

CITY COUNCIL AGENDA

1. CALL TO ORDER, PLEDGE OF ALLEGIANCE AND ROLL CALL

2. AGENDA CHANGES

3. CITIZEN COMMENTS

Items not on the agenda. Time limited per the Mayor.

4. MINUTES

A. None.

5. CONSENT AGENDA

All items under the Consent Agenda are approved with one motion.

A. Approve January 20, 2026 Accounts Payable Checks and EFT's & Payroll Checks and EFT's (Councilmember Higgins)

B. Approve January 27, 2026 Accounts Payable Checks and EFT's & Payroll Checks and EFT's (Councilmember Higgins)

C. Eastern Cascade Vending dba Eastern Cascade Distributing 2026 - 2028 Beverage Agreement (Interim Parks and Recreation Director Cooper)

D. Ordinance No. 2026-1650 Deferral Agreement with Master's Revocable Living Trust (Public Works Director Youngren)

E. Ordinance No. 2026-1651 Deferral Agreement with Lookout LLP (Public Works Director Youngren)

6. SPECIAL PRESENTATIONS

A. None

7. PUBLIC HEARINGS

A. None

8. MOTION CONSIDERATIONS

A. Bayley Contractor Agreement for the Chelan Recycle Center (Public Works Director Youngren)

Suggested Motion: I move to authorize the Mayor to finalize and execute the Bayley Contractor Agreement for the Chelan Recycle Center Facility.

B. RH2 Engineering Inc. Task Authorization No. 14 for the Design of the South Farnham and West Webster Avenue Pedestrian Improvements Project Design

(Public Works Director Youngren)

Suggested Motion: I move to authorize the Mayor to finalize and execute the RH2 Engineering Inc. Task Authorization No. 14 for the Design of the South Farnham and West Webster Avenue Pedestrian Improvements Project Design.

- C. Varela Engineering & Management Professional Services Agreement for the East Chelan Reservoir Project Design (Public Works Director Youngren)

Suggested Motion: I authorize the Mayor to finalize and execute the Varela Engineering & Management Professional Services Agreement for the East Chelan Reservoir Project Design.

- D. Comprehensive Plan Docket (Community Development Director Ajax)

Suggested Motion: I move to approve the 2026 Comprehensive Plan Docket.

9. ADMINISTRATIVE REPORTS

- A. Transpo Group Professional Services Agreement for the Safe Streets 4 All Safety Action Plan (Public Works Director Youngren)

10. INFORMATIONAL ITEMS

These items are for informational purposes only and are generally not discussed.

- A. Tentative Advanced Agenda (City Administrator McAloon)
- B. Council Committee Reports (Various Councilmembers)
- C. Contract Intake Log (City Clerk Gallucci)

11. CITY ADMINISTRATOR AND DEPARTMENT REPORTS

12. MAYOR AND COUNCIL COMMENTS

13. RECESS - AIRPORT BOARD MEETING

- A. The January 27, 2026 Lake Chelan Airport Board meeting has been cancelled.

14. EXECUTIVE SESSION

- A. None

15. ADJOURNMENT

Our Vision

Chelan is a rural lakeside community surrounded by pristine natural beauty where generations of visitors and residents enjoy an exceptional quality of life.

Our Guiding Principles & Outcomes

Visionary & Strategic - A city that is forward-thinking, collaborative, and fiscally responsible.
Thriving & Connected - A vibrant, well-planned city where residents have a sense of home.

Healthy & Sustainable - A flourishing city that supports an active community.

Accessible & Welcoming - A safe city where everyone can find community.

The next meeting will be a City Council Workshop Meeting on February 3, 2026, beginning at 5:15 p.m. in Council Chambers, 135 E. Johnson Avenue, Chelan, Washington.

A City Council meeting packet is available for review on the City's Website: City of Chelan under Government - City Council - Agendas & Minutes.



City of Chelan

2008-027B

CITY COUNCIL

January 27, 2026

Subject/Title: Eastern Cascade Vending dba Eastern Cascade Distributing 2026 - 2028 Beverage Agreement (Interim Parks and Recreation Director Cooper)

Department: Parks and Recreation

Staff Contact: Audrey Cooper

Guiding Principles: Thriving & Connected

Initiatives: Modernize Resource

Reviewed By: City Administrator, Finance Director, and City Attorney

GOVERNING LEGISLATION

RCW 35A.11.010 Rights, powers, and privileges. "Each city governed under this optional municipal code...and, by and through its legislative body, such municipality may contract and be contracted with..."

PREVIOUS ACTION TAKEN

The City has maintained a beverage agreement with Eastern Cascade Distributing since 2008.

OVERVIEW

The City has maintained a Beverage Agreement with Eastern Cascade Distributing since 2008. This updated agreement designates Eastern Cascade Distributing (ECD) as the exclusive beverage distributor for the drink dispensing machines in City Facilities, with the exclusion of the golf course. Under this agreement, ECD pays the City an annual fee of \$600, remits 20% of their beverage sales, and returns 5% of non-beverage purchases. Although the agreement had lapsed from 2023 to 2025, ECD continued to remit both their percentage of sales and 5% non-beverage rebate during that period. As part of the current contract negotiations, ECD has submitted a lump-sum payment covering the annual fees for 2023-2025. Previous terms of the agreement included reimbursement for an informational kiosk at the RV Park entrance. This reimbursement amount has been

updated to \$3,300 to reflect inflation of product cost from the previous agreement. The department intends to pursue purchase and installation of this kiosk as part of an RV Park signage refresh project. Beginning in 2026, ECD will install card readers with tap-to-pay capability on their vending machines to modernize payment options for customers. Overall, the department has been very satisfied with the service offered by ECD and recommends continuing the longstanding partnership. Updates to this agreement include:

1. Exclusion of golf course facilities due to the current concessionaire agreement granting beverage pourer rights to the concessionaire
2. Updated vending machine locations
3. Increased reimbursement for the RV Park informational kiosk
4. Change the annual remittance payment date from June to January
5. Beverage pricing updated to current market rates, with annual re-evaluation

FINANCIAL IMPLICATIONS

Revenue from this agreement is included in the 2026 Budget.

ATTACHMENTS

1. Eastern Cascade Distributing 2026-2028 Beverage Agreement

SUGGESTED MOTION

Suggested Motion: I move to authorize the Mayor to finalize and execute the Eastern Cascade Vending dba Eastern Cascade Distributing 2026-2028 Beverage Agreement.



BEVERAGE AGREEMENT 2026-2028

THIS AGREEMENT is made and entered by and between Eastern Cascade Vending, Inc., doing business as Eastern Cascade Distributing (hereinafter referred to as “ECD”) and City of Chelan, a Washington municipal corporation, (hereinafter referred to as “City”).

WHEREAS, City operates certain athletic, recreational and administrative Facilities and has the authority to offer certain exclusive advertising and Beverage availability rights in such facilities, and issued its Request for Proposals for exclusive Beverage services; and

WHEREAS, ECD desires to advertise its Products and desires that it be the exclusive seller and/or distributor of Beverages at the City’s Facilities, and provided a Proposal in response to the City’s Request; and

NOW, THEREFORE, in consideration of the acts and promises contained herein, the parties hereby agree as follows:

1. DEFINED TERMS

- a. “Beverages” shall mean all carbonated and non-carbonated nonalcoholic beverages including but not limited to carbonated soft drinks; mixers; flavored and unflavored packaged waters; fruit juices; fruit juice-containing or flavored drinks; fruit punch; isotonic energy and fluid replacement drinks (sometimes referred to as "sport drinks"); tea drinks; and all drink or beverages bases, whether in the form of syrups, powders, crystals, concentrates or otherwise, from which such drinks and beverages are made. However, “Beverages” shall not include tap water, coffee or tea beverages brewed on the premises or any unflavored dairy products.
- b. “Products” shall mean Beverages distributed by ECD.
- c. “Competitive Products” shall mean all Beverages which are not purchased directly from the ECD.
- d. “Facilities” shall include vending machines at those locations set out on “Exhibit A,” attached hereto and incorporated herein by reference.

Notwithstanding the foregoing, the City’s golf course property, including the clubhouse, pro shop, restaurant and any other buildings or improvements located thereon (collectively, the “Golf Course Facilities”), are expressly excluded from the definition of Facilities and from the scope of this Agreement. ECD is not granted any exclusive or preferred rights with respect to the Golf Course Facilities under this Agreement. The City shall have no obligation to negotiate with ECD regarding Beverage or vending services at the Golf Course Facilities and may

contract with any other beverage supplier or vending operator for the Golf Course Facilities without breaching this Agreement.

Except for the Golf Course Facilities, all existing and future buildings owned and operated by the City shall be negotiated with ECD individually, with ECD having a right of first refusal with respect to vending and Beverage services at such additional buildings.

- e. “Equipment” shall mean Beverage-dispensing equipment used to dispense products at the Facilities.

2. **RESPONSIBILITIES OF ECD.** In consideration of the rights granted to ECD in this Agreement, including, but not limited to, exclusive Beverage rights in the Facilities, and the right to advertise its products, ECD shall:

- a. Fund up to \$3,300 to assist in the purchase and installation of an informational kiosk at the RV Park entrance. The City will invoice ECD for the cost of the kiosk. Purchase and installation will be the responsibility of the City.
- b. Pay six hundred and No/100 Dollars (\$600.00) annually (“Annual Payment”) as follows:

Annual Payment Due	Amount
June 30, 2026	\$600
June 30, 2027	\$600
June 30, 2028	\$600

- c. The amounts set forth in (b) shall be collectively referred to herein as “Sponsorship Fees.” Such sponsorship fees shall be deemed earned evenly over the entire Term.
- d. Pay quarterly commissions at the rate of 20% of net vending sales. Commission statements containing vending sales for each vending machine will be provided along with the payment.
- e. Provide annually up to 20 cases of bottled water for City-sponsored events.
- f. Provide all banner activity at no charge to promote all City special events, up to a value of \$750
- g. Pay the City a 5% annual rebate for all wholesale (non-Beverage) purchases made by the City from ECD remitted to the City annually in January.
- h. Furnish and install high quality items of Equipment consisting of vending machines and all related equipment in the locations set out in “Exhibit A” and has been approved by the City prior to placement. The Equipment shall be modern, of

the latest mechanical /electronic technology and be in new or near new condition. All Equipment shall show the ECD's name, local service telephone number for reporting of Equipment malfunctions, the person, or office within ECD responsible for refunds, and regular days of the week for restocking of the Equipment. In addition, for identification purposes, all Equipment shall have serial or ID numbers that are visible and easily located.

- i. Upon installation, ECD shall provide the City's Park and Recreation Director with a list of Equipment by location, indicating capacity, product selection and size, serial numbers, and date of installation.
- j. Operate the Equipment in such a way as to fully comply with all federal, state, and local laws, as well as City policies. Should any federal, state or City ordinance change during the life of the Agreement, ECD shall comply with these changes.
- k. Service the Equipment on a five day-a-week basis, and respond to service calls within 24-hours after notification of need during the period of 7:00 am-5:00 pm on business days. ECD will furnish the City's Parks and Recreation Director with a service number that will allow for service outside the normal servicing times.
- l. Keep all the Equipment in a clean and sanitary condition, including without limitation interiors, exteriors, tops, and areas under the Equipment.
- m. Maintain a physical inventory of Beverages, and a program of inventory control, and keep all Equipment fully stocked so that the public has a complete selection of products at all times. ECD shall make every effort to re-stock Equipment during times that do not conflict with peak usage times of the Facilities. No inventories of Product will be maintained by ECD at any Facilities.
- n. Provide trained, qualified personnel, who are identified by a clearly marked and openly displayed company insignia and/or uniform. All personnel shall carry company issued photo identification and shall present such documents to anyone on request.
- o. Pay the City with quarterly commissions on cash collected (less taxes, deposits and applicable fees) for all full-service vending sales generated at the Facilities ("Commissions"). ECD shall remit commissions at a rate of 20% as follows:
 - i. The Commission shall be payable and due on or before the 30th day of the month following the quarter in which they are earned during the term of this Agreement. A quarterly statement of all full-service vending sales shall accompany the commission payment.
 - ii. ECD shall pay the City commissions on full-service vending sales based on the following initial vend prices:

<u>Package</u>	<u>Initial Vend Price</u>
20 oz. bottles – carbonated	\$2.25
20 oz. bottles – non carbonated	\$2.00

20 oz. bottles – sports drinks \$2.50

- iii. Pricing will be reviewed annually and will be subject to approval by ECD and the City without affecting any other terms of this agreement.
 - p. Establish and maintain books, records, documents and other evidence and accounting procedures and practices sufficient to accurately reflect the full-service vending sales on which the commission to the City is based. With three (3) days prior notice and during normal business hours at ECD's offices, the City shall be allowed to review ECD's records concerning this Agreement during the term.
 - q. Comply with all federal, state, and local regulations governing the procurement, preparation, storage, transport, handling and serving all items for consumption under this Agreement. In addition, ECD shall keep all necessary licenses and permits required by law and agree to post such permits in a prominent place as may be required by law.
 - r. Pay and indemnify and hold the City harmless from any leasehold tax which may be determined to be owed by the Washington Department of Revenue with regard to the placement of Equipment at the Facilities by ECD and/or the sale of Product through such Equipment.
3. RESPONSIBILITIES OF THE CITY. In consideration of the promises of ECD in this Agreement, the City shall:
- a. Cause the products (including, but not limited to, Pepsi, Diet Pepsi, Mountain Dew, Dr. Pepper, Seven-Up, Aquafina bottled water, Gatorade, Sobe Life Water, Snapple and Dole Bottled Juice) distributed by ECD to be exclusively available at the Facilities, including all concessions and vending machine locations at the Facilities. No Competitive Products shall be made available for sale at the Facilities. For clarity, the exclusivity obligations in this Section 3(a) apply only to the Facilities as defined in Section 1(d) and do not apply to the Golf Course Facilities, whether such Golf Course Facilities are operated directly by the City or by any third-party operator during the Term. Provided, however, this obligation shall not apply to activities occurring by reason of the issuance of a Special Event Permit by the City, such as a parade, concert or athletic event; nor shall this obligation apply to private activities over which the City has no specific authority to control the issuance or consumption of Beverages.
 - b. Cause all menu boards and concessions dispensing Beverages on the premises of the Facilities to carry advertising panels provided by ECD mentioning products, which are clearly visible to the purchasing public.

- c. Use and cause all concessionaires located at the Facilities to use Pepsi trademark cups and carbon dioxide purchased only directly from ECD.
- d. Grant to ECD the exclusive vending rights to the Facilities. City agrees that ECD shall have the right to place and keep on location at least fifteen (15) vending machines, with the option to place or remove other vending machines in mutually agreed upon locations at the Facilities.
- e. Provide existing electrical outlets in the general vicinity of the machines at no charge. In addition, the City will pay for electrical consumption required to operate Equipment installed under the Agreement. If additional infrastructure is required to place Equipment, ECD shall be responsible for all cost incurred for such additional infrastructure, subject to the City's prior approval.

4. EQUIPMENT

- a. Specifications. Equipment shall be quiet and non-disruptive to the activities occurring in City Facilities, and shall be aesthetically acceptable to the City. The City may reject machine signage or logo if deemed objectionable or a distraction to the activities occurring in the vicinity.
 - i. To maximize the potential of each location, equipment shall be of adequate size and capacity to maintain full and uninterrupted service at all times. Equipment shall be capable of holding and dispensing a variety of product. Equipment shall vend either recyclable plastic bottles or recyclable cans; glass containers are not acceptable.
 - ii. Equipment shall be equipped to accept legal U.S tender and shall be equipped with dollar bill validators and payment mechanisms to accept combinations of new coin dollars, dollar bills, nickels, dimes and quarters. In addition, each machine shall have bill change capabilities.
 - iii. To ensure accurate record keeping, all Equipment shall be equipped with non-resettable counters, which indicate unit sales. ECD shall submit starting machine counter numbers to the City's Parks and Recreation Director for each item of Equipment.
 - iv. Equipment provided shall operate on AC-110 volts with three wire, three prong ground type plugs. All machines shall be UL listed and designed, constructed, installed and operated in accordance with city, state and federal codes and regulations for this type of Equipment.
 - v. To reduce electrical cost, the City prefers that the Equipment have a timer control and be equipped with an "energy miser" or equivalent device aimed toward reducing energy consumption.
- b. Title. Title to the Equipment vests with ECD. The City agrees that it will execute any instrument which evidences the City's lack of a property interest in the Equipment, upon request of ECD. The Equipment may not be removed from the Facilities without ECD's written consent, and the City agrees not to encumber the

Equipment in any manner or permit the Equipment to be attached, except as authorized by ECD.

- c. Risk of Loss. ECD assumes all risk and responsibility for any loss, destruction, or damage occurring to the Equipment. In the event of any loss due to theft, fire, accident, disruption of utility services, vandalism, spoilage or other similar causes, the loss shall be borne by ECD. Equipment provided shall be equipped with anti-theft technology.

5. TERM AND TERMINATION

- a. The term of this Agreement shall commence as of January 1, 2026 and shall expire on December 31, 2028 ("Term").
- b. The City represents that it has full authority to enter into this Agreement with ECD. Upon expiration or revocation of such authority, ECD may terminate this Agreement, and City shall (i) return the Equipment to ECD, and (ii) pay to ECD, within ten (10) days, a *pro rata* portion of the prepaid sponsorship fees.
- c. Notwithstanding the other provisions of this Agreement, if any federal, state or local law, rule, regulation or order prohibits, restricts, or in any manner interferes with the sale of Beverages at any time during the term of this Agreement or if for any reason the sale of Products declines by more than ten percent (10%) of the prior two (2) years sales, then, as an option but not as its sole remedy, ECD may terminate this agreement and, upon notice of not less than three (3) business days, ECD may remove the Equipment from the Facilities, leaving the area in the Facilities around the Equipment in a clean and orderly condition and the City shall ECD pay to ECD, within ten (10) days, a *pro rata* portion of the prepaid sponsorship fees.
- d. If, in the judgment of the Parks and Recreation Director or his/her designee of the Recreation Department, the quality of service does not meet the requirements of this agreement, or if ECD is in default of any other term of this Agreement, City shall give ECD a written notice specifying the particulars of the unsatisfactory performance.
- e. If ECD fails or refuses to remedy such unsatisfactory performance or default within thirty (30) days after receipt of such notice, the City may terminate this Agreement.

6. WARRANTIES AND INDEMNIFICATION

- a. ECD shall indemnify, defend and hold harmless the City, its officers, agents and employees, from and against any and all claims, losses or liability, or any portion thereof, arising from injury or death to persons or damage to property occasioned by any negligent act or omission of ECD, its officers, agents and employees while on City of Chelan property or resulting from or claimed by reason of the

provision, or servicing, repair and maintenance of the vending machines and Equipment provided under the terms of this Agreement.

- b. ECD warrants the Beverages, as of the date of a sale to a consumer, are not adulterated or misbranded within the meaning of the Federal Food, Drug and Cosmetic Act (the “Act”), as amended, including the Food Additives Amendment of 1958 or within the meaning of any state food and drug law, the adulteration and misbranding provisions of which are similar to those of the Act, and not to be articles which may not under the provisions of Section 404 or 505 of the Act be introduced into interstate commerce.
 - i. The warranty given in paragraph (a) above will not apply when any of ECD’s Products are shipped or delivered under a label or labeling designed or furnished by City and/or ECD’s Products are manufactured in accordance with City’s written specifications.
 - ii. THE WARRANTY SET FORTH IN PARAGRAPH (a) ABOVE IS IN LIEU OF ALL OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING BUT NOT LIMITED TO IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS, AND CONSTITUTE THE ONLY WARRANTIES OF ECD WITH RESPECT TO THE ECD’s PRODUCTS.
 - iii. ECD agrees that in the event of complaint, claim or legal action by any person other than the City alleging damage for loss to property, death, illness or injuries, resulting from the use or consumption of any of ECD’s Products, ECD will indemnify, defend and hold the City harmless from any and all liability in connection therewith, and ECD will assume full responsibility and expense of investigation, litigation, judgement, and/or settlement of any such complaint, claim or legal action, on the conditions that ECD is notified promptly (in no event later than thirty days after the first receipt thereof by City) in writing of any such complaint, claim or legal action and is permitted to deal therewith at its own discretion and through its own representatives ECD.
 - iv. This agreement sets forth the sole and exclusive remedy for City against ECD with respect to the sale of ECD’s Products, and is the complete agreement between the parties with respect to the subject matter thereof. ECD shall not be liable to City whether in contract or in tort or on any other legal theory for any indirect, incidental, special or consequential damages, any lost revenues, profits or business opportunities, or for any other loss or cost of a similar type of City or any customer of City or of any person who may have become injured by ECD’s Products purchased from the ESD through equipment located at the City’s facilities. Provided, however, ECD has agreed to indemnify and hold the City harmless with regard to the actions of its employees, etc. and the supply, maintenance and repair of equipment, as well as to supply ESD Product, which shall not be affected by this agreement.

7. INSURANCE AND LIMITS

- a. ECD shall maintain in full force and effect during the term of this agreement comprehensive general liability insurance written on an occurrence basis with a company admitted to do business in the State of Washington providing insurance coverage for ECD and the City for any and all covered claims for damages that may result from any act or omission on the part of ECD pursuant to this agreement and any liability to the City ESD may have as a result of the hold harmless agreement set forth in section (6) herein.
- b. Said policy shall provide coverage of not less than two million dollars (\$2,000,000.00) per occurrence and two million dollars (\$2,000,000.00) aggregate for personal injury and Two Million Dollars (\$2,000,000.00) per occurrence and two million dollars (\$2,000,000.00) aggregate for property damage. Said comprehensive general liability policy shall name the City as an additional insured and shall include a provision prohibiting cancellation of said policy except upon thirty (30) days prior written notice to the City. Certificates of coverage as required herein shall be delivered to the City within fifteen (15) days of the execution of this agreement.

8. RELATIONSHIP OF THE PARTIES

Nothing in this agreement shall be considered to create the relationship of partnership, agency or employer and employee between the parties. The ECD is a concessionaire or licensee of the City, and all sales of product authorized by this Agreement not made by another concessionaire of the City are sales by the ECD, and not the City.

9. NO ASSIGNMENT

- a. Neither this Agreement nor any rights or privileges hereunder shall be assigned without the consent of the City Council of the City of Chelan and ECD. Any such assignment shall not relieve either party of any of its obligations under the terms of this Agreement.
- b. It is understood that consent to any assignment need not be given by either party. In the event consent to assignment is given, either party shall have the right to modify the terms and conditions of this Agreement.

10. ATTORNEY FEES

In the event it is necessary for City or ECD to utilize the services of an attorney to enforce any of the terms of this Agreement, such enforcing party shall be entitled to compensation for its reasonable attorneys' fees. In the event of litigation regarding any terms of this Agreement, the substantially prevailing party shall be entitled, in addition to other relief, to such reasonable attorneys' fees as determined by the court.

11. INTERPRETIVE PROVISIONS

- a. Notices. Any notices to be given hereunder by either party may be affected either by personal delivery in writing or by mail, registered or certified, postage prepaid with return receipt requested. Notices delivered personally shall be deemed communicated as of actual receipt, mailed notices shall be deemed communicated as of the effective day of mailing, if prepaid. All notices shall be sent to the following address, unless actual notice in writing of a different address for notices is received by the other party:

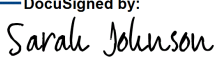
Eastern Cascade Vending, Inc., doing business as
Eastern Cascade Distributing (ECD)
410 Peters Street East
Wenatchee, WA 98801
Attention: Weinstein Beverage General Manager

City of Chelan
P.O. Box 1669
Chelan, WA 98816
Attention: Parks and Recreation Director

- b. The terms and conditions of this Agreement shall be binding on the parties hereto, their heirs, successors, administrators, and assigns and shall be construed in accordance with the laws of the State of Washington. Venue for any action arising out of this agreement shall be Chelan County, Washington.
- c. The waiver by the City of any breach of any term contained in this Agreement shall not be deemed to be a waiver of such term for any subsequent breach of the same or any other term.
- d. The paragraph headings contained herein are for convenience and reference and are not intended to define or limit the scope of any provision of this Agreement.
- e. No alteration, changes or amendments of this Agreement will be binding upon either party unless the same are written and executed by the parties.

IN WITNESS WHEREOF, the parties have executed this Agreement this ____ day of _____, 2026.

WEINSTEIN BEVERAGE COMPANY
AND EASTERN CASCADE DISTRIBUTING

By 
C709455B32FF4CE...

Printed Name: Sarah Johnson

Title: Director of Eastern Cascade Distributing

Date: 1/20/2026

CITY OF CHELAN

By _____
Mayor Erin McCardle

Date: _____

EXHIBIT “A”

Vending, Beverage Cooler and Fountain Machine Locations

(6) six 20oz Bottle Vendors:

- (3) RV Park
- (1) Putting Course
- (1) Marina
- (1) Lakeside Park

(1) Combo Snack & Bottle Vendor:
(1) City Hall

For the avoidance of doubt, no vending machines or Equipment located at or serving the Golf Course Facilities are included in this Exhibit A



City of Chelan

2026-012

CITY COUNCIL

January 27, 2026

Subject/Title: Ordinance No. 2026-1650 Deferral Agreement with Master's Revocable Living Trust (Public Works Director Youngren)

Department: Public Works

Staff Contact: Jake Youngren

Guiding Principles: Accessible & Welcoming

Initiatives: Modernize Resource

Reviewed By: City Administrator, Finance Director

GOVERNING LEGISLATION

RCW 35A.11.020 Powers vested in legislative bodies of noncharter and charter code cities. "The legislative body of each code city shall have power to organize and regulate its internal affairs within the provisions of this title and its charter... Such body may adopt and enforce ordinances of all kinds relating to and regulating its local or municipal affairs and appropriate to the good government of the city..."

PREVIOUS ACTION TAKEN

None.

OVERVIEW

Master's Revocable Living Trust is in the process of developing property along Wapato Avenue within the City of Chelan. The City's Development Standards require frontage improvements be completed or deferred. The required improvements include, but are not limited to, curb and gutter, sidewalk, and stormwater drainage along E. Wapato Ave. Recognizing the need for a more comprehensive plan for road improvements on Wapato (sidewalk, curb and gutter, stormwater infrastructure, etc.), City staff determined that it is appropriate for the completion of the improvements to be delayed to a later date.

The City of Chelan municipal code 19.38.050 requires a development agreement to be adopted by City Council pursuant to an ordinance. The enclosed Ordinance 2026-1650

fulfills the requirement of the CMCs.

FINANCIAL IMPLICATIONS

The City will pay for the recording fee of \$305.50.

ATTACHMENTS

1. Ordinance No. 2026-1650

SUGGESTED MOTION

Suggested Motion: I move to adopt Ordinance No. 2026-1650.

ORDINANCE NO. 2026-1650

**AN ORDINANCE OF THE CITY OF CHELAN,
WASHINGTON, ADOPTING A DEFERRAL AGREEMENT
WITH MASTER'S REVOCABLE LIVING TRUST ON E.
WAPATO AVENUE**

WHEREAS, RCW 36.70B.170-.210 authorizes the City to enter into development agreements with developers for the purpose of implementing development permits issued by the City;

WHEREAS, Chapter 19.38 of the Chelan Municipal Code has been adopted to implement the authority delegated to the City by RCW 36.70B.170-.210;

WHEREAS, the City has routinely utilized development agreements for the purposes anticipated by RCW 36.70B.170-.210 and CMC 19.38;

WHEREAS, CMC 19.38.050 requires a development agreement to be adopted by the City Council pursuant to an ordinance;

WHEREAS, Master's Revocable Living Trust desires to defer the completion of sidewalks, curbs and gutters, and stormwater infrastructure in connection with the commercial development within the City limits at 317 E. Wapato Avenue;

WHEREAS, the Public Works Director believes it is in the best interest of the City to defer the completion of sidewalks, curbs and gutters, and stormwater infrastructure on E. Wapato Avenue, in order to coordinate the completion of sidewalks in the area in a more consistent manner, and recommends the City and Master's Revocable Living Trust enter into the "Deferral Agreement", a copy of which is attached as Exhibit "A" to this Ordinance. Besides the coordination of the completion of sidewalks, the City's best interest is represented, among other reasons, by the City's ability to require the completion of sidewalks without condition;

WHEREAS, the City Attorney has determined that a deferral agreement is a form of development agreement;

WHEREAS, the City Council desires to have the Deferral Agreement adopted in a manner that complies with the Chelan Municipal Code;

NOW, THEREFORE, the City Council of the City of Chelan, Washington, do ordain as follows:

ORDINANCE NO. 2026-1650

-1-

Section 1. The foregoing Recitals, including the Recitals in the Deferral Agreement, are incorporated into this Ordinance;

Section 2. The Deferral Agreement between the City and Master's Revocable Living Trust is approved, and the Mayor is authorized and directed to execute the Deferral Agreement on behalf of the City.

Section 3: If any term or provision in this Ordinance shall be held to be invalid or unenforceable by a court of competent jurisdiction, such invalidity or unenforceability shall not affect the validity or enforceability of any other term or provision of this Ordinance.

Section 4. This Ordinance, or a summary thereof, shall be published in the official newspaper of the City of Chelan and shall take effect and be in full force thirty (30) days after passage.

ADOPTED by the City Council of the City of Chelan, Washington, this 27th day of January, 2026.

APPROVED:

Erin McCardle, Mayor

ATTEST/AUTHENTICATED:

Peri S. Gallucci, City Clerk

APPROVED AS TO FORM:

Quentin Batjer, City Attorney

FILED WITH THE CITY CLERK:

PASSED BY THE CITY COUNCIL:

PUBLISHED:

EFFECTIVE DATE:

ORDINANCE NO. 2026-1650

DEFERRAL AGREEMENT

THIS IMPROVEMENT DEFERRAL AGREEMENT (the "Agreement") is made between the CITY OF CHELAN, a municipal corporation of the State of Washington (the "City") and Master's Revocable Living Trust (the "Property Owner"), who may sometimes be collectively referred to as the "Parties"

RECITALS

- A. The Property Owner owns the real property described below (the "Subject Property").
CHELAN BLOCK 33 LOT 16 0.1000 ACRES 317 E. Wapato Ave
Parcel Number: 272213512506
- B. The Property Owner has applied for a permit (the "Development Permit") to develop the Subject Property, which permit is described as follows:
Commercial Building – Truck Restorations
- C. The strict application of the City's development standards require the Property Owner make the following improvements as a condition of the City issuing the Development Permit (the "Improvements"):
Frontage improvements along E. Woodin Ave in accordance with City of Chelan Development Standards Chapter 5.C.040. Frontage improvements along E. Woodin Ave may include but are not limited to curb, gutter, sidewalk, stormwater and paving.
- D. The City's development standards authorize the City and the Property Owner to enter into a development agreement allowing for the deferral of the completion of the Improvements.
- E. The City has determined it is appropriate for completion of the Improvements be delayed to a later time, and the City's Council has approved this Agreement.

Based on the foregoing the parties agree as follows:

1. Waiver of Right to Protest Formation of Local Improvement District. The Property Owner waives its right to protest the formation of a local improvement district to complete improvements, including the Improvements. Such waiver shall constitute the Property Owner's support of the formation of a local improvement district to complete improvements, which include the Improvements.
2. Completion of Improvements. The Property Owner shall complete the Improvements upon demand therefore by the City, which demand may be made at any time, and without pre-condition. Alternatively, the City may construct the Improvements, and the Property Owner shall reimburse the City for the City's actual costs of the completion of the Improvements.

John M. [Signature] 12/10/25

3. Issuance of Permit. The City shall issue the Development Permit.
4. The Development Standards Requirements. The following terms are agreed upon, pursuant to the requirements of CMC 19.07.030:
5. Development Standards. The development standards applying to the project described in the Development Permit are those that exist on the date the Property Owner applied for the Development Permit. The development standards applying to the Improvements shall be the development standards that exist on the date of this Agreement; Provided, however, if the completion of the Improvements are commenced more than two (2) years from the date of this Agreement, the Improvements shall be completed according to the development standards existing on the commencement of the Improvements.
6. Impact Fees. The Property Owner shall not pay an impact fee. However, the Subject Property and/ or the Property Owner will be subject to the imposition of an assessment for their share of the cost of the improvements, according to law.
7. Mitigation Measures. There are no mitigation measures, development conditions or other requirements of RCW 43.21C which apply to the project described in the Development Permit.
8. Reservation of Authority to impose new or different regulations. The city reserves the authority to impose new or different regulations to the extent they are required by serious threat to public health or safety.
9. Term. This Agreement shall expire ten (10) years after its execution by the parties.
10. Miscellaneous Provisions.
 - a. Modification: Binding Effect. The terms and conditions of this Agreement shall be binding on the Parties hereto, their heirs, successors, administrators, and assigns and shall bind and run with the Subject Property. Shall be recorded to title.
 - b. TIME IS OF THE ESSENCE of this Agreement, and of each and every term, condition and provision in this Agreement.
 - c. Waiver. The waiver by the City of any breach of any term contained in this Agreement shall not be deemed to be a waiver of such term for any subsequent breach of the same or any other term.
 - d. Attorney's Fees. In the event it is necessary for a party to utilize the services of an attorney to enforce any of the terms of this Agreement, such enforcing Party shall be entitled to compensation for its reasonable attorneys' fees. In the event of litigation regarding any terms of this Agreement, the substantially prevailing Party shall be entitled, in addition to other relief; to such reasonable attorneys' fees as determined by the court.

John Winter 12/10/25

DEVELOPER/PROPERTY OWNER

John Masters - Master's Revocable

CITY OF CHELAN

Living Trust

By: _____

John Masters
SIGNATURE

By: _____

Mayor

APPROVED BY THE CITY COUNCIL OF THE
CITY OF CHELAN ON _____,
PURSUANT TO ORDINANCE _____.

City Clerk

State of Washington
County of Chelan

I certify that I know or have satisfactory evidence that _____ is
the person who appeared before me and said person acknowledged that he/she/
they signed this instrument and acknowledged it to be his/hers/their free and
voluntary act for the uses and purposes mentioned in the instrument.

Dated _____

Signature _____

Notary Public

My appointment expires _____

State of Washington County of Chelan

State of Washington
County of Chelan

I certify that I know or have satisfactory evidence that _____ is
the person who appeared before me and said person acknowledged that he/she/
they signed this instrument and acknowledged it to be his/hers/their free and
voluntary act for the uses and purposes mentioned in the instrument.

Dated 12/10/25

Signature _____

Notary Public

My appointment expires _____

State of Washington
County of Chelan

CALIFORNIA ACKNOWLEDGMENT

CIVIL CODE § 1189

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of Orange

On 10 Dec 2025

Date

before me,

J. Panagis, Notary Public
Here Insert Name and Title of the Officer

personally appeared phu Nguyen

phu Nguyen
Name(s) of Signer(s)

who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.



I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature [Signature]

Signature of Notary Public

Place Notary Seal and/or Stamp Above

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

Capacity(ies) Claimed by Signer(s)

Signer's Name: _____

☐ Corporate Officer – Title(s): _____

☐ Partner – ☐ Limited ☐ General

☐ Individual ☐ Attorney in Fact

☐ Trustee ☐ Guardian or Conservator

☐ Other: _____

Signer is Representing: _____

Signer's Name: _____

☐ Corporate Officer – Title(s): _____

☐ Partner – ☐ Limited ☐ General

☐ Individual ☐ Attorney in Fact

☐ Trustee ☐ Guardian or Conservator

☐ Other: _____

Signer is Representing: _____



City of Chelan

2026-013

CITY COUNCIL

January 27, 2026

Subject/Title: Ordinance No. 2026-1651 Deferral Agreement with Lookout LLP
(Public Works Director Youngren)
Department: Public Works
Staff Contact: Jake Youngren
Guiding Principles: Accessible & Welcoming
Initiatives: Modernize Resource
Reviewed By: City Administrator, Finance Director

GOVERNING LEGISLATION

RCW 35A.11.020 Powers vested in legislative bodies of noncharter and charter code cities. “The legislative body of each code city shall have power to organize and regulate its internal affairs within the provisions of this title and its charter... Such body may adopt and enforce ordinances of all kinds relating to and regulating its local or municipal affairs and appropriate to the good government of the city...”.

PREVIOUS ACTION TAKEN

None.

OVERVIEW

Lookout LLP is in the process of developing property along State Route (SR)150 within the City. The City's Development Standards require frontage improvements be completed or deferred. The required improvements include, but are not limited to, signage, striping, roadway widening, and guardrail installation along SR150. Recognizing the need for a more comprehensive plan for road improvements on SR150 (signage, striping, roadway widening, and guardrail installation, etc.), City staff determined that it is appropriate for the completion of the improvements to be delayed to a later date.

The City municipal code 19.38.050 requires a development agreement to be adopted by City Council pursuant to an ordinance. The enclosed Ordinance 2026-1651 fulfills the

requirements of the CMCs.

FINANCIAL IMPLICATIONS

The City will pay the cost of the recording fee of \$305.50.

ATTACHMENTS

1. Ordinance No. 2026-1651

SUGGESTED MOTION

Suggested Motion: I move to adopt Ordinance No. 2026-1651.

ORDINANCE NO. 2026-1651

**AN ORDINANCE OF THE CITY OF CHELAN,
WASHINGTON, ADOPTING A DEFERRAL AGREEMENT
WITH LOOKOUT LLP ON SR150**

WHEREAS, RCW 36.70B.170-.210 authorizes the City to enter into development agreements with developers for the purpose of implementing development permits issued by the City;

WHEREAS, Chapter 19.38 of the Chelan Municipal Code has been adopted to implement the authority delegated to the City by RCW 36.70B.170-.210;

WHEREAS, the City has routinely utilized development agreements for the purposes anticipated by RCW 36.70B.170-.210 and CMC 19.38;

WHEREAS, CMC 19.38.050 requires a development agreement to be adopted by the City Council pursuant to an ordinance;

WHEREAS, Lookout LLP desires to defer the completion of signage, striping, roadway widening, and guardrail installation in connection with the commercial development within the City limits at 127 SR150;

WHEREAS, the Public Works Director believes it is in the best interest of the City to defer the completion of signage, striping, roadway widening, and guardrail installation on SR150, in order to coordinate the completion of improvements in the area in a more consistent manner, and recommends the City and Lookout LLP enter into the “Deferral Agreement”, a copy of which is attached as Exhibit “A” to this Ordinance. Besides the coordination of the completion of improvements, the City’s best interest is represented, among other reasons, by the City’s ability to require the completion of improvements without condition;

WHEREAS, the City Attorney has determined that a deferral agreement is a form of development agreement;

WHEREAS, the City Council desires to have the Deferral Agreement adopted in a manner that complies with the Chelan Municipal Code;

NOW, THEREFORE, the City Council of the City of Chelan, Washington, do ordain as follows:

Section 1. The foregoing Recitals, including the Recitals in the Deferral Agreement, are incorporated into this Ordinance;

Section 2. The Deferral Agreement between the City and Lookout LLP is approved, and the Mayor is authorized and directed to execute the Deferral Agreement on behalf of the City.

Section 3: If any term or provision in this Ordinance shall be held to be invalid or unenforceable by a court of competent jurisdiction, such invalidity or unenforceability shall not affect the validity or enforceability of any other term or provision of this Ordinance.

Section 4. This Ordinance, or a summary thereof, shall be published in the official newspaper of the City of Chelan and shall take effect and be in full force thirty (30) days after passage.

ADOPTED by the City Council of the City of Chelan, Washington, this 27th day of January, 2026.

APPROVED:

Erin McCardle, Mayor

ATTEST/AUTHENTICATED:

Peri S. Gallucci, City Clerk

APPROVED AS TO FORM:

Quentin Batjer, City Attorney

FILED WITH THE CITY CLERK:

PASSED BY THE CITY COUNCIL:
PUBLISHED:
EFFECTIVE DATE:
ORDINANCE NO.:

-2-

ORDINANCE NO. 2026-1651

DEFERRAL AGREEMENT

THIS IMPROVEMENT DEFERRAL AGREEMENT (the "Agreement") is made between the CITY OF CHELAN, a municipal corporation of the State of Washington (the "City and Chelan Lookout LLP, a Limited Partnership (the "Property Owner"), who may sometimes be collectively referred to as the "Parties"

RECITALS

- A. The Property Owner owns the real property described below (the "Subject Property").

Address: 127 SR150 Chelan, WA 98816

Parcel Number: 272211130300

Abbreviated Legal Description: T 27N R 22EWM S 11 LOT 3 SP 1592 SWNE 5.2100 ACRES

- B. The Property Owner has applied for a permit (the "Development Permit") to develop the Subject Property, which permit is described as follows:

New Commercial Operations Building

- C. The strict application of the City's development standards require the Property Owner make the following improvements as a condition of the City issuing the Final Occupancy (the "Improvements"):

Frontage improvements along SR150 in accordance with City of Chelan Development Standards Chapter 5C.040. Frontage improvements along SR150 may include but are not limited to signage, striping, roadway widening, and guardrail installation. Improvements to be determined at the time of development of Subject Property as part of residential subdivision when access onto SR150 is terminated based on the Planned Development District requirements.

- D. The City's development standards authorize the City and the Property Owner to enter into a development agreement allowing for the deferral of the completion of the Improvements.
- E. The City has determined it is appropriate for completion of the Improvements be delayed to a later time, and the City's Council has approved this Agreement.

Based on the foregoing the parties agree as follows:

1. Waiver of Right to Protest Formation of Local Improvement District. The Property Owner waives its right to protest the formation of a local improvement district to complete improvements, including the Improvements. Such waiver shall constitute the Property Owner's support of the formation of a local improvement district to complete improvements, which include the Improvements.
2. Completion of Improvements. The Property Owner shall complete the Improvements upon demand therefore by the City, which demand may be made at any time, and without pre-condition. Alternatively, the City may construct the Improvements, and the Property Owner shall reimburse the City for the City's actual costs of the completion of the Improvements.

3. Issuance of Permit. The City shall issue the Development Permit.
4. The Development Standards Requirements. The following terms are agreed upon, pursuant to the requirements of CMC 19.07.030:
5. Development Standards. The development standards applying to the project described in the Development Permit are those that exist on the date the Property Owner applied for the Development Permit. The development standards applying to the Improvements shall be the development standards that exist on the date of this Agreement; Provided, however, if the completion of the Improvements are commenced more than two (2) years from the date of this Agreement, the Improvements shall be completed according to the development standards existing on the commencement of the Improvements.
6. Impact Fees. The Property Owner shall not pay an impact fee. However, the Subject Property and/ or the Property Owner will be subject to the imposition of an assessment for their share of the cost of the improvements, according to law.
7. Mitigation Measures. There are no mitigation measures, development conditions or other requirements of RCW 43.21C which apply to the project described in the Development Permit.
8. Reservation of Authority to impose new or different regulations. The city reserves the authority to impose new or different regulations to the extent they are required by serious threat to public health or safety.
9. Term. This Agreement shall expire ten (10) years after its execution by the parties.
10. Miscellaneous Provisions.
 - a. Modification: Binding Effect. The terms and conditions of this Agreement shall be binding on the Parties hereto, their heirs, successors, administrators, and assigns and shall bind and run with the Subject Property. Shall be recorded to title.
 - b. TIME IS OF THE ESSENCE of this Agreement, and of each and every term, condition and provision in this Agreement.
 - c. Waiver. The waiver by the City of any breach of any term contained in this Agreement shall not be deemed to be a waiver of such term for any subsequent breach of the same or any other term.
 - d. Attorney's Fees. In the event it is necessary for a party to utilize the services of an attorney to enforce any of the terms of this Agreement, such enforcing Party shall be entitled to compensation for its reasonable attorneys' fees. In the event of litigation regarding any terms of this Agreement, the substantially prevailing Party shall be entitled, in addition to other relief; to such reasonable attorneys' fees as determined by the court.

DEVELOPER/PROPERTY OWNER

CITY OF CHELAN

By: [Signature]
SIGNATURE

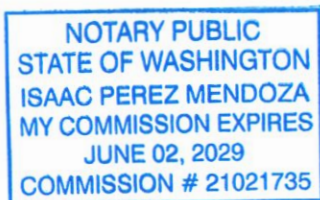
By: _____
Mayor

APPROVED BY THE CITY COUNCIL OF THE
CITY OF CHELAN ON _____,
PURSUANT TO ORDINANCE _____.

City Clerk

State of Washington
County of Chelan

I certify that I know or have satisfactory evidence that Dallas is
the person who appeared before me and said person acknowledged that he/she/
they signed this instrument and acknowledged it to be his/hers/their free and
voluntary act for the uses and purposes mentioned in the instrument.



Dated December 16, 2025
Signature [Signature]
Notary Public
My appointment expires June 02, 2029
State of Washington County of Chelan

State of Washington
County of Chelan

I certify that I know or have satisfactory evidence that _____ is
the person who appeared before me and said person acknowledged that he/she/
they signed this instrument and acknowledged it to be his/hers/their free and
voluntary act for the uses and purposes mentioned in the instrument.

Dated _____
Signature _____
Notary Public
My appointment expires _____

State of Washington
County of Chelan



City of Chelan

2024-053A

CITY COUNCIL

January 27, 2026

Subject/Title: Bayley Contractor Agreement for the Chelan Recycle Center (Public Works Director Youngren)

Suggested Motion: I move to authorize the Mayor to finalize and execute the Bayley Contractor Agreement for the Chelan Recycle Center Facility.

Department: Public Works

Staff Contact: Jake Youngren

Guiding Principles: Accessible & Welcoming

Initiatives: Modernize Resource

Reviewed By: City Administrator, Finance Director

GOVERNING LEGISLATION

RCW 35A.11.010 Rights, powers, and privileges. “Each city governed under this optional municipal code...and, by and through its legislative body, such municipality may contract and be contracted with...”.

PREVIOUS ACTION TAKEN

On December 10, 2024 Council approved the MMEC Architecture Professional Services Agreement for the Design of the Chelan Recycle Center Facility.

OVERVIEW

The City solicited General Contractor services for the Chelan Recycling Center Project through a Request for Proposals (RFP) process. During project planning, the City elected to shift from a traditional sequential design–bid–build delivery method to a General Contractor/Construction Manager (GC/CM) approach. This alternative delivery method has been reviewed and approved by the project’s insurance provider (funder) as

appropriate for the project.

The City received three proposals and interviewed two firms. Following evaluation, City staff selected Bayley Construction as the preferred General Contractor/Construction Manager.

The enclosed proposal covers preconstruction services, which will primarily include development of construction cost estimates, constructability review, and coordination with the insurance provider to obtain concurrence on scope and pricing prior to proceeding with construction. Assuming a successful preconstruction phase, the agreement would be amended at a later date to include the construction contract for the new recycling facility.

Please refer to the attached agreement for additional details.

FINANCIAL IMPLICATIONS

Total agreement expense of \$24,273. Adequate funds are budgeted.

ATTACHMENTS

1. Bayley Contractor Agreement for the Chelan Recycle Center

SUGGESTED MOTION

Suggested Motion: I move to authorize the Mayor to finalize and execute the Bayley Contractor Agreement for the Chelan Recycle Center Facility.

CONTRACTOR AGREEMENT

THIS AGREEMENT (The "Agreement") is made and entered into this day by and between the CITY OF CHELAN, a Washington municipal corporation (the "City") and BAYLEY CONSTRUCTION ("Contractor"), sometimes collectively referred to as the "Parties".

City and Contractor, in consideration of the mutual covenants hereinafter set forth, agree as follows:

ARTICLE I CONTRACT DOCUMENTS

The term "Contract Documents" may include but is not limited to the following:

- ☒ Request for Proposals
- ☒ Contractor Proposal
- ☒ Contractor Agreement
- ☒ Performance Bond
- ☒ Payment Bond
- ☒ Notice of Award
- ☒ Notice to Proceed
- ☒ Change Orders
- ☒ Plans prepared by MMEC Architecture.
- ☒ Specifications prepared or issued by MMEC Architecture.
- ☒ Any and all modifications and addendums issued thereto

If the item is marked with "X" it is included.

ARTICLE II WORK

2.1 City desires to build the "Project" as described in Exhibit "A" which is attached hereto and incorporated herein by this reference. Contractor agrees to work with City and other contractors who may be involved on the Project on such things as scheduling, work performance and the like, in implementing this Agreement, in order to coordinate a reasonable completion of the Project.

2.2 Except as otherwise provided in writing executed by City, the Contractor shall furnish all labor, materials, skill, and equipment necessary or incidentally required to perform and complete the Project described on attached Exhibit "A," consistent with Plans and Specifications supplied by the City or as otherwise agreed to by City and Contractor (the "Work").

ARTICLE III TIME OF COMMENCEMENT, CONSTRUCTION HOURS AND COMPLETION

3.1 Time is of the essence of this Agreement.

3.2 What Work to be performed by the terms of this Agreement shall be commenced on or before the 13th day of January 2026, and shall be substantially completed on or before the day of 13th of January 2027 the "Agreement Time"). The date for substantial completion may be extended if agreed to in writing, by the City.

3.3 If the Contractor is delayed at any time in the progress of the Work by strikes, fire, unavoidable casualty or any causes beyond the contractor's control, the time of completion shall be extended for such reasonable time as is agreed to in writing by the City.

ARTICLE IV PAYMENT

4.1 The City shall pay the contractor for performance of the Work, the total sum of twenty-two thousand, three hundred and fifty-seven dollars and no cents, (\$22,357.00), (the "Stipulated Sum"), excluding Washington State Sales Tax (costs to be added to monthly progress payments and to be paid by the owners at current rates), and subject to change orders made pursuant to Article VIII.

ARTICLE V PROGRESS PAYMENTS

5.1 Payments shall be made as set forth below.

5.1.1 Payments to Contractor shall be made on the valuation of Work completed in compliance with the Contract Documents. The Contractor shall, before the first application, submit to the City a schedule of values of the various parts of the Work, made out in such detail as the Contractor and City may agree upon, and supported by such evidence as to its correctness as the City may direct. This schedule, when approved by the City shall be used as a basis for payment, unless it be found to be in error. In applying for payment, the contractor shall submit a statement based upon this schedule.

5.1.2 Applications for monthly progress payments and the Final Payment shall be in writing, shall state the estimated percentage of the Work that has been satisfactorily completed and shall be submitted to the City on or before the 10th day of each month for the Work performed in the preceding month.

5.1.3 From each progress payment, the City shall withhold retainage of five percent (5%).

5.1.4 Unless otherwise provided in the Contract Documents, the City shall pay the Contractor each progress payment under this Agreement within fifteen (15) working days after City receives and approves the application from Contractor for

the preceding months' Work as set forth herein. The amount of each progress payment to the contractor shall be equal to the percentage of completion allowed to the City for the Work applied to the Contract Sum, less the aggregate of previous payments to the Contractor and less the percentage retained as provided in this Agreement.

5.2 To the extent Contractor is provided the materials and supplies by others or is subcontracting to others any portion of the Work, payment to Contractor of any monthly progress payment shall be conditioned on the receipt by City of a Lien Release executed by the materialman or subcontractor for any materials provided to the Project or for any subcontract work performed on behalf of the Contractor.

5.2.1 City may, at City's election, make checks payable to Contractor and a subcontractor or may make direct payment to any subcontractors or materialmen if a Lien Release is not presented with the application, or may elect to withhold payment as set forth above.

5.3 Contractor shall submit invoices on or before the tenth (10th) day of each month for the cost of Work performed in the preceding month. Such invoices shall be in the form of application for monthly progress payments, and the form of application for Final Payment shall be in writing, shall state the Work performed, and shall include records of payroll, petty cash expenditure, receipted invoices or invoice with vouchers attached and any other evidence if required by the City to demonstrate payments made by Contractor on account of the cost of the Work for which payment has not previously been made by City to Contractor, and for which no previous application for payment has been made. Unless otherwise approved in writing by City, no application shall be made for materials which have not been delivered to the site or incorporated in off-site Work necessary for the completion of the on-site Work. City will not unreasonably withhold approval for off-site storage of materials.

5.4 Sales tax shall be paid on the full payment due.

ARTICLE VI FINAL PAYMENT

6.1 Final payment (constituting the unpaid balance, less the retainage), under this Agreement, shall be made by the City to the Contractor when the Work described in this Agreement is fully completed and performed in accordance with the Contract Documents and is satisfactory to the City, and the Contractor has applied for final payment in the manner prescribed in Article V.

6.2 Before issuance of the final payment, the Contractor shall submit evidence satisfactory to the City that all payrolls, bills for materials and equipment, and all known indebtedness connected with the Contractor's Work have been satisfied. In addition, the Contractor shall obtain from all subcontractors and materialmen, and shall itself execute, a lien release for the Work performed and the materials supplied pursuant to this Agreement in exchange for the final payment.

6.3 The retained amount under this Agreement shall be paid to the Contractor within forty (40) days after completion of the Project; provided that the Contractor has executed and provided all necessary lien releases for the Work performed and the materials supplied; and provided that all certificates and releases from the Department of Revenue, Employment Security and Labor and Industries are received by the City.

6.4 Payments may be withheld on account of (1) defective Work not remedied, (2) claims filed by third parties, (3) reasonable evidence that the Work cannot be completed for the unpaid balance of the Stipulated Sum, if any, (4) damage to the City or another contractor related to Contractor or the Work, (5) reasonable evidence that the Work will not be completed within the Agreement Time and that the unpaid balance of the Stipulated Sum would not be adequate to cover actual or liquidated damages as provided in Article XIV for the anticipated delay, (6) persistent failure to carry out the Work in accordance with the Contract Documents, or (7) failure to adhere to the terms and conditions of this Agreement.

ARTICLE VII PREVAILING WAGE

7.1 Contractor agrees to abide by the prevailing wage requirements of RCW 39.12, RCW 43.03 and RCW 49.28 as currently enacted or as hereafter amended.

ARTICLE VIII CHANGES IN THE WORK

8.1 The City, without invalidating the Agreement, may order changes in the Work consisting of additions, deletions or modification. The Stipulated Sum and the Agreement Time shall be adjusted according to an agreement for change between the City and Contractor. Such changes in the Work shall be authorized by written Change Order signed by the City. Fair increases or decreases in the Contract Sum include a fifteen percent (15 %) adjustment for Contractor's overhead and profit.

8.2 Contractor shall make any and all changes in the Work without invalidating this Agreement when specifically ordered to do so in writing by the City.

ARTICLE IX INSURANCE

9.1 Insurance Term

The Contractor shall procure and maintain insurance, as required in this Section, without interruption from commencement of the Contractor's work through the term of the contract and for thirty (30) days after the Physical Completion date, unless otherwise indicated herein.

9.2 No Limitation

Contractor's maintenance of insurance, its scope of coverage and limits as required herein shall

not be construed to limit the liability of the Contractor to the coverage provided by such insurance, or otherwise limit the Public Entity's recourse to any remedy available at law or in equity.

9.3 Minimum Scope of Insurance

Contractors required insurance shall be of the types and coverage as stated below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be at least as broad as Insurance Services Office (ISO) form CA 00 01.
2. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop gap liability, independent contractors, products-completed operations, personal injury and advertising injury, and liability assumed under an insured contract. The Commercial General Liability insurance shall be endorsed to provide a per project general aggregate limit, using ISO form CG 25 03 05 09 or an equivalent endorsement. There shall be no exclusion for liability arising from explosion, collapse or underground property damage. The Public Entity shall be named as an additional insured under the Contractor's Commercial General Liability insurance policy with respect to the work performed for the Public Entity using ISO Additional Insured endorsement CG 20 10 10 01 and Additional Insured-Completed Operations endorsement CG 20 37 10 01 or substitute endorsements providing at least as broad coverage.
3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

9.4 Minimum Amounts of Insurance

Contractor shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
2. Commercial General Liability insurance shall be written with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate and a \$2,000,000 products-completed operations aggregate limit.

9.5 Public Entity Full Availability of Contractor Limits

If the Contractor maintains higher insurance limits than the minimums shown above, the Public Entity shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Contractor, irrespective of whether such limits maintained

by the Contractor are greater than those required by this contract or whether any certificate of insurance furnished to the Public Entity evidences limits of liability lower than those maintained by the Contractor.

9.6 Other Insurance Provision

The Contractor's Automobile Liability, Commercial General Liability and Builders Risk insurance policies are to contain, or be endorsed to contain that they shall be primary insurance as respect the Public Entity. Any Insurance, self-insurance, or self-insured pool coverage maintained by the Public Entity shall be excess of the Contractor's insurance and shall not contribute with it.

9.7 Contractor's Insurance for Other Losses

The Contractor shall assume full responsibility for all loss or damage from any cause whatsoever to any tools, Contractor's employee owned tools, machinery, equipment, or motor vehicles owned or rented by the Contractor, or the Contractor's agents, suppliers, contractors or subcontractors as well as to any temporary structures, scaffolding and protective fences.

9.8 Waiver of Subrogation

The Contractor and the Public Entity waive all rights against each other, any of their Subcontractors, Sub-subcontractors, agents and employees, each of the other, for damages caused by fire or other perils to the extent covered by Builders Risk insurance or other property insurance obtained pursuant to the Insurance Requirements Section of this Contract or other property insurance applicable to the work. The policies shall provide such waivers by endorsement or otherwise.

9.9 Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII.

9.10 Verification of Coverage

Contractor shall furnish the Public Entity with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsements, evidencing the insurance requirements of the Contractor before commencement of the work. Upon request by the Public Entity, the Contractor shall furnish certified copies of all required insurance policies, including endorsements, required in this contract and evidence of all subcontractors' coverage.

9.11 Subcontractors

The Contractor shall cause each and every Subcontractor to provide insurance coverage that complies with all applicable requirements of the Contractor-provided insurance as set forth

herein, except the Contractor shall have sole responsibility for determining the limits of coverage required to be obtained by Subcontractors. The Contractor shall ensure that the Public Entity is an additional insured on each and every Subcontractor's Commercial General liability insurance policy using an endorsement at least as broad as ISO Additional Insured endorsement CG 20 38 04 13.

9.12 Notice of Cancellation

The Contractor shall provide the Public Entity and all Additional Insureds for this work with written notice of any policy cancellation within two business days of their receipt of such notice.

9.13 Failure to Maintain Insurance

Failure on the part of the Contractor to maintain the insurance as required shall constitute a material breach of contract, upon which the Public Entity may, after giving five business days notice to the Contractor to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the Public Entity on demand, or at the sole discretion of the Public Entity, offset against funds due the Contractor from the Public Entity.

ARTICLE X INDEMNIFICATION (CONTRACTOR/CITY)

10.1 Contractor shall defend, indemnify and hold the City, its officers, officials, employees, contractors and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Contractor in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

10.2 However, should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Contractor and the City, its officers, officials, employees, and volunteers, the Contractor's liability hereunder shall be only to the extent of the Contractor's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Contractor's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

10.3 No liability shall attach to the City by reason of entering into this Agreement except as expressly provided herein.

ARTICLE XI

WARRANTIES, GUARANTEES/WORKING CONDITIONS

11.1 Contractor shall, and by this agreement hereby does, assign all manufacturer warranties and guarantees related to the Work to City. Unless otherwise provided in the Contract Documents or the manufacturer warranty, all labor and materials furnished by the Contractor are **guaranteed** against all defects in materials and workmanship for a period of one (1) year from the date of acceptance of the completion of the Work. All warranties and guarantees shall inure to the benefit of City.

11.2 Contractor shall take all necessary and proper safety precautions in connection with the Work performed pursuant to this Agreement so as to avoid all injury to persons and all damage to property. The Contractor shall maintain lights, barriers, supports and guards as shall be necessary and proper to effect this end. The Contractor shall comply with all federal, state and local laws, statutes, regulations and ordinances which govern labor, employment and occupational safety and health of the contractor's employees and other persons on or about the premises. Failure on the part of the Contractor and/or Contractor's employees to practice safe working procedures may result in the Contractor's immediate suspension and Work may not resume until safe working conditions are established. Repeated failures may result in termination of the Agreement for Breach.

11.3 Contractor shall supervise and direct the performance of work competently and efficiently, devoting such attention thereto and applying such skill and expertise as may be necessary to perform the work in accordance with this Agreement. Contractor shall be solely responsible for the means, methods, techniques, sequences and procedures of construction. Contractor shall provide competent and suitably qualified personnel to perform the work as set out above and shall at all times maintain good discipline and order at the work site.

11.4 Contractor shall furnish and assume full responsibility for all materials, equipment, labor, transportation, equipment and machinery, tools, appliances, fuel, power, utilities, and any and all other facilities and incidentals necessarily covered by this Contract.

11.5 Contractor shall clean-up and remove all rubbish and debris from the Work area on a daily basis and upon the completion of the Work. In the event of a dispute over this responsibility for clean-up, the decision of the City allocating responsibility shall be final. The Contractor shall pay without reimbursement for the cost of all clean-up and removal of rubbish and debris left upon the premises contrary to this paragraph. Should and Contractor fail to clean-up and remove all its rubbish and debris as per this paragraph, then the City may have this done and charge all expenses thereof to the Contractor.

11.6 Contractor shall employ no person in connection with the performance of this Agreement who may be objectionable to the City and the Contractor shall remove any such person upon written notice from the City.

11.7 Contractor shall cooperate with the City and other Contractors and subcontractors

whose work might interfere with the Contractor's Work, and shall participate in the preparation of coordinated plans and drawings in areas of congestion, specifically noting and advising the City of any such interference.

11.8 Contractor shall cooperate with the City in scheduling and performing Contractor's Work to avoid conflict or interference with the work of others.

11.9 Contractor shall promptly submit shop drawings and samples as required by the Contract Documents in order to perform the Work efficiently, expeditiously and in a manner that will not cause delay in the progress of the Work of the City of other Contractors.

ARTICLE XII CONTRACTOR'S RESPONSIBILITIES

12.1 Contractor shall make all claims promptly to the City for additional work, extensions of time, and damage for delays or otherwise, in accordance with the Contract Documents.

12.2 Contractor shall not assign this Agreement without the written consent of the City or subcontract the whole of this Agreement without the written consent of the City, or further subcontract portions of the Agreement without written consent of the City. The Contractor shall not assign any amounts due or to become due under this Agreement without written notice to the City.

12.3 Contractor warrants that all materials and equipment furnished and incorporated by it in the Project shall be new unless otherwise specified, and that all Work under this Agreement shall be of good quality, free from faults and defects and in conformance with the Contract Documents. All Work not conforming to these standards may be considered defective. The warranty provided in the Paragraph shall be in addition to and not in limitation of any other warranty or remedy required by law or by the Contract Documents.

12.4 Contractor agrees that the City's equipment will be available to the Contractor only at the City's discretion and on mutually satisfactory terms.

12.5 Contractor shall furnish periodic progress reports, including a work schedule, on the Work as mutually agreed, including information on the status of materials and equipment under this Agreement which may be in the course of preparation or manufacture.

12.6 Contractor shall give all notices and comply with all laws, ordinances, rules, regulations and orders of any public authority bearing on the performance of the Work under this Agreement. The Contractor shall secure and pay for all permits, fees and licenses necessary for the execution of the Work.

12.7 Contractor agrees that all Work shall be done subject to the final approval of the City.

12.8 Contractor shall promptly correct Work rejected by the City for failing to conform to the requirements of the Contract Documents, whether observed before or after Substantial Completion and whether or not fabricated, installed or completed, and shall correct any Work found to be not in accordance with the requirements of the Contract Documents within a period of one year from the date of Substantial Completion of the Agreement or by terms of an applicable special warranty required by the Contract Documents.

12.9 Nothing contained in this Agreement shall be construed to establish a period of limitation with respect to other obligations which the Contractor might have under the Contract Documents. Establishment of the time period of one year as described in the preceding paragraph relates only to the specific obligation of the Contractor to correct the Work, and has no relationship to the time within which the obligation to comply with the Contract Documents may be sought to be enforced, nor to the time within which proceedings may be commenced to establish the Contractor's liability with respect to the Contractor's obligations other than specifically to correct the Work.

12.10 If the Contractor defaults or persistently fails or neglects to carry out the Work in accordance with the Contract Documents or fails to perform a provision of the Agreement, the City, after three (3) days' written notice to the Contractor and without prejudice to any other remedy the City may have, may make good such deficiencies and may deduct the cost thereof, including compensation for consultant's services and expenses, including but not limited to, architects and engineers made necessary thereby, from the payment then or thereafter due the Contractor. Alternatively, at the City's option, the City may terminate the Agreement and take possession of the site and of all materials, equipment, tools, and construction equipment and machinery thereon owned by the Contractor and may finish the Work by whatever method the City may deem expedient. If the unpaid balance of the Stipulated Sum, if any, exceeds costs of finishing the Work, including compensation for consultant's services and expenses made necessary thereby, such excess shall be paid to the Contractor, but if such costs exceed such unpaid balance, the Contractor shall pay the difference to the City, provided that in no event shall such payment cause the Stipulated Sum to be exceeded.

12.11 Contractor shall supply the names and addresses of all its employees, materialmen and subcontractors performing work or providing material to the Project pursuant to this Agreement.

12.12 Contractor shall not discriminate in any manner related to the performance of the Work on the basis of race, religion, sex, age, national origin or any other protected class or category.

ARTICLE XIII DEFAULT/DELAY/LIQUIDATED DAMAGES

13.1 If the Contractor neglects to prosecute the Work diligently and properly or fails to perform any provisions of this Agreement, the City, after five (5) working days' written notice to

the Contractor to cure the deficiencies stated therein, may, without prejudice to any other remedy the City may have:

13.1.1 Cure such deficiencies and deduct the costs thereof from the payments then or thereafter due the Contractor, or

13.1.2 Terminate this Agreement and seek liquidated damages.

13.2 Liquidated damages to be assessed, negotiated and agreed to upon at gross maximum pricing phase.

13.4 The Contractor recognizes and acknowledges that time is of the essence of the completion of the Work, and that delays in completing the work prior to the date of Substantial Completion inconveniences the public and interferes with and delays commerce. The date of substantial completion is important as the Project must be completed prior to the Memorial Day weekend, where substantial use of the Project will occur. The Contractor further recognizes that delays in the completion of the Work also costs taxpayers undue sums of money, adding time needed for administration, engineering, inspection and supervision. Finally, the Contractor agrees that it is impractical to calculate the actual cost of delays, and the per diem amount in Sections 13.2 and 13.3 represents a reasonable estimate of the damages to the City if the Work is not completed on the date of Substantial completion, and that such amount does not constitute a penalty in order to secure performance.

ARTICLE XIV ARBITRATION

14.1 In the event the Parties cannot agree on a matter arising from this Agreement, they shall consult together and attempt to resolve the dispute. In the event they cannot agree upon a resolution of the dispute, they shall submit the dispute to an Arbitrator pursuant to RCW 7.04. The Arbitrator shall be an attorney licensed to practice law in the State of Washington having at least 15 years' experience in contract dispute resolution and principally practicing in Chelan, Douglas or Okanogan Counties. If the parties cannot agree on an arbitrator, the Arbitrator shall be appointed by a judge of the Chelan County Superior Court. The Parties may agree to attempt to have the Arbitrator first attempt to mediate the dispute before proceeding to an arbitration. All decisions of the Arbitrator shall be final and binding on the Parties. The Parties shall equally bear the cost of the Mediator. All decisions of the Mediator as arbitrator shall be enforceable in a federal or state court in the eastern district of Washington.

ARTICLE XV GENERAL PROVISIONS

15.1 **City's Representative.** Except as otherwise directed or designated by City, in writing, the City Administrator or his/her designee, shall be the City's representative for the Project. The administrator shall have authority to act on behalf of the City, except as otherwise provided in this Agreement, or as otherwise provided in writing, for all matters relative to the

Project and this Agreement.

15.2 Entire Agreement. This Agreement constitutes the entire agreement between the City and Contractor. There are no understandings or agreements between the City and the Contractor other than those set forth in this Agreement and in the Contract Documents referred to herein. No other statement, representation or promise has been made to induce either party to enter into this Agreement. This Agreement may not be modified, except with written agreement executed by the parties.

15.3 Independent Contractor. The Contractor and the City agree that the Contractor is an independent Contractor with respect to the Work provided pursuant to this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the Parties hereto. Neither Contractor nor any employee of Contractor shall be entitled to any benefits afforded City employees by virtue of the Work provided under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or Social Security or for contributing to the State Industrial Insurance program, or otherwise assuming the duties of an employer with respect to the Contractor, or any employees of Contractor.

15.4 Site Visitation. Execution of the Agreement by the Contractor is a representation that the Contractor has visited the site and become familiar with the local conditions under which the Work is to be performed.

15.5 Governing Law and Venue. This Agreement shall be governed exclusively by the laws of the State of Washington. Any court of competent jurisdiction in Chelan County, Washington, shall be the only proper venue for any and all suits brought to enforce the provisions of this Agreement.

15.6 Attorney's Fees. If any legal action or other proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default, or misrepresentation in connection with any of the provisions of the Agreement, the successful or substantially prevailing party shall be entitled to recover reasonable attorney's fees and other costs incurred in that action, arbitration or proceeding, in addition to any other relief to which it or he/she may be entitled.

15.7 Waive of Breach. The waiver by either party of the breach of any provision of this Agreement by the other party must be in writing and shall not operate or be construed as a waiver of any subsequent breach by such other party.

