates, retail sales, range of goods and services, and general attractiveness all declined steadily during the 1990's.

In response to these concerns, the City organized a planning committee of community leaders. This committee eventually took on the name, "Community Action Team" (CAT). CAT quickly engaged the community through a broadly distributed survey focused on two main issues: defining the problem; outlining options for addressing the problem. The committee also agreed to work with the City to raise funds to acquire the assistance of professional consultants. A request for proposals was prepared and sent out in early summer of 1999. A consulting team was selected in early August; formal planning work began immediately thereafter.

SECTION 1.2: Planning Process

The Planning team (composed of CAT, City officials and the consultants) organized a six-step planning process, composed as follows:

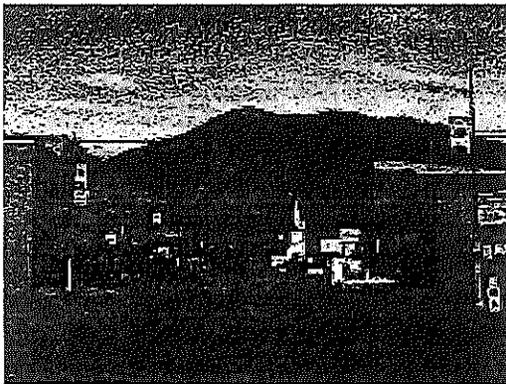
1. Research and Reconnaissance: Focus here was on acquiring all available data on infrastructure, physical design and economic issues.
2. Community Outreach: Once the team was familiar with available data, a series of interviews with community members was arranged. Representatives from a wide range of interest groups were contacted. These groups included business owners, property owners, educators, teens, clergy, parents, seniors, nonprofit organization leaders, service club representatives, elected officials, public safety employees, City staff, the press and others. Eventually, over 60 personal and group interviews were conducted.

This process was supported by other forms of outreach, including an introductory town meeting. This meeting provided an orientation to the planning process, as well as a forum for hearing from concerned citizens. Well over 100 people attended this session. In addition to recording citizen input, the consulting team provided a presentation on downtown design issues ("Design Orientation 101") via PowerPoint.



This presentation was the foundation for a formal "Visual Preference Survey" conducted immediately afterward. Participants were asked to grade a series of 125 images of optional downtown characteristics. Categories that were considered included signage, street trees, sidewalks, crosswalks, storefronts, street furnishings, open space treatments and other amenities. Findings from the survey are presented in the next chapter.

3. Strategic Plan Development: Formal planning was guided by information gathered in the first two steps. Research continued throughout the entire planning process, becoming increasingly focused as issues and options became more clear. Primary planning areas included:
 - ❖ 20-year traffic movement
 - ❖ Downtown economic development
 - ❖ Downtown design and connections



Images of Chewelah's Primary Corridors, Main Street (above) and Park Avenue (U.S. 395, below). Transportation and through traffic have been mainstays of the local economy for generations.



- ❖ Regulatory system
- ❖ Demands on infrastructure

During this step, the consulting team developed preliminary findings and a draft strategy. Emphasis was placed on addressing “who, what, when, where, how and why” for each draft recommendation.

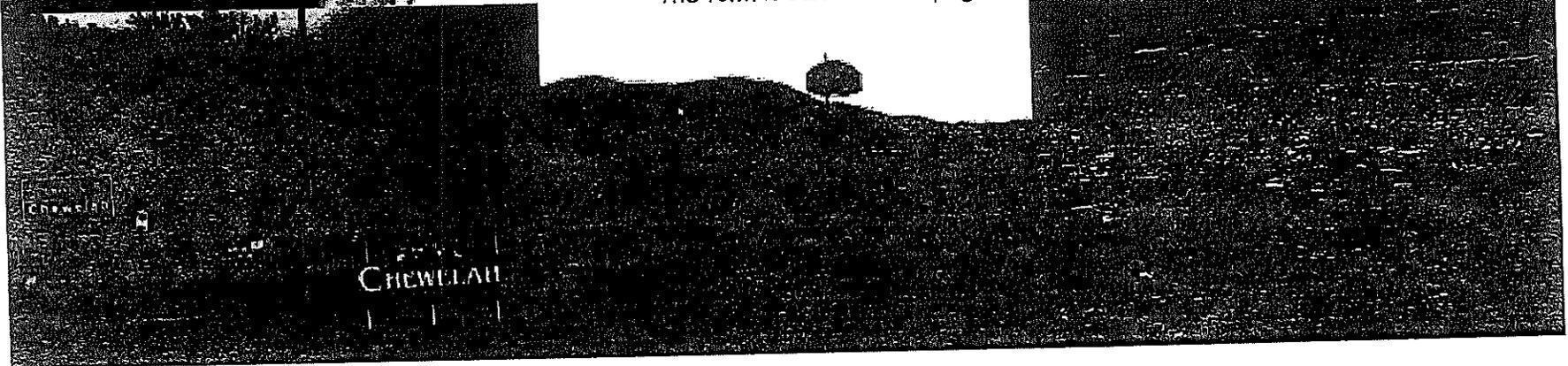
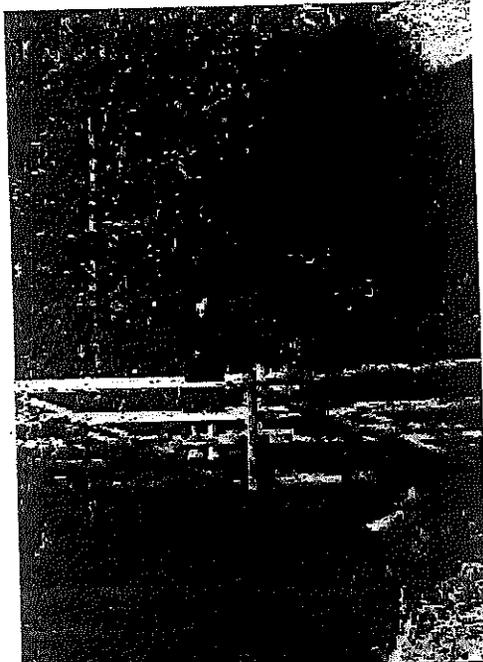
4. Strategy Workshop: After the consulting team completed a detailed evaluation of each existing alternative for addressing U.S. Highway 395 and downtown, a second town meeting, organized as a workshop, was called. The purpose of this meeting was to assist citizens in objectively comparing each of the alternatives. Consultants met with the CAT committee first to seek feedback on preliminary findings and presentation materials for the town meeting. CAT was very supportive and directed the consulting team to proceed on its recommended course. Once again, the subsequent town workshop was heavily attended. Results of the meeting are presented in the next chapter.
5. Draft Strategy: With broad consensus on traffic and downtown issues in hand, the consulting team moved ahead with formalizing the strategic plan. Each of the key elements (infrastructure, transportation, business development and physical design) was integrated into a strategic development system. This system was then taken to the CAT committee and City leaders for review and refinement. Feedback was enthusiastically positive; refinements were added as appropriate. A final town meeting was held to present the draft strategy. While attendance reached nearly eighty people, this level of participation was down somewhat from previous meetings. Several community leaders indicated that this was probably because the plan’s direction was not seen (anymore) as controversial, since there was so much consensus on key issues.
6. Planning Team Prepares Final Plan: Preparation of the final plan document was conducted during February and March of 2000. During this period, the team’s engineering consultant worked with the City to address

grant opportunities and federal planning efforts related to Flowery Trail, the roadway entering downtown from the east. All members worked with the Washington Department of Transportation (WSDOT) to build support for the preferred transportation alternative. WSDOT representative Brent Rasmussen, the key contact in this effort, was exceptionally helpful in linking the transportation plan to the State's own work plan and priorities. The result was almost immediate adoption of the Chewelah priorities by the State. This happened because WSDOT was engaged as an active planning partner from the very beginning of the process.

At every stage in planning, City leaders actively sought, and received, the participation of the community. The Chamber of Commerce and other community organizations worked hard to inform and engage their members. The result was a remarkably positive planning environment. Citizens from many perspectives and backgrounds participated positively. Even those who were in the minority on key decisions were gracious and helpful. Without question, the community of Chewelah set a very high standard for other communities to follow in a democratic, community-based planning process.

Images of a Rural Community

People actually fish in Downtown Chewelah • The community's entryway offers mountain vistas and an extraordinary park as backdrops • West Main ends, literally in a field • The town is surrounded by agriculture, forests and mountains.



CHAPTER 2 BACKGROUND AND CURRENT CONDITIONS

EARLY CHEWELAH...

Thomas Brown first came to the eastern Washington area from Canada in 1854. In 1859, he moved to Fools Prairie as Chewelah was then known. He bought 640 acres from an Indian chief and built a spacious log house. The townsite was named Chewelah from an Indian word meaning 'winding snake' as the natives called the stream winding through the site. Mr. Brown worked for the government carrying mail from the Spokane area to old Fort Colville. He later became postmaster. His wife was the first white woman in all that region between the Rockies and Cascades and north of the Columbia and Snake Rivers.

Chewelah's first school was held in the Brown home, where the post office was located as well. A government Indian Agency was established in Chewelah in 1873 followed by a grist mill and a Protestant church. Thus the town got its beginning...

From Stevens County Relocation

SECTION 2.1: Historical Perspective: Chewelah's Main Street in 1929-1930

From humble beginnings, Chewelah quickly became a commercial and agricultural distribution center for the surrounding valley. In 1916, it became an industrial center as well, with the opening of nearby magnesite mines. World War I had created a domestic shortage of this material, important as a component in the process of making steel. A national search located valuable minerals in the Chewelah area; within months thousands of tons of minerals were being shipped out by wagon and truck to a nearby rail service.

After the war, production declined dramatically (even stopping for a year) until an import tariff made magnesite competitive again. In the late 1920's, residual dust from the manufacturing process was combined with other materials to create a new fire-resistant building product, "Thermax." This product expanded the need for lumber. In short order, a saw mill was built. World War II created greater demand for Thermax and related products invented about the same time. Hundreds of workers were employed by these operations, though cycles in demand and other problems quickly brought the Thermax era to a close.

Magnesite mining was longer lived, making a huge impact on the local economy. It, too, however, eventually died out. By 1968, the magnesite industry had become an important part of Chewelah's history.

Meanwhile, other types of industry contributed to Chewelah's economic wellbeing. Dry-land and irrigated farming, ranching and dairy all were mainstays for many years. Over one hundred dairy farmers provided enough raw material to support the Curlew Creamery Company. However, each sector

Chewelah Businesses in 1930

(as recounted by Walt Goodman in 1997)

Retail Goods

- 2 drug stores (Chewelah Drug, Richard Drug)
- 2 hardware stores (Chewelah Hardware, Sety's)
- 1 lumber yard (Morris)
- 2 grocery stores (Piggly-Wiggly, Reedy)
- 3 meat markets (Chewelah, City, Billy's)
- 2 dairies (Rosewood, Chewelah)
- 2 creameries (Curlew, Haselwood)
- 1 shoe store (Linke's)
- 1 clothing store (Men's Shop)
- 3 misc.? (Casey's, Marrs Stores, Russell Supply)
- 2 hotels (Yale, Cottage)
- 3 restaurants (Manhattan, Sweet Shop, Yale)
- 2 bars/pool halls (Sportsman, Oasis)
- 1 feed store (Chewelah Feed)

Services

- 2 banks (Bank of Chewelah, First National)
- 3 barbers (Foust, Robinson, Van Lishout)
- 1 laundry (Chewelah Laundry)
- 1 blacksmith (Bradbury)
- 2 plumbers (Holland, Wilson)
- 3 insurance/R.E. (Janas, Oppenheimer, Parker)
- 3 doctors (Carson, McPherson, Shyder)
- 2 dentists (Acorn, Boyd)
- 2 attorneys (Conyard, Kulzer)
- 1 newspaper (Independent)
- 2 misc. (Chewelah Transfer, Crewse Electric)

Automotive/Transportation

- 3 garages (Arrow, Baker, Chewelah Auto)
- 7 service stations (Grease Spot, Johnson, Willard Battery, Chewelah Tire Shop, John Davis, Ganoung Auto Repair, Miller Service)
- 2 oil companies (Standard, Union)
- 1 rail (Great Northern Depot)

has had its share of trouble over the years. Drought, depression, changes in demand, war, and competition all have left their mark. It is fair to say that Chewelah has a consistent history of calm, then bust and recovery in its economy. Diversity has been the key to its ability to adjust and survive.

Inside the community, a regional hospital, seven churches, public schools and a solid retail core completed the ingredients for a fairly diversified, resilient, and highly livable rural community. For a glimpse at downtown in its heyday, it is useful to go back seventy years. Traveling west to east, the businesses located along Main Street provided goods and services that made the community fairly self-contained, as described below.

North Side of Main Street, 1929:

Sety's was located at the corner of Main and Park, which is now the John L. Scott Realty office. Across Park Street to the east was the Grease Spot service station. Next to it was the Smoke Shop, then the Men's Shop, the Sweet Shop, Foust Barber Shop and Tallman Beauty Shop. Next was the Marrs Store (later the Safeway Store, where Napa is located). At the end of the block was an Embry building – moved from the townsite of Embry in about 1885. It was occupied by the Whitesides pool room at the time of its burning, circa 1929.

On the next block to the east, First National Bank was located in the current optician's office. Next to it was the McPherson building, which housed the Rowan Drug Store and Fountain downstairs, and Dr. McPherson's office upstairs. In Sporty's current location was the Skinner poolroom and card parlor. On the east corner of the block was the Bank of Chewelah. It was established in 1911, but did not survive the great depression of the 1930's.

On the next block east was the Yale Hotel (now Sety's). It was built in 1908 and operated until the 1950's. The next building (also Sety's) was Baker Motors car sales and service garage. Next was the Post Office on the corner in the Oppenheimer building.

Excerpts from Purple Flat Top

By Jack Nisbet

"By [the 1950's], Chewelah had evolved into a company town. 'The Magnesite' as the company was locally known, meant summer jobs for high school kids and top-notch recreation equipment in the park... Struggling farmers made their land payments by working the swing shift... While some townspeople worried about the sterile grainfields downwind from the plant and the incidence of emphysema among the Thermax workers, most accepted the Magnesite because it provided a steady, predictable pulse to the economy of the whole community."

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East across 4th Street was Bradbury's blacksmith shop, and next to it the Cottage Hotel. The last building on the block (now owned by the Knights of Columbus) was built as the W.O.W. Hall. The lower floor was used for dances and parties, and the upstairs for lodge activities and private meetings.

South Side of Main Street, 1929:

From Stevens Street traveling east, the first business was Curlew Creamery, which at its peak had 42 employees and a fleet of trucks delivering to a dozen routes. The next business was Billy Roberts' butcher shop, then Puthoff's feed store and the Hazelwood Creamery. Across Chewelah Creek to the east was Arrow Motor Company, a Ford dealer. On the corner of Main and Park was the Merckle Bakery (formerly Doblmeiers and Burdette's grocery, later Linke's), where the Chevron Station is located.

Across Park Street is the Blackwood building (now Valley Drug). It was occupied by Richard Drug and Piggly Wiggly, and upstairs a dentist, an attorney and the Masonic Lodge. Also in the building were a barber shop and the Chewelah Meat Company (which handed out free weiners to kids). Next was the Rauch jewelry shop, then the Rogers barber shop (Harry Rogers had the "fastest clippers in town"). East of the barber shop was Johnson's grocery store. The last building on the block (recently P.J.'s Variety) was the Manhattan Café. It burned about 1929 and was replaced by the Reedy Grocery.

Across Second Street to the east, (now the Post Office), was the Chewelah Hardware and Furniture Co. This building was the first brick building on Main Street, built in 1904 for McCrea and Davies. Next to the hardware was Reedy's grocery, until it moved west to the former location of the Manhattan Café. In the present Chalet building were Vogt's Café and Wooster's jewelry store (two of the oldest buildings on Main Street). In the next building was The City Meat Shop and Linke's shoe store (now the laundromat). The building on the corner of Main and Third, which was constructed in 1907, housed Russell Supply. It is now a parking lot owned by USB Bank.



Across Third Street was the Nett Block building, which housed a pool room (now the Senior Citizen's center). In 1929, it had a second story used for rental rooms, but it was removed because the building was leaning to the east. The next building was an Embry building, moved to the site from Embry in the 1880's. Around 1929 it was either a plumbing or a radio repair shop (it now houses a chiropractor's office). The last building on the block was the Chewelah Hotel, the first building on Main Street after the town was platted in 1884. It burned in the 1940's.

SECTION 2.2: Demographic Trends¹

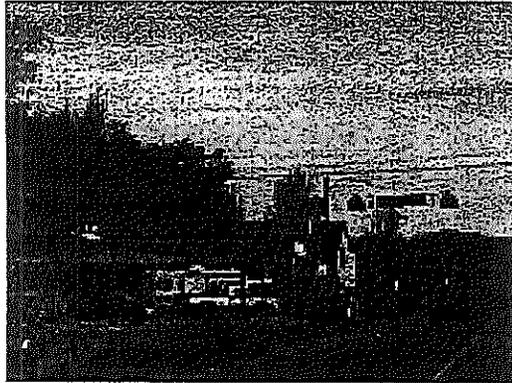
Population

Since 1980, Washington's population has grown steadily, adding 1.6 million people to the state for a 39% growth rate (see Table 2.1). The population of Stevens County also has grown, though at a slightly slower pace of 31%, adding about 9,000 people to the rolls. Chewelah's share of that growth is 423 residents. Between 1980 and 1990, Chewelah's population actually dropped by 46 residents, then grew by 469 residents in the 1990's to a population of 2,435. Therefore, Chewelah's growth rate in the 1980's was -2%, and in the 1990's, 24%, for an overall rate from 1980-1999 of 21%. The City Comprehensive Plan projects that the population will double by 2020.

Table 2.1
Population Trends

	1980	1990	1999	Net Change	% Change
Chewelah	2,012	1,966	2,435	423	21%
Stevens County	28,979	30,948	38,000	9,021	31%
Washington	4,132,400	4,866,700	5,757,400	1,625,000	39%

¹ Note: In most cases, demographic information is not available for Chewelah. State and federal data tend to be summarized at the county level for communities in Stevens County



U.S. 395 in Chewelah

In the background is the successful Chewelah Creek Inn, one of the few new local developments in recent years.

Age

Seniors make up an increasingly larger share of the population (similar to national trends). In 1980, seniors made up 10% of Stevens County's population (2,966 people age 65+). By 1998, there were 4,782 seniors, or 13% of the population. By contrast, in 1998, youth were 31% of Stevens County's population (11,829 under age 18).

Income

Median household income in Stevens County grew by 23% from 1990 to 1998 (Table 2.2 at right). Stevens County per capita income in 1997 was \$16,071, or just 61% of the State figure for the year (\$26,653). While the county figure grew 3.7% over 1996, this was dramatically less than the state rate of 6.0%.

Table 2.2

Stevens County Median Household Income 1990-1998

1990	\$25,703
1991	\$25,924
1992	\$26,853
1993	\$27,733
1994	\$28,478
1995	\$28,481
1996	\$28,968
1997	\$29,983
1998	\$31,578
Net Change	\$5,875
% Change	23%

Employment

While employment in manufacturing was relatively flat from 1990-1998, the number of jobs in services nearly doubled, and those in trade increased nearly 40%. Construction, mining and government employment also had significant increases (Table 2.3).

Table 2.3

Stevens County Non-Agricultural Employment, 1990-1998

Sector	ConstMining	Mfg	TPU	Trade	FIRE	Svcs	Gov't
1990 Employment	400	1,980	340	1,340	210	1,290	2,090
1998 Employment	490	2,060	390	1,860	230	2,450	2,470
Net Change	90	80	50	520	20	1,160	380
% Change	23%	4%	15%	39%	10%	90%	18%

The growth in construction/mining employment at least partially reflects new residential and commercial development in Stevens County in the 1990's. Countywide, there were 145 commercial building projects, 1,861 residential projects and 19 public/non-profit building projects from 1995-1999. Of those, 5 commercial, 1 public and 100 residential projects were built in Chewelah. New commercial construction included the Chewelah Creek Inn Motel, a barber shop and the Conoco service station and mini-mart. Major commercial remodel projects included the Napa store, Red Line Auto Finishing and the East 3rd Street Mall.

Unemployment has been a serious problem for Stevens County during the 1990's. It has been declared a distressed county by the state due to at least a three year average unemployment rate that is 20% above the state's average rate. Currently, unemployment is about 10%.

SECTION 2.3: Business Conditions

In his book, *Purple Flat Top*, Jack Nisbet described Chewelah as a "company town", because its economic engine was the Northwest Magnesite plant from 1916 until 1968. Northwest Magnesite employed hundreds of people. When it closed, an era of relative stability came to an abrupt end. Since then, Chewelah's business community has struggled to establish a new identity and niche that can restore its vitality. During most of this period, retailing, in terms of its depth and diversity, has been on the decline.

Recent Retail Sales Trends

Annual retail sales in Chewelah increased by nearly \$2.5 million from 1995 to 1998, while the number of reported businesses increased by 61 during that same time period. Retail sales increased by nearly 50% – over \$8 million – from 1990 to 1998 (Table 2.4 at left). This reflects a respectable growth rate of about 5% per year. These figures indicate that at least some businesses and sectors are growing.

