



American Planning Association
Washington Chapter

Making Great Communities Happen

Washington APA

Royal City

Community Planning Assistance Program



A report prepared for the City of Royal City summarizing the outcome of the APA Community Planning Assistance Team Work session of March 7th, 2009

Royal City – Community Planning Assistance Team

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Executive Summary

Introduction

In January 2009, the City of Royal City submitted a proposal to the Washington Chapter of the American Planning Association (APA) for a Community Planning Assistance Team (CPAT) to assist the town and its citizens in addressing key issues facing the community. The issues ranged from economic development to traffic safety.

The APA accepted the proposal, and after a preliminary meeting with the Public Works Director and City Clerk in February, the team members arrived in Royal City on March 7, 2009, for a one-day work session with community leaders.

Throughout the work session, the team members, local officials, community leaders, technical experts, and citizens came to understand the key issues and used their expertise to frame a wide range of recommendations, which are presented to the community in this report.

During the March 7 work session, the team focused on discussing strengths and opportunities in three main areas. These areas were identified by the community in their application for assistance and included: economic development, downtown revitalization, water planning, and traffic circulation and safety.

APA Community Planning Assistance Team

Work Session Objectives:

- **Advance the principles of *APA for a Livable Washington*.**
- **Recognize and describe the qualities of a place.**
- **Explore and articulate the larger contexts from regional resources to the neighborhood scale, and the interactions of ecological, sociological, economic, and physical systems.**
- **Connect plans and actions.**
- **Help communities define the roles of stakeholders.**
- **Develop a roadmap for implementation of plans and policies.**



Mayor Jenks welcomes work session participants and the CPAT

Mayor Justin Jenks kicked off the work session on Saturday, March 7, with an overview of opportunities and challenges. The group reviewed the recent successes including:

- Completion of the transportation improvement project to Royal Avenue;
- Three recent contacts by businesses interested in locating in Royal City; and
- A commitment of assistance by Washington's Public Works Board.

The closing section of this report offers some thoughts on how the community can best move forward to address the range of issues and recommendations covered during the work session. APA's guiding

principles for CPAT planning assistance teams ensure that ultimately the citizens of the community are the critical players, both for their insights and observations during the team visit and for their support for the new directions that emerge from the process.

The Work Session

APA selected a Community Planning Assistance Team comprised of experts in economic development, downtown revitalization, water planning, and traffic circulation and safety. These volunteers included:

Neil Aaland, Aaland Planning Services, Inc.

Teresa Cameron Stripes, Spokane's Neighborhood Business Centers

Chris Gagnon, Washington Public Works Board

Bruce Hunt, Department of Community Trade and Economic Development

Paula Reeves, Washington State Department of Transportation

Peg Staeheli, SVR Design Company

Janet Wright, Land Use Planning and Public Relations Expert



Public Works Director sets the stage for the workshop

Following the Mayor's opening remarks, Peg Staeheli provided insights and discussed innovations based on her experience in landscape architecture and water planning in Washington and other states. Teresa Cameron Stripes followed with a discussion of economic development opportunities focusing on preserving/leveraging those resources within the community. Teresa also moved the group into a discussion of downtown revitalization, outlining the basic principles of Main Street communities:

Four Principles of Main Street Communities:

- **Organization** *involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program.*
- **Promotion** *sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play, and invest in the Main Street district.*
- **Design** *means getting Main Street into top physical shape -- capitalizing on its best assets such as historic buildings and pedestrian-oriented streets.*



Teresa Cameron Stripes discusses economic development

Paula Reeves concluded the downtown revitalization discussion, showing slides of transportation features including sidewalks, traffic calming, and lighting. These were examples of how transportation infrastructure can support downtown re-development.

Following these introductory remarks and some group discussion, the work session participants began to identify opportunities and challenges for the community. A summary of the outcome of this session is included in the Appendix of this report. The work session agenda included a working lunch to allow the team to continue discussing ideas, concepts and experiences and organize thoughts for the afternoon discussion.

After identifying several opportunities, the work session participants and the team headed out for a walking tour of downtown. The group walked along Camelia Street and discussed options for downtown revitalization. They visited the hotel site, the public building and potential community garden area adjacent to the park, the Red Rock School, and the trail leading to the schools.