15.8 Notice. Any notices shall be effective if personally served upon the other party or if mailed by registered or certified mail, return receipt request, to the following addresses:

City:
City of Chelan
PO Box 1669

Contractor:

BAYLEY

December 19, 2025

To: City of Chelan
Rox

From: Bayley
Jeffrey Madden

Project Name: **Chelan Recycling Center - Precon Services**

Summary:

\$	17,073	Bayley General Conditions
\$	2,325	Bayley General Requirements
\$	-	Bayley Self Performed Work
\$	-	Bayley Subcontractor Work
\$	19,398	Subtotal
\$	217	1% General Liability Insurance
\$	41	0.2% Builder's Risk Insurance
\$	152	0.7% B&O Tax
\$	43	0.2% Procore
\$	2,174	10% Fee
\$	22,026	Total Without WSST
\$	330	1.5% Performance and Payment Bond
\$	22,357	Total w/out WSST and with P&P Bond
\$	1,916	8.7% Chelan Sales Tax
\$	24,273	Total with WA State Sales Tax

Schedule

Bayley assumes 6 weeks of precon to include 1-2 trips for in-person meetings.

Most will be able to be over Teams as we work through a side-by-side comparison between a pre-fab metal building and a wood framed building.

If in-person is not required we can remove the \$2,325

Chelan, WA 98816

15.9 **Registration and Bond.** The Contractor represents that the Contractor is bonded in compliance with Washington State law and is licensed with the State of Washington, as evidenced by the following:

License Number: _____

THE CONTRACTOR HEREBY ACKNOWLEDGES, GUARANTEES, AND REPRESENTS THAT AFTER AN OPPORTUNITY TO CONSULT WITH HIS/HER ATTORNEY HE/SHE HAS CAREFULLY READ THIS AGREEMENT, FULLY UNDERSTANDS THE TERMS THEREOF, AND FINDS IT TO BE A COMPLETE, WRITTEN STATEMENT OF THE TERMS AND CONDITIONS OF THE AGREEMENT.

CITY _____

By: _____

Dated: _____

CONTRACTOR

By: Stephen Grasso

Stephen Grasso, CEO

Dated: 1/12/26



City of Chelan

2025-077B

CITY COUNCIL

January 27, 2026

Subject/Title: RH2 Engineering Inc. Task Authorization No. 14 for the Design of the South Farnham and West Webster Avenue Pedestrian Improvements Project Design (Public Works Director Youngren)

Suggested Motion: I move to authorize the Mayor to finalize and execute the RH2 Engineering Inc. Task Authorization No. 14 for the Design of the South Farnham and West Webster Avenue Pedestrian Improvements Project Design.

Department: Public Works

Staff Contact: Jake Youngren

Guiding Principles: Accessible & Welcoming

Initiatives: Modernize Resource

Reviewed By: City Administrator, Finance Director

GOVERNING LEGISLATION

RCW 35A.11.010 Rights, powers, and privileges. “Each city governed under this optional municipal code...and, by and through its legislative body, such municipality may contract and be contracted with...”.

PREVIOUS ACTION TAKEN

On December 9, 2025 Council approved the Transportation Improvement Board (TIB) Grant Agreement for the Farnham and Webster Pedestrian Improvements Project. On January 13, 2026, Council received an update on this project, with a task authorization anticipated in the near future.

OVERVIEW

The City has been awarded grant funding for the Farnham and Webster Pedestrian Improvement project by the Transportation Improvement Board. The project addresses a critical concern related to pedestrian safety by adding a rectangular rapid flashing beacon

at the intersection, an advanced warning beacon on the Dan Gordon Bridge to alert westbound vehicles, a pedestrian is on the crosswalk, Americans with Disabilities Act (ADA) barrier removal, and pedestrian illumination. RH2 Engineering Inc. serves as the City's on-call transportation engineering provider and, as such, staff has requested a scope and fee for the design phase of this project. The attached scope and fee includes the following tasks:

1. Pedestrian Crossing Design
2. Permitting
3. Services During Bidding

See the attached scope and fee for additional information.

FINANCIAL IMPLICATIONS

Adequate funds to be made available upon adoption of the 2026 Six Year Transportation Program (STIP) and Street Capital budget.

ATTACHMENTS

1. RH2 Engineering Inc. Task Authorization No. 14 for the South Farnham and West Webster Avenue Pedestrian Improvements Project Design

SUGGESTED MOTION

Suggested Motion: I authorize the Mayor to finalize and execute the RH2 Engineering Inc. Task Authorization No. 14 for the Design of the South Farnham and West Webster Avenue Pedestrian Improvements Project Design.

Task Authorization No. 14
City of Chelan
General Engineering Services
S Farnham Street and W Webster Avenue Pedestrian Improvements
January 2026
RH2 Project No. CHE 0260007.14

In accordance with our Professional Services Agreement for General Engineering Services, dated January 1, 2026, this Task Authorization outlines the Scope of Work for S Farnham Street and W Webster Avenue Pedestrian Improvements. The work will be performed and invoiced in compliance with the terms and conditions listed in the governing Agreement and any issued Contract Amendments.

Background

The City of Chelan (City) requested that RH2 Engineering, Inc., (RH2) provide a Scope of Work and Fee Estimate to design a rectangular rapid flashing beacon (RRFB) system, American with Disabilities Act (ADA) curb ramps, illumination, barrier, and sidewalk at the pedestrian crossing on S Farnham Street and W Webster Avenue. This work also includes a Design Documentation Package (DDP) to be submitted to the Washington State Department of Transportation (WSDOT) for approval.

General Assumptions

- *Deliverables will be submitted in electronic format (PDF).*

Task 1 – Pedestrian Crossing Design

Objective: Prepare preliminary, 90-percent, and bid-ready design plans, specifications, and an Engineer's opinion of probable construction cost (OPCC) for the project.

Approach:

- 1.1 Prepare the preliminary plan view layout of the sidewalk with the proposed pedestrian ramps in two (2) quadrants of the intersection. Evaluate the pedestrian ramps on the south side of the intersection to determine if replacement is required. Limits of the improvements in the quadrants are within existing curb extents. Prepare the design to include sidewalk widening and a 140-foot extension of the concrete barrier with railing to match the existing bridge features. Locate foundations for an RRFB system and intersection illumination. Provide one (1) plan sheet with ramps and system layout.
 - a) Finalize RRFB system design (with advanced warning sign and beacon) so the City can pre-procure the system and avoid long lead times.
 - b) Coordinate with Erlandsen & Associates, Inc., (Erlandsen) as a subconsultant to RH2 to obtain a topographic survey of the project area, including right-of-way. Prepare base map from survey data and prepare a surface in Civil 3D for the design.
- 1.2 Coordinate with the local power company to identify a power source for the RRFB and illumination system.

- 1.3 Attend one (1) site visit to review the project site.
- 1.4 Prepare a preliminary OPCC.
- 1.5 Prepare 90-percent design level plans and specifications and submit them to the City for review. Plans are anticipated to include a cover sheet, plan view, detail sheet, and traffic control sheets. Specifications will be based on WSDOT Standard Specifications.
- 1.6 Prepare bid-ready plans, City's front-end bidding documents, technical specifications, and OPCC documents based on City review comments and internal quality assurance and quality control review. Produce bid-ready documents.
- 1.7 Perform project management tasks, including internal staff coordination, coordination with City staff, and monthly reviews of scope, schedule, and budget.

Assumptions:

- *The City has all property rights needed to construct this project. This Scope of Work does not include obtaining right-of-way, permanent easements, or temporary construction easements.*
- *Existing stormwater systems are adequate and will not require adjustments.*
- *The advanced warning sign and beacon will be solar powered; therefore, conduit will not be attached to the bridge. The RRFB at the crossing will be hard wired.*
- *No utility relocation will be necessary.*
- *No geotechnical investigation will be completed. Conservative assumptions will be used for existing soil properties.*
- *RH2 will rely on the accuracy and completeness of the Erlandsen-provided survey as to utility locations and topographic features.*

Provided by City:

- RRFB system procurement.

RH2 Deliverables:

- Attendance at one (1) site visit.
- Preliminary plan sheet.
 - o Final RRFB system design.
- 90-percent plans, specifications, and OPCC.
- Bid-ready plans, specifications, and OPCC.

Task 2 – Permitting

Objective: Assist the City with permitting tasks. Coordinate with WSDOT to prepare and submit the required DDP prior to the finalization of the project plans and specifications. *The project is located on a state highway (US-97A/W Webster Avenue); therefore, WSDOT coordination and DDP approval is required.*

Approach:

- 2.1 Coordinate with Plateau CRM, LLC as a subconsultant to RH2 to prepare a Cultural Resource Report.
- 2.2 Prepare the DDP and submit a draft to WSDOT for review. The DDP is anticipated to include the following:
 - a) Table of contents.
 - b) WSDOT memorandum.
 - c) Vicinity map.
 - d) Basis of design/summary of design report.
 - e) Design parameter sheets.
 - f) Safety analysis.
 - g) OPCC.
 - h) State Environmental Policy Act (SEPA) exemption letter.
 - i) Hydraulics assessment.
 - j) Illumination analysis.
 - k) Pavement design concurrence.
- 2.3 Revise the draft DDP to address one (1) set of WSDOT review comments and resubmit for approval. *Any additional revisions or review cycles are not included in this Scope of Work.*

Assumptions:

- *A shoreline permit will not be required and is exempt per Chelan County Shoreline Master Program and Washington Administrative Code (WAC) 173-27-040 (Section (2)(b) and (2)(q)).*
- *Acceptance of the DDP is beyond the control of RH2 and the City, and no date is warranted or implied for WSDOT response or DDP approval.*
- *The City will pay all permit fees and costs directly.*

Provided by City:

- SEPA exemption letter.
- Review of DDP.

RH2 Deliverables:

- Draft and final DDP.

Task 3 – Services During Bidding

Objective: Assist the City during the bidding process.

Approach:

- 3.1 Prepare the advertisement for bids and provide to the City for publishing.
- 3.2 Respond directly to contractor or supplier questions during the bidding period.
- 3.3 Prepare one (1) addendum, if requested, to clarify, revise, or change construction plans, specifications, or project conditions during the bidding process.
- 3.4 Obtain bids from the bid opening and prepare the bid tabulation. *It is assumed RH2 will not attend the bid opening.*
- 3.5 Review the lowest bidder information, contact up to three (3) references, and provide a recommendation of award letter to the City.
- 3.6 Prepare conformed for construction plans and specifications.

Assumptions:

- *The City will pay for advertising and legal fees directly. The City will coordinate construction contract award and execution.*
- *The project will be bid electronically.*

Provided by City:

- Placement of the advertisement in the newspaper and payment of all advertising fees.
- Electronic copies of bids received.

RH2 Deliverables:

- Advertisements for bids.
- Responses to contractor or supplier questions via phone or email.
- One (1) addendum, if requested.
- Bid tabulation.
- Recommendation of award letter.
- Conformed for construction plans and specifications.

Project Schedule

RH2 is prepared to begin work upon notice to proceed and receipt of survey data from the City. The design is anticipated to be prepared in the winter of 2026, with construction anticipated in August of 2026.

Fee for Services

The fee for services shall be on a time and expense basis and shall not exceed \$61,501.00 as shown on the attached Exhibit A, Fee Estimate, without prior written authorization of the City.

RH2 Engineering, Inc.
300 Simon Street SE, East Wenatchee, WA 98802

City of Chelan
PO Box 1669, Chelan, WA 98816



1/16/25

SIGNATURE

DATE

Erik R. Howe, Director

PRINT NAME & TITLE

SIGNATURE

DATE

PRINT NAME & TITLE

EXHIBIT A

Fee Estimate

Task Authorization No. 14

City of Chelan

General Engineering Services

S Farnham Street and W Webster Avenue Pedestrian Improvements

Jan-26

Description		Total Hours	Total RH2 Labor	Total Subconsultant	Total Expense	Total Cost
Task 1	Pedestrian Crossing Design	100	\$ 22,470	\$ 9,273	\$ 2,283	\$ 34,026
Task 2	Permitting	48	\$ 11,085	\$ 9,515	\$ 699	\$ 21,299
Task 3	Services During Bidding	22	\$ 5,892	\$ -	\$ 285	\$ 6,177
PROJECT TOTAL		170	\$ 39,447	\$ 18,788	\$ 3,266	\$ 61,501

PROFESSIONAL SERVICES AGREEMENT

THIS AGREEMENT, is made in duplicate by and between the CITY OF CHELAN, a Washington municipal corporation (the "CITY") and VARELA ENGINEERING & MANAGEMENT, a Washington Corporation (the "SERVICE PROVIDER").

WHEREAS, the CITY desires to utilize Engineering Services (the "Project") which requires specialized skills and other supportive capabilities which the CITY is not able to provide; and

WHEREAS, the SERVICE PROVIDER is qualified and possesses sufficient skills and the necessary capabilities, including technical and professional expertise to perform the services and/or tasks set forth in this Agreement for the Project.

NOW, THEREFORE, the parties agree as follows:

1. Scope of Services. The SERVICE PROVIDER shall perform such services and accomplish such tasks, including the furnishing of all materials and equipment necessary for full performance thereof (the "Services") as detailed in **Exhibit "A"**. All Services shall be provided according to the care and skill ordinarily used by members of the SERVICE PROVIDER'S profession practicing under the same or similar circumstances at the same time and in the same locality as the Services being performed.
2. Term. This Agreement is effective upon execution by the Mayor. The SERVICE PROVIDER shall begin and complete the provision of the Services, unless sooner terminated according to this Agreement, as follows:

Commencement Date:	<u>January 13th, 2026</u>
Completion Date:	<u>December 31st, 2027</u>

No new Services shall be authorized after the Completion Date, however, Services authorized prior to the Completion Date may continue to completion in accordance with this Agreement without extending the Term of this Agreement.

3. Compensation and Method of Payment.
 - 3.1 Compensation. The City shall pay the SERVICE PROVIDER on a Time and Expense basis. Time will be according to the rates shown in **Exhibit "B"**. Expenses are defined as costs incurred by the SERVICE PROVIDER, other than payroll costs, which are directly attributable to the performance of the Services and include mileage and related expenses, long-distance telephone, facsimile, postage and delivery, and other expenses incurred in the direct interest of the Services. Expenses shall also include technical or professional services obtained by the SERVICE PROVIDER upon prior approval of the City that are needed by the SERVICE PROVIDER to complete the Services. Such costs shall be reimbursed by the City to the SERVICE PROVIDER, plus an additional amount

for the SERVICE PROVIDER, as set out in **Exhibit “B”**, but no greater than 10%.

- 3.2 Billing and Payment. No payment shall be made for any Service rendered by the SERVICE PROVIDER except for Services and expenses identified in this Agreement. The SERVICE PROVIDER will transmit invoices to the City no more often than once each month, for the Services and expenses provided pursuant to this Agreement. All invoices shall list the actual time (days and/or hours) and dates during which the Services were performed and the compensation shall be determined using the rates set out in **Exhibit “B”**, and shall include a report generally describing the progress of the Services and the Project. Payment for the amount stated on the invoice shall be due thirty (30) days from the receipt of the invoice by the City, and amounts not paid when due shall accrue interest at the rate of one percent (1%) per month.
4. Information. The SERVICE PROVIDER shall furnish to the CITY within a reasonable time such statements, records, reports, data, and information as the CITY may request pertaining to the Services and the Project.
5. Independent Contractor Relationship.
 - 5.1 The parties intend that an independent contractor relationship will be created by this Agreement. The CITY is interested primarily in the results to be achieved by the Services. The implementation of Services will lie solely with the discretion of the SERVICE PROVIDER. No agent, employee, servant or representative of the SERVICE PROVIDER shall be deemed to be an employee, agent, servant or representative of the CITY for any purpose, and the employees of the SERVICE PROVIDER are not entitled to any of the benefits the CITY provides for its employees. The SERVICE PROVIDER will be solely and entirely responsible for its acts and for the acts of its agents, employees, servants, subcontractors or representatives during the performance of the Services.
 - 5.2 In the performance of the Services the SERVICE PROVIDER is an independent contractor with the authority to control and direct the performance of the details of the Services, however, the results of the Services be approved by the CITY and shall be subject to the CITY'S general rights of inspection and review to secure the satisfactory performances of the Services. Notwithstanding, the CITY may at its sole discretion require the SERVICE PROVIDER to remove an employee(s), agent(s) or subcontractor(s) from providing Services or otherwise being involved with the Project.
6. Hold Harmless/Indemnification.
 - 6.1 Service Provider shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts,

errors or omissions of the Service Provider in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

- 6.2 To the fullest extent permitted by law and subject to RCW 4.24.115, the City shall defend, indemnify, and hold harmless the Service Provider, its officers, officials, employees, and volunteers from and against third-party claims, damages, losses, and expenses, including reasonable attorney fees, but only to the extent caused by the negligent acts or omissions of the City in the performance of this Agreement. The City's duty to defend is several only and shall apply only to the extent of the City's proportionate fault as ultimately determined by settlement approved by the parties or by final adjudication. The City shall have no obligation to defend or indemnify the Service Provider for claims to the extent caused by the negligent acts or omissions of the Service Provider or anyone for whom the Service Provider is responsible.
- 6.3 However, should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Service Provider and the City, its officers, officials, employees, and volunteers, the Service Provider's and the City's respective liabilities, including the duty and cost to defend, hereunder shall be only to the extent of the Service Provider's and the City's respective negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Service Provider's and the City's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.
- 6.4 No liability shall attach to the CITY by reason of entering into this Agreement except as expressly provided herein.
7. Insurance. The SERVICE PROVIDER shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the Services by the SERVICE PROVIDER, its agents, representatives, or employees.
- 7.1 Minimum Scope of Insurance. SERVICE PROVIDER shall obtain insurance of the types described below:
- a. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles, with a minimum combined single limit for bodily injury and property damage of One Million Dollars (\$1,000,000) per accident. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If

necessary, the policy shall be endorsed to provide contractual liability coverage.

- b. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 or equivalent, and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury, with limits no less than Two Million Dollars (\$2,000,000) each occurrence, Two Million Dollars (\$2,000,000) general aggregate. The CITY shall be named as an insured under the SERVICE PROVIDER'S Commercial General Liability insurance policy with respect to the work performed for the CITY.
- c. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
- d. Professional Liability Insurance appropriate to the SERVICE PROVIDER'S profession, with limits no less than Two Million Dollars (\$2,000,000) per claim and Two Million Dollars (\$2,000,000) policy aggregate limit.

7.2 Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability, Professional Liability and Commercial General Liability insurance:

- a. The SERVICE PROVIDER'S insurance coverage shall be primary insurance with respect to the CITY. Any insurance, self-insurance, or insurance pool coverage maintained by the CITY shall be excess of the SERVICE PROVIDER'S insurance and shall not contribute with it.
- b. The SERVICE PROVIDER'S insurance shall be endorsed to state that coverage shall not be cancelled by either party, except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the CITY.

7.3 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.

7.4 Verification of Coverage. SERVICE PROVIDER shall furnish the CITY with original certificates and a copy of the amendatory endorsements including, but not necessarily limited to, the additional insured endorsement, evidencing the insurance requirements of the SERVICE PROVIDER before commencement of the Services.

8. Ownership of Property.

- 8.1 City's Property. All property furnished by the CITY for the use of the SERVICE PROVIDER shall remain the property of the CITY.
- 8.2 Instruments of Service. All documents, including drawings and specifications, prepared by the SERVICE PROVIDER pursuant to this Agreement are the instruments of service with respect to the Services and shall be owned by the City upon payment of the SERVICE PROVIDER fee by the City. The SERVICE PROVIDER shall provide the City with reproducible copies of all documents, drawings, specifications, and other work products constituting the instruments of service. The instruments of service are not intended nor represented by the SERVICE PROVIDER to be suitable for reuse by the City or others on extensions of the services provided for the Services, or any other project. Any reuse without written verification or adaptation by the City will be at the City's sole risk and without liability or legal exposure to the SERVICE PROVIDER, and the City shall indemnify and hold the SERVICE PROVIDER harmless from all claims, damages; losses, and expenses including attorney's fees arising out of or resulting therefrom.
9. Compliance with Laws.
- 9.1 The SERVICE PROVIDER, in the performance of this Agreement, shall comply with all applicable federal, state or local laws and ordinances, including regulations for licensing, certification and operation of facilities, programs and accreditation, and licensing of individuals, and any other standards or criteria as described in this Agreement to assure quality of services.
- 9.2 The SERVICE PROVIDER specifically agrees to pay any applicable business and occupation (B&O) taxes that may be due on account of this Agreement.
10. Nondiscrimination. Because The CITY is an equal opportunity employer:
- 10.1 Nondiscrimination in Employment. In the performance of this Agreement, the SERVICE PROVIDER will not discriminate against any employee or applicant for employment on the grounds of race, creed, color, national origin, sex, marital status, sexual orientation, age, honorably discharged veteran or military status, or the presence of any sensory, mental or physical disability, or the use of a trained dog guide or service animal by a person with a disability; provided that the prohibition against discrimination in employment because of disability, or the use of a trained dog guide or service animal by a person with a disability, shall not apply if the particular disability prevents the proper performance of the particular worker involved. The SERVICE PROVIDER shall ensure that applicants are employed, and that employees are treated during employment without discrimination because of their race, creed, color, national origin, sex, marital status, sexual orientation, age, honorably discharged veteran or military status, or the presence of any sensory, mental or physical disability or the use of a trained guide dog or service animal by a person with a disability. Such action shall

include, but not be limited to: employment, upgrading, demotion or transfers, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and programs for training including apprenticeships. The SERVICE PROVIDER shall take such action with respect to this Agreement as may be required to ensure full compliance with local, state and federal laws prohibiting discrimination in employment.

10.2 Nondiscrimination in Services. The SERVICE PROVIDER will not discriminate against any recipient of any services or benefits provided for in this Agreement on the grounds of race, creed, color, national origin, sex, marital status, sexual orientation, age, honorably discharged veteran or military status, or the presence of any sensory, mental or physical disability or the use of a trained guide dog or service animal by a person with a disability.

10.3 Assignment. If any assignment or subcontracting has been authorized by the CITY, the assignment or subcontract shall include appropriate safeguards against discrimination.

11. Certification Regarding Debarment, Suspension, and Other Responsibility Matters.

11.1 By signing the agreement below, the SERVICE PROVIDER certifies to the best of its knowledge and belief, that it and its principals:

- a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;
- b. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission or fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- c. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph 11.1(b) of this certification; and
- d. Have not within a three (3) year period preceding this Agreement had one or more public transactions (federal, state, or local) terminated for cause or default.

- 11.2. Where the SERVICE PROVIDER is unable to certify to any of the statements in this certification, such SERVICE PROVIDER shall attach an explanation to this proposal.
12. Assignment/subcontracting.
- 12.1 The SERVICE PROVIDER shall not assign its performance of the Services or any portion of this Agreement without the City's prior written consent of not less than thirty (30) days. The CITY reserves the right to reject without cause any such assignment.
- 12.2 Any assignment shall be subject to each provision of this Agreement and proper bidding procedures where applicable as set forth in local, state and/or federal statutes, ordinances and guidelines.
- 12.3 Any technical/professional service subcontract not listed in this Agreement, must have express advance approval by the CITY.
13. Maintenance and Inspection of Records.
- 13.1 The SERVICE PROVIDER shall maintain books, records and documents, which sufficiently and properly reflect all direct and indirect costs related to the performance of this Agreement and shall maintain such accounting procedures and practices as may be necessary to assure proper accounting of all funds paid pursuant to this Agreement. These records shall be subject at all reasonable times to inspection, review, or audit, by the CITY, its authorized representative, the State Auditor, or other governmental officials authorized by law to monitor this Agreement.
- 13.2 The SERVICE PROVIDER shall retain all books, records, documents and other material relevant to this Agreement, for six (6) years after its expiration. The SERVICE PROVIDER agrees that the CITY or its designee shall have full access and right to examine any of said materials at all reasonable times during said period.
14. Termination.
- 14.1 Termination for Convenience. The CITY may terminate this Agreement, in whole or in part, at any time, by giving thirty (30) days' written notice to the SERVICE PROVIDER. Upon such termination for convenience, the CITY shall pay the SERVICE PROVIDER for all Services provided under this Agreement through the date of termination.
- 14.2 Termination for Cause. If the SERVICE PROVIDER fails to perform in the manner called for in this Agreement, or if the SERVICE PROVIDER fails to comply with any other provisions of the Agreement and fails to correct such

failure or noncompliance within five (5) days' written notice thereof, the CITY may terminate this Agreement for cause. Termination shall be effected by serving a notice of termination on the SERVICE PROVIDER setting forth the manner in which the SERVICE PROVIDER is in default and the date of the termination. The SERVICE PROVIDER will only be paid for Services performed in accordance with this Agreement through the date of termination.

15. Notice. Notice provided for in this Agreement shall be sent by certified mail to the addresses designated for the parties on the last page of this Agreement.
16. Attorneys Fees and Costs. In any dispute arising from the terms or performance of this Agreement, whether a lawsuit is commenced, the prevailing party shall be entitled to recover from the other party, in addition to any other relief to which such party may be entitled, reasonable attorney's fees and other costs incurred in that action or proceeding, including an appeal.
17. Jurisdiction and Venue.
 - 17.1 This Agreement has been and shall be construed as having been made and delivered within the State of Washington, and shall be governed by laws of the State of Washington, both as to interpretation and performance.
 - 17.2 Any action of law, suit in equity, or judicial proceeding for the enforcement of this Agreement or any provisions thereof shall be instituted and maintained only in any of the courts of competent jurisdiction in Chelan County, Washington.
18. Severability. If any portion of this Agreement is held to be invalid or unenforceable for any reason, such holding shall not affect the validity or enforceability of the remaining portions of this Agreement.
19. Entire Agreement. This Agreement, including **Exhibit "A"**, is the complete and exclusion expression of the agreement between them and shall bind their successors and assigns. Any modification of this Agreement shall be in writing and signed by both parties. Failure to comply with any provision of this Agreement shall constitute a material breach of contract and be cause for termination. The parties recognize time is of the essence in the performance of this Agreement. The forgiveness or waiver of the nonperformance of any provision of this Agreement does not constitute a waiver of any subsequent nonperformance by a party.

CITY:

CITY OF CHELAN
PO Box 1669
Chelan, WA 98816

SERVICE PROVIDER:

Varela Engineering & Management
601 W. Mallon Ave., Suite A
Spokane, WA 99201

Erin McCardle, Mayor
_____, 2026

_____, 2026

Attest:

Peri Gallucci, City Clerk



referred to in and part of the **Professional Services Agreement between the City of Chelan and Varela Engineering & Management** dated January 27, 2026

A.	Owner:	City of Chelan
B.	Engineer:	Varela & Associates, Inc. d/b/a Varela Engineering & Management
C.	Project:	East Chelan Water Improvements

Description of Task Assignment :

Refer to Attachment A for Scope of the Project, Scope of Services, Compensation, and Authorization to Proceed.

Task Assignment Summary

a. Current Project Amount:	\$0
b. This Task Amount:	\$463,000
c. Adjusted Project Amount:	\$463,000

Owner and Engineer hereby agree to modify the above-referenced Agreement as set forth in this Exhibit A Task Order. All provisions of the Agreement not modified by this or previous Exhibit A Task Orders remain in effect. The Effective Date of this Exhibit A Task Order is the date executed by the Owner. Work will be invoiced on a Time and Expense basis unless specifically noted otherwise. If not attached hereto, Time and Expense shall be invoiced based on the latest approved T&E Schedule attached to an Exhibit A Task Order.

OWNER:

City of Chelan

By:

Title:

Date Signed:

ENGINEER:

Varela Engineering & Management

By:



Title:

President

Date Signed:

1/6/2026

**ATTACHMENT A to
EXHIBIT A to PROFESSIONAL SERVICES AGREEMENT dated 1/27/2026**

**TASK ORDER #1
for EAST CHELAN WATER IMPROVEMENTS PROJECT**

**SCOPE OF PROJECT, SCOPE OF SERVICES, COMPENSATION,
AUTHORIZATION TO PROCEED, SCHEDULE**

Client: City of Chelan
Varela Project Number 100-03

I. SCOPE OF PROJECT

In this project the City of Chelan is implementing several improvements to its water system to increase the redundancy, reliability, efficiency, and fire protection capacity of its water system. The major water system components to be constructed in this project include the following as generally described in Chelan's 2025 Amendment to its 2020 Water System Plan:

- Booster station withdrawing from existing Washington St pressure zone, discharging to new pressure zone with HGL of approximately 1,653
- Reservoir with volume of approximately 1.2 MG and overflow elevation of approximately 1,653
- Transmission mains from new booster to new reservoir and from new pressure zone to connection point(s) with Darnell's pressure zone
- Several pressure reducing valve (PRV) stations to establish new intermediate pressure zone(s) and/or make new reservoir hydraulically available to lower pressure zones

The new booster station and reservoir will initially establish a new pressure zone that likely will be merged with the City's existing Darnell's pressure zone. The transmission main and PRV stations will make the storage capacity of the new reservoir available to existing City pressure zones. The project may include reconfiguration of some existing pressure zones to improve service pressure to higher elevation services.

II. SCOPE OF SERVICES

This Task Order defines Pre-Design services for the project. Subsequent Task Order(s) will define Design and other phase services. The Pre-Design work will define criteria, select sites/alignments for the new booster station, reservoir, transmission main, and PRV stations so that those pieces of the project can move on to final design. Work performed under this initial Task Order may identify additional steps or investigations that are necessary before site selection, t-main route(s), or other project parameters can be finalized (e.g., geotechnical investigations, negotiations with property owners for rights-of-way acquisition, environmental or cultural resources investigations, etc.).

The Scope of Services includes the following tasks:

	Fee Type
Task 1-1 – Project Administration and Client Assistance	T&E
Task 1-2 – Funding Administration Assistance	T&E
Task 2-1 – Property Research for future ROE/Easement Acquisitions	T&E
Task 2-2 – Topographic Data and Mapping	T&E
Task 2-3 – Environmental Review	T&E
Task 2-4 – Transmission Main Route Selection and Pre-Design	T&E
Task 2-5 – Booster Station Site Selection and Pre-Design	T&E
Task 2-6 – Reservoir Site Selection and Pre-Design	T&E
Task 2-7 – Pre-Design Report for Booster, T-main, and Reservoir	T&E

Refer to Attachment A-1 for detailed scope of the tasks and estimated costs.

Owner Tasks

1. Reviews, decisions, and direction to the engineer during evaluation and pre-design work so that pre-design work can progress in a timely manner as desired by the City
2. Make the City’s license for Bentley’s Openflows Water available for use by Varela in the hydraulic analysis.
3. Participate in discussions with property owners regarding willingness to sell property, grant easements, allow access, or other project related matters.

III. COMPENSATION

Compensation shall be on a Time & Expenses (T&E) basis, in accordance with the Time and Expenses Schedule (Attachment A-2). Individual tasks may exceed the budget shown on Attachment A-1, but the total engineering cost shall not exceed the total of all tasks indicated on Attachment A-1 without Owner authorization. Refer to Attachment A-1 for detailed estimate for Scope and Budget.

IV. AUTHORIZATION TO PROCEED

Authorization to proceed with Work shall be effective as of the date of execution of this Task Order.

V. SCHEDULE

City Staff has indicated a desire to execute this Task Order at the City’s January Council Meeting. The following schedule assumes the City provides Authorization to proceed by January 16, 2026.

- Begin work January 28, 2026
- Draft analysis and recommended site selection for booster March 13, 2026
- Draft analysis of advantages and disadvantages of three reservoir sites and associated transmission main routes May 15, 2026
- Geotechnical/geophysical seismic refraction micro-tremor (ReMi) survey of reservoir sites (if still desired by City after initial analysis of sites) June 12, 2026
- Draft of full Pre-Design Report August 14, 2026
- Additional investigations (if warranted/desired by City to be determined
- If no additional investigations, finalize Pre-Design Report September 11, 2026

Attachment A-1 to Exhibit A Task Order #1 to Professional Services Agreement dated 1/27/2026
City of Chelan - East Chelan Water Improvements Project
Scope and Budget Estimate
1/6/2026

Varela Job No.	Task Number	Description	Status	Fee Type ⁽¹⁾	Estimated Fee
Overall Project Tasks					
100-03-11	1-1	Project Administration and Client Assistance	awaiting authorization	T&E	\$45,450
100-03-12	1-2	Funding Administration Assistance	awaiting authorization	T&E	\$8,650
Pre-Design Tasks					
100-03-21	2-1	Property Research for future ROW/Easement Acquisitions	awaiting authorization	T&E	\$48,360
100-03-22	2-2	Topographic Data and Mapping	awaiting authorization	T&E	\$20,720
100-03-23	2-3	Environmental Review	awaiting authorization	T&E	\$30,120
100-03-24	2-4	Transmission Main Route Selection and Pre-Design	awaiting authorization	T&E	\$110,480
100-03-25	2-5	Booster Station Site Selection and Pre-Design	awaiting authorization	T&E	\$57,850
100-03-26	2-6	Reservoir Site Selection and Pre-Design	awaiting authorization	T&E	\$110,950
100-03-27	2-7	Pre-Design Report for Booster, T-main, and Reservoir	awaiting authorization	T&E	\$30,420
Additional Investigations					
				TOTAL	\$463,000

Attachment A-1 to Exhibit A Task Order #1 to Professional Services Agreement dated 1/27/2026
City of Chelan - East Chelan Water Improvements Project
Scope and Budget Estimate
1/6/2026

		Principal or Senior Engineer	Engineer	Engr. Tech.	Project Assistant	Expense	Total
	<i>Estimated average billing rate for the purpose of establishing task budgets</i>	\$215	\$195	\$165	\$110	\$1	
Overall Project Tasks							
Task	Description						
1-1	Project Administration and Client Assistance	30	120	0	0	\$15,600	\$45,450
	Pre-design phase budget allowances for:						
	Overall project planning, management and coordination; assume 5 months 4hrs/month principal and 12hrs/month engineer	20	60				
	Periodic reports to Staff and/or Council RE budget and schedule, status of overall project; assume 5 months 2hrs/month principal and engineer; reports assumed to be via web conference or email	10	10				
	Assume no public meeting assistance						
	Monthly in-person meeting with Chelan Staff; assume 5 months		50				
	DJ&A project management, admin, coordination (refer to DJ&A scope)					\$14,100	DJ&A (1)
	Expenses (mileage, direct expenses, printing)					\$1,500	
	(1) Amount will be based on actual subconsultant scope and cost + 10% Varela markup						
1-2	Funding Administration Assistance	4	14	0	46	\$0	\$8,650
	Pre-design phase budget allowances for:						
	State appropriation administration and reimbursements assistance	4	8		40		
	Quarterly progress reports to Department of Commerce (assume three during pre-design)		6		6		
	Expenses (mileage, misc)						
Pre-Design Tasks							
2-1	Property Research for future ROW/Easement Acquisitions	4	20	20	0	\$40,300	\$48,360
	Iterative process of coordinating t-main alignment alternatives and corresponding ROW/easement needs for Tierra to research. Review of Tierra work; management, oversight, and coordination of Tierra work with other project disciplines.	4	20	20			
	Assume Tierra and/or City Staff handle onsite/in-person meetings with property owners						
	Refer to attached Tierra ROW Services Scope					\$40,100	Tierra (1) (2)
	Expenses (mileage, misc)					\$200	
	(1) Amount will be based on actual subconsultant scope and cost + 10% Varela markup						
	(2) Fees for property title reports will be billed directly to the City and are not included in Tierra's scope proposal						
2-2	Topographic Data and Mapping	4	8	0	0	\$18,300	\$20,720
	Review of DJ&A topo data and mapping work; management, oversight, and coordination of DJ&A work with other project disciplines	4	8				
	Refer to attached DJ&A Scope of Services					\$18,300	DJ&A (1)
	(1) Amount will be based on actual subconsultant scope and cost + 10% Varela markup						
2-3	Environmental Review	4	8	0	0	\$27,700	\$30,120
	Review of DJ&A environmental work; management, oversight, and coordination of DJ&A work with other project disciplines	4	8				
	Refer to attached DJ&A Scope of Services					\$27,700	DJ&A (1)
	(1) Amount will be based on actual subconsultant scope and cost + 10% Varela markup						

Attachment A-1 to Exhibit A Task Order #1 to Professional Services Agreement dated 1/27/2026
City of Chelan - East Chelan Water Improvements Project
Scope and Budget Estimate
1/6/2026

		Principal or Senior Engineer	Engineer	Engr. Tech.	Project Assistant	Expense	Total
	<i>Estimated average billing rate for the purpose of establishing task budgets</i>	\$215	\$195	\$165	\$110	\$1	
2-4	Transmission Main Route Selection and Pre-Design	68	176	96	0	\$45,700	\$110,480
	Review of DJ&A t-main work; management, oversight, and coordination of DJ&A work with other project disciplines	20	40	40			
	Refer to attached DJ&A Scope of Services					\$37,900	DJ&A (1)
	Reconnaissance geotechnical review of t-main alignments; desktop review only, assume no additional site visit necessary since site visited on 11/12/25 ⁽¹⁾	4	8			\$7,800	Budinger (1)
	Hydraulic analysis: Assume west end connection to existing 16" main at Hiland Farms. Evaluate t-main sizing in relation to available reservoir sites. Evaluate corresponding operational implications, possible need for altitude valve(s), operating the combined pressure zone with Darnell's booster or new booster out of service	20	80	40			(1)
	Evaluation of additional connection points for t-main and/or converting Orchard View pressure zone to new 1,653 HGL			to be determined			
	Web-conference meetings with City as t-main alignments defined and investigated; assume four meetings at 2hrs each	8	8				
	Additional evaluations and/or site investigations			to be determined			
	Summarize findings of hydraulic analysis pressure zone conversion evaluation for inclusion in Pre-design Technical Memorandum	16	40	16			
	(1) Amount will be based on actual subconsultant scope and cost + 10% Varela markup						
	(2) City will provide current hydraulic model files for use in this analysis. Scope assumes no update of existing system demand scenarios or physical facilities. Scope assumes some existing system elements can be neglected/skeletonized if not hydraulically influential to the proposed improvements.						
2-5	Booster Station Site Selection and Pre-Design	52	174	36	0	\$6,800	\$57,850
	Define buildout service area for the new booster station. Identify any additional redundancy capacity desired by the City for Darnell's booster or other. Estimate overall capacity for new booster at buildout.	4	16	4			
	Comparison of City recycling center site with property owned by Lake Chelan School District						
	Review sites/property RE available space, suitability of topography, elevation, road access, connection to distribution system - assume City obtains/provides school district's concept plan for land where booster may be sited	4	16	4			
	Reconnaissance geotechnical review of both booster sites; assume no additional site visit necessary since site visited on 11/12/25 ⁽¹⁾	2	2			\$3,300	Budinger (1)
	Comparison of hydraulics suitability at both sites in relation to discharge pressure, PRVs to serve Suncrest, provide fire flow to Walmart, and provide fire flow to future airport main.	4	8				
	Planning level opinion of probable cost for booster station	2	8	4			
	Summary of advantages and disadvantages of sites. Select most favorable site based on results of preceding analysis	8	8				
	Pressure Zone Phasing Feasibility and Criteria (Assume new reservoir HGL of 1,653 to match Chelan Hills Reservoir per 2025 WSP Amendment)						
	Evaluate feasibility of operating initially as closed system only serving Suncrest; confirm 1,505 HGL for Suncrest; evaluate available information on existing water infrastructure in Suncrest, thrust restraint, ability to operate at higher pressure	4	16	4			
	Evaluate feasibility of operating with t-main to Darnell's zone, but new reservoir not yet constructed	4	16	4			
	Phasing plan for building, pumps, and piping to allow interim operational scenarios and transition to buildout capacity	4	16	4			
	Evaluate need/desire for VFDs with operational scenarios	2	8				

Attachment A-1 to Exhibit A Task Order #1 to Professional Services Agreement dated 1/27/2026							
City of Chelan - East Chelan Water Improvements Project							
Scope and Budget Estimate							
1/6/2026							
		Principal or Senior Engineer	Engineer	Engr. Tech.	Project Assistant	Expense	Total
	Estimated average billing rate for the purpose of establishing task budgets	\$215	\$195	\$165	\$110	\$1	
	Controls/Telemetry system criteria	2	8				
	Allowance for identification of significant structural elements for building, pumps, piping	2	4	4		\$3,500	LSB (1)
	Evaluate up to three pump types (e.g, end suction close coupled, vertical turbine, split case, etc.) and select most favorable	2	8				
	Additional evaluations and/or site investigations	to be determined					
	Summarize findings for inclusion in Pre-design Technical Memorandum	8	40	8			
	(1) Amount will be based on actual subconsultant scope and cost + 10% Varela markup						
2-6	Reservoir Site Selection and Pre-Design	50	188	96	0	\$47,700	\$110,950
	Sizing criteria for reservoir volume; confirm assumed volume of 1.2MG	4	12	4			
	Site Selection - evaluate three sites: two sites on the Schultz property and one site on hillside east of the golf course						
	Site construction access feasibility of sites; access road criteria for width and slope for each site	16	40	40			
	Identify overflow main route, discharge location, location/volume of overflow pond (if any) and energy dissipation required (if any) for each site	4	16	12			
	Coordinate with Tierra ROW to identify required easements and/or property acquisition for each site and relative advantages/disadvantages ⁽²⁾	2	8				
	Coordinate w/ DJ&A to compare t-main routes for each site and relative advantages/disadvantages	2	8				
	Geophysical survey by seismic refraction micro-tremor (ReMi) method to estimate soil thickness, depth to rock	2	8	4		\$36,400	Budinger (1)
	Planning level opinion of probable cost for three reservoir sites including site access improvements	4	24	12			
	Summarize sites comparison: implementation issues, advantages/disadvantages of foundation requirements and locations, overflow issues, access issues, property issues. Select most advantageous site.	4	20	8			
	Lifecycle cost comparison of concrete and steel reservoir types	4	16			\$10,500	LSB (1)
	Preliminary reservoir dimensions, configuration, and layout of selected site	4	16	8			
	Additional evaluations and/or site investigations	to be determined					
	Summarize findings for inclusion in Pre-design Technical Memorandum	4	20	8			
	Expenses (mileage, misc)					\$800	
	(1) Amount will be based on actual subconsultant scope and cost + 10% Varela markup						
	(2) this task does not include property/easement acquisition assistance, only identifying potential needs for more property and/or easements						
2-7	Pre-Design Report for Booster, T-main, and Reservoir	48	80	0	40	\$100	\$30,420
	Prepare draft report summarizing results of Pre-Design task 2-1 through 2-6	16	40		20		
	Review meetings and assistance with City--assume 2 meetings with 2 Varela staff at 12hrs each; facilitate selection of site(1), reservoir type/dim, T-main/overflow routes, overflow discharge method/location	24	24				
	Determine if additional evaluations and/or site investigations recommended	to be determined					
	Finalize/publish report	8	16		20		
	Expenses (publishing, misc)					\$100	
Total Hours		264	788	248	86	\$ 202,200	
Total Project Tasks		\$ 56,760	\$153,660	\$ 40,920	\$ 9,460	\$ 202,200	\$463,000

**ATTACHMENT A-2 to EXHIBIT A TASK ORDER #1
to PROFESSIONAL SERVICES AGREEMENT DATED 1/27/26
For EAST CHELAN WATER IMPROVEMENTS PROJECT**

TIME AND EXPENSES SCHEDULE

PROFESSIONAL SERVICES ⁽¹⁾

Principal	\$190-\$225 per hour
Engineer	\$110-\$210 per hour
Engineering Technician	\$110-\$180 per hour
Funding & Environmental Specialist	\$90-\$125 per hour
Project Assistant	\$90-\$115 per hour

⁽¹⁾ Hourly rates will generally be based upon a total multiplier of 3.28 x salary. Hourly rates shown above and multiplier may be revised for work performed after Dec 31, 2026.

REIMBURSABLE EXPENSES

The following items of direct project expense will be invoiced as follows:

1. Automobile travel at the current allowable Federal mileage rate
2. Travel, meals, lodging expenses as incurred (or federal per diem if specified).

The following items of direct project expense will be invoiced at direct cost, plus a maximum ten percent (10%):

4. Shipping costs for samples, equipment, documents, or other items as required
5. Materials or other expendable items expended in the course of the work
6. Rentals, fees, permits, software licenses, or other charges for special services or special equipment necessary for the work.
7. Outside services utilized for the work, including subconsultants and outside reproduction of drawings, documents, reports or specifications



December 30, 2025

Jesse Cowger, PE
Varela Engineering
601 W. Mallon Avenue, Suite A
Spokane, WA 99201

Re: City of Chelan, East Chelan Reservoir, Water System Plan
Reservoir Site Research, Planning, Scoping, and Technical Guidance.

Dear Jesse,

Tierra Right of Way Services, Ltd. (Tierra), is pleased to submit the scope of work and fee for the performance of reservoir site research, planning, scoping, and technical guidance for up to 17 parcels. This estimate assumes up to 10 hours of Agent or Project Manager labor per parcel and includes time for managing the title ordering and invoicing. This proposal was based on information received from Varela (Client) pertaining to the Project. Any services performed outside the scope of this proposal must be approved, in writing, by Client and Owner prior to commencement. Please note that our cost estimate herein is good for ninety (90) days from the date of this letter.

Upon completing your review of this proposal, please contact me with any questions or clarifications needed. On behalf of Tierra Right of Way Services, Ltd., we look forward to the opportunity to work with you on this project.

Sincerely,

A handwritten signature in blue ink that reads "Leslie Findlay". The signature is written in a cursive, flowing style.

Leslie Findlay, SR/WA, RW/RAC
Vice President, Right of Way & Designated Broker

PROJECT UNDERSTANDING

It is the understanding of Tierra Right of Way Services, Ltd. (Tierra), that Varela (the Client) is seeking to procure Tierra's services for the City of Chelan (the Owner), East Chelan Reservoir (the Project). The goal of the Project is to provide reservoir site research, title report ordering research, recommendations, and technical guidance for up to 17 parcels.

The Owner, along with the Client, is evaluating several locations and routes to improve water services and reservoirs. The parcels listed below are the anticipated parcels that will require an unknown amount of research, review, and landowner contact during the first stage of project planning. Negotiations to take place in 2027 or later. At that time, updated title reports will be necessary, and an amendment to this scope and fee will be required.

1	46470	Barbara Schultz-Sterner
2	52350	Lake Chelan School District #129
3	52349	Lake Chelan School District #129
4	46425	Midnight Land Company LLC
5	46431	Barbara Schultz-Sterner
6	46424	Barbara Schultz-Sterner
7	70511	Lake Chelan Seven LLC
8	46423	Harold & Kara Schell
9	46421	L C Investments LLC
10	46420	Star Rock LLC
11	46415	Jesse & Kate Redell
12	46418	Mario & Roberta Tejada
13	42724	Cemetery District #4
14	42713	No See-Um Orchards
15	65016	No See-Um Orchards
16	42705	Chelan Rustlers Inc
17	42713	No See-Um Orchards

SCOPE OF WORK

Our scope of work and fee includes, and is limited to, the following tasks.

Task 1. Project Administration and Project Management

- Tierra will support the Client by providing Project planning, management, quality control, communication, and coordination throughout the Project. This includes all Project-wide planning and management tasks.
- Attend the on-site or video conference Project kick-off meeting with Client and Owner staff.
- Attend up to four quarterly conference calls between the Client, Owner, and Tierra to discuss and track progress of the Project.
- Tierra will review the Project schedule for the planning phase and will monitor and update the client and owner as needed.

-
- Tierra will prepare and submit monthly Tierra standard invoices. If required by Client, Tierra will prepare Client template invoices.
 - Tierra will meet with the Client and Owner to obtain Project background information previously received by the Owner during community meetings, etc.

Task 1 Tierra Deliverables

The following items are the deliverables for this task:

- Project kickoff meeting with Client and Owner staff.
- Attend meetings and conference calls.
- Review schedule for scoping phase.
- Provide monthly status reports and invoices.

Task 2. Research & Rights of Way Technical Guidance

- Tierra will support the Client and Owner by providing parcel research through public records, reviewing design plans or exhibits of tentative design alignments, and providing technical guidance. Assist with the resolution of critical issues for design, development, and construction of the project related to real estate and rights of way.

Task 2 Tierra Deliverables

The following items are the deliverables for this task:

- Tierra will attend virtual meetings to provide guidance and support as needed.
- Tierra attends meetings to discuss the Project, providing real estate support, as needed.
- Tierra will provide support to the Client and Owner as needed to discuss individual parcels, real estate challenges, or benefits related to the Project.

Task 2 Client Deliverables

- The Client will provide all relevant information previously obtained by the Owner during community meetings, correspondence with owners, and diary information, etc.
- The Client will provide the anticipated overall Project Schedule.
- The Client and /or Owner will meet with Tierra, or owners or representatives as needed.

Task 2 Assumptions

Our scope of work contemplates that there will be no deviation from the following assumptions relating to this task:

- Tierra will provide technical guidance based on our experience and expertise.

Task 3. Title Reports

Subdivision Guarantees will be ordered from the First American Title Company along with copies of all recorded documents reflected in the Schedule B requirements and exceptions.

Activities Tierra will perform under this task include the following:

- Tierra will order the subdivision guarantees and manage the invoice and payment.
- Per First American Title, Residential Subdivision Guarantees are \$350 each, and Commercial Properties are \$750. An average of \$550 has been applied to this estimate.

-
- Once the title reports are received, Tierra agents will perform an in-depth review of the title report and the Schedule B items to make sure there are no preexisting title conditions that would delay the Owner from successfully closing on the property, if pursued.
 - If issues are noted, Tierra will bring said issues to the Owner and Client's attention immediately and provide recommendations for resolution. This may include recommendations to the Owner whether to accept or clear problematic encumbrances and exceptions. This will come in the form of a Parcel Title Summary Memorandum (PTSM).
 - Tierra will perform limited research on any title issues relating to parcels.
 - Tierra will meet with the Client, Owner, and property owners as needed to discuss and assist with resolving any title issues for acceptance by the Owner.

Task 3 Tierra Deliverables

The following items are the deliverables for this task:

- Tierra will provide an electronic copy of the title commitments obtained to the Owner and Client, along with a PTSM (per parcel) of any issues that may affect the Owner's ability to successfully close.

Task 3 Client Deliverables

Our scope of work contemplates that there will be no deviation from the following assumptions relating to this task:

- The Client may request, under a separate estimate, additional in-depth research of title issues (if identified). The costs associated with any additional research are in addition to those noted herein.
- The Client will provide a detailed parcel count, along with the Assessor's parcel number(s), of any additional parcels it wishes for Tierra to obtain title commitments for.
- Title Commitments requested by the Client or Owner from other than First American Title and any subsequent delay in commencement of the Project due to delay of these items, shall not be Tierra's responsibility.
- The Owner will provide written approval of the title exceptions and encumbrances to be either cleared or accepted, as recommended by Tierra.

The estimated timeline for completion of Task 3: Title Reports is 30 days from the date the Notice to Proceed is provided and title reports are received.

PROJECT SCHEDULE

Project planning begins in January 2026. Construction and negotiations will be delayed into 2027 or beyond.

The deliverable hours and cost provided contain the following assumptions:

- All mileage expenses will be invoiced to the Client at the IRS-established rate. Actual mileage may be more or less than what is estimated herein.
- Lodging and mileage from Olympia or Wenatchee offices may be applicable. Tierra will do its best to utilize resources within the region of the Project but may need employees from offices further away to assist on projects, requiring lodging and mileage from that office. We will do our best to limit this option.

- Any delay in Client deliverables or design changes will delay Tierra's project schedule and may cause an amendment due to the impacts and updates required on work and documents already performed.
- If any additional parcels or work is required that is not identified in this scope of work, an amendment will be required.
- Any change in the Client's main point of contact, project manager, or other related leadership position will likely result in increased fees due to changes in management and communication styles, changes in agreed to reporting, changes in forms, and the new project team member not fully understanding the scope of work contracted for.
- Price does not include parcel negotiations, rights of entry, permits, escrow, or recording fees, survey, the development of legal descriptions, exhibits, clearing encroachments, and relocation assistance services.
- Our quality control review of items produced by a third party is limited to desktop review of the items received only.
- Due to the labor shortage of experienced professionals in the industry, the pricing contained herein is valid for 90 calendar days only.
- Payment of Tierra's invoices shall be due and payable within thirty (30) days of receipt of invoice.

CONSULTANT FEE DETERMINATION - SUMMARY OF PROJECT COSTS					
Tierra Right of Way Services, Ltd.					
Varela, City of Chelan, East Chelan Reservoir, Water System Plan					
Labor Classification	Direct Billing Rate	Estimated Hours		Total	Total Amount
<i>Research & Technical Guidance 17 parcels</i>					
Director of ROW	\$ 205.00	1		\$ 205.00	
Project Manager	\$ 175.00	40		\$ 7,000.00	
Senior Right of Way Agent	\$ 145.00	130		\$ 18,850.00	
Project Coordinator	\$ 105.00	6		\$ 630.00	
		177			\$ 26,685.00
Direct Reimbursables					
Travel (Mileage): Miles	\$ 0.700	400		\$ 280.00	
Postage Total	\$ 10.00	17		\$ 170.00	
Title Report	\$ 550.00	17		\$ 9,350.00	
				Direct Reimbursables Subtotal:	\$ 9,800.00
				Total Amount Payable	\$ 36,485.00

East Chelan Water System Improvements - Pre-Design Phase

Project Description

The City of Chelan (City) is undergoing improvements to its water system to enhance fire protection, provide supply redundancy to the Darnell's pressure zone, expand the service area for future developments at higher elevations, and ensure that the Washington Street pressure zone will continue to operate effectively for its current users. The City wishes to split this project design into phases, starting with the pre-design phase. Based on scoping meetings with the City, the overall pre-design phase will primarily evaluate the following:

- Reservoir
 - Site location and access (assume a maximum of three sites)
 - Total volume: document the total volume basis and how that relates to the other components of the project.
 - Construction type: partially buried or above-ground. Temperature will be a consideration.
 - Mixing (water quality and stratification)
 - Heating
 - Lightning Protection
 - Field Instrumentation
- Booster Station
 - Site location and access (two sites have generally already been identified by the City)
 - Not a skid-mounted design
 - Capacity, Expandability – electrical, mechanical, plumbing, all sized for expansion
 - Backup power generator – dedicated diesel generator (polar generator, 24-hr fuel tank)
 - Building size – properly sized
 - Architectural – CMU building
 - PRVs
 - SCADA system – integrate with City's master SCADA system
- Transmission Main (T-Main)
 - Pipe sizing/diameter
 - Pipe minimum cover
 - Pipe material
 - Tie-ins to Darnell's pressure zone
 - Does not include extension to Airport
 - Routes (assume a maximum of three routes, which will overlap in several areas)

- Lead and arsenic contamination near orchards – need to consider whether export and replacement of trenched soils will be required

Figure 1 shows a summary of the reservoir site and the t-main options east of the golf course based on the scoping site visit on November 20, 2025. This is still preliminary but provided to put sideboards on the project limits. DJ&A will support Varela in the pre-design phase through the following tasks listed below. In summary, tasks consist of: (1) Project Management, Administration, Coordination, and QC/QA reviews; (2) Topographic Survey and Mapping; (3) Environmental Services; and (4) Engineering and Pre-Design Services.

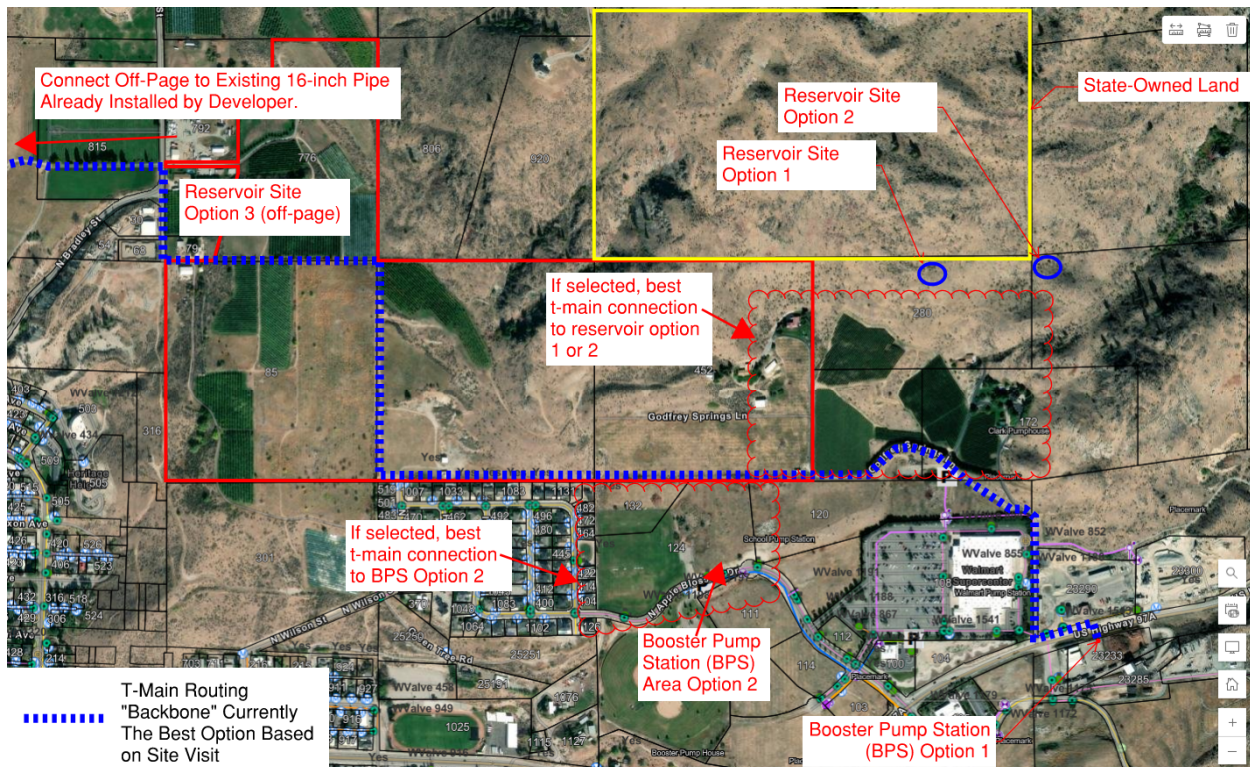


Figure 1 – Overview of T-Main Routing Options East of the Golf Course

Task 1: Project Management, Administration, Coordination, and QC/QA

Description: Provide project management for the survey, environmental, and water transmission sub-teams, project administration, including contract setup, monthly billing and invoicing, quality control/quality assurance, and internal coordination meetings with Varela.

Assumptions:

- Bi-weekly internal coordination meetings with Varela and other team members @ 1 hour/meeting with the DJ&A Project Manager and one other staff member (either Survey Lead or Environmental Lead). Assume eight coordination meetings.



- Coordination meetings with the City of Chelan @ 1 hour/meeting. Only the DJ&A Project Manager will be in attendance. Assume four meetings.

Deliverables:

- Monthly invoices.
- Meeting notes or follow-up emails summarizing discussions, decisions, and action items.
- Internal QA/QC reviews documented prior to deliverables being issued to Varela.

Task 2: Topographic Survey and Mapping

Description: DJ&A will collect the following publicly available data and develop an ArcGIS and AutoCAD base map to support predesign exhibit backgrounds:

- State, County, or City based LiDAR data sets available to the public.
- Existing dry utilities (via Design Information Request from 811)
- Existing wet utilities and approximate parcel information (via City of Chelan ArcGIS platform; DJ&A and Varela have username and password)

GIS will support data management and organization of received files, so they are easily shareable with Varela. Note: Varela will be producing all exhibits in AutoCAD.

Assumptions:

- No site visit or field work is anticipated for survey activities. All services provided under this scope of work will be “desktop” level support.
- Boundary and ROW surveys are not a part of this scope.
- Ordering title reports will be the responsibility of Tierra. They will support initial investigations of existing easements and property restrictions.
- DJ&A cannot guarantee that requests for utility data from providers will be complete, received, or fully accurate and should not be used for final design.
- DJ&A does not guarantee that publicly available LiDAR data is fully accurate and should not be used for final design.

Deliverables:

- N/A

Task 3: Environmental Services

Description: DJ&A will conduct a desktop review of environmental resources, identifying the potential concerns or issues, and document findings in an environmental resources memo. Included in this service

is determining what prior studies, if any, have been conducted, and determining potential permits needed for design and construction. We will coordinate a meeting with the U.S. Army Corps of Engineers (Seattle District), contact for the 219 Program to get input as to if a Categorical Exclusion (CE) is needed, which one is applicable for the project, and responsible parties for developing any environmental documentation at the federal level. Lastly, our team will provide recommendations for additional in-depth technical studies and environmental field surveys.

Assumptions:

- No site visit/field work is anticipated. All work will be “desktop” level support and review.
- NEPA compliance for U.S. Army Corps of Engineers (or other federal lead) would occur at a later phase.
- One teleconference meeting with U.S. Army Corps of Engineers (Seattle District) with up to two environmental staff members present.

Deliverables:

- Draft Environmental Resources Memo (including desktop analysis, tabulated potential permits, and recommendations for additional environmental studies). Up to 10 pages (not including appendices).
- Final Environmental Resources Memo (including desktop analysis, tabulated potential permits, discussion summary with U.S. Army Corps of Engineers, and recommendations for additional environmental studies). Up to 14 pages (not including appendices).

Task 4: Engineering and Pre-Design Services

Description: DJ&A will conduct a preliminary routing analysis for the proposed transmission water main, evaluating potential corridors against key feasibility criteria, including existing utility right-of-way, property ownership and easement willingness, topography, subsurface soil and geologic conditions, environmental and cultural constraints, and existing above-ground and below-ground utilities. Our team will initially identify three routing concepts for evaluation, then refine these to a recommended primary alignment and a secondary (“back-up”) alternative. Some alignment segments are expected to overlap, as certain areas naturally present optimal conditions across multiple criteria.

All analysis, findings, planning-level construction cost estimates, and recommendations will be documented in a narrative and compiled into the overall report managed by Varela. In addition, DJ&A will provide technical review and input on proposed tank sites, PRV locations, booster pump siting, and project phasing to ensure consistency with the recommended transmission main alignment.

Assumptions:

- No site visit/field work is anticipated. All work will be “desktop” level support.



- No hydraulic modeling. Varela will conduct and manage the hydraulic model and size the transmission main, and evaluate the effects of the recommended improvements (pre-design only) on adjacent pressure zones and water system operations.
- Includes a planning-level construction cost estimate (installed linear foot) for the transmission main. This will account for different types of installation methods anticipated (e.g. in-pavement, cross-country, open trench, crossings/trenchless, etc)

Deliverables:

- Draft Report Narrative and Exhibits. Up to eight pages of narrative and seven exhibits (other appendices not included)
- Final Report Narrative and Exhibits. Up to eight pages of narrative and seven exhibits (other appendices not included)

Fee:

See the attached fee proposal that breaks down staff, labor rates, and hours.

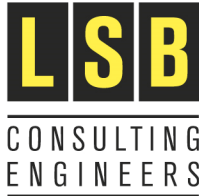
Fee Proposal

Project: **East Chelan Water System Improvements - Pre-design Phase**
Contract Number: **TBD**
Client: **Varela Engineering & Management**
DJ&A Project Number: **7864**

Prepared By: **Mike Whelehon, P.E.**
Reviewed By: **Chad W., Greg B.
Brian S., and Ben S.**

		Manager - Mike Whelehon	Senior Project Lead - Greg Badon	Senior Environmental Engineer III - Chad Weaver	Senior WWWW Engineer III - Chad Weaver	Senior Survey Lead - Buck Rogers	Project Surveyor II - Kyle Todd	Analyst - Ben or Travis	Senior GIS	Survey Tech II - Kevin	WWWW Design Engineer III - Mark Setline	Brian Stockowitz	Environmental Scientist III - Hannan Kurns	Environmental Scientist III - Hannan Kurns	Coordinator	Project	TOTALS	
Rate		\$240.00	\$212.00	\$213.00	\$198.00	\$164.00	\$150.00	\$123.00	\$147.00	\$142.00	\$142.00	\$142.00	\$134.00					
Item	Task																	
1.0	Project Management, Administration, Coordination, and QC/QA																	
1.1	Project Management for DJ&A Subteams	12.0													4.0	\$	2,880.00	
1.2	Project/Contract Set up	2.0															\$	1,016.00
1.3	Monthly Billing and Invoicing	4.0													6.0	\$	1,764.00	
1.4	Quality Control / Quality Assurance (QC/QA)	6.0															\$	1,440.00
1.5	Internal Coordination Meetings with Varela + Subteams	10.0	10.0														\$	4,520.00
1.6	External Coordination Meetings with City of Chelan	5.0															\$	1,200.00
Total Hours		39.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0		59.0	
Total Labor Cost		\$9,360.00	\$2,120.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,340.00		\$12,820.00	
2.0	Topographic Survey and Mapping																	
2.1	Data Collection (LiDAR, Dry Utilities, Wet Utilities, Parcels)				6.0	10.0	18.0	16.0									\$	7,496.00
2.2	Build basemap				1.0	4.0		32.0							2.0		\$	5,058.00
2.3	Organized Digital file				1.0	2.0	10.0								2.0		\$	2,294.00
2.4	Recommendations for Additional Field Work to Assist with Pre-design	1.0			8.0												\$	1,824.00
Total Hours		1.0	0.0	0.0	16.0	16.0	28.0	48.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0		113.0	
Total Labor Cost		\$240.00	\$0.00	\$0.00	\$3,168.00	\$2,624.00	\$4,200.00	\$5,904.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$536.00		\$16,672.00	
3.0	Environmental Services																	
3.1	Desktop Review of Environmental Resources		6.0				12.0	12.0			14.0	40.0					\$	12,216.00
3.2	Draft Environmental Resources Memo		5.0				12.0	12.0			10.0	12.0			2.0		\$	7,728.00
3.3	Meeting with U.S. Army Corps of Engineers & Minutes		2.0								4.0						\$	992.00
3.4	Final Environmental Resources Memo	1.0	3.0				4.0	4.0			6.0	8.0			2.0		\$	4,224.00
Total Hours		1.0	16.0	0.0	0.0	0.0	28.0	28.0	0.0	0.0	34.0	60.0	0.0	0.0	4.0		171.0	
Total Labor Cost		\$240.00	\$3,392.00	\$0.00	\$0.00	\$0.00	\$4,200.00	\$3,444.00	\$0.00	\$4,828.00	\$8,520.00	\$536.00					\$25,160.00	
4.0	Engineering and Pre-Design Services																	
4.1	Preliminary T-Main Routing Analysis	4.0		10.0						48.0							\$	10,146.00
4.2	Draft Report Narrative and Exhibits	2.0		8.0			18.0	18.0		34.0					3.0		\$	12,498.00
4.3	Final Report Narrative and Exhibits	2.0		6.0			9.0	9.0		16.0					3.0		\$	6,969.00
4.4	Technical Review / Feedback RE: Tank Sites, PRV Locations, Booster Pump Sites, and Project Phasing	6.0		16.0													\$	4,848.00
Total Hours		14.0	0.0	40.0	0.0	0.0	27.0	27.0	98.0	0.0	0.0	0.0	0.0	0.0	6.0		212.0	
Total Labor Cost		\$3,360.00	\$0.00	\$8,520.00	\$0.00	\$0.00	\$4,050.00	\$3,321.00	\$14,406.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$804.00		\$34,461.00	
Project Summary																		
Total Hours		55.0	26.0	40.0	16.0	16.0	83.0	103.0	98.0	34.0	60.0	24.0					555.0	
Total Labor Cost		\$13,200.00	\$5,512.00	\$8,520.00	\$3,168.00	\$2,624.00	\$12,450.00	\$12,669.00	\$14,406.00	\$4,828.00	\$8,520.00	\$3,216.00					\$89,113.00	
check		\$13,200.00	\$5,512.00	\$8,520.00	\$3,168.00	\$2,624.00	\$12,450.00	\$12,669.00	\$14,406.00	\$4,828.00	\$8,520.00	\$3,216.00					\$89,113.00	
Project Total Direct Labor Costs																	\$89,113.00	
Subconsultant																		
N/A																		
N/A																		
Total Subconsultant Expenses																	\$0.00	
Direct Expenses																		
mileage																		
per diem																		
lodging																		
materials, printing, postage, etc.																		
Total Direct Expenses																	\$0.00	
Total																		
																	\$89,113.00	

Assumptions:



523 EAST THIRD AVENUE
SPOKANE, WASHINGTON 99202
P 509.323.9292 F 509.747.7115
WWW.LSBENGINEERS.COM

December 19, 2025

*Jesse Cowger, P.E. | Principal
Varela Engineering & Management
601 W. Mallon Avenue, Suite A
Spokane, WA 99201*

*Re: Proposal for Structural Engineering Pre-Design Services (LSB Proposal 25P2173)
East Chelan Water System Improvement Project
Chelan, WA*

Dear Jesse:

LSB Consulting Engineers is pleased to offer the following proposal to provide structural engineering services for the project noted above.

FEE FOR SERVICES:

We propose providing our services as outlined in this document and indicated below on a Time and Expense basis with an estimated budget allowance of \$14,000. We will not exceed this amount without your explicit prior authorization.

Time and Expense (T&E) proposals will be charged on an hourly basis, with fees accruing in accordance with the attached Standard Fee Schedule. The stated fee is an estimated maximum amount that includes all reimbursable expenses, unless noted otherwise in this document.

PROPOSED PRE-DESIGN SCOPE OF WORK:

- Participate in Pre-Design coordination meetings as needed.*
- Review and provide recommendations regarding three proposed new reservoir sites considering optimal reservoir types.*
- Review proposed Booster Station sites and provide comments/recommendations regarding structural considerations.*
- Assist with ROM construction cost estimates associated with preferred reservoir alternatives and sites.*

- Assist in the development and review of Pre-Design report recommendations as they relate to structural scope items.