Table 2.4

Total Retail Sales in Chewelah 1995-1998		
Year	# Businesses	Sales (\$000)
1990	N/A	16,500
1995	883	22,068
1996	936	22,980
1997	901	23,905
1998	944	24,529
Net Change		9,029
% Change		49%

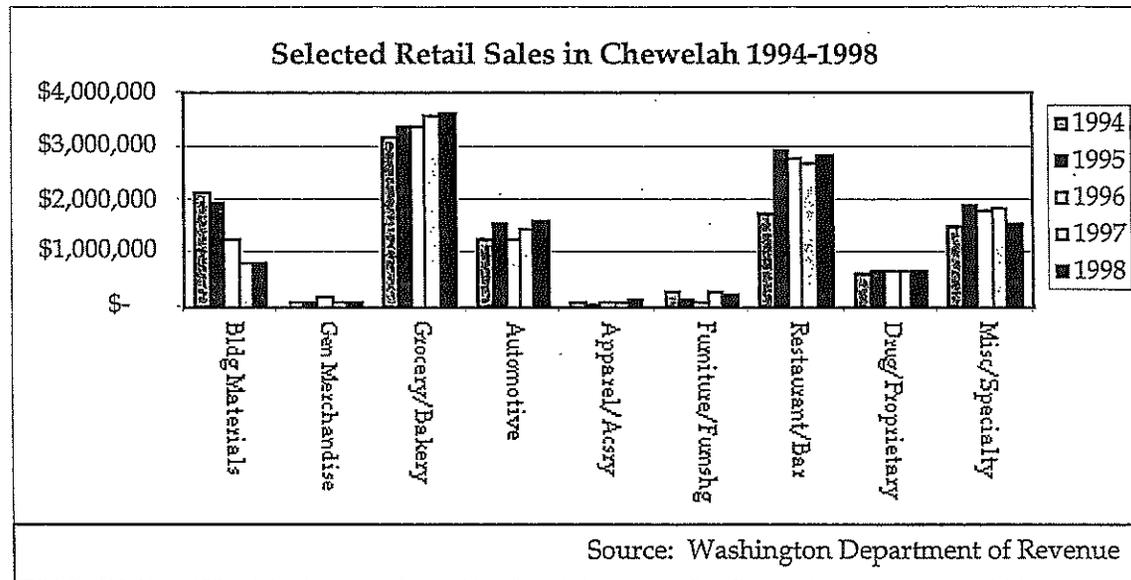
Table 2.5

Regular Purchases by Survey Respondents	
<u>Retail Goods</u>	<u>% of Respondents</u>
Groceries	90%
Prescription drugs	74%
Gasoline	68%
Drugstore items	59%
Auto parts	55%
Building supplies	37%
Pet food/supplies	37%
Hardware	35%
Garden supplies	33%
<u>Services</u>	
Physician/surgeon	82%
Banking	76%
Beauty salon	60%
Hospital	51%
Optometrist	49%
Dentist	48%
Auto Repair	46%
Insurance	45%
Car wash/detail	43%
Video rental	42%
Library	42%
Copy machine	42%
Veterinarian	40%
Shipping (UPS,FedEx)	40%

A closer look at specific retail sectors reveals mixed trends. Figure 2.1 shows selected retail sales trends by sector from 1994 to 1998. It shows general growth in the grocery/bakery, restaurant/bar, automotive and drug/proprietary sectors, while sales were flat in the general merchandise, apparel/accessories, furniture/furnishings and miscellaneous/specialty retail sectors. Sales declined significantly in the building materials/hardware/garden sector.

By contrast, in the 1980's, Chewelah's retail sectors moved nearly the opposite direction from the 1990's: from 1981-1990, sales in building materials/hardware/garden, furniture/furnishings and miscellaneous/specialty retail all increased, while grocery/bakery, apparel/accessories and restaurant/bar were relatively flat. The sectors that declined significantly were general merchandise and automotive. Clearly, in the 1990's, the trends have shifted and consumer buying behavior has changed.

Figure 2.1



CAT Community Survey

In 1999, the Chewelah Community Action Team (CAT) sent a survey to community residents to guide the downtown revitalization efforts. The survey was mailed to all households with the City's monthly utility bills. It included questions about residents' shopping habits, their feelings about Highway 395 routing, downtown streetscape improvements, information sources for community events, and demographic information. 321 residents responded to the survey. The demographic makeup of the respondents was slightly disproportionate to the actual population (for example, 35% of the respondents were senior citizens, versus an actual figure of 13% seniors in the population). However, the results are useful for comparison to retail sales and consumer spending data, and for gauging the needs and priorities of a significant – and growing – customer group (seniors).

CAT Survey Findings...

Residents shop in Chewelah for convenience, familiarity and safety.

The retail goods and services that survey respondents purchase most regularly in Chewelah are listed in Table 2.5 on the previous page. All of these items are "convenience" goods and services. Not surprisingly, when asked what attracts them to shop in Chewelah, the respondents overwhelmingly cited "convenience" as the top answer (81% of respondents marked this answer). Other reasons that respondents shop locally are "know the owner or employees" (40%), "safer driving in winter conditions" (37%), "personal service" (36%) and "lack of traffic congestion" (31%). Other significant responses were "casual environment" (26%) and "free parking" (25%). *All of these reasons focus on the issues of convenience, familiarity and safety.*

Residents shop out of town for selection. Only 51% seek lower prices.

When asked why they travel out of town to shop, respondents gave the following reasons: "can't find wanted items locally" (85%), "wider variety for selection" (63%), "perceived lower prices in larger cities/malls" (51%) and "restaurants" (36%). Other significant responses were "combine business with shopping" (25%), "medical services" (23%) and "just want a change of scenery" (15%). Notably, only half of the respondents cited price as a reason they shop out of town, and one quarter combine shopping with other necessary activities

(business, medical services). About one-third of respondents leave for entertainment (dining, change of scenery).

Residents who leave shop in Spokane and Colville. 26% buy groceries.

When respondents shop out of town, they most often shop: in Spokane (67%), in Colville (59%), at WalMart (56%), and from mail order catalogs (26%). They shop for clothing/shoes (29%), groceries (26%), discount store items (19%), hardware/home center goods (17%), department store items (14%), computer/electronics (11%) and furniture/appliance (10%). Most of the items listed above are "comparison" goods, or indicate "price-based" shopping (WalMart, discount stores). Only groceries and hardware items fit into the "convenience" goods category.

Customers find "friendly", but not necessarily "competent" service.

Eight-six percent of the respondents stated that they "usually check local stores/service providers to see if what they need is available in Chewelah". Fifty-three percent sometimes request that an item be ordered for them. Eighty-five percent said that they "generally find local business owners/employees friendly and courteous". However, only 32% described the service providers as "competent", only 28% said they are "suitably attired", and 10% find them "unfriendly or indifferent". Only 30% of respondents will notify the owner about bad service or inferior products, but 57% feel that refunds, replacements and adjustments are handled fairly and promptly when needed.

Workshops on customer service and employee training needed.

These results indicate a general effort or willingness on the part of local businesses to be friendly and helpful – and to correct problems when they arise. But the results also suggest a problem with customer service (truly "meeting customers' needs" verses just "being friendly"). It is notable that two-thirds of respondents did *not* describe business owners/employees as "competent". The findings related to attire and indifference also should be noted by local businesses. Inadequate employee training may be one reason for these results.

50% say store hours are "convenient".

Chewelah business store hours are "convenient" for 50% of the respondents, and convenient "most of the time" for another 40%. The hours are not convenient for 6% of those who responded. Two-thirds of the respondents

do their shopping on weekdays (a result likely influenced by the high response rate from seniors). One in five respondents do most of their shopping on Saturday, 19% in the evenings and 15% on Sunday. Two-thirds said that stores being open later on weekdays would *not* make them shop locally more often. But one in five would like stores to be open Sunday, and nearly one quarter want stores to be open consistent hours/days. Further investigation into the issue of store hours may be helpful to businesses in capturing additional customers.

Newspaper is most mentioned source of information.

Survey respondents find out about special events, sales promotions, social and sports activities from the local newspaper (77%), by word of mouth (68%) and by mailed fliers (36%). Other methods cited were window displays (28%), coupon books (28%), newspaper stuffers (26%) and posters (22%).

Retail Leakage

Table 2.6 shows the potential sales in major retail categories for 1998, compared to the actual sales. The difference between these two numbers is the amount of sales that are leaving (or "leaking" from) Chewelah when residents go elsewhere to shop. As the table shows, in 1998, a total of over \$18.6 million "leaked" out of Chewelah. The greatest leakage was in general merchandise, apparel/accessories, furniture/furnishings and automotive. The restaurant and bar

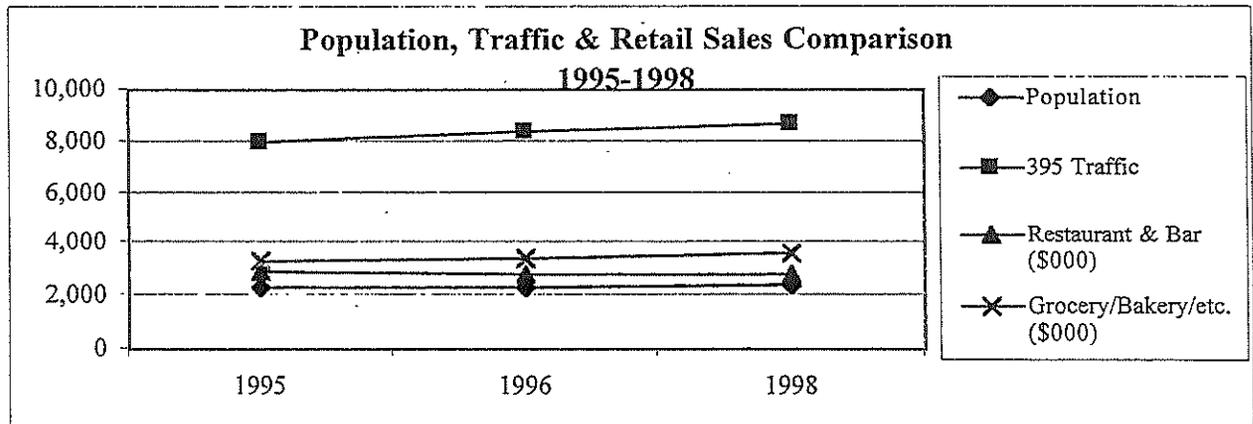
Table 2.6

1998 Chewelah Retail Leakage										
KEY FIGURES	Total Retail	Building Materials	General Merchandise	Food Stores	Automotive	Apparel	Furnishings	Restaurant & Bar	Drug Stores	Misc. Retail
Potential Sales	30,514,640	2,101,970	2,994,225	5,569,980	7,525,245	1,604,135	3,244,345	2,515,630	933,140	4,025,970
Actual Sales	11,892,711	802,683	75,762	3,615,248	1,613,224	139,745	547,021	2,816,349	702,717	1,579,962
Leakage in Dollars	18,621,929	1,299,287	2,918,463	1,954,732	5,912,021	1,464,390	2,697,324	-300,719	230,423	2,446,008
Leakage as Percent	61%	62%	97%	35%	79%	91%	83%	-12%	25%	61%

sector shows negative leakage, which means that it had a net *gain* to the community (most likely due to tourism/Highway 395 traffic).

Figure 2.2 compares Chewelah's population growth against Highway 395 traffic and retail sales in the restaurant/bar and grocery/bakery sectors in 1995, 1996 and 1998. It shows that while Chewelah's population remained relatively flat from 1995-1998, the average daily traffic (ADT) on Highway 395 increased by about 1,000 vehicles per day. During that same time period, the grocery/bakery sector sales increased slightly, but restaurant and bar sales remained flat. The chart suggests that Chewelah's food and beverage sectors could benefit from more effective capture of tourist dollars.

Figure 2.2



Implications

The analysis of demographic and retail trends, in the context of Chewelah's history and current business conditions, suggests the following:

- ◆ Chewelah can benefit from the overall population growth in Stevens County and the Inland Northwest, and from increased traffic on Highway 395.

- ◆ Seniors, youth/families and tourists are important markets for the downtown to serve.
- ◆ Chewelah's current commercial niche is a convenience-oriented, neighborhood shopping center.
- ◆ Businesses need to emphasize convenience-oriented goods and services, and the benefits of shopping locally (safety, personal service, parking, etc.).
- ◆ The community needs to develop and implement strategies to capture tourist dollars.
- ◆ Workshops on effective customer service and employee training programs would benefit local businesses.
- ◆ Further investigation into the practicality of extended (e.g. Sunday) business hours for some sectors should be considered.



(Above) A view of Chewelah from Flowery Trail Road, the corridor leading to the popular 49 Degrees North ski area.

(Below) While some streetscape improvements have been made, the overall pedestrian environment is weak.



SECTION 2.4: Streetscapes, Buildings & Public Open Spaces

Streetscapes, Buildings & Public Open Spaces Conditions

Downtown Chewelah is typical of a western community that became established in the late 1800's and early 1900's. Developed on a grid-system of streets and blocks, Chewelah has a central business core with an east-west Main Street. State Route 395, which runs north-south, bisects Main Street and serves as the transportation corridor serving the community.

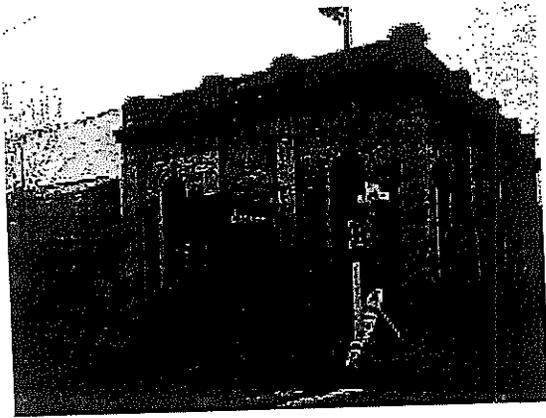
Downtown Chewelah serves as the heart of the community. The Downtown's greatest attributes include its:

1. Citizens;
2. Setting within the valley;
3. Juxtaposition to the nearby mountains;
4. Chewelah Creek;
5. City Park;
6. Surrounding open space;
7. Strong separation between town and country;
8. Grid-system framework;
9. Walkable scale;
10. Historic resources.

It is important that the community recognize and cherish these assets and focus improvements on Downtown Chewelah's streetscapes, buildings and public open spaces to optimize sense of place, connection to history, and economic development opportunities.

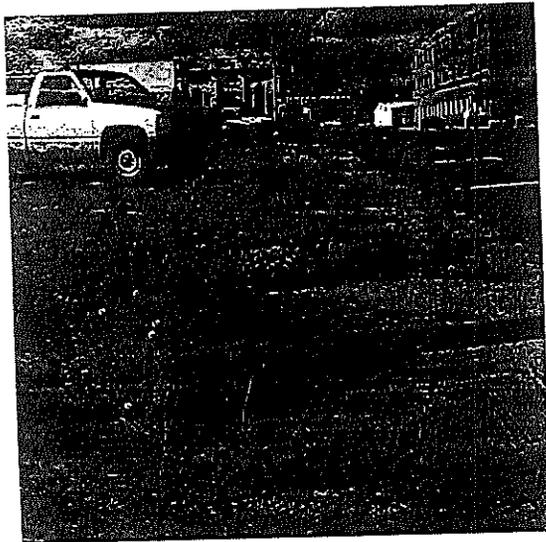
Streetscapes

Downtown Chewelah's streetscape environment is framed by the human-scale buildings which abut sidewalks, two-lane streets, and curbside parking (either parallel or diagonal). The current streetscape includes brick planters (some of which are planted with flowers or small trees), tall cobra head-style



The historic Bank of Chewelah building is now a successful retail business.

The CAT Committee recently led a community cleanup campaign to remove weeds and other debris from public areas.



lights with festive attached banners, storefront awnings, directional signs, and signs projecting from adjacent buildings. Some overhead utilities also exist.

While Downtown Chewelah does include some streetscape amenities, it lacks a coordinated streetscape furniture system of benches, street trees, bollards, paving materials, banners, trash receptacles, pedestrian-scale lighting, and other details. Directional signage that identifies locations of importance (e.g. public parking lots, City Hall, parks, etc.) is limited and uncoordinated.

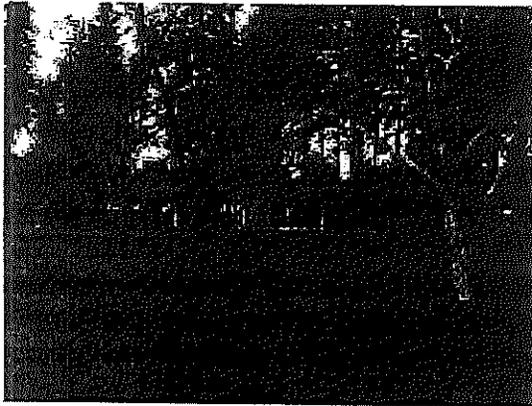
Buildings

Downtown Chewelah's most important resources — besides its people — are its historic buildings. The craftsmanship and architecture represented in many buildings are irreplaceable and should be preserved. Downtown Chewelah's Main Street is lined with one-, two-, and three-story buildings constructed adjacent to one another and abutting the sidewalks. Some of the buildings are in good repair, while the majority display signs of minor to major deterioration. At least 6 buildings in Downtown provide opportunities for mixed use activity (retail at ground floor, residential or office on upper stories).

Over the years, several buildings in Downtown Chewelah have covered their historic facades with more contemporary materials or have been otherwise neglected. Boarded-up windows, untraditional paint schemes, large building signage, and poor awning treatments exist that are not befitting to a vital "Main Street" environment. When buildings do not receive adequate care, the "quality" atmosphere that would otherwise attract people to Downtown Chewelah is reduced.

Public Open Space

Many downtowns have a significant central public plaza space that brings citizens and visitors together to celebrate community. Downtown Chewelah is missing a central, outdoor plaza space that can serve multiple community purposes. Fortunately, the City Park is located at the northern edge of Downtown



and serves as a major gathering point for the community and a source of community pride.

Meandering through the downtown in a north-south orientation is Chewelah Creek. While Chewelah Creek is a major element of the City Park, it is largely under-utilized in other parts of Downtown (especially on the west side of State Route 395) and the built environment often turns its back to it. Opportunities exist to make Chewelah Creek a significant public open space element throughout Downtown. The improved amenity, pedestrian corridor and adjacent pocket parks would substantially contribute to Downtown revitalization efforts. Implementation of the City's 1993 Chewelah Creek Public Access and Recreation Plan should be a high priority.

SECTION 2.5: Infrastructure

Transportation

U.S. 395 (Park Street)

U.S. 395, which follows Park Street through Chewelah, is the dominant transportation corridor in the region. The most recent traffic counts from Washington State Department of Transportation (WSDOT) demonstrates the average daily traffic (ADT) at Lincoln Avenue as 9,860 vehicles per day. Approximately 9% of this volume is heavy truck traffic. See Figure 2.3 (page 22).

U.S. 395 is a regional north-south transportation corridor between Spokane and Canada. It receives a high volume of heavy truck traffic associated with the North American Free Trade Agreement (NAFTA). The National Highway System has identified U.S. 395 as a high priority corridor. The U.S. 395 Corridor Study prepared by WSDOT in 1995 projects that traffic will increase at a compounded growth rate of 3.5%.

In addition to dominating the City of Chewelah transportation system, U.S. 395 also divides the town in half. Only one signal is in operation on U.S. 395 in Chewelah and is located at Main Street. However, the WSDOT Eastern Region

has determined through a traffic study that a signal is warranted on U.S. 395 at Lincoln Avenue. This new signal is programmed by WSDOT as a future improvement, although it has not been funded as a near term project.