When work session participants reconvened at City Hall, there was discussion led by the CPAT team regarding the community needs that had been identified on the walking tour. The work session participants identified a number of immediate next steps.

The CPAT team presented a summary of these steps with related action items (see **Table 1**). This inspired a discussion of resources and responsibility for each action item and priorities included in the Appendix of this report. The work session participants agreed that in order to proceed with the immediate next steps, an Action Committee would need to be established.



Peg Staeheli discusses opportunities for water conservation and downtown revitalization

Creating an Action Committee

An Action Committee should consist of about ten individuals who can motivate others and be inclusive when discussing specific community issues. This committee can be a very helpful tool in organizing the project and typically consists of a variety of local people who have made a commitment to accomplishing these important next steps.

Representatives of the following groups might be useful candidates to consider for such a committee:

- The Port
- The School District
- A SHOC Member
- A Property Owner – commercial, industrial, government
- The Lions Club
- A Business Owner– large and small
- A Member of the Migrant Council
- A Church Representative
- Students (2)
- City Staff – to facilitate meetings
- A Transit Agency Representative
- A Grant County Commissioner – local resident
- The Fire District
- A Member of the Golf Course Association

The ideal Action Committee has members who can wear “several hats” by representing multiple interests. It should be limited in size so that the group can hold a conversation around a table. This group should consist of individuals with a vision, can be optimistic yet realistic, can think both holistically and focused, include long-time residents and newcomers, and lastly, have equal representation by gender, race, and economic status.

It is helpful to identify a Committee Chair to run the meetings and/or assign a member to communicate logistics and meeting outcomes with rest of the group on a regular basis. City staff were identified for this role during the work session. Action Committee meetings should be occurring regularly (i.e., third Monday of the month). Most communities that WA APA has worked with have chosen to keep these committees independent of local government; however, they have included elected officials in their membership. This independent membership structure enables the Action Committee to hold local government accountable. The added benefit of an Action Committee is that it utilizes residents for tackling problems within the community and thus, helps to keep local government staffing commitments to a minimum, which can be important in smaller, resource strapped communities.