Thank you for considering LSB Consulting Engineers for this project. We appreciate the opportunity and look forward to working with you again. If you have questions regarding this proposal or need additional information, please feel free to contact us.

Sincerely,

LSB Consulting Engineers, PLLC



David M. Linke, P.E.
Principal Engineer

Attachment: 2026 Standard Fee Schedule



Standard Fee Schedule

January 2026

Principal Engineer	\$175 per hour
Senior Engineer	\$160
Staff Engineer	\$145
Graduate Engineer	\$125
Senior Design Technician	\$115
Design Technician	\$100
Administrative Staff	\$75

Expenses will be billed at actual cost plus a 10% markup. Costs for transportation by automobile will be charged at the prevailing federally approved rate per mile.

Unless otherwise specified, charges are due and payable within thirty (30) days after receipt of invoice. Interest may be charged at the rate of 1.0% per month on past due accounts.



Budinger & Associates

Proudly serving the Inland Northwest since 1976

1101 North Fancher Road
Spokane, WA 99212
Tel: 509.535.8841
Fax: 509.535.9589

Cost Estimate

To: Varela Engineering & Management
601 W. Mallon Avenue, Suite A
Spokane, WA 99201

Date: 12/5/2025

Proposal Number: S251136

Office Number: 509.328.6066

Attn: Jesse Cowger, PE

Project: East Chelan Water Improvements

E-mail: jcowger@varela-engr.com

Preliminary Reconnaissance of 3 Prospective Sites

Scope:

1. Review topography, geology, Lidar, geohazard maps, and DOE (Ecology) well reports.
2. Complete geophysical survey by the seismic refraction micro-tremor (ReMi) method with a pair of 1-dimensional (shear wave velocity versus depth) plots at each of 3 sites. This method will provide a good estimate of the soil thickness and depth to rock if within ~100 feet. No indication on variability across the site.
3. Prepare a technical memorandum presenting the results and providing ranking of the 3 sites based on research and geophysics results.

****Option for more extensive geophysical evaluation adding electrical resistivity and p-wave seismic refraction, along with ReMi was assumed to be too expensive at approximately \$115,000; thus, it is not included in this proposal, though we're available to discuss pros and cons. Our opinion is ReMi alone will provide the minimum necessary information for an informed interpretation of the anticipated subsurface conditions and ability to provide a preliminary rank ordering of the 3 sites for constructability and cost.**

Assumptions:

1. Access (legal and physical) provided by client.
2. Rates in this estimate are valid for 45 days.
3. Varela to provide best estimated center of reservoir location at each site prior to mobilization.
4. Invoice will reflect time and materials requested which may differ from this estimate.
5. Authorization signature below incorporates the attached BAI STANDARD CONDITIONS.

Services To Be Provided

Description	Qty	Units	Price	Total
* Mobilization and ReMi geophysics				25961.00
* Principal Geotechnical Engineer	14	hours	250.00	3500.00
* Staff Geologist	35	hours	175.00	6125.00
* Administrator	6	hours	85.00	510.00
TOTAL				\$36,096.00

Accepted by: _____

Date: _____

Signature: _____



City of Chelan

2026-003A

CITY COUNCIL

January 27, 2026

Subject/Title: Comprehensive Plan Docket (Community Development Director Ajax)

Suggested Motion: I move to approve the 2026 Comprehensive Plan Docket.

Department: Community Development

Staff Contact: John Ajax

Guiding Principles: Visionary & Strategic

Initiatives: Manage Growth

Reviewed By: City Administrator, Finance Director, and City Attorney

GOVERNING LEGISLATION

RCW 36.70A.070(6) Comprehensive plans - Mandatory elements. "The comprehensive plan of a county or city that is required or chooses to plan under RCW 36.70A.040 shall consist of a map or maps, and descriptive text covering objectives, principles, and standards used to develop the comprehensive plan...(6) A transportation element that implements, and is consistent with, the land use element."

PREVIOUS ACTION TAKEN

Council previously discussed this item on January 13, 2026.

OVERVIEW

At the December 17, 2025 regular meeting, the Planning Commission recommended the 2026 Comprehensive Plan Docket - Public Proposal to the City Council.

Submitted on October 31, 2025, by M2 Consulting, PLLC, on behalf of the South Chelan Property Owners Group, this petition proposes amendments to the Transportation Element of the City of Chelan's Comprehensive Plan to facilitate development on approximately 1,000 acres south of US-97A. The proposal includes the following:

- Designation of a new arterial collector roadway, the South Chelan Access Corridor, extending southward from the Peterson Place/US-97A intersection to provide multimodal access (vehicular, pedestrian, and bicycle) to parcels within existing city limits not addressed in the 2007 and 2017 plan updates.
- Realignment of the Peterson Place/US-97A and Woodin Avenue/US-97A intersections into a single-lane roundabout to enhance traffic operations and serve as a gateway feature.
- Integration into the functional classification map, six-year Transportation Improvement Program (TIP), and Capital Facilities Plan (CFP), incorporating the corridor, roundabout, and internal collector network.
- The proposed funding strategy encompasses competitive grants (e.g., TIB, STBG, HSIP, RAISE), municipal contributions (REET, TBD revenues, Street Fund), developer proportionate shares (via traffic impact fees and latecomer agreements), and supplemental sources (PWAA, CDBG). In the event of funding deficiencies, land use assumptions may be reevaluated or improvements phased pursuant to WAC 365-196-415.

Pursuant to RCW 36.70A.070(6), the city is required to enforce transportation concurrency by upholding established level of service (LOS) standards for arterials and related facilities. Should proposed development degrade LOS below adopted thresholds (e.g., to LOS F by 2037, as indicated in supporting traffic analyses), approvals must be withheld unless mitigations are implemented concurrently or secured via financial commitments within six years. Developers are responsible for funding their proportionate impacts, with no obligatory municipal subsidies (per WAC 365-196-840).

This proposal will be evaluated within the city's ongoing periodic comprehensive plan update (due 2026), as part of a broader analysis of the Transportation Element.

FINANCIAL IMPLICATIONS

This proposal for the docket will be reviewed as part of the Transportation Element update.

ATTACHMENTS

1. Comprehensive Plan Docket - Draft

SUGGESTED MOTION

Suggested Motion: I move to approve the 2026 Comprehensive Plan Docket.



City of Chelan

COMPREHENSIVE PLAN AMENDMENT PETITION

TYPE OF AMENDMENT

Rezone Application Requested ☐

Submittal Deadline:
October 31 of each year

SEPA Application Requested ☐

☒ Policy

☐ Map

☐ Regulation

☒ Plan

☒ Other

PROONENT INFORMATION

Name: Mitch Reister, PE

Address: 2627 Catalina Avenue, East Wenatchee, WA 98802

Phone No. : (509) 860-1703 Fax No.:

AMENDMENT INFORMATION

The merits of a proposed amendment shall be measured against the petition submittal requirements listed below to ensure consistency in the review and decision making. Please provide the following information (attach additional pages if necessary):

1. A detailed statement of what is proposed to be changed and why:
See attached TE amendment proposal documents.

2. A statement of anticipated impacts to be caused by the change, including geographic area affected and issues presented.
See attached TE amendment proposal documents.
3. A demonstration of why an existing comprehensive plan goal, policy, or recommendation should not be in effect or why an existing goal, policy, or recommendation no longer applies.
See attached TE amendment proposal documents.
4. A statement of how the amendment complies with the comprehensive plan's community vision statements, goals, objectives, and policy directives.
See attached TE amendment proposal documents.
5. A statement of how facility plans and capital improvement plans support the change.
See attached TE amendment proposal documents.

6. A statement of how the change affects land use regulations (i.e., zoning, subdivision, etc.) and the necessary text changes to bring the land use regulations into compliance with the plan.

N/A

7. A demonstration of public review of the recommended change.
See attached TE amendment proposal documents.

8. A detailed statement describing how the map amendment complies with the comprehensive plan land use element (for map amendment only).

N/A

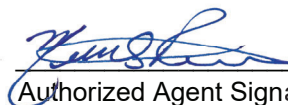
I hereby certify that I will pay all fees as required by law. I also hereby certify under penalty of perjury under the laws of the State of Washington that the above answers are true and complete to the best of my knowledge. I understand that the lead agency is relying on them to make its decision.

Date Submitted: _____

Applicant Signature

Print Name _____

Place Where Signed: _____, WA



Authorized Agent Signature

Print Name Mitchell S. Reister, PE

Place Where Signed: East Wenatchee, WA

Date Submitted: 10/31/25



Comprehensive Plan Amendment Application – Transportation Element
South Chelan Access Corridor & US-97A/Woodin/Peterson Roundabout

City of Chelan, Washington

October 31, 2025

1. Application Information

Applicant: M2 Consulting, PLLC (on behalf of the South Chelan Property Owners Group)

Contact: Mitchell S. Reister, PE – Partner/Principal

Location: Undeveloped land south of US-97A (W. Woodin & W. Webster Avenues) within current City limits.

2. Description of the Proposal

The proposal is to amend the Transportation Element of the Comprehensive Plan to:

- Designate a new City collector/access corridor extending from the Peterson Place/US-97A intersection (I/S) to the south. This area includes developable lands that are currently within the City limits south of US-97A. The 2007 and 2017 Comprehensive Plan Updates did not address the impacts of development of these new City lands.
- Realign and improve the Peterson Place/US-97A and Woodin Avenue/US-97A intersections into a single, centralized modern roundabout and aesthetically pleasing entrance into the City.
- Incorporate the corridor and roundabout into the City's functional classification map, six-year TIP, and Capital Facilities Plan (CIP).
- Commit to a finance strategy based on state and federal grants, City CIP and grant matching funds, TBD funds, and developer-proportionate share (including latecomer agreements).

3. Map or Plan Diagram Changes

Amend the Comprehensive Plan Transportation Map to show:

- South Chelan Collector Corridor
- New roundabout at Woodin Avenue/US-97A
(See ***Appendix A***)

4. Existing and Proposed Policies or Text Amendments

Amend Transportation Element policies to add:

- Goal TR-X: South Chelan Access Corridor designation and purpose.
- Policy TR X-1. Concurrency: maintain LOS standards; improvements concurrent with development or financially committed within six (6) years (per [RCW 36.70A.070](#)).
- Policy TR X-2. Construct a modern roundabout at Peterson Place/Woodin Avenue/US-97A with realignment of Peterson Place and Woodin Avenue.

Add to Capital Facilities Plan project list:

- South Chelan Collector Corridor, Roundabout at Woodin/US-97A, internal collector grid program.

5. Analysis of the Proposal

Public Need:

- Provides safe, direct, multimodal access to more than 1,000 acres within the City limits which were not addressed in the 2007 and 2017 Comprehensive Plan Updates.
- Provides alternative parallel route behind Chelan High School, allowing for additional school bus ingress/egress separate from US-97A, reducing current and future congestion/safety concerns on US-97A/Webster Ave.
- Addresses concurrency and LOS issues identified in the 2025 Transportation Analysis (see ***Appendix B***).
- Supports the City's Woodin Avenue Bridge two-way operation initiative.

Consistency:

- Complies with [RCW 36.70A.070](#) (transportation element requirements).
- Supports [RCW 36.70A.108](#) (multimodal concurrency).
- Aligned with Countywide Planning Policies and regional RTP/TIP certification requirements ([RCW 47.80.023](#)).

6. Effect on Comprehensive Plan and Implementing Ordinances

The amendment ensures internal consistency between land use and transportation, adds missing access facilities and right-of-way corridors to serve lands currently within the City limits and ready to develop, and provides the financing strategy required by [RCW 36.70A.070\(3\)](#). It also supports impact fee program updates ([RCW 82.02.050-.090](#)).

7. Environmental Analysis

This is a non-project legislative action subject to SEPA ([Chapter 197-11 WAC](#)).

- Non-project SEPA checklist will be completed at adoption stage.
- Future project-level SEPA reviews will address site-specific impacts (corridor alignment, roundabout design).
- Likely impacts include grading, stormwater, air quality, noise, and habitat effects; mitigations include BMPs and design standards.
- Programmatic benefits include providing the necessary planning and administrative mechanism to establish the achievable delivery of required municipal infrastructure to unserved properties within the City limits, while also reducing out-of-direction travel, improving US-97A corridor safety, and implementing multimodal enhancements.

8. Capital Facilities Analysis

Probable funding sources include:

- Competitive state/federal grants (TIB, STBG, SRTS, TAP, HSIP, RAISE 21, SS4A, PBP).
- City matching funds (REET, TBD, Street Fund).
- Other program funding sources (PWAA, CDBG, CERB, WWRP)
- Developer proportionate shares through impact fees, SEPA mitigation, and frontage requirements.
- Latecomer agreements and/or Local Improvement Districts for equitable cost recovery.

If probable funding falls short, the City will reassess land use or phase improvements, consistent with [WAC 365-196-415](#).

9. SEPA Checklist

See *Appendix C*

10. Public Participation Process

The City will process this amendment through its annual docket. Public involvement will include:

- SEPA compliance
- Planning Commission public hearing(s).
- City Council hearing and decision.
- Notices consistent with RCW [36.70A.035](#) and RCW [36.70A.140](#).
- 60-day review by Washington State Department of Commerce ([RCW 36.70A.106](#)).

PROPOSED STAFF REPORT LANGUAGE

Findings of Fact and Conclusions

Finding 1 – Subject lands (~1,000 acres south of US-97A in Sections 13, 14, and 22-24, Township 27, Range 22E WM) are within City limits and lack adequate direct municipal access and utility facilities.

Finding 2 – The 2017 Transportation Analysis (Appendix D) shows LOS F at Woodin Ave/US-97A by 2037 without additional improvements.

Finding 3 – The Bella Serra Short Plat TIA (TENW, Aug 2025) confirms development pressure will further degrade Peterson Place and Woodin Ave/US-97A without the corridor and roundabout.

Finding 4 – The amendment complies with [RCW 36.70A.070](#) (transportation element), RCW 36.70A.108 (multimodal strategies), and [WAC 365-196-840](#) (concurrency).

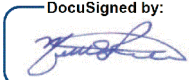
Finding 5 – Funding will come from grants, City match, developer contributions, and latecomer agreements, consistent with the 2017 CFP and RCW [36.70A.070\(3\)](#).

Finding 6 – The amendment is consistent with Countywide Planning Policies and the regional RTP/TIP framework ([RCW 47.80.023](#)).

Finding 7 – The amendment is in the public interest by providing safe access, supporting growth management, and enhancing multimodal safety and emergency response.

Conclusion: The proposed amendment should be adopted as consistent with the Growth Management Act, City of Chelan Comprehensive Plan, and any implementing ordinances thereto.

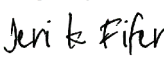
Faithfully submitted this 31st day of October, 2025 by M2 Consulting, PLLC on behalf of the following property owners and interested parties, also known as the *South Chelan Property Owners Group*, who attest their support hereto by their signatures hereunder.

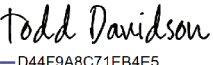
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 Mitchell S. Reister, PE Date
 M2 Consulting, PLLC

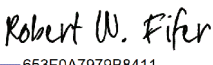
South Chelan Property Owners Group

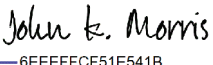
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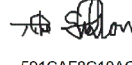
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 Joey Dale Date
 NCW Developers, LLC

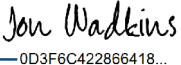
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 Jeri K. Fifer Date

Signed by:

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 Todd Davidson Date
 Palisade Capital Holdings, LLC

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 Robert W. Fifer Date

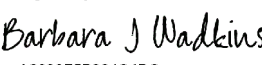
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 John K. Morris Date

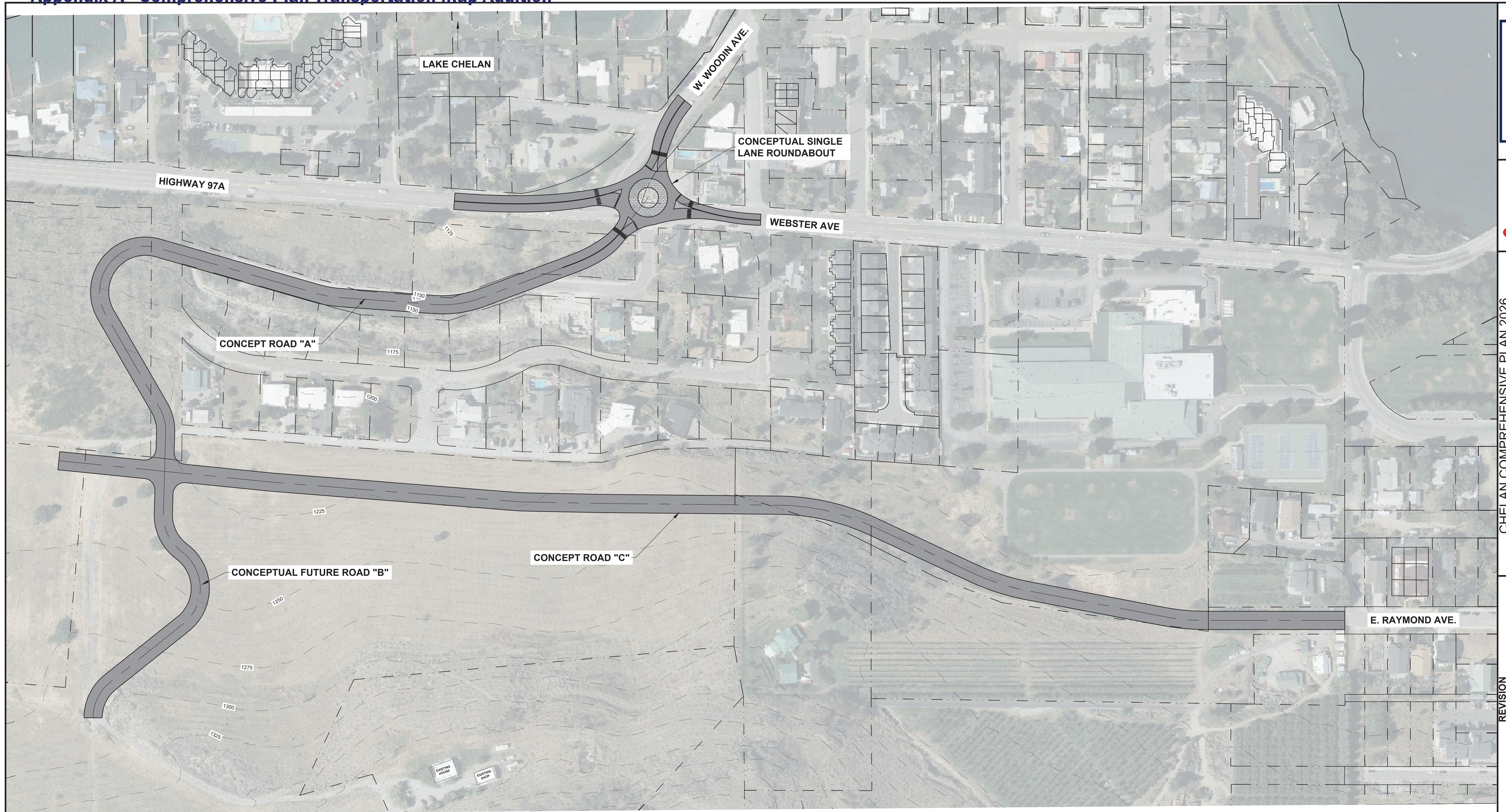
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 Mike Shelton Date
 Golden Gate Ventures, LC

Signed by:

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 Jon D. Wadkins Date

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 Raja D. Venugopal Date

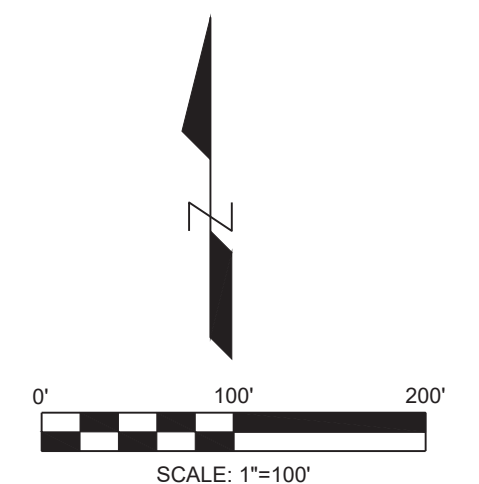
Signed by:

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 Barbara J. Wadkins Date



CONCEPT ONLY - NOT FOR R/W AQUISITION OR CONSTRUCTION

NOTES:

- NOTES:
1. ALL PARCEL LINES, CONTOUR DATA, AND AERIAL IMAGING IS COMPILED FROM OPEN SOURCE DATA (CHELAN COUNTY, DNR, BING MAPS) AND IS FOR CONCEPTUAL DESIGN AND PLANNING ONLY.
 2. CONTOURS ARE SHOWN AT 5-FT/25-FT INTERVALS



1-800-424-5555
ALL BEFORE YOU DIG

PROJECT NUMBER:	25-011
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DESIGNED/DRAWN BY:
SRA

CHECKED BY:
SRA

SUE DATE:
10/26/2025

DF: 2

OVERALL CONCEPT CORRIDOR

CITY OF CHELAN

CONCEPTUAL

HERITAGE ENGINEERING GROUP, P.L.C.

5426 BARRETT RD, STE 102, FERNDALE WA 98248 - TEL: (360) 920-

Appendix B - 2025 Traffic Impact Analysis

Bella Serra Short Plat

Chelan, WA

Traffic Impact Analysis

August 27, 2025

Prepared for:

*M2 Consulting
2627 Catalina Avenue
East Wenatchee, WA 98802*

Prepared by:



520 Kirkland Way, Suite 100
Kirkland, WA 98033
(425) 889-6747



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FINDINGS/CONCLUSIONS

This Traffic Impact Analysis (TIA) has been prepared for the proposed *Bella Serra Short Plat* project located south of SR 97A in the City of Chelan.

Project Proposal.

This traffic study evaluates traffic operations and impacts of the proposed Bella Serra development, referred to as “Site A” throughout this traffic study, along with the adjacent Holiday Hills development, referred to as “Site B” throughout this traffic study, and future development that is inclusive of potential buildout with shared access to “Road A.” The proposed sites are anticipated to be developed over a 20-year period, therefore future year 2035 (10-Year Buildout Plan) and 2045 (20-Year Horizon Plan) conditions were evaluated. Based on information provided by the Applicant in August 2025, the land uses assumed for 10-Year Buildout Plan and 20-Year Horizon Plan are summarized below.

Land Use Summary

Proposed Land Uses	10-Year Buildout Plan	20-Year Horizon Plan
<u>Bella Serra (“Site A”):</u>		
Single-Family Attached Housing (Townhomes)	80 DU	80 DU
Hotel	250 Rooms	250 Rooms
Wine Tasting Room	2,500 GFA	2,500 GFA
Fast Casual Restaurant	3,500 GFA	3,500 GFA
<u>Holiday Hills (“Site B”):</u>		
Single-Family Attached Housing	175 DU	175 DU
Single-Family Detached Housing	85 DU	85 DU
<u>Future Development to Road A:</u>		
Recreational Homes	150 DU	400 DU
Single-Family Detached Housing	200 DU	400 DU
Wine Tasting Room	2,500 GFA	2,500 GFA
High-Turnover (Sit-Down) Restaurant	6,000 GFA	6,000 GFA

Vehicular access to Bella Serra (Site A) and Holiday Hills (Site B) would be provided via the Peterson Place/SR 97A intersection. A new internal roadway, referred to as “Road A,” would extend Peterson Place to provide access to the Bella Serra and Holiday Hills developments as well as future speculative development south of Bella Serra and Holiday Hills.



Trip Generation.

Trip generation estimates for the 10-Year Buildout Plan and 20-Year Horizon Plan are summarized in the tables below.

10-Year Buildout Plan Trip Generation Summary

Weekday Time Period	Net New Trips Generated											
	Bella Serra (Site A)			Holiday Hills (Site B)			Future Development to "Road A"			Total Project Trips		
	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total
Daily	1,358	1,359	2,717	960	959	1,919	1,503	1,503	3,005	3,821	3,821	7,641
AM Peak Hour	73	86	159	40	116	156	87	159	246	200	361	561
PM Peak Hour	129	119	248	107	73	180	170	112	282	406	304	710

20-Year Horizon Plan Trip Generation Summary

Weekday Time Period	Net New Trips Generated											
	Bella Serra (Site A)			Holiday Hills (Site B)			Future Development to "Road A"			Total Project Trips		
	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total
Daily	1,358	1,359	2,717	960	959	1,919	2,872	2,872	5,743	5,190	5,190	10,379
AM Peak Hour	73	86	159	40	116	156	146	300	446	259	502	761
PM Peak Hour	129	119	248	107	73	180	324	213	537	560	405	965

Woodin Avenue Bridge Conversion to 2-Way.

The City of Chelan's 2025-2030 *Amended Six Year Transportation Program (STIP)* includes a plan to convert the existing Woodin Ave bridge to accommodate 2-way vehicular traffic with sidewalks on both sides. This revision will result in changes to the traffic circulation in the immediate area and traffic on SR 97A at the future access to SR 97A at Peterson Place.

Two (2) scenarios were evaluated in this TIA to forecast future traffic operations with and without the Woodin Avenue Bridge Conversion project complete.

Intersection Level of Service (LOS).

Weekday PM peak hour LOS analysis was conducted at the 3 study intersections confirmed by the City. The following study intersections are anticipated to exceed the City/WSDOT LOS standard of LOS D in the future:

Scenario Without Woodin Ave Bridge Conversion Project:

- Peterson Place / SR 97A (LOS F in 2035): With the Woodin Ave bridge only open to 1-way vehicular traffic (existing condition), the northbound approach movement at the Peterson Place/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2035 with the 10-Year Buildout Plan.
- Peterson Place / SR 97A (LOS F in 2045): With the Woodin Ave bridge only open to 1-way vehicular traffic (existing condition), the northbound approach movement at the Peterson Place/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2045 with the 20-Year Horizon Plan.



Scenario With Woodin Ave Bridge Conversion Project:

- W Woodin Ave / SR 97A (LOS F in 2035): If the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic, the southbound approach at the W Woodin Ave/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2035 with the 10-Year Buildout Plan.
- Peterson Place / SR 97A (LOS E in 2035): If the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic, the northbound approach at the Peterson Place/SR 97A intersection is anticipated to operate at LOS E during the weekday PM peak hour in 2035 with the 10-Year Buildout Plan.
- W Woodin Ave / SR 97A (LOS F in 2045): If the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic, the southbound approach at the W Woodin Ave/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2045 with the 20-Year Horizon Plan.
- Peterson Place / SR 97A (LOS F in 2045): If the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic, the northbound approach at the Peterson Place/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2045 with the 20-Year Horizon Plan.

Mitigation.

Based on the results of this traffic impact analysis, with the Woodin Ave bridge only open to 1-way vehicular traffic (existing condition), the Peterson Place/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2035 with the proposed 10-Year Buildout Plan and in 2045 with the proposed 20-Year Horizon Plan. As a result, it is anticipated that modifications and intersection improvements at the Peterson Place/SR 97A intersection would be needed to accommodate the 10-Year Buildout Plan.

Additionally, if the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic with the Woodin Ave Bridge Conversion project, the southbound approach at the W Woodin Ave/SR 97A intersection is anticipated to operate at LOS F and the northbound approach at the Peterson Place/SR 97A intersection is anticipated to operate at LOS E in 2035 with the proposed 10-Year Buildout Plan. In 2045 with the proposed 20-Year Horizon Plan, the southbound approach at the W Woodin Ave/SR 97A intersection and the northbound approach at the Peterson Place/SR 97A intersection are anticipated to operate at LOS F with the Woodin Ave bridge open to accommodate 2-way vehicular traffic.



INTRODUCTION

This Traffic Impact Analysis (TIA) has been prepared for the proposed *Bella Serra Short Plat* project located south of SR 97A in the City of Chelan, as shown in **Figure 1**.

Project Description

This traffic study evaluates traffic operations and impacts of the proposed Bella Serra development, referred to as “Site A” throughout this traffic study, along with the adjacent Holiday Hills development, referred to as “Site B” throughout this traffic study, and future development that is inclusive of potential buildout with shared access to “Road A.” The proposed sites are anticipated to be developed over a 20-year period, therefore future year 2035 (10-Year Buildout Plan) and 2045 (20-Year Horizon Plan) conditions were evaluated. Based on information provided by the Applicant in August 2025, the land uses assumed for 10-Year Buildout Plan and 20-Year Horizon Plan are summarized in **Table 1** below.

Table 1
Land Use Summary

Proposed Land Uses	10-Year Buildout Plan	20-Year Horizon Plan
<u>Bella Serra (“Site A”):</u>		
Single-Family Attached Housing (Townhomes)	80 DU	80 DU
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Fast Casual Restaurant	3,500 GFA	3,500 GFA
<u>Holiday Hills (“Site B”):</u>		
Single-Family Attached Housing	175 DU	175 DU
Single-Family Detached Housing	85 DU	85 DU
<u>Future Development to Road A:</u>		
Recreational Homes	150 DU	400 DU
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Wine Tasting Room	2,500 GFA	2,500 GFA
High-Turnover (Sit-Down) Restaurant	6,000 GFA	6,000 GFA

Vehicular access to Bella Serra (Site A) and Holiday Hills (Site B) would be provided via the Peterson Place/SR 97A intersection. A new internal roadway, referred to as “Road A,” would extend Peterson Place to provide access to the Bella Serra and Holiday Hills developments as well as future speculative development south of Bella Serra and Holiday Hills.

A preliminary site plan is included in **Appendix A**.



Project Approach

To analyze the traffic impacts from the proposed *Bella Serra Short Plat* project, the following tasks were undertaken:

- Assessed existing conditions through field reconnaissance and reviewed existing planning documents.
- Described and assessed existing transportation conditions in the area.
- Documented existing (2025) traffic volumes and intersection levels of service (LOS) at 3 study intersections during the weekday PM peak hour.
- Documented future planned transportation improvements in the project vicinity.
- Developed trip generation estimates for weekday daily, AM, and PM peak hour conditions based on the proposed land uses for the Bella Serra and Holiday Hills projects, as well as for the future development that would share access to "Road A."
- Documented trip distribution and assignment of weekday PM peak hour Bella Serra and Holiday Hills project-generated traffic, as well as cumulative buildout project traffic for all future development with shared access to "Road A", without and with the proposed Woodin Ave Bridge Conversion project.
- Analyzed weekday PM peak hour LOS for future 2035 and 2045 conditions at the 3 study intersections.
- Documented proposed traffic mitigation.

Primary Data and Information Sources

- Institute of Transportation Engineers (ITE), *Trip Generation Manual*, 12th Edition, 2025.
- Weekday PM peak hour traffic counts, All Traffic Data, 2025.
- City of Chelan *2025 – 2030 Six-Year Transportation Improvement Program (TIP)*.
- Transportation Research Board (TRB), *Highway Capacity Manual (HCM)*, 7th Edition, 2022.
- *Woodin Avenue Bridge Traffic Analysis*, Fehr & Peers, 2023.
- Regional *2040 The Regional Transportation Plan for Chelan and Douglas Counties*.
- Crash History, WSDOT, 2020-2024.



Figure 1: Project Site Vicinity





EXISTING CONDITIONS

Study Area

Based on scoping comments received from the City of Chelan, the following 3 study intersections are included in this traffic impact analysis:

- 1. W Woodin Ave / SR 97A
- 2. Peterson Place / SR 97A
- 3. S Farnham St / SR 97A

Roadway Network

Table 2 describes the existing characteristics of the streets that would be used as primary routes to and from the site. Roadway characteristics are described in terms of orientation, arterial classification, posted speed limits, parking, sidewalks, and bicycle facilities. The relationship of these roadways to the project site is shown in Figure 1.

Table 2
Existing Roadway Network Summary

Roadway	Orientation	Classification ¹	Speed Limit	Paved Shoulder	Sidewalks	Bicycle Facilities
SR 97A	E/W	Minor Arterial	30	Yes	Intermittent	None
W Woodin Ave	N/S	Major Collector	20-30	Yes	Intermittent	None
Peterson Place	E/W	Local Access	25	No	North Side	None

1. Source: Chelan County Code, Chapter 15 and WSDOT Functional Classification.

Transit Service

Transit service in Chelan is provided by Link Transit and Okanogan Transit. The nearest transit stops are located on SR 97A less than 0.25 miles east and west of Peterson Place. These bus stops provide access to Link Transit Route 21.

- **Link Transit Route 21** provides services between Wenatchee and Manson from 5:00 a.m. to 8:30 p.m. with 30-minute to 1-hour headways on weekdays and from 7:30 a.m. to 7:00 p.m. with 90-minute headways on Saturdays and Sundays.

Additionally, the Chelan and Leavenworth DART (Dial-a-Ride Transportation) offers a shared-ride, same-day transportation service that is available for everyone in the greater Chelan and Leavenworth area. Rides can be scheduled during designated windows within the application service. Trips may also be booked up to five days in advance, and a maximum of four trips can be booked with a single phone call.

Non-Motorized Transportation Facilities

Non-motorized transportation facilities in the project site vicinity include sidewalks on both sides of SR 97A (east of Peterson Place) and a sidewalk on the north side of SR 97A (west of Peterson Place). Additionally, paved shoulders exist on both sides of SR 97A. There is a marked crosswalk on SR 97A with



Rectangular Rapid Flashing Beacons (RRFB) located less than 0.25 miles east of Peterson Place. Based on existing weekday PM peak period traffic counts conducted in June 2025, pedestrian and bicycle activity within the immediate project vicinity is minimal.

Traffic Volumes

Existing weekday PM peak hour traffic volumes at the study intersections were based on counts collected by IDAX in June 2025. The PM peak hour traffic volumes represent the highest hour of traffic between 4:00 and 6:00 p.m. **Figure 2** illustrates the existing 2025 weekday PM peak hour traffic volumes at the study intersections. The existing traffic count sheets are included in **Appendix B**.

Crash History

Crash history at the 3 study intersections was analyzed for the five-year period from 2020 to 2024 (the most recent 5-year period as provided by WSDOT). A summary of the total and yearly average during this period are provided in **Table 3**. A summary of crashes by type over the five-year period are provided in **Table 4**. Detailed WSDOT crash history is included in **Appendix C**.

Table 3
Crash Data Summary by Year, January 1, 2020 to December 31, 2024

Study Intersection	2020	2021	2022	2023	2024	5-Year Total Crashes	Average Annual Crash Rate
1. W Woodin Ave / SR 97A	0	0	0	1	0	1	0.2
2. Peterson Place / SR 97A	0	0	0	0	0	0	0.0
3. S Farnham St / SR 97A	0	0	0	0	0	0	0.0

Table 4
Crash Data Summary by Type, January 1, 2020 to December 31, 2024

Study Intersection	5-Year Total Crashes	Average Annual Crash Rate	Crash Type						
			Angle (Left/Right)	Angle (T)	Side Swipe	Rear End	Parked Veh/ Fixed Object	Ped/Cyclist	Other
1. W Woodin Ave / SR 97A	1	0.2	0	0	0	1	0	0	0
2. Peterson Place / SR 97A	0	0	0	0	0	0	0	0	0
3. S Farnham St / SR 97A	0	0	0	0	0	0	0	0	0

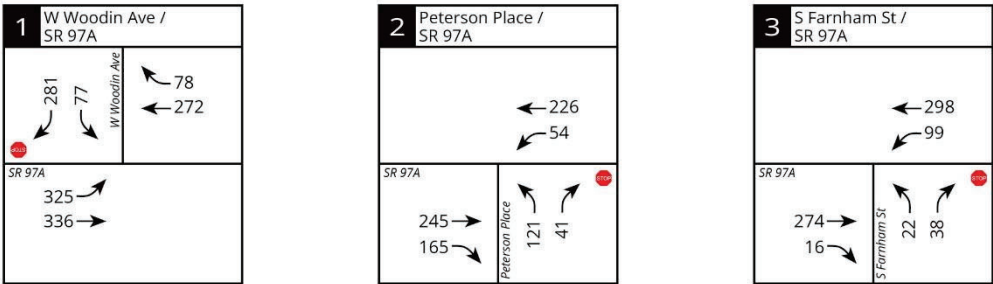


Figure 2: 2025 Existing PM Peak Hour Traffic Volumes





Intersection Levels of Service

An existing weekday PM peak hour level of service (LOS) analysis was conducted at the 3 study intersections. Intersection LOS was calculated using the methodology and procedures outlined in the *Highway Capacity Manual* (HCM 7th Edition) using the *Synchro 12* software program.

The City of Chelan and WSDOT LOS standard at the study intersections is LOS D.

The 2025 existing weekday PM peak hour LOS analysis results for the study intersections are summarized in **Table 5**. The LOS methodology and calculations are included in **Appendix D**.

Table 5
Existing 2025 Weekday PM Peak Hour LOS Summary

Study Intersection	LOS ¹	Delay (sec)
1. W Woodin Ave / SR 97A	B	10.7
2. Peterson Place / SR 97A	A	0.0
3. S Farnham St / SR 97A	B	14.4

1. LOS reported at stop-controlled intersections is based on the control delay of the movement with the highest delay, which tends to be from the stop-controlled minor approaches.

As shown in **Table 5**, each of the study intersections currently operate at LOS B or better during the weekday PM peak hour.

PLANNED TRANSPORTATION IMPROVEMENTS

Based on a review of the current City of Chelan 2025-2030 *Amended Six Year Transportation Program (STIP)*, the following improvements are planned within the project study area:

- **Woodin Avenue Bridge Conversion to 2-Way** – This project includes converting the existing Woodin Ave Bridge to accommodate 2-way vehicular traffic with sidewalks on both sides.
Note: Two (2) scenarios were evaluated in this TIA to forecast future traffic operations with and without the Woodin Avenue Bridge project complete.
- **Woodin Avenue Traffic Calming** – This project includes safety improvements from the Woodin Ave/SR 97A intersection to the Woodin Ave Bridge.
- **Farnham/Webster Intersection Pedestrian Improvements** – This project includes pedestrian improvements at the Farnham/SR 97A intersection to include pedestrian channeling, RRFBs, and advanced warning signs.
- **Lakeside Trail** – This project includes a new multi-use trail from the Woodin Ave/SR 97A intersection to the Water St/SR 97A intersection including new curb, gutter, planter, a 12-foot pathway for non-motorized users, and 2-foot shoulders on both sides of the roadway.



2035 FUTURE CONDITIONS

10-Year Buildout Plan

At the request of the applicant, this traffic study evaluates traffic operations and impacts of the proposed Bella Serra development, referred to as “Site A” throughout this traffic study, along with the adjacent Holiday Hills development, referred to as “Site B” throughout this traffic study, and the future development that is inclusive of potential buildout with shared access to “Road A.” Based on information provided by the Applicant as of August 2025, land uses assumed for the 10-Year Buildout Plan are summarized in Table 6 below.

Table 6
10-Year Buildout Plan Land Use Summary

Proposed Land Uses	10-Year Buildout Plan
<u>Bella Serra (“Site A”):</u>	
Single Family Attached Housing (Townhomes)	80 DU
Hotel	250 Rooms
Wine Tasting Room	2,500 GFA
Fast Casual Restaurant	3,500 GFA
<u>Holiday Hills (“Site B”):</u>	
Single Family Attached Housing	175 DU
Single Family Detached Housing	85 DU
<u>Future Development to Road A:</u>	
Recreational Homes	150 DU
Single Family Detached Housing	200 DU
Wine Tasting Room	2,500 GFA
High-Turnover (Sit-Down) Restaurant	6,000 GFA

10-Year Buildout Plan Trip Generation

The trip generation estimates for the Bella Serra and Holiday Hills projects, and future development to “Road A” for the 10-Year Buildout Plan were based on methodology documented in the Institute of Transportation Engineers (ITE) *Trip Generation Manual*, 12th edition for the following Land Use Codes (LUC):

- LUC 210 (Single-Family Detached Housing)
- LUC 215 (Single-Family Attached Housing)
- LUC 260 (Recreational Homes)
- LUC 310 (Hotel)
- LUC 930 (Fast Casual Restaurant)
- LUC 932 (High-Turnover (Sit-Down) Restaurant)
- LUC 970 (Wine Tasting Room)

Adjustments to the trip generation estimates were made to account for pass-by trips, which are trips that are made by vehicles that are already on the adjacent streets and make intermediate stops at commercial uses on route to a primary destination (i.e. on the way from work to home). The pass-by reduction is based



on studies documented in the appendices of the ITE *Trip Generation Manual* (12th Edition, 2025). It should be noted that no adjustments were made to account for internal trips. Internal trips are made by people making multiple stops within a development without generating new trips onto the adjacent street system, which is expected to occur with the type of land uses proposed with this project (residential, commercial, and hotel). Therefore, the trip generation calculations documented in this TIA should be considered conservative.

The resulting net new trip generation for the 10-Year Buildout Plan is summarized in **Table 7**. Detailed trip generation calculations are included in **Appendix E**.

Table 7
10-Year Buildout Plan Trip Generation Summary

Weekday Time Period	Net New Trips Generated											
	Bella Serra (Site A)			Holiday Hills (Site B)			Future Development to "Road A"			Total Project Trips		
	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total
Daily	1,358	1,359	2,717	960	959	1,919	1,503	1,503	3,005	3,821	3,821	7,641
AM Peak Hour	73	86	159	40	116	156	87	159	246	200	361	561
PM Peak Hour	129	119	248	107	73	180	170	112	282	406	304	710

10-Year Buildout Plan Project Trip Distribution

The distribution of vehicle trips generated by the 10-Year Buildout Plan were based on existing and anticipated travel patterns in the area and confirmed with City staff during the traffic scoping process. Separate distribution patterns were used to evaluate traffic operations with and without the City's planned Woodin Ave Bridge Conversion project.

Based on the trip distribution percentages, net new PM peak hour project trips were assigned through the study intersections. The distribution and assignment of the net new weekday PM peak hour trips without and with the Woodin Ave Bridge Conversion project are shown in **Figures 3** and **4**, respectively.

2035 Future Traffic Volumes

To estimate the future 2035 No Action (Without Project) weekday PM peak hour traffic volumes, a 1 percent annual growth rate was applied to the 2025 existing traffic volumes. The growth factor is used to account for new development in the study area and growth in existing traffic. In addition to the 1 percent annual background growth rate, trips from the *Peterson Place Townhomes* pipeline project were accounted for in the future without project traffic volumes.

Two (2) future 2035 scenarios were evaluated in this TIA to forecast traffic operations without and with the Woodin Avenue Bridge project. To evaluate operations with the City's future Woodin Ave Bridge Conversion project, traffic volumes at the W Woodin Ave/SR 97A intersection were shifted based on volume shifts documented in the *Woodin Avenue Bridge Traffic Analysis* study completed by Fehr & Peers in July 2023. The resulting future 2035 No Action weekday PM peak hour traffic volumes at the study intersections without and with the Woodin Ave Bridge Conversion project are shown in **Figure 5**. The future 2035 With Project traffic volumes at the study intersections were determined by adding the 10-Year Buildout Plan project-generated trips (shown in **Figures 3** and **4**) to the 2035 No Action traffic volumes without and with the Woodin Ave Bridge Conversion project. The 2035 With Project traffic volumes are shown in **Figure 6**.

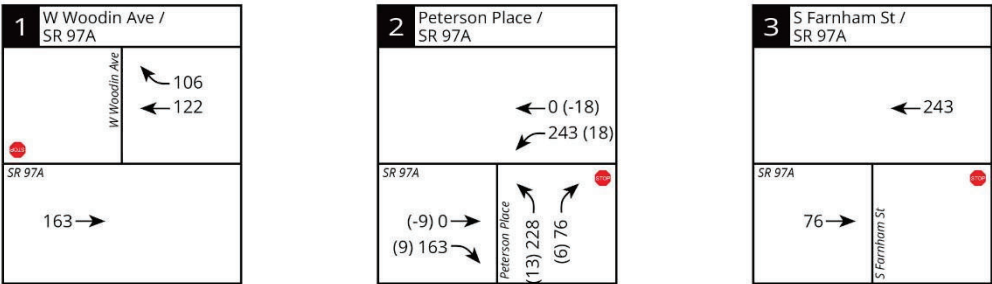
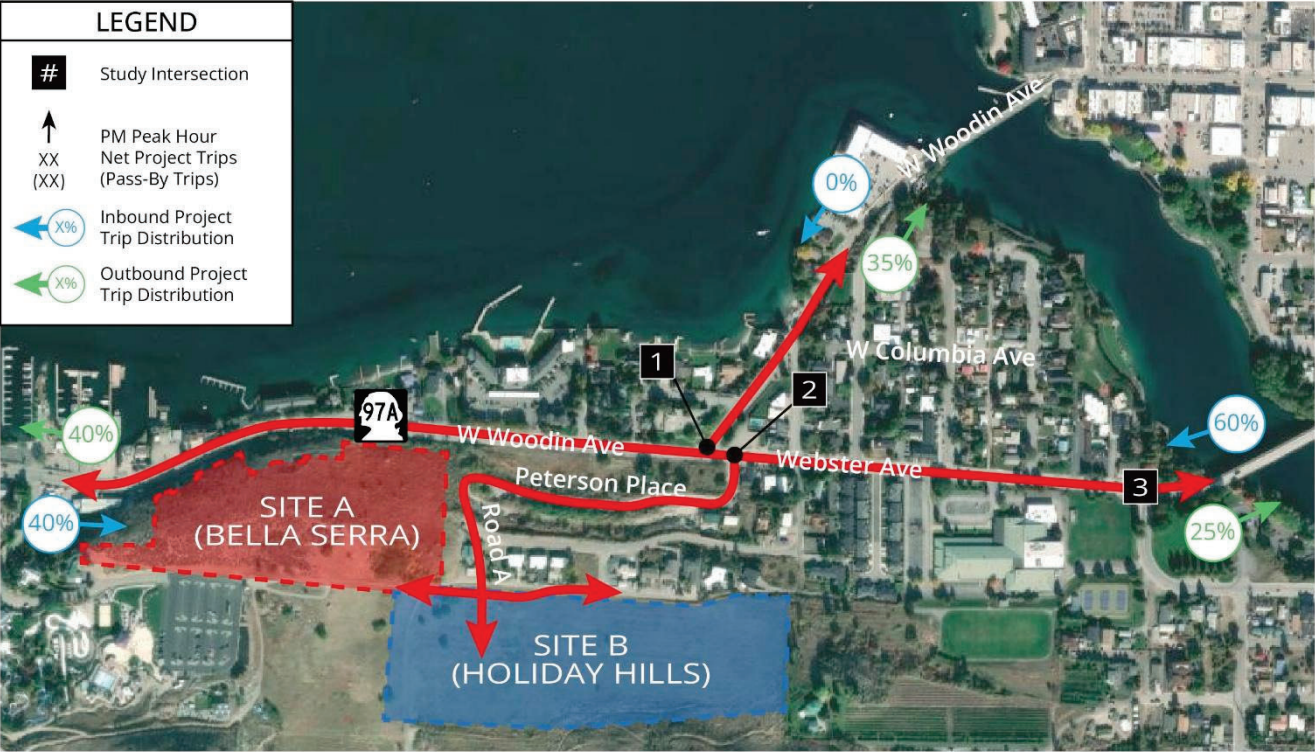


Figure 3: 2035 PM Peak Hour Project Trip Assignment for 10-Year Buildout Plan (Without Woodin Ave Bridge Conversion Project)



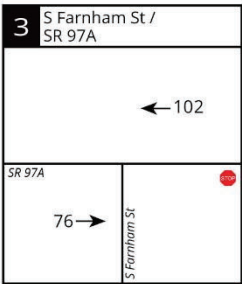
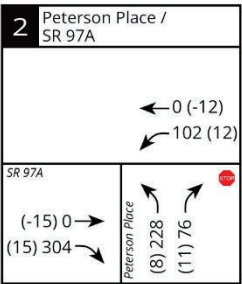
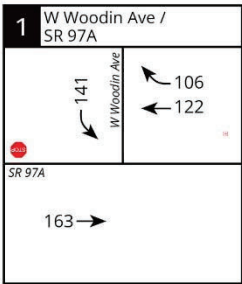
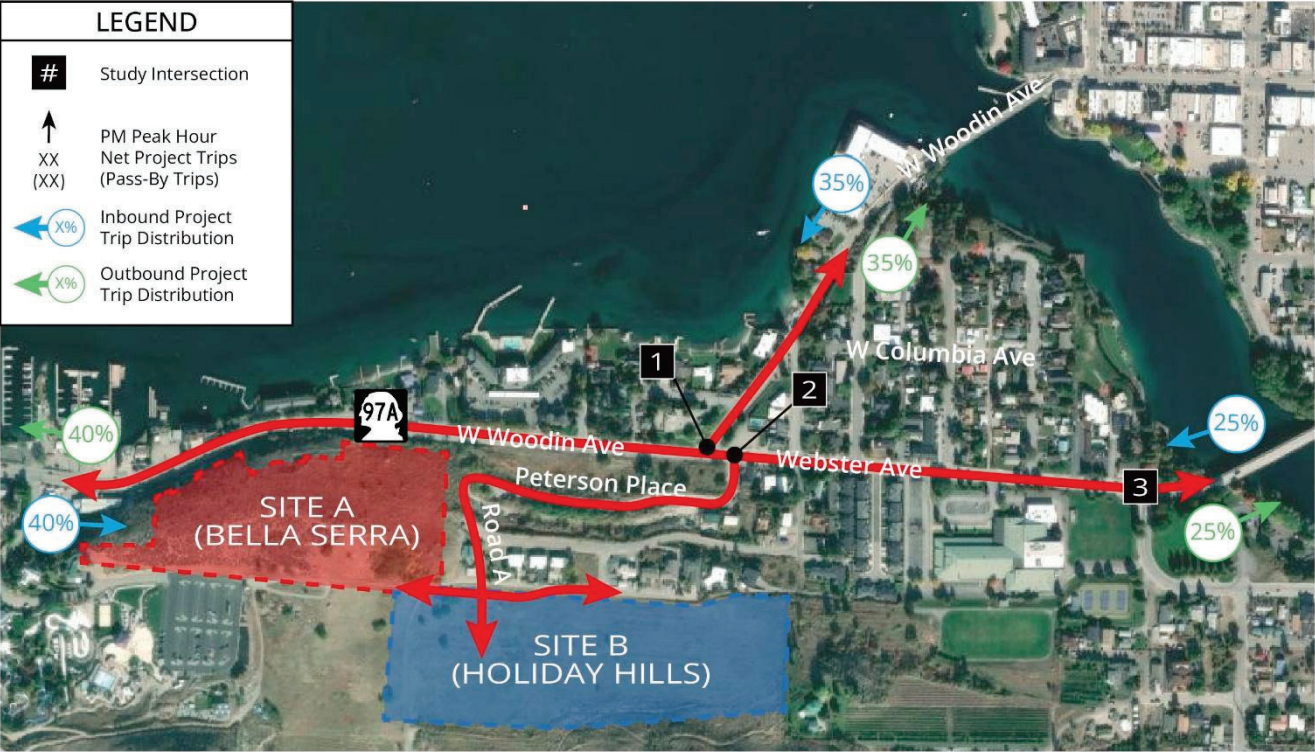
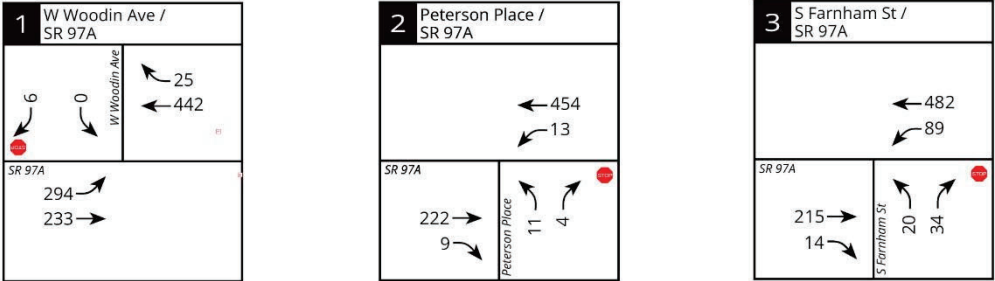


Figure 4: 2035 PM Peak Hour Project Trip Assignment for 10-Year Buildout Plan (With Woodin Ave Bridge Conversion Project)





Without Woodin Ave Bridge Conversion Project



With Woodin Ave Bridge Conversion Project

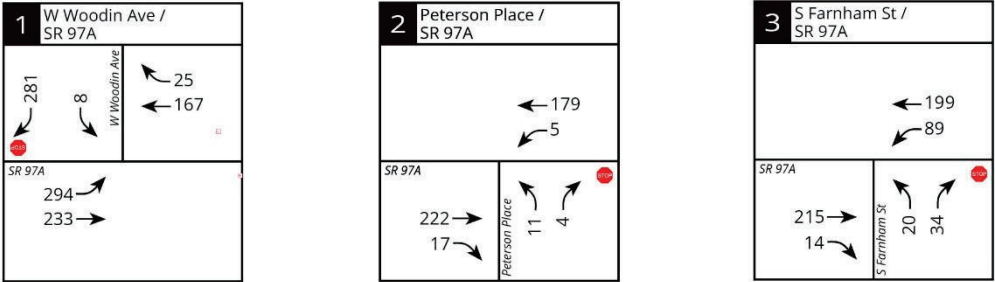
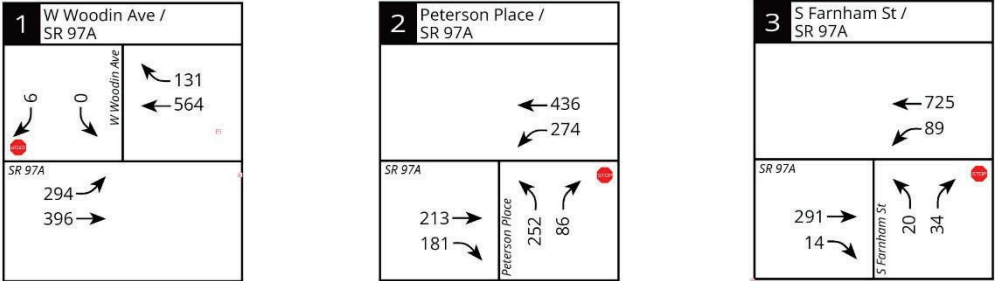


Figure 5: 2035 No Action PM Peak Hour Traffic Volumes





Without Woodin Ave Bridge Conversion Project



With Woodin Ave Bridge Conversion Project

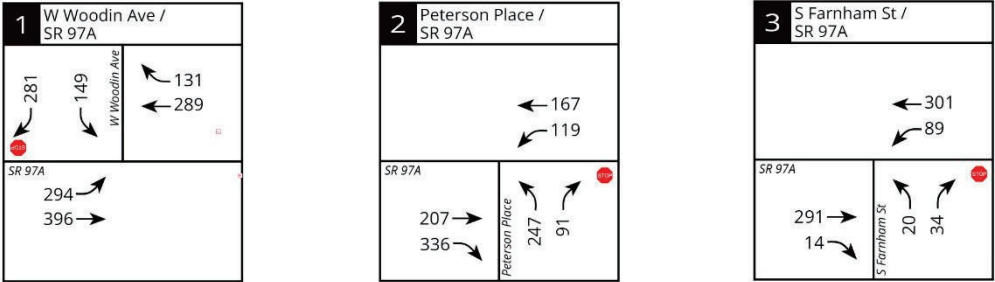


Figure 6: 2035 PM Peak Hour Traffic Volumes With 10-Year Buildout Plan





2035 Intersection Levels of Service

Weekday PM peak hour level of service (LOS) analyses were evaluated at the 3 study intersections for future year 2035 conditions with and without the proposed 10-Year Buildout Plan. Two (2) future 2035 scenarios were evaluated in this TIA to forecast traffic operations without and with the Woodin Ave Bridge Conversion project. The 2035 LOS results at the study intersections without and with the proposed 10-Year Buildout Plan are summarized in **Table 8**. The detailed LOS worksheets are included in **Appendix D**.

Table 8
Future 2035 Weekday PM Peak Hour LOS Summary

Study Intersection	Without Woodin Ave Bridge Conversion Project				With Woodin Ave Bridge Conversion Project			
	No Action		10-Year Buildout Plan		No Action		10-Year Buildout Plan	
	LOS	Delay (sec)	LOS	Delay (sec)	LOS	Delay (sec)	LOS	Delay (sec)
<u>Two-Way Stop-Controlled Intersections¹:</u>								
1. W Woodin Ave/SR 97A	B	11.1	B	12.7	B	12.3	F	>100
2. Peterson Place/SR 97A	B	11.7	F	>100	B	10.2	E	42.4
3. S Farnham St/SR 97A	C	15.5	C	19.6	B	12.7	B	14.1

1. LOS reported at the stop-controlled study intersections is based on the control delay of the movement with the highest delay, which tends to be from the stop-controlled minor approaches.

As shown in **Table 8**, the following study intersections are anticipated to exceed the City/WSDOT LOS standard of LOS D in 2035 with the 10-Year Buildout Plan.

Scenario Without Woodin Ave Bridge Conversion Project:

- Peterson Place / SR 97A (LOS F in 2035): With the Woodin Ave bridge only open to 1-way vehicular traffic (existing condition), the northbound approach movement at the Peterson Place/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2035 with the 10-Year Buildout Plan.

Scenario With Woodin Ave Bridge Conversion Project:

- W Woodin Ave / SR 97A (LOS F in 2035): If the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic, the southbound approach at the W Woodin Ave/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2035 with the 10-Year Buildout Plan.
- Peterson Place / SR 97A (LOS E in 2035): If the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic, the northbound approach at the Peterson Place/SR 97A intersection is anticipated to operate at LOS E during the weekday PM peak hour in 2035 with the 10-Year Buildout Plan.



2045 FUTURE CONDITIONS

20-Year Horizon Plan

The 20-Year Horizon Plan evaluates impacts inclusive of the total potential buildout of the proposed Bella Serra and Holiday Hills projects in addition to cumulative future development to “Road A.” Based on information provided by the applicant, an additional 250 recreational homes and 200 single-family detached residential units may be developed between the 10-Year Buildout Plan (2035) and 20-Year Horizon Plan (2045). Based on information provided by the Applicant as of August 2025, the land uses assumed for the 20-Year Horizon Plan are summarized in **Table 9** below.

Table 9
20-Year Horizon Plan Land Use Summary

Proposed Land Uses	10-Year Buildout Plan	20-Year Horizon Plan
<u>Bella Serra (“Site A”):</u>		
Single-Family Attached Housing (Townhomes)	80 DU	80 DU
Hotel	250 Rooms	250 Rooms
Wine Tasting Room	2,500 GFA	2,500 GFA
Fast Casual Restaurant	3,500 GFA	3,500 GFA
<u>Holiday Hills (“Site B”):</u>		
Single-Family Attached Housing	175 DU	175 DU
Single-Family Detached Housing	85 DU	85 DU
<u>Future Speculative Development to Road A:</u>		
Recreational Homes	150 DU	400 DU
Single-Family Detached Housing	200 DU	400 DU
Wine Tasting Room	2,500 GFA	2,500 GFA
High-Turnover (Sit-Down) Restaurant	6,000 GFA	6,000 GFA

20-Year Horizon Plan Trip Generation

The 20-Year Horizon Plan trip generation estimates for the proposed developments for the 2045 horizon year were based on methodology documented in the Institute of Transportation Engineers (ITE) *Trip Generation Manual*, 12th edition for the following Land Use Codes (LUC):

- LUC 210 (Single-Family Detached Housing)
- LUC 215 (Single-Family Attached Housing)
- LUC 260 (Recreational Homes)
- LUC 310 (Hotel)
- LUC 930 (Fast Casual Restaurant)
- LUC 932 (High-Turnover (Sit-Down) Restaurant)
- LUC 970 (Wine Tasting Room)

Adjustments to the trip generation estimates were made to account for pass-by trips, which are trips that are made by vehicles that are already on the adjacent streets and make intermediate stops at commercial uses on route to a primary destination (i.e. on the way from work to home). The pass-by reduction is based on studies documented in the appendices of the ITE *Trip Generation Manual*/(12th Edition, 2025). It should



be noted that no adjustments were made to account for internal trips. Internal trips are made by people making multiple stops within a development without generating new trips onto the adjacent street system, which is expected to occur with the type of land uses proposed with this project (residential, commercial, and hotel). Therefore, the trip generation calculations documented in this TIA should be considered conservative. The resulting net new trip generation for the 20-Year Horizon Plan is summarized in **Table 10**. Detailed trip generation calculations are included in **Appendix F**.

Table 10
20-Year Horizon Plan Trip Generation Summary

Weekday Time Period	Net New Trips Generated											
	Bella Serra (Site A)			Holiday Hills (Site B)			Future Development to "Road A"			Total Project Trips		
	In	Out	Total	In	Out	Total	In	Out	Total	In	Out	Total
Daily	1,358	1,359	2,717	960	959	1,919	2,872	2,872	5,743	5,190	5,190	10,379
AM Peak Hour	73	86	159	40	116	156	146	300	446	259	502	761
PM Peak Hour	129	119	248	107	73	180	324	213	537	560	405	965

20-Year Horizon Plan Project Trip Distribution

The distribution of vehicle trips generated 20-Year Horizon Plan was based on existing and anticipated travel patterns in the area and confirmed with City staff during the traffic scoping process. Separate distribution patterns were used to evaluate traffic operations without and with the City's planned Woodin Ave Bridge Conversion project.

Based on the trip distribution percentages, net new PM peak hour project trips were assigned through the study intersections. The distribution and assignment of the new weekday PM peak hour trips without and with the Woodin Ave Bridge Conversion project are shown in **Figures 7 and 8**, respectively.

2045 Future Traffic Volumes

To estimate the future 2045 No Action (Without Project) weekday PM peak hour traffic volumes, a 1 percent annual growth rate was applied to the 2025 existing traffic volumes. The growth factor is used to account for new development in the study area and growth in existing traffic. In addition to the 1 percent annual background growth rate, trips from the *Peterson Place Townhomes* pipeline project were accounted for in the future without project traffic volumes.

Two (2) future 2045 scenarios were evaluated in this TIA to forecast traffic operations without and with the Woodin Ave Bridge Conversion project. To evaluate operations with the City's future Woodin Ave Bridge Conversion project, traffic volumes at the W Woodin Ave/SR 97A intersection were shifted based on volume shifts documented in the *Woodin Avenue Bridge Traffic Analysis* study completed by Fehr & Peers in July 2023.

The resulting future 2045 No Action weekday PM peak hour traffic volumes at the study intersections without and with the Woodin Ave Bridge Conversion project are shown in **Figure 9**.

The future 2045 With Project traffic volumes at the study intersections were determined by adding the 20-Year Horizon Plan project-generated trips (shown in **Figures 7 and 8**) to the 2045 No Action traffic volumes without and with the Woodin Ave Bridge Conversion project. The 2045 With Project traffic volumes are shown in **Figure 10**.

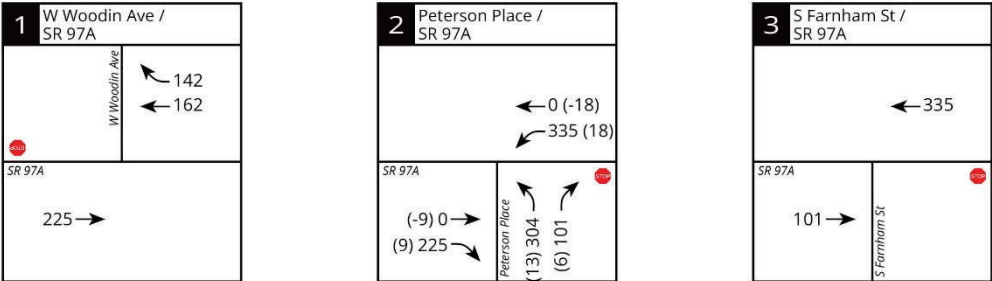


Figure 7: 2045 PM Peak Hour Project Trip Assignment for 20-Year Horizon Plan (Without Woodin Ave Bridge Conversion Project)



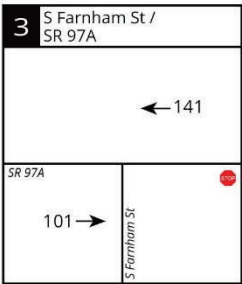
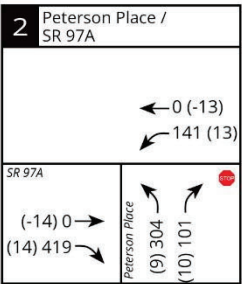
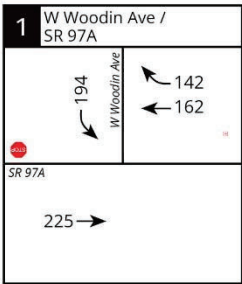
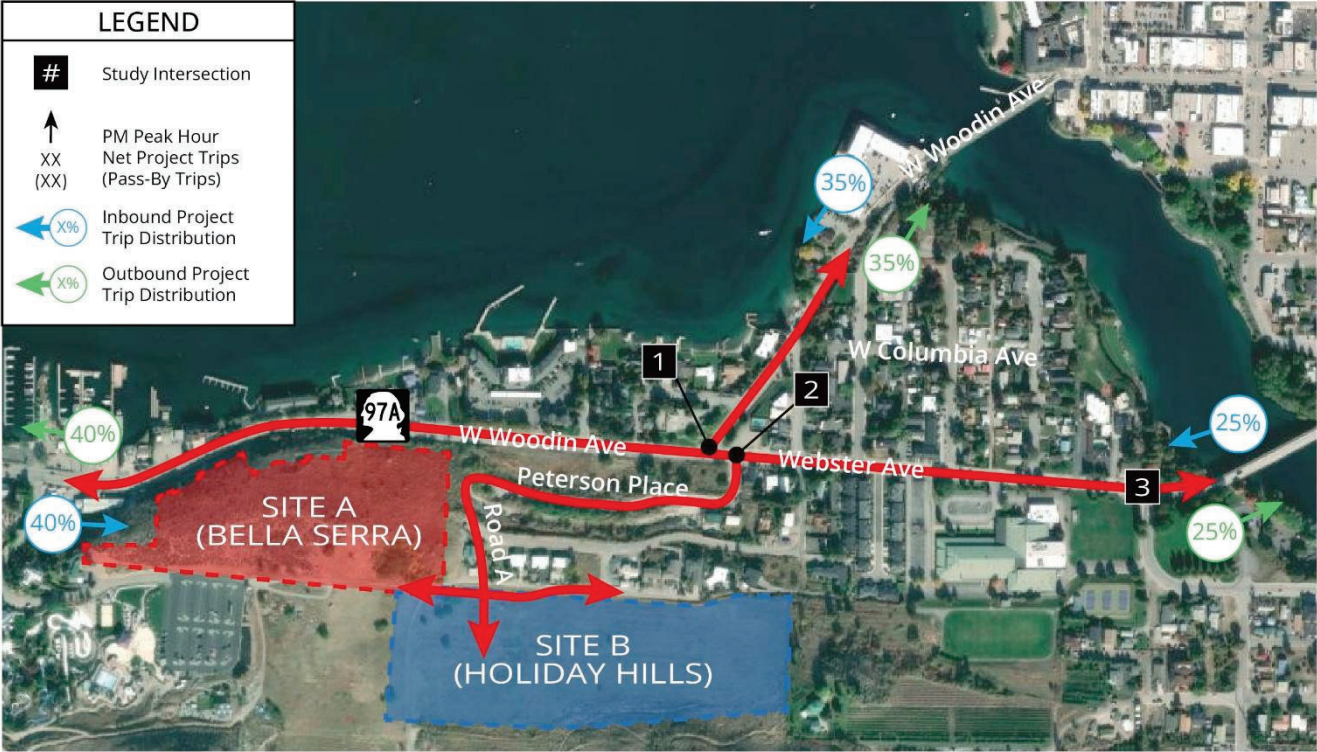
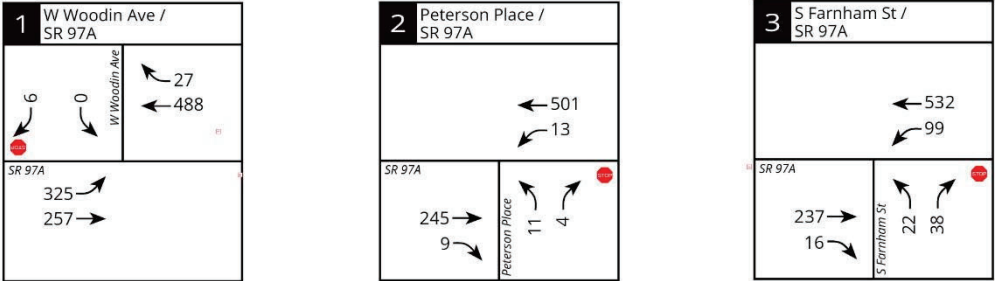


Figure 8: 2045 PM Peak Hour Project Trip Assignment for 20-Year Horizon Plan (With Woodin Ave Bridge Conversion Project)





Without Woodin Ave Bridge Conversion Project



With Woodin Ave Bridge Conversion Project

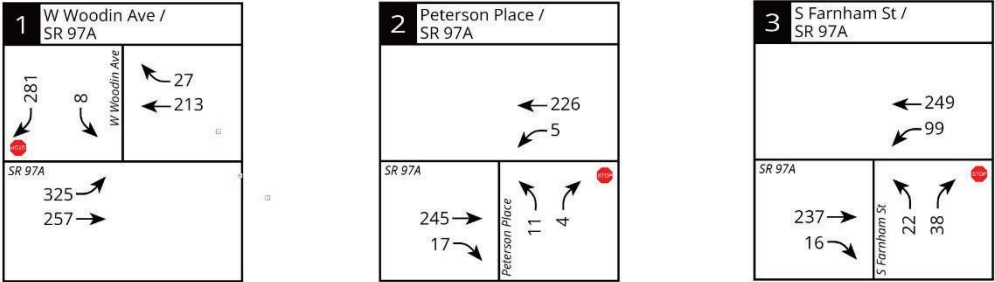
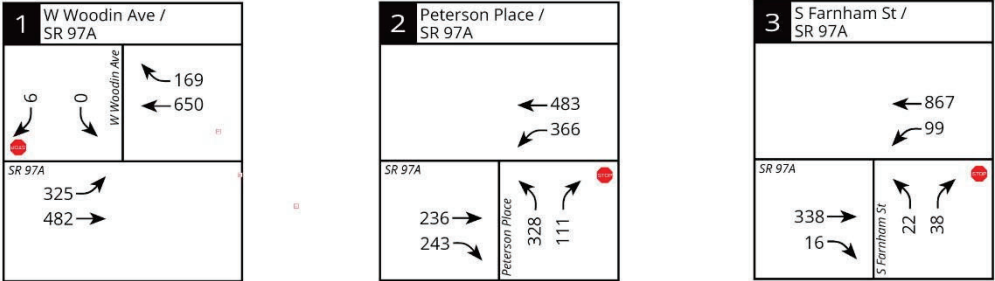


Figure 9: 2045 No Action PM Peak Hour Traffic Volumes





Without Woodin Ave Bridge Conversion Project



With Woodin Ave Bridge Conversion Project

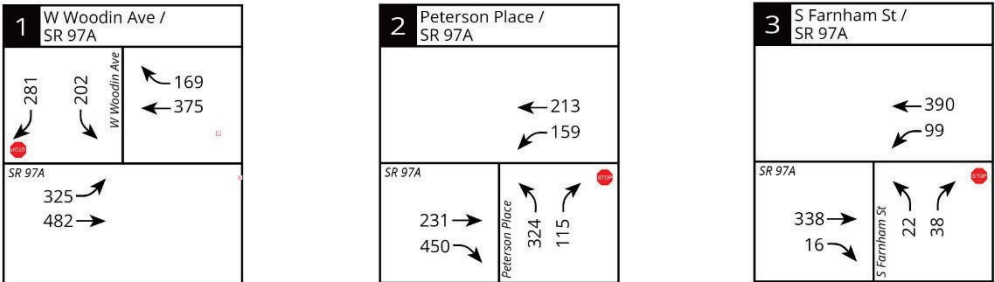


Figure 10: 2045 PM Peak Hour Traffic Volumes With 20-Year Horizon Plan





2045 Intersection Levels of Service

Weekday PM peak hour level of service (LOS) analyses were evaluated at the 3 study intersections for future year 2045 (horizon year) conditions with and without the proposed 20-Year Horizon Plan. Two (2) future 2045 scenarios were evaluated in this TIA to forecast traffic operations without and with the Woodin Ave Bridge Conversion project. The 2045 LOS results with and without the 20-Year Horizon Plan are summarized in **Table 11**. The detailed LOS worksheets are included in **Appendix D**.