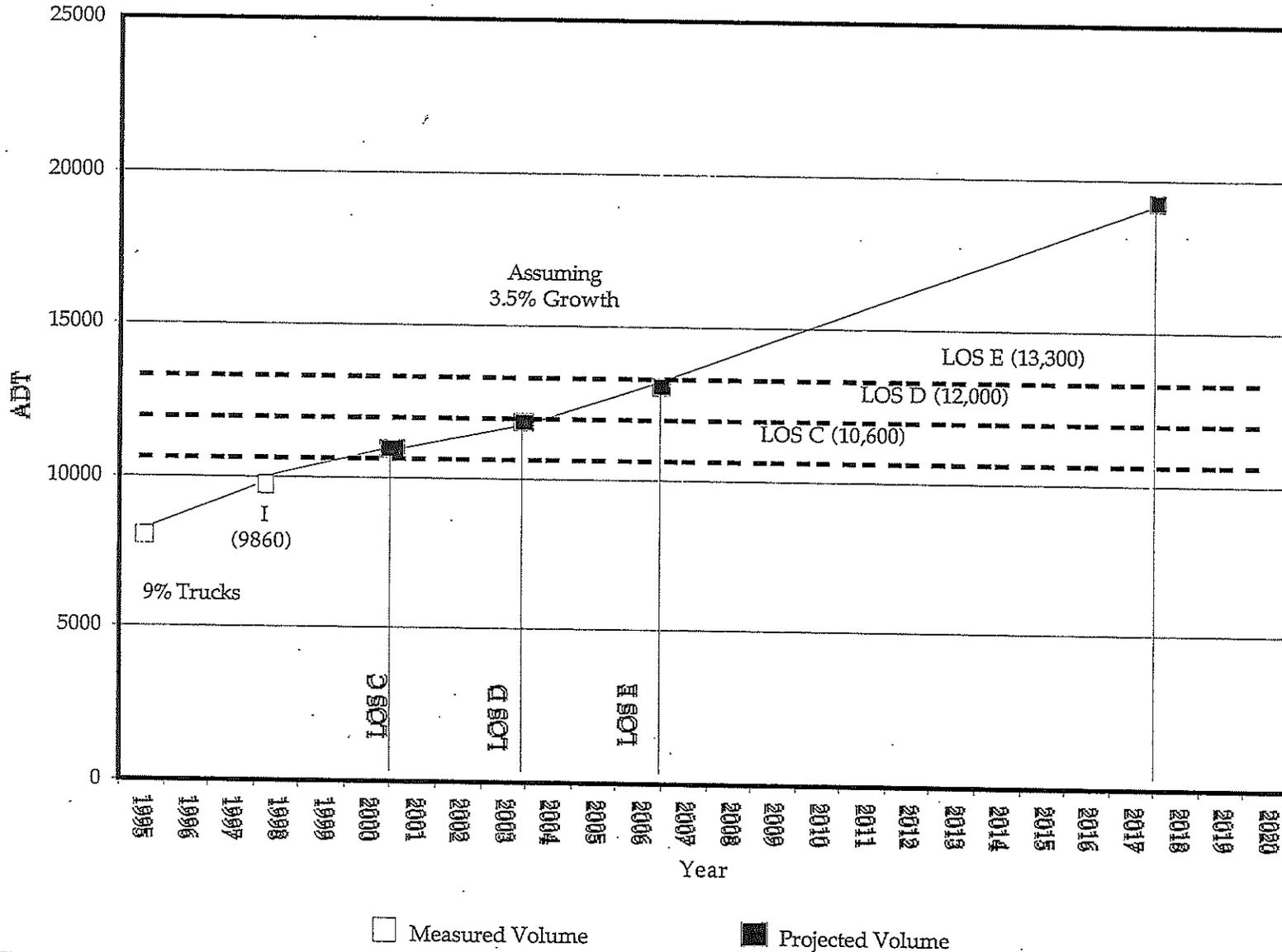
U.S. 395 is a two-lane roadway and has no designated left turn lanes on Park Street in Chewelah. As a result, traffic capacity can be severely restricted by left turning vehicles during peak traffic periods. Park Street varies from 34 to 42 feet in width, curb to curb.

Projected traffic volumes anticipated on U.S. 395, illustrated in Figure 2.3, (page 21) use a 3.5 % compounded growth rate per the WSDOT 1995 Corridor Study. The Figure also shows thresholds of Levels of Service (LOS) for the existing two-lane configuration of U.S. 395. This Figure projects that U.S. 395 will reach an unacceptable "D" level of service in downtown Chewelah around the year 2004. Table 2.7 presents theoretical ADT(average daily traffic) capacities for several classifications of urban roadways corresponding to each Level of Service:

Table 2.7 – Urban Roadway Capacity (ADT)

Roadway Type	Lanes	Level of Service				
		A	B	C	D	E
Major Arterials (U.S. 395)	Two-Lanes	8,000	9,300	10,600	12,000	13,300
Minor Arterials	Two-Lanes	7,000	8,200	9,300	10,500	11,600
Collectors (Main, Lincoln)	Two-Lanes w/Parking	5,300	6,100	7,000	7,900	8,800
Local	Two-Lanes w/ Parking			1,200		

Figure 2.3
 US 395 Traffic Volume & Capacity Projections
 at Chewelah

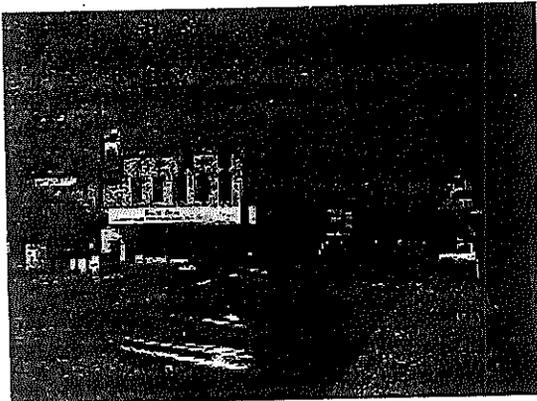


Collectively, this data projects a need for the capacity of U.S. 395 through Chewelah to be expanded by 2004 in order to maintain an acceptable level of service.

Main Street (Flowery Trail)

Main Street crosses perpendicular to U.S. 395 at the city center, and is the second busiest street in Chewelah with an ADT of 800 east of U.S. 395. The easterly extension of Main Street connects to "Flowery Trail" which is a National Forest Highway that leads to the 49° North ski area and connects to State Highway 20 near Usk. Main Street measures 56 feet in width, curb to curb, and is striped as a two-lane street with parallel parking. However, the travel lanes on Main Street are especially wide, and could be re-striped to accommodate diagonal parking on each side and still leave two 12-foot travel lanes.

The intersection of Highway 395 and Main Street is the only signaled crossroads in town. It is often difficult for local traffic to get across the highway.



Internal Circulation

Lincoln Avenue is also a major east-west collector street, which provides access to several schools, both east and west of U.S. 395. Traffic volumes on Lincoln at U.S. 395 were reported as 800 ADT in 1999. Peak period traffic congestion, including students, parents, and buses, occur on Lincoln before and after school hours.

The Chewelah Municipal Complex containing city hall, the library, and the civic center, occupies three city blocks and prevents north-south circulation on Third East and Fourth East Streets.

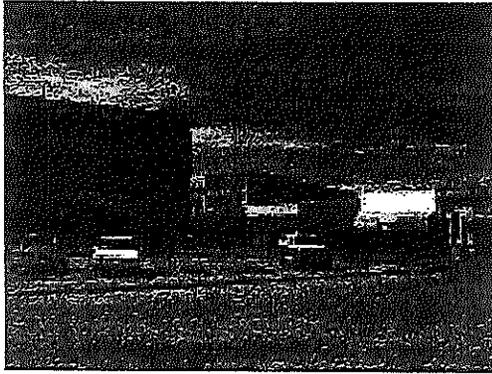
Infrastructure

Water, Sewer, and Drainage

City staff state that the condition of all city underground infrastructure pipelines – water, sewer, and drainage, are in poor condition and should be replaced before any major roadway or streetscape improvements are constructed above them. The City of Chewelah Water System Plan, dated March 1995, also

recommends waterline replacement and up-sizing in conjunction with any street improvement project.

The City completed a Wastewater Facilities Plan study in December 1996, which documents excess infiltration/inflow into the City's sanitary sewer system. Therefore, sewer system replacement downtown or in conjunction with improved streets would also help reduce the infiltration of extraneous groundwater into the wastewater system. The City of Chewelah's Comprehensive Growth Management Plan dated August 15, 1997, also outlines the recommended capital improvements for the City's infrastructure facilities.



Downtown's most central parking lot is a major asset but is extremely unattractive. Improvement here should be a top priority.

Franchise Utilities

The City of Chewelah is relatively unique in that it owns and operates its own electrical distribution utility. As the City improves streets through downtown revitalization or through other capital improvement projects, other franchise utility companies such as gas, telephone, and cable TV should be given advance opportunity to improve and upgrade their facilities as well.

Parking

On December 2, 1999, Welch-Comer Engineers performed a parking inventory survey in the Chewelah downtown core. The survey results are summarized in Tables 2.8A and 2.8B on the next two pages. During the mid-day period, between 11:30 a.m. and 3:00 p.m., the percentage occupancy of on-street parking on a block-by-block basis ranged from 100% to 8%, with an average occupancy of 40%.

In the 48 block segments, which were surveyed downtown, there are 301 on-street parking spaces and 262 private and public off-street spaces, for a total of 563 spaces. Main Street between 2nd and 3rd East has the highest rate of occupied parking spaces, as might be expected. The future acquisition and improvement of landscaped and well lighted off-street parking would help provide alternate spaces for business owners and employees to park, which in-turn would free on-street parking for citizens, customers, and visitors.

Perspective...

These buildings face each other in downtown Chewelah.

The windows and doors on the left are real but boarded up and unattractive. The windows and doors on the right are not real. They are painted on to create a pleasant and appealing atmosphere for what otherwise would have been a long barren wall.

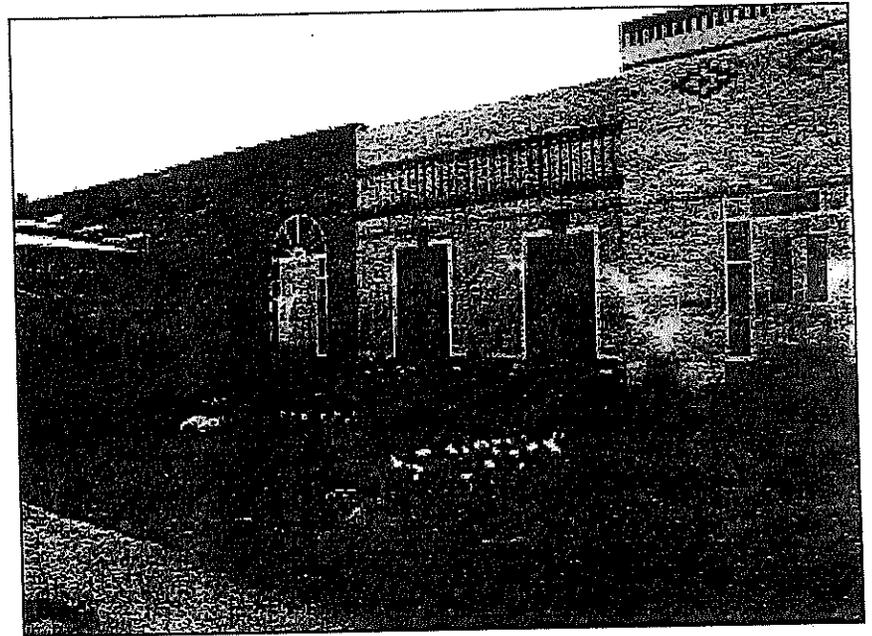
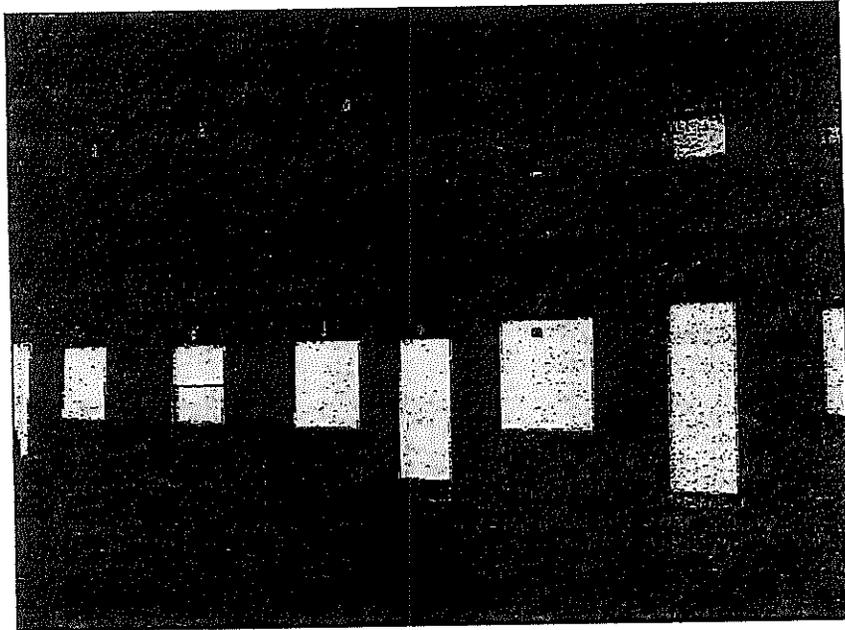


Table 2.8, Part A
Chewelah Downtown Parking Inventory

Street	Reach	Width	Side	On Street		Public Off-Street	Private Off-Street	Total	Percent Occupancy
				Parallel	Angle				
5th	King - Main	40'	East	---	5/22	---	---	5/22	22.7%
"	" "	"	West	1/7	---	---	---	1/7	14.3%
"	Main - Clay	40'	East	0/5	7/12	---	---	7/17	41.2%
"	" "	"	West	0/7	---	---	---	0/7	0.0%
4th	King - Main	28'	East	0/4	---	---	---	0/4	0.0%
"	" "	"	West	---	---	---	6/7	6/7	85.7%
"	Main - Clay	"	East	0/4	---	---	---	0/4	0.0%
"	" "	"	West	1/4	---	---	4/12	5/16	31.3%
3rd	King - Main	42'	East	6/8	---	---	---	6/8	75.0%
"	" "	"	West	0/10	---	---	22/33	22/43	51.2%
"	Main - Clay	"	East	3/8	---	---	---	3/8	37.5%
"	" "	"	West	3/11	---	---	4/9	7/20	35.0%
2nd	King - Main	50'/42'	East	2/6	---	---	2/7	4/13	30.8%
"	" "	"	West	4/6	3/11	---	2/4	9/21	42.9%
"	Main - Clay	42'	East	6/12	---	---	4/4	10/16	62.5%
"	" "	"	West	6/11	---	---	6/30	12/41	29.3%
Park	King - Main	34'	East	7/9	---	---	---	7/9	77.8%
"	" "	"	West	---	---	---	10/16	10/16	62.5%
"	Main - Clay	40'	East	2/7	---	---	---	2/7	28.6%
"	" "	"	West	0/12	---	---	3/6	3/18	16.7%
2nd	Clay - Webster	42'	East	---	---	6/16	---	6/16	37.5%
"	" "	"	West	0/12	---	---	---	0/12	0.0%
5th	Clay - Webster	40'	East	6/8	---	---	---	6/8	75.0%
"	" "	"	West	---	---	---	---	---	0.0%

Table 2.8, Part B
Chewelah Downtown Parking Inventory

Street	Reach	Width	Side	On Street		Public Off-Street	Private Off-Street	Total	Percent Occupancy
				Parallel	Angle				
Clay	5th - 4th	32'	North	---	---	---	---	---	0.0%
"	" "	"	South	---	---	---	---	---	0.0%
"	4th - 3rd	"	North	---	---	5/15	---	5/15	33.3%
"	" "	"	South	---	---	---	2/5	2/5	40.0%
"	3rd - 2nd	40'	North	---	---	7/18	---	7/18	38.9%
"	" "	"	South	0/5	---	---	---	0/5	0.0%
"	2nd - Park	40'	North	0/5	---	---	6/10	6/15	40.0%
"	" "	"	South	---	---	---	2/3	2/3	67.7%
Main	5th - 4th	56'	North	2/7	---	---	---	2/7	28.6%
"	" "	"	South	0/7	---	---	---	0/7	0.0%
"	4th - 3rd	"	North	---	1/12	---	---	1/12	8.3%
"	" "	"	South	2/5	---	---	---	2/5	40.0%
"	3rd - 2nd	"	North	---	13/13	---	---	13/13	100.0%
"	" "	"	South	5/6	---	---	---	5/6	83.3%
"	2nd - Park	"	North	---	6/10	---	---	6/10	60.0%
"	" "	"	South	5/7	---	---	---	5/7	71.4%
King	5th - 4th	32'	North	---	---	---	---	---	0.0%
"	" "	"	South	3/5	---	---	8/30	11/35	31.4%
"	4th - 3rd	40'	North	0/4	---	---	7/8	7/12	58.3%
"	" "	"	South	4/4	4/4	---	---	8/8	100.0%
"	3rd - 2nd	"	North	3/6	---	---	---	3/6	50.0%
"	" "	"	South	---	---	---	3/4	3/4	75.0%
"	2nd - Park	"	North	---	---	---	4/20	4/20	20.0%
"	" "	"	South	0/5	---	---	3/5	3/10	30.0%
TOTAL:				71/217	39/84	18/49	98/213	226/563	40.1%
TOTAL PERCENTAGE OCCUPIED:				32.7%	46.4%	36.7%	46.0%	40.1%	

Legend:

- 1) Counts were taken between the times of 11:30 a.m. and 3:00 p.m. on Thursday, December 2, 1999
- 2) The ratios noted are: number occupied/total spaces available

SECTION 2.6: Transportation/Circulation Options

WSDOT Corridor Options for U.S. 395

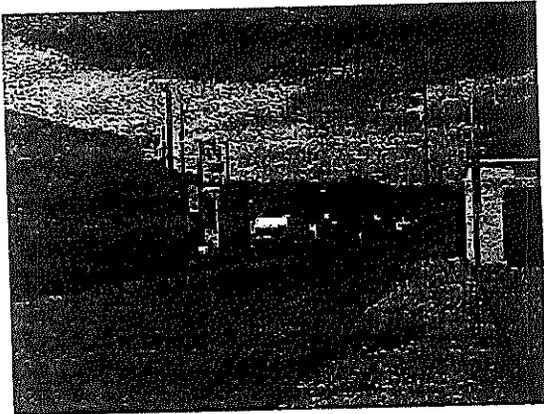
In May 1995, WSDOT published the U.S. 395 Corridor Study. This document evaluated several alternatives for future alignments of U.S.395 through or around Chewelah, including:

- Alt. B1 – Existing Alignment (Park Street)
- Alt. B2 – Bypass West
- Alt. B3 – Bypass East
- Alt. B4 (Option 1) – Park Street/2nd East Couplet
- Alt. B4 (Option 2) – Park Street/2nd West Couplet

The WSDOT U.S. 395 Environmental Assessment Report, dated August 10, 1999 recommended Alternative B4 (Option 2), which is the Second Street West couplet. Since the Second Street West leg of the proposed couplet would traverse through an existing residential neighborhood in Chewelah, considerable local opposition was expressed by residents during the WSDOT Corridor Study. If an acceptable through-town corridor could not be selected which would provide the needed future traffic capacity, then WSDOT stated that it would have to renew serious consideration of one of the bypass options.

Community-Based Selection of U.S. 395 Corridor

On October 13, 1999 the consultant team facilitated a town meeting at the Chewelah Civic Center. The meeting was devoted to the presentation, discussion, and prioritization of U.S. 395 Corridor options through and around Chewelah. The following six alternatives for U.S. 395 corridor, which included a listing of pro and con considerations for each, were presented to approximately 100 citizens at the town meeting. Each of the options is illustrated beginning on Page 37.



Option 1 would eliminate onstreet parking along Park Avenue (Highway 395) and would make sidewalks along the route very uncomfortable for pedestrians.

Option 1: Present U.S. 395 (Park Street) Alignment (WSDOT Option B1)

Description: The present configuration of U.S. 395 through Chewelah (Park Street) is two lanes with no dedicated left turn lanes. One signal is located at Main Street, and on-street parallel parking is allowed in certain areas. Major downtown buildings limit the curb-to-curb width to 44 feet at Main Street. U.S. 395 width narrows to 36 feet at King Street, one block south of Main but it appears it could be widened there to 44 feet also.

Pros:

1. The right-of-way exists, no acquisition/relocation.
2. Re-striping options within 44 feet include:
 - a) Two 12-foot through lanes, one 12-foot center turn lane, plus one 8-foot parallel parking lane on one side.
 - b) Two 11-foot through lanes (considered narrow for trucks) and two 13 foot lanes with no on-street parking (requires loss of two feet of sidewalk on each side).

Cons:

1. Expanding capacity cannot occur without reducing or eliminating on-street parking.
2. Limited highway capacity may lead WSDOT to select a bypass option.
3. Traffic adjacent to sidewalk without a parking buffer causes pedestrians to feel (and be) unsafe.

Option 2: West Bypass (WSDOT Option B2)

Description: This route diverges west from U.S. 395 just south of Chewelah, skirts the west city limits, and reconnects to U.S. 395 one mile north of Main Street. The route will impact wetlands and will have considerable environmental and construction costs.

Pros:

1. Shorter route than west bypass Option B3.

2. Does not divert 49th North ski traffic away from downtown.
3. Would take trucks out of town.
4. U.S. 395 through traffic has improved mobility and safety.
5. Railroad could be relocated to the same corridor to avoid railroad crossings (at great expense).

Cons:

1. A bypass would hurt downtown Chewelah economically.
2. Environmental impacts and wetland mitigation.
3. High construction costs due to poor soils/stability/wetlands.
4. The route will cross the railroad twice.