Table 11
Future 2045 Weekday PM Peak Hour LOS Summary

Study Intersection	Without Woodin Ave Bridge Conversion Project				With Woodin Ave Bridge Conversion Project			
	No Action		20-Year Horizon Plan		No Action		20-Year Horizon Plan	
	LOS	Delay (sec)	LOS	Delay (sec)	LOS	Delay (sec)	LOS	Delay (sec)
<u>Two-Way Stop-Controlled Intersections¹:</u>								
1. W Woodin Ave/SR 97A	B	11.5	B	13.9	B	13.3	F	>100
2. Peterson Place/SR 97A	B	12.2	F	>100	B	10.6	F	>100
3. S Farnham St/SR 97A	C	16.8	C	23.5	B	13.6	C	15.8

1. LOS reported at the stop-controlled study intersections is based on the control delay of the movement with the highest delay, which tends to be from the stop-controlled minor approaches.

As shown in **Table 11**, the following study intersections are anticipated to exceed the City/WSDOT LOS standard of LOS D in 2045 with the 20-Year Horizon Plan.

Scenario Without Woodin Ave Bridge Conversion Project:

- Peterson Place / SR 97A (LOS F in 2045): With the Woodin Ave bridge only open to 1-way vehicular traffic (existing condition), the northbound approach movement at the Peterson Place/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2045 with the 20-Year Horizon Plan.

Scenario With Woodin Ave Bridge Conversion Project:

- W Woodin Ave / SR 97A (LOS F in 2045): If the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic, the southbound approach at the W Woodin Ave/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2045 with the 20-Year Horizon Plan.
- Peterson Place / SR 97A (LOS F in 2045): If the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic, the northbound approach at the Peterson Place/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2045 with the 20-Year Horizon Plan.



MITIGATION

Based on the results of this traffic impact analysis, with the Woodin Ave bridge only open to 1-way vehicular traffic (existing condition), the Peterson Place/SR 97A intersection is anticipated to operate at LOS F during the weekday PM peak hour in 2035 with the proposed 10-Year Buildout Plan and in 2045 with the proposed 20-Year Horizon Plan. As a result, it is anticipated that modifications and intersection improvements at the Peterson Place/SR 97A intersection would be needed to accommodate the 10-Year Buildout Plan.

Additionally, if the City decides to convert the Woodin Ave bridge to accommodate 2-way vehicular traffic with the Woodin Ave Bridge Conversion project, the southbound approach at the W Woodin Ave/SR 97A intersection is anticipated to operate at LOS F and the northbound approach at the Peterson Place/SR 97A intersection is anticipated to operate at LOS E in 2035 with the proposed 10-Year Buildout Plan. In 2045 with the proposed 20-Year Horizon Plan, the southbound approach at the W Woodin Ave/SR 97A intersection and the northbound approach at the Peterson Place/SR 97A intersection are anticipated to operate at LOS F with the Woodin Ave bridge open to accommodate 2-way vehicular traffic.



Appendix A

Site Plan

BELLA SERRA SHORT PLAT

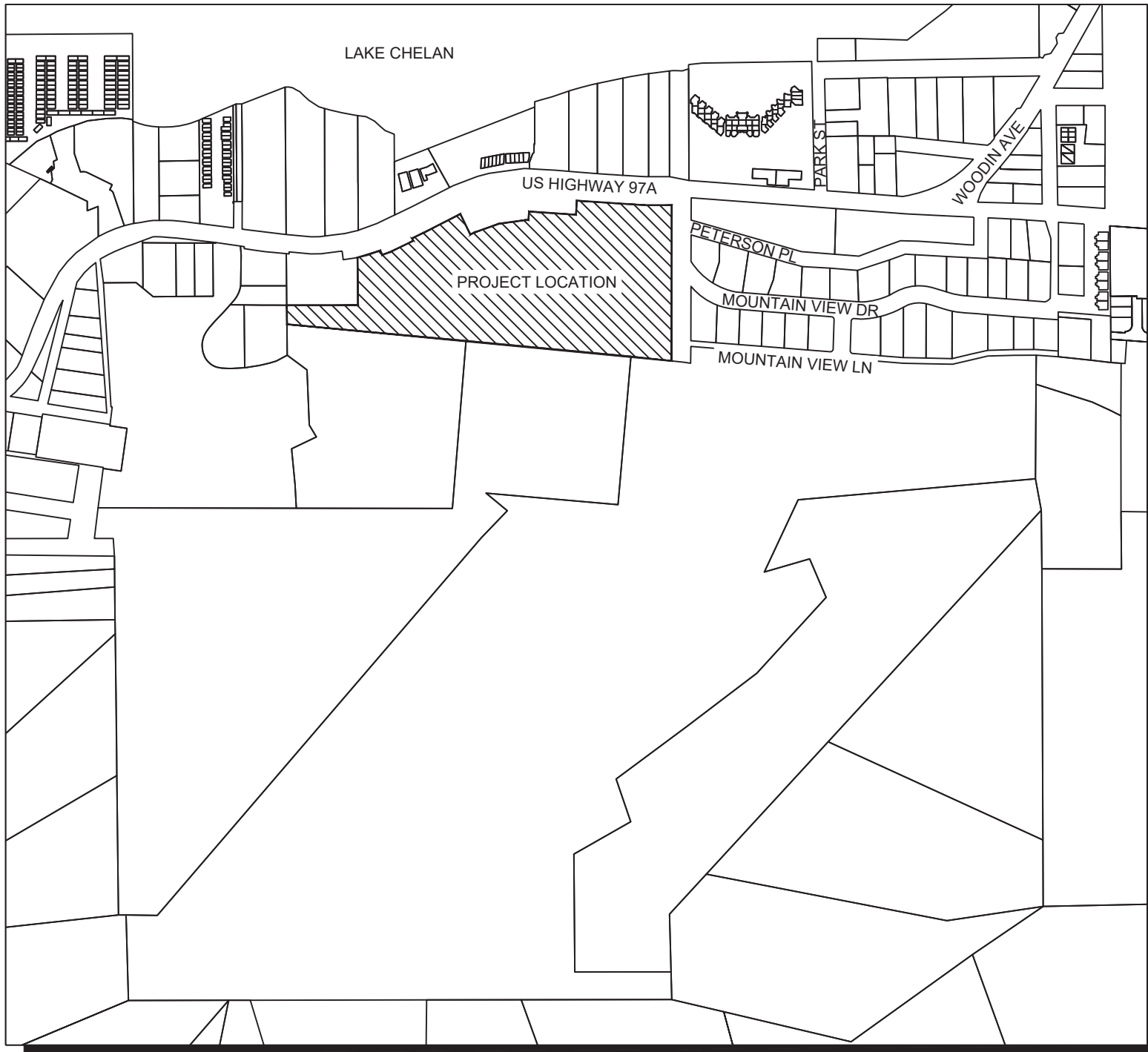
CHELAN, WA

GENERAL CIVIL NOTES

- ALL MATERIALS AND WORKMANSHIP SHALL BE IN ACCORDANCE WITH THE REQUIREMENTS OF THE MOST CURRENT EDITION OF THE STATE OF WASHINGTON, DEPARTMENT OF TRANSPORTATION STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE CONSTRUCTION AND CHELAN COUNTY CHAPTER 15.30, DEVELOPMENT STANDARDS.
- A PRE-CONSTRUCTION MEETING IS REQUIRED WITH COUNTY ENGINEER OR DESIGNEE PRIOR TO COMMENCING ANY WORK ON SITE. PLEASE CONTACT THE OFFICE AT (509) 667-6415. FAILURE TO COMPLY MAY RESULT IN A DELAYED CONSTRUCTION START.
- ALL PLANS AND REPORTS MUST BE APPROVED PRIOR TO PRE-CONSTRUCTION MEETING AND MUST BE PRESENT AT THE PRE-CONSTRUCTION MEETING. THE TRAFFIC CONTROL PLAN, PER MUTCD AND WSDOT WORK ZONE TRAFFIC CONTROL GUIDELINES, MUST ALSO BE PRESENT AT THE PRE-CONSTRUCTION MEETING. FAILURE TO COMPLY MAY RESULT IN A DELAYED PRE-CONSTRUCTION MEETING.
- APPROVED CONSTRUCTION PLANS SHALL BE ON THE JOB SITE WHEN PROJECT IS UNDER CONSTRUCTION.
- IF ADEQUATE INSPECTION IS NOT COMPLETED AND DOCUMENTED BEFORE COMPLETION OF THE ROADWAY CONSTRUCTION, IT MAY BE NECESSARY FOR CORE DRILLING AND TESTING TO BE PERFORMED TO ASSURE AN ACCEPTABLE QUALITY ROADWAY. WHEN CORE DRILLING IS FOUND TO BE NECESSARY, THE APPLICANT WILL BE HELD RESPONSIBLE FOR ALL COSTS INCURRED.
- IT WILL BE THE APPLICANT'S RESPONSIBILITY TO CONTACT ALL UTILITY COMPANIES IN ORDER TO ASSURE THAT ALL LINES, PIPES, POLES AND OTHER APPURTENANCES ARE PROPERLY LOCATED AND THEIR INSTALLATION IS COORDINATED WITH THE ROAD CONSTRUCTION. ALL UTILITY RELOCATION WORK SHALL BE AT THE EXPENSE OF THE APPLICANT AND MUST BE IN ACCORDANCE WITH CHELAN COUNTY CHAPTER 15.30, DEVELOPMENT STANDARDS, PRIOR TO ROAD ACCEPTANCE.
- BURIED UTILITIES ARE SHOWN IN THEIR APPROXIMATE LOCATION. THE APPLICANT SHALL HAVE UTILITIES VERIFIED ON THE GROUND PRIOR TO ANY CONSTRUCTION.
- ONSITE EROSION CONTROL MEASURES SHALL BE THE RESPONSIBILITY OF THE APPLICANT AND BE IN PLACE PRIOR TO CONSTRUCTION. ANY PROBLEMS OCCURRING BEFORE FINAL OCCUPANCE BY CHELAN COUNTY AND WITHIN 18 MONTHS THEREAFTER SHALL BE CORRECTED BY THE APPLICANT. AT THE END OF 18 MONTH PERIOD, OR AS OTHERWISE DIRECTED BY THE COUNTY ENGINEER, THE APPLICANT SHALL REMOVE ALL TEMPORARY, NON-DEGRADABLE EROSION CONTROL MEASURES.
- THE APPLICANT SHALL BE RESPONSIBLE FOR CONTROLLING DUST THAT MAY BE GENERATED BY THE CONSTRUCTION PROJECT.
- ANY REVISIONS TO PLANS MUST BE MADE BY THE APPLICANT'S ENGINEER AND APPROVED BY THE COUNTY ENGINEER PRIOR TO ANY IMPLEMENTATION IN THE FIELD.
- ALL PAVEMENT MARKINGS SHALL CONFORM TO THE REQUIREMENTS OF THE MUTCD.
- ALL MATERIALS AND WORKMANSHIP SHALL BE IN ACCORDANCE WITH THE REQUIREMENTS OF THE MOST CURRENT EDITION OF THE STATE OF WASHINGTON, DEPARTMENT OF TRANSPORTATION STANDARD SPECIFICATIONS FOR ROAD AND BRIDGE
- BEFORE STRIPING TAKES PLACE THE APPLICANT SHALL CONTACT THE CHELAN COUNTY PUBLIC WORKS DEPARTMENT FOR COORDINATION OF THE STRIPING.
- SLOPES SHALL BE STABILIZED TO PREVENT EROSION. IN CASE EROSION OCCURS IN DITCHES, DITCH LINING IS TO BE PROVIDED AS REQUESTED AND SPECIFIED BY THE COUNTY ENGINEER.
- ALL BACKFILL AND EMBANKMENT SHALL BE CONSTRUCTED USING METHOD C, WHERE MAXIMUM LOOSE LIFT THICKNESS SHALL NOT EXCEED 8" AND ALL LIFTS SHALL BE COMPACTED TO LEAST 95% MAXIMUM DENSITY.
- WHERE NEWLY CONSTRUCTED PAVING MEETS EXISTING PAVING, THE APPLICANT SHALL SAW CUT AND OVERLAY AND FEATHER NEW PAVEMENT TO PROVIDE A SMOOTH TRANSITION FROM EXISTING TO PROPOSED PAVING. APPLICATION OF A THIN TACK COAT OF EMULSIFIED ASPHALT SHALL BE APPLIED TO INSURE PROPER BONDING.
- THE COMPLETE SURFACE OF ALL COURSES SHALL BE OF UNIFORM TEXTURE, SMOOTH, UNIFORM AS TO CROWN AND GRADE, AND FREE FROM DEFECTS OF ALL KINDS. THE COMPLETED SURFACE OF THE WEARING COURSE SHALL NOT VARY MORE THAN 1/8 INCH FROM THE LOWER EDGE OF A 10 FOOT STRAIGHTEDGE PLACED ON THE SURFACE PARALLEL TO THE CENTERLINE. THE TRANSVERSE SLOPE OF THE COMPLETED SURFACE OF THE WEARING COURSE SHALL VARY NOT MORE THAN 1/4 INCH IN 10 FEET FROM THE RATE OF TRANSVERSE SLOPE SHOWN ON THE PLANS.
- COMPACTION TESTING OF SUBGRADE, EMBANKMENT, BASE COURSE, TOP COURSE PAVEMENT, PIPE BEDDING AND TRENCH BACKFILL SHALL BE PROVIDED.
- MATERIALS SAMPLING AND TESTING SHALL BE AT A FREQUENCY AND MAGNITUDE AS SPECIFIED IN THE STANDARD SPECIFICATIONS OR DETERMINED BY THE COUNTY ENGINEER, PRIVATE THIRD PARTY AND INDEPENDENT TESTING LABORATORY SHALL PERFORM TESTING AND SAMPLING. CERTIFIED TEST REPORTS SHALL BE FURNISHED TO THE COUNTY ENGINEER FOR ALL TESTS PERFORMED.

LINETYPES AND SYMBOLS

DOMESTIC WATER SUPPLY PIPE	_____ W _____ W _____ W _____
ROOF DRAIN PIPE	_____ . _____ . _____ . _____
SANITARY SEWER PIPE	_____ SS _____ SS _____ SS _____
STORM PIPE	_____ SD _____ SD _____ SD _____
IRRIGATION PIPE	_____ I _____ I _____ I _____
FINISHED GRADE MINOR CONTOUR	_____
FINISHED GRADE MAJOR CONTOUR	_____
EXISTING GRADE MAJOR CONTOUR	_____
EXISTING GRADE MINOR CONTOUR	_____
SILT FENCE	_____ X _____ X _____ X _____
PROJECT BOUNDARY	_____
PROPOSED RIGHT-OF-WAY	_____
PROPOSED EASEMENT	_____
WATER FITTING	
FIRE HYDRANT	
AIR VALVE ASSEMBLY	
SINGLE WATER SERVICE	
DOUBLE WATER SERVICE	
SANITARY SEWER CLEANOUT	
SANITARY SEWER MANHOLE	
CATCH BASIN - TYPE 2	
CATCH BASIN - TYPE 1	



VICINITY MAP
SCALE: 1" = 500'



SHEET INDEX

G0.0 - COVER SHEET
C1.0 - SITE PLAN
C2.0 - ROAD PROFILES
C3.0 - OVERALL LAYOUT

CONTACT INFORMATION

OWNER: NCW DEVELOPERS LLC
151 S WORTHEN ST STE 2
WENATCHEE, WA 98801

SURVEYOR: COMPLETE DESIGN, INC.
353 MALAGA ALCOA HWY, UNIT 3
WENATCHEE, WA 98801
(509) 662-3699

ENGINEER: COMPLETE DESIGN, INC.
353 MALAGA ALCOA HWY, UNIT 3
WENATCHEE, WA 98801
(509) 662-3699

UTILITY PROVIDERS

WATER: CITY OF CHELAN
50 CHELAN FALLS HWY
CHELAN, WA 98816
(509) 662-8030

SEWER: CITY OF CHELAN (AS ABOVE)

POWER: CHELAN COUNTY PUD #1
327 NORTH WENATCHEE AVE
WENATCHEE, WA 98801
(509) 663-8121

SURVEY INFORMATION

PROJECT DATUM:
•• VERTICAL: NAVD88
•• HORIZONTAL: NAD83 WASHINGTON STATE PLANE - NORTH
•• PARCEL DATA PER CHELAN COUNTY GIS
•• CONTOUR DATA AND ELEVATIONS PER DNR LIDAR PORTAL - CHELAN 2018 LIDAR PROJECT.

CALL
TWO WORKING DAYS
BEFORE YOU DIG
1-800-424-5555

UTILITIES ARE KNOWN TO EXIST
AND NOT ALL ARE SHOWN. VERIFY
ALL UTILITIES PRIOR TO CONSTRUCTION.

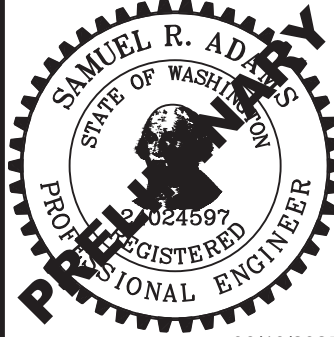
Complete Design Inc.

PROFESSIONAL DESIGNER
P.D. BOX 1941 NEW WENATCHEE, WA 98801 | PHONE: (509) 662-3699 | FAX: (509) 662-3699

SHEET

G0.0

DRAWN BY: TJM
DATE: 6/12/2025
PROJECT NO: 25-0102



PROJECT INFORMATION

TAX PARCEL NO. 272214410700, 272214410800

PARCEL OWNER: JON MCCREARY

SITE ADDRESS: CITY OF CHELAN, WA 98816

HORIZONTAL DATUM: WA STATE PLANE N ZONE 14D 83(91)
VERTICAL DATUM: NAVD 88

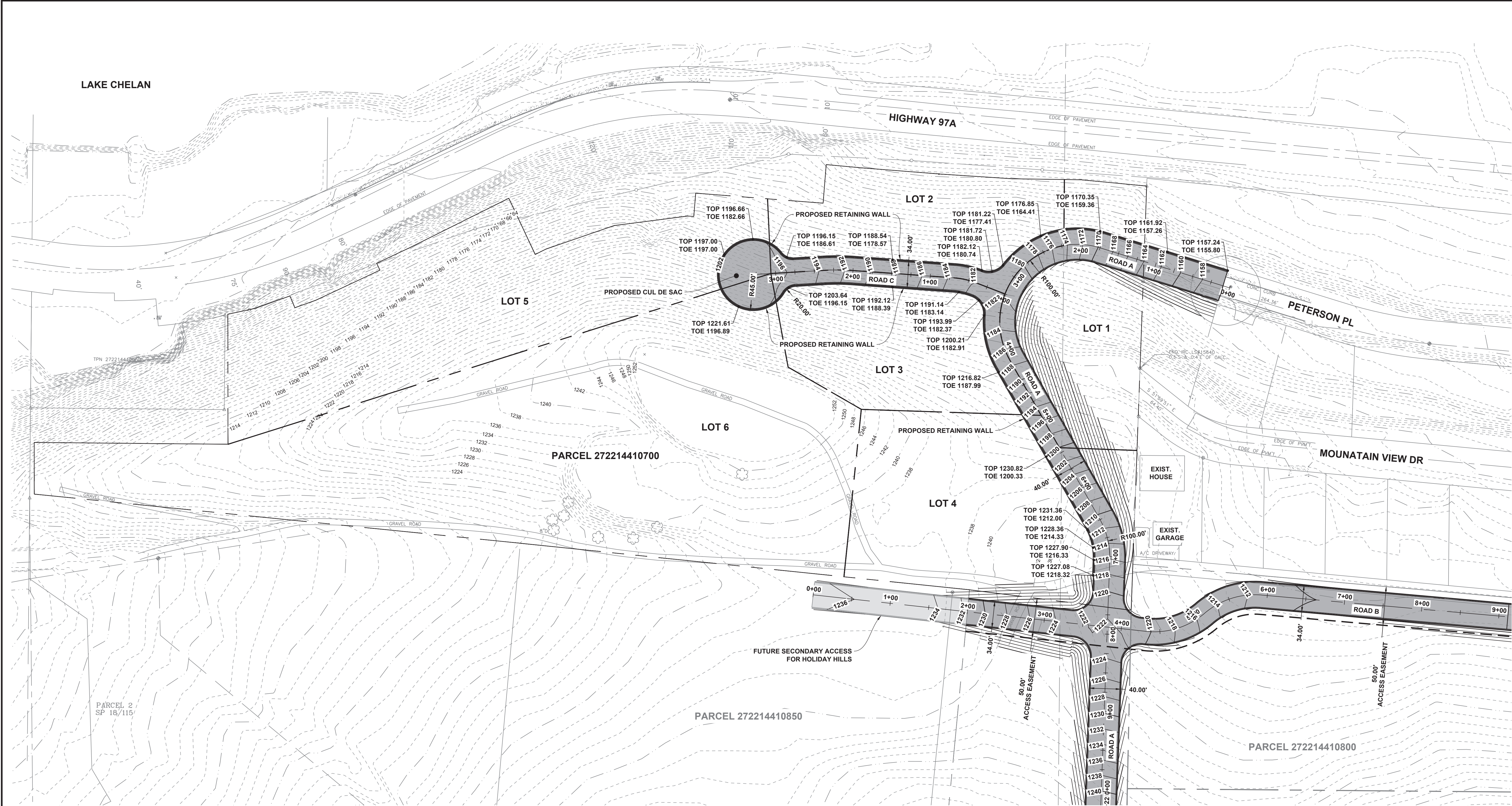


REVISION

McCREARY SHORT PLAT

COVER

CITY OF CHELAN, WA 98816



LAKE CHELAN

HIGHWAY 97A

LOT 5

LOT 2

LOT 1

LOT 3

LOT 6

PARCEL 272214410700

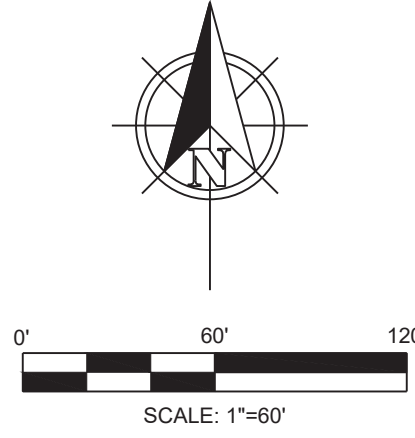
LOT 4

PARCEL 272214410850

PARCEL 272214410800

SURVEY INFORMATION

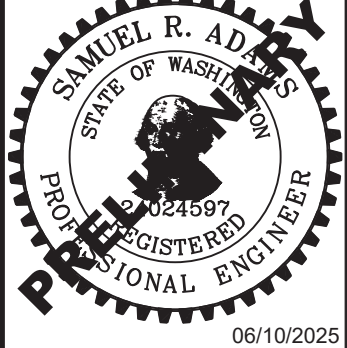
- PROJECT DATUM:
 - .. VERTICAL: NAVD88
 - .. HORIZONTAL: NAD83 WASHINGTON STATE PLANE - NORTH
 - .. PARCEL DATA PER CHELAN COUNTY GIS
 - .. CONTOUR DATA AND ELEVATIONS PER DNR LIDAR PORTAL - CHELAN 2018 LIDAR PROJECT.



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1-800-424-5555

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Complete Design Inc.
PROFESSIONAL DESIGN SERVICES
1000 1ST AVE S. SUITE 100
SEASIDE, WA 98138
TEL: 206.441.1111 FAX: 206.441.1112
WWW.COMPLETEDESIGN.COM
PROJECT NO. 25-0102
DATE: 12/2025
DRAWN BY: TJM
SHEET
C1.0

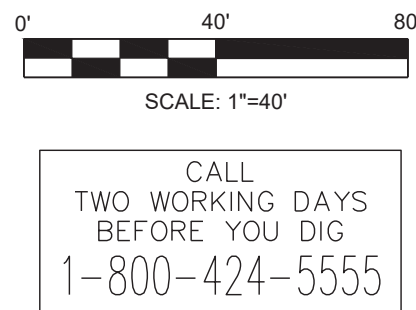
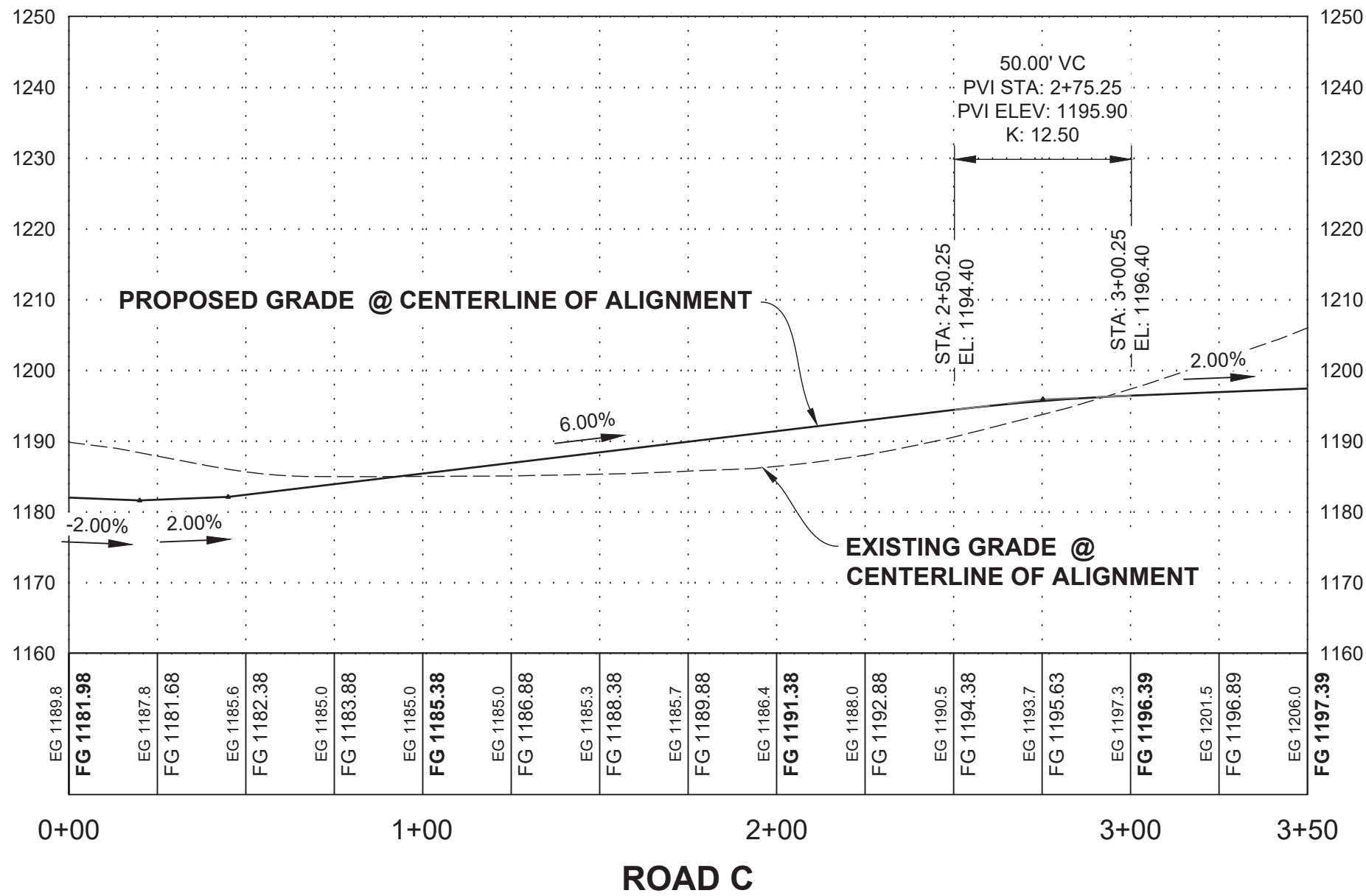
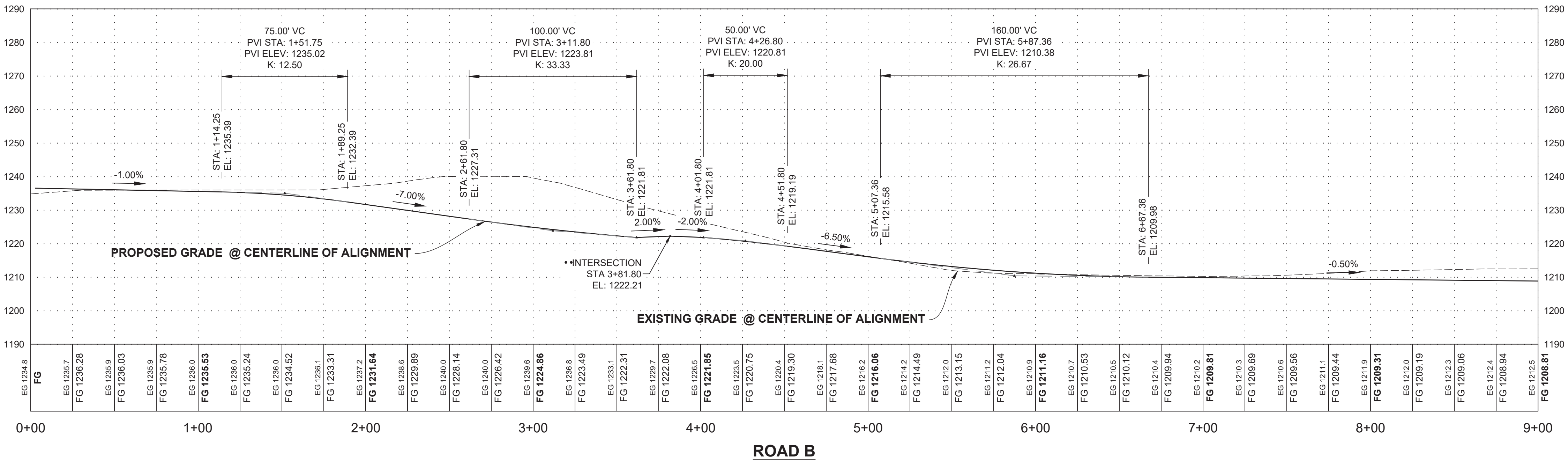
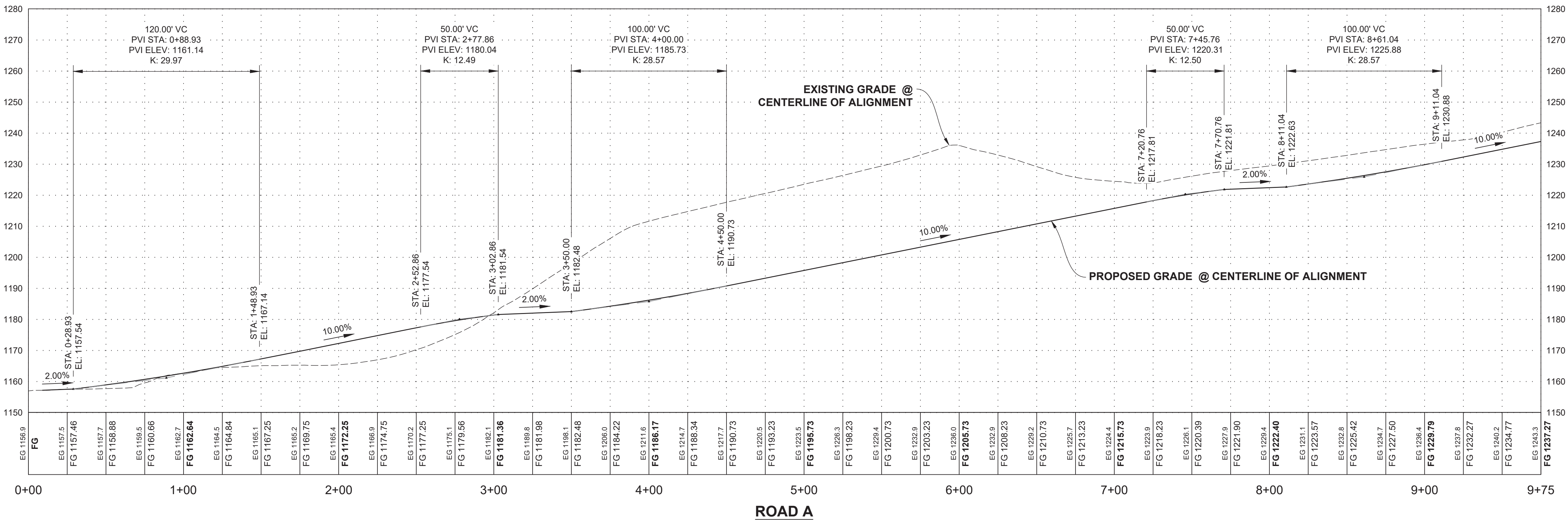


PROJECT INFORMATION
TAX PARCEL NO. 272214410700, 272214410800
PARCEL OWNER: JON MCCREARY
SITE ADDRESS: CITY OF CHELAN, WA 98816
HORIZONTAL DATUM: WA STATE PLANE N ZONE NAD 83(91)
VERTICAL DATUM: NAVD 88



REVISION

McCREARY SHORT PLAT
SITE PLAN
CITY OF CHELAN, WA 98816



UTILITIES ARE KNOWN TO EXIST
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McCREARY SHORT PLAT

ROAD PROFILES

CITY OF CHELAN, WA 98816

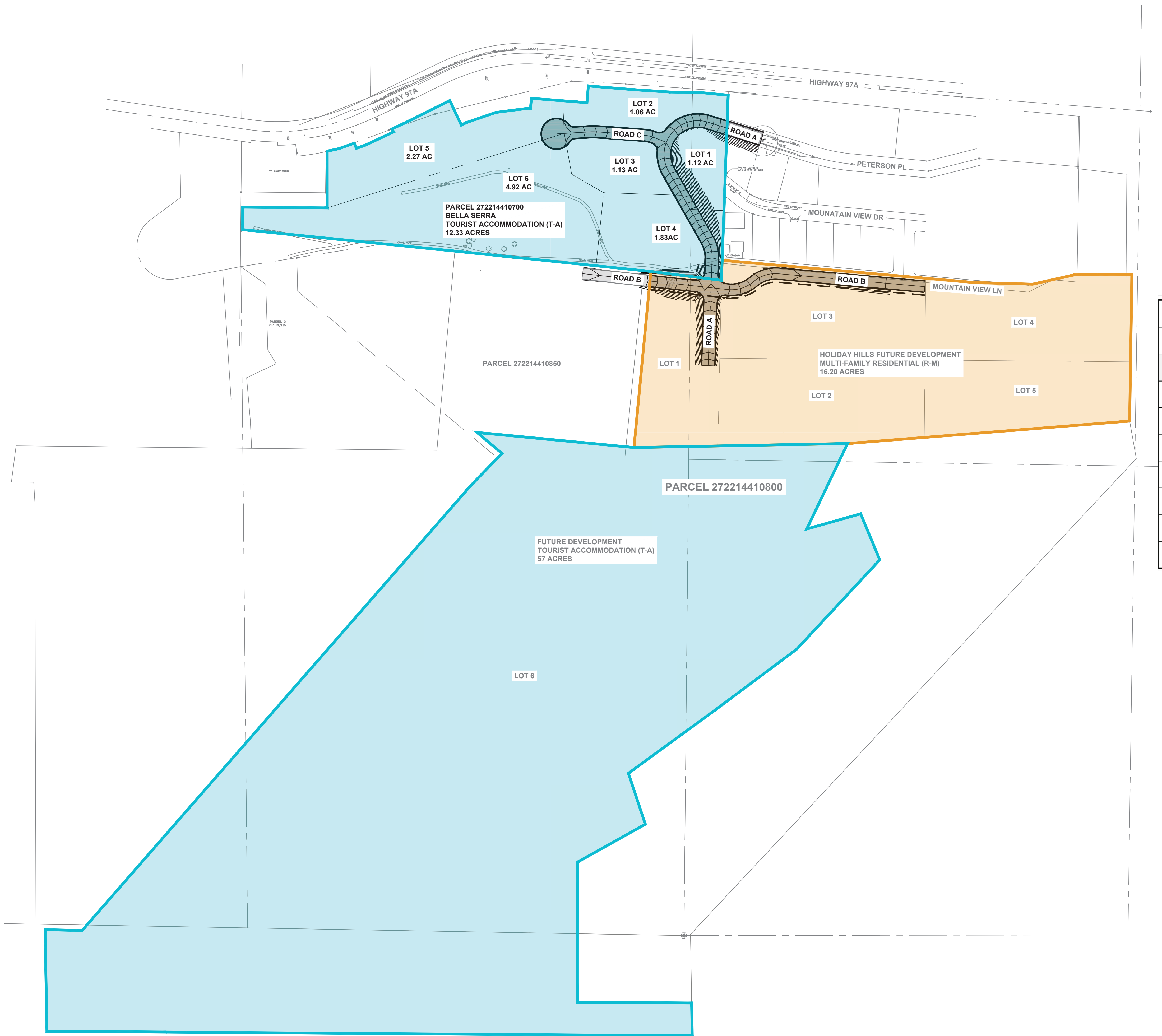
PROJECT INFORMATION

TAX PARCEL NO. 272214410700, 272214410800
PARCEL OWNER: JON McCREARY
SITE ADDRESS: CITY OF CHELAN, WA 98816
HORIZONTAL DATUM: WA STATE PLANE N ZONE 14 NAD 83(91)
VERTICAL DATUM: NAVD 88

REVISION

Complete Design Inc.

CONSTRUCTION DESIGN SPECIALISTS
PO BOX 1941 NEWTON, WA 99024 | 509.662.9909
SHEET
C2.0
DRAWN BY: TJM
DATE: 6/12/2025
PROJECT NO: 25-0102
TJLW, MCDONALD, & MCNEARY
S. 3028 PROJECTS 25-0102 MCNEARY CONSULTING DESIGN ENGINEERING
COMMENCED PROJECT 06/12/2025
06/10/2025
REGISTERED PROFESSIONAL ENGINEER
STATE OF WASHINGTON
SAMUEL R. ADAMS
No. 124169

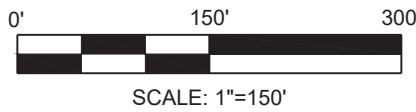
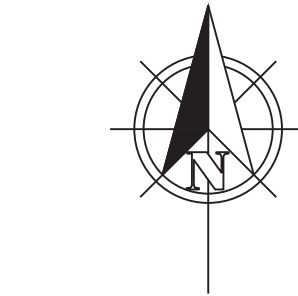


SURVEY INFORMATION

PROJECT DATUM:

- VERTICAL: NAVD88
- HORIZONTAL: NAD83 WASHINGTON STATE PLANE - NORTH
- PARCEL DATA PER CHELAN COUNTY GIS
- CONTOUR DATA AND ELEVATIONS PER DNR LIDAR PORTAL - CHELAN 2018 LIDAR PROJECT.

Proposed/Anticipated Density per Project					
Phase Complete (Projected):	2032	2032	2035		2045
	Bella Serra	Holiday Hills (Phase 1)	Holiday Hills (Phase 2)	Undeveloped (Road A)	Undeveloped (Road A)
Fast Casual Restaurant	3,500 sqft				
Wine Tasting Room	2,500 sqft			2,500 sqft	
High Turnover (Sit-Down) Restaurant				6,000 sqft	
Hotel	250 Rooms				
Townhomes	80	175			
Single-Family Residential (full-time)		30 (detached)	55 (detached)	200 (detached)	200 (detached)
Single-Family Residential (STR)				150	250



Complete Design Inc.

CONTRIBUTION DESIGN SPECIALIST
PO BOX 1941 NEWTON, WA 98824
TEL: 509.662.3909
FAX: 509.662.3908
WWW.COMPLETEDESIGN.COM

PROJECT NO. 25-0102
DATE: 06/10/2025
DRAWN BY: TJM
SHEET
C3.0

PROFESSIONAL ENGINEER
SAMUEL R. ADAMS
STATE OF WASHINGTON
LICENSE NO. 341597
06/10/2025

PROJECT INFORMATION
TAX PARCEL NO. 272214410700, 272214410800
PARCEL OWNER: JON MCCREARY
SITE ADDRESS: CITY OF CHELAN, WA 98816
HORIZONTAL DATUM: WA STATE PLANE N ZONE NAD 83(1)
VERTICAL DATUM: NAVD 88

811
Know what's below.
Call before you dig.

REVISION

McCREARY SHORT PLAT
OVERALL LAYOUT
CITY OF CHELAN, WA 98816

Page 130 of 337



AppenLix B

Existing Traffic Counts

Farnham St SR 97

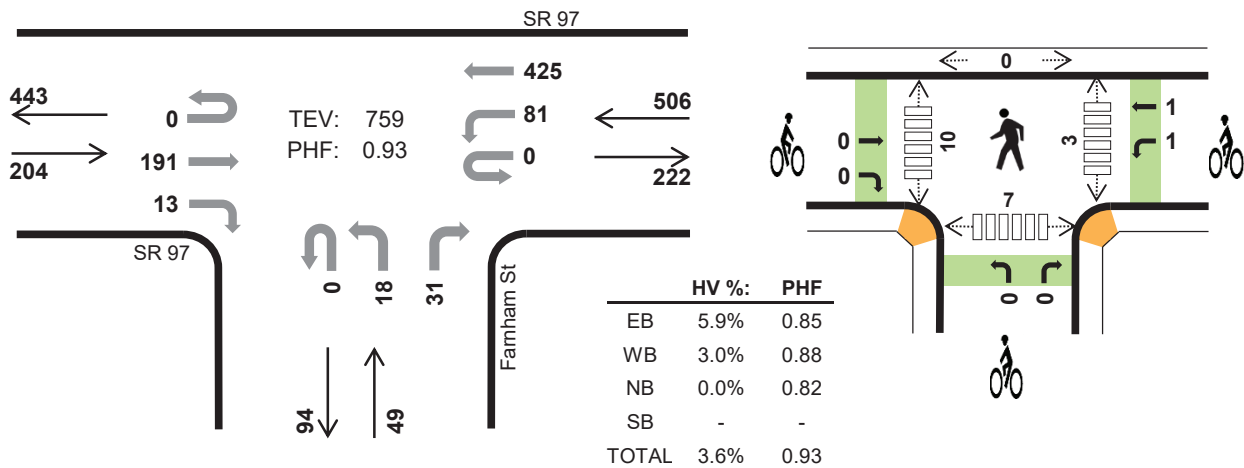


Peak Hour

Date: 06/17/2025

Count Period: 4:00 PM to 6:00 PM

Peak Hour: 4:30 PM to 5:30 PM



Two-Hour Count Summaries

Interval Start	SR 97 Eastbound				SR 97 Westbound				Farnham St Northbound				Farnham St Southbound				15-min Total	Rolling One Hour
	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT		
4:00 PM	0	0	48	5	0	11	97	0	0	2	0	9	0	0	0	0	172	0
4:15 PM	0	0	49	4	0	10	85	0	0	0	0	6	0	0	0	0	154	0
4:30 PM	0	0	37	2	0	23	110	0	0	4	0	9	0	0	0	0	185	0
4:45 PM	0	0	59	1	0	16	108	0	0	1	0	7	0	0	0	0	192	703
5:00 PM	0	0	43	4	0	21	122	0	0	6	0	9	0	0	0	0	205	736
5:15 PM	0	0	52	6	0	21	85	0	0	7	0	6	0	0	0	0	177	759
5:30 PM	0	0	36	5	0	15	96	0	0	4	0	12	0	0	0	0	168	742
5:45 PM	0	0	36	5	0	26	76	0	0	7	0	10	0	0	0	0	160	710
Count Total	0	0	360	32	0	143	779	0	0	31	0	68	0	0	0	0	1,413	0
Peak Hour	All	0	0	191	13	0	81	425	0	0	18	0	31	0	0	0	759	0
	HV	0	0	12	0	0	3	12	0	0	0	0	0	0	0	0	27	0
	HV%	-	-	6%	0%	-	4%	3%	-	-	0%	-	0%	-	-	-	4%	0

Note: Two-hour count summary volumes include heavy vehicles but exclude bicycles in overall count.

Interval Start	Heavy Vehicle Totals					Bicycles					Pedestrians (Crossing Leg)				
	EB	WB	NB	SB	Total	EB	WB	NB	SB	Total	East	West	North	South	Total
4:00 PM	5	2	0	0	7	0	0	0	0	0	0	1	0	0	1
4:15 PM	2	2	0	0	4	0	0	0	0	0	0	3	0	0	3
4:30 PM	3	4	0	0	7	0	0	0	0	0	0	3	0	3	6
4:45 PM	2	4	0	0	6	0	1	0	0	1	3	4	0	2	9
5:00 PM	1	3	0	0	4	0	0	0	0	0	0	3	0	2	5
5:15 PM	6	4	0	0	10	0	1	0	0	1	0	0	0	0	0
5:30 PM	1	3	0	0	4	0	0	0	0	0	0	1	0	0	1
5:45 PM	2	2	0	0	4	0	0	0	0	0	1	0	0	2	3
Count Total	22	24	0	0	46	0	2	0	0	2	4	15	0	9	28
Peak Hr	12	15	0	0	27	0	2	0	0	2	3	10	0	7	20

Two-Hour Count Summaries - Heavy Vehicles

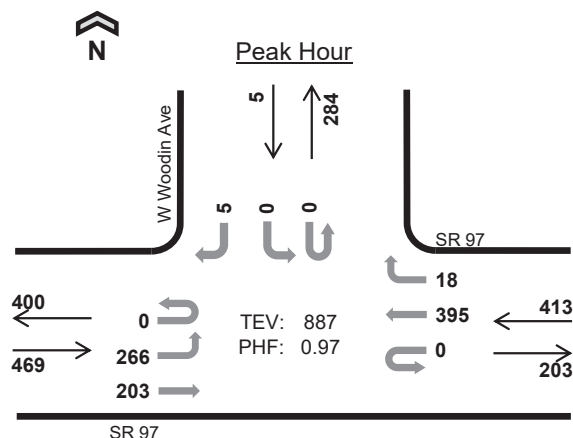
Interval Start	SR 97				SR 97				Farnham St				0				15-min Total	Rolling One Hour
	Eastbound				Westbound				Northbound				Southbound					
	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT		
4:00 PM	0	0	5	0	0	0	2	0	0	0	0	0	0	0	0	0	7	0
4:15 PM	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	4	0
4:30 PM	0	0	3	0	0	2	2	0	0	0	0	0	0	0	0	0	7	0
4:45 PM	0	0	2	0	0	0	4	0	0	0	0	0	0	0	0	0	6	24
5:00 PM	0	0	1	0	0	1	2	0	0	0	0	0	0	0	0	0	4	21
5:15 PM	0	0	6	0	0	0	4	0	0	0	0	0	0	0	0	0	10	27
5:30 PM	0	0	1	0	0	0	3	0	0	0	0	0	0	0	0	0	4	24
5:45 PM	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	4	22
Count Total	0	0	22	0	0	3	21	0	0	0	0	0	0	0	0	0	46	0
Peak Hour	0	0	12	0	0	3	12	0	0	0	0	0	0	0	0	0	27	0

Two-Hour Count Summaries - Bikes

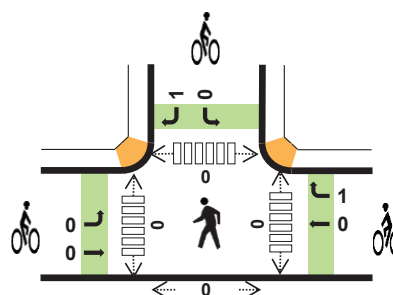
Interval Start	SR 97			SR 97			Farnham St			0			15-min Total	Rolling One Hour
	Eastbound			Westbound			Northbound			Southbound				
	LT	TH	RT	LT	TH	RT	LT	TH	RT	LT	TH	RT		
4:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:45 PM	0	0	0	0	1	0	0	0	0	0	0	0	1	1
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1
5:15 PM	0	0	0	1	0	0	0	0	0	0	0	0	1	2
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	2
5:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Count Total	0	0	0	1	1	0	0	0	0	0	0	0	2	0
Peak Hour	0	0	0	1	1	0	0	0	0	0	0	0	2	0

Note: U-Turn volumes for bikes are included in Left-Turn, if any.

W Woodin Ave SR 97



Date: 06/17/2025
Count Period: 4:00 PM to 6:00 PM
Peak Hour: 4:30 PM to 5:30 PM



	HV %:	PHF
EB	3.0%	0.86
WB	2.7%	0.89
NB	-	-
SB	0.0%	0.42
TOTAL	2.8%	0.97

Two-Hour Count Summaries

Interval Start	SR 97 Eastbound				SR 97 Westbound				0 Northbound				W Woodin Ave Southbound				15-min Total	Rolling One Hour
	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT		
4:00 PM	0	72	53	0	0	0	84	4	0	0	0	0	0	0	0	0	213	0
4:15 PM	0	52	48	0	0	0	78	8	0	0	0	0	0	0	0	2	188	0
4:30 PM	0	61	48	0	0	0	109	7	0	0	0	0	0	0	0	0	225	0
4:45 PM	0	58	48	0	0	0	98	3	0	0	0	0	0	0	0	3	210	836
5:00 PM	0	70	48	0	0	0	104	5	0	0	0	0	0	0	0	2	229	852
5:15 PM	0	77	59	0	0	0	84	3	0	0	0	0	0	0	0	0	223	887
5:30 PM	0	66	41	0	0	0	89	5	0	0	0	0	0	0	0	3	204	866
5:45 PM	0	56	46	0	0	0	71	2	0	0	0	0	0	1	0	1	177	833
Count Total	0	512	391	0	0	0	717	37	0	0	0	0	0	1	0	11	1,669	0
Peak Hour	All	0	266	203	0	0	0	395	18	0	0	0	0	0	0	5	887	0
	HV	0	1	13	0	0	0	11	0	0	0	0	0	0	0	0	25	0
	HV%	-	0%	6%	-	-	-	3%	0%	-	-	-	-	-	-	0%	3%	0

Note: Two-hour count summary volumes include heavy vehicles but exclude bicycles in overall count.

Interval Start	Heavy Vehicle Totals					Bicycles					Pedestrians (Crossing Leg)				
	EB	WB	NB	SB	Total	EB	WB	NB	SB	Total	East	West	North	South	Total
4:00 PM	4	2	0	0	6	0	0	0	0	0	0	0	0	0	0
4:15 PM	2	2	0	0	4	1	0	0	0	1	0	0	0	0	0
4:30 PM	4	3	0	0	7	0	0	0	0	0	0	0	0	0	0
4:45 PM	2	3	0	0	5	0	1	0	1	2	0	0	0	0	0
5:00 PM	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0
5:15 PM	6	5	0	0	11	0	0	0	0	0	0	0	0	0	0
5:30 PM	1	3	0	0	4	0	0	0	0	0	0	0	0	0	0
5:45 PM	3	3	0	0	6	1	0	0	0	1	0	0	0	0	0
Count Total	24	21	0	0	45	2	1	0	1	4	0	0	0	0	0
Peak Hr	14	11	0	0	25	0	1	0	1	2	0	0	0	0	0

Two-Hour Count Summaries - Heavy Vehicles																		
Interval Start	SR 97				SR 97				0				W Woodin Ave				15-min Total	Rolling One Hour
	Eastbound				Westbound				Northbound				Southbound					
	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT		
4:00 PM	0	0	4	0	0	0	2	0	0	0	0	0	0	0	0	0	6	0
4:15 PM	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	4	0
4:30 PM	0	0	4	0	0	0	3	0	0	0	0	0	0	0	0	0	7	0
4:45 PM	0	0	2	0	0	0	3	0	0	0	0	0	0	0	0	0	5	22
5:00 PM	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	18
5:15 PM	0	0	6	0	0	0	5	0	0	0	0	0	0	0	0	0	11	25
5:30 PM	0	0	1	0	0	0	3	0	0	0	0	0	0	0	0	0	4	22
5:45 PM	0	1	2	0	0	0	3	0	0	0	0	0	0	0	0	0	6	23
Count Total	0	2	22	0	0	0	21	0	0	0	0	0	0	0	0	0	45	0
Peak Hour	0	1	13	0	0	0	11	0	0	0	0	0	0	0	0	0	25	0

Two-Hour Count Summaries - Bikes																	
Interval Start	SR 97			SR 97			0			W Woodin Ave			15-min Total	Rolling One Hour			
	Eastbound			Westbound			Northbound			Southbound							
	LT	TH	RT	LT	TH	RT	LT	TH	RT	LT	TH	RT					
4:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
4:15 PM	0	1	0	0	0	0	0	0	0	0	0	0	1	0			
4:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
4:45 PM	0	0	0	0	0	1	0	0	0	0	0	1	2	3			
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	3			
5:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	2			
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	2			
5:45 PM	1	0	0	0	0	0	0	0	0	0	0	0	1	1			
Count Total	1	1	0	0	0	1	0	0	0	0	0	1	4	0			
Peak Hour	0	0	0	0	0	1	0	0	0	0	0	1	2	0			

Note: U-Turn volumes for bikes are included in Left-Turn, if any.

Peterson PI SR 97

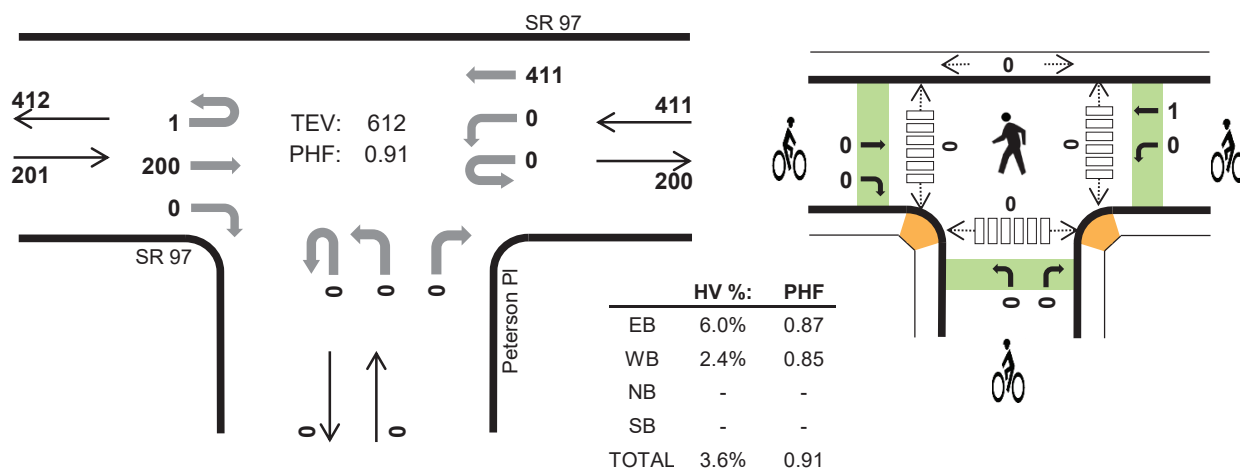


Peak Hour

Date: 06/17/2025

Count Period: 4:00 PM to 6:00 PM

Peak Hour: 4:30 PM to 5:30 PM



Two-Hour Count Summaries

Interval Start	SR 97 Eastbound				SR 97 Westbound				Peterson PI Northbound				0 Southbound				15-min Total	Rolling One Hour
	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT		
4:00 PM	0	0	54	0	0	1	92	0	0	0	0	1	0	0	0	0	148	0
4:15 PM	0	0	47	0	0	0	88	0	0	0	0	0	0	0	0	0	135	0
4:30 PM	1	0	42	0	0	0	109	0	0	0	0	0	0	0	0	0	152	0
4:45 PM	0	0	53	0	0	0	97	0	0	0	0	0	0	0	0	0	150	585
5:00 PM	0	0	47	0	0	0	121	0	0	0	0	0	0	0	0	0	168	605
5:15 PM	0	0	58	0	0	0	84	0	0	0	0	0	0	0	0	0	142	612
5:30 PM	0	0	43	0	0	0	91	0	0	0	0	0	0	0	0	0	134	594
5:45 PM	0	0	47	0	0	0	71	0	0	0	0	0	0	0	0	0	118	562
Count Total	1	0	391	0	0	1	753	0	0	0	0	1	0	0	0	0	1,147	0
Peak Hour	All	1	0	200	0	0	0	411	0	0	0	0	0	0	0	0	612	0
	HV	0	0	12	0	0	0	10	0	0	0	0	0	0	0	0	22	0
	HV%	0%	-	6%	-	-	-	2%	-	-	-	-	-	-	-	-	4%	0

Note: Two-hour count summary volumes include heavy vehicles but exclude bicycles in overall count.

Interval Start	Heavy Vehicle Totals					Bicycles					Pedestrians (Crossing Leg)				
	EB	WB	NB	SB	Total	EB	WB	NB	SB	Total	East	West	North	South	Total
4:00 PM	5	2	0	0	7	0	0	0	0	0	0	0	0	0	0
4:15 PM	2	3	0	0	5	1	0	0	0	1	0	0	0	0	0
4:30 PM	3	2	0	0	5	0	0	0	0	0	0	0	0	0	0
4:45 PM	2	4	0	0	6	0	1	0	0	1	0	0	0	0	0
5:00 PM	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
5:15 PM	6	4	0	0	10	0	0	0	0	0	0	0	0	0	0
5:30 PM	1	3	0	0	4	0	0	0	0	0	0	0	0	0	0
5:45 PM	2	3	0	0	5	0	0	0	0	0	0	0	0	0	0
Count Total	22	21	0	0	43	1	1	0	0	2	0	0	0	0	0
Peak Hr	12	10	0	0	22	0	1	0	0	1	0	0	0	0	0

Two-Hour Count Summaries - Heavy Vehicles

Interval Start	SR 97				SR 97				Peterson PI				0				15-min Total	Rolling One Hour
	Eastbound				Westbound				Northbound				Southbound					
	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT	UT	LT	TH	RT		
4:00 PM	0	0	5	0	0	0	2	0	0	0	0	0	0	0	0	0	7	0
4:15 PM	0	0	2	0	0	0	3	0	0	0	0	0	0	0	0	0	5	0
4:30 PM	0	0	3	0	0	0	2	0	0	0	0	0	0	0	0	0	5	0
4:45 PM	0	0	2	0	0	0	4	0	0	0	0	0	0	0	0	0	6	23
5:00 PM	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	17
5:15 PM	0	0	6	0	0	0	4	0	0	0	0	0	0	0	0	0	10	22
5:30 PM	0	0	1	0	0	0	3	0	0	0	0	0	0	0	0	0	4	21
5:45 PM	0	0	2	0	0	0	3	0	0	0	0	0	0	0	0	0	5	20
Count Total	0	0	22	0	0	0	21	0	0	0	0	0	0	0	0	0	43	0
Peak Hour	0	0	12	0	0	0	10	0	0	0	0	0	0	0	0	0	22	0

Two-Hour Count Summaries - Bikes

Interval Start	SR 97			SR 97			Peterson PI			0			15-min Total	Rolling One Hour
	Eastbound			Westbound			Northbound			Southbound				
	LT	TH	RT	LT	TH	RT	LT	TH	RT	LT	TH	RT		
4:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:15 PM	0	1	0	0	0	0	0	0	0	0	0	0	1	0
4:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4:45 PM	0	0	0	0	1	0	0	0	0	0	0	0	1	2
5:00 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	2
5:15 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1
5:30 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	1
5:45 PM	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Count Total	0	1	0	0	1	0	0	0	0	0	0	0	2	0
Peak Hour	0	0	0	0	1	0	0	0	0	0	0	0	1	0

Note: U-Turn volumes for bikes are included in Left-Turn, if any.



AppenLix C

WSDOT Crash History



AppenLix D

1level of Service (1OS) MethoLology anL Calculations



Level of Service Methodology

Level of Service (LOS) generally refers to the degree of congestion at an intersection. It is a measure of vehicle operating speed, travel time, travel delays, and driving comfort. A letter scale from A to F generally describes intersection LOS.

Signalized Intersection LOS represents the average control delay (sec/veh) and can be reported for the overall intersection, for each approach, and for each lane group (additional v/c ratio criteria apply to lane group LOS only). The table below outlines the HCM (7th Edition) LOS criteria for signalized intersections.

LOS Criteria for Signalized Intersections ¹

Control Delay (sec/veh)	Level of Service ²	General Description ³
≤ 10	A	Exceptionally Favorable Progression (or very short cycle lengths) – Most vehicles arrive during the green indication and travel through the intersection without stopping.
> 10 to ≤ 20	B	Highly Favorable Progression (or short cycle lengths) – While more vehicles than LOS A stop, most vehicles still pass through the intersection without stopping.
> 20 to ≤ 35	C	Favorable Progression (or moderate cycle lengths) – Individual cycle failures begin to appear, but many vehicles still pass through the intersection without stopping.
> 35 to ≤ 55	D	Ineffective Progression (or long cycle lengths) – Many vehicles stop and individual cycle failures are noticeable.
> 55 to ≤ 80	E	Unfavorable Progression (and long cycle lengths) – Individual cycle failures are frequent.
> 80	F	Very Poor Progression (and long cycle lengths) – Most cycles fail to clear the queue at this level.

¹ Source: Highway Capacity Manual 7th Edition, Transportation Research Board, 2022.

² If the volume-to-capacity (v/c) ratio for a lane group exceeds 1.0, LOS F is assigned to the individual lane group. For approach-based and intersection-wide assessments at signals, LOS is defined solely by control delay.

³ Individual cycle failures: one or more queued vehicles are not able to depart as a result of insufficient capacity during the cycle.

Synchro 12 and/or HCM 2000 LOS methodology may be used when HCM 7th Edition methodology is not supported at an intersection (i.e., intersection geometry and/or custom phasing) or jurisdictional standards require use of an alternative methodology.

Unsignalized Intersection LOS (two-way stop control, all-way stop control, and roundabouts) is based on the average control delay. For two-way stop-controlled intersections, the LOS criteria apply to each controlled minor-street approach, controlled minor-street lane group, and controlled major-street movement (additional v/c ratio criteria apply to lane group LOS only). LOS is not calculated for major-street approaches or for the intersection as a whole at two-way stop-controlled intersections. For all-way stop-controlled intersections and roundabouts, LOS can be reported for the overall intersection, for each approach, and for each lane group (additional v/c ratio criteria apply to lane group LOS only). The table below outlines the HCM (7th Edition) LOS criteria for unsignalized intersections based on these methodologies.

Note: LOS reported for WSDOT roundabouts use signalized intersection delay criteria, per *WSDOT Sidra Policy Settings*.

LOS Criteria for Unsignalized Intersections¹

Control Delay (sec/veh)	Level of Service ²
≤ 10	A
> 10 to ≤ 15	B
> 15 to ≤ 25	C
> 25 to ≤ 35	D
> 35 to ≤ 50	E
> 50	F

¹ Source: Highway Capacity Manual 7th Edition, Transportation Research Board, 2022.

² If the volume-to-capacity (v/c) ratio for a lane group exceeds 1.0, LOS F is assigned to the individual lane group. For approach-based and intersection-wide assessments at unsignalized intersections, LOS is defined solely by control delay.