Option 3: East Bypass (WSDOT Option B3)

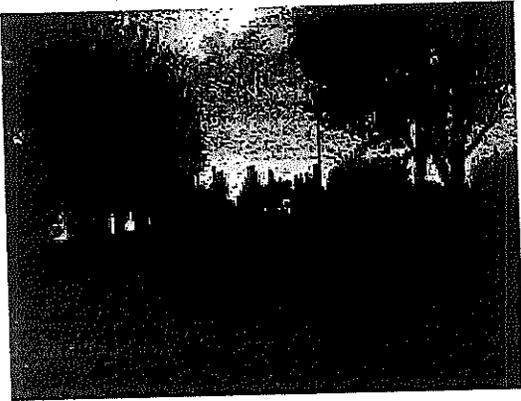
Description: The east bypass corridor diverges from U.S. 395 two miles south of Main Street south of Quarry-Brown Lake Road, where it joins Cottonwood Road one mile east of U.S. 395, then turns northwest at the intersection of Cottonwood Road and Flowery Trail, and rejoins U.S. 395 at the north city limits.

Pros:

1. Provides a short cut to 49th North for skiers.
2. Would take trucks out of town.
3. Through traffic has improved mobility and safety.

Cons:

1. Diverts skiers from downtown.
2. High construction costs due to rock and terrain.
3. Extensive acquisition/relocation costs.
4. Lengthens the U.S. 395 route, adds time to travel and uphill grades for trucks to pull.
5. A bypass would hurt downtown Chewelah economically.



Option 4 would take highway traffic through a single family residential neighborhood.

Option 4: Second Street West Corridor

Description: Second Street West provides a continuous corridor from U.S. 395 at the north city limits to South Street on the south. Second Street West could be considered for a one-way couplet southbound, combined with the existing U.S. 395 (Park Street) corridor one-way northbound. Some right-of-way acquisition would be required at the South 395 connection.

Pros:

1. The corridor is primarily along existing right-of-way.
2. Straight alignment and good north U.S. 395 connection option.
3. Costs are less than the bypass option.

Cons:

1. The west-side of Second Street West is zoned residential.
2. The couplet on Second West would adversely impact an existing residential neighborhood.
3. This west corridor moves traffic away from the city center commercial district.
4. Potential noise and child safety conflicts with the residential neighborhood.
5. Some new right-of-way acquisition is required at south end.
6. Two railroad crossings are required.
7. Possible conflicts with the school and pedestrians in the neighborhood.

Option 5: Second Street East Corridor

Description: This corridor primarily follows the existing route of Second Street East. Under this concept, Second Street East would be the northbound leg of a 2-lane couplet one-way northbound and the existing U.S. 395 corridor (Park Street) would be the southbound leg of the one-way couplet. The south U.S. 395 connection would diverge south of McDonald's and would require right-of-way acquisition and removal of a commercial building. The corridor



Option 5 would keep through traffic in the commercial district by moving northbound vehicles along 2nd Street East, above.

would extend just west of the city pool and city shops, and would connect back to U.S. 395 south of the city park. Additional right-of-way acquisition and removal of another business on U.S. 395 would be probable in order to rejoin U.S. 395 south of Lincoln Avenue, thereby avoiding impacts to the city park.

Pros:

1. The majority of this corridor is either existing right-of-way or other city-owned property.
2. This couplet option keeps traffic in the city commercial core.
3. The entire couplet, both Second East and U.S. 395 (Park Street), is fully contained in a commercial zone.
4. Four lanes total capacity north and south would be created through the city without any loss in parking.
5. Second East becomes a very desirable/high volume commercial street for improved business.
6. Second East gives northbound travelers a better view/perspective of Main Street.
7. Ski area visitors do not have further to travel, yet would still use Main Street to reach 49th North.
8. City Hall and the municipal complex would become more visible and central.
9. Foreseeable capacity needs would be met and a bypass may be avoided.
10. No new railroad crossings.
11. An existing city street would be improved by WSDOT and taken over for maintenance by the state.
12. Costs will be less than the bypass options.
13. Improves east-west circulation in the commercial core.

Cons:

1. Right-of-way acquisition is required and potentially will require relocation of two businesses.
2. Noise would increase near the pool and church.
3. Another signal would be required on Second East at Main Street.

4. Existing businesses on U.S. 395 would see half of the U.S. 395 traffic volume (south-bound only).

Option 6: BNSF Railroad Corridor

Description: This proposed route would require that the Burlington Northern/Santa Fe Railroad track be relocated to the west side of the valley. Then, the existing railroad corridor could be used for the expansion of the U.S. 395 capacity. The railroad grade is parallel and adjacent to U.S. 395 from south of the city limits north to Main Street. The railroad corridor then diverges from 395 to the northwest through a residential zone and exits the west city limits south of Nielson Addition. One of the possible uses of the railroad corridor is to construct a southbound leg of a one way 395 couplet: the existing 395 corridor would then become the northbound leg of a one-way couplet.

Pros:

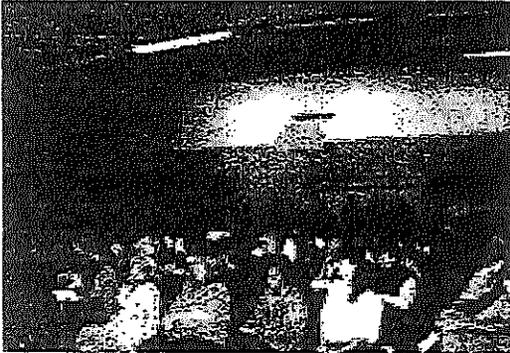
1. A one-way couplet will provide significant capacity for 395 for the future.
2. The railroad corridor is currently established.
3. The couplet legs will not cross the new railroad tracks.
4. Noise from the train whistles will be reduced.
5. No homes or business would have to be relocated.

Cons:

1. Extensive costs and coordination with BNSF to relocate the railroad.
2. The north portion of the two couplet legs will be separated by over a mile, making circulation between the couplets more difficult and on residential streets.
3. The southbound traffic on the couplet would not have convenient access to the city's commercial zone north of Main Street.
4. The U.S. 395 couplet leg along the railroad corridor north of Main Street divide an existing residential zone.
5. This route crosses existing residential streets north of Main Street.

6. The relocation of the railroad would cross wetlands in the west valley.

Also at the town meeting, the consulting team presented criteria against which the merits of Highway 395 routing options could be measured. The 100+ citizens in attendance were asked to help refine the criteria. After this important exercise, participants were asked to "vote" on their three top priority criteria by placing sticky "dots" on their favorites. Criteria were listed on chart paper posted around the room.



The town meeting on Highway 395 routing options was heavily attended. Many participants were surprised at the high level of consensus they reached.

The seven criteria that received the highest priority were:

- | | |
|--|----------|
| 1. Impact on Central Business District Revitalization: | 61 votes |
| 2. Impact on Residential Areas: | 45 votes |
| 3. Impact on Highway 395 Commercial Areas: | 37 votes |
| 4. Impact on School/Pedestrian Safety: | 27 votes |
| 5. Long-Term Solution: | 26 votes |
| 6. Linkage to Flowery Trail Highway: | 26 votes |
| 7. Local Accessibility and Circulation: | 24 votes |

Following the prioritization of the criteria, the six options for the highway, along with pro's and con's of each were presented. A citizen at the meeting, proposed a seventh option, and pro's and con's of that option were also documented. After refining the pro's and con's, citizens participated in a "straw poll" to determine which option(s) enjoyed the most support by those in attendance. Citizens placed a "dot" on the option of their choice. The results were as follows:

- | | |
|---|----------|
| 1. Option 5 – Second Street East Couplet: | 89 votes |
| 2. Option 2 – West Bypass: | 4 votes |
| 3. Option 7 – Fifth Street East Couplet: | 2 votes |

- | | |
|---|---------|
| 4. Option 6 – Railroad Corridor: | 1 vote |
| 5. Option 1 – Existing U.S. 395 Corridor: | 0 votes |
| 6. Option 3 – East Bypass: | 0 votes |
| 7. Option 4 – Second Street West Couplet: | 0 votes |

On October 14th, the team discussed the meeting results with the CAT Committee and then with the City Council on October 20th. The Committee and Council confirmed that the meeting participants represented a good cross-section of the community. Based on the criteria which received the highest priority from citizens, and the overwhelming support shown for the Second East option, the Consultant Team was authorized by the City Council to proceed with the following steps:

1. Incorporate the Second Street East Couplet option into the Highway 395 and Downtown Revitalization planning effort. This action was also supported by WSDOT's representative in the process, Brent Rasmussen.
2. Proceed with planning to link the Flowery Trail project with Highway 395 via Main Street; coordinate with the federal partners on ways to further enhance Main Street through Flowery Trail project funding.

Figure 2.4 a and b
U.S. Highway 395 Corridor
Development Options Considered by
the Community of Chewelah

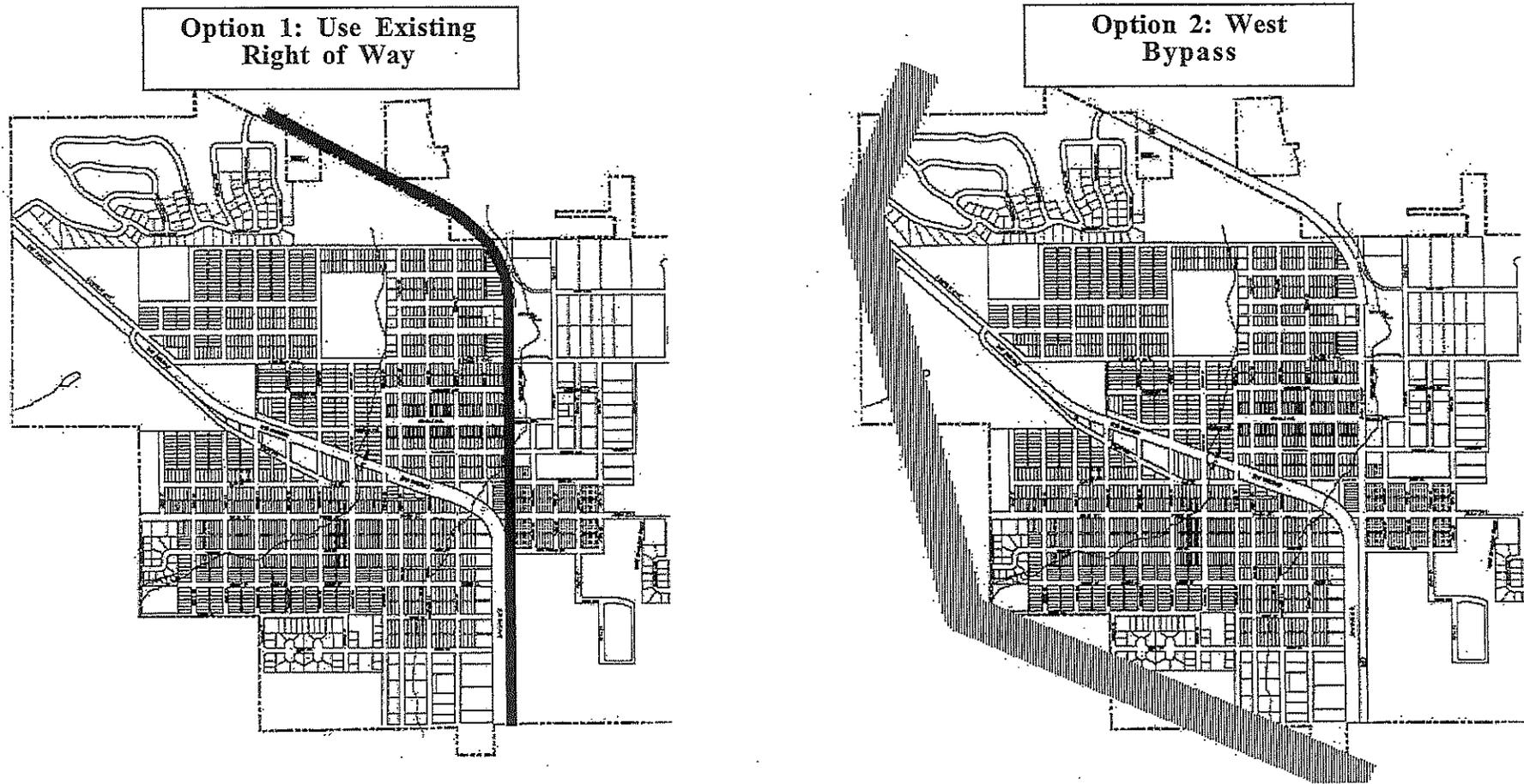
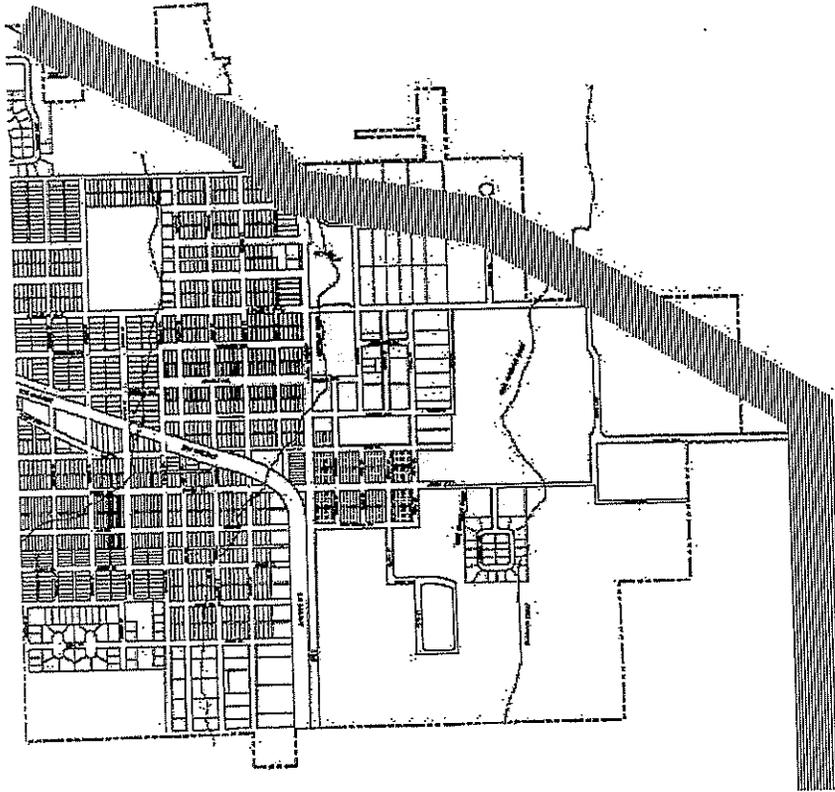


Figure 2.4 c and d
U.S. Highway 395 Corridor
Development Options Considered by
the Community of Chewelah

Option 3: East Bypass



Option 4: Second West
Corridor

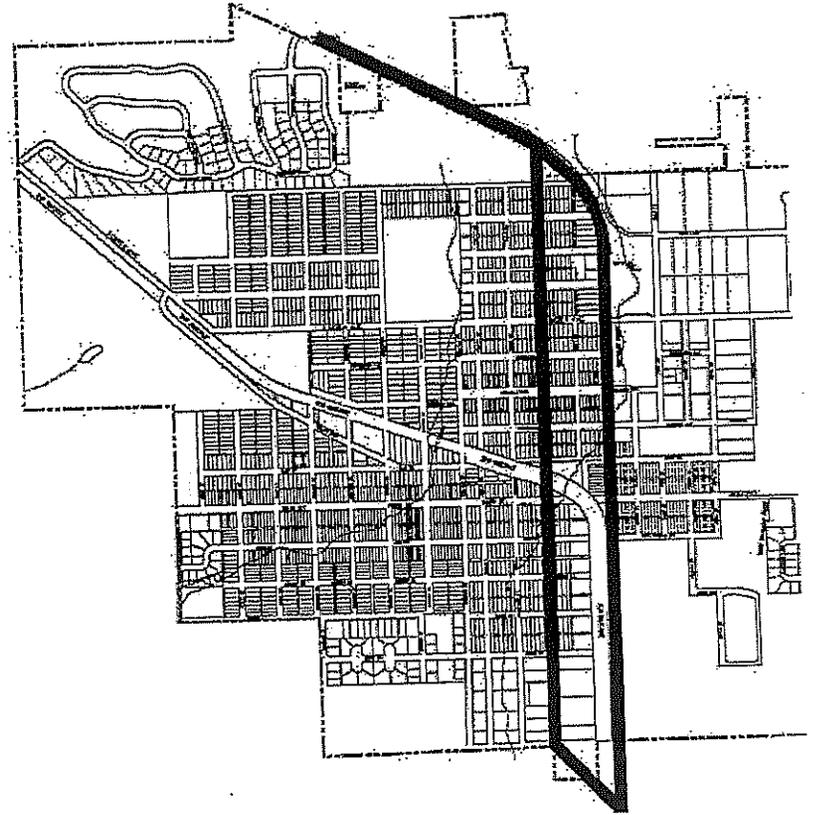
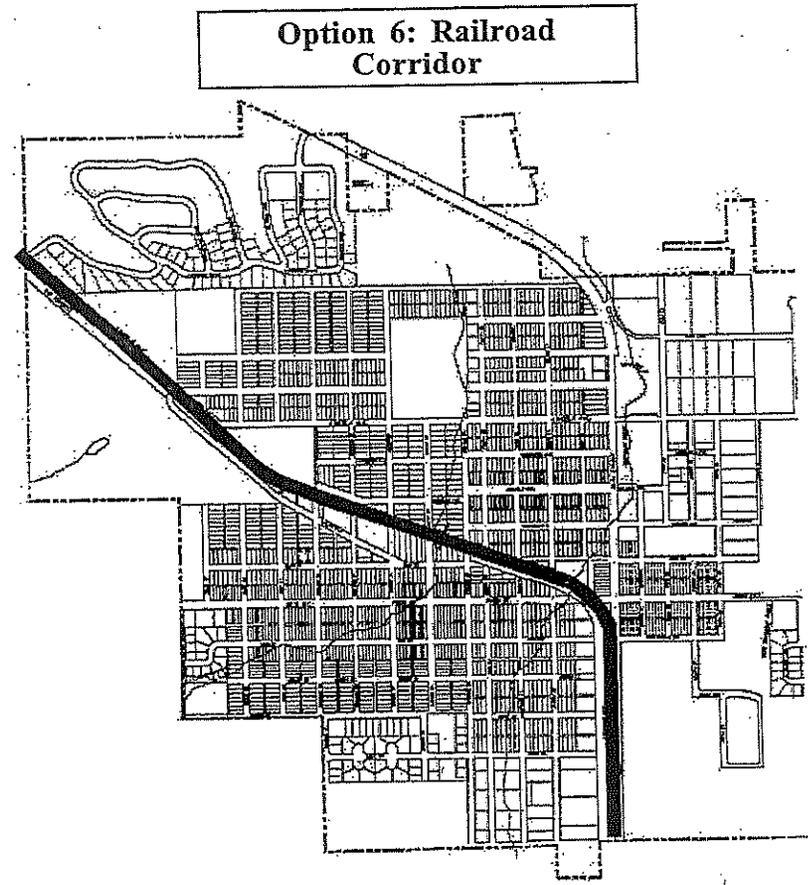
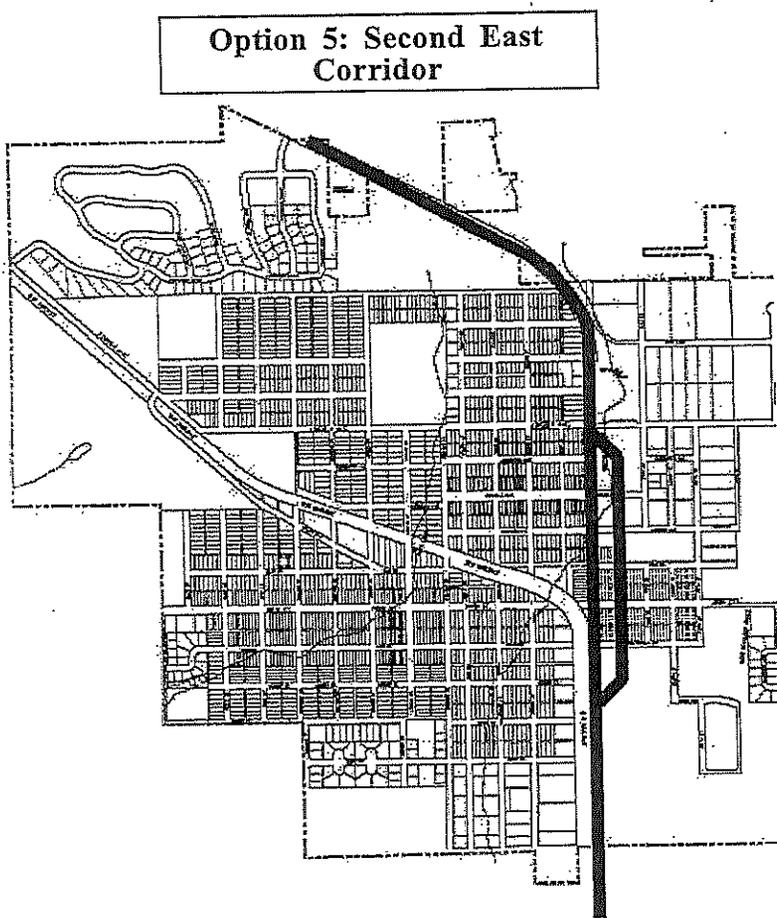


Figure 2.4 e and f
U.S. Highway 395 Corridor
Development Options Considered
by the Community of Chewelah



CHAPTER 3 MISSION, STRATEGY & WORKPLAN

SECTION 3.1: Chewelah's ReGeneration Mission Statement

Planning Values Adopted by Community of Chewelah

- ◆ "Greater Place To Be"
- ◆ Good Business Sense
- ◆ Simple; Reasonable Scale
- ◆ Manageable Budget

- ◆ Long-term Solutions
- ◆ Systematic
- ◆ Incremental; Phased
- ◆ Many "Local Resource"
Elements

Any strategic effort needs to be guided by a clear mission statement. As part of this planning process, citizens of Chewelah were asked to express the values that should guide decision-making. These values, listed at left, were summarized, expressed and adopted by participants over the course of the eight month project. The list was then used to craft the ReGeneration Plan mission statement presented below:

"We will work as partners to regenerate and sustain the strength of our community center. We will address both local and visiting markets strategically in the process of making Chewelah a greater place to be. Our actions will be guided by good business sense and the principles of simplicity, reasonable scale and manageable budgets.