2025 Existing

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	266	203	395	18	0	5
Future Volume (vph)	266	203	395	18	0	5
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC
1: SR 97 & W Woodin Ave

08/26/2025

Intersection						
Int Delay, s/veh	2.8					
Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Vol, veh/h	266	203	395	18	0	5
Future Vol, veh/h	266	203	395	18	0	5
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	220	-	-	-	0	-
Veh in Median Storage, #	0	0	-	0	-	-
Grade, %	-	0	0	-	0	-
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	3	3	3	3	0	0
Mvmt Flow	274	209	407	19	0	5
Major/Minor	Major1	Major2		Minor2		
Conflicting Flow All	426	0	-	0	1174	416
Stage 1	-	-	-	-	416	-
Stage 2	-	-	-	-	758	-
Critical Hdwy	4.13	-	-	-	6.4	6.2
Critical Hdwy Stg 1	-	-	-	-	5.4	-
Critical Hdwy Stg 2	-	-	-	-	5.4	-
Follow-up Hdwy	2.227	-	-	-	3.5	3.3
Pot Cap-1 Maneuver	1128	-	-	-	214	641
Stage 1	-	-	-	-	670	-
Stage 2	-	-	-	-	466	-
Platoon blocked, %		-	-	-		
Mov Cap-1 Maneuver	1128	-	-	-	162	641
Mov Cap-2 Maneuver	-	-	-	-	162	-
Stage 1	-	-	-	-	507	-
Stage 2	-	-	-	-	466	-
Approach	EB	WB		SB		
HCM Ctrl Dly, s/v	5.23	0		10.67		
HCM LOS				B		
Minor Lane/Major Mvmt	EBL	EBT	WBT	WBR	SBLn1	
Capacity (veh/h)	1128	-	-	-	641	
HCM Lane V/C Ratio	0.243	-	-	-	0.008	
HCM Ctrl Dly (s/v)	9.2	-	-	-	10.7	
HCM Lane LOS	A	-	-	-	B	
HCM 95th %tile Q(veh)	1	-	-	-	0	

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

						
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	201	0	0	411	0	0
Future Volume (vph)	201	0	0	411	0	0
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC
2: Peterson Place & SR 97

08/26/2025

Intersection						
Int Delay, s/veh	0					
Movement	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Vol, veh/h	201	0	0	411	0	0
Future Vol, veh/h	201	0	0	411	0	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	-	-	-	-	0	-
Veh in Median Storage, #	-	-	-	0	0	-
Grade, %	0	-	-	0	-7	-
Peak Hour Factor	91	91	91	91	91	91
Heavy Vehicles, %	6	6	2	2	0	0
Mvmt Flow	221	0	0	452	0	0
Major/Minor	Major1	Major2		Minor1		
Conflicting Flow All	0	0	221	0	673	221
Stage 1	-	-	-	-	221	-
Stage 2	-	-	-	-	452	-
Critical Hdwy	-	-	4.12	-	5	5.5
Critical Hdwy Stg 1	-	-	-	-	4	-
Critical Hdwy Stg 2	-	-	-	-	4	-
Follow-up Hdwy	-	-	2.218	-	3.5	3.3
Pot Cap-1 Maneuver	-	-	1348	-	551	860
Stage 1	-	-	-	-	894	-
Stage 2	-	-	-	-	769	-
Platoon blocked, %	-	-	-	-	-	-
Mov Cap-1 Maneuver	-	-	1348	-	551	860
Mov Cap-2 Maneuver	-	-	-	-	551	-
Stage 1	-	-	-	-	894	-
Stage 2	-	-	-	-	769	-
Approach	EB		WB		NB	
HCM Ctrl Dly, s/v	0		0		0	
HCM LOS					A	
Minor Lane/Major Mvmt	NBLn1	EBT	EBR	WBL	WBT	
Capacity (veh/h)	-	-	-	1348	-	
HCM Lane V/C Ratio	-	-	-	-	-	
HCM Ctrl Dly (s/v)	0	-	-	0	-	
HCM Lane LOS	A	-	-	A	-	
HCM 95th %tile Q(veh)	-	-	-	0	-	

Lanes, Volumes, Timings

3: S Farnham St & SR 97 /SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↰		↰	↱	↰	↱
Traffic Volume (vph)	191	13	81	425	18	31
Future Volume (vph)	191	13	81	425	18	31
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	

Intersection Summary

Area Type: Other

Control Type: Unsignalized

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 1.6

Movement EBT EBR WBL WBT NBL NBRLane Configurations 

Traffic Vol, veh/h 191 13 81 425 18 31

Future Vol, veh/h 191 13 81 425 18 31

Conflicting Peds, #/hr 0 7 7 0 10 3

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - 65 - 135 0

Veh in Median Storage, # - - 0 1 -

Grade, % 0 - - 0 0 -

Peak Hour Factor 93 93 93 93 93 93

Heavy Vehicles, % 6 6 3 3 0 0

Mvmt Flow 205 14 87 457 19 33

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 226 0 861 222

Stage 1 - - - - 219 -

Stage 2 - - - - 641 -

Critical Hdwy - - 4.13 - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy - - 2.227 - 3.5 3.3

Pot Cap-1 Maneuver - - 1336 - 329 822

Stage 1 - - - - 822 -

Stage 2 - - - - 528 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver - - 1327 - 302 814

Mov Cap-2 Maneuver - - - - 401 -

Stage 1 - - - - 816 -

Stage 2 - - - - 489 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 1.27 11.38

HCM LOS B

Minor Lane/Major Mvmt NBLn1 NBLn2 EBT EBR WBL WBT

Capacity (veh/h) 401 814 - - 1327 -

HCM Lane V/C Ratio 0.048 0.041 - - 0.066 -

HCM Ctrl Dly (s/v) 14.4 9.6 - - 7.9 -

HCM Lane LOS B A - - A -

HCM 95th %tile Q(veh) 0.2 0.1 - - 0.2 -



2035 No Action
(Without Woolin Ave Bridge Conversion Project)

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	294	233	442	25	0	6
Future Volume (vph)	294	233	442	25	0	6
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC
1: SR 97 & W Woodin Ave

08/26/2025

Intersection

Int Delay, s/veh 2.9

Movement EBL EBT WBT WBR SBL SBRLane Configurations 

Traffic Vol, veh/h 294 233 442 25 0 6

Future Vol, veh/h 294 233 442 25 0 6

Conflicting Peds, #/hr 0 0 0 0 0 0

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length 220 - - - 0 -

Veh in Median Storage, # 0 0 - 0 -

Grade, % - 0 0 - 0 -

Peak Hour Factor 97 97 97 97 97 97

Heavy Vehicles, % 3 3 3 3 0 0

Mvmt Flow 303 240 456 26 0 6

Major/Minor Major1 Major2 Minor2

Conflicting Flow All 481 0 - 0 1315 469

Stage 1 - - - - 469 -

Stage 2 - - - - 846 -

Critical Hdwy 4.13 - - - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy 2.227 - - - 3.5 3.3

Pot Cap-1 Maneuver 1076 - - - 176 599

Stage 1 - - - - 634 -

Stage 2 - - - - 424 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver 1076 - - - 126 599

Mov Cap-2 Maneuver - - - - 126 -

Stage 1 - - - - 455 -

Stage 2 - - - - 424 -

Approach EB WB SB

HCM Ctrl Dly, s/v 5.39 0 11.08

HCM LOS B

Minor Lane/Major Mvmt EBL EBT WBT WBR SBLn1

Capacity (veh/h) 1076 - - - 599

HCM Lane V/C Ratio 0.282 - - - 0.01

HCM Ctrl Dly (s/v) 9.7 - - - 11.1

HCM Lane LOS A - - - B

HCM 95th %tile Q(veh) 1.2 - - - 0

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	222	9	13	454	11	4
Future Volume (vph)	222	9	13	454	11	4
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC
2: Peterson Place & SR 97

08/26/2025

Intersection

Int Delay, s/veh 0.4

Movement EBT EBR WBL WBT NBL NBRLane Configurations 

Traffic Vol, veh/h 222 9 13 454 11 4

Future Vol, veh/h 222 9 13 454 11 4

Conflicting Peds, #/hr 0 0 0 0 0 0

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - - - 0 -

Veh in Median Storage, # - - - 0 0 -

Grade, % 0 - - 0 -7 -

Peak Hour Factor 91 91 91 91 91 91

Heavy Vehicles, % 6 6 2 2 0 0

Mvmt Flow 244 10 14 499 12 4

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 254 0 776 249

Stage 1 - - - - 249 -

Stage 2 - - - - 527 -

Critical Hdwy - - 4.12 - 5 5.5

Critical Hdwy Stg 1 - - - - 4 -

Critical Hdwy Stg 2 - - - - 4 -

Follow-up Hdwy - - 2.218 - 3.5 3.3

Pot Cap-1 Maneuver - - 1311 - 498 834

Stage 1 - - - - 878 -

Stage 2 - - - - 732 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver - - 1311 - 491 834

Mov Cap-2 Maneuver - - - - 491 -

Stage 1 - - - - 878 -

Stage 2 - - - - 721 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 0.22 11.73

HCM LOS B

Minor Lane/Major MvmtNBLn1 EBT EBR WBL WBT

Capacity (veh/h) 551 - - 50 -

HCM Lane V/C Ratio 0.03 - - 0.011 -

HCM Ctrl Dly (s/v) 11.7 - - 7.8 0

HCM Lane LOS B - - A A

HCM 95th %tile Q(veh) 0.1 - - 0 -

Lanes, Volumes, Timings
3: S Farnham St & SR 97 /SR 97

08/26/2025

						
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	215	14	89	482	20	34
Future Volume (vph)	215	14	89	482	20	34
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 1.6

Movement

	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↑		↑	↑	↑	↑
Traffic Vol, veh/h	215	14	89	482	20	34
Future Vol, veh/h	215	14	89	482	20	34
Conflicting Peds, #/hr	0	7	7	0	10	3
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	-	-	65	-	135	0
Veh in Median Storage, #	-	-	-	0	1	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	93	93	93	93	93	93
Heavy Vehicles, %	6	6	3	3	0	0
Mvmt Flow	231	15	96	518	22	37

Major/Minor

	Major1	Major2	Minor1
Conflicting Flow All	0	0	253
Stage 1	-	-	-
Stage 2	-	-	-
Critical Hdwy	-	-	4.13
Critical Hdwy Stg 1	-	-	-
Critical Hdwy Stg 2	-	-	-
Follow-up Hdwy	-	-	2.227
Pot Cap-1 Maneuver	-	-	1306
Stage 1	-	-	-
Stage 2	-	-	-
Platoon blocked, %	-	-	-
Mov Cap-1 Maneuver	-	-	1297
Mov Cap-2 Maneuver	-	-	-
Stage 1	-	-	-
Stage 2	-	-	-

Approach

	EB	WB	NB
HCM Ctrl Dly, s/v	0	1.25	11.92
HCM LOS			B

Minor Lane/Major Mvmt

	NBLn1	NBLn2	EBT	EBR	WBL	WBT
Capacity (veh/h)	363	787	-	-	1297	-
HCM Lane V/C Ratio	0.059	0.046	-	-	0.074	-
HCM Ctrl Dly (s/v)	15.5	9.8	-	-	8	-
HCM Lane LOS	C	A	-	-	A	-
HCM 95th %tile Q(veh)	0.2	0.1	-	-	0.2	-



2035 With Project
(Without Woolin Ave Bridge Conversion Project)

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	294	396	564	131	0	6
Future Volume (vph)	294	396	564	131	0	6
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC

1: SR 97 & W Woodin Ave

08/26/2025

Intersection						
Int Delay, s/veh	2.4					
Movement	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Vol, veh/h	294	396	564	131	0	6
Future Vol, veh/h	294	396	564	131	0	6
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	220	-	-	-	0	-
Veh in Median Storage, #	0	0	-	0	-	-
Grade, %	-	0	0	-	0	-
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	3	3	3	3	0	0
Mvmt Flow	303	408	581	135	0	6
Major/Minor	Major1	Major2		Minor2		
Conflicting Flow All	716	0	-	0	1663	649
Stage 1	-	-	-	-	649	-
Stage 2	-	-	-	-	1014	-
Critical Hdwy	4.13	-	-	-	6.4	6.2
Critical Hdwy Stg 1	-	-	-	-	5.4	-
Critical Hdwy Stg 2	-	-	-	-	5.4	-
Follow-up Hdwy	2.227	-	-	-	3.5	3.3
Pot Cap-1 Maneuver	880	-	-	-	108	473
Stage 1	-	-	-	-	524	-
Stage 2	-	-	-	-	353	-
Platoon blocked, %		-	-	-		
Mov Cap-1 Maneuver	880	-	-	-	71	473
Mov Cap-2 Maneuver	-	-	-	-	71	-
Stage 1	-	-	-	-	343	-
Stage 2	-	-	-	-	353	-
Approach	EB	WB		SB		
HCM Ctrl Dly, s/v	4.78	0		12.71		
HCM LOS				B		
Minor Lane/Major Mvmt	EBL	EBT	WBT	WBR	SBLn1	
Capacity (veh/h)	880	-	-	-	-	473
HCM Lane V/C Ratio	0.345	-	-	-	-	0.013
HCM Ctrl Dly (s/v)	11.2	-	-	-	-	12.7
HCM Lane LOS	B	-	-	-	-	B
HCM 95th %tile Q(veh)	1.5	-	-	-	-	0

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

						
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	213	181	274	436	252	86
Future Volume (vph)	213	181	274	436	252	86
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC 2: Peterson Place & SR 97

08/26/2025

Intersection

Int Delay, s/veh 96.1

Movement EBT EBR WBL WBT NBL NBR

Lane Configurations	EBT	EBR	WBL	WBT	NBL	NBR
Traffic Vol, veh/h	213	181	274	436	252	86
Future Vol, veh/h	213	181	274	436	252	86
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	-	-	-	-	0	-
Veh in Median Storage, #	-	-	-	0	0	-
Grade, %	0	-	-	0	-7	-
Peak Hour Factor	91	91	91	91	91	91
Heavy Vehicles, %	6	6	2	2	0	0
Mvmt Flow	234	199	301	479	277	95

Major/Minor Major1 Major2 Minor1

Conflicting Flow All	0	0	433	0	1415	334
Stage 1	-	-	-	-	334	-
Stage 2	-	-	-	-	1081	-
Critical Hdwy	-	-	4.12	-	5	5.5
Critical Hdwy Stg 1	-	-	-	-	4	-
Critical Hdwy Stg 2	-	-	-	-	4	-
Follow-up Hdwy	-	-	2.218	-	3.5	3.3
Pot Cap-1 Maneuver	-	-	1127	-	~ 265	761
Stage 1	-	-	-	-	831	-
Stage 2	-	-	-	-	500	-
Platoon blocked, %	-	-	-	-	-	-
Mov Cap-1 Maneuver	-	-	1127	-	~ 169	761
Mov Cap-2 Maneuver	-	-	-	-	~ 169	-
Stage 1	-	-	-	-	831	-
Stage 2	-	-	-	-	318	-

Approach EB WB NB

HCM Ctrl Dly, s/v	0	3.61	\$ 402.44
HCM LOS			F

Minor Lane/Major MvmtNBLn1 EBT EBR WBL WBT

Capacity (veh/h)	210	-	-	695	-
HCM Lane V/C Ratio	1.766	-	-	0.267	-
HCM Ctrl Dly (s/v)	\$ 402.4	-	-	9.4	0
HCM Lane LOS	F	-	-	A	A
HCM 95th %tile Q(veh)	25.6	-	-	1.1	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s
+: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings

3: S Farnham St & SR 97 /SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↖		↘	↖	↘	↖
Traffic Volume (vph)	291	14	89	725	20	34
Future Volume (vph)	291	14	89	725	20	34
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	

Intersection Summary

Area Type: Other

Control Type: Unsignalized

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 1.3

Movement EBT EBR WBL WBT NBL NBRLane Configurations 

Traffic Vol, veh/h 291 14 89 725 20 34

Future Vol, veh/h 291 14 89 725 20 34

Conflicting Peds, #/hr 0 7 7 0 10 3

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - 65 - 135 0

Veh in Median Storage, # - - 0 1 -

Grade, % 0 - - 0 0 -

Peak Hour Factor 93 93 93 93 93 93

Heavy Vehicles, % 6 6 3 3 0 0

Mvmt Flow 313 15 96 780 22 37

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 335 0 1308 330

Stage 1 - - - - 327 -

Stage 2 - - - - 981 -

Critical Hdwy - - 4.13 - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy - - 2.227 - 3.5 3.3

Pot Cap-1 Maneuver - - 1219 - 178 716

Stage 1 - - - - 735 -

Stage 2 - - - - 366 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver - - 1211 - 161 709

Mov Cap-2 Maneuver - - - - 268 -

Stage 1 - - - - 730 -

Stage 2 - - - - 334 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 0.9 13.78

HCM LOS B

Minor Lane/Major Mvmt NBLn1 NBLn2 EBT EBR WBL WBT

Capacity (veh/h) 268 709 - - 1211 -

HCM Lane V/C Ratio 0.08 0.052 - - 0.079 -

HCM Ctrl Dly (s/v) 19.6 10.4 - - 8.2 -

HCM Lane LOS C B - - A -

HCM 95th %tile Q(veh) 0.3 0.2 - - 0.3 -



2035 No Action
(With WooLin Ave BriLge Conversion Project)

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	294	233	167	25	8	281
Future Volume (vph)	294	233	167	25	8	281
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC
1: SR 97 & W Woodin Ave

08/26/2025

Intersection

Int Delay, s/veh 6

Movement EBL EBT WBT WBR SBL SBR

Lane Configurations	↩	↑	↩		↩	
Traffic Vol, veh/h	294	233	167	25	8	281
Future Vol, veh/h	294	233	167	25	8	281
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	220	-	-	-	0	-
Veh in Median Storage, #	0	0	-	0	-	-
Grade, %	-	0	0	-	0	-
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	3	3	3	3	0	0
Mvmt Flow	303	240	172	26	8	290

Major/Minor Major1 Major2 Minor2

Conflicting Flow All	198	0	-	0	1031	185
Stage 1	-	-	-	-	185	-
Stage 2	-	-	-	-	846	-
Critical Hdwy	4.13	-	-	-	6.4	6.2
Critical Hdwy Stg 1	-	-	-	-	5.4	-
Critical Hdwy Stg 2	-	-	-	-	5.4	-
Follow-up Hdwy	2.227	-	-	-	3.5	3.3
Pot Cap-1 Maneuver	1369	-	-	-	260	862
Stage 1	-	-	-	-	851	-
Stage 2	-	-	-	-	424	-
Platoon blocked, %	-	-	-	-	-	-
Mov Cap-1 Maneuver	1369	-	-	-	203	862
Mov Cap-2 Maneuver	-	-	-	-	203	-
Stage 1	-	-	-	-	663	-
Stage 2	-	-	-	-	424	-

Approach EB WB SB

HCM Ctrl Dly, s/v	4.67	0	12.27
HCM LOS			B

Minor Lane/Major Mvmt EBL EBT WBT WBR SBLn1

Capacity (veh/h)	1369	-	-	-	791
HCM Lane V/C Ratio	0.221	-	-	-	0.377
HCM Ctrl Dly (s/v)	8.4	-	-	-	12.3
HCM Lane LOS	A	-	-	-	B
HCM 95th %tile Q(veh)	0.8	-	-	-	1.8

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	222	17	5	179	11	4
Future Volume (vph)	222	17	5	179	11	4
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC
2: Peterson Place & SR 97

08/26/2025

Intersection

Int Delay, s/veh 0.4

Movement EBT EBR WBL WBT NBL NBRLane Configurations 

Traffic Vol, veh/h 222 17 5 179 11 4

Future Vol, veh/h 222 17 5 179 11 4

Conflicting Peds, #/hr 0 0 0 0 0 0

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - - - 0 -

Veh in Median Storage, # - - - 0 0 -

Grade, % 0 - - 0 -7 -

Peak Hour Factor 91 91 91 91 91 91

Heavy Vehicles, % 6 6 2 2 0 0

Mvmt Flow 244 19 5 197 12 4

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 263 0 461 253

Stage 1 - - - - 253 -

Stage 2 - - - - 208 -

Critical Hdwy - - 4.12 - 5 5.5

Critical Hdwy Stg 1 - - - - 4 -

Critical Hdwy Stg 2 - - - - 4 -

Follow-up Hdwy - - 2.218 - 3.5 3.3

Pot Cap-1 Maneuver - - 1302 - 673 830

Stage 1 - - - - 876 -

Stage 2 - - - - 902 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver - - 1302 - 670 830

Mov Cap-2 Maneuver - - - - 670 -

Stage 1 - - - - 876 -

Stage 2 - - - - 898 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 0.21 10.22

HCM LOS B

Minor Lane/Major MvmtNBLn1 EBT EBR WBL WBT

Capacity (veh/h) 706 - - 49 -

HCM Lane V/C Ratio 0.023 - - 0.004 -

HCM Ctrl Dly (s/v) 10.2 - - 7.8 0

HCM Lane LOS B - - A A

HCM 95th %tile Q(veh) 0.1 - - 0 -

Lanes, Volumes, Timings

3: S Farnham St & SR 97 /SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↰		↰	↰	↰	↰
Traffic Volume (vph)	215	14	89	199	20	34
Future Volume (vph)	215	14	89	199	20	34
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	

Intersection Summary

Area Type: Other

Control Type: Unsignalized

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 2.3

Movement EBT EBR WBL WBT NBL NBR

Lane Configurations

Traffic Vol, veh/h 215 14 89 199 20 34

Future Vol, veh/h 215 14 89 199 20 34

Conflicting Peds, #/hr 0 7 7 0 10 3

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - 65 - 135 0

Veh in Median Storage, # - - 0 1 -

Grade, % 0 - - 0 0 -

Peak Hour Factor 93 93 93 93 93 93

Heavy Vehicles, % 6 6 3 3 0 0

Mvmt Flow 231 15 96 214 22 37

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 253 0 661 249

Stage 1 - - - - 246 -

Stage 2 - - - - 415 -

Critical Hdwy - - 4.13 - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy - - 2.227 - 3.5 3.3

Pot Cap-1 Maneuver - - 1306 - 430 795

Stage 1 - - - - 800 -

Stage 2 - - - - 670 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver - - 1297 - 392 787

Mov Cap-2 Maneuver - - - - 489 -

Stage 1 - - - - 795 -

Stage 2 - - - - 615 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 2.47 10.87

HCM LOS B

Minor Lane/Major Mvmt NBLn1 NBLn2 EBT EBR WBL WBT

Capacity (veh/h) 489 787 - - 1297 -

HCM Lane V/C Ratio 0.044 0.046 - - 0.074 -

HCM Ctrl Dly (s/v) 12.7 9.8 - - 8 -

HCM Lane LOS B A - - A -

HCM 95th %tile Q(veh) 0.1 0.1 - - 0.2 -



2035 With Project
(With WooLin Ave BriLge Conversion Project)

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	294	396	289	131	149	281
Future Volume (vph)	294	396	289	131	149	281
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC
1: SR 97 & W Woodin Ave

08/26/2025

Intersection

Int Delay, s/veh 107.8

Movement EBL EBT WBT WBR SBL SBR

Lane Configurations	↖	↗	↖	↗	↖	↗
Traffic Vol, veh/h	294	396	289	131	149	281
Future Vol, veh/h	294	396	289	131	149	281
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	220	-	-	-	0	-
Veh in Median Storage, #	0	0	-	0	-	-
Grade, %	-	0	0	-	0	-
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	3	3	3	3	0	0
Mvmt Flow	303	408	298	135	154	290

Major/Minor Major1 Major2 Minor2

Conflicting Flow All	433	0	-	0	1380	365
Stage 1	-	-	-	-	365	-
Stage 2	-	-	-	-	1014	-
Critical Hdwy	4.13	-	-	-	6.4	6.2
Critical Hdwy Stg 1	-	-	-	-	5.4	-
Critical Hdwy Stg 2	-	-	-	-	5.4	-
Follow-up Hdwy	2.227	-	-	-	3.5	3.3
Pot Cap-1 Maneuver	121	-	-	-	161	684
Stage 1	-	-	-	-	706	-
Stage 2	-	-	-	-	353	-
Platoon blocked, %	-	-	-	-	-	-
Mov Cap-1 Maneuver	121	-	-	-	~ 117	684
Mov Cap-2 Maneuver	-	-	-	-	~ 117	-
Stage 1	-	-	-	-	515	-
Stage 2	-	-	-	-	353	-

Approach EB WB SB

HCM Ctrl Dly, s/v	4	0	\$ 379.49
HCM LOS			F

Minor Lane/Major Mvmt EBL EBT WBT WBR SBLn1

Capacity (veh/h)	1121	-	-	-	256
HCM Lane V/C Ratio	0.27	-	-	-	1.733
HCM Ctrl Dly (s/v)	9.4	-	-	-	\$ 379.5
HCM Lane LOS	A	-	-	-	F
HCM 95th %tile Q(veh)	1.1	-	-	-	29.1

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s
+: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

						
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	207	336	119	167	247	91
Future Volume (vph)	207	336	119	167	247	91
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC
2: Peterson Place & SR 97

08/26/2025

Intersection

Int Delay, s/veh 13.2

Movement EBT EBR WBL WBT NBL NBRLane Configurations 

Traffic Vol, veh/h 207 336 119 167 247 91

Future Vol, veh/h 207 336 119 167 247 91

Conflicting Peds, #/hr 0 0 0 0 0 0

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - - 0 - -

Veh in Median Storage, # - - - 0 0 -

Grade, % 0 - - 0 -7 -

Peak Hour Factor 91 91 91 91 91 91

Heavy Vehicles, % 6 6 2 2 0 0

Mvmt Flow 227 369 131 184 271 100

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 597 0 857 412

Stage 1 - - - - 412 -

Stage 2 - - - - 445 -

Critical Hdwy - - 4.12 - 5 5.5

Critical Hdwy Stg 1 - - - - 4 -

Critical Hdwy Stg 2 - - - - 4 -

Follow-up Hdwy - - 2.218 - 3.5 3.3

Pot Cap-1 Maneuver - - 980 - 461 698

Stage 1 - - - - 790 -

Stage 2 - - - - 773 -

Platoon blocked, % - - - - -

Mov Cap-1 Maneuver - - 980 - 392 698

Mov Cap-2 Maneuver - - - - 392 -

Stage 1 - - - - 790 -

Stage 2 - - - - 658 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 3.84 42.42

HCM LOS E

Minor Lane/Major MvmtNBLn1 EBT EBR WBL WBT

Capacity (veh/h) 445 - - 749 -

HCM Lane V/C Ratio 0.835 - - 0.133 -

HCM Ctrl Dly (s/v) 42.4 - - 9.2 0

HCM Lane LOS E - - A A

HCM 95th %tile Q(veh) 8.1 - - 0.5 -

Lanes, Volumes, Timings

3: S Farnham St & SR 97 /SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	291	14	89	301	20	34
Future Volume (vph)	291	14	89	301	20	34
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	

Intersection Summary

Area Type: Other

Control Type: Unsignalized

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 1.8

Movement

	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↑		↑	↑	↑	↑
Traffic Vol, veh/h	291	14	89	301	20	34
Future Vol, veh/h	291	14	89	301	20	34
Conflicting Peds, #/hr	0	7	7	0	10	3
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	-	-	65	-	135	0
Veh in Median Storage, #	-	-	-	0	1	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	93	93	93	93	93	93
Heavy Vehicles, %	6	6	3	3	0	0
Mvmt Flow	313	15	96	324	22	37

Major/Minor

	Major1	Major2	Minor1
Conflicting Flow All	0	0	335
Stage 1	-	-	-
Stage 2	-	-	-
Critical Hdwy	-	-	4.13
Critical Hdwy Stg 1	-	-	-
Critical Hdwy Stg 2	-	-	-
Follow-up Hdwy	-	-	2.227
Pot Cap-1 Maneuver	-	-	1219
Stage 1	-	-	-
Stage 2	-	-	-
Platoon blocked, %	-	-	-
Mov Cap-1 Maneuver	-	-	1211
Mov Cap-2 Maneuver	-	-	-
Stage 1	-	-	-
Stage 2	-	-	-

Approach

	EB	WB	NB
HCM Ctrl Dly, s/v	0	1.88	11.74
HCM LOS			B

Minor Lane/Major Mvmt

	NBLn1	NBLn2	EBT	EBR	WBL	WBT
Capacity (veh/h)	417	709	-	-	1211	-
HCM Lane V/C Ratio	0.052	0.052	-	-	0.079	-
HCM Ctrl Dly (s/v)	14.1	10.4	-	-	8.2	-
HCM Lane LOS	B	B	-	-	A	-
HCM 95th %tile Q(veh)	0.2	0.2	-	-	0.3	-



2045 No Action
(Without Woolin Ave Bridge Conversion Project)

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	325	257	488	27	0	6
Future Volume (vph)	325	257	488	27	0	6
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC
1: SR 97 & W Woodin Ave

08/26/2025

Intersection

Int Delay, s/veh 3.1

Movement EBL EBT WBT WBR SBL SBRLane Configurations 

Traffic Vol, veh/h 325 257 488 27 0 6

Future Vol, veh/h 325 257 488 27 0 6

Conflicting Peds, #/hr 0 0 0 0 0 0

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length 220 - - - 0 -

Veh in Median Storage, # 0 0 - 0 -

Grade, % - 0 0 - 0 -

Peak Hour Factor 97 97 97 97 97 97

Heavy Vehicles, % 3 3 3 3 0 0

Mvmt Flow 335 265 503 28 0 6

Major/Minor Major1 Major2 Minor2

Conflicting Flow All 531 0 - 0 1452 517

Stage 1 - - - - 517 -

Stage 2 - - - - 935 -

Critical Hdwy 4.13 - - - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy 2.227 - - - 3.5 3.3

Pot Cap-1 Maneuver 1031 - - - 145 562

Stage 1 - - - - 603 -

Stage 2 - - - - 385 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver 1031 - - - 98 562

Mov Cap-2 Maneuver - - - - 98 -

Stage 1 - - - - 407 -

Stage 2 - - - - 385 -

Approach EB WB SB

HCM Ctrl Dly, s/v 5.67 0 11.47

HCM LOS B

Minor Lane/Major Mvmt EBL EBT WBT WBR SBLn1

Capacity (veh/h) 1031 - - - 562

HCM Lane V/C Ratio 0.325 - - - 0.011

HCM Ctrl Dly (s/v) 10.2 - - - 11.5

HCM Lane LOS B - - - B

HCM 95th %tile Q(veh) 1.4 - - - 0

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

						
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	245	9	13	501	11	4
Future Volume (vph)	245	9	13	501	11	4
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC
2: Peterson Place & SR 97

08/26/2025

Intersection

Int Delay, s/veh 0.4

Movement EBT EBR WBL WBT NBL NBR

Lane Configurations

Traffic Vol, veh/h 245 9 13 501 11 4

Future Vol, veh/h 245 9 13 501 11 4

Conflicting Peds, #/hr 0 0 0 0 0 0

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - - 0 - -

Veh in Median Storage, # - - - 0 0 -

Grade, % 0 - - 0 -7 -

Peak Hour Factor 91 91 91 91 91 91

Heavy Vehicles, % 6 6 2 2 0 0

Mvmt Flow 269 10 14 551 12 4

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 279 0 853 274

Stage 1 - - - - 274 -

Stage 2 - - - - 579 -

Critical Hdwy - - 4.12 - 5 5.5

Critical Hdwy Stg 1 - - - - 4 -

Critical Hdwy Stg 2 - - - - 4 -

Follow-up Hdwy - - 2.218 - 3.5 3.3

Pot Cap-1 Maneuver - - 1284 - 463 812

Stage 1 - - - - 864 -

Stage 2 - - - - 707 -

Platoon blocked, % - - - - -

Mov Cap-1 Maneuver - - 1284 - 455 812

Mov Cap-2 Maneuver - - - - 455 -

Stage 1 - - - - 864 -

Stage 2 - - - - 696 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 0.2 12.21

HCM LOS B

Minor Lane/Major MvmtNBLn1 EBT EBR WBL WBT

Capacity (veh/h) 516 - - 46 -

HCM Lane V/C Ratio 0.032 - - 0.011 -

HCM Ctrl Dly (s/v) 12.2 - - 7.8 0

HCM Lane LOS B - - A A

HCM 95th %tile Q(veh) 0.1 - - 0 -

Lanes, Volumes, Timings

3: S Farnham St & SR 97 /SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↰		↱	↰	↱	↰
Traffic Volume (vph)	237	16	99	532	22	38
Future Volume (vph)	237	16	99	532	22	38
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	

Intersection Summary

Area Type: Other

Control Type: Unsignalized

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 1.6

Movement

	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↑		↑	↑	↑	↑
Traffic Vol, veh/h	237	16	99	532	22	38
Future Vol, veh/h	237	16	99	532	22	38
Conflicting Peds, #/hr	0	7	7	0	10	3
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	-	-	65	-	135	0
Veh in Median Storage, #	-	-	-	0	1	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	93	93	93	93	93	93
Heavy Vehicles, %	6	6	3	3	0	0
Mvmt Flow	255	17	106	572	24	41

Major/Minor

	Major1	Major2	Minor1
Conflicting Flow All	0	0	279
Stage 1	-	-	-
Stage 2	-	-	-
Critical Hdwy	-	-	4.13
Critical Hdwy Stg 1	-	-	-
Critical Hdwy Stg 2	-	-	-
Follow-up Hdwy	-	-	2.227
Pot Cap-1 Maneuver	-	-	1278
Stage 1	-	-	-
Stage 2	-	-	-
Platoon blocked, %	-	-	-
Mov Cap-1 Maneuver	-	-	1269
Mov Cap-2 Maneuver	-	-	-
Stage 1	-	-	-
Stage 2	-	-	-

Approach

	EB	WB	NB
HCM Ctrl Dly, s/v	0	1.27	12.47
HCM LOS			B

Minor Lane/Major Mvmt

	NBLn1	NBLn2	EBT	EBR	WBL	WBT
Capacity (veh/h)	330	763	-	-	1269	-
HCM Lane V/C Ratio	0.072	0.054	-	-	0.084	-
HCM Ctrl Dly (s/v)	16.8	10	-	-	8.1	-
HCM Lane LOS	C	A	-	-	A	-
HCM 95th %tile Q(veh)	0.2	0.2	-	-	0.3	-



2045 With Project
(Without Woolin Ave Bridge Conversion Project)

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	325	482	650	169	0	6
Future Volume (vph)	325	482	650	169	0	6
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC
1: SR 97 & W Woodin Ave

08/26/2025

Intersection

Int Delay, s/veh 2.6

Movement EBL EBT WBT WBR SBL SBR

Lane Configurations	↰	↱	↰	↱	↰	↱
Traffic Vol, veh/h	325	482	650	169	0	6
Future Vol, veh/h	325	482	650	169	0	6
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	220	-	-	-	0	-
Veh in Median Storage, #	0	0	-	0	-	-
Grade, %	-	0	0	-	0	-
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	3	3	3	3	0	0
Mvmt Flow	335	497	670	174	0	6

Major/Minor Major1 Major2 Minor2

Conflicting Flow All	844	0	-	0	1924	757
Stage 1	-	-	-	-	757	-
Stage 2	-	-	-	-	1167	-
Critical Hdwy	4.13	-	-	-	6.4	6.2
Critical Hdwy Stg 1	-	-	-	-	5.4	-
Critical Hdwy Stg 2	-	-	-	-	5.4	-
Follow-up Hdwy	2.227	-	-	-	3.5	3.3
Pot Cap-1 Maneuver	788	-	-	-	74	411
Stage 1	-	-	-	-	467	-
Stage 2	-	-	-	-	299	-
Platoon blocked, %	-	-	-	-	-	-
Mov Cap-1 Maneuver	788	-	-	-	43	411
Mov Cap-2 Maneuver	-	-	-	-	43	-
Stage 1	-	-	-	-	268	-
Stage 2	-	-	-	-	299	-

Approach EB WB SB

HCM Ctrl Dly, s/v	5.2	0	13.9
HCM LOS			B

Minor Lane/Major Mvmt EBL EBT WBT WBR SBLn1

Capacity (veh/h)	788	-	-	-	411
HCM Lane V/C Ratio	0.425	-	-	-	0.015
HCM Ctrl Dly (s/v)	12.9	-	-	-	13.9
HCM Lane LOS	B	-	-	-	B
HCM 95th %tile Q(veh)	2.1	-	-	-	0

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

						
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	236	243	366	483	328	111
Future Volume (vph)	236	243	366	483	328	111
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC 2: Peterson Place & SR 97

08/26/2025

Intersection

Int Delay, s/veh 391.8

Movement EBT EBR WBL WBT NBL NBR

Lane Configurations	EBT	EBR	WBL	WBT	NBL	NBR
Traffic Vol, veh/h	236	243	366	483	328	111
Future Vol, veh/h	236	243	366	483	328	111
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	-	-	-	-	0	-
Veh in Median Storage, #	-	-	-	0	0	-
Grade, %	0	-	-	0	-7	-
Peak Hour Factor	91	91	91	91	91	91
Heavy Vehicles, %	6	6	2	2	0	0
Mvmt Flow	259	267	402	531	360	122

Major/Minor Major1 Major2 Minor1

Conflicting Flow All	0	0	526	0	1728	393
Stage 1	-	-	-	-	393	-
Stage 2	-	-	-	-	1335	-
Critical Hdwy	-	-	4.12	-	5	5.5
Critical Hdwy Stg 1	-	-	-	-	4	-
Critical Hdwy Stg 2	-	-	-	-	4	-
Follow-up Hdwy	-	-	2.218	-	3.5	3.3
Pot Cap-1 Maneuver	-	-	1040	-	~ 193	713
Stage 1	-	-	-	-	800	-
Stage 2	-	-	-	-	417	-
Platoon blocked, %	-	-	-	-	-	-
Mov Cap-1 Maneuver	-	-	1040	-	~ 87	713
Mov Cap-2 Maneuver	-	-	-	-	~ 87	-
Stage 1	-	-	-	-	800	-
Stage 2	-	-	-	-	~ 188	-

Approach EB WB NB

HCM Ctrl Dly, s/v	0	4.58	\$ 1568.28
HCM LOS			F

Minor Lane/Major MvmtNBLn1 EBT EBR WBL WBT

Capacity (veh/h)	112	-	-	734	-
HCM Lane V/C Ratio	4.312	-	-	0.387	-
HCM Ctrl Dly (s/v)	\$ 1568.3	-	-	10.6	0
HCM Lane LOS	F	-	-	B	A
HCM 95th %tile Q(veh)	49.9	-	-	1.8	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s
+: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings
3: S Farnham St & SR 97 /SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↖↗		↖↗	↖↗	↖↗	↖↗
Traffic Volume (vph)	338	16	99	867	22	38
Future Volume (vph)	338	16	99	867	22	38
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	

Intersection Summary

Area Type: Other

Control Type: Unsignalized

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 1.3

Movement EBT EBR WBL WBT NBL NBR

Lane Configurations

Traffic Vol, veh/h 338 16 99 867 22 38

Future Vol, veh/h 338 16 99 867 22 38

Conflicting Peds, #/hr 0 7 7 0 10 3

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - 65 - 135 0

Veh in Median Storage, # - - 0 1 -

Grade, % 0 - - 0 0 -

Peak Hour Factor 93 93 93 93 93 93

Heavy Vehicles, % 6 6 3 3 0 0

Mvmt Flow 363 17 106 932 24 41

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 388 0 1534 382

Stage 1 - - - - 379 -

Stage 2 - - - - 1155 -

Critical Hdwy - - 4.13 - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy - - 2.227 - 3.5 3.3

Pot Cap-1 Maneuver - - 1165 - 129 670

Stage 1 - - - - 696 -

Stage 2 - - - - 303 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver - - 1158 - 116 663

Mov Cap-2 Maneuver - - - - 218 -

Stage 1 - - - - 692 -

Stage 2 - - - - 272 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 0.86 15.45

HCM LOS C

Minor Lane/Major Mvmt NBLn1 NBLn2 EBT EBR WBL WBT

Capacity (veh/h) 218 663 - - 1158 -

HCM Lane V/C Ratio 0.109 0.062 - - 0.092 -

HCM Ctrl Dly (s/v) 23.5 10.8 - - 8.4 -

HCM Lane LOS C B - - A -

HCM 95th %tile Q(veh) 0.4 0.2 - - 0.3 -



2045 No Action
(With WooLin Ave BriLge Conversion Project)

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	325	257	213	27	8	281
Future Volume (vph)	325	257	213	27	8	281
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC
1: SR 97 & W Woodin Ave

08/26/2025

Intersection

Int Delay, s/veh 6

Movement EBL EBT WBT WBR SBL SBRLane Configurations 

Traffic Vol, veh/h 325 257 213 27 8 281

Future Vol, veh/h 325 257 213 27 8 281

Conflicting Peds, #/hr 0 0 0 0 0 0

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length 220 - - - 0 -

Veh in Median Storage, # 0 0 - 0 -

Grade, % - 0 0 - 0 -

Peak Hour Factor 97 97 97 97 97 97

Heavy Vehicles, % 3 3 3 3 0 0

Mvmt Flow 335 265 220 28 8 290

Major/Minor Major1 Major2 Minor2

Conflicting Flow All 247 0 - 0 1169 234

Stage 1 - - - - 234 -

Stage 2 - - - - 935 -

Critical Hdwy 4.13 - - - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy 2.227 - - - 3.5 3.3

Pot Cap-1 Maneuver 1313 - - - 216 811

Stage 1 - - - - 810 -

Stage 2 - - - - 385 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver 1313 - - - 161 811

Mov Cap-2 Maneuver - - - - 161 -

Stage 1 - - - - 603 -

Stage 2 - - - - 385 -

Approach EB WB SB

HCM Ctrl Dly, s/v 4.85 0 13.31

HCM LOS B

Minor Lane/Major Mvmt EBL EBT WBT WBR SBLn1

Capacity (veh/h) 1313 - - - 729

HCM Lane V/C Ratio 0.255 - - - 0.409

HCM Ctrl Dly (s/v) 8.7 - - - 13.3

HCM Lane LOS A - - - B

HCM 95th %tile Q(veh) 1 - - - 2

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

						
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	245	17	5	226	11	4
Future Volume (vph)	245	17	5	226	11	4
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC
2: Peterson Place & SR 97

08/26/2025

Intersection						
Int Delay, s/veh	0.4					
Movement	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	T			T		T
Traffic Vol, veh/h	245	17	5	226	11	4
Future Vol, veh/h	245	17	5	226	11	4
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	-	-	-	-	0	-
Veh in Median Storage, #	-	-	-	0	0	-
Grade, %	0	-	-	0	-7	-
Peak Hour Factor	91	91	91	91	91	91
Heavy Vehicles, %	6	6	2	2	0	0
Mvmt Flow	269	19	5	248	12	4
Major/Minor	Major1	Major2		Minor1		
Conflicting Flow All	0	0	288	0	538	279
Stage 1	-	-	-	-	279	-
Stage 2	-	-	-	-	259	-
Critical Hdwy	-	-	4.12	-	5	5.5
Critical Hdwy Stg 1	-	-	-	-	4	-
Critical Hdwy Stg 2	-	-	-	-	4	-
Follow-up Hdwy	-	-	2.218	-	3.5	3.3
Pot Cap-1 Maneuver	-	-	1274	-	626	808
Stage 1	-	-	-	-	862	-
Stage 2	-	-	-	-	872	-
Platoon blocked, %	-	-		-		
Mov Cap-1 Maneuver	-	-	1274	-	623	808
Mov Cap-2 Maneuver	-	-	-	-	623	-
Stage 1	-	-	-	-	862	-
Stage 2	-	-	-	-	868	-
Approach	EB	WB		NB		
HCM Ctrl Dly, s/v	0	0.17		10.57		
HCM LOS				B		
Minor Lane/Major Mvmt	NBLn1	EBT	EBR	WBL	WBT	
Capacity (veh/h)	663	-	-	39	-	
HCM Lane V/C Ratio	0.025	-	-	0.004	-	
HCM Ctrl Dly (s/v)	10.6	-	-	7.8	0	
HCM Lane LOS	B	-	-	A	A	
HCM 95th %tile Q(veh)	0.1	-	-	0	-	

Lanes, Volumes, Timings

3: S Farnham St & SR 97 /SR 97

08/26/2025

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Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↰		↰	↱	↰	↱
Traffic Volume (vph)	237	16	99	249	22	38
Future Volume (vph)	237	16	99	249	22	38
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	

Intersection Summary

Area Type: Other

Control Type: Unsignalized

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 2.2

Movement EBT EBR WBL WBT NBL NBRLane Configurations 

Traffic Vol, veh/h 237 16 99 249 22 38

Future Vol, veh/h 237 16 99 249 22 38

Conflicting Peds, #/hr 0 7 7 0 10 3

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - 65 - 135 0

Veh in Median Storage, # - - 0 1 -

Grade, % 0 - - 0 0 -

Peak Hour Factor 93 93 93 93 93 93

Heavy Vehicles, % 6 6 3 3 0 0

Mvmt Flow 255 17 106 268 24 41

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 279 0 761 273

Stage 1 - - - - 270 -

Stage 2 - - - - 491 -

Critical Hdwy - - 4.13 - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy - - 2.227 - 3.5 3.3

Pot Cap-1 Maneuver - - 1278 - 376 770

Stage 1 - - - - 780 -

Stage 2 - - - - 620 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver - - 1269 - 339 763

Mov Cap-2 Maneuver - - - - 444 -

Stage 1 - - - - 774 -

Stage 2 - - - - 562 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 2.3 11.3

HCM LOS B

Minor Lane/Major Mvmt NBLn1 NBLn2 EBT EBR WBL WBT

Capacity (veh/h) 444 763 - - 1269 -

HCM Lane V/C Ratio 0.053 0.054 - - 0.084 -

HCM Ctrl Dly (s/v) 13.6 10 - - 8.1 -

HCM Lane LOS B A - - A -

HCM 95th %tile Q(veh) 0.2 0.2 - - 0.3 -



2045 With Project
(With WooLin Ave BriLge Conversion Project)

Lanes, Volumes, Timings
1: SR 97 & W Woodin Ave

08/26/2025



Lane Group	EBL	EBT	WBT	WBR	SBL	SBR
Lane Configurations						
Traffic Volume (vph)	325	482	375	169	202	281
Future Volume (vph)	325	482	375	169	202	281
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)	220			0	0	0
Storage Lanes	1			0	1	0
Taper Length (ft)	25				25	
Link Speed (mph)		30	30		30	
Link Distance (ft)		382	100		179	
Travel Time (s)		8.7	2.3		4.1	
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97
Heavy Vehicles (%)	3%	3%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control		Free	Free		Stop	

Intersection Summary

Area Type: Other
Control Type: Unsignalized

HCM 7th TWSC
1: SR 97 & W Woodin Ave

08/26/2025

Intersection

Int Delay, s/veh 289.7

Movement EBL EBT WBT WBR SBL SBR

Lane Configurations	↱	↱	↱	↱	↱	↱
Traffic Vol, veh/h	325	482	375	169	202	281
Future Vol, veh/h	325	482	375	169	202	281
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	220	-	-	-	0	-
Veh in Median Storage, #	0	0	-	0	-	-
Grade, %	-	0	0	-	0	-
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	3	3	3	3	0	0
Mvmt Flow	335	497	387	174	208	290

Major/Minor Major1 Major2 Minor2

Conflicting Flow All	561	0	-	0	1641	474
Stage 1	-	-	-	-	474	-
Stage 2	-	-	-	-	1167	-
Critical Hdwy	4.13	-	-	-	6.4	6.2
Critical Hdwy Stg 1	-	-	-	-	5.4	-
Critical Hdwy Stg 2	-	-	-	-	5.4	-
Follow-up Hdwy	2.227	-	-	-	3.5	3.3
Pot Cap-1 Maneuver	1005	-	-	-	~ 111	595
Stage 1	-	-	-	-	631	-
Stage 2	-	-	-	-	299	-
Platoon blocked, %	-	-	-	-	-	-
Mov Cap-1 Maneuver	1005	-	-	-	~ 74	595
Mov Cap-2 Maneuver	-	-	-	-	~ 74	-
Stage 1	-	-	-	-	421	-
Stage 2	-	-	-	-	299	-

Approach EB WB SB

HCM Ctrl Dly, s/v	4.17	0	\$ 1093.2
HCM LOS			F

Minor Lane/Major Mvmt EBL EBT WBT WBR SBLn1

Capacity (veh/h)	1005	-	-	-	151
HCM Lane V/C Ratio	0.333	-	-	-	3.292
HCM Ctrl Dly (s/v)	10.4	-	-	-	\$ 1093.2
HCM Lane LOS	B	-	-	-	F
HCM 95th %tile Q(veh)	1.5	-	-	-	47.3

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s
+: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings
2: Peterson Place & SR 97

08/26/2025

	→	↘	↙	←	↖	↗
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations	↰			↱	↱	
Traffic Volume (vph)	231	450	159	213	324	115
Future Volume (vph)	231	450	159	213	324	115
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Grade (%)	0%			0%	-7%	
Link Speed (mph)	30			30	25	
Link Distance (ft)	100			130	151	
Travel Time (s)	2.3			3.0	4.1	
Peak Hour Factor	0.91	0.91	0.91	0.91	0.91	0.91
Heavy Vehicles (%)	6%	6%	2%	2%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC 2: Peterson Place & SR 97

08/26/2025

Intersection

Int Delay, s/veh 75.3

Movement EBT EBR WBL WBT NBL NBR

Lane Configurations	EBT	EBR	WBL	WBT	NBL	NBR
Traffic Vol, veh/h	231	450	159	213	324	115
Future Vol, veh/h	231	450	159	213	324	115
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Free	Free	Free	Free	Stop	Stop
RT Channelized	-	None	-	None	-	None
Storage Length	-	-	-	-	0	-
Veh in Median Storage, #	-	-	-	0	0	-
Grade, %	0	-	-	0	-7	-
Peak Hour Factor	91	91	91	91	91	91
Heavy Vehicles, %	6	6	2	2	0	0
Mvmt Flow	254	495	175	234	356	126

Major/Minor Major1 Major2 Minor1

Conflicting Flow All	0	0	748	0	1085	501
Stage 1	-	-	-	-	501	-
Stage 2	-	-	-	-	584	-
Critical Hdwy	-	-	4.12	-	5	5.5
Critical Hdwy Stg 1	-	-	-	-	4	-
Critical Hdwy Stg 2	-	-	-	-	4	-
Follow-up Hdwy	-	-	2.218	-	3.5	3.3
Pot Cap-1 Maneuver	-	-	860	-	369	633
Stage 1	-	-	-	-	745	-
Stage 2	-	-	-	-	705	-
Platoon blocked, %	-	-	-	-	-	-
Mov Cap-1 Maneuver	-	-	860	-	~ 283	633
Mov Cap-2 Maneuver	-	-	-	-	~ 283	-
Stage 1	-	-	-	-	745	-
Stage 2	-	-	-	-	540	-

Approach EB WB NB

HCM Ctrl Dly, s/v	0	4.38	252.36
HCM LOS			F

Minor Lane/Major MvmtNBLn1 EBT EBR WBL WBT

Capacity (veh/h)	331	-	-	748	-
HCM Lane V/C Ratio	1.458	-	-	0.203	-
HCM Ctrl Dly (s/v)	252.4	-	-	10.2	0
HCM Lane LOS	F	-	-	B	A
HCM 95th %tile Q(veh)	25.9	-	-	0.8	-

Notes

~: Volume exceeds capacity \$: Delay exceeds 300s
+: Computation Not Defined *: All major volume in platoon

Lanes, Volumes, Timings

3: S Farnham St & SR 97 /SR 97

08/26/2025

						
Lane Group	EBT	EBR	WBL	WBT	NBL	NBR
Lane Configurations						
Traffic Volume (vph)	338	16	99	390	22	38
Future Volume (vph)	338	16	99	390	22	38
Ideal Flow (vphpl)	1900	1900	1900	1900	1900	1900
Storage Length (ft)		0	65		135	0
Storage Lanes		0	1		1	1
Taper Length (ft)			25		25	
Link Speed (mph)	30			30	25	
Link Distance (ft)	281			166	168	
Travel Time (s)	6.4			3.8	4.6	
Confl. Peds. (#/hr)		7	7		10	3
Peak Hour Factor	0.93	0.93	0.93	0.93	0.93	0.93
Heavy Vehicles (%)	6%	6%	3%	3%	0%	0%
Shared Lane Traffic (%)						
Sign Control	Free			Free	Stop	
Intersection Summary						
Area Type:	Other					
Control Type:	Unsignalized					

HCM 7th TWSC

3: S Farnham St & SR 97 /SR 97

08/26/2025

Intersection

Int Delay, s/veh 1.8

Movement EBT EBR WBL WBT NBL NBRLane Configurations 

Traffic Vol, veh/h 338 16 99 390 22 38

Future Vol, veh/h 338 16 99 390 22 38

Conflicting Peds, #/hr 0 7 7 0 10 3

Sign Control Free Free Free Free Stop Stop

RT Channelized - None - None - None

Storage Length - - 65 - 135 0

Veh in Median Storage, # - - 0 1 -

Grade, % 0 - - 0 0 -

Peak Hour Factor 93 93 93 93 93 93

Heavy Vehicles, % 6 6 3 3 0 0

Mvmt Flow 363 17 106 419 24 41

Major/Minor Major1 Major2 Minor1

Conflicting Flow All 0 0 388 0 1021 382

Stage 1 - - - - 379 -

Stage 2 - - - - 642 -

Critical Hdwy - - 4.13 - 6.4 6.2

Critical Hdwy Stg 1 - - - - 5.4 -

Critical Hdwy Stg 2 - - - - 5.4 -

Follow-up Hdwy - - 2.227 - 3.5 3.3

Pot Cap-1 Maneuver - - 1165 - 264 670

Stage 1 - - - - 696 -

Stage 2 - - - - 528 -

Platoon blocked, % - - - -

Mov Cap-1 Maneuver - - 1158 - 236 663

Mov Cap-2 Maneuver - - - - 358 -

Stage 1 - - - - 692 -

Stage 2 - - - - 475 -

Approach EB WB NB

HCM Ctrl Dly, s/v 0 1.71 12.61

HCM LOS B

Minor Lane/Major Mvmt NBLn1 NBLn2 EBT EBR WBL WBT

Capacity (veh/h) 358 663 - - 1158 -

HCM Lane V/C Ratio 0.066 0.062 - - 0.092 -

HCM Ctrl Dly (s/v) 15.8 10.8 - - 8.4 -

HCM Lane LOS C B - - A -

HCM 95th %tile Q(veh) 0.2 0.2 - - 0.3 -



AppenLix E

Trip Generation Calculations
for U0-Year BuilLout Plan

Bella Serra Short Plat (Chelan)
2035 Weekday Daily Trip Generation Summary

Land Use	Size/Units ¹	ITE LUC ²	Trip Rate or Equation ²	Directional Distribution		Trips Generated		
				In	Out	In	Out	Total
DAILY								
Proposed Use:								
Site A (Bella Serra)								
Single Family Attached Housing	80 DU	215	T =6.53(X)+3.25	50%	50%	263	263	526
Hotel	250 Rooms	310	5.84	50%	50%	730	730	1,460
Wine Tasting Room	2,500 GFA	970	111.85	50%	50%	140	140	280
Fast Casual Restaurant	3,500 GFA	930	225.89	50%	50%	395	396	791
	Pass-by Trips ³	43%				-170	-170	-340
Subtotal (less pass-by) =						1,358	1,359	2,717
Site B (Holiday Hills - Phase 1)								
Single Family Attached Housing	175 DU	215	T =6.53(X)+3.25	50%	50%	573	573	1,146
Single Family Detached Housing	30 DU	210	9.09	50%	50%	137	136	273
Subtotal =						710	709	1,419
Site B (Holiday Hills - Phase 2)								
Single Family Detached Housing	55 DU	210	9.09	50%	50%	250	250	500
Subtotal =						250	250	500
Future Development (Road A - Buildout Year)								
Recreational Homes	150 DU	260	3.68	50%	50%	276	276	552
Single Family Detached Housing	200 DU	210	9.09	50%	50%	909	909	1,818
Wine Tasting Room	2,500 GFA	970	111.85	50%	50%	140	140	280
High Turnover (Sit-Down) Restaurant	6,000 GFA	932	103.75	50%	50%	312	312	623
	Pass-by Trips ³	43%				-134	-134	-268
Subtotal (less pass-by) =						1,503	1,503	3,005
Gross Proposed Daily Trips =						4,125	4,125	8,249
Less Total Pass-By Trips =						-304	-304	-608
Net New Daily Trips =						3,821	3,821	7,641

Notes:¹ DU = Dwelling Units. GFA = Gross Floor Area.² Based on Institute of Transportation Engineers (ITE) *Trip Generation* Manual, 12th Edition, 2025.³ Passby percent based on the PM peak hour of LUC 932 in the Institute of Transportation Engineers, Trip Generation Manual, 12th Edition.

Bella Serra Short Plat (Chelan)
2035 Weekday AM Peak Hour Trip Generation Summary

Land Use	Size/Units ¹	ITE LUC ²	Trip Rate or Equation ²	Directional Distribution		Trips Generated		
				In	Out	In	Out	Total
AM PEAK HOUR								
Proposed Use:								
Site A (Bella Serra)								
Single Family Attached Housing	80 DU	215	T =0.59(X)-15.25	25%	75%	8	24	32
Hotel	250 Rooms	310	0.34	52%	48%	44	41	85
Wine Tasting Room	2,500 GFA	970	15.62	50%	50%	19	20	39
Fast Casual Restaurant	3,500 GFA	930	1.58	64%	36%	4	2	6
	Pass-by Trips ³	43%				-2	-1	-3
Subtotal (less pass-by) =						73	86	159
Site B (Holiday Hills - Phase 1)								
Single Family Attached Housing	175 DU	215	T =0.59(X)-15.25	25%	75%	22	66	88
Single Family Detached Housing	30 DU	210	T =0.67(X)+5.59	27%	73%	7	19	26
Subtotal =						29	85	114
Site B (Holiday Hills - Phase 2)								
Single Family Detached Housing	55 DU	210	T =0.67(X)+5.59	27%	73%	11	31	42
Subtotal =						11	31	42
Future Development (Road A - Buildout Year)								
Recreational Homes	150 DU	260	0.24	35%	65%	13	23	36
Single Family Detached Housing	200 DU	210	T =0.67(X)+5.59	27%	73%	38	102	140
Wine Tasting Room	2,500 GFA	970	15.62	50%	50%	19	20	39
High Turnover (Sit-Down) Restaurant	6,000 GFA	932	8.97	55%	45%	30	24	54
	Pass-by Trips ³	43%				-13	-10	-23
Subtotal (less pass-by) =						87	159	246
Gross Proposed AM Peak Hour Trips =						215	372	587
Less Total Pass-By Trips =						-15	-11	-26
Net New AM Peak Hour Trips =						200	361	561

Notes:

¹ DU = Dwelling Units. GFA = Gross Floor Area.

² Based on Institute of Transportation Engineers (ITE) *Trip Generation* Manual, 12th Edition, 2025.

³ Passby percent based on the PM peak hour of LUC 932 in the Institute of Transportation Engineers, Trip Generation Manual, 12th Edition.

Bella Serra Short Plat (Chelan)
2035 Weekday PM Peak Hour Trip Generation Summary

Land Use	Size/Units ¹	ITE LUC ²	Trip Rate or Equation ²	Directional Distribution		Trips Generated		
				In	Out	In	Out	Total
PM PEAK HOUR								
Proposed Use:								
Site A (Bella Serra)								
Single Family Attached Housing	80 DU	215	T = 0.57(X)-7.84	57%	43%	22	16	38
Hotel	250 Rooms	310	T =0.85(X)-55.22	51%	49%	80	77	157
Wine Tasting Room	2,500 GFA	970	9.84	53%	47%	13	12	25
Fast Casual Restaurant	3,500 GFA	930	14.35	53%	47%	26	24	50
	Pass-by Trips ³	43%				-12	-10	-22
				Subtotal (less pass-by) =		129	119	248
Site B (Holiday Hills - Phase 1)								
Single Family Attached Housing	175 DU	215	T = 0.57(X)-7.84	57%	43%	52	40	92
Single Family Detached Housing	30 DU	210	Ln(T) = 0.92Ln(X)+0.33	62%	38%	20	12	32
					Subtotal =	72	52	124
Site B (Holiday Hills - Phase 2)								
Single Family Detached Housing	55 DU	210	Ln(T) = 0.92Ln(X)+0.33	62%	38%	35	21	56
					Subtotal =	35	21	56
Future Development (Road A - Buildout Year)								
Recreational Homes	150 DU	260	0.29	56%	44%	25	19	44
Single Family Detached Housing	200 DU	210	Ln(T) = 0.92Ln(X)+0.33	62%	38%	113	69	182
Wine Tasting Room	2,500 GFA	970	9.84	53%	47%	13	12	25
High Turnover (Sit-Down) Restaurant	6,000 GFA	932	9.18	61%	39%	34	21	55
	Pass-by Trips ³	43%				-15	-9	-24
				Subtotal (less pass-by) =		170	112	282
Gross Proposed PM Peak Hour Trips =						433	323	756
Less Total Pass-By Trips =						-27	-19	-46
Net New PM Peak Hour Trips =						406	304	710

Notes:

¹ DU = Dwelling Units. GFA = Gross Floor Area.

² Based on Institute of Transportation Engineers (ITE) *Trip Generation* Manual, 12th Edition, 2025.

³ Passby percent based on Institute of Transportation Engineers, *Trip Generation* Manual, 12th Edition.



AppenLix F

Trip Generation Calculations
for 20-Year Horizon Plan



City of Chelan

2026-011

CITY COUNCIL

January 27, 2026

Subject/Title: Transpo Group Professional Services Agreement for the Safe Streets 4 All Safety Action Plan (Public Works Director Youngren)

Department: Public Works

Staff Contact: Jake Youngren

Guiding Principles: Accessible & Welcoming

Initiatives: Modernize Resource

Reviewed By: City Administrator, Finance Director

GOVERNING LEGISLATION

RCW 35A.11.020 Powers vested in legislative bodies of noncharter and charter code cities. "...The legislative body of each code city shall have power to organize and regulate its internal affairs within the provisions of this title..."

PREVIOUS ACTION TAKEN

On September 9, 2025 Council discussed the United States Department of Transportation Grant Agreement with the Fiscal Year 2024 Safe Street and Roads for All Grant Program and on September 23, 2025 Council approved the United States Department of Transportation Grant Agreement with the Fiscal Year 2024 Safe Street and Roads for All Grant Program.

OVERVIEW

The City was awarded the Safe Streets 4 All (SS4A) Safety Action Plan grant in April 2025 and the funding agreement was executed with the United States Department of Transportation (USDOT) in September 2025. Following the execution of the funding agreement, City staff requested qualifications publicly from interested engineering firms. The City received four statements of qualifications and the selection committee selected Transpo Group as the preferred firm to complete the safety action plan. The attached scope and fee represents the work required to complete the safety action plan in accordance with the USDOT standards and specifications and includes the following

tasks:

1. Project Management and Coordination
2. Data Collection and Safety Analysis
3. Safety Diagnosis & Mapping
4. Stakeholder & Public Engagement
5. Policy Development and Review
6. Demographics and Accessibility Assessment
7. Project Development & Prioritization
8. Draft & Final Safety Action Plan
9. Grant Reporting and Application Support

See the attached scope and fee for additional details.

FINANCIAL IMPLICATIONS

The City's matching funds total \$35,540. Adequate funds to be budgeted upon 2026 Six Year Transportation Improvement Plan (STIP) and Street Capital Budget adoption.

ATTACHMENTS

1. Transpo Group Professional Services Agreement

SUGGESTED MOTION

Suggested Motion: None.

Exhibit A—Scope of Services and Schedule

Client Name:	City of Chelan		
Project Name:	Safe Streets for All: Chelan Safety Action Plan		
Exhibit Dated:	January 12, 2026	TG:	1.25447.PR

Scope of Services

Transpo Group USA, Inc. (Transpo), along with SCJ Alliance (SCJ) and Firm Foundations Community Consulting (FFCC) will provide transportation planning and engineering services to the City of Chelan (City) to complete a Safety Action Plan (SAP). The Transpo team will collectively be referred to as “The Consultant.”

The goal of the Safety Action Plan is to develop a holistic, well-defined strategy to prevent fatalities and serious injuries for all roadway users, including; pedestrians, bicyclists, public transport users, motorists, and commercial vehicle operators. This project will develop the Safety Action Plan with a Vision Zero basis, and to satisfy the components of a SS4A action plan.

Task 1: Project Management and Coordination

Transpo will manage the overall Consultant planning effort and work program. It is assumed the Consultant and City staff will regularly coordinate throughout the study to manage scope, budget, schedule, and review key study outcomes.

Progress Reports / Invoicing

Detailed progress reports and invoices will be prepared on a monthly basis and provided to the City. The invoices and progress report will identify the work that has been completed, and compare the overall budget expended.

Project Coordination Meetings

Monthly coordination meetings will be held to review on-going needs, provide updates on deliverables and schedule, and gather City staff feedback.

Support from City Staff

- *Participate in monthly one-hour meetings (12)*

Task 1 Deliverables

- *Project schedule with regular updates*
- *Attendance at monthly virtual meetings with prepared agenda topics and action items*
- *Monthly invoicing and project progress reports*

Task 2: Data Collection and Safety Analysis

The most recent five years of historical crash data along roadways in the City will be compiled from WSDOT's Crash Data Portal and other supplemental safety data sources (e.g., police reports, near-miss crash data, etc.). The Consultant will examine crashes by geographic context, roadway attributes, user behaviors, reported contributing factors, and environmental factors to identify attributes that are most associated with crashes and crash severity for each mode, including motor vehicles, pedestrians, bicyclists, and motorcycles. The Consultant will identify crash types for each mode to help us better understand which systemic risk factors are present, with a focus on the most prevalent and injurious crash types. The results from this task will help the City and its stakeholders visualize crash trends and patterns for each mode.

Support from City Staff

- *Provide available crash data, police reports, or other safety data*

Task 2 Deliverables

- *Online GIS maps and summary tables of crashes, contributing factors and characteristics*

Task 3: Safety Diagnosis & Mapping

The Consultant will collect and perform a statistical and spatial analysis of crash data. Risk factors will be identified for overrepresented contributing factors and common characteristics of crashes with a specific focus on those with severe injuries or fatalities, and systemic issues. A High Injury Network (HIN) will be developed that focuses on segments and intersections experiencing injury crashes over the most recent 5-year period. A High Risk Network (HRN) will also be developed that incorporates additional predictive factors like traffic volume, roadway conditions, and demographic characteristics. The Consultant will summarize the results of the data and safety analysis in a draft memorandum. After review by the City, the Consultant will incorporate City comments/edits into a final memorandum.

Support from City Staff

- *Provide available crash data, police reports, or other safety data*

Task 3 Deliverables

- *Systemic and spatial safety analysis with prioritized risk factors*
- *High-Injury and High-Risk networks*
- *Draft and final data and safety analysis summary memorandum*

Task 4: Stakeholder & Public Engagement

A community engagement plan (CEP) will be developed to facilitate wider public feedback on the safety planning process. Development of the CEP will incorporate prior and current outreach efforts related to multimodal planning, projects, studies, and efforts in the project area. Collected information will provide a foundation for an enhanced, non-duplicated outreach strategy by honoring previously collected feedback and reducing planning fatigue among the public and stakeholders.

Stakeholder listening sessions will be held and host in-person and virtual community meetings/events. We will form a Community Advisory Committee (CAC) comprised of City staff and other agency representatives. The CAC will be engaged early in the process and is expected to help guide the study and discuss more detailed safety issues and ideas.

Summarizing the entire outreach process, the final outreach report will give insight into the data analysis, campaign's effectiveness, incorporation of feedback or how it was considered, and will inform risk factor prioritization and identification of countermeasure projects.

Support from City Staff

- *Provide meeting facilities*
- *Coordinate meeting dates, times and public noticing*
- *Host web site*

Task 4 Deliverables

- *Community Engagement Plan (CEP)*
- *CAC meeting agendas, notes, and facilitation (4 in-person meetings, 2-trips)*
- *Stakeholder interview facilitation and notes (estimate 8 virtual meetings)*
- *Online materials for web site*
- *City Council meeting attendance and materials (2 meetings)*
- *Documentation of outreach efforts and findings*

Task 5: Policy Development and Review

The Consultant will evaluate existing City policies, practices and guidelines and identify opportunities for safety-related modifications, with consideration given to the impact on implementation and long-term maintenance. The Consultant will work with staff to identify practices that may or may not be based on official policies and help to determine which of these practices – as applicable – should be endorsed at the policy level or discontinued.

The Consultant will work with the City to develop a Draft Vision Zero Goal or similar aspirational goal and target date to significantly reduce severe and fatal roadway collisions. Per SS4A requirements, this commitment must include a goal and timeline for eliminating roadway fatalities and serious injuries, including a target date for achieving this goal either entirely or with an ambitious percentage reduction in such crashes. After review by the City, the Consultant will incorporate comments/edits into a Final Vision Zero Goal. The Consultant will provide samples and a review of any resolution to be adopted by the City Council.

Support from City Staff

- *Provide relevant documents outlining safety policies, practices, or procedures*

Task 5 Deliverables

- *Summary of recommended updates to policies, standards and guidelines*
- *Draft and Final Vision Zero goal and target date*
- *Sample Vision Zero resolution*

Task 6: Demographics and Accessibility Assessment

The Consultant will evaluate community demographic and socio-economic data to guide the study efforts through the full plan development. The demographic analysis will identify priority groups and historically marginalized populations, both in terms of engagement and related to crash risk. The analysis will also identify the impact of socioeconomic and demographic factors on future crashes. The Consultant will provide a draft memorandum summarizing the results of the analysis and that will include maps of existing areas. After review by the City, the Consultant will incorporate comments/edits into a final memorandum.

Support from City Staff

- *Provide available local socio-economic and demographic data*

Task 6 Deliverables

- *Draft and final demographics memorandum*
 - *Summary maps of priority groups and populations*
 - *Demographic impact analysis assessing the risk of future crashes*

Task 7: Project Development & Prioritization

The Consultant will identify a list of potential countermeasures to consider based on the risk factors from the safety analysis, locations of crashes, and an analysis of the City's existing transportation network and infrastructure. A prioritized list of projects will be created from the countermeasures that focus on the Safe System Approach. The Consultant will work with City staff to develop the project lists and seek input from staff, including public works, maintenance and operations, emergency responders and stakeholders.

A minimum of five (5) and up to fifteen (15) projects will be identified. Projects could be site-specific, targeted improvements or systemic improvements. Projects will consider the demographic analysis performed in the prior task.

Cost estimates will be prepared for a minimum of five (5) and up to ten (10) of the highest priority projects. Cost estimates will be at a planning level, and will use estimates on aerial photography and idealized

project designs to prepare cost estimates for broad categories of construction elements. Opportunities for demonstration projects will be presented for potential short-term implementation. Project cut-sheets will be developed for 5 high priority projects for the purpose of grant applications.

Support from City Staff

- *Review/provide input on proposed safety projects and prioritization criteria*

Task 7 Deliverables

- *Identification of a range of countermeasures*
- *Project prioritization matrix*
- *Prioritized list and map of locations of projects for systemic safety improvements (minimum of 5, up to 15)*
- *Project cost estimates (minimum of 5, up to 10)*
- *Project concept exhibits and project cut-sheets (up to 5)*

Task 8: Draft & Final Safety Action Plan

The Consultant will produce a draft Chelan SAP that includes summaries of information developed in all tasks and ties all efforts into a set of safety project and strategy recommendations. A two-page folio will be developed that summarizes the SAP for use in community interactions. The plan will include a summary of the results of the data collection and safety analysis and provide a mechanism for the City to easily perform future updates. A monitoring plan will be created that tracks the projects completed to date and develops a plan for tracking performance going forward. An integrated ArcGIS Online Maps and Dashboards will be utilized to track individual and overall project completion and strategies, allowing the City to easily assess the outcomes of the SAP.

Support from City Staff

- *Review and comment on the Draft Safety Action Plan*

Task 8 Deliverables

- *Draft and Final Chelan Safety Action Plan*
- *Two-page folio for ongoing community engagement*
- *Appendix Materials (data, projects, etc.)*
- *Performance monitoring and reporting recommendations*
- *Online web maps and dashboard*

Task 9: Grant Reporting and Application Support

As part of the Committed Client Liaison role, Ryan will use his recent experience in assisting the City in completing all FHWA grant reporting requirements such as progress updates, cost summaries, and other functions, as needed. Ryan will then be able to share his experience in securing successful grant funding. Our team is available to prepare and/or assist with grant applications for high priority projects that would be competitive as part of the SS4A Demonstration or Implementation grant program and other state/federal grant funding programs, such as WSDOT City Safety Program, Safe Routes to School, Pedestrian-Bicycle Safety, and TIB Urban Arterial, Active Transportation, and Complete Street grant programs.