"We will emphasize long-term solutions and systematic action. The need for a diversified economy will be balanced with our commitment to supporting existing local businesses. We seek a rejuvenated community with our traditional high quality of life rather than a "new" direction or lifestyle. Toward this end, we will emphasize community-based planning and broad opportunities to participate in the regeneration process."

SECTION 3.2: Strategic Framework

A nine-point strategy was created to implement the mission statement. Collectively, these points address the need for balance among three top priorities:

- ◆ A healthy business community that is supported by the local and regional transportation system;

- ◆ A transportation network that respects local needs while providing efficient flow of traffic through the region;
- ◆ A downtown core that is an attractive center for serving the region's commercial and social requirements.

The nine recommended strategic steps embrace the fundamental logic of "Ready, Aim, Fire." They include:

1. Get Strategically Organized
2. Refine City Regulations and Policies
3. Refine the Business Support System
4. Expand Business Development
5. Enhance Downtown Parking
6. Acquire Key Highway Segments
7. Build Key Highway Connections
8. Complete the Highway Corridor System
9. Improve Downtown Streetcapes

The remainder of this Section will focus on the essential elements in each of these steps. Chapter 4 will organize the steps into an implementation-oriented action plan.

Step 1: Get Strategically Organized

Adopt the Re Generation Plan. Adoption should begin with a review by the CAT committee and its partners within City government. Subject to their review and refinement, the Plan should be submitted to the City Council for formal approval and adoption. This act will enable the partners to proceed with implementation and acquisition of resources. It should be noted that all basic elements of the ReGeneration Plan were submitted and approved in January, 2000, by the CAT Committee.

1.a. Organize CAT Committee as a Main Street Program

The National Main Street program is the most successful community economic development program in the country. Over 1,400 communities are Main Street towns, returning an average of up to \$35 in revenue for every dollar invested in

Sidebar 3.1
**The National Main Street
 Four Point Approach™**
 Description of Organization Roles

Board of Directors

Policy, strategic direction, staff hiring/evaluation, fundraising
 Leadership, public relations
 Budget, financial oversight

Professional Staff

- ◆ Coordination of volunteers and committees, scheduling
- ◆ Business and public relations
- ◆ Analysis and planning
- ◆ Implementation, marketing

Committees

- ◆ **Economic Restructuring (ER):** trade area/consumer analysis, commercial space usage, business recruitment & expansion
- ◆ **Design Committee:** assessment of physical place (buildings, public space), façade improvement program, design assistance to property owners, streetscapes, beautification
- ◆ **Promotion Committee:** logo, slogan, events, banners, promotions, advertising, media relations
- ◆ **Organization:** membership, volunteer recruitment/development

Main Street programming. Local Main Street organizations have an 82% success rate because of the program's unique development of public-private partnerships and its Four Point Approach™, which have been proven in communities ranging in size from 250 to 200,000 in population.

The Four Point Approach™ is based on a Main Street organization consisting of a board of directors, paid professional staff and four standing committees: Economic Restructuring (ER) Committee, Design Committee, Promotion Committee and Organization Committee (see Sidebar 3.1). Each focuses on different but interrelated aspects of a comprehensive downtown revitalization program. Both the National Main Street Center in Washington, D.C., and the Washington State Main Street program have numerous resource materials to assist communities in setting up a Main Street organization. The materials include "how to" handbooks and "to do" lists for the board, staff and each of the committees, which can be tailored to fit the community and its style of programming.

The CAT Committee, supported by the Tri-County Economic Development District, will be organized as a Main Street program to begin implementation of this revitalization plan. Tri-County Economic Development District will assist CAT by seeking funding for part-time staffing, and by providing technical assistance to the committee and Chewelah businesses. Funding also will be provided by the City of Chewelah, the Chamber of Commerce and other partners. The Washington Main Street office in Olympia will provide advice and technical assistance, though resources are limited because there is only one staff person to cover Main Street towns throughout the state.

Typically, Main Street organizations go through three phases of development over time as the program begins, becomes established and matures. Each phase is characterized by specific activities, challenges, needs and transitional indicators. Descriptions of the three phases, their identifying characteristics and approximate duration are provided in Sidebar 3.2 (page 43). It is important for the CAT committee and other partners to recognize these organizational phases and transition points, plan for them and respond accordingly. The type of knowledge and skills required of board members, staff and volunteers differs in

**Sidebar 3.2
Main Street Program
Organization Phases**

Catalyst Phase (Start-up, Years 1-4)

- ◆ Partnership-building, learning basic revitalization skills, establishing credible presence in community
- ◆ Enthusiasm, high hopes, possible skepticism or misconceptions
- ◆ Need some "base hits" to build momentum; small events
- ◆ Funding from City, Chamber, grants, pledges, local organizations

Growth Phase (Years 3-8)

- ◆ Strategic thinking, sense of economic role, seasoned leadership, credibility
- ◆ Comprehensive strategy
- ◆ Major renovations, new business development/investment
- ◆ Long term commitment; expertise
- ◆ Overcome financial, regulatory barriers

Management Phase (Years 6+)

- ◆ Mature program, leadership, staff
- ◆ Monitor marketplace, adjust as needed, well-maintained district
- ◆ Ground-floor vacancy rate: 5-8%
- ◆ Upper-story vacancy rate: <20%
- ◆ 70% of dilapidated buildings renovated

Source: National Main Street Center

each phase, so strategic board and volunteer recruitment is critical to the success of the program. Funding sources and uses also will change over time; however, the program must continue to be a public-private partnership in order to achieve its goals.

1.b Recruit Community Support

While there has already been broad participation in the planning process, the effort to build community support must be ongoing. Town meetings, brochures, articles in the press, public speaking engagements and other creative forms of engaging citizens need to be undertaken. Early efforts to build awareness and support will help ensure that implementation activities are enthusiastically embraced. The CAT committee should take the lead in this communication and participation process.

1.c Market the Plan to Agencies

Many components of the ReGeneration Plan will require support from government agencies. City staff and CAT should work together to familiarize these potential partners with the Plan. Copies should be prepared together with a presentation program (already organized in a PowerPoint format by the consulting team). Every effort should be made to ensure that agencies and legislators become familiar with and supportive of Chewelah's Plan and intentions. In particular, an organized visit to Olympia to meet with State officials would be very beneficial.

1.d Seek Grants

At the earliest opportunity, City staff and CAT should begin the process of seeking grants. This effort will include informing granting entities of the Plan, acquiring grant application packages and preparing summary information (in the form of a Case Statement) for inclusion in the applications. Formal endorsements from within the community, the business sector, the County, legislators and other key professionals should be sought. These endorsements

will be highly valuable as the City competes with other applicants for limited funding.

Step 2: Refine City Regulations and Policies

The local regulatory environment in any community can have a substantial impact on potential for development. In general, Chewelah's zoning and codes appear to be supportive of reasonable development. The City should consider re-evaluating five regulatory issues to complement strategies and goals recommended in this plan.

2.a Specify a Downtown district in zoning

Currently there are two business-related zones in Chewelah: Retail Business (R-B) Zone; Commercial Industrial (C-I) Zone. In effect, the auto-oriented business district along U.S. 395 is treated exactly the same as the Downtown core along Main Street. The two districts are dramatically different in their purposes and use in that one focuses on auto-oriented customers while the other addresses pedestrians. A specific Downtown/Main Street zone is needed. This zone would encourage high density commercial and residential construction, with maximum building footprint. Mixed use would be encouraged with non-retail uses, including high density housing, above the first floor.

2.b Refine Parking requirements

These should be less stringent, with City emphasis on a system of public parking lots. Fees in lieu of parking for new structures may be a good option. Such fees would allow developers to maximize their building footprint, per traditional downtown construction, while paying into a fund the City can use to provide centralized public parking.

Codes currently require 2 parking units per 1000 sft , onsite. On a 5000 sft lot with a 2-story building, a developer would be required to limit the building footprint to only about 40% of the lot. (See Table 2.9, page 45.) In other words,

practically no building currently in the downtown core would be allowed if it were to be submitted for a building permit today.

Table 2.9

**Parking Area Required for a 2-Story Building in Downtown Chewelah
Assuming a 5,000 Square Foot Lot Size**

Table 2.9 demonstrates that any new construction of a two-story building in downtown could not cover more than 40% of its lot. The shaded figures are the only two scenarios where building footprint plus onsite parking would be less than the actual lot size.

Building Footprint (Sft)	% of Lot Coverage	Interior Area (Sft)	Parking Units Required	Required Parking Area (Sft)	Bldg Footprint Plus Parking Area (Sft)
5000	100%	10000	20	7000	12000
4000	80%	8000	16	5600	9600
3000	60%	6000	12	4200	7200
2000	40%	4000	8	2800	4800
1000	20%	2000	4	1400	2400

A three story building would be limited to even less floor area, making a landmark building like the hardware store on Main Street either impossible to build or requiring the demolition of adjacent buildings to provide for parking area. Neither of these options is desirable.

2.c Increase Allowable Floor Area in Downtown Zoning

The maximum floor area ratio (FAR) downtown should be consistent with existing historic structures. This would translate to a ratio of no less than 3.0, allowing for a three-story building using 100% of the lot. Currently, the FAR is just 2.0. With this FAR and maximum lot coverage requirements, new buildings would be forced to have a very small footprint to reach technically allowable three stories. It is extremely unlikely that a three-story building would be economically viable under these restrictions. Nor would its form complement design priorities in this or any other traditional downtown.

2.d Adopt the Uniform Code For Building Conservation

The City should adopt the Uniform Code For Building Conservation (UCBC). This code is published by the International Council of Building Officials (ICBO), the same organization that establishes the Uniform Building Code. ICBO is very specific that UCBC is an integral part of its set of codes. UCBC will provide greater latitude for building officials and developers in the renovation and redevelopment of older buildings.

2.e Expand Efforts to Manage Potential Sprawl

The potential for sprawl needs to be managed strategically. The City's Comprehensive Plan notes that Chewelah is expected to double in size over the next twenty years. One of the fundamental qualities that defines this community is its rural setting. Surrounding countryside, farms and open space should be regarded as a valuable asset. Growth should only be allowed in these areas when it cannot be accommodated inside the City's existing boundaries. Even then, standards for development along U.S. Highway 395 and town edges should be focused enough to avoid the kind of sprawl that many Chewelah residents complain about in their neighbor, Spokane. In short, the community's rural character has economic value as it helps to define a highly attractive rural quality of life. Unmanaged sprawl will drain this character, making it harder to recruit new commerce or new residents. It would be useful to refine the Comprehensive Plan to more clearly specify Chewelah's vision and priorities for growth management.

Step 3: Refine Business Support System

A good support network is essential for business development to succeed in Chewelah. Four key actions will help create an effective business support system:

- 3.a Build Business Advisory Team
- 3.b Identify and Assist Strategic Businesses
- 3.c Tap and Direct Resources
- 3.d Engage Property Owners

3.a Build Business Advisory Team

Many advisors and resources are available for technical assistance and support in Washington, including:

- ◆ Tri-County Economic Development District
- ◆ Small Business Development Center (SBDC)
- ◆ WSU and EWU
- ◆ Washington Dept. of Community, Trade and Economic Development (WCTED)
- ◆ Washington Main Street Center
- ◆ Washington Department of Transportation (WSDOT)
- ◆ Federal agencies

Tri-County Economic Development District provides staff technical assistance to communities and businesses in Stevens, Ferry and Pend Oreille Counties. Types of assistance include business recruitment, commercial loans up to \$5 million, workforce needs/issues/training, training regarding business management, tourism development, customer service, etc.

The SBDC provides free business counseling and business planning services, along with numerous business management information guides published by the Small Business Administration (SBA).

WSU and EWU can provide faculty and student assistance for specific projects or programs (economics, business, planning, interns, etc.), though the project or program generally would have to fit into a typical school year schedule (semester, summer term).

A key resource is WCTED's **Business Assistance Center (BAC)**, whose mission it is to "encourage, support and coordinate the delivery of state services in the most efficient and effective manner". Some of the BAC's programs are outlined in Sidebar 3.3 (page 48).

Sidebar 3.3
Business Assistance Center (BAC)
Programs & Services

- ◆ **Business Information:** Business Assistance Hotline; Guide for Small Business; Online WA State Business Resource Directory
- ◆ **Business Loans** for start-up capital or expansion: Community Development Finance Program; Business Loan Portfolio Program
- ◆ **Business Retention and Expansion Program:** technical and problem-solving assistance focused on manufacturing and processing firms
- ◆ **Child Care Advantages (CCA):** assistance and financing to employers offering family-friendly employment
- ◆ **Minority and Women Business Development Program (MWBD):** access to resources and technical assistance to start or expand a business
- ◆ **Small Business Improvement Council (SBIC):** business owners appointed by the Governor to represent the interests and concerns of small businesses in Washington

For more information, see BAC web site at www.edd.cted.wa.gov/bac/

The Washington Main Street Center (and National Main Street Center) provide resources and technical assistance for starting and maintaining a Main Street program.

WSDOT provides information regarding traffic counts, highway access, street or transportation-related infrastructure design, etc.

Several federal agencies provide business and community advisory services, including the U.S. Dept. of Commerce/Economic Development Administration, U.S. Dept. of Agriculture (USDA)/Rural Development, and Federal Highway Administration. Information on farmer's markets, community development grant programs and other assistance is available from the USDA, U.S. Forest Service and EDA representatives.

3.b Identify and Assist Strategic Businesses

Strategic businesses in Chewelah include Safeway, the drug stores, Napa, Sety's, 49 Degrees North the Post Office, the hospital, the banks, hotels and restaurants, among others. The loss of any strategic businesses would greatly impact the entire business community. The Chewelah Community Action Team (CAT) will talk to the owners or managers of these organizations regarding their needs, challenges and opportunities to determine the support they might need. The committee will assist them in seeking resources.

3.c Tap and Direct Resources

Once the CAT has identified the needs of businesses in the community, it can help direct appropriate resources and business assistance services to them. The CAT will act as the conduit or facilitator to tap resources and bring them to the community.

The CAT will assemble a "tool kit" of resources for existing and potential business owners to tap. Examples are copies of their mission and vision, technical assistance resources, real estate information, current sales data, loan pool information/applications, façade program information, etc. The committee

will have this information readily available for business and property owners as needed.

3.d Engage Property Owners

During 1999, several downtown businesses in Chewelah closed, bringing the storefront vacancy rate from about 24% to about 30%. Key business locations are empty. The desired vacancy rate in a downtown (ground floor) is 5%-8%. Owners of the vacant buildings need assistance in four key ways; that is, they need to know:

Economic Impact of Tourists	
100 Tourists per Day =	
◆	A population increase of 459
◆	140 new households
◆	\$78,000 in tax receipts
◆	\$777,000 increase in personal income
◆	\$144,000 increase in bank deposits
◆	\$1,200,000 in retail sales
◆	Seven more retail stores
◆	111 new industry-related jobs

1. What types of businesses are a good "fit" for Chewelah's market niche.
2. What amenities or space requirements these businesses need (for example, small retail space, high-tech wiring for computers and telecommunications, etc.).
3. How to recruit targeted businesses, and who can help.
4. Where to find design and financial assistance for building renovations (façade, interior, etc.).

Retailers no longer need storage space for large inventories because of modern freight delivery options, so retail spaces which are smaller than those currently available in Chewelah are needed. CAT will work with the property owners/managers, the City and local realtors to encourage options for building upgrades/modifications to accommodate smaller retail space. Incentives for owners who invest in building improvements may be considered. Since property owners have the most to gain or lose by the success of the downtown revitalization effort, their advice and opinions will be sought throughout the process.

Step 4 Expand Business Development

The first four actions of the business development strategy were the "Ready" in a process of "Ready - Aim - Fire". Once the groundwork is laid with existing businesses, property owners and organizations, then strategic business recruitment and promotion can begin ("Aim - Fire"). This next phase is described in the steps below:

- 4.a Define Chewelah's Strategic Niches and Target Markets
- 4.b Create an Image
- 4.c Initiate Business Recruitment
- 4.d Create Downtown Events and Activities
- 4.e Cooperative Promotions & Packaging
- 4.f Highlight Arts & Culture

4.a. Define Chewelah's Strategic Niches and Target Markets

For business development to be effective, Chewelah must define its niches by answering the following questions:

- ◆ What are our strengths?
- ◆ Who are we serving?
- ◆ How are we different than our competition (as a downtown/community)?
- ◆ Where are the opportunities for additional customers/markets?

*Niches are Convenience,
Familiar, Safe, Specialty*

The analysis of demographic and retail trends and consumer survey (see Chapter 2) identified many of the answers to these questions. Chewelah's current retail niche is convenience goods and services – it is a neighborhood level shopping center. It is a place where residents and visitors feel safe and welcome – part of the "neighborhood" or "family". Chewelah also is a vibrant setting for arts and cultural activities, and it is a center for myriad outdoor recreational activities (golf, skiing, fishing, hiking, biking, hunting, etc.). There are opportunities to develop specialty niches more fully based on Chewelah's recreational and cultural assets.

*Target Markets are
Residents, Hwy 395
Travelers, Spokane
Area and B.C.*

The primary markets for Chewelah are its citizens, and residents of the surrounding area (Stevens County). Businesses particularly will focus on goods and services for Chewelah's growing senior and family markets. Another key market is the traffic on Highway 395. Travelers who spend money in Chewelah are "imported" dollars. Secondary target markets, particularly for arts, cultural and recreational activities, are the greater Spokane metropolitan area and southern British Columbia.

*Logo & Slogan
Defined*

4. b Create an Image

The image for a downtown or community consists of two main components: a "marketing position statement" (or "slogan"), and a "logo", or graphic image depicting the community image in a visual way. The slogan is a concise (3-5 words) and catchy expression of the community's unique position in the marketplace. The position statement is intended to describe the niche (how Chewelah differs from its competitors), and to speak to the target customers. The logo is developed after the position statement is adopted.

An important consideration in image development is to obtain assistance from a professional graphic designer or ad agency who understands marketing. Various design styles, shapes and colors convey different messages to targeted customers through subliminal marketing nuances. A professional understands these principles, and also how design elements can affect promotional costs (graphics should be clean, simple, readable in large or small sizes, and effective in black and white or gray scale as well as color). *A community amateur "logo contest" is not advised.*

*Revised Image is
Needed*

Chewelah has been using the slogan "A Place for All Seasons". This statement identifies the year-round recreational opportunities available in Chewelah. However, it does not speak to some of Chewelah's other key niches: small-town friendliness, convenience, safety, arts and culture. Based on the markets identified in the previous section, a revised position statement for Chewelah will be developed to incorporate more of the following concepts: neighbors, friendly, family, fun, together, convenient, safe, outdoor recreation, arts and culture. A logo also will be created that incorporates human/arts and outdoor elements in a simple but effective design.

4.c Initiate Business Recruitment

The key to successful development of Chewelah's commercial district is strategic business recruitment. "Recruitment" will be focused on existing businesses as well as new owners. Expansion or diversification of existing businesses will be encouraged to enhance product and service offerings downtown. Well-established businesses – who already know the market – are well-suited to

*Business
Recruitment Sales
Packet Are Needed*

expand or open another business in response to marketplace opportunities. Additionally, the CAT committee will pursue new start-up businesses, local interest in franchise ownership, and recruitment of established companies from elsewhere.

The committee will assemble a business recruitment sales packet. It will be professionally produced, incorporating the logo and position statement. The packet contents will include the following:

- ◆ An overview that "sells the vision" of Chewelah in 2010 (vision, mission, goals);
- ◆ Brief information about Chewelah, the business district, population and economic data, taxes, City permits/fees, a synopsis of investment activity, area growth;
- ◆ Highlights of research indicating the types of businesses needed, market potential and competition;
- ◆ Benefits of locating in Chewelah for specific types of businesses identified in the analysis.
- ◆ Information about available commercial space or land (from realtors, property owners), loan pools, business assistance and workforce training programs.
- ◆ Quality of life information, such as housing, schools, recreation in the area, cultural opportunities, etc.

*Targets are Social,
Convenience & Specialty
Retail*

The committee will target the following types of businesses for recruitment, based on results of the economic analysis and consumer survey:

- ◆ Social retail (push-cart vendors, farmers' market, bakery, ice cream parlor, restaurants, movie theater)
- ◆ Convenience goods and services (fast food, independent grocery store, dry cleaner, laundromat, carpet cleaning, one hour photo, etc.)
- ◆ Specialty retail (arts/culture related, gallery, florist, beer/wine, sports shop)
- ◆ Regional retail draw (in a later phase of implementation): car dealer, antiques/furniture)
- ◆ "Lone Eagles" - home-based or small office professionals who conduct business via computer, modem, telephone and fax

- ◆ Downtown residential development
- ◆ Regional retail draw (in a later phase of implementation): businesses such as a car dealer, cluster of antiques/furniture shops, etc.

Once a lead is developed, the business recruitment process will begin. The process will be to determine the customer's needs, assess whether Chewelah meets those needs, and if so, pursue the lead.

10 Steps in Recruitment Process

The ten steps in business recruitment will include the following:

- a) Contact existing business owners to discuss interest in business expansion or diversification. Share with them the findings of the market analysis and the business opportunities it specified.
- b) Send out press releases to local media, trade journals, etc. about Chewelah's vision and recruitment effort, encouraging local entrepreneurs or businesses to contact CAT/Main Street for more information.
- c) Compile a list of potential targets from outside the community and begin contacting them to determine interest level.
- d) Compile a list of potential local entrepreneurs who have interest in starting a business. Provide them with a list of franchise opportunities that could be viable for the Chewelah trade area (e.g. Pizza Factory).
- e) Develop a cooperative marketing program with local realtors (open house for vacant space; business social events for interested prospects, etc.)
- f) Select 20-50 targeted businesses (pre-screened) and mail packets to them. Follow up with phone calls until further pursuit is determined to be counter-productive:
- g) Invite interested prospects for a site visit. Conduct a guided tour of the community, schedule lunch with other business owners, meet local realtors, lenders, City staff, etc. Visit possible business locations and other sites of interest to the prospect (schools, recreation facilities, residential neighborhoods, etc.).
- h) Follow up with the prospect and provide assistance and advocacy as needed (further information, letters of support to lenders, permit process, "hand-holding", etc.). CAT will work in partnership with City staff – who need to be advocates for small business development.

- i) When a new business moves to Chewelah, celebrate success: ribbon-cutting, welcome reception, invitation to CAT meeting, media publicity, etc. Savor CAT and City success by focusing on positive events.
- j) Conduct exit interviews with prospects who decided not to open a business in Chewelah. Find out reasons for their decision, make adjustments in recruitment process as necessary.

4.d Create Downtown Events and Activities

Downtown Chewelah's visibility can be increased by attracting people for special events. Downtown businesses need pedestrian traffic to survive. Special events attract pedestrians. However, not all events create *customers*. It is important to plan events strategically so that participants and spectators are encouraged to patronize downtown businesses. Events that aren't tied to business promotion only create traffic – and may prevent actual customers from easily parking and accessing businesses.

In general, events fall into two categories: 1) activity-oriented events, which focus on a specific theme, holiday or activity; and 2) location-oriented events, which focus on celebrations related to a specific place. For the former, the specific location of the event is relatively unimportant, as long as the location is suitable for the planned activity. For the latter, the sense of place is an integral part of the event.

As Chewelah continues its revitalization efforts, promotional plans will focus on activity-oriented events, rather than on location-oriented events. After a higher level of business density, streetscape improvements and civic activity have been achieved then events will focus more on the place. To be successful, a variety of events and activities will be held that target Chewelah's primary target customer groups (residents, seniors, families, tourists, etc.).

Activity-oriented events will be based on a specific activity, theme, customer segment, price or product line. Product and price-oriented events (such as "Spring Cleaning", "Taste Of", "Crazy Days") generally require a strong presence of retail businesses. As Chewelah's retail base is strengthened, events will focus

on activity, theme or customer segment events: holidays, arts and culture, sports/recreation, kids, seniors.

Events are time and labor intensive, so they will be planned strategically to maximize benefits to both participants and businesses, without creating "event volunteer burnout". Ideally, paid staff will be available to coordinate and support event planners and volunteers, so events are successful with minimal burnout. The CAT will limit the number of major events it chooses to sponsor; and find other organizations or partners to plan and sponsor additional events..

*Focus on Theme,
Activity-Based
Events*

Examples of holiday and theme events include:

- ◆ Nostalgia Days
- ◆ James Dean Days
- ◆ Festival of Lights
- ◆ Winter Carnival
- ◆ Father's Day Father-Son Look-alike Contest
- ◆ Mother's Day "Mom as Art" kid's drawings
- ◆ Pet-Owner-Pooch Resemblance Contest

A key component of Chewelah's image is recreation. Chewelah's businesses can capitalize on its outdoor image by involving the downtown in festivities.

Examples of sports and recreation events include the following:

- ◆ Mayfly Fun Run
- ◆ Golf tournaments
- ◆ Ski or bike races
- ◆ Volksmarches
- ◆ Tournaments (Hoopfest, etc.)
- ◆ Senior "Olympics" with creative, non-strenuous activities

To be successful, a variety of events and activities will be held that target Chewelah's primary target customer groups (residents, seniors, families, tourists, etc.).

4.e Promote Business Cooperatively

Chewelah's businesses and organizations will promote most effectively by working together. Some examples of cooperative promotions are listed below.

- ◆ Annual Calendar & Promotion Schedule:

It is important for businesses, the City, the media, volunteers and customers to know what events are planned and how they will be promoted. The CAT will develop an annual calendar of events, with planning timelines and promotions to support those events. Resources can then be allocated accordingly.

1. Packaging

Recent research on tourism trends indicates that Americans continue to take shorter vacations, and favor trips that are easy to book because they are sold as all-inclusive packages. Use of the Internet to make travel plans is growing steadily because of its convenience. Chewelah businesses will work to create more packages for specific events and activities, and promote them on the Internet and through other media. Eventually, the Chamber of Commerce may serve as Chewelah's central clearinghouse for booking packages, so visitors can contact a central number (or web site) to book, and the Chamber can raise funds through commissions on bookings. The Chamber will work with local partners and the State Tourism Office to contact groups and tour companies who might be interested in coming for specific events or activities in Chewelah (ski clubs, car clubs, arts/cultural tours, etc.).

- ◆ Rack Brochures or Fliers

Small, inexpensive 4" x 9" rack cards/brochures or fliers will be created monthly or quarterly to promote events during that time period. The

brochures will be distributed to businesses, the City, media, local service organizations and customers so that events are well-publicized.

◆ Direct Mail

The Chamber of Commerce, 49^o North, the golf course, the casino, Chataqua and theater groups all have mailing lists of previous customers or attendees. The CAT will partner with the Chamber to gather these lists and send a mailing to previous customers, inviting them to return for Chewelah events or activities, and including special packages or incentives to do so.

◆ Internet

The Chewelah Chamber of Commerce has developed an outstanding web site that provides consumers with information about events, packages, relocation information, etc. The CAT will partner with the Chamber to include event and activity information on the site, and to send a direct e-mailing to people who previously have inquired about Chewelah via the web site. The site address will be included in all other downtown promotions (brochures, advertising, etc.).

◆ Media Relations

When special events or activities are planned, media will be invited to attend, take pictures or film, do stand-up interviews, and create feature stories. This publicity will be encouraged by providing the media with simple media kits: a folder that includes all pertinent event or activity facts (who, what, when, where, why, how much), photos or slides from previous years, an advance press release about the event or activity, and a "Press Pass" for entrance into events and recognition. Regular communication with media representatives will foster positive press for downtown events and activities.

Heritage/Cultural Tourists:

- ◆ Are the fastest growing segment of the tourism industry
- ◆ Are one-third of U.S. adults
- ◆ Spend \$615 per trip
- ◆ Average 5.2 nights per trip
- ◆ Are avid shoppers

Five Principles for Successful Heritage Tourism

1. Focus on authenticity & quality
2. Preserve & protect resources
3. Make sites come alive*
4. Find the fit – between your community and tourism
5. Collaborate

* People learn better when they use many senses. Research shows that people retain about:

- 10% of what they hear
- 30% of what they read
- 50% of what they see
- 90% of what they do.

Source: National Trust for Historic Preservation Heritage Tourism Program

◆ Strategic Advertising

Paid display advertising is expensive, and will be used strategically. Placements will target Chewelah's niche market segments through specific publications, newspaper sections, radio or TV stations/time slots.

4.f Highlight Arts & Culture

The arts and culture have a tremendous impact on downtown Chewelah – they provide a “warm and fuzzy” dimension that enriches customers’ experience. Chewelah will continue to capitalize on the arts and culture as a way to add richness and life to downtown, and to attract new customers. Many local artists and musicians will participate in events as a community service, or to sell their art. Chewelah's plan to develop a series of murals has begun successfully and will continue.

Examples of events related to arts and culture include:

- ◆ Chataqua: Chewelah's signature event draws thousands every July. Extending a few related activities either before or after Chataqua will extend the stays of visitors.
- ◆ Open air concerts: regular weekly/monthly concerts during the lunch hour (“Brown Bag Concert Series”) or after work (“Live After Five”) during warm weather months to draw shoppers, residents and downtown workers. Local restaurants or convenience stores may set up food and beverage booths, or sell special order “brown bag” take-out lunches for concert-goers. A different type of music will be featured each time; local youth could be involved as part of the concert series.
- ◆ Saturday Surprises: Expect the unexpected! Street corner ensembles or strolling musicians will create a sense of surprise and fun downtown. This activity will encourage customers to “linger longer” by changing the

downtown dynamic. Surprises will coincide with other activities, such as the farmers' market.

- ◆ "Paint the Town": Youth art contests, mural painting, sidewalk chalk drawings, street stenciling with temporary spray paint (at street corners/crosswalks), etc.

Arts-related retail goods and services will be a target of business recruitment efforts. Examples are galleries, artists' shops with demonstrations, an artists' co-op or incubator, and local craft gallery. Arts-related educational activities also are thriving in Chewelah, with the Greenwood Institute d'Art, StageTime Theater Children's Drama School, sculpture classes with David Govedare and other activities. Additional strategies may include Elderhostel, arts camp, and workshops at 49° North.

Funding for promotional activities is available from Washington's lodging tax revenues, which are returned to the City. The purpose of the lodging tax is to provide funds to "accommodate activities for tourists or increase tourism" and to further "long-term stability of the fund" (generate more lodging tax revenues). [RCW 67.28.1817.] The amount of lodging tax received by the City of Chewelah is approximately \$6,000 - \$8,000 per year, according to State reports. This money will be matched by funds from the Chamber, Community Celebrations and business partners (golf course, casino, 49° North, hotels, retailers, etc.) to create an annual promotion budget of at least \$20,000. The CAT, Chamber, City and business partners will determine allocation of the funds.

Step 5: Enhance Downtown Parking

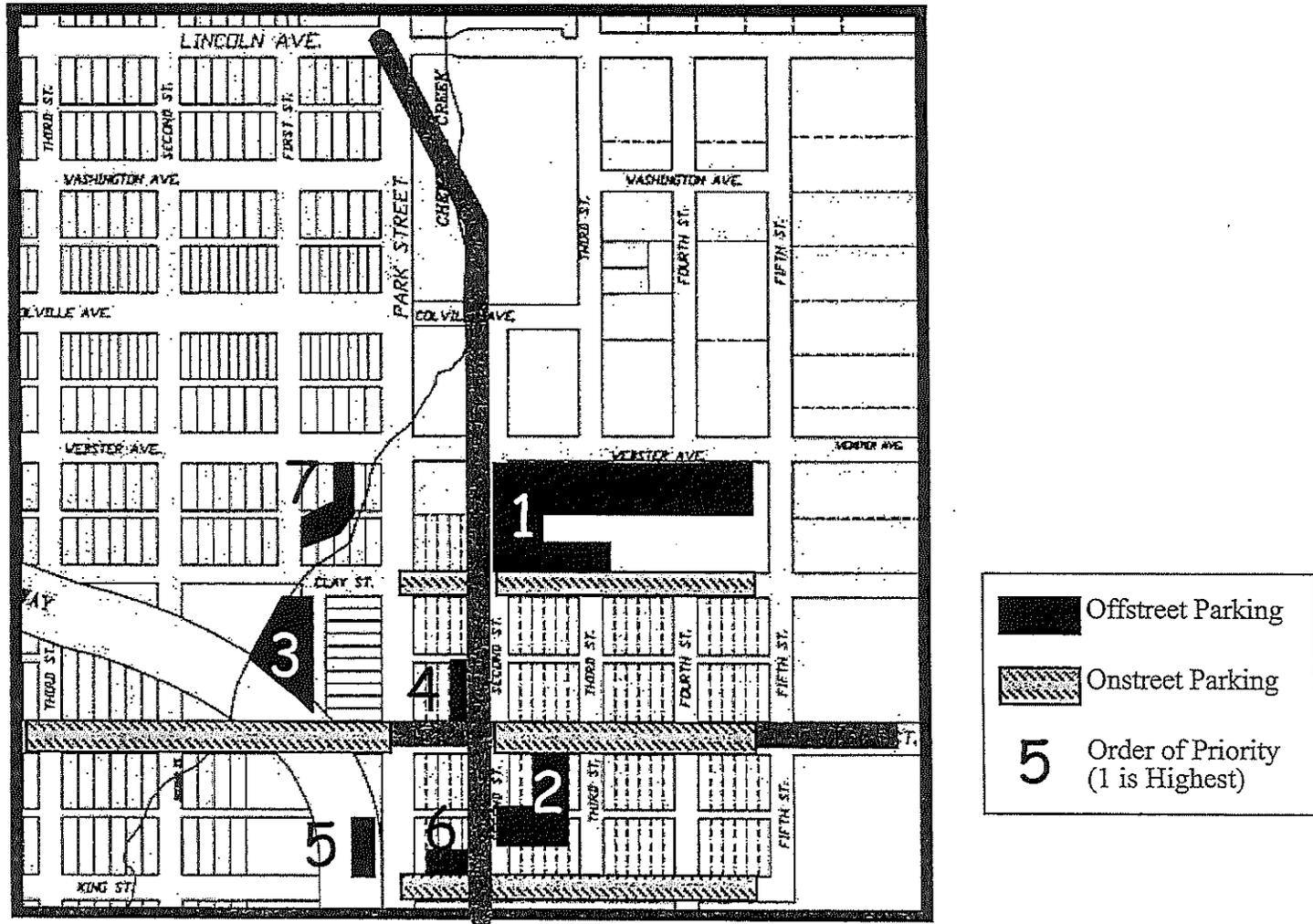
Two basic steps are needed to make Downtown parking more convenient and attractive. First is the need to optimize the parking that is already available. Second is the need to enhance directional signage to enable people to find it.

Acquisition and/or improvement of seven offstreet parking lots is recommended. Per Figure 3.1 (page 61), this system of lots will include sites on both sides of Park Avenue/Highway 395. In order of priority, they are:

1. City Hall Parking Lot. Expand parking to include the west side of City Hall; pave parking on the north side of the building. Much of this parking should be made available for long-term use by downtown employees.
2. Southwest corner of 3rd Street East and Main Street. This lot already exists and is in private ownership. The City should seek to acquire it and improve it. Currently, it is an eyesore in the heart of downtown.
3. An informal, unpaved parking area adjacent to Chewelah Creek, west of Highway 395 is well suited for employee parking. This site might also serve as a small public park (with parking) as part of the City's linear park concept.
4. The Napa Auto Parts lot is highly visible. While it is private parking, the City should work with the owner to improve its attractiveness and onsite signage.
5. Parking along the railroad tracks south of the Chevron station is well suited for employees. Currently, it is informal and unattractive, reducing the appeal of Chewelah for people driving into town. It should be improved as part of downtown's gateway.
6. The American Legion parking lot on King Avenue is in an excellent location to serve downtown. The City should investigate alternatives for working with the owner to make parking available during days and hours that do not conflict with private uses. As with the Napa lot, efforts should be made to improve site's design and aesthetics.
7. Opportunity for additional parking exists north of Chewelah Creek and west of Park Street. This area currently is unpaved and unmanaged. Lease or acquisition of the site for public parking, particularly for downtown employees, is desirable.

Additional onstreet parking could be gained by changing some Main Street parking from parallel to diagonal. The segment between Second Street East and Fifth Street East has been evaluated by the consulting team and deemed ideal for such a change.

Figure 3.1
Public Parking Opportunities



Steps 6, 7 and 8: Acquire Key Highway Segments; Build Key Highway Connections; Complete Highway Corridor System

These three steps are intimately linked. Their purpose is obviously to set in motion the process of acquiring and developing key parcel to complete the strategic circulation system ("Option 5" in Chapter 2) adopted by the City. See Figure 3.2 (page 66) for an illustration of these steps. The foundation for these steps and the infrastructure improvement strategy is the U.S. 395/2nd Street Couplet circulation system.

An important part of this new corridor system will be the connection of the Flowery Trail route to Main Street. This connection is needed to bring east-west traffic, especially from the ski area, into downtown. The added traffic will only be in the hundreds per day, but will contribute significantly to downtown business. Any other route would be a bypass away from the commercial core. At a time when downtown revitalization is a top priority such a move would be counterproductive. In addition, by bringing the Flowery Trail route down Main to U.S. 395, the community can expect significant funding assistance for Main Street improvements. Any bypass option would place the entire financial burden on the City.

The Main Street/Couplet connection is the strategic foundation upon which all other physical improvements are based.

Four alternate geometric concepts for the south connection of a future U.S. 395 couplet are illustrated in color-enhanced appendices, provided separately to the City. Each concept demonstrates the feasibility of the couplet connection, which would diverge into a pair of one-way couplets south of McDonald's while maintaining 25 to 35 mph curvature.

Although these south connection alignment options all avoid the McDonald's property, the 2nd East Couplet route would require acquisition/relocation of portions of the 49er Motel pool and building, or

their mobile home park, in addition to acquisition of adjoining vacant ground for the south couplet right-of-way.

The remainder of the 2nd Street East couplet would be located on City property or right-of-way, except for the northerly transition of the couplet just south of Lincoln Avenue. The Tamarack Café building and parking lot would need to be acquired for right-of-way, according to the preliminary concept plan layouts. A full-signalized intersection is proposed where the couplet re-joins in a four-lane/two-way traffic configuration at Lincoln Avenue.

A plan view concept, presented separately to the City, presents a layout of traffic signals at both Main and Park (southbound couplet) and Main and 2nd East (northbound couplet). Due to the short distance between Park and 2nd East, the queue length for dedicated left turn lanes on Main Street between the couplet streets is one of the primary design drawbacks of the concept. Also, the location of the post office building close to the southeast intersection of Main and 2nd East could restrict the turning radius for trucks turning east onto Main from 2nd East. Other design issues may arise as the details of implementing the couplet plan for future capacity on U.S. 395 are developed.

The current plan¹ for improvements to the Flowery Trail, is to terminate the project at the east Chewelah city limits. FHWA-WFL (see footnote below) has scheduled this as Phase 5 of their project, scheduled for construction in 2004. The current proposed project terminus location is east of Ehorn Lane. It would result in increased truck and passenger vehicle traffic onto Main Street. The City of Chewelah has agreed that the proposed Flowery Trail route should continue to Main Street to join U.S. 395. However, the City has informed Western Federal Land's officials that it should be the responsibility of the federal highway project to continue improvements to the corridor along Main Street to the point of its proper terminus at U.S. 395.

¹ This plan is being prepared by Federal Highway Administration-Western Federal Lands.

The sub-grade foundation and asphalt surface of Main Street will require reconstruction in order to accommodate increased traffic from the Flowery Trail. In addition, the double 90° "dog-leg" at Ehorn Land should be straightened as part of the Flowery Trail improvements.

The ability of Main Street to accommodate the increased volume of traffic, assuming its structural reconstruction, is not a technical concern. The latest available traffic count on Main Street east of U.S. 395 is 800 ADT (average daily traffic). The Environmental Assessment for the Flowery Trail Improvements, dated June 1995, projects a 300 ADT over the trail by the year 2015, and projects a growth rate of 3.5%.

Although these projections seem under-stated, the Main Street traffic capacity still should not be taxed by the Flowery Trail volumes. The theoretical capacity of the two-lane urban collector with on-street parking is an ADT of 7,000, assuming a level of service C. However, short term congestion on Main Street may occur during peak hours, for example when the ski hill closes after a busy day.

Step 9: Improve Downtown Streetscapes

Building upon an understanding of existing conditions in Downtown, as well as community desires, the design strategy for Downtown Chewelah revolves around the premise of creating a clear pedestrian core with safe linkages to adjacent neighborhoods, a focus on human scale, and attention to Chewelah Creek. In specific terms, the design strategy focuses on Downtown Chewelah's streetscapes, buildings and public open spaces.