Support from City Staff

- *Submittal of all required grant reporting items*

Task 9 Deliverables

- *Progress reports and cost summaries*
- *Grant Strategies for Prioritized Projects*
- *Grant application (pending type and level of effort for the grant)*

Assumptions and Agency Support

Transpo is entitled to rely upon the completeness and accuracy of information and services furnished by the City of Chelan and their representatives.

- All team coordination meetings are assumed to be held virtually (e.g., video, screen-share, and/or phone), however some may be in-person, as needed.
- All Community Advisory Committee meetings will be held in a hybrid (virtual and in-person) format.
- One round of review per deliverable.
- No traffic counts, speed studies, or field work will be conducted by the Consultant.
- All available traffic counts, collision records, and speed studies will be available to the Consultant.
- Relevant GIS data, such as those related to roadway and network characteristics, sociodemographic and injury data will be made available.
- All existing agency documentation regarding safety policies, procedures, and practices will be made available by the City.
- The State Highway corridors will be included in the analysis and resulting plan.
- Roadways within the City's Urban Growth Area (UGA) will be excluded from the analysis. (These roadways are included in the Chelan County Safety Action Plan).

Schedule

After contract execution, the completion of the scope of work is anticipated to be completed by March 2027. Should the scope of services or project information change following contract execution, Transpo will notify the City if these changes will affect the schedule and require a contract amendment.

Project Schedule

Work Task	2026												2027		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Safety Action Plan															
TASK 1 - Project Management & Coordination	X														
TASK 2 - Data Collection & Safety Analysis															
TASK 3 - Safety Diagosis & Mapping															
TASK 4 - Stakeholder & Public Engagement		C	Y			Y	CS		Y			Y			
TASK 5 - Policy Development & Review															
TASK 6 - Demographics & Accessibility Assessment															
TASK 7 - Project Development & Prioritization															
TASK 8 - Draft and Final Safety Action Plan												D		F	A
TASK 9 - Grant Reporting & Application Support															

C = Community Engagement Plan
CS = Community Engagement Summary
X = Project kickoff
Y = CAC Meetings
D = Draft Plan
F = Final Plan
A = Adoption



Cost Estimate Worksheet

Number / Project Name
1.25477 Chelan SAP

Billing rates are effective from June 28, 2025 through June 26, 2026, within the ranges shown in the attachment.
Only key staff are shown and other staff may work on and charge to the project as needed by the project manager.

	Project Manager	Quality Control	Project Planner	Planner	GIS Analyst	Project Admin
initials	JCP	BAS	DBH	JH2	CAR	AMC
labor category	Prin L7	Eng L7	Eng L4	Anyl L2	Tech L3	PA L5
cost rate	\$305	\$265	\$195	\$150	\$135	\$200

Labor:

	Work Task						Hours	Cost
1	TASK 1 - Project Management						0	\$0
2	Work plan/Invoices	6					12	\$4,230
3	Monthly Team Meetings	12		12		6	30	\$6,810
4	City Council Mtgs	16		16		4	36	\$8,540
5	TASK 2 - Data Collection & Safety Analysis	4		16	24	40	84	\$13,340
6	TASK 3 - Safety Diagnosis & Mapping	4	4	28	56	60	152	\$24,240
7	TASK 4 - Stakeholder & Public Engagement	12		36	6	16	70	\$13,740
8	TASK 5 - Policy Development & Review	4		4			8	\$2,000
9	TASK 6 - Demographics & Accessibility Assessment	2		2		2	6	\$1,270
10	TASK 7 - Project Development & Prioritization	4		4		4	12	\$2,540
11	TASK 8 - Draft and Final Safety Action Plan	16	4	32	16	24	100	\$19,820
12	TASK 9 - Grant Reporting & Application Support	2		2			4	\$1,000
13							0	\$0
14							0	\$0
15							0	\$0
16							0	\$0
17							0	\$0
18							0	\$0
19							0	\$0
20							0	\$0

Total Hours	82	8	152	102	156	12	520	
Labor Costs	\$25,010	\$2,120	\$29,640	\$15,300	\$21,060	\$2,400		\$97,530

Reimbursable Expenses:

	Item	Reimb. Cost
1	Application	
2	Business Meals	
3	Mileage	\$500
4	Miscellaneous	
5	Models/Renderings/Photos	
6	Parking	
7	Records Filing	
8	Registrations	
9	Reproductions	
10	Shipping/Courier	
11	Specialty Software	
12	Supplies	
13	Traffic Accident Data	
14	Traffic Count Vendors	
15	Travel, Hotel, Taxi, & Air Fare	\$300

Expense Cost	\$800
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Subconsultants:

	Firm	Subs. Cost
1	FFCC	\$15,100
2	SCJ	\$64,173
3		
4		
5		

Subconsultant Total	\$79,273
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TOTAL ESTIMATE	\$177,700
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Subconsultant Billing Rate Schedule - Exhibit E-2



SCJ Alliance

Client: Transpo Group USA, Inc.
Project: Safe Streets for All: Chelan Safety Action Plan
Job #: 25-000837
File Name: 2026-0112 Chelan SS4A Labor-Estimate.xlsm
Date: 1/7/26

Hourly Rate Table Format: LAG Contract
 Allowable Overhead Rate: 191.76%
 Negotiated Fixed Fee: 30.00%
 Billing Rate Table Version: 11/6/2025

Actuals Not To Exceed Billing Rate Table (ANTE)

Job Classifications	Direct Labor Hourly Rate NTE	Allowable Overhead 191.76%	Negotiated Profit 30.00%	Total Hourly Billing Rates NTE
Principal	\$140.20	\$268.85	\$42.06	\$451.11
Senior Consultant	\$112.37	\$215.47	\$33.71	\$361.55
Senior Project Manager	\$100.56	\$192.84	\$30.17	\$323.56
PM3 Project Manager	\$83.28	\$159.69	\$24.98	\$267.95
PM2 Project Manager	\$80.14	\$153.68	\$24.04	\$257.87
PM1 Project Manager	\$64.90	\$124.45	\$19.47	\$208.82
Senior Engineer	\$70.20	\$134.62	\$21.06	\$225.89
E4 Engineer	\$66.78	\$128.06	\$20.03	\$214.87
E3 Engineer	\$60.13	\$115.30	\$18.04	\$193.47
E2 Engineer	\$52.48	\$100.63	\$15.74	\$168.86
E1 Engineer	\$43.54	\$83.49	\$13.06	\$140.10
Senior Landscape Architect	\$66.83	\$128.15	\$20.05	\$215.03
L4 Landscape	\$56.86	\$109.04	\$17.06	\$182.96
L3 Landscape	\$49.13	\$94.21	\$14.74	\$158.08
L2 Landscape	\$44.07	\$84.51	\$13.22	\$141.80
L1 Landscape	\$37.12	\$71.18	\$11.14	\$119.44
Senior Planner	\$79.78	\$152.98	\$23.93	\$256.69
P4 Planner	\$55.89	\$107.17	\$16.77	\$179.83
P3 Planner	\$50.56	\$96.96	\$15.17	\$162.69
P2 Planner	\$42.70	\$81.88	\$12.81	\$137.38
P1 Planner	\$39.63	\$76.00	\$11.89	\$127.52
Senior Technician	\$60.11	\$115.27	\$18.03	\$193.42
T4 Technician	\$52.19	\$100.08	\$15.66	\$167.93
T3 Technician	\$44.35	\$85.04	\$13.30	\$142.69
T2 Technician	\$40.45	\$77.57	\$12.13	\$130.15
T1 Technician	\$35.37	\$67.83	\$10.61	\$113.81
Construction Inspector	\$35.87	\$68.79	\$10.76	\$115.43
Senior Construction Manager	\$0.00	\$0.00	\$0.00	\$0.00
RE 3 Construction Resident Engineer	\$0.00	\$0.00	\$0.00	\$0.00
RE 2 Construction Resident Engineer	\$0.00	\$0.00	\$0.00	\$0.00
RE 1 Construction Resident Engineer	\$0.00	\$0.00	\$0.00	\$0.00
Construction Office Engineer	\$0.00	\$0.00	\$0.00	\$0.00
CI4 Construction Inspector	\$0.00	\$0.00	\$0.00	\$0.00
CI3 Construction Inspector	\$0.00	\$0.00	\$0.00	\$0.00
CI2 Construction Inspector	\$0.00	\$0.00	\$0.00	\$0.00
CI1 Construction Inspector	\$0.00	\$0.00	\$0.00	\$0.00
Graphic Designer	\$51.69	\$99.11	\$15.51	\$166.30
PC3 Project Coordinator - CM Only	\$0.00	\$0.00	\$0.00	\$0.00
PC2 Project Coordinator	\$49.59	\$95.09	\$14.88	\$159.55
PC1 Project Coordinator	\$40.46	\$77.58	\$12.14	\$130.18
Project Accountant	\$67.98	\$130.36	\$20.39	\$218.73
IT Specialist	\$64.64	\$123.95	\$19.39	\$207.97
Senior Marketing Coordinator	\$63.44	\$121.65	\$19.03	\$204.13
Marketing Coordinator	\$44.80	\$85.90	\$13.44	\$144.14
Communications Manager	\$61.64	\$118.21	\$18.49	\$198.35
Information Services Manager	\$79.51	\$152.47	\$23.85	\$255.84

Subconsultant Labor Hour Estimate



SCJ Alliance

Client:Transpo Group USA, Inc.

Template Version: 11/6/2025

Project:Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #:25-000837

File Name:2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>		
Phase & Task No.	Phase & Task Title	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	Total Direct Labor Hours & Cost	Total Cost
PHASE 1PROJECT MANAGEMENT									
Task 1	Progress Reports/Invoicing								\$3,719.71
1	Project Setup	1.0	1.0				1.0	3.0	\$622.12
2	General project correspondence and coordination / Billing (13 months)	2.0	8.0				6.0	16.0	\$3,097.58
Subtotal Hours:		3.0	9.0	0.0	0.0	0.0	7.0	19.0	\$3,719.71
Task 2	Project Coordination Meetings								\$3,504.84
1	Monthly meeting (1 meetings/month x 12 months x 1 hr)	3.0	12.0					15.0	\$3,504.84
Subtotal Hours:		3.0	12.0	0.0	0.0	0.0	0.0	15.0	\$3,504.84
Total Phase Hours:		6.0	21.0	0.0	0.0	0.0	7.0	34.0	34.0
Total Phase Direct Labor:		\$505.26	\$1,464.12	\$0.00	\$0.00	\$0.00	\$275.94	\$2,245.32	\$7,224.54
PHASE 2DATA COLLECTION AND SAFETY ANALYSIS									
Task 1	Data Collection								\$1,072.32
1	Provide historic SCJ data	1.0	2.0	2.0				5.0	\$1,072.32
Subtotal Hours:		1.0	2.0	2.0	0.0	0.0	0.0	5.0	\$1,072.32

Subconsultant Labor Hour Estimate



SCJ Alliance

Client: Transpo Group USA, Inc.

Template Version: 11/6/2025

Project: Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #: 25-000837

File Name: 2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>		
Phase & Task No.	Phase & Task Title	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	Total Direct Labor Hours & Cost	Total Cost
Total Phase Hours:		1.0	2.0	2.0	0.0	0.0	0.0	5.0	\$ 5.0
Total Phase Direct Labor:		\$84.21	\$139.44	\$109.62	\$0.00	\$0.00	\$0.00	\$333.27	\$ 1,072.32
PHASE 3 SAFETY DIAGNOSIS & MAPPING									
Task 1	Safety Diagnosis & Mapping								\$ 897.32
1	Review Draft Safety Analysis Summary		4.0					4.0	\$ 897.32
Subtotal Hours:		0.0	4.0	0.0	0.0	0.0	0.0	4.0	\$ 897.32
Total Phase Hours:		0.0	4.0	0.0	0.0	0.0	0.0	4.0	\$ 4.0
Total Phase Direct Labor:		\$0.00	\$278.88	\$0.00	\$0.00	\$0.00	\$0.00	\$278.88	\$ 897.32
PHASE 4 STAKEHOLDER & PUBLIC ENGAGEMENT									
Task 1	Community Engagement Plan								\$ 224.33
1	Review Community Engagement Plan Review (FFCC to Lead)		1.0					1.0	\$ 224.33
Subtotal Hours:		0.0	1.0	0.0	0.0	0.0	0.0	1.0	\$ 224.33
Task 2	Community Action Committee Meetings								\$ 4,944.29
1	Community Action Committee exhibits		4.0			20.0		24.0	\$ 3,149.64
2	Community Action Committee meetings (4, 1-hr meetings)		8.0					8.0	\$ 1,794.65

Subconsultant Labor Hour Estimate



SCJ Alliance

Client: Transpo Group USA, Inc.

Template Version: 11/6/2025

Project: Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #: 25-000837

File Name: 2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>		
Phase & Task No.	Phase & Task Title	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	Total Direct Labor Hours & Cost	Total Cost
Subtotal Hours:		0.0	12.0	0.0	0.0	20.0	0.0	32.0	\$ 4,944.29
Task 3	Stakeholder Interviews								\$ 1,796.45
1	Stakeholder Interview exhibits		2.0			4.0		6.0	\$ 899.13
2	Stakeholder Interviews (4 interviews)		4.0					4.0	\$ 897.32
Subtotal Hours:		0.0	6.0	0.0	0.0	4.0	0.0	10.0	\$ 1,796.45
Task 4	Online Materials for Website								\$ -
1	Website exhibits							0.0	\$ -
Subtotal Hours:		0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$ -
Task 5	City Council Meeting Attendance and Materials (2)								\$ 2,292.64
1	Prepare City Council exhibits and materials	1.0	2.0			6.0		9.0	\$ 1,395.31
2	Attend City Council Meetings		4.0					4.0	\$ 897.32
Subtotal Hours:		1.0	6.0	0.0	0.0	6.0	0.0	13.0	\$ 2,292.64
Task 6	Documentation of Outreach efforts and findings								\$ 448.66
1	Review Community Outreach Summary Report		2.0					2.0	\$ 448.66
Subtotal Hours:		0.0	2.0	0.0	0.0	0.0	0.0	2.0	\$ 448.66
Total Phase Hours:		1.0	27.0	0.0	0.0	30.0	0.0	58.0	\$ 58.0

Subconsultant Labor Hour Estimate



SCJ Alliance

Client:

Transpo Group USA, Inc.

Template Version:

11/6/2025

Project:

Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #:

25-000837

File Name:

2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>		
<i>Phase & Task No.</i>	<i>Phase & Task Title</i>	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	<i>Total Direct Labor Hours & Cost</i>	<i>Total Cost</i>
Total Phase Direct Labor:		\$84.21	\$1,882.44	\$0.00	\$0.00	\$1,050.00	\$0.00	\$3,016.65	\$ 9,706.37

Subconsultant Labor Hour Estimate



SCJ Alliance

Client: Transpo Group USA, Inc.

Template Version: 11/6/2025

Project: Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #: 25-000837

File Name: 2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>		
<i>Phase & Task No.</i>	<i>Phase & Task Title</i>	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	<i>Total Direct Labor Hours & Cost</i>	<i>Total Cost</i>
PHASE 5 POLICY DEVELOPMENT AND REVIEW									
Task 1	POLICY DEVELOPMENT AND REVIEW								\$ 2,607.51
1	Review existing City policies, practices and guidelines	2.0	4.0					6.0	\$ 1,439.23
2	Review draft Vision Zero goal	1.0	4.0					5.0	\$ 1,168.28
Subtotal Hours:		3.0	8.0	0.0	0.0	0.0	0.0	11.0	\$ 2,607.51
Total Phase Hours:		3.0	8.0	0.0	0.0	0.0	0.0	11.0	\$ 11.0
Total Phase Direct Labor:		\$252.63	\$557.76	\$0.00	\$0.00	\$0.00	\$0.00	\$810.39	\$ 2,607.51
PHASE 6 DEMOGRAPHICS AND ACCESSIBILITY ASSESSMENT									
Task 1	Demographics and Accessibility Assessment								\$ 8,562.36
1	Evaluate community data			8.0				8.0	\$ 1,410.80
2	Create summary maps of priority groups and populations			2.0	8.0	16.0		26.0	\$ 3,349.96
3	Draft memorandum summary of analysis			6.0	12.0			18.0	\$ 2,851.20
4	Final memorandum summary of analysis			2.0	4.0			6.0	\$ 950.40
Subtotal Hours:		0.0	0.0	18.0	24.0	16.0	0.0	58.0	\$ 8,562.36

Subconsultant Labor Hour Estimate



SCJ Alliance

Client:

Transpo Group USA, Inc.

Template Version:

11/6/2025

Project:

Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #:

25-000837

File Name:

2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>		
<i>Phase & Task No.</i>	<i>Phase & Task Title</i>	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	<i>Total Direct Labor Hours & Cost</i>	<i>Total Cost</i>
Total Phase Hours:		0.0	0.0	18.0	24.0	16.0	0.0	58.0	\$ 58.0
Total Phase Direct Labor:		\$0.00	\$0.00	\$986.54	\$1,114.56	\$560.00	\$0.00	\$2,661.10	\$ 8,562.36

Subconsultant Labor Hour Estimate



SCJ Alliance

Client:Transpo Group USA, Inc.

Template Version: 11/6/2025

Project:Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #:25-000837

File Name:2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>		
Phase & Task No.	Phase & Task Title	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	Total Direct Labor Hours & Cost	Total Cost
PHASE 7 PROJECT DEVELOPMENT & PRIORITIZATION									
Task 1	Project Development & Prioritization								\$ 22,387.63
1	Identify range of countermeasures	2.0	8.0	2.0				12.0	\$ 2,689.26
2	Project prioritization matrix	1.0	8.0					9.0	\$ 2,065.60
3	Prioritized list and map of locations for systemic safety improvements (15)	1.0	8.0			16.0		25.0	\$ 3,867.46
4	Project cost estimates (10)		4.0		4.0	40.0		48.0	\$ 5,999.67
5	Project concept exhibits and cut sheets (5)	1.0	8.0		8.0	40.0		57.0	\$ 7,765.65
Subtotal Hours:		5.0	36.0	2.0	12.0	96.0	0.0	151.0	\$ 22,387.63
Total Phase Hours:		5.0	36.0	2.0	12.0	96.0	0.0	151.0	\$ 151.0
Total Phase Direct Labor:		\$421.05	\$2,509.92	\$109.62	\$557.28	\$3,360.00	\$0.00	\$6,957.87	\$ 22,387.63
PHASE 8 DRAFT & FINAL SAFETY ACTION PLAN									
Task 1	Draft & Final Safety Action Plan								\$ 2,069.21
1	Review Draft Safety Action Plan		2.0					2.0	\$ 448.66
2	Exhibits for Safety Action Plan (Update Phase 7 Concept Exhibits)	1.0	2.0			8.0		11.0	\$ 1,620.54
Subtotal Hours:		1.0	4.0	0.0	0.0	8.0	0.0	13.0	\$ 2,069.21

Subconsultant Labor Hour Estimate



SCJ Alliance

Client:Transpo Group USA, Inc.

Template Version: 11/6/2025

Project:Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #:25-000837

File Name:2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	
<i>Phase & Task No.</i>	<i>Phase & Task Title</i>	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	<i>Total Direct Labor Hours & Cost</i>
Total Phase Hours:		1.0	4.0	0.0	0.0	8.0	0.0	\$ 13.0
Total Phase Direct Labor:		\$84.21	\$278.88	\$0.00	\$0.00	\$280.00	\$0.00	\$ 2,069.21

Subconsultant Labor Hour Estimate



SCJ Alliance

Client:Transpo Group USA, Inc.

Template Version: 11/6/2025

Project:Safe Streets for All: Chelan Safety Action Plan

LAG Contract

Job #:25-000837

File Name:2026-0112 Chelan SS4A Labor-Estimate.xlsm

		<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>	<u>Employee Name</u>		
Phase & Task No.	Phase & Task Title	Principal	PM3 Project Manager	PM1 Project Manager	E4 Engineer	T3 Technician	Project Accountant	Total Direct Labor Hours & Cost	Total Cost
PHASE 9 GRANT REPORTING AND APPLICATION SUPPORT									
Task 1	Grant Reporting								\$ 1,794.65
1	Progress reporting and cost summaries (quarterly reporting, final closout help)		8.0					8.0	\$ 1,794.65
Subtotal Hours:		0.0	8.0	0.0	0.0	0.0	0.0	8.0	\$ 1,794.65
Task 2	Grant Application Support								\$ 7,390.67
1	Grant Strategies	1.0	8.0					9.0	\$ 2,065.60
2	Grant applications (2)	2.0	8.0		20.0			30.0	\$ 5,325.06
Subtotal Hours:		3.0	16.0	0.0	20.0	0.0	0.0	39.0	\$ 7,390.67
Total Phase Hours:		3.0	24.0	0.0	20.0	0.0	0.0	47.0	\$ 47.0
Total Phase Direct Labor:		\$252.63	\$1,673.28	\$0.00	\$928.80	\$0.00	\$0.00	\$2,854.71	\$ 9,185.31
Total Hours All Phases		20.0	126.0	22.0	56.0	150.0	7.0	381.0	381.0
Total Direct Labor Estimate All Phases		\$1,684.20	\$8,784.72	\$1,205.77	\$2,600.64	\$5,250.00	\$275.94	\$19,801.27	\$ 63,712.57

Subconsultant Fee Determination Summary - Exhibit E-1



SCJ Alliance

Client: Transpo Group USA, Inc.
 Project: Safe Streets for All: Chelan Safety Action
 Job #: 25-000837
 File Name: 2026-0112 Chelan SS4A Labor-Estimate.xlsm

Template Version: 11/6/2025
 Contract Type: LAG Contract

Consultant Fee Determination

DIRECT SALARY COST

<u>Classification</u>	<u>Hours</u>	<u>Direct Hourly Rate</u>	<u>Amount</u>
Principal	20.0	\$84.21	\$1,684.20
PM3 Project Manager	126.0	\$69.72	\$8,784.72
PM1 Project Manager	22.0	\$54.81	\$1,205.77
E4 Engineer	56.0	\$46.44	\$2,600.64
T3 Technician	150.0	\$35.00	\$5,250.00
Project Accountant	7.0	\$39.42	\$275.94
Total Direct Salary Cost			\$19,801.27

OVERHEAD

Overhead Rate: 191.76% Direct Salary Cost: ##### **Overhead Cost \$37,970.92**

FIXED FEE

Fixed Fee Rate: 30.00% Direct Salary Cost: ##### **Fixed Fee Cost \$5,940.38**

TOTAL SALARY COST

Total Salary Cost \$63,712.57

SUBCONSULTANTS

Subconsultant Fee Subtotal: \$0 **\$0.00**
Subconsultant Markup: 0% **\$0.00**

REIMBURSABLE EXPENSES

Copies, Printing, etc. 0.3% of the Direct Salary Costs \$191.14
 Mileage 385 miles at \$0.700 per mile \$269.50

Expenses Subtotal: \$460.64
Expenses Markup: 0% **\$0.00**

SUBTOTAL (SALARY, SUBCONSULTANTS AND EXPENSES)

Subtotal (Salary, Subconsultants and Expenses) **\$64,173.21**

MANAGEMENT RESERVE FUND (MRF)

Management Reserve: \$0 **\$0.00**

Total Estimated Budget: \$64,173.21

PHASE AND TASK SUMMARY TABLE



Safe Streets for All: Chelan Safety Action Plan

Project #: 25-000837

Phase #	Phase Title	SCJ Hours	Total Cost
SCJ Labor			
PHASE 1	PROJECT MANAGEMENT		
Task 1	Progress Reports/Invoicing	19	\$3,719.71
Task 2	Project Coordination Meetings	15	\$3,504.84
	Phase Total:	34	\$7,224.54
PHASE 2	DATA COLLECTION AND SAFETY ANALYSIS		
Task 1	Data Collection	5	\$1,072.32
	Phase Total:	5	\$1,072.32
PHASE 3	SAFETY DIAGNOSIS & MAPPING		
Task 1	Safety Diagnosis & Mapping	4	\$897.32
	Phase Total:	4	\$897.32
PHASE 4	STAKEHOLDER & PUBLIC ENGAGEMENT		
Task 1	Community Engagement Plan	1	\$224.33
Task 2	Community Action Committee Meetings	32	\$4,944.29
Task 3	Stakeholder Interviews	10	\$1,796.45
Task 4	Online Materials for Website	0	\$0.00
Task 5	City Council Meeting Attendance and Materials (2)	13	\$2,292.64
Task 6	Documentation of Outreach efforts and findings	2	\$448.66
	Phase Total:	58	\$9,706.37
PHASE 5	POLICY DEVELOPMENT AND REVIEW		
Task 1	POLICY DEVELOPMENT AND REVIEW	11	\$2,607.51
	Phase Total:	11	\$2,607.51
PHASE 6	DEMOGRAPHICS AND ACCESSIBILITY ASSESSMENT		
Task 1	Demographics and Accessibility Assessment	58	\$8,562.36
	Phase Total:	58	\$8,562.36
PHASE 7	PROJECT DEVELOPMENT & PRIORITIZATION		
Task 1	Project Development & Prioritization	151	\$22,387.63
	Phase Total:	151	\$22,387.63
PHASE 8	DRAFT & FINAL SAFETY ACTION PLAN		
Task 1	Draft & Final Safety Action Plan	13	\$2,069.21
	Phase Total:	13	\$2,069.21
PHASE 9	GRANT REPORTING AND APPLICATION SUPPORT		
Task 1	Grant Reporting	8	\$1,794.65
Task 2	Grant Application Support	39	\$7,390.67
	Phase Total:	47	\$9,185.31
Subtotal:			\$63,712.57
Subconsultants			
	Subconsultant Markup:		\$0.00
Subtotal:			\$0.00
Reimbursable Expenses			
Phase 99	Reimbursable Expenses:		
	Copies, Printing, etc.		\$191.14
	Mileage		\$269.50
	Expenses Markup:		\$0.00
Subtotal:			\$460.64
Management Reserve Fund (MRF)			
Phase 98	MRF		\$0.00
Total:			\$64,173.21



City of Chelan

DRAFT

TENTATIVE ADVANCED AGENDA

For Planning Discussion Purposes Only - this is a work in progress; items are tentative and subject to change.

January 2, 2026

February 3, 2026 City Council Workshop

1. Historic Downtown Chelan Association Annual Report (Sheridan / McAloon)
2. Transpo Group Traffic Analysis Presentation (Youngren)
3. Resolution No. 2026-14XX STIP 2026-2031 Discussion ONLY (Youngren)
4. Community Benefit Grant Application Presentations (Coltman) (L1-2)
5. CMC 5.20 Peddlers, Hawkers and Transient Businesses Update (Ajax)
6. Interlocal Repayment and Reimbursement Agreement with Lake Chelan Sewer District for Lift Station No. 5 Improvements. (Evans) (L1-3)
7. Federal Aviation Act Amendment No. 1 to the Funding Agreement for the Lake Chelan Airport Environmental Assessment (McAloon) (L1-2)

February 10, 2026 City Council Meeting

1. Minutes
 - a. December 9, 2025 Airport Board Meeting Minutes
2. Consent Agenda
 - a. Approve LCA December 30, 2025 Accounts Payable Checks and EFT's & Payroll Checks and EFT's (Councilmember Higgins)
 - b. Approve LCA January 13, 2026 Accounts Payable Checks and EFT's & Payroll Checks and EFT's (Councilmember Higgins)
3. Special Presentations
 - a.
4. Public Hearings
 - a.
5. Motion Considerations
 - a. Community Benefit Grant Award Funding (Evans/Coltman) (L2-2)
 - b. Federal Aviation Act Amendment No. 1 to the Funding Agreement for the Lake Chelan Airport Environmental Assessment (McAloon) (L2-2)
6. Administrative Reports
 - a. Resolution No. 2026-14XX Amendment to the STIP (Youngren)
 - b. Home Occupancy Zoning Code Update (Ajax)
 - c. Transpo Group Professional Services Agreement for the Safe Streets 4 All Safety Action Plan (Youngren) (L2-2)
 - d. Interlocal Repayment and Reimbursement Agreement with Lake Chelan Sewer District for Lift Station No. 5 Improvements. (Evans) (L1-3)
7. Informational Items
 - a. Tentative Advanced Agenda (McAloon)
 - b. Council Committee Reports (Various Councilmembers)
 - c. Lake Chelan Chamber of Commerce Financial Report (Evans)
 - d. Contract Intake Log (Gallucci)
 - e. Lake Chelan Airport Financial Report (Evans)

February 24, 2026 City Council Meeting

1. Minutes
2. Consent Agenda
 - a.
3. Special Presentations
 - a.
4. Public Hearings
 - a.
5. Motion Considerations
 - a. Resolution No. 2026-14XX Amendment to the STIP (Youngren)
 - b. Interlocal Repayment and Reimbursement Agreement with Lake Chelan Sewer District for Lift Station No. 5 Improvements. (Evans) (L1-3)
6. Administrative Reports
 - a.
7. Informational Items
 - a. Tentative Advanced Agenda (McAloon)
 - b. Council Committee Reports (Various Councilmembers)
 - c. Lake Chelan Chamber of Commerce Financial Report (Evans)
 - d. Contract Intake Log (Gallucci)
 - e. Lake Chelan Airport Financial Report (Evans)

March 3, 2026 City Council Workshop

1. Ordinance No. 2026-16XX Parks and Recreation Advisory Board Code Update (Cooper)(L1-3)

March 10, 2026 City Council Meeting

1. Minutes
2. Consent Agenda
 - a.
3. Special Presentations
 - a.
4. Public Hearings
 - a.
5. Motion Considerations
 - a. Ordinance No. 2026-16XX Parks and Recreation Advisory Board Code Update (Cooper)(L2-3)
6. Administrative Reports
 - a.
7. Informational Items
 - a. Tentative Advanced Agenda (McAloon)
 - b. Council Committee Reports (Various Councilmembers)
 - c. Lake Chelan Chamber of Commerce Financial Report (Evans)
 - d. Contract Intake Log (Gallucci)
 - e. Lake Chelan Airport Financial Report (Evans)

March 24, 2026 City Council Meeting

1. Minutes
2. Consent Agenda
 - a.
3. Special Presentations
 - a.
4. Public Hearings
 - a.
5. Motion Considerations
 - a. Ordinance No. 2026-16XX Parks and Recreation Advisory Board Code Update (Cooper)(L3-3)
6. Administrative Reports
 - a. Ordinance No. 2026-16XX Budget Amendment No. 1 (L1-3)
7. Informational Items
 - a. Tentative Advanced Agenda (McAloon)
 - b. Council Committee Reports (Various Councilmembers)
 - c. Lake Chelan Chamber of Commerce Financial Report (Evans)
 - d. Contract Intake Log (Gallucci)
 - e. Lake Chelan Airport Financial Report (Evans)

Upcoming Topics:

1. Affordable Housing GFC/Connection Fees Discount Policy (Coltman)
2. Chelan Fire & Rescue Centennial Day April 18, 2026 (Mayor) - Approved October 2025
3. Resolution No. 2026-14XX Council Rules of Procedure (Gallucci) (L1-1) - March 2026
4. Resolution No. 2026-14XX Legislative Priorities (McCardle) (L1-X)
5. Ordinance No. 2026-16XX Budget Amendment No. 1 (L1-3) - April 7 (L2-3), and April 14 (L3-3)
6. Chelan Fire District No. 7 Amendment No. 1 to the Airport Lease Lot No. 2 (McAloon)
7. Chelan Fire Protection District No. 7 Interlocal Agreement for Fire Protection (McAloon)

Liaison Committee Report

Name of Meeting: *

Chelan fire and rescue

Date of Meeting: *

2026-01-14

Key Meeting Notes: *

Meeting notes should consist of key agenda items that had significant discussion. Each item can be briefly summarized in 2 - 4 sentences.

60 calls for December 68% ems

1064 total calls for 2025. Down 12.2% from previous year.

New badges in design for the 100 year celebration. Cost of around \$9600.

New commissioner chosen by the Feb 14 th meeting.

Upload applicable meeting documents here if available:

Max upload is 25MB per file

1-14-2026 Commissioner's Agenda.pdf

214.33KB

Submitted By

Signature *

Jon M Higgins

Signature Date *

2026-01-23



AGENDA
Chelan Fire and Rescue
Wednesday, January 14, at 3:00 P.M.
232 East Wapato Ave, Chelan, WA 98816



The CFR Board of Commissioners will conduct the meeting in person at the fire station; you are welcome to join via Zoom. The public is welcome to join by following this link: <https://us02web.zoom.us/j/87284665516> Meeting ID: 872 8466 5516 or dial +1 253 215 8782

Proposed Chelan Fire and Rescue agenda pending Board approval.

Flag Salute

Roll Call

Regular Meeting Call to Order:

Approval of Agenda:

Public Comment:

Consent Agenda:

- Revenue and Expenditure Report: December 2025
- Payroll: 11/20-2025 to 12-21-2025 Paid 01-05-2026 Benefits: \$128,056.70, Salaries/Wages (Net) \$144,018.73 Total \$272,075.43.
- General Account Vouchers 12-05-2025 Transaction #1554 to #1567 for \$17,754.38; 12-12-2025 Transaction #1568 to #1578 for \$7,583.19; 12-19-2025 Transaction #1581 to #1595 for \$7,001.79; 12-31-2025 Transaction #1629 to #1644 for \$11,485.06.
- Capital Purchase: 12-20-2025 Transactions #1596 for \$5,728.49.
- Minutes: Regular Meeting from December 22, 2025.

Commissioners Report and Updates (Board of Commissioners)

Fire Chief Report:

- 2025 Budget & Financial Report – December 2025
- December– Emergency Response Report / Community Risk Reduction / Station & Apparatus Update

Assistant Fire Chief Report (Asst. Chief Sherman)

- Volunteer Recruitment / Training
- Operations

Unfinished Business:

- TIF Update (Commissioner Jones & Chief Asher)
- SAFER Grant Update (Chief Asher)
- Moving Accounts Payables and Payroll from County System Resolution 2026-001
- 2024 & 2025 State Mobilization Reimbursements (Chief Asher & AOM Fifield)
- 2027 – 2031 Strategic Plan (Commissioner Donnell & Chief Asher)
- Filling Empty Commissioner Position

New Business:

- Surplus Resolution (Chief Sherman)
- Destruction of Documents
- Chelan Douglas Pathways Master Plan
- ITURRI discussion ADD
- BC share with CC5 ADD

Special Events:

- KOZI – Community Connection Thursday, January 15 @ 8:10 Chief Asher and Commissioner Jones
- Winterfest starts January 16-25
- Martin Luther King Jr. Day 01/19/2026

Board for Volunteer Firefighters:

Public Comment:

Commissioner's Closing Comments:

- The next scheduled Regular Commissioner meeting is February 18, 2026

Executive Session: RCW 42.30.110(1)(g) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee

Adjournment:

January 15, 2026
5:15 PM

**CITY OF CHELAN
PARKS AND RECREATION ADVISORY
BOARD AGENDA**

Parks and Recreation
Administration Building
Meeting Room

1. CALL TO ORDER AND ROLL CALL
2. AGENDA CHANGES
3. CITIZEN COMMENTS
Items not on the agenda. Time limited per the President.
4. MINUTES
 - A. November 21, 2025 Minutes
5. OLD BUSINESS
 - A. Chelan Municipal Code 2.17 Review & Discussion
6. NEW BUSINESS
 - A. Park Board Member Introductions
 - B. 2026 President & Vice-President Appointments
 - C. OPMA Training
7. PARKS & RECREATION DIRECTOR AND CITY STAFF COMMENTS
 - A. Administrative Report from Interim Parks Director
8. BOARD COMMENTS
9. ADJOURNMENT

Liaison Committee Report

Name of Meeting: *

PARAB

Date of Meeting: *

2026-01-15

Key Meeting Notes: *

Meeting notes should consist of key agenda items that had significant discussion. Each item can be briefly summarized in 2 - 4 sentences.

New PARAB Members

Brad Nelson

Matt Engstrom

Linda Reister - Voted in as chair

Todd Higley - Voted in as vice chair

Discussion about PARAB code 2.17 review. They hope to finalize a final draft for City Council at their February Meeting from notes taken at this meeting.

Very informative report from Interim Director Cooper on grants, seasonal employees, parking passes, golf cart lease, golf course study, capital projects, and lakeside park update.

No final comments from PARAB members

Upload applicable meeting documents here if available:

Max upload is 25MB per file

City of Chelan PARAB Agenda 1.15.26.pdf

40.37KB

Submitted By

Signature *

SHANE COLLINS

Signature Date *

2026-01-15



Historic Downtown Chelan Association
Board of Directors Meeting Agenda
January 20 – 8:30 AM – 12:30 PM (with working lunch)
and Teams Link here:
In person at Lake Chelan Chamber of Commerce

Welcome – Mary Signorelli – 2026 HDCA board chair

Consent Agenda: January Agenda and December minutes

Vote Josh Cozart on to the board and as treasurer

Approve 2025 November and December Financials/ YE Financials and 2026 Budget

Confidentiality and Conflict of Interest documents

Walk through board orientation

Meeting dates for 2026



Historic Downtown Chelan Association
Board of Directors Meeting Agenda
January 20 – 8:30 AM – 12:30 PM (with working lunch)
and Teams Link here:
In person at Lake Chelan Chamber of Commerce

8:30 Get Settled

8:40 Welcome

8:45 Consent Agenda (Agenda and Minutes)

8:50 Board Member Changes

Josh Cozart – WAFD Bank Manager

1st Motion:

I move to appoint Josh Cozart to the Historic Downtown Chelan Association Board of Directors for a three-year term beginning January 2026.

Second:

Vote:

2nd Motion:

I move to elect Josh Cozart to serve as Treasurer of the Historic Downtown Chelan Association for a one-year term for the 2026 calendar year.

Second:

Vote:

**8:55 Review and Approve Financials
November and December 2025**

9:00 Review and Approve 2026 Budget

Presentation – Aimee Sheridan

Motion:

I move to approve the 2026 budget as presented

Discussion and amendments (if any)

Motion to approve the 2026 budget with any changes (if needed)

Second:

Vote:



9:15 Strategic Planning: 2027 Transformational Strategy Planning

- Status update on the current Transformational Strategy and work plan
 - Aimee
- Main Street requirements for community input and engagement
 - Aimee
- Board Discussion:
 - Key milestones leading up to the December Strategic Planning Retreat

10:00 Committees as the Engine of the Work

- Review committee charters and current status on workplan
 - Mary
- Discussion: Where committees can take appropriate work off staff
- Board Action:
 - Create 2026 Work Plan for Committees
 - Discuss Committee Member recruitment and orientation
 - Board Chooses Committee Role – Chairs for each committee

11:00 Fund Development: Shared Responsibility

- Board role in fundraising and financial leverage
- Discussion: How Board members can contribute in ways aligned with comfort and capacity

11:15 Board Meetings & Governance Practices

- Set Board Meeting Schedule for 2026 (upcoming April, September, December)
- Sign confidentiality and conflict forms

11:30 Working Lunch - Commitments & Next Steps

- Individual commitments
- Confirmation of next steps

12:30 Adjourn



Historic Downtown Chelan Association
Board of Directors Meeting Minutes
December 3, 2025 - 9:50 AM
St. Andrews Church, Chelan

Attendance

Adam Rynd (President)
Stacy Bjarnason (Vice-President)
Bob Beeson (Secretary)
Molly Hill
Mary Signorelli
Aimee Sheridan
Elena Te
Drake Nelson
Guest attendees: Kari Keegan, Kelli Rynd

9:50 AM Board vote for executive slate 2026

Discussion: Adam and Stacy retiring. Cameron Price from WaFd possibly for Treasurer.

- Slate of executive electors and new/renewal member(s):

- President: Mary Signorelli
- Vice President: Kate Foruria
- Treasurer: TBD
- Secretary: Bob Beeson
- Member renewal: Alysha Ottrix
- New members: Kari Keegan, Kelli Rynd
 - *Motion to approve the 2026 executive slate: Stacy Bjarnson*
 - *2nd Motion: Molly Hill*
 - *Unanimous Approval*

10:00 AM AOB

- No retreat. Postponed to January 2026 so we can better provide a valuable experience and result. Aimee to send Doodle poll for dates (retreat, meetings).

10:15 AM Adjourn

Followed by Annual Meeting

A vibrant downtown business district in Chelan serves as an economic driver for the surrounding area. The Imagine Downtown Chelan transformational strategy will help create jobs and stimulate local entrepreneurship. A thriving downtown attracts both locals, tourists and regional visitors, leading to increased spending in the Lake Chelan Valley and boosting the local economy.

Through both capital projects and program delivery, Historic Downtown Chelan Association seeks to achieve the following outcomes in our transformational strategy. These outcomes fall within the Main Street Four Point Approach. HDCA Staff, Board and Committees will set and achieve annual metrics and budget expenses to meet Transformational Strategy Objectives.

- I. People First Downtown (Design)
- II. Welcoming, Inclusive and Active Spaces throughout downtown (Promotions)
- III. Clean and Safe Streets and Sidewalks (Economic Vitality)
- IV. Promotion of Downtown Chelan commercial district as first choice to work, shop for goods and services, eat, and play (Outreach)

Design - People First

Plan Objectives:

- 1. Infrastructure and Design for downtown revitalization
- 2. Landing Alley activation
- 3. Riverwalk Park upgrades – request to City and PUD
- 4. Design Guidelines created and shared
- 5. Creative District
- 6. Seasonal Decor 4 seasons - adds beauty and is inviting

1. Infrastructure design project:

Downtown Chelan's infrastructure has reached the end of its lifecycle and is beginning to consistently fail. W

Status:

- Held outreach and open house with key stakeholders
- Worked with city and designer on config options
- City council adopted configuration (layout) -December 2024
- Design Palette public survey and stakeholder meetings
- Consultant at 60% construction drawings completed

Next up:

- City council will approve design palette
- HDCA will meet with key stakeholders 1:1 to share details
- 100% construction drawings due
- Funding request TIB in August (City)
- Request to State legislature in January (City)
- Request to Feds in January (City)
- Phasing Plan
- Communication/Outreach Plan (Downtown is Open, Brave the Barricades, etc...)
- Possible construction timeline Jan 2027-May 2027
- Focus on interim projects
 - Big Belly compactor stations (pedestrian trash receptacles)
 - Landing Alley

Big Belly**Status**

Quotes and meetings with Big Belly (both City and HDCA)

Next up

Finalize lease or own option costs

City and HDCA seek funding or approval to use current funds available

2. Landing Alley (possible 2026):

Status:

- Board approved funding in 2024
- City working on interlocal agreement w/ PUD

Next Up:

- HDCA and city will begin design of alley project in parallel to Lift1 pump station project at the end of the alley.

3. Riverwalk Park upgrades

Status:

- Request and endorsement was sent to the City
- Aimee and Adam attended a Council workshop to options

Next up

- Out of our hands

4. Design guidelines

Status:

Completed document

On website (summarized for share with downtown people

Next up:

Share out with downtown property and business owners

5. Creative district

Status:

- Held four meetings with key stakeholders and other interested parties and to no traction

Next up:

- Have a group of artists and performers that wants to meet in September and try again

6. Seasonal Decor

Flower Baskets

- Buy and have installed every spring
 - Work with Parks to water and maintain baskets
 - For 2-years we had parks watering flowerpots in front of storefronts (provided by the merchant and merchant paid a watering fee to HDCA that HDCA turned over to City, but City pulled that service in 2024)

Fall decor

- For 2-years we had corn stalks downtown, but they were getting too expensive
- In 2024 we changed up and put out skeletons around town, and the encouraged stores to decorate for the season

Building upper perimeter lights

- We have installed, managed, and maintained the upper lights on buildings. They are turned on right before Halloween and turned off in April.

Bridge Lights

- We installed, manage and maintain the string lights in the Old Bridge.
- We've worked with the City to change the globe colors on the bridge for key dates, but the software doesn't work
- Bridge jumpers are ruining the lights – will be fixing this fall, then taking down in the spring and putting back up in the fall. This will need to be in the budget.

Promotions

Welcoming, Inclusive and Active Spaces throughout downtown to promote Downtown Chelan as first choice to work, shop for goods and services, eat, and play. Develop 250 days of activation.

Plan objectives:

1. Instagrammable locations
2. Live Music Downtown – outside
3. Sponsor and/or support downtown events held by others
4. Form a Merchant Committee that initiates and manages merchant collaboration and promotions.

1. Instagrammable locations

Status:

The Committee generated Some ideas like mural by Lake Life, Temp window displays, Committee sent list and descriptions that could be used currently.

Hasn't moved forward (only one committee member now)

Up Next:

Up to committee

2. Live Music Downtown - Outside

Status:

Held Music in the Park on Third Thursdays from May-Sept in 2022 and 2023. Not much attendance so stopped

Launched Music on Main which brought "buskers" to the sidewalks for Fall Into Downtown promotion key dates (was a success)

Provided Music on main again for Summer Starts Downtown promotion during Wine Walk

Up next:

Music on Main again or 3 weekends during the Fall into Downtown promotion in 2025

3. Support Downtown Events:

Status:

January

- Provided toys and set up/take down for Kidzone at Winterfest (Lake Chelan Chamber of Commerce)
- Promote all the community parades throughout the year

March

- Promote Top Dog Parade and outreach for bagpipers for the parade (Pat Kelly)

May

- Sponsored the Wine and Jazz festival (not held in 2025)
- Promoted Cinco de Mayo (not held in 2025)
- Sponsor of the Thursday Farmer's Market in Riverwalk Park (May-Oct)
 - HDCA booth in 2025, hosting "Ask the City" when City reps come to our table and answer citizen questions
- In 2022 and 2023 HDCA hosted "Third Thursdays" and "Music in the Park" from May through September. This event was developed to offer something for families to do downtown in the summer on days when tourist traffic was not so high (and tied in with the Farmer's Market). People loved the event and activities, but there wasn't enough turn out and sponsorships tapered off – as well as staff burning out for low ROI.
- In 2022 HDCA hosted a "Harvest Festival" in lieu of Dia de los Muertos (there wasn't anyone from the Hispanic community to run it). Because Dia was back in 2023, HDCA folded the Harvest Festival activities into the Dia event.

June

- Sponsor Cruizin Chelan as well as provide games for kids (Lake Chelan Chamber)
- Support and Promote Arts Festival (not held in 2025) (Lake Chelan Arts Council)

July

- Promote 4th of July fireworks (Lake Chelan Chamber)
- Sponsored and promoted Bachfeste

August

- Sponsor and promote Cultura on the Lake (Lake Chelan Chamber)

September

- Promote Fall Into Chelan Car Show (Car Museum)
 - In 2025, will encourage restaurants to be open early to serve breakfast – people couldn't find anywhere to eat in 2024

October

- Sponsor Brews on the Bridge (Lake Chelan Chamber)
- Helped provide candy and developed logo for Family Trick or Treat on Halloween (merchants)

November

- Small Town Holidays Tree Lighting event (Lake Chelan Chamber)
- Help support and coordinate Plaid Friday
- Sponsor Dia de los Muertos (HOLA Chelan Valley)
 - Part of committee
 - HDCA writes grants and solicits fund on behalf of HOLA Chelan Valley

December

- Luminary Walk on solstice (not doing in 2025)

If we know about an event happening downtown, we promote and encourage people to come downtown through our emails and social media.

Up Next:

- Continue with support and funding for third party events
 - Dia de los Muertos will not happen in 2025, so HDCA switched sponsorship to Cultura on the Lake car show
- Spring Wine Walk will continue to be managed by the Wine Alliance
- Continue Adult Trick or Treat, but turn over Wine Walk to Wine Alliance

4. Merchant Committee

Status:

- Started weekly email – Downtown Digest (insider letter)
- Started monthly Merchant Meetings (except July)
- Established text group for easy and quick communication
- Held season kickoff coffee for downtown staff in 2024 but not 2025 due to low attendance
- HDCA funded Frontdoor Back grants for 10 downtown businesses who applied
- Settled on two annual retail promotions (one in the spring, one in the fall)
 - Developed participation levels
 - Developed advertising and marketing campaign
 - Developed brand and activities
 - Executed the promotion in 2024 for the first time
- Settled on two restaurant promos (one fall, one spring) that will extend outside of downtown business district for more impact

Up next:

- Continue with merchant spring and fall promotions and Restaurant week in fall and launch Chelan Feast Week in the spring
- Continue weekly Downtown Digest, and Merchant Meetings
- Relaunch educational opportunities

Outreach/Org

Build stronger relationships/trust with downtown merchants and building owners and residents of the Lake Chelan Valley.

Plan objectives

1. Create multiple points of contact with downtown merchants
2. Strategic, authentic, and consistent communications with the Public
3. Website is relevant and up to date and provides resources
4. Get more local, state, and national recognition for HDCA's Main Street Program
5. Revenue meets or exceeds goals and becomes more diversified
6. The organization is well run, with written by-laws, policies and procedures that are regularly reviewed
7. The organization has a strong and active board, committees, and volunteers

1. Create multiple points of contact with downtown merchants

Status:

- Merchant Committee
 - Meets as needed to plan and execute promotions
 - Monthly Merchant meeting
 - Discuss upcoming promotions and events
 - Discuss downtown issues
 - Provide training and education
 - Social media training done by Riyan PR
 - Shoplifting prevention done by Sheriff office
 - Banking and Fraud protection, Stacy Willoughby at CVB and Josh Cozart (WAFD)
- Weekly Insider Email "Downtown Digest" – Started in 2023 and continues

- Downtown Ambassador – started in 2024 and continues (link to Downtown Ambassador section)

Next Up:

- Continue with Merchant Committee
- Continue with Downtown Digest weekly email
- Continue with Downtown Ambassador (more visits with merchants)
- Work with Sheriff to patrol downtown (provide stickers for friendly interaction)
- Get Restaurants to participate in text group, promotions, and have their own committee to plan and execute dining out downtown promotions

2. Strategic and regular comms with public

Status:

Regular posts, reels, and stories on all Socials,

Weekly emails to all opt ins in database (Friday Feed),

Quarterly Newsletter with updates on downtown (includes Charm Appeal for donations)

Up next:

Continue emails and socials

3. Website

Status:

- Moved to Squarespace for in-house management
- Maintained Pop ups for promotions and charm donations
- Added business resource guide
- Added downtown jobs page
- Updated Imagine Downtown Chelan project page

Up next:

- Add transformational strategy update page (project and program updates)

- Update Imagine Downtown Chelan project page with details of configuration and design palette
- Keep regular content fresh and relevant

4. Be an example of an excellent Main Street local program

Status

- Held WA Main Street REtreat in Chelan in Spring 2024
- Director attends required 3 retreats/conferences annually
- Director, staff and board member have attended State conference
- Submitted businesses for Excellence on main
- Collected data and filled out Accreditation form for Main Street America
 - Site visit conducted in 2023 and 2025
- Quarterly and Annual Reports filed with WA Main Street

5. Revenue meets or exceeds goals and becomes more diversified

Status:

- Met new increased B&O Tax cap in 2024
- Added charms donation revenue
- -Implemented charm process
- -Marketed charms through socials, emails, radio, print, and word of mouth
- -Maintained and updated information in donor management software
- -Established a manufacturer and handled invoicing
- - Managed charms program (including marketing, donor communications, administrative logistics, and Maintenance)
- Grants directed at specific projects and programs
 - Regional Impact Grant from CFNCW
 - Woods Family Foundation
 - Lake Chelan Community Services Council
 - Have also applied for grants we did not receive (WAFD, Walmart, Port, and some others from Main Street America)
- Sponsorships from businesses for specific events and promotion/campaigns

Up Next:

- Diversify and expand who is giving MSTCIP (B&O tax credit)
 - We need more businesses and less city

- increase grants, sponsorships and donations so B&O is not 85% of revenue
- 6. Organizational Excellence
 - a. The organization is well run, with written by-laws, policies and procedures that are regularly reviewed
 - b. The organization has a strong and active board, committees, and volunteers

Status:

- UPdated and approved the by-laws
- Created and adopted new policies and procedures
- New HR manual
- REstructured staffing
- In person Annual Meetings (required by by-laws) started again in 2022
- Hosted WA Main Street directors for spring retreat in 2024
- Main Week reception in 2023
 - Most Local, county, Port, PUD, and state electeds were present
- Held Mayoral candidate forum in 2023
- Collected and created reports on demographic data for Downtown Chelan with Data-booms tracker and placer reports

Up Next:

- Board onboarding plan and materials
- Onboard 3 new board members (Kim, Molly, and Erika)
- Volunteer recruitment and onboarding plan and materials
- Committee activation – all committees need to work on objectives toward finishing the current transformational plan, Imagine Downtown Chelan and launching a new transformational plan in 2027 (2026 will wrap up most objectives for Imagine Downtown Chelan)
- Annual policy and procedure reviews
- Annual meeting and retreat in December 2025 with a professional facilitator
 - Report on Imagine Downtown Chelan to key stakeholders
 - Get input from key stakeholders
 - Work required to lay the foundation for next transformational plan

Economic Vitality (Clean and safe streets/sidewalks)

Advocate for our downtown businesses and provide resources for them to thrive. Keep downtown streets and sidewalks clean and safe.

Plan objectives

1. Develop a business resource guide and share out
2. Launch the Clean and Safe Program
3. Hire and launch the Downtown Ambassador program
4. Get recognition for our downtown businesses with WA Main Street and other outlets

1. Business Resource Guide

Status:

- Compiled all relevant information
- Put on HDCA website (in process)

Up next:

- Inform audience for business resource guide of its presence
- Maintain and keep updated

2. Clean and Safe Program

Status:

- Cleaned sidewalks and storefronts biweekly 2023-2024 during busy season
 - facilitated volunteers for clean up
 - Partnered with city for pressure washing sidewalks
- Bought and maintained temporary wayfinding signs downtown
 - including solving the issue of wind and rogue inserts flying down the street
- Sheriff came to merchant meeting to provide a shoplifting prevention workshop
- Working with City and Sheriff about bridge jumping issue

Downtown Ambassador

Status:

- Hired Downtown Ambassador in June 2024
 - Greeted visitors and answered questions from the public
 - tabled farmers market for charms and city booth
 - Interfaced with merchants

Up Next:

- Continue with Downtown Ambassador on busiest days with more check-ins with merchants
 - 5. Get recognition for our downtown businesses with WA Main Street and other outlets
- Status

- Submitted multiple downtown Chelan businesses for Excellence on Main award in 2024
 - Bivouac Cellars won for Bricks and Mortar
 - Sent press release – picked up by The Mirror
 - Promoted on Social Media
- Launched Heart and Hustle award for local recognition
 - 3 businesses were selected in 2025
 - Promoted their “win” on social media and in Friday Feed
 - Announced their “win” on KOZI 2nd Cup
 - Submitted for Excellence on Main for 2025

Next Up

- Better process and promotion of the Heart and Hustle Award

Historic Downtown Chelan Association
Statement of Financial Position
As of December 31, 2025

	Total
ASSETS	
Current Assets	
Bank Accounts	
1140 CVB Checking #7107	\$ 171,511
1150 CVB Savings #7127	328,892
Total Bank Accounts	500,403
Other Current Assets	
1210 Undeposited Funds	4,480
Total Other Current Assets	4,480
Total Current Assets	504,883
Fixed Assets	
1220 Christmas Tree	14,230
1230 Accumulated Depreciation	(2,610)
Total Fixed Assets	11,620
Other Assets	
1500 Website Asset	3,170
1525 Big Belly Project	34,911
1599 Accumulated Amortization	(1,864)
Total Other Assets	36,217
TOTAL ASSETS	\$ 552,720
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Card	
CVB Card	\$ 2,966
Total Liabilities	2,966
Net Assets	
3170 Landing Alley	100,000
3171 WAL Fund	89,749
3175 Big Belly Trash Units	34,911
3999 Unrestricted Net Assets	264,055
Net Revenue	61,039
Total Assets	549,754
TOTAL LIABILITIES AND EQUITY	\$ 552,720

NO ASSURANCE IS PROVIDED ON THESE FINANCIAL STATEMENTS

Historic Downtown Chelan Association

Committee Charter Summary

Committee Comparison

Economic Vitality: Business health, data, advocacy, funding
Org/Outreach: Governance, outreach, fundraising, volunteers
Promotions: Campaigns, marketing, events,
Design: Placemaking

Economic Vitality Committee

Mission: Strengthen a resilient, year-round downtown economy through business support, advocacy, partnerships, and funding assistance.
Focus: Business outreach, data and trends, advocacy, funding support.
Key Activities: Business Resource Guide, Clean & Safe support, funding review, grant assistance.

Organization / Outreach Committee

Mission: Ensure strong organizational practices while expanding outreach, fundraising, and volunteer engagement.
Focus: Policies, governance, outreach, fund development.
Key Activities: Policy review, outreach campaigns, fundraising support, Charms Program.

Promotions Committee

Mission: Activate downtown through creative promotions that inspire shopping local and destination experiences.
Focus: Marketing, branding, social media, storytelling.
Key Activities: Promotional campaigns, space activation, influencer partnerships, content creation.

Note: The Merchant MEETINGS are fulfilling this committee's charter

Design Committee

Mission: Enhance downtown's visual character through design standards, placemaking, and seasonal décor.
Focus: Design guidelines, reviews, public realm improvements.
Key Activities: Design reviews, seasonal décor, public space activation, Creative District oversight.

Note: the Artists Alliance is fulling some of this committee's charter

Board vs. Staff Responsibilities

Board / Committees:

- Strategy and oversight
- Policy review and approval
- Community outreach and advocacy
- Fund development support
- Monitoring progress and impact

Staff:

- Day-to-day operations
- Program execution
- Vendor and partner management
- Marketing production
- Financial administration

Committees

What Committees Do:

- Focus on helping staff achieve outcomes
- Share workload among members
- Report progress to the Board
- Support, not duplicate, staff work

What Committees Do Not Do:

- Manage daily operations
- Approve expenditures
- Act independently of HDCA strategy

Expectations:

- Attend meetings as needed
- Come prepared
- Take ownership of assigned tasks
- Communicate progress through the Chair



Imagine Downtown Chelan – a Downtown Revitalization Strategy

The Imagine Downtown Chelan is the Transformational Strategy focused on downtown revitalization adopted by the Historic Downtown Chelan Association (HDCA) in 2021. Imagine Downtown Chelan is a collaborative initiative that involves engaging the community and gathering input from diverse stakeholders. We seek to understand the needs, desires, and aspirations of the people who will use and inhabit the Downtown Chelan Commercial District.

Why Revitalization as a Transformational Strategy?

A vibrant downtown commercial district in Chelan serves as an economic driver for the surrounding area. The Imagine Downtown Chelan transformational strategy will help create jobs and stimulate local entrepreneurship. A thriving downtown attracts both locals and tourists and regional visitors, leading to increased spending in the Lake Chelan Valley and boosting the local economy. Based on a 7-year research project done by Destination Development (Roger Brooks), successful, thriving downtowns have 20 key ingredients. One of the keys is that businesses shift their strategy so that locals are the bread and butter and cover overhead costs, and tourist spending provides the profit. For Chelan, this means that downtown businesses need to come together as a community, develop a focus and plan for a year-round economy, and work together toward those strategies. Another key is that downtown provides 250 days of activity (not events). There are multiple examples of what these activities can be, and HDCA will work with downtown businesses to develop some of these concepts.

Imagine Downtown Chelan will help preserve our community's identity, heritage, and sense of place while also making the downtown more attractive, user-friendly, and accessible for years to come. This includes infrastructure improvements that have not had a major overhaul since 1984. Improving sidewalks, underground utilities, storm water, crosswalks, and lighting, as well as addressing the need for better connections from the downtown businesses with amenities like parking, public restrooms, and parks is critical to thoughtfully prepare downtown Chelan for the expected growth in the region.



Bringing public spaces alive through design and with events and activities will help create a welcoming and inclusive place to gather. When people feel like a space belongs to them and they have a sense of pride, a stronger downtown business community is a result. Studies have shown that a strong downtown core can be directly correlated to a healthy and vibrant surrounding community and improve the quality of life of local residents.

Imagine Downtown Chelan depends on close partnership with key stakeholders to manage our streetscapes, amenities, sidewalks, and storefronts to keep our downtown district clean and safe for everyone.

Chelan's historic core has several unique architectural and historical assets that help define the downtown look and feel. These built assets deserve restoration and preservation to help maintain the community's character and attract tourism and generate interest in local history.

What is Imagine Downtown Chelan?

Through both capital projects and program delivery, Historic Downtown Chelan Association seeks to achieve the following outcomes in our transformational strategy. These outcomes fall within the Main Street Four Point Approach. HDCA Staff, Board and Committees will set and achieve annual metrics and budget expenses to meet Transformational Strategy Objectives.

- I. People First Downtown (Design)
- II. Welcoming, Inclusive and Active Spaces throughout downtown (Promotions)
- III. Clean and Safe Streets and Sidewalks (Economic Vitality)
- IV. Promotion of Downtown Chelan commercial district as first choice to work, shop for goods and services, eat, and play (Outreach)

Historic Downtown Chelan Association is a 501c3 nonprofit and not part of the City of Chelan, the Historical Society (Chelan Museum) or Lake Chelan Chamber of Commerce. We rely on donations and grants to achieve the outcomes of the



Imagine Downtown Chelan Outcomes

I. People First Downtown

Infrastructure

Downtown Chelan’s infrastructure has reached the end of its lifecycle and is beginning to consistently fail. Where possible, we seek to provide ADA compliance. When possible, we will plan in a way that protects our natural environment.

City infrastructure forms the foundation for the smooth operation of urban areas, ensuring that people can access vital services and resources, and that businesses can thrive. Examples of infrastructure:

Stormwater Systems: These systems are designed to manage rainwater runoff in urban areas, preventing flooding and minimizing water pollution. Stormwater infrastructure includes drainage pipes, gutters, catch basins, retention ponds, and other structures that direct rainwater away from streets and buildings.

Electrical Infrastructure: This refers to the network of electrical systems and components that provide power to buildings, street lighting, traffic signals, and other facilities. It encompasses power distribution lines, substations, transformers, electrical panels, and wiring.

Irrigation Systems: Irrigation systems are used to provide controlled and efficient watering for green spaces, landscaping, and public gardens in urban areas. These systems may include sprinklers, drip irrigation, and smart irrigation controllers to conserve water and maintain healthy vegetation.

Lighting: Proper lighting is essential for safety and ambiance. Street lighting illuminates sidewalks, crosswalks, and roads, enhancing visibility during both daytime and nighttime.



Trees and Landscaping: Trees, shrubs, and landscaping elements contribute to the aesthetic appeal of streetscapes while also providing shade, improving air quality, and creating a more pleasant environment.

Sidewalks and Crosswalks: These pedestrian pathways provide safe and convenient spaces for people to walk, jog, or use mobility devices. Crosswalks help pedestrians navigate intersections safely.

Accessibility Features: Curb ramps, tactile paving for visually impaired individuals, and other accessibility features ensure that streetscapes are usable by people with disabilities.

Street Furniture: Street furniture includes benches, seating areas, trash bins, bicycle racks, and public art installations. These elements add to the comfort and functionality of the streetscape.

Street Pavement and Materials: High-quality Street surfaces and materials contribute to the overall appearance and durability of the streetscape.

Traffic Calming Measures: Streetscape design can include traffic calming features like speed bumps, traffic islands, and narrowed roadways at crosswalks and vertical elements to identify crosswalk locations can encourage safer driving speeds and prioritize pedestrian safety.

Examples of infrastructure upgrades needed in Historic Downtown Chelan:

- Upgrade stormwater systems
- Upgrade irrigation to landscaping and trees
- Electrical infrastructure that is failing, include power source for holiday lighting of trees in Downtown Chelan
- Install historical replicas of light poles that use efficient LED pedestrian lighting with power source for things like holiday lights
- Replace street trees with varieties so that roots don't damage sidewalks and branches don't grow into awnings. Place trees in spots that don't create choke-points



- Replace sidewalk surfaces so they are safe to walk, and easier to remove debris, leaves, snow and ice
- Improve landscaping and benches
- Improve visibility of crosswalks
- Location of public art
- Well placed new garbage/recycling receptacles
- Business garbage solution – corrals, compacters, collection

Connections

Good connections guide and encourage people to walk from downtown amenities, like parks, public restrooms, and parking lots to downtown stores (and vice versa).

- Create well-designed and visually appealing pedestrian paths that lead from parking lots to downtown areas. Use quality paving, landscaping, and lighting to enhance the experience.
- Incorporate public art, interesting landmarks, or historical markers along the walking route to make it more engaging.
- Install clear and easily visible signage that directs visitors from parking areas to the downtown stores. Directional signage for public restrooms and other amenities. Wayfinding signs should provide simple directions and distances to key points of interest.
- Ensure that walking paths are well-maintained, well-lit, and safe for pedestrians. This creates a sense of security and encourages people to walk.

Examples of Areas that need improved connections in downtown Chelan:

- Woodin to Riverwalk Park
- Woodin to Public Restrooms (Kelly Allen Insurance and Riverwalk Park)
- Woodin to North Parking Lot (Kelly Allen Insurance) to downtown commercial district
- Woodin to South Parking Lot (behind Chamber) to downtown commercial district
- Wayfinding to City Hall Parking Lot (behind Sheriff's office/City Hall) to Woodin Avenue



- Wayfinding from Woodin to other Street Parking Downtown (other than Woodin Ave and Emerson Ave)
- Directional signage encouraging pedestrians to explore more stores and restaurants.
- Better aesthetics between the Historic Core and other storefront streets and businesses (benches, trees, landscaping) – these need to move up east up Woodin to the 300 block, and west to Don Morse Park.

Key Partners

- City of Chelan - lead
 - Public Works
 - Parks
- PUD

Design

Guiding Principles for Public and Private Design

1. Honor and incorporate the look and feel of Chelan’s historic aesthetic in historic core
2. Expand key visual elements of the historic core of downtown out into the rest of the downtown commercial district. For example, light poles, benches and plantings
3. Consider future behaviors of pedestrians, bicycles, and cars
4. Preserve view corridors to the Lake and River from Woodin Ave.
5. People first approach – pedestrian experience, safety, and access
 - Accessible and inclusive (special needs, Spanish speaking)
 - Clean and updated storefronts and window displays
 - Awnings, doors, windows, facades, signage, sandwich boards
6. Consider Functionality
 - Delivery of Goods to businesses
 - Ample parking for customers
 - South parking lot (short term/long term solutions)
 - North parking lot
 - City Hall parking lot
 - Awareness of parking options and good wayfinding



- Connections from parking to businesses
- Ample Public Restrooms
- Awareness of public restroom options and good wayfinding
- Connections from public restrooms to sidewalks
- Enhanced connection routes to parks (Riverwalk and Don Morse)
- Business garbage bins and location (alleys, corrals)
- Pedestrian garbage bins and locations
- Street and pedestrian lighting
- Safe surfaces on sidewalks and connection routes
- Plant native and drought tolerant plants
 - Consider the pollinators
- Have tree lined streets – expand footprint up Woodin
- Tree types that protect sidewalks and awnings
- Correct placement of trees to avoid chokepoints
- Riverwalk Park more user friendly
 - Connection to water with water features, better access
 - Interactive Sculptures
 - Improve the pavilion
 - Terrace and add shade sails or trees on pavilion lawn
 - Improve the picnic shelter area
 - Permanent Story Walk
 - Façade improvements
 - Signage – blade signs
 - Doors/Windows upgrade to historic materials or replicas
 - New paint
- Add parklets for outdoor seating – include planters and trees and adequate garbage receptacles – possible locations:
 - Old Chamber building
 - Bulb outs
 - Alley from Riverwalk to Campbells

Historic and Cultural Considerations

- Incorporate historic plaques, stories, murals and art
 - Native American history, land acknowledgements (work with Tribes)



- Pioneer history (work with Museum and building owners)
- Relevant art (work with Arts Council to choose and place art in downtown)
- Possible Creative District

Downtown Buildings - Private

- Privately owned properties that house businesses that provide goods and services that make up a “working” downtown for local residents. Grocery, banks, professional and medical services and gas stations, as well as shops and dining opportunities for both residents and tourists.
- Outdoor seating for restaurants is in demand and available at all downtown restaurants – also a key ingredient in creating active spaces
- Historic Preservation and Restoration need to be considered in remodels and new building (anomaly: North Cascades corporate office on Emerson). HDCA has not provided adequate Design Guidelines.
- The City of Chelan has been inconsistent in referring those seeking permits in Historic Downtown Chelan to HDCA during the pre-application process (in city code to do so)
- HDCA has to be consistent in educating property and business owners of the Design Guidelines and Design Committee review process

Parks, Parklets and Plantings - Public

- Two large downtown parks, Don Morse Park owned and operated by the City of Chelan, and Riverwalk Park owned and operated by the Chelan County Public Utility District (PUD)
- Views and access to the water at Don Morse Park with beach access to Lake Chelan, Riverwalk Park with views and day use water access to the Chelan River and Woodin Avenue Landing maintained by the Parks Department has a dock for free day use boat access
- One pocket park – Woodin Avenue Landing is in Historic Downtown Chelan and is not well signed – often mistaken for Campbell’s property.
- Planting areas need to be improved
- Seasonal hanging flower baskets purchased by HDCA and maintained by Parks



Maintenance and Management Outcomes

- Help share the Maintenance and Operations Plan (City of Chelan) with downtown property and business owners. Advocate on behalf of businesses with the city for a budget to maintain infrastructure, and to immediately repair sidewalks, curbs, and streets to ensure they are safe for pedestrians and vehicles and address any issues like cracks, potholes, or uneven surfaces promptly to prevent accidents and injuries
- HDCA shares information about the city's watering and pruning plan (Parks) with downtown businesses and acts as liaison for watering services to business planters.
- Parks waters and fertilizes hanging flower baskets

HDCA Programs to support outcome

- Provide Design Resource Guide that helps property and business owners understand current city code and maintain, restore, and incorporate preferred downtown aesthetic into buildings and storefronts
- Act as liaison between downtown businesses/property owners and the city for complaints about upkeep and maintenance of infrastructure when appropriate (HDCA Staff)
- HDCA recruits volunteer groups from other nonprofits to clean and maintain downtown Chelan during peak months (HDCA donation + matching from downtown businesses) or provides an alternative solution to businesses to manage clean up on their behalf.
- Advocate for businesses with the city for proper maintenance and operations budget for garbage, street cleaning, and snow removal (HDCA Staff and Board)
- Provide Design Resource Guide to businesses (HDCA Design Committee)
- Review of upcoming private property projects (HDCA Design Committee)
- Provide Spring/Summer Flower Baskets (HDCA Staff)
- Act as Liaison to collect funds from businesses with planters and deliver list and check to the city (HDCA staff)



- Provide winter décor (holiday lights, tree) and enhance the downtown small town magic during the winter season by working with downtown businesses on window displays to create a draw to downtown (HDCA Design Committee/Promotions Committee)

II. Welcoming, Inclusive and Active Spaces

Placemaking

Activating a public space, or “placemaking” involves transforming underutilized or neglected spaces into vibrant, functional, and inclusive places that promote community engagement, social interaction, and a sense of belonging. Plazas and pedestrian alleys are an example of public spaces that can be transformed into gathering spaces for the community. We have identified multiple underutilized spaces that could be transformed to become gathering places for the community.