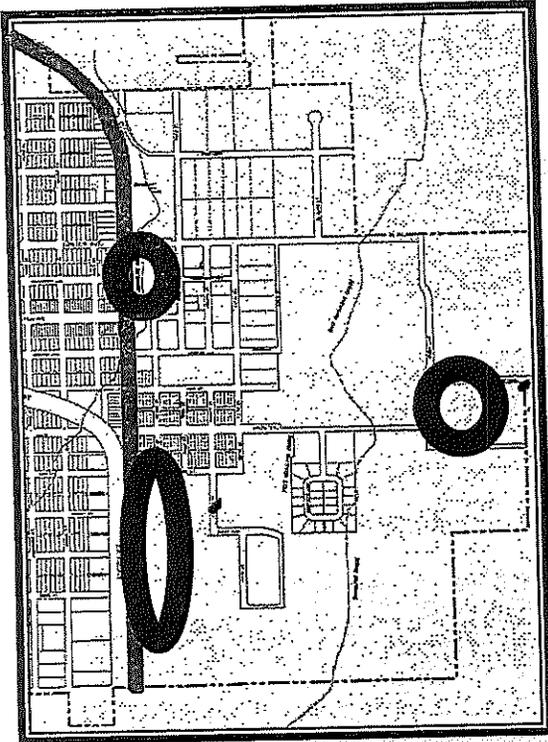
Streetscapes

It is essential that Downtown Chewelah's streetscapes embrace the concept of optimizing pedestrian comfort. Shade, seating, public restrooms, trash receptacles, water fountains, and pedestrian scale lighting are now absent

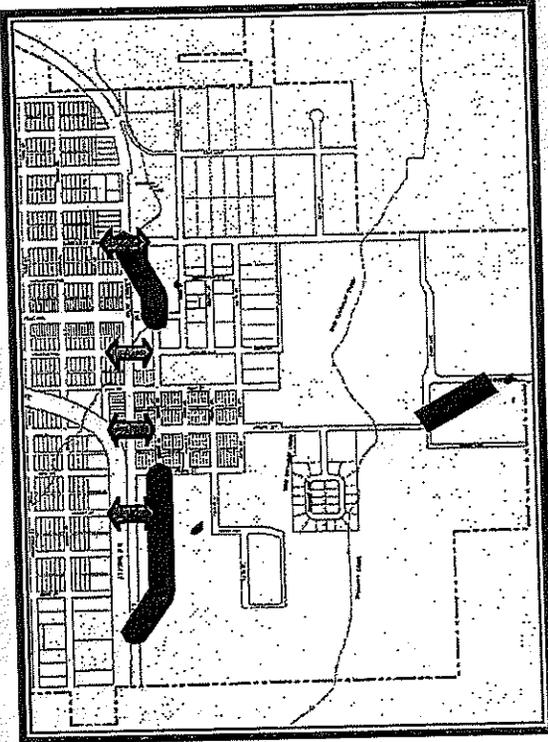
from the Downtown, and must be installed. Significant opportunity also exists to create a coordinated system of signs and kiosks that both inform pedestrians of goods and services offered in Downtown Chewelah and assist them in finding their way to public amenities and businesses. A system of streetscape elements (or "palette") was selected by citizens in one of the consulting team's town meetings. Over 125 images, representing a wide range of styles in everything from benches to signage was presented to participants via PowerPoint. Citizens then rated each item in a formal survey form. Results were tallied and used to prepare a formal palette for subsequent use in beautification efforts. The complete palette was submitted to the City in the form of a color poster. It included street lamps, trees, trash receptacles, benches, banners, a clock, and more. A sampling of the palette is illustrated in Figure 3.3 (page 67). Figure 3.4 (page 68) provides an image of Main Street with some of the palette elements in place.

Figure 3.2
Steps 6, 7 and 8: Acquire Key Highway Segments;
Build Key Highway
Connections; Complete Highway Corridor System

Step 6



Step 7



Step 8

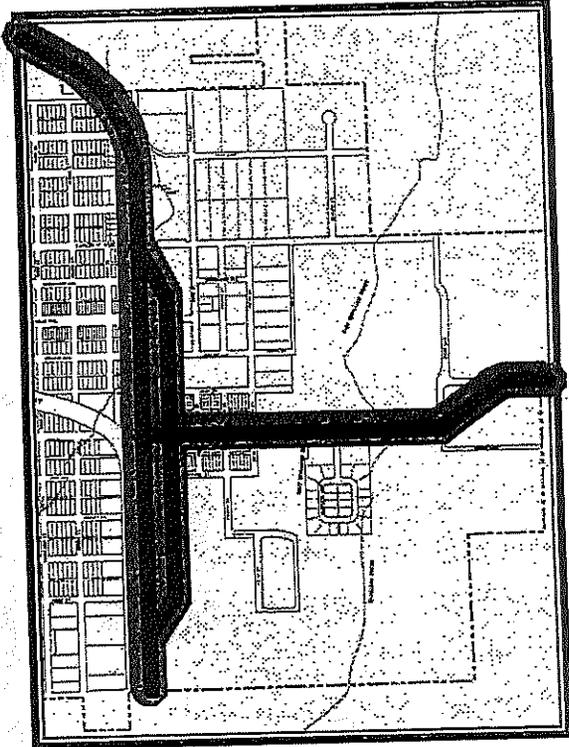
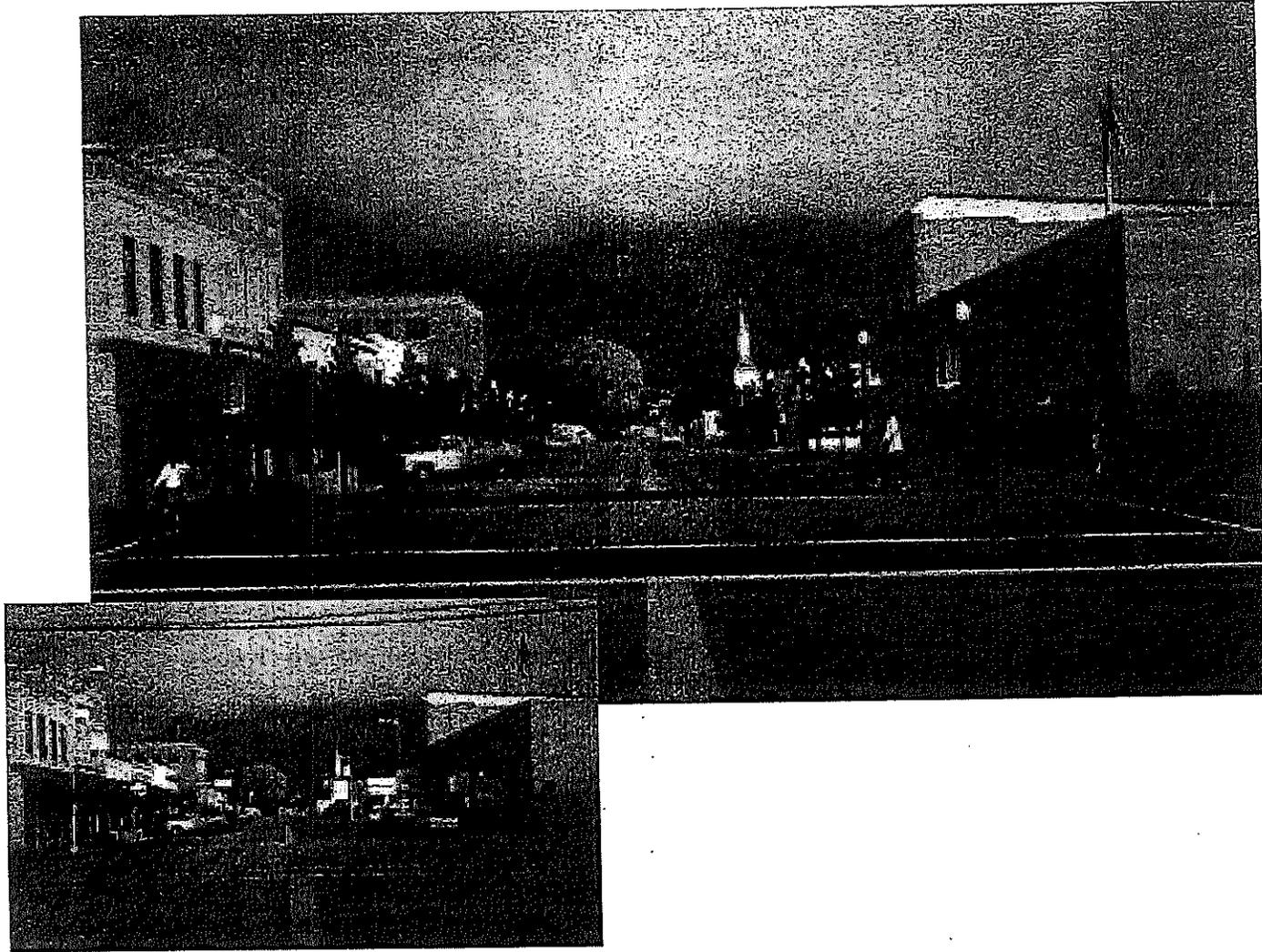


Figure 3.3
A Sampling of Some of the Streetscape Elements
Selected by Local Citizens for Chewelah's
Downtown Improvement Program



Figure 3.4
Main Street at 2nd East Streetscape



Buildings

Revitalizing old buildings is important to downtown economic renewal. To improve Downtown Chewelah, slipcovers should be removed on commercial storefronts and materials should be utilized consistent with the building architecture. Improvements don't have to be expensive, as illustrated in Figure 3.5 (page 71), a before-and-after image of the same building using computer-aided design.

In addition to building rehabilitation, building maintenance is important to prevent further deterioration and negative image. Downtown Chewelah would benefit greatly from routine cleaning utilizing high pressure water/steam cleaning on streets, sidewalks and buildings; and, building owners should be held responsible for reasonable maintenance and upkeep of their structures.

In addition to physical changes to buildings, the City's Zoning Ordinance needs to be amended to create a new zoning designation for Downtown to respect the pedestrian scale built environment and the type of uses conducive to a healthy downtown. (Recommended zoning districts are presented in a separate graphic as an appendix to this Plan.) These changes must consider limitations on outdoor storage and window obstructions, as well as sign standards and parking requirements, to maintain a positive image and encourage downtown improvements to private property.

Public Open Spaces

Public open space in Downtown Chewelah is a key element of economic and community development. Creating a Third Street East Plaza (Third Street East, from Main westward to City Hall) should be a community focus; Third Street should be transformed from a car-dominant space to a multi-use pedestrian spine/plaza improved with significant emphasis placed on secondary storefront entrances, improved facades, and enhanced streetscape.

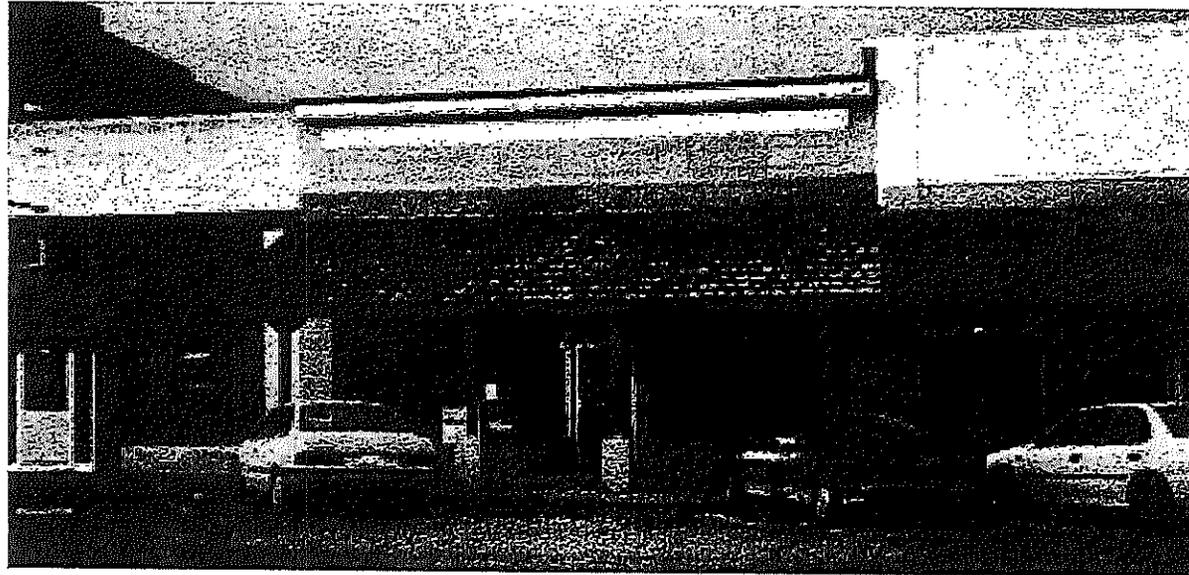
An image of what the Third Street East Plaza might look like is presented in Figure 3.6 (page 72).

Chewelah Creek provides another key opportunity for enhanced community pride and economic development. People like to be near water; new development along the Creek, therefore, should be oriented to it. On the west side of State Route 395, for instance, a creekside commercial environment should be fostered. Overall, a creekwalk should be developed as specified in the Comprehensive Growth Management Plan.

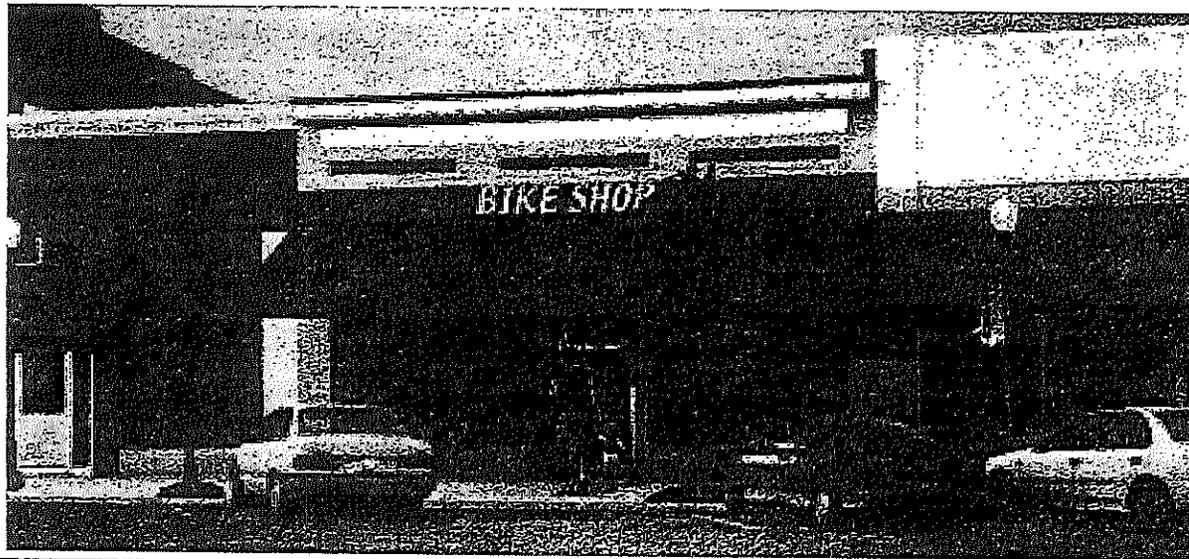
With the introduction of a new north-south couplet-based circulation system, comprised of Park (State Route 395) and Second East, a new open space corridor (like a grand boulevard) should be fostered. The corridor that will result between Park and Second East should be treated as a linear island with strong connections to the Downtown areas bounding either side; the north and south ends of this island should be anchored with highly imageable "green" gateways and should integrate Chewelah Creek and the creekwalk.

A comprehensive image of the recommended downtown streetscape program is presented in Figure 3.7 (page 73). This figure was presented separately to the City as a larger poster.

Figure 3.5
Before-and-After Image of a Simple Storefront Improvement:
· Façade Renovations Don't Have to Be Expensive



Before



After

Figure 3.6
Third Street East Plaza Concept

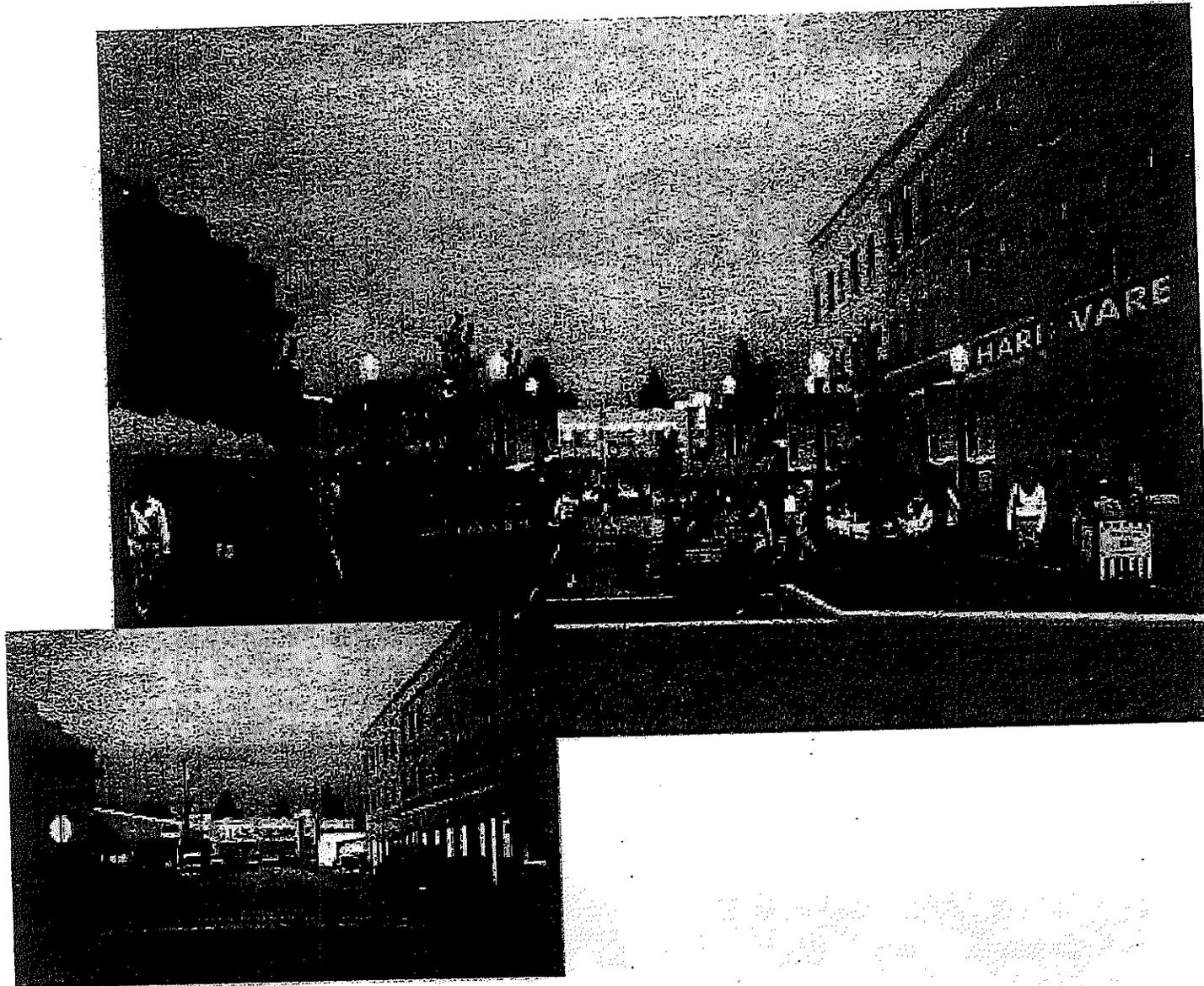


Figure 3.7
 Aerial ("Plan") View of Downtown
 Chewelah's Recommended Streetscape System

CHEWELAH DOWNTOWN REVITALIZATION
 Downtown Core Urban Design Highlights



U.S. 395/Park Avenue –
 Enhanced Streetscape and One
 Way South Bound

Enhanced Parking

Neighborhood-Scale Creekside
 Eating, Specialty Retail and Art
 Galleries

Creekwalk with Sitting Area

Replica Post and Beam
 Constructed Covered Bridge as
 an Attraction for Chewelah and a
 Connection to the Timber
 Industry

New and Enhanced Public

Enhanced Public Parking Lot on
 Park Avenue

New Public Parking with Formal
 Entry to City Council Chambers
 Improved Existing Public Parking

Second Street East-Enhanced
 Streetscape and One Way
 Northbound

Expanded Public Parking/Multi
 Purpose Space with Band Stand
 at Northeast Corner of Clay and
 Second Streets and a Town
 Clock as the Focal Point of Third

Enhanced Alley with
 Connections Between Park

Lined with Store Fronts, Third
 Street Improved as a Community
 Gathering Location with Limited
 Auto Access

Angled Parking Between Second
 and Fourth Streets, with Traffic
 Calming (Narrowing) Between
 Fourth and Fifth Streets

Parallel Parking Between Second
 Street and Park Avenue

SECTION 3.3: Downtown Revitalization Improvement Projects

The strategy for the physical improvements of Chewelah associated with downtown revitalization includes a three-tier prioritization of projects. Included in each of the Priority 1, Priority 2, and Priority 3 collection of projects, are a series of discrete project elements and/or segments. Each of these projects has been developed as a preliminary scope of work and cost estimate, which are included in Chapter 4 and separate appendixes.