Examples of spaces that could be better utilized (or “activated”):

1. Riverwalk Park (PUD) for Farmer’s Market, outdoor concerts, events and festivals, friend and family gatherings, and social connections
2. Alley between Woodin Ave and Riverwalk Park (next to The Landing)
3. Alley between Woodin Ave and North Parking Lot (Kelly Allen Insurance)
4. Plaza next to public restrooms at Kelly Allen Insurance

There are multiple events that occur downtown through the year that could be enhanced through better design and HDCA program delivery.

- Community Parades
- Farmers Market
- Festivals and Events that require street closures
- Daily activities (games, buskers, etc...)
- Downtown Holiday Lights
- Annual Tree Lighting
- Building Perimeter Lights



Historic and Cultural Considerations

- Host and include our Latinx Population (example, support and provide infrastructure and funding to HOLA Chelan Valley for Cinco de Mayo and Dia de los Muertos)
- Translate all materials into Spanish
- Reach out to Tribes to include and honor Native American history of the area

III. Clean and Safe Streets and Sidewalks (Economic Vitality)

HDCA Programs to Support Outcomes

The HDCA Clean and Safe program includes attention to Street Amenities, hiring a Downtown Ambassador and creating and distributing Community Resources. To support the above outcome, the HDCA Clean and Safe program will work *collaboratively with the City of Chelan* to ensure:

- A robust routine schedule for cleaning and maintenance of public spaces, including sidewalks, streets, parks, and parking areas
- Regularly removal of litter, debris, and graffiti to maintain cleanliness and visual appeal
- Ensure the availability of sufficient waste receptacles for downtown businesses and provide regular and sufficient garbage collection.
- Adequate streetscape garbage and recycling receptacles for pedestrians. Encourage proper disposal of trash and provide clear signage to educate visitors and residents about waste management practices
- Immediate repair and regular maintenance of sidewalks, curbs, and streets to ensure they are safe for pedestrians and vehicles. Address any issues like cracks, potholes, or uneven surfaces promptly to prevent accidents and injuries
- Maintenance of proper lighting in downtown areas to enhance visibility and promote safety, particularly during the evening and nighttime hours.
- Downtown Ambassador(s) will serve as a point of contact for businesses for maintenance issues like garbage collection, safety issues and cleanliness.
- Downtown Ambassadors may act as a visible presence in the downtown area to enhance safety and security. They can keep an eye on public spaces, act as



point of contact for businesses for shoplifting or other suspicious activity and then report to law enforcement.

- The Downtown Ambassador will also partner with downtown businesses to support them in maintaining standards for storefront and sidewalk upkeep, outdoor signage, and responsible waste disposal. They will encourage and promote cooperation among businesses to collectively maintain a clean and safe environment.
- They will organize and manage the Downtown Ambassador volunteers and run downtown cleanup events on Earth Day and the week before Halloween.

IV. Promotion of Downtown Chelan commercial district as first choice to work, shop for goods and services, eat, and play (Promotions)

Promoting Chelan’s downtown commercial district involves strategies and initiatives aimed at attracting local customers and clients to the area with 250 days of activity.

Activities do not necessarily mean events – but events do play a role.

Partnerships

Key partners in the Imagine Downtown Chelan initiative are critical to the success of the outcomes. In many cases, the key partner is the lead in completing the task and HDCA does not play any role in achieving the outcome. In other cases, HDCA supports the tasks as appropriate. In those tasks that HDCA can take the lead, if funding and support can be secured, HDCA will work toward achieving the outcomes outlined in the plan.

Key partners are:

- Downtown Merchants
- City of Chelan
- PUD
- Regional Port Authority
- Fire District
- Sheriff’s Office
- Lake Chelan Chamber of Commerce
- Chelan County
- State of Washington



- Washington Main Street – Washington Trust

Ability and Authority

Historic Downtown Chelan is a 501c3 nonprofit and the “downtown association” for Chelan’s Downtown Commercial District. HDCA is an accredited program of Main Street America and a member of Washington Main Street. HDCA’s Main Street Transformational Strategy is both inspirational and aspirational and will rely heavily on Key Partners for funding and support. In many cases, HDCA is not the lead agency and does not have any authority to execute on tasks toward the outcome, but can offer support and influence to drive successful outcomes of the Imagine Downtown Chelan transformational strategy.

For example, HDCA would not provide services that pertain to business garbage pick-up, snow removal on the streets or maintenance of street and sidewalk materials. However, if funding is secured, HDCA might assist the city with pedestrian garbage by helping purchase new and improved receptacles and employ someone to help with sidewalk garbage pick-up during the busy tourist season. HDCA could also assist businesses with sidewalk snow removal in the winter and cleaning during the warmer months by hiring a contractor funded by Clean and Safe Program sponsors. HDCA might also help with cobweb removal on store fronts, and general downtown street clean up (weeds, debris, garbage).

Design Project Strategies

Defer to lead agencies (city, PUD)

Phase major infrastructure work for minimum impact on downtown businesses

Parse out smaller projects that can be done independently of the overall design and seek funding and support to start immediately

For smaller projects, start small and test. For example, reconfiguring the south parking lot with paint and planters without major overhaul, or activating the alley next to The Landing.

Maintenance and Management Strategies

Defer to lead agencies for management plans

Parse out the smaller tasks that can be supported by HDCA and seek funding and support to assist.



HDCA Program and Event Strategies

Build a strong a Downtown Community

- Merchant Meetings
- Downtown Digest
- Technical Assistance (training for HDCA staff through SBA)
- Grants for consulting or other resources
- Help with business grants

HDCA Events are welcoming and inclusive and include underserved audiences
Provide value and be a resource for downtown businesses and property owners

Community Outreach and Communication Strategies (Org/Outreach)

Quarterly Newsletter – Discover Downtown Chelan

Advertising and Marketing – promote Downtown First for holiday shopping

PR – Utilize KOZI, The Mirror

HDCA Fundraising

Move away from membership to support based on specific promotions

Diversify Fundraising Sources of Revenue

- General Donations – Charms
- Capital Donations – Project based
- Grants – general operating and project/program specific

Expand donor base for MSTCIP

Organizational Excellence (Org/Outreach)

Board Governance

Committees

Financial Management

HR

Volunteerism

GEORGIA

MAIN STREET



COMMUNITY TRANSFORMATION
STRATEGIES WORKBOOK

Growing Business. Preserving History.



AN INTRODUCTION

The National Trust for Historic Preservation established the Main Street Program in 1980 to address the reaction against community disinvestment and the shifting market dynamics impacting historic downtowns all across the United States. The evolution of the 1960s and 70s, coupled with the rise of shopping centers – malls, suburban development and big box retailers during the same time period – had a devastating impact on the areas that comprise today’s Main Street districts.

At the time of inception, the National Trust studied select cities from around the country to determine common factors contributing to their success in maintaining a vibrant and economically successful downtown. The Trust distilled the common themes identified into a four-pillar approach to transform and revitalize threatened and struggling historic commercial districts.

These four pillars (economic development, design, promotion and organization) are now simply referred to as the “Four Points” or the “Main Street 4-Point Approach™.” While these Four Points may be short words to describe complex ideas, this approach remains a balanced way to address downtown revitalization goals and initiatives.

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ECONOMIC DEVELOPMENT

focuses on capital, incentives, and other economic and financial tools to catalyze development and to create a supportive environment for the entrepreneurs who drive local economies.

PROMOTION positions the downtown or commercial district as the community's center and hub of economic activity while creating a positive image that showcases a community's unique characteristics.

DESIGN supports a community's transformation by enhancing the physical and visual elements of downtown while capitalizing on the unique assets that set the commercial district and community apart.

ORGANIZATION involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement and financial resources for the district.

Using the Four Points as the sole building blocks for downtown's recovery is not enough. Downtown development must be strategic, incremental, measurable and, above all else, community driven. We understand the challenges of rallying a community to support a cause that lacks an organized vision. A cohesive purpose can serve as a catalyst to focus your city's efforts around a common unifying theme. This lack of a unified vision led to the creation of Community Transformation Strategies.

Dahlonega, ExploreGeorgia.org



Community Transformation Strategies

Community Transformation Strategies are designed to serve as the backbone for what drives a Main Street Program. They are intended to function as an overarching theme to rally volunteers, inspire investors and serve to as a catalyst for growth over a period of three to five years. At their core Community Transformation Strategies should be:

- **COMPREHENSIVE** and serve as an idea that unifies projects, programs and events under one work plan. When getting started, the best question to ask yourself is “What is the big picture goal I want to accomplish in my downtown district?”
- **ASSET-BASED** research used to establish the foundation and to determine which strategy will best suit the downtown district’s needs. Market-based research should demonstrate an understanding of the current economic climate in the downtown, as well represent community-wide opinions and feedback.
- **VISIONARY** and representative of the hopes, dreams and aspirations of both residents and visitors alike. It is important to make sure Main Street Programs engage and share their vision for a better tomorrow with all key community stakeholders and partners, investing the community in the plans for the future.
- **CONCISE** and direct. Each Community Transformation Strategy is intended to summarize goals and action items into a two or three-word theme that can be easily described, repeated and shared with others. Think of it as the Main Street Program’s elevator speech, specifically for the work plan.
- **MEASURABLE** with goals to outline your program’s success. Each objective, project or program completed should inch you closer towards achieving your vision for downtown. We can easily overlook successes when measurable objectives are not attached to our goals. By determining measurable goals and timelines in the beginning of the work plan development process, success can be both quantified and celebrated by all involved.

Community Transformation Strategies for established Main Street communities fall in to one of two potential categories: Catalyst or Customized. A Catalyst Strategy refers to a type of “off the shelf” Community Transformation Strategy that has been fully developed by the Georgia Main Street Program or the National Main Street Center to help guide Main Street staff and board members with the implementation and execution of common topics and themes. A Customized Strategy is exactly that, customized. Customized Strategies are crafted entirely by the local Main Street Program to meet, or address, a specific need in the community or downtown.

While the National Main Street Center has developed 21 “off the shelf” Catalyst Strategies based on either a specific customer segment or industry/product, the Georgia Main Street Program has worked to develop 15 “off the shelf” Catalyst Strategies which we believe more broadly represent the needs in our local communities and the challenges we have seen directly impacting our Main Street Programs.

While the Georgia Main Street Program’s Catalyst Strategies are thematic in nature, this particular element allows them to be suitable for communities of all sizes. These unifying themes may be adopted and applied more broadly across multiple retail sectors, industries and customers segments, serving both rural and urban communities alike. At the Georgia Main Street Program, we understand the one thing making each of these strategies unique is your community. Your city’s particular demographics, support, population, desires and local assets will ultimately shape the perspective placed on programming, thereby tailoring your selected strategy specifically to your needs.

In the following pages we will speak directly to the 15 Catalyst Strategies developed by the Georgia Main Street Program. For more information on the National Main Street Center’s specific Catalyst Strategies, we recommend following up at their website at mainstreet.org.

Georgia Main Street Program's CATALYST STRATEGIES

Arts and Entertainment	Agricultural Focus
Beautification Initiatives and Design	Environmental Sustainability
Business Activation and Development	Public Health and Wellness
Downtown Living	Greenspace
Community Serving	Maintaining Authenticity
Transportation and Pedestrian Experience	Placemaking
Ecotourism and Recreational Economy	Storytelling
	Tourism
	Foundation Building



Dublin, ExploreGeorgia.org

GETTING STARTED

We realize that just as all cities are different, all Main Street Programs are different, meaning each program will be at a unique point in its community's revitalization process at any given time. This section is designed specifically for those programs who need more guidance on how to identify, select and begin work on developing your program's unique Community Transformation Strategy.

For those programs who believe they are ready to jump ahead, we have developed a checklist to get you started quickly and easily. If you are ready to begin, please, jump ahead to page 13 in your workbook.

Identifying a Community Transformation Strategy that best serves your downtown should be a multifaceted process involving feedback and support from the community at large, the downtown businesses and the Main Street Program's board members and staff. A well-rounded strategy will address three major components: the inputs, the objectives and the outcomes. Keep in mind that each of these sections will contain a multistep process which will be necessary to complete before moving on to the next phase.

QUICK START CHECK LIST

- ☐ Gather market research.
- ☐ Conduct a downtown survey.
- ☐ Host a community visioning session.
- ☐ Host a board retreat.
- ☐ Identify two Transformation Strategies that are the best fit for your program and downtown.
- ☐ Identify tasks and set measurable goals to accomplish the work plan.
- ☐ Host a meeting of community partners to get buy in and support for the work plan.
- ☐ Post the program's Transformation Strategies and work plan on the Main Street Program's website.
- ☐ Review the work plan monthly at the board meeting.
- ☐ Adapt, add and check off tasks as they are accomplished.
- ☐ Revisit and repeat as needed.

“ Good market research can help to shape the understanding of your downtown’s current economic climate and can help your program to make informed and better decisions.”

The inputs, better known as the data-driven information which will help shape your strategy, should consist of market data research, surveys and visioning sessions conducted prior to selecting a Transformation Strategy. The research used to identify the inputs should be multifaceted and gather feedback from a wide and varied audience. The great news is that gathering inputs is a task that can be accomplished solely by Main Street staff. It is because of this that we recommend starting here. Good market research can help to shape the understanding of your downtown’s current economic climate and can help your program to make informed and better decisions. These reports can be often obtained at no additional cost by local power companies or cities/counties that have access to ESRI data.

HELPFUL REPORTS INCLUDE

LOCAL RESOURCE SURVEY

Your downtown’s data points will be some of the most important and useful information collected. We recommend that all Main Street managers pull together the following information before doing anything else:

- **Determine your downtown’s retail mix.**

What percentage of businesses are retail, restaurants and professional services? These numbers can help you determine strengths, weaknesses and assets regarding your downtown’s current economic climate.

- **What is the downtown’s vacancy rate?**

This data is determined by comparing the percentage of vacant parcels relative to the occupancy of the overall district.

- **Average cost per square foot.**

This data can be determined by taking the monthly rental cost for a property and dividing it by the square footage of the rental space. For example, a commercial property that rents for \$3,000 per month and is 1,000 square feet in size would equal an average rental rate of \$3 per square foot. This number should be calculated for each property and then used to determine the downtown’s overall cost per square foot. These numbers can be helpful in identifying trends to see which properties may be overpriced or undervalued and if off-street rentals are cost friendlier.



Thomson, ExploreGeorgia.org

RETAIL LEAKAGE SURVEY

This report is useful to understand what consumers buy in your community and what products they leave your community to purchase elsewhere. It can identify gaps in the market and illustrate areas in which the market may be oversaturated.

DEMOGRAPHIC REPORT

Understanding your community's makeup is a critical component in developing a Transformation Strategy. Knowing the age, race and education of the people who make up your city will help the Main Street Program develop curricula and events to better serve the community. Average household income and the percentage of homeowners compared to renters can illustrate how much disposable income residents may have to spend downtown, as well as the demand that may exist for downtown residential development.

COMMUTER METRICS

When they leave, the distance and destination to which your workforce drives every day can help businesses maximize the impact during their hours of operation. A majority of residents in suburban cities surrounding larger metro areas like Atlanta, Chicago and Houston may commute regularly for work; only a small percentage of the population of these suburban cities may be available to shop during the traditional 10 a.m. to 5 p.m. store hours. Understanding your city's commuter metrics can help Main Street staff lead informed discussions with downtown business owners regarding the advantages of staying open later.

TAPESTRY SEGMENTATION REPORT

Tapestry reports provide insights to help identify your area's best customers, optimal sites, and underserved markets. Tapestry Segmentation classifies neighborhoods into 67 unique segments based not only on demographics, but also socioeconomic characteristics. It breaks down all U.S. neighborhoods in easy-to-visualize terms, ranging from Soccer Moms to Heartland Communities.

Once market research has been concluded, keep the information in a safe place until you are ready to proceed to Phase 2. The next step in Phase 1 is to distribute a downtown information gathering and research survey. This survey can be distributed to both downtown businesses owners and community members alike, but keep in mind that the survey should speak specifically to each individual group's needs and perspective. Providing folks with a platform from which they can engage and have a voice is an important step in making downtown merchants believe they are being "heard." This survey should provide an anonymous way of giving open and honest feedback without fear, retribution or discrimination from the city, board, Main Street Program or other merchants. The Main Street Program staff should collect and collate the information provided

“... a community visioning session will help to familiarize downtown business owners and the broader community with the purpose and players of the Main Street Program.”

and use it in Phase 2 as part of the board retreat process. For managers and staff who need a framework of questions around which to structure their downtown survey, we have created two examples for your use. These examples can be found online under the “Resource Library” section of the Georgia Main Street Program's website.

Finally, the last step in Phase 1 is to host a community visioning session. When conducted properly, a community visioning session will help to familiarize downtown business owners and the broader community with the purpose and players of the Main Street Program. Visioning sessions should focus on collecting necessary feedback regarding the desired future direction of the downtown, along with identifying potential problems that may cause roadblocks down the road. Community visioning sessions are not intended to serve as a one-stop problem-solving workshop or a complaint session but should be used as an opportunity to identify the strengths, weaknesses, opportunities and potential threats to the downtown. It can at times be both exciting and frustrating to hear the good, the bad and the ugly truth about your community's perception of Main Street. It is important, though, to keep in mind that different people bring different perspectives, and all opinions are valid. Keep in mind that not everyone who wants to participate in your visioning session may be able to do so, which is why it is so important to have first distributed a downtown survey. For additional support and resources available for hosting your own visioning session reach out to the Office of Downtown Development staff.





CREATING A UNIFIED VISION

Dublin, [ExploreGeorgia.org](https://www.exploregeorgia.org)

The specific inputs identified in Phase 1 will ideally assist you in Phase 2 as you select the Transformation Strategy best suited for your Main Street Program and downtown district. The data collected will help to identify your strategies in two major ways. The first is by identifying one overarching theme around which the work plan will focus, moving forward. The second is by shaping the actual tasks outlined in your work plan to better support those customers visiting downtown.

One of the key things to keep in mind is that all 15 of the Georgia Main Street Program's Catalyst Strategies were designed to be scalable, depending on the size of your community. They will also be applicable to different consumers and business sectors. For example, two different cities make select the "Ecotourism and Recreational Economy" Transformation Strategy. While they may both have a natural asset that drives tourism in their local economies, the specific businesses they seek to recruit, the events they create and the target audience for marketing will be different. Just as no two cities are alike, no two Transformation Strategies are the same upon implementation. Ultimately, each will be made up of exclusive characteristics that are applicable only to the individual downtown.

Outlining of specific goals for the work plan is the main component to establish during "the objectives" section of Transformation Strategy development; this is best done through a board retreat or facilitated planning session. During the board retreat, the Main Street manager and board members will have the opportunity to discuss the plans for the direction of the Main

Street Program. To prepare for this retreat the Main Street manager should pull together historical documents, including master plans, community surveys, historic resource studies and even prior work plans to identify patterns, trends or gaps in services.

While we recommend that the Main Street manager serve as the facilitator for the community visioning session, the Office of Downtown Development recommends bringing in a professional meeting facilitator to help enable dialogue and discussions among the group during your board retreat. A meeting facilitator can often say the things that need to be said and ask questions that can lead to deeper insight and reflection. A meeting facilitator can help to alleviate a manager's concerns about voicing an opinion for fear of reprisal or hurting someone's feelings. A manager needing a meeting facilitator should first reach out to the Office of Downtown Development to see who within their region may be available to provide these types of services.

One technique that can help the board focus on a unified vision is a SWOT analysis. A SWOT analysis is a simple but useful framework for analyzing your organization's Strengths,

Weaknesses, Opportunities and Threats. Done correctly, it can help the board focus on its strengths, minimize threats and take the greatest possible advantage of opportunities available to you as an organization. To complete your own SWOT analysis internally, ask yourself these questions, keeping in mind that you should be both realistic and rigorous with your answers.

Once all the participants have completed their organizational

SWOT analysis, ask them to share their responses. Assign someone to keep track of common themes and comments repeated throughout the process. Once everyone has shared, ask the group to vote on the ideas that best reflect your organization. Tally the votes, and work as a group to tackle the core issues identified through this process. This consensus will provide your organization direction when deciding how to proceed.



STRENGTHS

What do we do well?

What unique resources can we draw upon to achieve our goals?

What do others see as our strengths?

If you're having any difficulty identifying strengths, try writing down a list of your organization's characteristics. Some of these will likely be strengths! When looking at your strengths, think about them in relation to your competitors. For example, if all of your competitors provide high quality service, then high quality service is not a strength in your organization's market. It's a necessity.



WEAKNESSES

What are areas upon which we could improve?

Where do we have fewer resources than others?

What are others likely to see as our weaknesses?

Again, consider this from an internal and external perspective. Do other people seem to perceive weaknesses that you don't see? Is there someone else doing something better than you do it? It's best to be realistic now and face any unpleasant truths as soon as possible.



OPPORTUNITIES

What opportunities are open to us?

What trends could we take advantage of to maximize our opportunities?

How can we turn our strengths into opportunities?

A useful approach when looking at opportunities is to look at your strengths and ask yourself whether these open up any opportunities. Alternatively, look at your weaknesses and ask yourself whether you could open up opportunities by eliminating them.



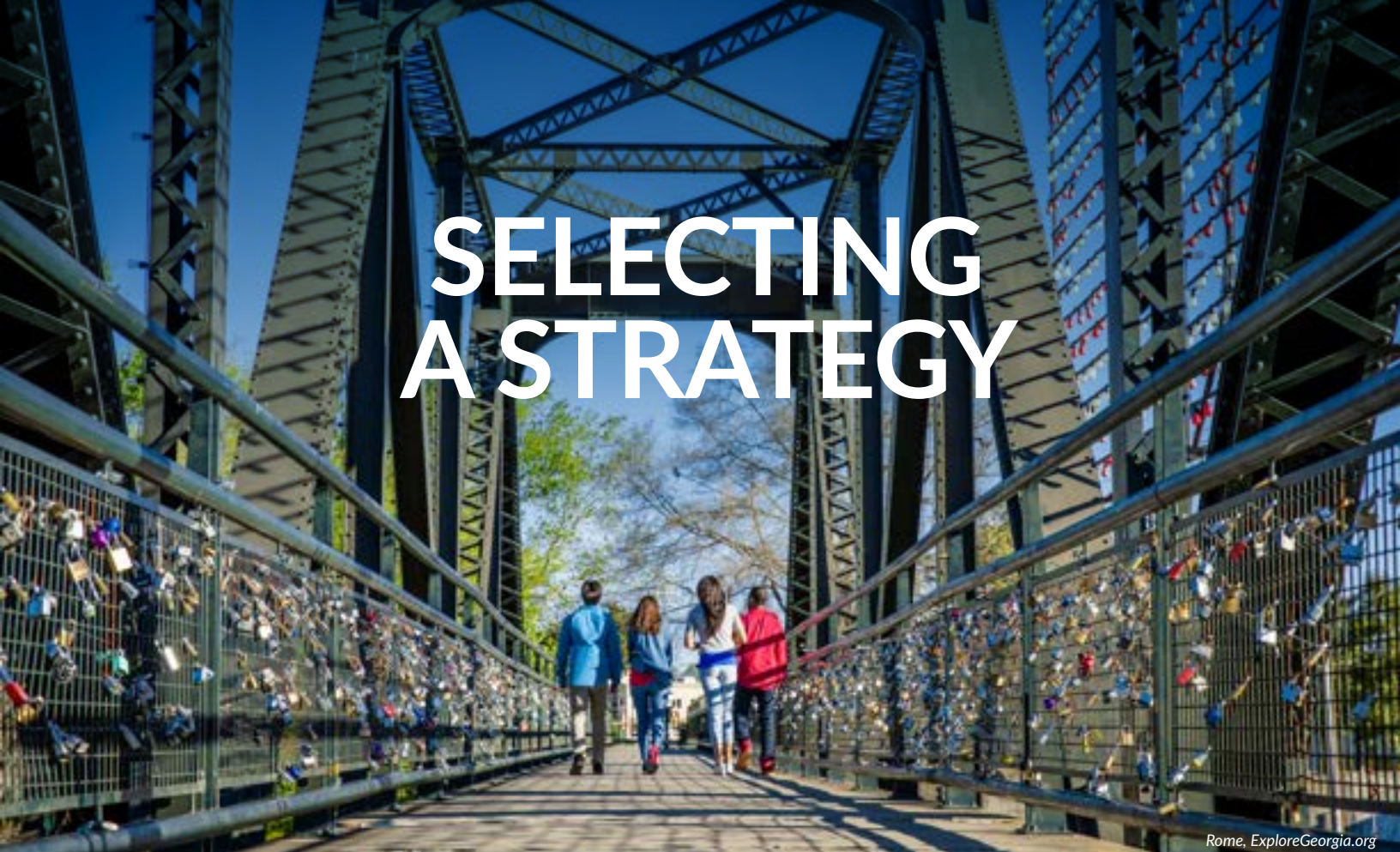
THREATS

What threats could harm us?

What are other Main Street programs doing that we aren't?

What threats do our weaknesses expose us to, and how can we minimize those risks?

When looking at opportunities and threats, don't overlook external factors, such as new regulations or technological changes.



SELECTING A STRATEGY

Rome, ExploreGeorgia.org

Now it's time to select a Transformation Strategy. Communities who aren't ready to dive into the world of completely customized strategies can get started by using one of the 15 "off the shelf" Catalyst Strategies created by the Office of Downtown Development. On the next pages you will see each of the strategies developed by the Georgia Main Street Program. For a quick reference we have also included a table of contents and brief overview for each strategy.

Here are some things to keep in mind when picking a strategy that is best for your downtown:

CONSIDER WHERE YOU ARE NOW: You've done your research; you know where you are, and you know where you want to go. Getting there is the challenge. Transformation Strategies should be a stretch, but they should also be realistic. Make sure during the board retreat that you consider what assets the downtown currently has in place to support any strategy you choose to take on, as well as the political will to do so. These two things don't have to define which strategy you pick but can become huge roadblocks at a later date if not considered thoroughly.

THE LOW HANGING FRUIT: Success garners success. Is there a strategy that you need to accomplish before you can take on your ultimate goal? For example, maybe your organization wants to focus on a Tourism Strategy; however, you don't have partners at the table, and you haven't a platform to share your story. In this situation it might be best first to tackle the Storytelling Strategy to develop these partnerships and platforms, thereby laying a foundation for success and preparing the program to take on the Tourism Strategy at a later date.

TOMATO vs TOMÁTO: Several of the Transformation Strategies may sound similar on the surface. Just as good projects and events overlap in the Four Points, good strategies will also overlap each other's needs. Keep in mind that perspective and execution will make the difference between one strategy and the next. For example, Greenspace and Placemaking may sound similar on the surface. Greenspaces can even be a component of the Placemaking Strategy, but ultimately each stands alone through the point of view placed on each strategy. While façade grants may serve a purpose in more than one Catalyst Strategy, the "why" behind what you are doing will be different. This overlap is OK and was intentionally planned, with the idea that as you move forward to newer strategies, certain elements of your program can remain the same. You shouldn't have to start from scratch every time you pick a new strategy; you should build upon the work you have already done.



COMMUNITY TRANSFORMATION STRATEGIES

Each strategy includes:

- A summary of the overall purpose and idea behind each strategy
- Key words which are commonly used to describe each strategy
- The pros and cons associated with your desired strategy
- Special considerations that should be taken into account before you begin
- Questions to ask yourself when trying to decide if this strategy is the best fit for your program and community
- Work plan tasks and programs that can be implemented in each area of the Main Street Four Point Approach™
- Partners who can assist in the development, implementation and execution of this strategy.

BONUS! CTS 16

For all new and transitioning programs, we have developed a special 16th strategy, Foundation Building, to serve as your primary Transformation Strategy during the program's developmental phase. This strategy was designed to address foundational elements that must be fully developed in order to grow a successful and sustainable Main Street Program. Due to its fundamental nature, this strategy would not be applicable for programs further along in the developmental process. While the other strategies may be applicable for a period of three to five years, this strategy is designed to be completed within one year.

QUICK REFERENCE

TRANSFORMATION STRATEGY	BRIEF DESCRIPTION	PAGE
Arts and Entertainment	For programs wanting to support an arts or entertainment-focused environment within the downtown district.	14
Beautification Initiatives and Design	For improving the visual appeal of the residential and commercial historic district.	16
Business Activation and Development	For activating currently vacant sectors of the downtown or to support the growth and development of already established businesses.	18
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Maintaining Authenticity	For the preservation of downtown's built environment.	36
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Storytelling	For refining the brand and identity of the commercial business district.	40
Tourism	For developing your downtown's central business district as a regional or statewide tourist destination.	42

Arts and Entertainment

SUMMARY

This Community Transformation Strategy was created to support an arts or entertainment focused environment within the downtown district. This strategy should seek to grow existing creative initiatives and to build upon foundational policies and ordinances to support original and innovative projects and programming. Main Street districts wishing to adopt this Transformation Strategy should identify the specific type of art or entertainment development that they would like to facilitate as part of this plan, knowing that the terms “art” and “entertainment” are broad descriptors and should be more narrowly defined to serve a particular group or niche of people.

KEY DESCRIPTORS

Nightlife, galleries, public art, maker spaces, music, culture, history, museums, venues, public spaces, connectivity, educational institutions, film, performing arts, patrons, murals, artists in residence, poetry and dance.

“The arts are not for the privileged few, but for the many. Their place is not on the periphery of daily life, but at its center. They should function not merely as another form of entertainment but, rather, should contribute significantly to our well being and happiness.”

— John D. Rockefeller III

PROS

The district is alive at night, vibrant and can appeal to a diverse audience.
The district can appeal to tourists and residents alike.
The district can be family-friendly.
The district develops a returning clientele.
The district creates an economy with spin-off expenditures.

CONS

The district can be viewed as elitist or artsy-fartsy.
The district is usually the first type of funding to be cut.
Art is subjective.
The district can bring in businesses that can be perceived as controversial (e.g. tattoo parlors).
Who is responsible for approving the art and maintaining it?

SPECIAL CONSIDERATIONS

These types of business have the potential to keep odd hours.
Noise regulations may be necessary.
These districts are most successful with a complimentary business mix.
These districts may require legal ordinances, e.g. open container policies, or overlay districts to be successful.

QUESTIONS TO ASK YOURSELF

What is the audience you are trying to reach?
How will people be able to interact with the venues, the people, the art and the district?
What existing environment or businesses do you have to build upon?
What special funding opportunities could you access?
Does your community currently support the arts?

Rome. ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Recruit and incentivize niche businesses and industries: sip and strokes, coffee shops, galleries, jewelry stores, art supply stores, dance studios, record shops and music stores.
- Actively promote art installations and art demonstrations.
- Encourage local businesses or artists to utilize crowd-sourcing as a funding mechanism.
- Partner with educational institutions to develop workforce to support the film industry.
- Become a “Camera Ready” designated community.
- Develop an artist-in-residence program utilizing vacant upper-story property downtown.
- Utilize vacant store fronts to host pop-up shops for artisans or makers.

DESIGN

- Create and promote the use of passive performance spaces.
- Install banners featuring designs by local artists
- Install benches downtown that enhance the arts and entertainment feel of the environment.
- Install non-traditional bike racks or paint sidewalks to enhance the pedestrian experience.
- Develop a rotating public art program that highlights artists from the community and the region.
- Designate an area in or around downtown for “pop-up performances” equipped with a stage and electrical outlets.
- Utilize arts and local artists to transform underutilized surfaces (i.e. street lights, electric boxes, sidewalks, trashcans, etc.).
- Install downtown plaques to recognize art-tourism. For example, Covington uses bronze plaques to commemorate the actors, characters and movies filmed in their downtown.

PROMOTIONS

- Create an online community calendar.
- Develop a tailored website to your specific type of art or entertainment.
- Offer online artist profiles of local artists-in-residence.
- Develop new events/festivals or evolve existing ones to incorporate the arts.
- Develop and implement a #madeby or #madein campaign.
- Offer an art contest for the creation of public art pieces.
- Develop festivals inspired by local artists or local music legends as a fundraiser for the Main Street program.
- Develop a walking tour of public art or sculptural installations.
- Develop a newsletter that specifically highlights the arts or type of entertainment you are trying to promote downtown.

ORGANIZATION

- Develop a patron program as a way of collecting sustainable membership revenue.
- Partner with existing schools or institutions to develop an emerging artists program downtown.
- Create or serve as part of a local art council or artist guild.
- Develop filming guidelines and application process to encourage filming cooperation in your downtown.
- Develop event applications and guidelines to encourage outside partners and programs to bring their existing events downtown.
- Develop mural guidelines and a grant for local artists to encourage the creation and installation of art downtown.
- Develop ordinances to support an arts and entertainment overlay district.
- Educate owners of establishments that serve alcohol, about the law, if you have an open container district.

PARTNERS

Georgia Council for the Arts

Georgia Department of Economic Development

Georgia Museum of Arts

Fox Theatre Institute

Georgia Film Academy

Local convention and visitors bureau

Georgia Association of Museums and Galleries

Local radio stations

Local artist guild or art alliance

Georgia Arts Network

Local educational institutions

Chambers of Commerce

Beautification Initiatives and Design

SUMMARY

This Community Transformation Strategy is for Main Street programs who want to improve the visual appeal of the residential and commercial historic district. This strategy should seek to support and to develop ordinances, policies, projects and programs to address the visual attributes of the buildings and the downtown's built environment. Special consideration should be given to initiatives serving to enhance the business environment through community engagement, accessibility and preservation. Keep in mind, the creation and maintenance of this area can only be supported through both public and private investment.

KEY DESCRIPTORS

Clean, organized, safe, welcoming, design standards, codes enforcement, aesthetic enhancements, art, partners, plant palettes, developing an aesthetic, color palettes, design guidelines, façade grants, design incentive programs, property owner relations, murals, preservation, user experience, environment enhancers, atmosphere enhancers, pride in public buildings and storefront window merchandising.

“Design is *human*. It's not about 'Is it pretty,' but about the *connection* it creates between a product and our lives.”
— Jenny Arden

PROS

These initiatives make downtown visually appealing.

Design can unite character areas.

These projects have the potential for high impact, low investment.

These projects can incorporate community history and heritage through the use of public markers and plaques.

CONS

These projects can be seen as frivolous.

Maintenance is an important consideration.

Time investment is another consideration.

Taste in design is subjective.

SPECIAL CONSIDERATIONS

These efforts may require significant buy-in from property owners and the public sector to maintain.

These initiatives need public input.

Funding for installation and maintenance must be considered.

Design projects can unify people or cause controversy.

These initiatives create places for interaction.

QUESTIONS TO ASK YOURSELF

Is the proposed design consistent with the current community aesthetic?

What is the capacity for maintenance?

What role will this Transformation Strategy play in enhancing the downtown environment?

Which existing partners can be your community cheerleaders?

How does this plan fit into your current downtown master plan?

Dahlonega, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Identify planters or other fixtures that can be used as additional signage for businesses.
- Develop and implement a facade grant program that focuses its dollars on investing in good design and beautification initiatives by local businesses.
- Develop and offer a visual merchandising workshop.
- Develop a “This place is full of potential!” campaign to increase excitement and awareness for vacant properties downtown.
- Host a downtown open house for local real estate professionals and the chamber of commerce to showcase vacant properties.
- Develop an available property listing either online or in print form.
- Establish a land bank to allow you to acquire property more easily for development/redevelopment.

DESIGN

- Install attractive planters, bike racks, trash cans or benches to enhance the visual appeal of the downtown district.
- Encourage arts in underutilized spaces. Examples include utility boxes, light poles, painted crosswalks, banners and planters.
- Develop a seasonal planting plan and rotate greenery out accordingly.
- Develop a suggested paint palette for downtown.
- Consider the installation of a diverse type of lights downtown, including streetlights, signage, twinkle lights in trees and lights outlining rooftops.
- Enhance the pedestrian crosswalk experience with signage, bump outs, raised or painted crosswalks, brick pavers and greenery.
- Develop and install a comprehensive parking signage program.
- Develop downtown design guidelines.
- Develop and implement the use of form-based codes.
- Design a city-wide wayfinding program that helps people find downtown and its attractions.

PROMOTIONS

- Consider sponsorship opportunities for design elements downtown, such as bike racks, benches, swings, trees, gazebos, tables and chairs, planters and more.
- Identify partner organizations that can help maintain the existing design elements downtown.
- Develop and install a historic marker program to highlight the history or significant events that occurred downtown.
- Offer a “window of the month” featuring one business each month, on social media, that exhibits good visual merchandising practices.
- Create a downtown photo contest to grow engagement with the community and to develop a reserve of artistic and beautiful photos.
- Install “selfie” spots downtown, in alley ways or other underutilized spaces.
- Participate in the National Trust for Historic Preservation’s “This Place Matters” campaign.
- Use before and after photos to highlight projects and their impact on social media.
- Use window clings to highlight and to recognize facade grant recipients.

ORGANIZATION

- Organize with partners community planting days or community cleanup days.
- Host an annual awards event to recognize the best preservation and beautification projects.
- Develop a downtown ambassador program to serve as the “friendly faces” of downtown.
- Host monthly merchant meetings as a way for businesses to meet key city employees and to learn more about local incentive programs offered by Main Street and the state.
- Develop a youth leadership program in conjunction with the city to inspire future generations to be invested in downtown.
- Institute a vacancy registry or blight ordinance to address neglect by owners.
- Adopt tree ordinances to reduce the unnecessary elimination of trees downtown and to reduce the heat island effect.
- Adopt demolition ordinances that would restrict and define how and why a building would be taken down.
- Develop sign ordinances specific to the downtown district.
- Work with partners to create and implement a downtown master plan.
- Develop a downtown waste management plan to specifically address the needs of business.
- Adopt the international property maintenance code to enhance code enforcement

PARTNERS

Keep America Beautiful
Garden clubs
Civic organizations
Educational institutions
Churches
Chamber of commerce
Merchant association
Cooperative Extension
Service offices
City and county parks and recreation departments
Public works department
Georgia Department of Community Affairs
Georgia Council for the Arts
Tourism Product Development Grants
Walking or cycling clubs
Georgia Cities Foundation

Business Activation and Development

SUMMARY

This Community Transformation Strategy is for Main Street districts wishing either to activate currently vacant sectors of the downtown or to support the growth and development of already established businesses. Business Activation and Development are separate approaches to downtown revitalization and should be treated as such. Incentives created for new businesses should be crafted in a unique way to address the needs of the district while incentives for existing businesses should be designed to support the specific needs of those merchants.

KEY DESCRIPTORS

Recruitment and retention, niche markets, small business workshops, growth, expansion, incentives, resources, relationship building, promotions, welcome packets, open for business, community building, networking and training, communication and collaboration, market analysis, business plan development, financial institutions, education, local resident buy-in, one-on-one, Main Street as a visible resource and entrepreneur friendly.

“Great things in business are never done by one person. They’re done by a team of people.”

— Steve Jobs

PROS

These activities pair well with other focused strategies.

This strategy is a major component for a healthy, viable downtown.

If properly deployed, this strategy will add to the long-term stability and sustainability of the downtown economy.

CONS

This strategy can focus on new development at the detriment of existing businesses.

The best laid plans can be held hostage by the property owners’ own priorities.

Political opposition can result from efforts being focused on downtown.

SPECIAL CONSIDERATIONS

You need to meet local entrepreneurs where they are.

Incentives and initiatives need to be targeted and market-based.

This strategy requires a network of stakeholders and partners to initiate.

Main Street should make regular presentations to elected officials at city council meetings.

QUESTIONS TO ASK YOURSELF

What are the current road blocks to business expansion and recruitment?

Have you recently conducted any market research to examine the current economic climate or potential niche markets?

How does Main Street fit in to the business development process in your community?

Albany, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Conduct a market study to identify existing business gaps and potential new markets.
- Calculate your downtown's current vacancy rate and average cost per square foot.
- Define and refine the process to open various types of business in your downtown.
- Offer grants to support the build-out and development of the interior of buildings.
- Develop incentives for targeted business types.
- Offer a small business boot camp for potential entrepreneurs.
- Offer small business workshops geared towards businesses that are already up and running.
- Develop a property owner database and business inventory.
- Identify underutilized second-story space.
- Consider using the DDA to purchase properties with the potential to spark catalytic projects and then redeveloping them through a public-private partnership.
- Establish a land bank to allow you to acquire property more easily for development/redevelopment.
- Develop a how-to guide for business prospects to tell them where to go for permits, inspections, etc.

DESIGN

- Develop, support and implement a facade grant program.
- Develop a visual building inventory that allows existing properties downtown to be cataloged and recorded as time and development progresses.
- Utilize local design services to help business owners envision the potential for new or existing properties.
- Ensure sidewalks are clean and accessible.
- Add plants and green spaces to increase visual appeal.
- Activate and energize vacant storefronts using artwork or photographs.
- Develop design guidelines and use the local historic preservation commission as a resource to promote historic preservation and to guide good development practices.
- Develop a wayfinding signage program to highlight businesses and downtown amenities.

PROMOTIONS

- Develop and implement a Downtown Dollars or discount card program to support local reinvestment.
- Create a downtown list-serve for all downtown stakeholders to share ideas and resources and to keep current on the latest developments downtown.
- Establish group marketing campaigns or group ad buys to help make everyone's dollar go further.
- Host a "First Friday" type of event that encourage the retailers to stay open past regular business hours.
- Offer a marketing grant to local businesses.
- When organizing or hosting all events happening downtown, consider the impact on the local businesses. If the impact is deemed to be negative, see what adjustments can be made so the event will be more beneficial to them.
- Develop an internship program for high school students with local businesses.
- Host a local Shark Tank competition with community partners.
- Host Small Business Saturday activities and regular shop local campaigns.
- Develop a welcome packet on how to open a business in your downtown.
- Work with SBDC to create a workforce development program to target the needs of businesses downtown.

ORGANIZATION

- Develop relationships with the planning department, code enforcement, health department, city clerk and others involved in the permitting process so that the Main Street program stays up-to-date as things develop downtown.
- Manager and board members should learn from city staff the requirements to open a new business downtown so that they can better assist new business inquiries.
- Refine existing codes and ordinances to make them more "business friendly."
- Develop a membership program to provide financial and in-kind incentives to downtown businesses.
- Establish a merchants' association to give downtown business owners a platform to be heard.
- Approve a special taxing district to support supplementary services for downtown.
- Appoint downtown business owners, community stakeholders and property owners to the Main Street board of directors.
- If eligible, apply for Georgia Department of Community Affairs Rural Zone designation.
- If eligible, apply for Opportunity Zone designation.
- If eligible, apply for Enterprise Zone designation.
- Apply for the state's Entrepreneur Friendly designation from the Georgia Department of Economic Development.

PARTNERS

Chamber of commerce

Small Business Development Center

Civic clubs

Local convention and visitors bureau

DDA or other development authorities

County/city economic development office

Historic preservation commission

Georgia Cities Foundation

Local banks

High school and higher education institutions

Technical college

Local association of real estate professionals

Power companies

Regional commissions

Georgia Department of Community Affairs

U.S. Department of Agriculture

Tax assessor or tax commissioner

Downtown Living

SUMMARY

This Community Transformation Strategy is designed for Main Street programs who wish to focus on developing a downtown environment conducive to residential living. This strategy should seek to provide multifaceted living environments that cater to the community's complex and diverse existing and potential regional economic climate. Keeping in mind that retail follows rooftops, this strategy should also be coupled with incentives to open and to develop convenience-based goods and service hubs that can support downtown residents, as well as residents in the broader community.

KEY DESCRIPTORS

Diversity in housing options, varied price-points and style, developer relationships, codes and ordinances, walkability, community needs, community wants, commuter metrics, engagement, promotions, incentives, uses, convenience, community gathering spaces, beautification, user experience, partnerships, grocery stores, entrepreneur-friendly, safety, transportation solutions and amenities, greenspace, programming, education, public/private services, social opportunities and accessibility.



The generation that grew up watching shows like 'Sesame Street' and 'Seinfeld' sees living downtown as a totally viable option."

— Patty Burk

PROS

Downtown living creates after-hours vitality.

Downtown residents are a captive market.

Downtown living utilizes vacant upper-story units.

Downtown living can meet additional housing needs with lower infrastructure costs.

CONS

Parking and traffic are important considerations.

Property owners may be unwilling to invest.

Accessibility may be a challenge.

Some people perceive high rehabilitation costs.

Some people have a negative perception of downtown residents.

SPECIAL CONSIDERATIONS

Housing should cater to varied price points and family sizes.

Building codes and the permitting process are important considerations.

Consider infill projects and building rehabilitation.

Rehabilitation should be preservation-sensitive.

QUESTIONS TO ASK YOURSELF

Do our current codes and ordinances support downtown living?

Who is going to live downtown?

Are there any design guidelines or special processes that would need to be taken into consideration?

What amenities are needed to support downtown living?

Rome, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Encourage property owners to offer rental rates that the market can bear; this will require statistical data when considering setting the rates.
- Identify developers who have completed other downtown housing projects within your region.
- Activate businesses that will encourage, support and serve downtown residents.
- Encourage business owners to consider residents' schedules when setting hours of operation; this will most likely require the support of statistical data, particularly drive-time and commuter metrics.
- Encourage the use of state and federal rehabilitation incentives to preserve historic homes and buildings.
- Incentivize a home ownership program to reduce renting.
- Work with banks to develop a first-time home buyers' programs.
- Establish a land bank to allow you to acquire property more easily for development/redevelopment.
- Consider using the DDA to purchase properties that could become mixed use or lofts and then redeveloping them through a public-private partnership.
- Consider a parking management program.
- Consider requiring developers to provide parking on- or off-site for residents.

DESIGN

- Develop design guidelines that specifically speak to downtown residential living for mixed-use commercial spaces.
- Create green spaces where kids and animals can play.
- Create a downtown that is pedestrian-friendly and enhances walkability.
- Update and maintain public spaces for Americans with Disabilities Act compliance.
- Develop a list of trusted professionals and workers skilled in preservation-sensitive rehabilitations.
- Install public art to enhance and encourage engagement in the built environment.
- Create pet-friendly amenities, e.g. dog park and dog sanitation stations.
- Consider form-based codes to promote the types of development sought.
- Consider revising codes to encourage smaller setbacks from the sidewalk and requiring parking behind the building or in a deck that integrated into the construction.
- Incentivize new construction projects that save historic trees and replant new trees when an old tree dies or is damaged and must be cut down.
- Consider requiring larger-scale redevelopment or new construction projects require greenspaces as part of the construction.

PROMOTIONS

- Develop promotional materials to educate and inform people regarding historic tax credit programs and local/state incentives available for redevelopment.
- Host a developer's "open house" for vacant properties that have potential to be redeveloped to accommodate downtown living.
- Develop a list of available properties in both print and digital media.
- Once properties have been redeveloped to offer residential living, host a downtown open house to showcase available units.
- Host or create downtown events specifically geared towards residents, such as a back-to-school event, homecoming event, trick-or-treating, holiday event or celebratory parade.

ORGANIZATION

- Develop ordinances that address the use of sidewalks by businesses, e.g. tables, chairs and product merchandising. Ensure ADA compliance.
- Apply for Georgia Department of Community Affairs Rural Zone designation.
- Nominate the downtown district or individual properties for National Register designation so that historic tax credits can be utilized on eligible projects.
- Create a community revitalization/redevelopment plan to aid in the application of Low-Income Housing Tax Credits.
- Define or refine ordinances that address downtown living.
- Maintain strong residential zoning for historic traditional neighborhoods surrounding downtown.
- Work with local code enforcement officer to educate residents and property owners regarding downtown ordinances.

PARTNERS

Realtors

Developers and property managers who have experience with mixed-use projects

Downtown property owners

Local tax commission

Local tax assessor

Georgia Department of Community Affairs

State Historic Preservation Division

Georgia Trust for Historic Preservation

Georgia Cities Foundation

Local planning and zoning staff

Your downtown's building inspector

Local historic preservation commission

U.S. Department of Housing and Urban Development

U.S. Department of Agriculture Rural Development

Parking and Transportation Association of Georgia

Community Serving

SUMMARY

This Community Transformation Strategy focuses on developing an environment that is entrepreneur-friendly and intentionally incentivizes businesses, which serve the needs of the residents in the city and greater region. A Community Serving strategy is designed not only to address comprehensively the wants and needs of those who live in your city but also should serve those who live beyond the traditional “walls” of the central business district. Special consideration should be given to creating community gathering spaces, as well as to the support and development of inclusive public amenities. The types of businesses recruited and their standard hours of operation should reflect the day-to-day needs of residents and their target audience, with the understanding that more metro-based cities may need to accommodate a commuter workforce.

KEY DESCRIPTORS

Business diversity, walkability, knowing your audience, commuter metrics, business hours, engagement, promotions, incentives, uses, convenience, community gathering spaces, beautification, accessibility, user experience and amenities, participation, volunteer base, accessible necessities, grocery stores, entrepreneur friendly, safety, transportation solutions and amenities, education, public amenities, educational institution engagement, public/ private services and professional services.



Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

— Jane Jacobs

PROS

This strategy creates a district where people want to live.
This strategy increases the quality of life for residents.
A Community Serving strategy can build overall community support.
When you build a place where people want to live, you are inherently creating a place where people want to visit.
This strategy helps support the business community.

CONS

Public infrastructure requires maintenance.
You may find it difficult initially to garner support.
Opponents may say a Community Serving cannot deliver quick and tangible results.

SPECIAL CONSIDERATIONS

Retail follows rooftops.
You need to understand your local market.
What are the demographics of your population base?
Where do your downtown workers live?

QUESTIONS TO ASK YOURSELF

What can your market support?
How do commuter metrics affect your daily population?
What current amenities exist to support residents?
What transportation infrastructure is available?
Does downtown feel inclusive for all residents in the community?

Thomasville, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Create an online business directory highlighting a business of the week/month.
- Develop an incentive packet highlighting the financial resources available for potential new businesses and work to bring in particular resident serving businesses, i.e. grocery stores, daycares, hair salons, hardware stores, restaurants and retail.
- Educate business owners about the importance of business hours that coincide with commuter metrics and local residential needs, i.e. businesses open after 6 p.m. and open on Sundays and Mondays.
- Work with business owners to develop a “love your local” campaign in which local businesses would offer discounts to city residents.
- Work with local banks to offer low interest loans specifically geared towards local residents opening businesses downtown.

DESIGN

- Develop wayfinding signage to identify both businesses and local amenities.
- Conduct a sidewalk inventory to identify gaps in walkability for pedestrian traffic.
- Add or repair sidewalks to make them more pedestrian friendly and compliant with the Americans with Disabilities Act.
- Add bike lanes with bike hubs downtown.
- Plant a community garden specifically for downtown residents.
- Build a dog park and dog sanitation stations.
- Install or update downtown lighting to illuminate alley ways and parking lots for increased safety and visibility.
- Develop special parking for residents only.
- Add benches and other furnishings to encourage people to spend more time downtown.

PROMOTIONS

- Create a residential amenities guide focusing on shops, restaurants and services to serve the local community. Offer this guide online and in print.
- Create a “welcome to downtown” campaign to reintroduce downtown to the greater community and to create a feeling of inclusiveness.
- Work with partners to develop a community calendar with events.
- Develop a special section on your website with information and deals for locals only.
- Design and distribute a newsletter both in digital and print.
- Host events that serve the residents, such as trick-or-treating, Easter egg hunts, a farmers’ market, movie nights and creation of a shop local/shop small campaign.
- Write news releases/create social media videos promoting business and property owners who give back to the community.

ORGANIZATION

- Develop a welcome packet for new residents and work with local partners such as real estate professionals and the chamber of commerce to distribute.
- Work with Georgia Power, Georgia Electric Membership Corp., Electric Cities of Georgia or other local utility companies to pull drive-time metrics reports, retail leakage surveys, tapestry reports and demographic reports to understand better the needs of your community’s residents.
- Develop a relationship with Main Street and the greater community’s neighborhood associations to develop a shop local campaign.
- Create volunteer opportunities downtown for students and civic organizations.
- Offer a community input survey in print and online to learn how your downtown and Main Street program can work better to serve the community.

PARTNERS

AARP

Association of real estate professionals

Chamber of commerce

Higher education institutions

Neighborhood associations

Civic clubs

City and county government

U.S. Department of Agriculture

Local convention and visitors bureau

Business or merchants’ association

Community foundations

Power companies

Georgia Department of Community Affairs Design Studio

Georgia Council for the Arts

Local media outlets

Financial institutions

Transportation and Pedestrian Experience

SUMMARY

This Community Transformation Strategy is designed specifically to address the mobility needs for both tourists and residents alike. All modes of transportation from foot traffic to bikes, and buses to cars should be considered. Often times residents and visitors inability to park and effectively to navigate the downtown district can be a deterrent to people coming downtown. This strategy, like most strategies, is most successful when approached using the Four Points, considering design elements, the businesses' needs and the best way to communicate effectively the transportation and pedestrian amenities of the district.

KEY DESCRIPTORS

Walkability, Bike-ability, wayfinding, parking, amenities, user experience, aesthetics, street level experience, street plantings, traffic flow, accessibility, convenience, safety, complete streets, parking and benches and street furnishings.



Streets and their sidewalks — the main public places of a city — are its most vital organs.”

— Jane Jacobs

PROS

This strategy enhances mobility for tourists and residents.

This strategy promotes active living.

This strategy increases safety and decreases auto traffic by using alternative modes of transportation.

This strategy improves the street-level experience for retail shoppers.

CONS

This strategy can spark public opposition to non-auto-centric traffic.

Major overhaul projects can be costly.

Flexibility is limited for state-controlled roads.

You can easily make bad decisions without proper technical guidance.

SPECIAL CONSIDERATIONS

Building codes can be adapted to meet the needs of historic properties.

Establishing relationships with partners and other agencies is of the utmost importance.

Check your downtown's current walk score.

QUESTIONS TO ASK YOURSELF

Who manages the roads in and around downtown? How are people getting in, to and around downtown? What modes of transportation are underdeveloped?

What funding resources are available at the local, state and national level?

What is the local support for alternate transportation?

Does downtown feel inclusive for all residents in the community?

Milledgeville, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Seek out training opportunities for alternative transportation options.
- Businesses offer discounts to citizens who bike or walk, taking advantage of alternative transportation options.
- Develop wayfinding signage that connects steps/distance to downtown businesses and attractions.
- Establish a bike share program with hub stations located downtown.
- Install electric car charging stations downtown.
- Encourage businesses to offer step count discounts, such as 5% off for 5k steps, 10% off for 10k steps, etc.
- Offer facade grants to revitalize the back entrance of businesses and alleyways so that pedestrian have multiple means of egress and access to downtown businesses.
- Adopt a special tax district to offset cost related to enhancing the main transportation corridor or pedestrian experience.

DESIGN

- Design creative bike racks.
- Develop a comprehensive parking signage campaign that is on brand with downtown.
- Update sidewalks to design connectivity to create a complete sidewalk network.
- Install mile markers downtown associated with established routes/paths.
- Enhance landscape and greenery to provide more shade, especially on routes connecting parking lots to businesses.
- Create dog/pet friendly amenities, e.g. dog park and pet sanitation stations.
- Install water fountains for pets and people.
- Paint bright crosswalks that tie in to local amenities and tourism initiatives.
- Utilize conceptual drawings for how a space could be used to help sell the vision.
- Place benches and other street furnishings downtown to encourage walking.

PROMOTIONS

- Design a public safety campaign to create awareness of bikers and pedestrians while highlighting safety and best practices for sharing the road.
- Organize a “car free” day downtown, either on select roads or the entire district.
- Host a pop-up bike lane with a bike giveaway.
- Develop an alternative routes map to downtown, highlighting paths that are not auto-centric.
- Develop a walking tour of downtown and connect to an architecture tour, history tour or game.
- Offer an outdoor sports activity that promotes utilizing the transportation corridors, e.g. color runs, 5k races, bike rides and scooter rides.
- Designate a ride-share pick-up and drop-off spot downtown.
- Enhance the visual appeal and safety of bus stops or trolley stops downtown.
- Design and install “walk your city” signs that celebrate short walks to local amenities.

ORGANIZATION

- Establish a relationship with your local Georgia Department of Transportation district office.
- Create a sidewalk inventory to identify gaps or areas that need repair.
- Conduct regular walk audits with outside partners for the areas in and around downtown.
- Establish relationships with city and/or county public works/ transportation departments.
- Conduct a complete streets inventory and adopt a complete streets policy.
- Adopt a tree removal ordinance.
- Adopt the international property maintenance code.
- Lower local speed limits on roads leading in, to or through downtown as a traffic-calming measure.
- Adopt a golf cart ordinance.
- Work with Georgia Department of Transportation to de-designate state routes in downtown to give more local control.
- Identify traffic accident hot spots in conjunction with your public safety departments.

PARTNERS

Georgia Department of Transportation

Regional commission

Local public safety and emergency services

Smart Growth America

Georgia Bikes Association

Local electric providers

Local public works/ transportation

Georgia Department of Natural Resources

Local transportation authorities

Local convention and visitors bureau

Local bike clubs or regional trail organizations

Metropolitan planning organization (MPO)

Parking and Transportation Association of Georgia

City or County Recreation department

Ecotourism and Recreation Economy

SUMMARY

This Community Transformation Strategy focuses on the built environment and recreational activities that currently serve as drivers of tourism for the local economy. This strategy should seek to provide a balanced approach to address all facets of a tourism and recreation based economy, ranging from lodging and events to businesses and organizational policies, which will in turn support new or existing infrastructure. This strategy capitalizes on existing regional resources that can serve as economic drivers for the downtown district.

KEY DESCRIPTORS

Natural resources, outdoor activities, cultural tourism, supporting industry, outfitter businesses, youth leagues, experiential, volunteerism, lodging, public facilities, public partners, regionalism, active and healthy living, forest bathing, nature enthusiast, volunteers and youth engagement.



When one tugs at a single thing in nature, he finds it attached to the rest of the world.”

— John Muir

PROS

This strategy can encourage a healthy lifestyle.
This strategy appeals to varied ages, abilities and lifestyle interests.
It connects downtown to regional amenities.
It can highlight local history and culture.

CONS

There can be a large initial investment cost.
Land acquisition costs can be expensive or challenging.
Climate and seasonal considerations can pose challenges.

SPECIAL CONSIDERATIONS

Amenities can be leveraged to serve multiple purposes.
It is important to define your “niche” because you won’t be able to serve everyone and everything.
Consider handicap accessibility.

QUESTIONS TO ASK YOURSELF

What recreational attractions or amenities already exist?
What businesses do you have to leverage your resources?
What are these amenities connection to downtown?
Where will tourists stay?
What existing wayfinding tools exist or need to be developed?

Rome, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Develop a diverse business mix to support the existing recreational amenities (i.e. outfitters, equipment rental, etc.).
- Work with the community and downtown to provide diverse lodging options and price points.
- Encourage restaurants to offer brown bag lunches or food that is portable and travel-friendly.
- Recruit new business that provide food-to-go or convenience store options.
- Develop infrastructure to engage the existing natural amenities and directly connect them to downtown. For example, connect to a river with walkways or docks, encourage trails to have spurs that lead downtown and connect to parks and greenspaces downtown.
- Businesses offer discounts to citizens who bike or walk, taking advantage of alternative transportation options.

DESIGN

- Develop wayfinding signage to assist with navigating downtown businesses and how to access recreational sites.
- Consider including a step counter or a mile marker to illustrate how close or far local resources are located to downtown.
- Offer scooter or bike rental opportunities and provide additional bike stand stations downtown to encourage people to consider alternative transportation options.
- Install fitness stations on existing trails or paths to enhance the user experience.
- Install water refill stations and public restrooms.
- Develop infrastructure to encourage owners to bring their pets to downtown. For example, set out water bowls for pets, develop a dog park and set up pet sanitation disposal stations.
- Consider adding bike lanes to make cyclists feel safer on downtown streets.

PROMOTIONS

- Develop a Downtown Dollars program or shop local campaign that is specifically geared to support these niche businesses.
- When possible consider how you can take a regional focus and partner with other organizations or Main Streets.
- Highlight cultural and heritage tourism attractions through both physical and digital marketing pieces.
- Create incentive-based programs to connect regional amenities to downtown businesses, such as a city pass, one day discount or coupons.
- Offer to host awards ceremony downtown for local or regional sports competitions.
- Host a recreation fair downtown.
- Develop a website dedicated to promoting your region's specific ecotourism and recreation amenities and connecting them to downtown.
- Develop a hashtag that connects your downtown to the recreational amenities. Examples include #kayakcolumbus and #hiketoccoa.

ORGANIZATION

- Develop a multi-community business association to support regional amenities.
- Appoint board members who represent local amenities.
- Join water trails or rail-to-trails organizations/ partnerships and take advantage of available training opportunities.
- Work with local elected officials to identify diverse funding streams, such as SPLOST and hotel/motel tax dollars.
- Partner with local governments to promote regional amenities.
- Work with the Georgia Department of Economic Development to host a Tourism Product Development Team or walking audit to identify local resources and amenities.
- Work with local partners to develop a walking tour of downtown buildings and sites of interests.
- Work with local partners to develop a bicycle tour or shuttle service that connects downtown sites and resources with assets outside downtown.

PARTNERS

Georgia Department of Economic Development
Georgia River Network
Georgia Department of Natural Resources
PATH Foundation
Other local governments in the region
Land and Water Conservation Fund
Local convention and visitors bureau
Recreational Trails Program
Georgia Department of Transportation
Georgia Trail Summit
State visitor centers
Georgia Botanical Society
Audubon Society
Local and regional outdoor clubs and destination hoteliers
Managers of ecotourism and recreational assets

Agricultural Focus

SUMMARY

This Community Transformation Strategy is built around an agricultural-based economy, where residents, businesses and community stakeholders are dependent on the success and growth of a particular agricultural industry in their area. This strategy should seek a balanced approach to grow and to support an already existing economic climate that is unique to your region of the state. Consider how your downtown can work to support this economy through business development, business retention, educational programming and/or volunteer initiatives.

KEY DESCRIPTORS

Locally grown, locally raised, plants and animals, agri-tourism, food production, packaging, farms, farmers' market, community supported agriculture, big industry, Georgia grown, makers, USDA, insurance, farm-to-table, machinery, stock shows, animal auctions, fairs and festivals, community identity, regionalism and forestry.



What you see depends on how you see the world. To most people, this is just dirt. To a farmer, it's potential."

— Doe Zantamata

PROS

This strategy takes advantage of existing regional resources.
This strategy focuses on fresh food and fresh products.
This strategy aims to eliminate food deserts.
It supports locally made, locally grown products.

CONS

Water quality may present concerns.
A lack of economic diversity can present obstacles.
An agricultural strategy is vulnerable to environmental forces.

SPECIAL CONSIDERATIONS

This strategy requires a diverse business mix to support the local economy in a holistic way.
You need to educate all entities on the benefits of regionalism.
An agriculture-based strategy can create entrepreneurial opportunities for under-engaged populations.
Not all agricultural based businesses are food driven. (e.g., timber, cotton, etc.)

QUESTIONS TO ASK YOURSELF

What local products are grown or made in my community?
What existing business currently serve the agricultural economy, or could they be adapted to do so?
How can we secure the long-term sustainability of this industry?

Thomson, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Encourage the development of co-op and CSA type of businesses.
- Develop a community garden.
- Incentivize the re-location or activation of business that support the agricultural economy.
- Incentivize sustainable agricultural practices
- Assist in the activation of businesses that specialize in farm-to-table or a makers' market.
- Offer a communal kitchen space for start-up businesses.
- Recruit a farm-to-table restaurant, serving locally sourced foods.
- Evaluate water resources to support hydroponics, fisheries, etc.
- Develop an online business directory highlighting businesses with locally made or grown products.

DESIGN

- Plant edible landscape elements in or around the downtown district.
- Encourage habitat creation through downtown landscaping.
- Offer locally made downtown amenities like bike racks, benches and planters.
- Create a physical environment to support a local farmers' market or makers' market, such as:
 - A pavilion, a large grassy area or gravel sites
 - Public restrooms
 - Gathering spaces that include benches and tables
- Use rainwater harvesting to irrigate downtown vegetation.
- Develop a public arts program which ties in to the agricultural history of the community and broader region.

PROMOTIONS

- Offer a local wildlife or locally grown dinner downtown as a fundraising event.
- Create an edible garden of the month club and use local farms to help talk about best practices for growing fruits and vegetables in your region of the state.
- Work regionally to host an agricultural fair or livestock show.
- Host a touch a tractor/truck event downtown.
- Develop a locally grown or regionally grown logo specific to your community and market it as part of a comprehensive shop local campaign.
- Offer a weekly farmers market and encourage the market vendors to accept EBT recipients.
- Work regionally with partners to develop an online community calendar highlighting all agricultural based events and activities.
- Host an agricultural based event or festival focusing on a regionally grown product.
- Encourage experiential tourism with pumpkin patches or Christmas tree lots hosted downtown.

ORGANIZATION

- Develop variances that allow for small scale agricultural processing to take place downtown.
- Install irrigation meters.
- Sign up to participate in the Georgia Grown farm trail program.
- Recruit a representative of the local agricultural economy to serve on your Main Street program's board of directors.
- Partner with schools or educational institutions to develop programs highlighting the importance of the agricultural economy and the role that it has historically played in supporting and shaping the downtown. Use the information gathered to develop marketing materials and fun, collaborative pieces, such as a downtown coloring book to share your story.

PARTNERS

U.S. Department of Agriculture

Future Farmers of America

Small Business Development Center

Community Development Block Grant

Georgia Grown

American Farm Bureau Federation

National Farmers Organization

4-H clubs

Georgia Department of Agriculture

Georgia Department of Economic Development

Georgia Farmer's Market Association

Locally established growers association

State, agricultural industry organizations

Cooperative Extension Service offices

Georgia Department of Natural Resources

Environmental Sustainability

SUMMARY

This Community Transformation Strategy is designed for a community trying to create an eco-friendly and sustainable approach to downtown revitalization, keeping in mind that the greenest building is one already built. Utilizing the Four Point Approach™, this strategy should focus on incentivizing green development, create a strong and resilient infrastructure and lay the foundation for policies and ordinances to encourage the highest and best use of existing resources.

KEY DESCRIPTORS

Recycling, storm water management, resiliency, emergency preparedness, green infrastructure, LEED certification, renewable energy, regionalism, healthy, reuse, environment, renewable, eco-friendly, sustainable, compostable, biodegradable, low carbon footprint, net zero, low VOC, all natural, balanced, alternative, clean, energy-saving, innovative, responsible, salvaged, fair trade, farm-raised, non-toxic, conscious, efficient, waste-reducing, salvaged.



Sustainable development is that which meets the needs of the present, without compromising the ability of future generations to meet their own needs.”

— Gro Harlem Brundtland

PROS

This strategy aims to reduce lifetime energy costs.
A goal of this strategy is renewable energy.
Environmental sustainability encourages community resilience.
This strategy is forward thinking.

CONS

This strategy can require a high initial investment.
This strategy can be political.
Environmental sustainability needs a champion.

SPECIAL CONSIDERATIONS

This strategy needs to be marketed to like-minded people and organizations.
It can be controversial if the scope is not clearly defined.

QUESTIONS TO ASK YOURSELF

What is your community's existing environmental ethic?
What are your downtown's environmental vulnerabilities?
Do you have any existing community partners or stakeholders that are already working on this initiative?
Do you have any good potential adaptive reuse projects?
Is there sufficient political will to support this strategy?

Milledgeville, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Develop incentives to encourage preservation sensitive building updates.
- Offer a matching grant or facade grant program to encourage these updates.
- Work with power companies to provide energy audits for downtown businesses and offer a matching grant to those businesses who take advantage of the recommended changes.
- Provide communal grease traps.
- Recruit niche industries that are: zero waste, farm-to-table, regional and/or environmentally friendly.
- Offer tax abatements or tax freezes for newly renovated buildings that become LEED certified.
- Consider using the DDA to purchase historic buildings that have the potential to spark catalytic projects and then redeveloping them in a public-private partnership.
- Promote the rebate program offered through the Georgia Cities Foundation's Green Communities Fund.