Table 4.2 (in Chapter 4) presents a summary of the three tier priority projects. Each of the projects includes an estimate for 'Basic Improvements' – those considered fundamental for the project, plus listing of 'Discretionary Improvements' which may be considered optional or supplementary.

The 'Basic Improvements' scope of work includes replacement of all underground City water, sewer, and drainage utilities. The estimates also assume replacement of all existing curb and sidewalk within the project limits and addition of pedestrian oriented illumination.

The 'Discretionary Improvements' category includes optional streetscape elements such as enhanced concrete surfacing, street furniture, and street trees and landscaping.

It is important to note that although these cost estimates are detailed in the individual elements considered, the scope of work upon which they are based is preliminary and conceptual. Therefore, the costs of improvements estimate should be considered a budgetary allowance to be used for the purpose of seeking project financing in a logical step-wise approach.

Since Initiative 695 was passed by popular vote in November 1999, the status of most infrastructure and transportation financing programs in Washington State have been in question. Traditional transportation funding sources, such as Freight Mobility, STP-Competitive, and Transportation Improvement

Board (TIB) have either been cut back or frozen together as of March 2000. Also, the Rural Economic Vitality (REV) program initiated by the governor in 1999 has obligated all available funding and may not be continued. However, the Washington State Legislature is still considering transportation and infrastructure funding options in response to the impacts of Initiative 695. Therefore, it is advisable that the City of Chewelah continue to be vigilant in promoting its Downtown Strategic Plan with regional and state funding agencies, particularly WSDOT-Local Programs, and watch for new development in the grant funding picture in Washington.

The City should anticipate that a common requirement of all grant programs is the local financial (match) commitment. The local financial match could be made up of a Local Improvement District (LID), revenue bond, council bond, utility fund reserves, or a combination of each. Most grant applications are more successful when the local matching funds are approved and in place prior to the grant application.

CHAPTER 4 ACTION PLAN

SECTION 4.1: Timeline

The nine-step strategy discussed in Chapter 3 can be implemented over a five-year timeframe. Table 4.1 a-b (pages 78-79) provides an outline of the recommended timeline. It also identifies those entities that are most appropriate for leadership and implementation of each action.

Thirty-five actions are listed in the action plan. Many of these can be undertaken concurrently. However, there is a "Ready-Aim-Fire" rationale behind the system of steps. Early actions focus on getting strategically organized so that subsequent improvements and business development can be properly supported.

One of the most important actions will be to assist the Community Action Team in funding and securing professional leadership. It may be possible to share a staff person through the Tri-County Economic Development District. The City and CAT should pursue this option at their first opportunity. At the same time, other funding may be identified that could provide for a full-time professional. This is the preferred alternative.

SECTION 4.2: Prioritization of Improvement Projects

In a world of limited resources, it is important to prioritize programming. The consulting team met with City leaders, CAT and WSDOT to discuss both timing and prioritization of improvement projects. Table 4.2 (page 80) provides a listing of project in three sets, organized by first, second and third priority. Higher priority projects should be done first as funding becomes available. The numbering system in Table 4.2 (page 80) is used consistently in other tables, budgeting (see Section 4.3) and engineering materials (prepared and provided to the City separately).

Table 4.1a
Action Plan Timeline, Leadership and Team

Step	Action	Details	Year					Leader	Team
			2000	2001	2002	2003	2004		
1	Organize CAT Committee as a Main Street Program		█					City	CAT
a	Adopt the Re Generation Plan		█	█				CAT	TriCo,CBED
b	Organize CAT Committee as a Main Street Program			█				CAT	CC,City,All
c	Recruit Community Support							City	CAT,CC,TriCo
d	Market the Plan to Agencies							City	CAT,TriCo,CBED
e	Seek Grants			█					
2	Refine City Regulations and Policies		█					City	
a	Specify a Downtown district in zoning		█					City	
b	Refine Parking requirements							City	
c	Increase Allowable Floor Area in Downtown Zoning							City	
d	Adopt the Uniform Code For Building Conservation								
3	Refine Business Support System		█	█				TriCo	CAT, CC
a	Build Business Advisory Team		█	█				CAT	CC, City
b	Identify & Assist Strategic Businesses				█	█		CAT	TriCo, CC, City
c	Tap & Direct Resources							CAT	TriCo, CC, City
d	Engage Property Owners								
4	Expand Business Development		█					CAT	CC, Biz
a	Define Strategic Niches, Target Markets		█					CAT	CC, Biz
b	Create an Image			█				CAT	CC, City, Biz
c	Initiate Business Recruitment			█	█	█		CAT	CC, Biz, City
d	Create Downtown Events & Activities			█	█	█		CC	CAT, Biz, City
e	Promote Business Cooperatively			█	█	█		CC	CAT, Biz, City
f	Highlight Arts & Culture			█	█	█		CC	CAT, Biz, City

Table 4.1b
Action Plan Timeline, Leadership and Team

Step	Action	Details	Year					Leader	Team
			2000	2001	2002	2003	2004		
5	Enhance Downtown Parking								
	a	City Hall Parking Lot	■	■				City	
	b	Southwest corner of 3rd Street East & Main	■	■				City	
	c	Chewelah Creek South		■				City	
	d	Napa Auto Parts lot		■				Biz	
	e	Park Street South of Chevron			■			City	
	f	American Legion parking lot			■			Biz	
	g	Chewelah Creek North				■		City	
6	Acquire Key Highway Segments;				■	■		DOT	
7	Build Key Highway Connections				■	■		DOT	
8	Complete Highway Corridor System				■	■		DOT	
9	Improve Downtown Streetscapes								
	a	Priority 1 Streetscapes & Roadways			■			City	
	b	Priority 2 Streetscapes & Roadways				■		City	
	c	Priority 3 Streetscapes & Roadways					■	City	

KEY

- All All Partners, Including Citizens
- Biz Business Community or Members
- CAT Community Action Team
- CBED Washington Dept. of Community Trade & Economic Development
- CC Chamber of Commerce
- City City of Chewelah
- TriCo Tri-County Economic Development District

Table 4.2
Physical Improvement Projects, Organized by Level of Priority

First Priority	Second Priority	Third Priority
1.1 Second Street E.: South Transition To King St. 1.2 Second Street E.: King St. To Colville Ave. 1.3 Second Street E.: Colville Ave. To North Transition 1.4 Park Street: South St. To King St. 1.5 Park Street: King St. To Grant Ave. 1.6 Main Street: Park St. To 5th St. E. 1.7 Third Street E.: Main St. To Clay St. 1.8 South Second St. E. Rights-Of-Way Acquisition 1.9 North Second St. E. Rights-Of-Way Acquisition 1.1 Park St. And Main St. Intersection 1.11 Second St. E. And Main St. Intersection 1.12 Park St. And Lincoln Ave. Intersection 1.13 City Hall Parking Lots 1.14 Creekwalk, East Of Park St.	2.1 King Street: Park St. To Third St. E. 2.2 Main Street: Park St. To Third St. W. 2.3 Clay Street: Park St. To Third St. E. 2.4 Webster Avenue: Park St. To Third St. E. 2.5 Third Street: King St. To Main St. 2.6 S.W. Main St./Third St. E. Parking Lot 2.7 West Of Park St./Chewelah Creek Parking Lot 2.8 S.W. Main St./Park St. Parking Lot 2.9 Creekwalk, West Of Park St.	3.1 King Street: Third St. E. To Fifth St. E. 3.2 Clay Street: Third St. E. To Fifth St. E. 3.3 Webster Avenue: Second St. E. To Fifth St. E. 3.4 Lincoln Avenue: Third St. W. To Third St. E. 3.5 Fourth Street: King St. To Main St. 3.6 Fourth Street: Main St. To Clay St. 3.7 Fifth Street: Clay St. To King St. 3.8 Flowery Trail/Ehorn Realignment

SECTION 4.3: ReGeneration Plan Implementation Budget

Two complementary sets of budget figures were prepared for the ReGeneration Plan. The first set is focused on organization and business development. This includes staffing for the CAT/Main Street program, marketing, and other administrative expenses. The second set addresses physical improvements, including infrastructure, roadways and streetscapes.

The total five year estimated budget for organization , administration and business development is \$235,000, as detailed in Table 4.3 (page 83). This includes \$30-35,000 per year for CAT and Main Street staffing. It is assumed that Tri-County Economic Development District will collaborate with the local program for staffing to share administrative costs. If this cannot be arranged, the budget should be raised to about \$50,000 per year.

Welch Comer and Urban Design Studio collaborated in developing a fairly detailed budget estimate for physical improvement project costs (provided to the City separately). The firms estimate a range between \$7.8 -\$9.6 million. The lower figure is a minimum, while the higher figure represents desirable but discretionary additional improvements. Table 4.4 (page 84) summarizes the various elements of this budget. The largest portion of it will be improvement of the U.S. 395 highway corridor. WSDOT is expected to pay for the majority of this. Table 4.5 (page 85) provides more cost detail on the set of physical improvement projects. (This table is a summarization of several dozen spreadsheets.)

In general, recent experience in Washington indicates that the local share of funding for this kind of project will be between 1/7th and 1/10th of the total. Using the bracket above, Chewelah is likely to need between \$780,000 and \$1.25 million to cover its local share of physical improvements.

SECTION 4.4: Potential Resources

Approximately seventy potential resources have been identified that may assist the community in implementation of the Plan. Resources range from grants to loans and technical assistance. Sources include federal and state agencies, nonprofit

organizations, foundations and the private sector. Uses range from funding for roadway improvements to street trees and staffing. All resources are limited; Chewelah will have to work strategically to be competitive for support. However, the city already has some distinct advantages. Among these are:

- ◆ A broadly supported strategic plan, developed through a community-based planning process
- ◆ Explicit support from the Washington Department of Transportation
- ◆ Location along a highway corridor of national significance for international trade
- ◆ A well-organized citizen committee that has demonstrated success in working with city government and the community as a whole
- ◆ Tri-County Economic Development District's professional presence, guidance and support
- ◆ Washington Department of Community Trade and Economic Development's professional presence, guidance and support
- ◆ A governor who is keenly interested in the economic well-being of rural eastern Washington
- ◆ Demonstrable and substantial need for economic development assistance

Major resources that should be targeted immediately include:

- ◆ (U.S.) TEA-21 Enhancement Grant (TEA=Transportation Enhancement Act)
- ◆ (U.S.) TEA-21 Demonstration Project
- ◆ (U.S.) Economic Development Administration Grant
- ◆ (U.S. via State) Community Development Block Grant
- ◆ (State) Washington Department of Transportation
- ◆ (State) Freight Mobility Grant
- ◆ (State) STP-Competitive Grant
- ◆ (State) Transportation Improvement Board
- ◆ (Local) Local Improvement District
- ◆ (Local) Business Improvement District
- ◆ (Local) City General Fund

Appendix 1 (page 87) provides a detailed list of potential resources that could support all of the actions recommended in the ReGeneration Plan.

**Table 4.3
Organization and Business Development Budget**

Step	Action	Details	Year					
			2000	2001	2002	2003	2004	
1	Get Strategically Organized							
	a.	Organize CAT Committee as a Main Street Program		\$ 30,000	\$ 40,000	\$ 50,000	\$ 50,000	
2	Refine Business Support System							
	a.	Build Business Advisory Team						
	b.	Identify & Assist Strategic Businesses						
	c.	Tap & Direct Resources						
	a.	Resources Tool Kit	\$500					
	d.	Engage Property Owners						
		Mailings, phone, etc.	\$200					
3	Expand Business Development							
	a.	Define Strategic Niches, Target Markets						
	b.	Create an Image						
	a.	Logo design	\$500					
	c.	Initiate Business Recruitment						
	a.	Sales packet	\$500					
	b.	Mailings, phone, travel, follow-up	\$500	\$500	\$500	\$500	\$500	\$500
	d.	Create Downtown Events & Activities						
	e.	Promote Business Cooperatively						
	a.	Annual calendar/promotion schedule	\$500	\$500	\$500	\$500	\$500	\$500
	b.	Packaging (mailings, follow-up)	\$500	\$500	\$500	\$500	\$500	\$500
	c.	Rack brochures (6,000/qtr)	\$1,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
	d.	Direct mail campaign (5,000 addresses)	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
	e.	Internet (additions, e-mailing), \$100/mo	\$800	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
	f.	Media relations (kits, follow-up)		\$500	\$500	\$500	\$500	\$500
	g.	Strategic advertising (seasonal)	\$11,500	\$11,300	\$11,300	\$11,300	\$11,300	\$11,300
	f.	Highlight Arts & Culture (under 2.5)						
		TOTAL	\$20,000	\$50,000	\$60,000	\$70,000	\$70,000	

Table 4.4
ReGeneration Plan Budget Summary

	Estimated Total Cost	Basic Cost	Discretionary Cost
First Priority Projects			
Physical Improvements	\$ 6,138,592	\$ 5,523,592	\$ 615,000
Streetscape	\$ 194,408	\$ 194,408	
Organization & Business Development	\$ 235,000	\$ 235,000	
Subtotal	\$ 6,568,000	\$ 5,953,000	\$ 615,000
Second Priority Projects			
Physical Improvements	\$ 1,234,008	\$ 668,008	\$ 567,000
Streetscape	\$ 176,992	\$ 176,992	
Organization & Business Development			
Subtotal	\$ 1,411,000	\$ 845,000	\$ 567,000
Third Priority Projects			
Physical Improvements	\$ 1,364,122	\$ 792,122	\$ 572,000
Streetscape	\$ 252,878	\$ 252,878	
Organization & Business Development			
Subtotal	\$ 1,617,000	\$ 1,045,000	\$ 572,000
All Projects			
Physical Improvements	\$ 8,736,722	\$ 6,983,722	\$ 1,754,000
Streetscape	\$ 624,278	\$ 624,278	\$ -
Organization & Business Development	\$ 235,000	\$ 235,000	\$ -
Total Cost	\$ 9,596,000	\$ 7,843,000	\$ 1,754,000
Discretionary Cost	\$ 1,754,000		
Minimum Cost	\$ 7,842,000		

Estimated Local Share of Total Cost (1/7th to 1/10th)

Assume 1/7th

\$ 1,248,103.1

Estimated Maximum Local Share

Assume 1/10th

\$ 873,672.2

Estimated Local Share of Minimum Cost (1/7th to 1/10th)

Assume 1/7th

\$ 1,120,285.7

Assume 1/10th

\$ 784,200.0

Estimated Minimum Local Share

Table 4.5

Chewelah Re Generation Plan

Preliminary of Project Costs for All Physical Improvement Projects, By Priority

Project Number	Description	Estimated Project Cost	Basic Costs	Discretionary Costs
1.1	SECOND STREET E.: SOUTH TRANSITION TO KING ST.	\$617,000	\$571,400	\$45,600
1.2	SECOND STREET E.: KING ST. TO COLVILLE AVE.	\$990,900	\$911,600	\$79,300
1.3	SECOND STREET E.: COLVILLE AVE. TO NORTH TRANSITION	\$789,000	\$789,000	\$0
1.4	PARK STREET: SOUTH ST. TO KING ST.	\$801,800	\$751,900	\$49,900
1.5	PARK STREET: KING ST. TO GRANT AVE.	\$964,600	\$840,100	\$124,500
1.6	MAIN STREET: PARK ST. TO 5TH ST. E.	\$700,800	\$685,900	\$14,900
1.7	THIRD STREET E.: MAIN ST. TO CLAY ST.	\$506,800	\$300,000	\$206,800
1.8	SOUTH SECOND ST. E. Rights-of-Way ACQUISITION	\$0	\$0	\$0
1.9	NORTH SECOND ST. E. Rights-of-Way ACQUISITION	\$0	\$0	\$0
1.10	PARK ST. AND MAIN ST. INTERSECTION	\$181,000	\$181,000	\$0
1.11	SECOND ST. E. AND MAIN ST. INTERSECTION	\$181,500	\$181,500	\$0
1.12	PARK ST. AND LINCOLN AVE. INTERSECTION	\$255,100	\$207,900	\$47,200
1.13	CITY HALL PARKING LOTS	\$222,900	\$175,700	\$47,200
1.14	CREEKWALK, EAST OF PARK ST.	\$122,000	\$122,000	\$0
ESTIMATED TOTAL PROJECT COST =		\$6,333,000	\$5,718,000	\$615,000
2.1	KING STREET: PARK ST. TO THIRD ST. E.	188500	157100	31400
2.2	MAIN STREET: PARK ST. TO THIRD ST. W.	274600	0	274600
2.3	CLAY STREET: PARK ST. TO THIRD ST. E.	312900	240500	72400
2.4	WEBSTER AVENUE: PARK ST. TO THIRD ST. E.	122100	122100	0
2.5	THIRD STREET: KING ST. TO MAIN ST.	149000	117600	31400
2.6	S.W. MAIN ST./THIRD ST. E. PARKING LOT	28000	28000	0
2.7	WEST OF PARK ST./CHEWELAH CREEK PARKING LOT	94000	94000	0
2.8	S.W. MAIN ST./PARK ST. PARKING LOT	30400	30400	0
2.9	CREEKWALK, WEST OF PARK ST.	211800	54800	157000
ESTIMATED TOTAL PROJECT COST =		\$1,411,000	\$845,000	\$567,000
3.1	KING STREET: THIRD ST. E. TO FIFTH ST. E.	142600	111200	31400
3.2	CLAY STREET: THIRD ST. E. TO FIFTH ST. E.	243100	186500	56600
3.3	WEBSTER AVENUE: SECOND ST. E. TO FIFTH ST. E.	279700	279700	0
3.4	LINCOLN AVENUE: THIRD ST. W. TO THIRD ST. E.	421100	0	421100
3.5	FOURTH STREET: KING ST. TO MAIN ST.	169000	137600	31400
3.6	FOURTH STREET: MAIN ST. TO CLAY ST.	121900	90500	31400
3.7	FIFTH STREET: CLAY ST. TO KING ST.	239600	239600	0
3.8	FLOWERY TRAIL/EHORN REALIGNMENT	0	0	0
ESTIMATED TOTAL PROJECT COST =		\$1,617,000	\$1,045,000	\$572,000
GRAND TOTAL ESTIMATED PROJECT COST =		\$9,361,000	\$7,608,000	\$1,754,000

Table 4.6

Downtown Chewelah Streetscape Improvement Budget

Estimated Costs on Streetscape Furniture per Unit	\$2,200	\$900	\$260	\$1,100	\$772	\$664	\$2,577	\$13,900	TOTALS
	Lights	Banner	Trees	Grate	Benches	Trash	Fountain	Clock	
FIRST PRIORITY PROJECTS									\$194,408
Third Street/Chataqua Promenade	10	20	24	24	8	16	2	1	
	\$22,000	\$1,800	\$6,240	\$26,400	\$6,176	\$10,624	\$5,154	\$13,900	\$92,294
Main Street Block Faces (Between Park and Fifth)	16	16	32	32	8	16	2		
	\$35,200	\$1,440	\$8,320	\$35,200	\$6,176	\$10,624	\$5,154		\$102,114
Park Street/US 395 (Included in physical improvement budget)									
Second Street East (Included in physical improvement budget)									
SECOND PRIORITY PROJECTS									\$176,992
King Street Block Faces (Between Park and Third)	6	6	12	12	2	4			
	\$13,200	\$540	\$3,120	\$13,200	\$1,544	\$2,656			\$34,260
Third Street (Between King and Main)	6	6	12	12	2	4			
	\$13,200	\$540	\$3,120	\$13,200	\$1,544	\$2,656			\$34,260
Main Street (West of Park 2 Blocks)	8	8	12	12		4			
	\$17,600	\$720	\$3,120	\$13,200		\$2,656			\$37,296
Clay Street Block Faces (Between Park and Second East)	6	6	12	12	2	6			
	\$13,200	\$540	\$3,120	\$13,200	\$1,544	\$3,984			\$35,588
Webster Avenue Block Faces (Between Park and Second East)	6	6	12	12	2	6			
	\$13,200	\$540	\$3,120	\$13,200	\$1,544	\$3,984			\$35,588
THIRD PRIORITY PROJECTS									\$252,373
Lincoln Avenue (One Block East and West of Park)	14	14	24	24	4	4			
	\$30,800	\$1,260	\$6,240	\$26,400	\$3,088	\$2,656			\$70,444
City Hall Block (Along Clay, Webster, and Fifth)	15	15	26	26	6	8			
	\$33,000	\$1,350	\$6,760	\$28,600	\$4,632	\$5,312			\$79,654
King Street Block Faces (Between Third and Fifth)	6	6	12	12	2	4			
	\$13,200	\$540	\$3,120	\$13,200	\$1,544	\$2,656			\$34,260
Fourth Street Block Faces (Between King and Clay)	12	12	24	24	4	8			
	\$26,400	\$1,080	\$6,240	\$26,400	\$3,088	\$5,312			\$68,520
TOTAL									\$624,278

APPENDICES
(ALL SUBMITTED SEPARATELY)

Appendix 1: Potential Resources for Supporting ReGeneration Plan Implementation

Appendix 2: Engineering Figures

Appendix 3: Preliminary Opinion of Project Cost Estimates

Appendix 4: Graphic Presentation Materials