DESIGN

- Educate local businesses about the positive impact of functional transom windows.
- Encourage the use of native plants and landscaping.
- Add recycling receptacles use by businesses and individual consumers.
- Use bioswales to enhance landscaping and to create positive environmental impact.
- Install a community rain garden and use it to water downtown vegetation.
- Consider permeable pavement for repaving projects downtown.
- Install bike racks.
- Install dog sanitation receptacles.
- Switch all lights downtown to LED bulbs.
- Install vehicle charging stations.
- Plant a pollinator garden.

PROMOTIONS

- Develop marketing materials to encourage alternative modes of transportation.
- Develop educational programs to encourage and explain the importance for energy and resource conservation.
- Identify partner organization and associations already doing similar things and see how the Main Street program can work more closely with them.
- Include recycling bins at events and festivals.
- Partner with youth organizations, civic clubs or higher educational institutions to host a litter pickup day.
- Develop a composting competition for local restaurants.
- Host a "dine downtown" week that offers menu items that are locally sourced and encourage farm-to-table eating.
- Encourage experiential tourism with pumpkin patches or Christmas tree lots hosted downtown.

ORGANIZATION

- Develop design guidelines to focus on energy efficiency and to encourage sustainable development to support LEED or Earthcraft standards.
- Develop ordinances to support the use of alternative power sources. i.e. solar panels.
- Adopt a tree ordinance.
- Adopt a demolition ordinance that spells out the types of properties and the conditions under which they can be demolished.
- Develop a local downtown composting program.
- Plant a community garden.
- Work with local emergency management services to develop an emergency preparedness plan specific to downtown.

PARTNERS

Keep America Beautiful

Trees Atlanta

Georgia River Network

Audubon Society

Garden clubs

Land trusts

Forest service

Earthcraft, a program by Southface

Georgia Department of Natural Resources

Environmental Protection Agency

Local schools and educational institutions

U.S. Army Corps of Engineers

U.S. Department of Agriculture

Georgia Cities Foundation

Public Health and Wellness

SUMMARY

This Community Transformation Strategy centers around the development and support of business and a built environment that supports public health initiatives and an improved quality of life. This strategy makes the most sense for a community seeking a unique strategy for its citizens by building relationships with local health and wellness centers. Keep in mind that this strategy can connect with existing health and wellness apps — including Fitbit, Apple Health, Couch to 5K, Healthy Out, Happy Cow and My Fitness Pal — without reinventing the wheel. This strategy is most successful when health and wellness are approached in a fun and creative environment.

KEY DESCRIPTORS

Healthy living, nutrition, exercise, walkability, mindful, longevity, community-oriented, natural, age independent, workforce, local, wellness, step count, quality of life, strong, farm-to-table, physical fitness, active lifestyle, therapy, mental health, greenspace, outdoors, family, food desert and clean water.



Health is a state of body.
Wellness is a state of
being.”

— J. Stanford

PROS

These initiatives make a healthier community.
People live longer.
These initiatives increase quality of life.
These programs build a sense of community.
These program support varied industries.
These programs are easy to get behind publicly.

CONS

These programs can take longer to see results.
Some impacts may be hard to quantify.
New Year’s resolution syndrome can stymie progress.
There can be an educational learning curve.

SPECIAL CONSIDERATIONS

Requires a variety of infrastructure – whether its business, public facilities, recreation equipment or greenspace.
Needs educational programming to be successful.
Overcoming stigmas can be challenging.
Health also includes mental health.

QUESTIONS TO ASK YOURSELF

What is your community’s greatest health need?
What is your city’s commitment to healthy living?
What existing programs, or partners do you have in place to support this strategy?
Where can people buy groceries in your community?
What public facilities or programming do you have for sports or recreation?

Statesboro, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Develop a walking tour to share your community's story while also encouraging an active lifestyle.
- Encourage downtown employers to offer wellness incentive programs.
- Incentivize doctor cooperative businesses and other potential niche industries to locate downtown, e.g. grocery stores, gyms, fitness studios, specialty food or drink establishments, outdoor/recreation businesses, dance studios and karate studios.
- Develop an online wellness directory to highlight community and downtown assets and businesses.
- Work with businesses to eliminate the use of single-serving plastics, i.e. straws, plastic plates and cups.
- Work with local restaurants to offer healthy eating/ nutrition classes.

DESIGN

- Build a dog park and install dog sanitation stations.
- Offer public recreation amenities that encourage an active lifestyle, such as Frisbee golf, bike paths or pickleball.
- Install wayfinding signage that is step-count- or miles-based.
- Create publicly accessible exercise stations along walking trails.
- Install bike racks and scooter stations downtown.
- Install water fountains or bottle refill stations.
- Offer public restrooms and family bathrooms.
- Plant a community garden.
- Plant landscaping that encourages cross pollination.
- Plant edible landscaping.

PROMOTIONS

- Host a farmers' market or makers' market downtown.
- Host a citywide health fair downtown.
- Work with downtown restaurants to offer healthy cooking classes.
- Incorporate active lifestyle and wellness components to existing events.
- Host a walk-a-thon or dance-a-thon as a fundraiser.
- Work with businesses to offer discounts tied to step counts. Examples are 10% off for 10,000 steps or 5% off for 5,000 steps.
- Host a "healthy eating week." Collaborate with local restaurants to offer specials for those with unique dietary needs, i.e. vegan, vegetarian and gluten free.
- Work with a local gym or club to host an exercise bootcamp downtown.
- Host a touch-a-truck event downtown to minimize stigmas existing between the community and law enforcement.

ORGANIZATION

- Declare a healthy living week for downtown businesses.
- Pass a resolution to support healthy living.
- Promote and educate the public regarding the Georgia Rural Hospital Tax Credit program.
- Make EBT available at the farmers' market.
- Put together and sell a healthy downtown cookbook with healthy meals.
- Partner with hospitals and other health-based organizations to host their events downtown.
- Designate an ex-officio position to be held by someone in the health and wellness sector, preferably someone who is not a downtown business owner so that a broader community engagement may occur.
- Install "little libraries" and "little food pantries" downtown. Work with community partners to keep them stocked and maintained.
- Develop programming to encourage indoor physical fitness opportunities in buildings that may traditionally serve another purpose, i.e. train depot, art center, community center, church.

PARTNERS

U.S. Department of Agriculture

Community supported agriculture

Community gardens

Georgia Grown

Georgia Farmers' Market Association

Georgia Organics

Keep America Beautiful

AARP

Department of Health Services

Department of Education

Local hospitals or wellness clinics

Cooperative Extension Service offices

Greenspace

SUMMARY

This Community Transformation Strategy focuses on the development and activation of underutilized or under-capitalized amenities or public spaces; however, this strategy is more robust than flowerbeds and alley ways. This strategy, when highly executed, will consider how to incorporate more greenery into the existing built environment, the sustainability of public spaces and the programming of greenspaces. Consideration should also be given to how greenspaces interact with the central business district, as well as the diversity and inclusivity of use and of user experience.

KEY DESCRIPTORS

Parks, recreation, nature, scale, experimentation, community scale, installations, enhance environment, lifestyle, health and wellness, environmental infrastructure, water runoff, bioswales, storm water, transportation corridors, user experience, planning, programming, intergovernmental coordination, public venues, maintenance, diversity in use and users, funding and sustainability.

“ Attractive landscaping, seating, lighting and sculpture alone will not make things happen, but it does provide a backdrop for the important elements and gives a sense of place and identity to set the stage for a transformation.”

– *Real Estate Review*, 2008
Greenville, SC

PROS

This strategy catalyzes private investment and development.
This strategy develops community gathering spaces.
Greenspaces can be used to enhance and connect infrastructure.
Greenspaces can attract new audiences.
Greenspaces can add value to existing projects.

CONS

Greenspaces require money to build and time to grow.
It can be challenging to get financial support.
This strategy can be a hard sell to certain audiences.

SPECIAL CONSIDERATIONS

Programming of the space can make it or break it.
There will be maintenance and programming costs after the development of the space.
The success of this strategy is dependent on multi-partner buy-in.

QUESTIONS TO ASK YOURSELF

What need will this strategy address?
What is your primary goal?
How much support will the city and residents give to this strategy?
What would your funding streams be for design, build-out and programming?
What enhancements do existing greenspaces need?

Savannah, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Incentivize developers who want to participate in greenscape developments (i.e. facade easements, property trades and alley way improvements).
- Incorporate wayfinding signage around existing greenspaces, directing patrons to shops, restaurants and amenities.
- Partner with neighboring businesses to utilize greenspaces for private use or as an added amenity.
- Encourage businesses to improve their own looks with the installation of their own planters and softscapes.
- Incentivize health-oriented businesses to utilize the spaces for programming and activities (e.g. a yoga studio, gym and health food shop).
- Encourage restaurants to develop picnic or brown bag meals for people to dine and unwind in public space.
- Establish a land bank to allow you to acquire property more easily for development/redevelopment.

DESIGN

- Consider greenspace additions during all design and infrastructure improvements.
- Build the space to be multi-functional and include infrastructure to provide needed resources: power, water and waste management.
- Design a greenspace that has visual markers with buffer zones to keep people safe and to ease the transition between pedestrians and traffic.
- Include interactive design elements to engage people within the spaces. Examples include swings, playground equipment, a chessboard and large-scale board games.
- Utilize native and pollinator-attracting plants in landscape design.
- Consider how permeable pavers, a rain garden or other green infrastructure could enhance the area's aesthetics while still addressing specific needs.
- Install trashcans, benches, water fountains, lighting or shade to enhance the usability of existing greenspaces.
- Consider public or rotating public art installations to anchor the space.
- Connect downtown with community wide greenspaces via sidewalks, walking trails or bike paths.

PROMOTIONS

- Activate pop-up parks.
- Publicize planning efforts to drive excitement for space activation.
- Create a public information campaign to share statistics and numbers on the benefit and impact of developing and utilizing greenspaces.
- Install plaques that speak to the history of the space and the downtown.
- Use spaces as an opportunity to reinforce the downtown's brand.
- Develop a promotional piece to illustrate step counts from amenities to businesses and back.
- Create a promotional video highlighting different ways to utilize spaces downtown.
- Buy cheap and fun toys to provide quick, easy and fun family activities in existing spaces, such as Frisbee, hula hoops, Connect 4, beach balls, bubbles and chalk.
- Activate greenspaces through programming, music, concerts, plays and other activities.

ORGANIZATION

- Create policies that guide what greenspace looks like in parking lots, infill developments and sidewalk improvements.
- Develop an application that encourages greenspaces as additional public venues.
- Implement or develop an open container district or "zones" that allow alcohol within these spaces.
- Add capital improvement projects to SPLOST.
- Conduct a strategic planning session to develop potential spaces to be utilized, needs to be met, funding partners and programming opportunities.
- Utilize a design services company to develop conceptual drawings for how a space could be utilized to help sell the vision.
- Start a farmers' market to utilize public spaces.
- Adopt a tree ordinance.

PARTNERS

Local government

Local parks and recreation departments

Health minded organizations

Civic clubs

Educational institutions

U.S. Department of Agriculture

The Project for Public Spaces

Carl Vinson Institute of Government

Archway Partnership

Georgia Department of Community Affairs

Georgia Dept of Economic Development

Local art councils

Keep America Beautiful

Garden clubs

Your existing downtown businesses

Georgia botanical gardens

Georgia Council for the Arts

Maintaining Authenticity

SUMMARY

This Community Transformation Strategy focuses on preserving your downtown's built environment. While Placemaking emphasizes developing an environment to bring people together, Maintaining Authenticity emphasizes preserving the historical integrity of the buildings and the existing built environment. This strategy is most successful when ordinances and guidelines for operation are established to support the characteristics that make your downtown unique. While some may feel "preservation" is the sole responsibility of the few, maintaining authenticity is only achieved through the support of many.

KEY DESCRIPTORS

Sense of place, cultural identity, historical integrity, place keeping, enhancing the built environment, historic preservation, downtown, education, maintaining, preserving, public spaces, authenticity, character areas, enhance, unique, design guidelines, facade grant, tax credit programs and storytelling.



Authentic places are those that accurately reflect the uniqueness, character and heritage of a district, leaving those who use and visit it feeling like they have been in a one-of-a-kind, memorable place."

— International Downtown Association

PROS

This strategy enhances what makes your downtown unique.
This strategy promotes and solidifies your community identity.
It cements downtown as the "heart" of your community.
This strategy garners community buy-in easily.

CONS

Preservation is often misunderstood or mis-characterized.
This strategy can lead to tunnel vision, focused only on design.
You may have to overcome the perception that downtown has historically not been inclusive to everyone.

SPECIAL CONSIDERATIONS

Preservation doesn't occur in a vacuum.
This strategy needs to be project driven and quantifiable.
You must be aware of laws governing historic preservation.
This strategy needs to be inclusive.
Maintaining authenticity isn't only about preservation.

QUESTIONS TO ASK YOURSELF

What characteristics make your downtown unique?
What role do property owners play in maintaining a sense of place?
Is there a desire to change or enhance the perception of downtown?
What existing ordinances do you have in place to support these efforts?

Macon, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Create an incentives brochure that highlights the state and federal historic tax incentive programs.
- Offer grants that allow for interior renovations- including code updates and sprinklers.
- Develop a facade grant program that provides more funding to those downtown businesses working on bricks-and-mortar renovation projects versus just cosmetic alterations.
- Use heritage tourism to drive an economic impact downtown.
- Work with businesses to develop promotional opportunities centered around events that bring people downtown.
- Take advantage of state funding opportunities such as the Downtown Development Revolving Loan Fund and Georgia Cities Foundation that are only available to businesses within a designated downtown district.

DESIGN

- Create design guidelines that are downtown specific; consider both commercial and residential components.
- Develop a best practices resource guide focused on good preservation practices to educate property owners.
- Use murals to share downtown's story and the community's history.
- Re-paint historic and faded "ghost" signs to give them new life.
- Use historic light fixtures, benches and other fixtures to highlight the authentic character of the district.
- Conduct a historic resource survey to identify downtown and community assets.
- Develop a visual catalogue of downtown properties that can be used to monitor renovation changes over the years.

PROMOTIONS

- Offer training opportunities regarding how to use and to implement state and federal preservation programs.
- Launch a "This Place Matters" campaign.
- Install historic plaques to tell the story and history of your downtown and community.
- Use "Throwback Thursday" posts on social media to educate the community on the history and heritage of the downtown district.
- Take and catalogue "before" and "after" photos to highlight the historic character of the downtown district.
- Develop a shop local campaign.
- Work with the merchants to offer a prize that rewards people for shopping local.
- Host or attend a Georgia Trust for Historic Preservation Ramble or Expedition.
- Create a scavenger hunt with photos of unique architectural details and other downtown features; offer downtown gift certificates as prizes.

ORGANIZATION

- Identify character areas through special designations such as overlay districts, local historic preservation districts and/or state/national register districts.
- Apply for the Georgia Department of Community Affairs Rural Zone designation.
- Host a community visioning session.
- Host a community "scrapbook" meeting to collect historic photos.
- Apply to become a Certified Local Government.
- Adopt demolition ordinances.
- Develop a downtown master plan.
- Develop and adopt a local preservation ordinance.
- Attend a historic preservation commission training to learn more about best practices.
- Attend the annual Past Forward conference hosted by the National Trust for Historic Preservation.
- Attend the Georgia Department of Community Affairs Mobilize Main Street workshop.

PARTNERS

Georgia Department of
Community Affairs

Local convention and
visitors bureau

Georgia Historic
Preservation Division

Georgia Trust for Historic
Preservation

Regional commissions

Archway Partnership

Center for Community
Design Preservation

Chamber of commerce

National Trust for Historic
Preservation

Local historic preservation
commission

Local historic society or
genealogical society

Local community
foundations

Local schools alumni
programs

Museums or educational
institutions

Watson-Brown Foundation

Placemaking

SUMMARY

This Community Transformation Strategy focuses on developing an inclusive environment that in return brings people together. When utilizing this strategy, consider how your built environment can contribute or be enhanced to attract and to engage visitors and residents alike. While Placemaking is an exciting strategy around which the community can rally, consider how new initiatives will work in tandem with existing events and programs to support and to elevate the visibility of local businesses. This strategy at its most successful level works to activate underutilized spaces and buildings to create a thriving downtown district.

KEY DESCRIPTORS

Active environment, participation, engagement, identifying needs, visibility, vibrancy, infill construction, space activation and utilization, creativity, arts, tactical urbanism, health, happiness, well-being, family, community, greenspace, programming, events, people, excitement, fun and unique.



Cultures and climates differ all over the world, but people are the same. They'll gather in public if you give them a good place to do it."

—Jan Gehl

Monroe, ExploreGeorgia.org

PROS

This strategy activates underutilized spaces.

This strategy can drive tourism.

Placemaking creates excitement.

Placemaking sets your downtown apart.

Placemaking can help to create or solidify your identity.

This strategy is a great way to test ideas or concepts.

CONS

Taste is subjective.

Placemaking can be viewed as frivolous.

Placemaking can seem sporadic and unfocused.

Placemaking can seem to be a standalone strategy that does not contribute to the overall downtown environment.

SPECIAL CONSIDERATIONS

This strategy doesn't have to be permanent.

Placemaking can be high impact and low cost.

You need to know your audience.

This strategy requires public buy-in to be effective.

QUESTIONS TO ASK YOURSELF

What outcome(s) are you trying to achieve?

What support is there for this strategy?

How does it fit in to your downtown master plan and future vision for the district?

How will this contribute to other attractions and economic drivers?



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Encourage pop-up shops to activate vacant storefronts and to encourage new potential entrepreneurs to locate downtown.
- Encourage the development of businesses that can support your downtown's existing attributes. Examples include bike shops along a trail system or sporting goods stores along the river.
- Encourage an "experience economy" in which businesses sell not only goods and products, but also an experience.
- Develop a local artist database to connect local business owners with creative people for when projects arise.
- Offer incentives to drive the development of particular niche businesses based on market research, existing economic drivers or natural resources.
- Offer a creative marketing workshop for existing businesses to educate them on alternative means to reach their target audience(s).

DESIGN

- Encourage temporary art installations to activate public spaces and to bring new life to vacant storefronts.
- Re-purpose under-utilized fixtures and spaces for art and interaction.
- Develop "third places" in which people can sit, stay and hangout. Third places are the social surroundings separate from the two usual social environments of home ("first place") and the workplace ("second place"). Examples of third places would be environments such as churches, cafes, clubs, public libraries and parks.
- Create a permanent sculpture garden.
- Develop unique wayfinding signage that is brand specific to your downtown.
- Enhance light fixtures, or crosswalks to act as public art.
- Reactivate alleyways so that they may serve as additional means of egress for downtown businesses and access to alternative parking lots.

PROMOTIONS

- Create "selfie" spots utilizing a downtown specific hashtag or ZIP code.
- Build a website that highlights retail, restaurants and downtown experiences.
- Work with partners to develop an online community calendar.
- Create a downtown discovery map or scavenger hunt that highlights architectural features, murals, found art or community specific amenities.
- Develop a unifying brand for downtown. This should include but not be limited to a logo, a catch phrase, a color palette, a website, social media platforms and signage.
- Create programing around what makes your community unique and consider arts beyond painting and sculpture. Think music, performing arts, history, film, sports, etc.
- Develop quick and simple programming to activate spaces, e.g. corn hole, beach balls, chalk and hopscotch.

ORGANIZATION

- Engage local artists through Main Street standing committees and the board of directors.
- Adopt a mural ordinance.
- Adopt event ordinances to encourage partners outside of Main Street to host events downtown.
- Adopt alcohol ordinances to support open container districts downtown or to allow alcohol to be served at events hosted by Main Street.
- Create an ambassador program to serve as your downtown greeters.
- Develop a young artist program in conjunction with the schools or local cultural arts centers to showcase the art of students downtown.
- Work with the Georgia Department of Economic Development to host a Tourism Product Development Team.
- Adopt an overlay district to support an arts and entertainment district.
- Install "little libraries" or "little food pantries" to serve the community.

PARTNERS

Local arts alliance or artists guild

Georgia Council for the Arts

Community foundations

Educational institutions

National Consortium for Creative Placemaking

Local convention and visitors bureau

Georgia Department of Economic Development

Georgia Cities Foundation

Georgia Placemaking Collaborative

Georgia Department of Community Affairs

Project for Public Spaces

Local association of real estate professionals

Storytelling

SUMMARY

This Community Transformation Strategy focuses on refining the brand and identity of the commercial business district. Creating a connection, for visitors and residents alike, to the history of and heart of downtown is critical to its success. The Storytelling Strategy is a combination of elements from the Placemaking and Maintaining Authenticity strategies, focusing not only on the built environment, but also on how people interact with it and learn from it. When implemented effectively, this strategy should build relationships, increase foot traffic, inspire hometown pride and help to shape your community's narrative.

KEY DESCRIPTORS

Image, perception, brand development, marketing, investor confidence, community pride, safety, wayfinding, community engagement, advocacy, history, community narrative, job security, relationship building, education, connection, resident ownership, community culture, selling, advertising, tourism and destination marketing.

“When we own our stories, we avoid being trapped as characters in stories someone else is telling.”
— Brené Brown

PROS

Storytelling helps to build a positive image.
This strategy sets your community apart.
Storytelling facilitates owning your story.
Storytelling preserves or builds a sense of community.
This strategy encourages public buy-in.

CONS

Storytelling will always be an ongoing process.
The impact and return can be hard to quantify.
Projects can be intangible.
It can be challenging to find one community voice.

SPECIAL CONSIDERATIONS

Storytelling needs to be comprehensive and should address more than one of the Four Points.
It takes a diverse platform to engage the public.
It is important to know your audience.
Marketing Main Street and downtown are two separate and unique things.
One is a destination; the other is an organization.

QUESTIONS TO ASK YOURSELF

What is our story? Is it worth telling?
Who are your current champions in the community?
What are you hoping to achieve by taking on this strategy?
What kind of budget can you commit to implement projects?
What could prevent you from fully committing to this strategy?

Macon, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Work with local media to offer co-op advertising opportunities for local businesses so that the downtown district can be viewed as a united marketplace.
- Work with existing businesses to be your downtown's brand ambassadors.
- Offer a coupon book or discount card to unite your businesses under one brand.
- Conduct market research to identify business niches or themes that exist in your downtown.
- Attract businesses that would complement your city's assets and broader themes addressed in other community transformation strategies.
- Offer incentives like matching grants or micro-loans to encourage the growth or development of businesses that support your themes.
- Establish a crowd-funded micro-grant to encourage the community to unite in supporting this historic heart of the community, downtown.

DESIGN

- Tie in the downtown's brand with downtown's design elements: bike racks, banners, planters, paint and public spaces.
- Install public art or murals that complement your community's specific assets. For example, Valdosta painted a mural with azaleas because they are the "Azalea City."
- Research, design and install downtown plaques that speak to the history or something significant to the community.
- Ensure alley ways and downtown public areas are safe and accessible.
- Activate underutilized spaces to engage the public and share your story (e.g. selfie spots, Main Street Museum, window clings, pop-up shops or art).

PROMOTIONS

- Develop a downtown newsletter or community calendar to share the impact of what is happening downtown.
- Develop and share a downtown specific hashtag. Downtown Milledgeville uses #ilovemilly.
- Unify your social media presence to create a brand that is cross-represented through all of your program's social media channels.
- Develop an asset-based brand, along with collateral marketing materials to share and distribute.
- Share impact numbers or community data to change or address community's perceptions.
- Share the Main Street program's annual impact and downtown's priorities on the city or Main Street website.
- Develop walking or audio tours that highlight your downtown's history and community assets.

ORGANIZATION

- Host a community visioning session to identify downtown's assets.
- Host a community scrapbook night to collect historical photos.
- Use a downtown ambassador program to engage with visitors and share the story of your community.
- Host a monthly or quarterly meeting with partners to share the Main Street program's vision for downtown.
- Ensure promotions-based committees are comprised of people with creative skill sets and a passion for telling the story of Main Street and downtown.
- Make regular presentations to civic clubs, city council and partners regarding your program's annual impact downtown.

PARTNERS

Local convention and visitors bureau

Local arts council

Educational institutions

Civic clubs

Historical society or clubs

Museums

Local city and county governments

Staff of local tourism amenities and destinations

Local media outlets

State tourism partners

Regional tourism associations

Chamber of commerce

Georgia Department of Economic Development

Your neighboring Main Street managers

Tourism

SUMMARY

This Community Transformation Strategy focuses on developing your downtown's central business district as a regional or statewide tourist destination. Tourism should not focus solely on attractions. An ideal downtown district will offer diverse amenities, services, restaurants and retail industry to encourage visitors to stay or return. While marketing and advertising will play strongly into the success of this strategy, the development, maintenance and inclusivity of the existing built environment will be critical to the district's long-term vitality.

KEY DESCRIPTORS

Ability to serve tourists and to enhance tourism through the built environment, activities, niche industries, destination marketing, regionalism, attractions, assets, activities, heritage travelers, second home owners, outdoor enthusiasts, cultural tourism, brand identity, wayfinding, education, diversity, market analysis, service industry workers, hospitality, public and visitor amenities, authenticity, identity, cleanliness, safety and aesthetically pleasing.



You attract what you are, not what you want. If you want great, then be great.”

— unknown

PROS

Tourists spend money.
Tourism brings people to your community.
Tourism can provide attractions for locals and visitors alike.
This strategy can help to define and to solidify the community's identity.

CONS

Locals can feel like a tourist in their own town.
The seasonal nature of tourism can pose challenges.
Tourism doesn't always equal more money in local business owners' pockets.
Locals can feel overlooked in favor of tourists.

SPECIAL CONSIDERATIONS

Overnight tourists require amenities beyond attractions.
It is important to know your target audience.
Make sure you cater to locals' needs and your local audience.
Information needs to be readily available and accessible.
The best tourism assets are the ones that are most authentic to your community.

QUESTIONS TO ASK YOURSELF

Who is your target audience?
What is your tourism draw?
Do you have a natural tourism draw, or is this something you will need to create?
What is there for tourist to do for three hours, one day or three days?
Who are your community tourism partners?

Dahlonega, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Update businesses information on Google, Yelp and other online platforms to ensure its accuracy.
- Incentivize the development of niche and experiential businesses that support a tourism economy. For example, Covington's "Vampire Diaries" Tours offers tours of places where this TV show was filmed downtown and in the greater Covington area.
- Develop a marketing assistance program grant for downtown businesses.
- Host small business development workshops to teach business owners how to market to tourists.
- Host a workshop for businesses to learn how to develop a user-friendly website, which supports Google analytics.
- Work with other communities in your area to develop regional tourism trails. i.e. Quilters Trail, Agricultural Trails, Civil Rights Trail.

DESIGN

- Ensure you address public needs downtown: restrooms, water filling stations, electrical outlets, and car charging stations.
- Install comprehensive wayfinding signage for businesses and to direct visitors to local tourism draws.
- Consider how to address alternative transportation needs (i.e. bikes, trolleys, pedestrians and ride share programs).
- Provide pet-friendly amenities such as a dog park or dog sanitation station.
- Install information kiosks downtown and provide the information online.
- Host a walking audit to identify your downtown's assets and weaknesses.

PROMOTIONS

- Work with community partners to offer an online event based community calendar.
- Work with partners to post accurate and up-to-date information online and in printed materials.
- Utilize unique hashtags that encompass tourism initiatives.
- Develop selfie stops to encourage visitors to engage with downtown sites and to share online.
- Develop a visitor coupon program and work with partners to distribute.
- Develop a cohesive tourism brand identity. For example, Macon builds on its music heritage and utilizes events that draw in regional tourists.
- Use heritage tourism to engage local schools.
- Use a zip code capture program to see from whence your visitors are traveling.
- Install Google analytics on your website to see from whence your visitors are coming and for what they are searching.
- Offer free downtown wifi.

ORGANIZATION

- Consider your community's parking needs.
- Adopt alcohol ordinances that support outside dining and open container districts.
- Develop an ambassador program.
- Develop event procedures to encourage organizations besides Main Street to host events downtown.
- Host a Department of Economic Development Tourism Product Development Team to identify your community's assets.
- Offer an online survey to identify community assets and needs.
- Work with the local convention and visitors bureau or alternative destination marketing organization (DMO) to market downtown as a regional and statewide destination.
- Identify your ESRI tapestry segment(s).
- Adopt ordinances to address tourist-friendly lodging alternatives, such as Airbnb.
- Consider hotel-motel tax or the benefits from an increase to your current percentage rate.

PARTNERS

Georgia Department of
Community Affairs

Georgia Department of
Economic Development

Small Business
Development Center

Local convention and
visitors bureau

State visitor information
centers

Chamber of commerce

Power companies

Regional tourism partners

Local hoteliers

Local museums

Georgia State Parks and
historic sites

Civic clubs

Tourism-oriented
businesses

Performing arts centers

Universities

Foundation Building

SUMMARY

This Community Transformation Strategy was created for newly-designated or probationary Main Street programs. While most transformation strategies are designed to cover a two- to three-year period, this strategy focuses on building basic foundational elements for success over a one-year period. This strategy should focus on relationship building, board development, work plan development and creating programmatic policies upon which the organization can build and develop further over the coming years.

KEY DESCRIPTORS

Organization, communication, collaboration, leadership, budget, financial support, community engagement, participation, volunteers, master and work plan development, local buy-in, purpose driven, vision, mission, diversity, inclusive, structure, outreach services, marketing, partnerships, education and training, network, resources, succession planning, board recruitment and development, ordinances and zoning.



Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has."

—Margaret Mead

PROS

Foundation Building sets up the program for success and prepares you to take on more advanced Community Transformation Strategies.

This strategy develops a unified vision.

This strategy builds community buy-in.

CONS

None - This is a required transformation strategy for all new or probationary programs.

SPECIAL CONSIDERATIONS

This strategy cannot be achieved solely by the Main Street manager.

Foundation Building requires an active and engaged board of directors.

Political buy-in and community support are critical.

QUESTIONS TO ASK YOURSELF

Where does our program currently stand?

Do we have a unified vision for our downtown?

How will our program be funded?

Where will this program be housed?

Does the community support efforts to revitalize downtown?

Do elected officials understand the value of the Main Street program?

Rome, ExploreGeorgia.org



FOUR-POINT APPROACH ACTIVITIES

ECONOMIC DEVELOPMENT

- Create a comprehensive business and building inventory.
- Conduct market studies to determine the economic climate downtown.
- Host a merchants' meeting to assess the current needs of downtown.
- Identify state and local resources and incentives available for business development and recruitment.
- Attend civic club meetings and build relationships with stakeholders who have a vested interest in downtown's success.
- Attend the Georgia Academy for Economic Development.
- Attend Downtown Development Authority Basic Training.
- Develop a downtown master plan.

DESIGN

- Review the district's boundaries. Does the area we serve make sense for the size of our program?
- Create design guidelines that are accordant with the scale, materiality, and visual appearance of historic structures and context.
- Update or create a visual building and property inventory database, which can be used to catalogue changes and renovations.
- Conduct walking audit with board members.
- Attend a historic preservation training.
- Solicit community input on downtown appearance, suggestions for improvement, and future development.
- Inventory public spaces and identify future locations for new ones and where existing spaces could be expanded or enhanced.
- Identify "pedestrian-friendly" areas and those lacking (without adequate sidewalks, street trees, furnishings, restrooms, or too noisy). Incorporate improvements in the master plan.

PROMOTIONS

- Host a community visioning session.
- Establish or revive social media channels.
- Update or develop a Main Street program specific website.
- Use your website or social media presence to educate the broader community about the role of Main Street.
- Develop relationships with local media channels.
- Develop a simple plug-and-play event to illustrate "stuff is happening" downtown.
- Watch past webinars offered by the Office of Downtown Development via their Youtube channel: [youtube.com/gamainst](https://www.youtube.com/gamainst)
- Join Main Street Manager's Facebook group
- Sign up to receive the weekly newsletter offered by the Office of Downtown Development.
- Connect through social media with the Georgia Main Street Program via Instagram and Facebook.

ORGANIZATION

- Ensure the Main Street manager and Board of Directors are Main Street 101 certified.
- Identify potential funding streams and revenue gaps.
- Create and adopt bylaws.
- Host a facilitated board work plan development session.
- Review previous board meeting minutes and past work plans.
- Review and update Dropbox documentation.
- Develop vacancy or blight ordinances.
- Review ordinances that impact businesses downtown.
- Address outstanding enforcement concerns.
- Develop a board member orientation handbook.
- Become a member of the Georgia Downtown Association and sign up to participate in the mentor/mentee program.
- Join or renew membership with the National Main Street Center.

PARTNERS

Downtown Development Authority

Chamber of commerce

Historic preservation commission

City council

County commissioners

Civic clubs

Georgia Department of Community Affairs

Georgia Department of Economic Development

Georgia Municipal Association

Regional commissions

Power companies

Local convention and visitors bureau

National Main Street Center



Atlanta, ExploreGeorgia.org

Peter Drucker once said, “If you can’t measure it, you can’t improve it.” This idea is especially true when it comes to gauging the work plan’s ultimate success or failure and the accompanying Transformation Strategy. The only way for a program to know conclusively whether something is working is by defining measurable objectives and outcomes.

Success can come in many forms, and the measurable goals should be scalable for each individual task. For one program a successful event may mean having sold a certain number of tickets; for another it may mean bringing in a certain number of sponsorship dollars. A successful façade grant program may be measured by how many people take advantage of the funds; others may gauge its success on the private dollars leveraged from the initial public investment. Different people will always define success differently. It is only through measuring our impact that we can then work to improve it.

From our experience, however, the most common reason for strategic failure is lack of organizational focus. We’ve all been there: you have been tasked with a new program, a new goal or, in our case, a new strategy, but your day-to-day work doesn’t go away. You have to keep doing what you’ve been doing and meet

the new goal, too. We call the day-to-day work the “whirlwind.” And the whirlwind is critical. In most cases, managers can’t simply walk away from it. It’s required just to keep the lights on. So how can one be expected to execute something new, especially when new behaviors are required?

The good news is that there are four rules we can keep in mind to help us focus our effort and energies during the chaos of everyday life. If you stick to these rules, they will empower and engage your team to accomplish new and better behaviors, which will in turn aid you in accomplishing your desired strategy.

► **WILDLY IMPORTANT GOALS™**

Sometimes to accomplish the things we want the most, we have to say “no.” This can be a scary concept for most Main Street managers, who are always positioned to do more with less and are instructed to help everyone, but by focusing on everything, we accomplish nothing with real success. In order to accomplish the strategy selected, you must narrow your focus. The reality is that most of us are trying to do too much with too little support. To keep the team engaged in the real priorities, we need to separate out the “wildly important.” A Wildly Important Goal™ is one that has a gap that needs to be closed and will, therefore, receive the organization’s best diligence and effort. There is tremendous power in focus. If you unleash people to focus on one, two or three Wildly Important Goals™ – no more – they will sense the significance of what they are doing and trying to accomplish. Be

WHAT ARE WILDLY IMPORTANT GOALS?

Franklin Covey, a world-leading company in enabling individuals and organizations to achieve results that require lasting changes in human behavior, developed the idea of Wildly Important Goals™. In their research they found that the majority of people can only concentrate on two or three big goals over a long period of time. A period of time could be a year — the time frame for an annual review. Additional goals become a distraction. Wildly Important Goals™ are simply defined: if we don't do it, we will fail.

For your work plans, we encourage each Main Street Program to define two or three Wildly Important Goals™ that you believe will help you achieve the Community Transformation Strategy selected for your downtown. Once you have set your Wildly Important Goals™, it's time to define everyone's role in achieving them. Each person must consider, "How do I contribute to achieving these goals?"

sure to establish a clear and shared understanding of the goal. Focus on those true priorities and move lower priorities to the back burner.

► THE 80/20 RULE

The 80/20 rule, also called the Pareto Principle, was named after its founder, Italian economist Vilfredo Pareto, back in 1895. He discovered that virtually all economic activity was subject to the concept suggesting two out of 10 items, on any general to-do list, will turn out to be worth more than the other eight items combined. But because people tend to feel overwhelmed by the day-to-day activities, we chip away at the smaller items that make less of an impact. By focusing our time, energy and effort on the top 20%, the things that will garner us the biggest impact, we will actually accomplish 80% of the overall mission.

So how do we do this? Up to this point we have picked out our Transformation Strategies and identified our Wildly Important Goals™. The next step is to write down the top 10 tasks you think are needed to accomplish each of the identified goals. Ask yourself if you could only accomplish one of the tasks on that list today, which one task would have the greatest positive impact on your strategy?

Then pick the second most important task. After you complete this exercise, you will find that you have determined the most important 20 percent of your tasks, which will help you move the ball forward. You should continue to work towards accomplishing the tasks you've chosen as the most valuable all the time until the job is done.

So how do you decide on which tasks to work? This is where the expertise of the team comes in to play. Call on their knowledge and creativity to engage them fully. It is also

important to hold all team member accountable to accomplishing the tasks. The secret to achieving Wildly Important Goals™ is not to set them and hope people will somehow get them done; instead, a Main Street manager should work with the team members to decide which tasks are within their power to accomplish and hold the team accountable for acting on them. We cannot stress how important it is at this juncture to be realistic when determining your tasks. Often times the team can become frustrated and disheartened when trying to accomplish something that is ultimately out of their control or circle of influence; therefore, it is critical to choose tasks over which the Main Street Program has jurisdiction. Allowing the team to make an impact and a true difference in the desired outcome.

► KEEPING SCORE

People and teams play differently when they keep score, and the right kind of scoreboards motivate the players to win. Everything changes when you keep score, and you know if you are winning or losing. Fewer than 15% of organizations routinely track their strategic performance against their plan. In other words, hardly anyone is keeping score. Is it any wonder then why so many Main Street boards and committees are profoundly disengaged? The scoreboard enables people to track activities, to compare results and to work continuously to improve performance. By watching the scoreboard closely, they can tell if their priority tasks are well chosen. By watching the few scores that matter very closely, the team can change strategy if needed. That's what an engaged team does.

You may ask what does a scoreboard look like when it comes to a work plan? This is where knowing your team and how you measure success come in to play. It's also going to vary from task

to task and from goal to goal, but it's important to define and to identify quantifiable measures that can be tracked by the team. Take the time to customize your program's work plan to include a section that measures your progress towards completion.

During the two- to three-year period in which you implement the Transformation Strategy you've selected, there are going to be periods of great success and great failure. Keep in mind

that when we are failing, we are learning, and we are growing. When something doesn't go as planned, it doesn't mean we have to start over with a new plan or different Transformation Strategy. It means we have to change the way we look at this particular individual task or alter our expectations. Community Transformation Strategies are designed to be overarching themes

“So how do you decide on which tasks to work? This is where the expertise of the team comes in to play. Call on their knowledge and creativity to engage them fully.”

Great teams thrive in a culture of accountability that is frequent, positive and self-directed. But first we need to make sure that everyone on the team is there to influence the goal. It is important to include members on your Main Street board and committees who are able to “move the needle” on the scoreboard. This is where clearly defining expectations comes in to play. It is important to get team member's individual perspectives, to hear what they want to contribute, and to start assigning ownership to tasks, projects, programs or events. The counterintuitive behavior with this discipline is that you as the leader can't tell the people what to do even if they are used to it or have asked for it. It is important as the leader to clarify expectations not only of the team itself, but also of each other. This is what Stephen Covey calls a “win-win agreement” in which all parties define their “wins.”

Once expectations have been defined, we need to establish a pattern for accountability. This does not mean that we select a strategy, establish goals, define tasks, select roles and then never look at our work plan again. This newly developed work plan will now serve as our blueprint for success, and we must treat it as such. This means regular check-ins, regular meetings and constant communication.

By following these principles and this process, you will do more to create a highly engaged, self-starting team than anything else you can do. The four disciplines listed above will help you go from playing not to lose, to truly playing to win. That's how transformation looks.



APPENDIX

This blank template can be used to create your very own customized Transformation Strategy. Make sure to develop each section completely to ensure a balanced approach is implemented.

Community Transformation Strategy:

Summary:

Key Descriptors:

Pros:

Cons:

Special Considerations:

Questions to ask yourself:

Four Point Approach Activities:

Economic Development:

Design:

Promotions:

Organization:

COMMUNITY TRANSFORMATION STRATEGIES MATRIX

Do you already have programs and resources in place and don't know where to start? We recommend using our matrix to see which of your Main Street organization's current programs and resources line up with our Georgia focused Community Transformation Strategies. If you have five or more resources, as identified on the left hand side of the matrix, that line up with a particular topic, as identified on the top of the matrix, then that strategy might be a good fit for your downtown.

	ARTS AND ENTERTAINMENT	BEAUTIFICATION INITIATIVES AND DESIGN	BUSINESS ACTIVATION AND DEVELOPMENT	DOWNTOWN LIVING	RESIDENT SERVING	TRANSPORTATION & PEDESTRIAN EXPERIENCE	ECOTOURISM AND RECREATION ECONOMY	AGRICULTURAL FOCUS	ENVIRONMENTAL SUSTAINABILITY	PUBLIC HEALTH AND WELLNESS	GREENSPACE	MAINTAINING AUTHENTICITY	PLACEMAKING	STORYTELLING	TOURISM
Ambassador Program		●											●	●	●
Available Properties Listing		●	●	●											
Small Business Bootcamp or Workshops			●		●			●		●			●		●
Business Directory		●		●		●	●		●			●		●	●
Business Recruitment Incentives	●		●	●			●	●	●	●	●	●	●	●	●
Community Calendar	●				●		●	●		●			●	●	●
Demolition Ordinances		●							●			●			
Downtown Design Guidelines		●	●	●		●			●			●			
Downtown Open House		●		●											
Façade Grant Program		●	●			●			●		●	●	●		
Farmer's Market					●			●	●	●					
Marketing Assistance Program			●				●	●		●			●	●	●
Murals or Public Art	●	●		●				●			●			●	
National Register District Designation		●	●	●	●							●	●	●	●
Rural Zone Designation			●	●								●			
Selfie Spots or Alley Way Activation	●			●	●							●	●	●	
Shop Local Campaign			●	●	●		●	●				●			●
Special District: CID, BID, TAD, Overlay	●		●			●						●	●		
Special Events	●			●	●		●	●		●	●	●	●		
Tree Ordinances		●				●			●		●				
Wayfinding signage, Bike Lanes		●			●	●	●	●		●	●		●	●	●

Blank Work Plan Template

Transformation Strategy: _____

Managers should use this template to create their Main Street Program's work plan after selecting the Community Transformation Strategy that best fits their needs.

Why?		
Wildly Important Goals™		
Goal 1	Goal 2	Goal 3
Lead Board Member:	Lead Board Member:	Lead Board Member:
Repeat Annual Responsibilities		

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Transformation Strategy: _____

Goal:	Define Success:
Partners:	

Task	Volunteer Responsible	Staff Responsible	Due Date	Progress	Budget
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
Total:					

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Transformation Strategy: Downtown Living

This is what a completed work plan might look like if someone had selected Downtown Living as their Community Transformation Strategy.

Why? Increase the involvement of downtown workers and Mainsville/ Main County residents as downtown customers. Downtown residents represent a large market of potential shoppers. This strategy will involve improving the mix of products, services and events offered downtown to better meet the needs of downtown residents while improving the physical environment to increase perception of safety and prosperity.		
Wildly Important Goals™		
Goal 1 Blighted Building on S Main: Investigate ways that this blight can be eliminated and be returned as a positive economic asset soon as possible. Part 2: Vacant Property Windows: Improve look of vacant windows with window clings	Goal 2 The Green: Seek grant from Community Foundation of Central Georgia and complete construction.	Goal 3 Harvest Dinner: Organize the event with proceeds going to the BOOST Program.
Lead Board Member: John Strong	Lead Board Member: Mary Smart	Lead Board Member: Jane Sweet
Repeat Annual Responsibilities BOOST: Annual Program awarded 4 times a year, once per quarter. Use proceeds from Community Dinner to fund along with local donors. Façade Grant: Award 3 Façade grants during the fiscal year, not to exceed \$10,000 Scare on the Square: One event, held on the third Saturday of the month, during October. Santa on the Square, Snow and Tree Lighting: Two events held annually on the 15 th and 20 th of December Candlelight Shopping: One event held annually on small business Saturday. Summer Concerts: A series of 6 concerts held annually between May and August. Second Saturday: An event hosted every second Saturday of the month downtown, in conjunction with merchant support Merchant Meetings: A bi-monthly event, hosted 6 times a year beginning in January. Newsletter: A monthly publication released on the 1 st of every month. Social Media Marketing: Update weekly with relevant and engaging post, targeted to grow audience by 500 new followers		

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Transformation Strategy: Downtown Living

Goal: Blighted Building on S Main: Investigate ways that this blight can be eliminated and be returned as a positive economic asset soon as possible.	Define Success: Successfully determine most viable projects pertaining to blighted properties, develop priority list, and begin searching for partners, funding, etc. Window clings installed in 80% of vacant building windows. Aid in completing one code enforcement “win” on each blighted building in district.
Part 2: Vacant Property Windows: Improve look of vacant windows with window clings	
Partners: City of Mainsville, City Attorney, Property Owners, Code Enforcement, Building Inspector, Public Works	

Task	Volunteer Responsible	Staff Responsible	Due Date	Progress	Budget
1. Blighted Building: Adopt international building main code to aid in code enforcement in the future.	John Strong	Mary Smart	March 2020	In Progress	\$0
2. Blighted Building: Ask code enforcement what is currently being done to contact owner, fine, etc.	John Strong	Mary Smart	January 2020	In Progress	\$0
3. Blighted Building: Call property owner to see what they are wanting to do with vacant building	Jane Sweet	Mary Smart	January 2020	Completed	\$0
4. Blighted Building: Discuss with board what is currently being done, what options we have in moving forward	Jane Sweet	Mary Smart	February 2020	Completed	\$0
5. Blighted Building: Determine feasibility of acquiring the property, etc. Would DDRLF be an option?	Joe Real	Mary Smart	April 2020	In Progress	\$1,500
6. Vacant Property Windows: Received property owner permission to place window clings on vacant property windows	Mary Merch	Mary Smart	Jan 2020/ as become vacant	Stalled	\$0
7. Vacant Property Window: Measure approved windows and order clings with preplanned design.	Mary Merch	Mary Smart	Feb 2020/ as become vacant	Not Yet Started	\$2,000
8. Vacant Property Window: Request installation help from public works	Mary Merch	Mary Smart	April 2020/ as become vacant	Not Yet Started	\$0
				Total	\$3,500

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ALPHABET SOUP

Many acronyms make up the jargon of state and local government programs. In a system where every turn of phrase, organization and program seems to have its own special language it is easy to get your CLGs confused with your QLGs. This list of acronyms and their meanings is offered to ensure that you, as a manager, won't get any LOLs at your next meeting.

A

AADT	Annual Average Daily Traffic
AARP	American Association of Retired Persons
ACCG	Association of County Commissioners of Georgia
ADA	Americans with Disabilities Act
ARC	Appalachian Regional Commission

B

BBB	Better Business Bureau
BID	Business Improvement District
BOE	Board of Education

C

CBD	Central Business District
CDBG	Community Development Block Grant Program
CEcD	Certified Economic Developer
CHIP	Community Home Investment Program
CID	Community Improvement District
CLG	Certified Local Government
COA	Certificate of Appropriateness
CRA	Community Reinvestment Act
CSA	Community Supported Agriculture
CVB	Convention and Visitors Bureau

D

DCA	Department of Community Affairs
DDA	Downtown Development Authority
DDRLF	Downtown Development Revolving Loan Fund
DMO	Destination Marketing Organization
DNR	Department of Natural Resources
DOR	Department of Revenue
DOT	Department of Transportation

E

EDFP	Economic Development Finance Professional
EIP	Employee Incentive Program
ECG	Electric Cities of Georgia
EMC	Electric Membership Corporation
EPA	Environmental Protection Agency
EPD	Environmental Protection Division
EZ	Enterprise Zone

G

GACCE	Georgia Association of Chamber of Commerce Executives
GAPC	Georgia Alliance of Preservation Commissions
GCATT	Georgia Center for Advanced Telecommunications Technology
GCED	Georgia Certified Economic Developer
GCF	Georgia Cities Foundation
GCLF	Georgia Community Loan Fund
GDA	Georgia Downtown Association
GDEcD	Georgia Department of Economic Development
GDDP	Georgia Downtown Development Professional
GDOT	Georgia Department of Transportation
GEDA	Georgia Economic Developers Association
GEMS	Georgia's Exceptional Main Streets
GICH	Georgia Initiative for Community Housing
GIS	Geographic Information System
GMA	Georgia Municipal Association
GMSP	Georgia Main Street Program

H

HPC	Historic Preservation Commission
HPD	Historic Preservation Division
HPF	Historic Preservation Fund
HUD	Housing and Urban Development

I

IDA	Industrial Development Authority
IGA	Intergovernmental Agreement
IPA	Initial Project Assessment

J

JDA	Joint Development Authority
-----	-----------------------------

L

LIHTC	Low Income Housing Tax Credit
LDF	Local Development Fund
LMI	Low to Moderate Income
LOA	Letter of Agreement

M

MEAG	Municipal Electric Authority of Georgia
MGAG	Municipal Gas Authority of Georgia
MOU	Memorandum of Understanding
MSA	Metropolitan Service Area

N

NEA	National Endowment for the Arts
NMSC	National Main Street Center
NMTC	New Market Tax Credit
NPS	National Park Service
NR	National Register of Historic Places
NSP	Neighborhood Stabilization Program
NTHP	National Trust for Historic Preservation

O

ODD	Office of Downtown Development
OSHA	Occupational Safety and Health Administration
OZ	Opportunity Zone

P

PR	Public Relations
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Q

QLG	Qualified Local Government
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R

RBEG	Rural Business Enterprise Grant
REAP	Regional Economic Assistance Program
RFP	Request For Proposal
RLF	Revolving Loan Fund

S

SBA	Small Business Administration
SBDC	Small Business Development Center
SHPO	State Historic Preservation Office
SOS	Secretary of State
SPLOST	Special Purpose Local Option Sales Tax
SSBCI	State Small Business Credit Initiative

T

TAD	Tax Allocation District
TEA-21	Transportation Equity Act for 21st Century
TIF	Tax Increment Financing
TPD	Tourism Product Development

U

URA	Urban Redevelopment Agency
USDA	United States Department of Agriculture

V

VIC	Visitor Information Center
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W

WIA	Workforce Investment Act
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Historic Downtown Chelan Association

Statement of Activities

Budget vs. Actuals: 2025 Budget

January 1, 2025 - December 31, 2025

	Actual	Budget	Under (Over) Budget	% of Budget	Annual Budget
Revenue					
4000 MSTCIP - B&O	\$ 307,583	\$ 213,333	\$ 94,250	144%	\$ 213,333
4140 DONATIONS					
4150 General Donations	3,532	10,000	(6,468)	35%	10,000
Total 4140 DONATIONS	3,532	10,000	(6,468)	35%	223,333
4700 FUNDRAISING EVENT INCOME					
4760 Ticket Sales	-	16,000	(16,000)	0%	16,000
Total 4700 FUNDRAISING EVENT	-	16,000	(16,000)	0%	16,000
4702 SPONSORSHIP INCOME	24	-	24		
4703 Sponsorship	9,880	16,900	(7,020)	58%	16,900
Total 4702 SPONSORSHIP INCOME	9,904	16,900	(6,996)	59%	16,900
4800 GRANTS					
4810 Downtown Revitalization Grant	90,111	-	90,111	0%	-
4890 Other Grants	-	12,000	(12,000)	0%	12,000
Total 4800 GRANTS	90,111	12,000	78,111	751%	12,000
4900 INTEREST INCOME	6,594	1,200	5,394	550%	1,200
Board designated reserve funds	28,000	28,000	-	100%	28,000
xServices	330	-	330	0%	-
Total Revenue	446,054	297,433	148,621	150%	297,433
Cost of Goods Sold	125		125		
Charm Marketing/Product	445	1,900	(1,455)	23%	1,900
Total Cost of Goods Sold	570	1,900	(1,330)	30%	1,900
Gross Profit	445,484	295,533	149,951	151%	295,533
Expenditures					
6000 WAL BOND PAYMENT	11,219	11,219	-	0%	11,219
6100 ADMIN EXPENSES					
6105 Accounting Services	9,460	10,000	(540)	95%	10,000
6110 Amortization Expense	233	-	233	0%	228
6111 Depreciation Expense	949	-	949	0%	948
6115 Bank Charges & Fees	4	-	4	0%	-
6120 Dues & Subscriptions	475	500	(25)	0%	500
6125 Insurance	4,100	4,200	(100)	0%	4,200
6135 Licenses and Permits - General	55	-	55	0%	-
6140 Computer / Software	4,143	4,000	143	104%	4,000
6145 Merchant Fees	46	510	(464)	9%	510
6150 Office Supplies	1,420	150	1,270	947%	150
6160 Postage and Mailing	352	200	152	0%	200
6165 Printing and Copying - General	-	50	(50)	0%	50
6170 QuickBooks Payments Fees	433	-	433	0%	-
6180 Rent	1,764	1,700	64	104%	1,700
6185 Supplies - General	10	250	(240)	4%	250
6190 Telephone and Internet	1,527	1,200	327	127%	1,200
6195 Website	505	-	505	0%	-
Total 6100 ADMIN EXPENSES	25,476	22,760	2,716	112%	23,936

6200 PAYROLL EXPENSES

6205 Contractor Payments	24,719	-	24,719	0%	-
6220 Payroll Fees	410	500	(90)	82%	500
6225 Payroll Taxes	12,971	16,000	(3,029)	81%	16,000
6235 Wages & Salaries	144,200	165,000	(20,800)	87%	165,000
Total 6200 PAYROLL EXPENSES	182,300	181,500	800	100%	181,500
6300 CONFERENCES & MEETINGS					
6305 Board Meetings	279	200	79	0%	200
6310 Conference Registration	705	500	205	0%	500
6315 Lodging	1,676	1,200	476	0%	1,200
6320 Meetings Local	972	3,000	(2,028)	32%	3,000
6325 Mileage	-	500	(500)	0%	500
6330 Transportation	11	-	11	0%	-
6335 Travel Meals	541	700	(159)	0%	700
MEETINGS	4,184	6,100	(1,927)	69%	6,100
6400 MEMBERSHIP EXPENSES					
6405 Membership Mailing	-	-	-	0%	-
6410 Volunteer Appreciation	318	500	(182)	64%	-
Total 6400 MEMBERSHIP EXPENSES	318	500	(182)	64%	-
7000 OUTREACH					
7005 Advertising - General	1,067	400	667	0%	400
7015 Design & Messaging	8,351	5,300	3,051	158%	5,300
7020 Photography	1,100	6,600	(5,500)	17%	6,600
Total 7000 OUTREACH	10,518	12,300	(1,782)	86%	12,300
8100 EVENT EXPENSES					
8105 Beverage Product	-	6,000	(6,000)	0%	6,000
8115 Entertainment	4,000	5,000	(1,000)	0%	5,000
8125 Licenses and Permits - Events	-	1,500	(1,500)	0%	1,500
8131 Marketing - Events	4,555	2,000	2,555	0%	2,000
8141 Printing and Copying - Events	2,402	1,500	902	0%	1,500
8145 Production	276	1,200	(924)	0%	1,200
8150 Rentals	-	1,200	(1,200)	0%	1,200
8155 Supplies - Events	3,549	1,500	2,049	237%	1,500
Total 8100 EVENT EXPENSES	14,782	19,900	(5,118)	74%	19,900
8200 DECOR & DESIGN					
8205 Fall Decor	206	500	(294)	0%	500
8210 Flower Baskets	-	4,000	(4,000)	0%	4,000
8220 Holiday Lighting	418	2,000	(1,582)	0%	2,000
8225 Lighting	2,104	-	2,104	0%	-
Total 8200 DECOR & DESIGN	2,728	6,500	(3,772)	0%	6,500
8300 Partnership Support					
8305 Bach Fest	500	500	-	100%	500
8310 Bridge Dance	500	500	-	100%	500
8320 Cruizin' Chelan	500	500	-	100%	500
8330 DEI Outreach	6,460	4,000	2,460	0%	4,000
8335 Farmer's Market	750	750	-	100%	500
8350 Partnership Support - Other	1,120	500	620	224%	500
8365 Downtown Revitalization Grant	94,908	-	94,908	0%	500
Total 8300 Partnership Support	104,738	6,750	97,988	624%	7,000
8810 Charitable Contributions	182	-	182	0%	-
Board designated reserve funds	28,000	28,000	-	100%	28,000
8900 Micorloan Program	-	-	-	0%	-
Total Expenditures	384,445	295,529	88,916	130%	296,455
Net Operating Revenue	\$ 61,039	\$ 4	\$ 61,035	1525975%	\$ (922)

NO ASSURANCE IS PROVIDED ON THESES FINANCIAL STATEMENTS

Historic Downtown Chelan Association

Statement of Activities

Budget vs. Actuals: 2025 Budget

January 1, 2025 - November 30, 2025

	Actual	Budget	Under (Over) Budget	% of Budget	Annual Budget
Revenue					
4000 MSTCIP - B&O	\$ 307,583	\$ 213,333	\$ 94,250	144%	\$ 213,333
4140 DONATIONS					
4150 General Donations	3,455	9,000	(5,545)	38%	10,000
Total 4140 DONATIONS	3,455	9,000	(5,545)	38%	223,333
4700 FUNDRAISING EVENT INCOME					
4760 Ticket Sales	-	14,000	(14,000)	0%	16,000
Total 4700 FUNDRAISING EVENT	-	14,000	(14,000)	0%	16,000
4702 SPONSORSHIP INCOME	24	-	24		
4703 Sponsorship	7,710	16,900	(9,190)	46%	16,900
Total 4702 SPONSORSHIP INCOME	7,734	16,900	(9,166)	46%	16,900
4800 GRANTS					
4810 Downtown Revitalization Grant	90,111	-	90,111	0%	-
4890 Other Grants	-	7,000	(7,000)	0%	12,000
Total 4800 GRANTS	90,111	7,000	83,111	1287%	12,000
4900 INTEREST INCOME	5,913	1,100	4,813	538%	1,200
Board designated reserve funds	28,000	28,000	-	100%	28,000
xServices	300	-	300	0%	-
Total Revenue	443,096	289,333	153,763	153%	297,433
Cost of Goods Sold	80		80		
Charm Marketing/Product	445	1,700	(1,255)	26%	1,900
Total Cost of Goods Sold	525	1,700	(1,175)	31%	1,900
Gross Profit	442,571	287,633	154,938	154%	295,533
Expenditures					
6000 WAL BOND PAYMENT	11,219	11,219	-	0%	11,219
6100 ADMIN EXPENSES					
6105 Accounting Services	6,905	9,200	(2,295)	75%	10,000
6110 Amortization Expense	214	-	214	0%	228
6111 Depreciation Expense	870	-	870	0%	948
6115 Bank Charges & Fees	4	-	4	0%	-
6120 Dues & Subscriptions	475	100	375	0%	500
6125 Insurance	4,100	4,200	(100)	0%	4,200
6135 Licenses and Permits - General	-	-	-	0%	-
6140 Computer / Software	3,879	3,800	79	102%	4,000
6145 Merchant Fees	46	470	(424)	10%	510
6150 Office Supplies	1,398	150	1,248	932%	150
6160 Postage and Mailing	352	200	152	0%	200
6165 Printing and Copying - General	-	50	(50)	0%	50
6170 QuickBooks Payments Fees	433	-	433	0%	-
6180 Rent	1,617	1,560	57	104%	1,700
6185 Supplies - General	10	220	(210)	5%	250
6190 Telephone and Internet	1,393	1,100	293	127%	1,200
6195 Website	505	-	505	0%	-
Total 6100 ADMIN EXPENSES	22,201	21,050	1,151	105%	23,936

6200 PAYROLL EXPENSES

6205 Contractor Payments	24,719	-	24,719	0%	-
6220 Payroll Fees	410	458	(48)	90%	500
6225 Payroll Taxes	10,527	14,700	(4,173)	72%	16,000
6235 Wages & Salaries	126,961	151,250	(24,289)	84%	165,000
Total 6200 PAYROLL EXPENSES	162,617	166,408	(3,791)	98%	181,500
6300 CONFERENCES & MEETINGS					
6305 Board Meetings	279	-	279	0%	200
6310 Conference Registration	705	500	205	0%	500
6315 Lodging	1,676	1,200	476	0%	1,200
6320 Meetings Local	941	2,960	(2,019)	32%	3,000
6325 Mileage	-	450	(450)	0%	500
6330 Transportation	11	-	11	0%	-
6335 Travel Meals	541	700	(159)	0%	700
MEETINGS	4,153	5,810	(1,668)	71%	6,100
6400 MEMBERSHIP EXPENSES					
6405 Membership Mailing	-	-	-	0%	-
6410 Volunteer Appreciation	318	500	(182)	64%	-
Total 6400 MEMBERSHIP EXPENSES	318	500	(182)	64%	-
7000 OUTREACH					
7005 Advertising - General	1,067	400	667	0%	400
7015 Design & Messaging	8,351	5,300	3,051	158%	5,300
7020 Photography	1,100	6,600	(5,500)	17%	6,600
Total 7000 OUTREACH	10,518	12,300	(1,782)	86%	12,300
8100 EVENT EXPENSES					
8105 Beverage Product	-	5,600	(5,600)	0%	6,000
8115 Entertainment	4,000	5,000	(1,000)	0%	5,000
8125 Licenses and Permits - Events	-	1,400	(1,400)	0%	1,500
8131 Marketing - Events	-	2,000	(2,000)	0%	2,000
8141 Printing and Copying - Events	2,325	1,500	825	0%	1,500
8145 Production	276	1,200	(924)	0%	1,200
8150 Rentals	-	1,000	(1,000)	0%	1,200
8155 Supplies - Events	3,549	1,425	2,124	249%	1,500
Total 8100 EVENT EXPENSES	10,150	19,125	(8,975)	53%	19,900
8200 DECOR & DESIGN					
8205 Fall Decor	206	500	(294)	0%	500
8210 Flower Baskets	-	4,000	(4,000)	0%	4,000
8220 Holiday Lighting	418	2,000	(1,582)	0%	2,000
8225 Lighting	2,104	-	2,104	0%	-
Total 8200 DECOR & DESIGN	2,728	6,500	(3,772)	0%	6,500
8300 Partnership Support					
8305 Bach Fest	500	500	-	100%	500
8310 Bridge Dance	500	500	-	100%	500
8320 Cruizin' Chelan	500	500	-	100%	500
8330 DEI Outreach	6,460	-	6,460	0%	4,000
8335 Farmer's Market	750	750	-	100%	500
8350 Partnership Support - Other	-	500	(500)	0%	500
8365 Downtown Revitalization Grant	94,908	-	94,908	0%	500
Total 8300 Partnership Support	103,618	2,750	100,868	400%	7,000
8810 Charitable Contributions	182	-	182	0%	-
Board designated reserve funds	28,000	28,000	-	100%	28,000
8900 Micorloan Program	-	-	-	0%	-
Total Expenditures	355,704	273,662	82,042	130%	296,455
Net Operating Revenue	\$ 86,867	\$ 13,971	\$ 72,896	622%	\$ (922)

NO ASSURANCE IS PROVIDED ON THESES FINANCIAL STATEMENTS



Summary of MSA's Transformational Strategies Workbook

Introduction

- The National Trust identified four pillars for downtown revitalization: **Economic Development, Design, Promotion, and Organization.**
- These pillars form the "Main Street 4-Point Approach™," which is a balanced method for achieving downtown recovery and transformation.

Community Transformation Strategies

- **Community Transformation Strategies** are overarching themes designed to guide Main Street Programs for 3-5 years.
- Strategies should be **comprehensive, asset-based, visionary, concise, and measurable.**
- Two types of strategies:
 - **Catalyst Strategies:** Pre-developed strategies by Georgia Main Street Program or National Main Street Center.
 - **Customized Strategies:** Tailored by local Main Street Programs to address specific community needs.

Main Street Program's 15 Catalyst Strategies HDCA could choose from:

1. Arts and Entertainment
2. Beautification Initiatives and Design
3. Business Activation and Development
4. Downtown Living
5. Community Serving
6. Transportation and Pedestrian Experience
7. Ecotourism and Recreational Economy
8. Agricultural Focus
9. Environmental Sustainability
10. Public Health and Wellness
11. Greenspace
12. Maintaining Authenticity
13. Placemaking
14. Storytelling
15. Tourism
16. Foundation Building (for new or probationary programs)

Each strategy includes:

- A summary, key descriptors, pros/cons, special considerations, questions to guide selection, and activities aligned with the Four Points.

Getting Started

- Steps to identify and implement a strategy:
 1. Gather market research (e.g., retail mix, vacancy rates, demographic reports, commuter metrics).
 2. Conduct surveys and community visioning sessions.
 3. Host board retreats and meetings with community partners.
 4. Develop a unified vision and measurable goals.

Measuring Impact

- Success is defined by measurable objectives and outcomes.
- Programs should focus on **Wildly Important Goals™** (WIGs) to prioritize efforts.
- Use the **80/20 Rule** to focus on tasks with the greatest impact.
- Keep score with quantifiable measures to track progress and adjust strategies as needed.

Accountability

- Build a culture of accountability with clear expectations, regular check-ins, and team engagement.
- Assign ownership of tasks and ensure alignment with the work plan.

Appendix

- Includes templates for creating customized strategies and work plans.
- Provides a matrix to align existing resources with appropriate strategies.
- Lists acronyms commonly used in state and local government programs.

Key Takeaways

- The workbook emphasizes community-driven, strategic, and measurable approaches to downtown revitalization.
- It provides tools, templates, and guidance for Main Street managers to select and implement effective strategies tailored to their community's needs.
- Collaboration, accountability, and continuous evaluation are critical for success.

Liaison Committee Report

Name of Meeting: *

Planning Commission meeting

Date of Meeting: *

2026-01-21

Key Meeting Notes: *

Meeting notes should consist of key agenda items that had significant discussion. Each item can be briefly summarized in 2 - 4 sentences.

Meeting was a public hearing for TA2025~03 (see attached doc)

Vote for Planning Commission Chair Joe Collins was nominated and confirmed

Vote for Planning Commission Vice Chair Vicki Heimark was nominated and confirmed

TA2025~03 was voted on and approved to recommend to city council

Upload applicable meeting documents here if available:

Max upload is 25MB per file

Submitted By

Signature *

Brad Chitty

Signature Date *

2026-01-21



City of Chelan

PLANNING COMMISSION

January 21, 2026

Subject/Title: TA2025-03 Public Hearing

Suggested motion: I move to recommend approval of the TA2025-03: Home Occupation Amendments to the City Council.

Department: Community Development

Staff Contact: Monica Libbey

Guiding Principles: Thriving & Connected

Initiatives: Diversify Housing Options

Reviewed By:

GOVERNING LEGISLATION

The planning commission shall conduct public hearings relating to the comprehensive plan and the implementation thereof, including but not limited to zoning, official map, and platting and subdivision regulations. The planning commission is also authorized to review and make recommendations on the adoption and the enforcement of coordinated plans and regulations for the physical development of the city. The planning commission shall be advisory and it shall advise the city council for city council final approval.

PREVIOUS ACTION TAKEN

OVERVIEW

Planning staff is requesting the Planning Commission conduct a public hearing to consider TA2025-03. Proposed text amendments to the city's home occupation zoning standards streamline provisions by locating home occupation standards in a new general provision section, and by removing the permit requirement for home occupations that are permitted outright. The resulting home occupation zoning landscape is broken into 3 levels of intensity:

1. Permitted Home Occupations: minimal impact, mailing address / home office businesses. No city review; permitted outright.
2. Administrative Conditional Use Permit: moderate activities, limited customers on appointment basis. Staff review, can include project specific conditions.
3. Expanded Home Occupations: requires public notice and Conditional Use Permit. Hearing Examiner review at a public hearing.

Staff have drafted proposed findings of fact in support of forwarding a recommendation of approval to the City Council for final action.

FINANCIAL IMPLICATIONS

ATTACHMENTS

1. TA2025-03 Findings of Fact
2. Home Occupation Zoning Code Draft

SUGGESTED MOTION

I move to recommend approval of the TA2025-03: Home Occupation Amendments to the City Council.

Contract No.	Company Name	Document Name	Project	Dollar Value	Date Signed	Department	Point of Contact
CON-26-320	MG Consulting Services, dba MuniRM	Professional Services Agreement	Records Management	\$12,000.00	01/02/26	Administration	Peri Gallucci
CON-24-125	Chelan County	CPIF Chelan County Funding Agreement Amendment No. 1	Washington Street Booster Pump Station	\$0.00	01/15/26	Public Works	Travis Denham
CON-26-323	Jackson Engstrom	Separation Agreement	Employment	\$16,604.43	01/15/26	Public Works	Jake Youngren
CON-26-324	RH2 Engineering	Task Authorization No. 15	Downtown Traffic Analysis	\$19,811.00	01/15/26	Public Works	Travis Denham
CON-26-325	National Golf Foundation	Professional Services Agreement	Lake Chelan Golf Study	\$28,500.00	01/22/26	Parks and Recreation	Audrey Cooper
CON-26-326	Ardurra Group	Amendment No. 2	SR150 Sewer Mainline Improvements Project, Right of Way Survey	\$26,612.00	01/23/26	Public Works	Travis Denham