Table 1. Highest Priority Action Steps

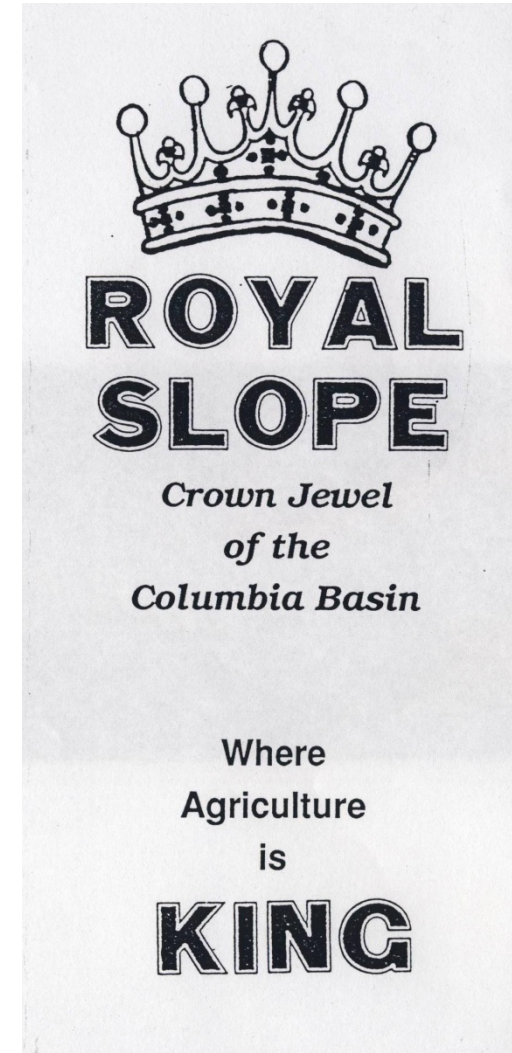
THEMES	ACTION	RESPONSIBILIYTY	RESOURCES
Economic Development	<ul style="list-style-type: none"> • Port Partnership • Golf Course: <ul style="list-style-type: none"> --seek trail planning and grant, --install water reclamation, --seek play area grant, --develop tourism promotion • Signage Location 	<ul style="list-style-type: none"> • Action Committee • Action Committee/Golf Course Association • Lions Club/WSDOT 	Recreation and Conservation Office Grants - http://www.rco.wa.gov/rcfb/grants.asp RCO Grant workshop held in October 2009: http://www.ecy.wa.gov/programs/wr/cwp/cr_grants.html Community Economic Revitalization Board (CERB) http://www.cted.wa.gov/
Downtown Revitalization	<ul style="list-style-type: none"> • Aesthetics - Beautification • Community Gardens • Farmers Market • Main Street Improvement Plan • Museum (Ben Hutchison) – Tourism • Tourism (music festival) - Hotel 	<ul style="list-style-type: none"> • SHOC/Public Works • SHOC/School • SHOC • UW Students/Darryl Piercy • SHOC • Dave and Nate 	Downtown Revitalization Program http://cted.wa.gov/site/52/default.aspx Community Development Block Grant (Community facilities) http://www.cted.wa.gov/site/944/default.aspx Example of Community gardens- http://www.seattle.gov/Neighborhoods/ppatch/
Water Planning	<ul style="list-style-type: none"> • Replace Existing Reservoir • Enforceable Ordinance/Incentives • More Sewer Capacity • More Municipal Water Storage 	<ul style="list-style-type: none"> • Action Committee • Public Works • Action Committee/Public Works Board 	Community Development Block Grant http://www.cted.wa.gov/site/314/default.aspx Drinking Water State Revolving Fund (Reservoir) http://www.doh.wa.gov/ehp/dw/our_main_pages/dwsrf.htm Department of Ecology (Sewer) http://www.ecy.wa.gov/programs/wq/funding/funding.html USDA Rural Development (Reservoir, Sewer) http://www.rurdev.usda.gov/wa Public Works Trust Fund (requires adopted comp plan) http://www.pwb.wa.gov/ Rural Community Assistance Corporation (tech asst, loans) http://www.rcac.org/ Evergreen Rural Water of Washington (tech asst) http://www.erwow.org/ Ecology's Columbia River grant program (Water Storage) http://www.ecy.wa.gov/programs/wr/cwp/cr_grants.html
Housing	<ul style="list-style-type: none"> • More Homeownership • Sustainable growth <ul style="list-style-type: none"> --tax base --mix of housing --habitat for Humanity • Housing for Temp Employees 		Housing Trust Fund http://www.cted.wa.gov/site/493/default.aspx

The Report

Community History

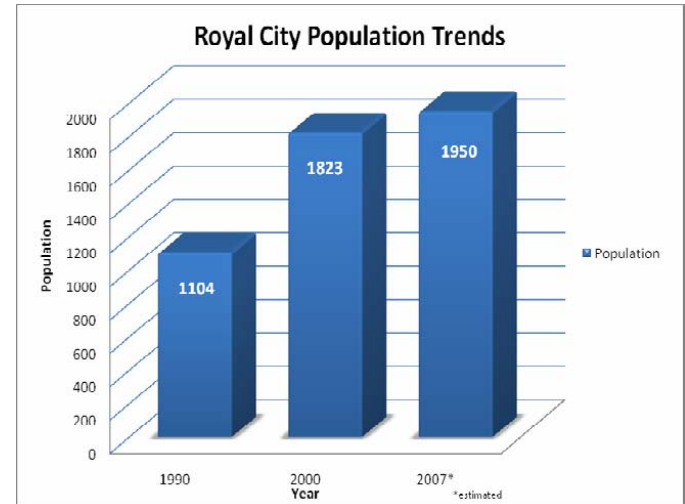
Royal City is often referred to as the “Crown Jewel of the Columbia Basin”. The Royal Slope area had a population of about 200 in 1956, when the first water from the Bureau of Reclamation’s Columbia Basin Project reached the area, creating almost 100,000 acres of irrigable land in the area. Settlers soon began flocking to the Royal Slope, alternatively known as the Royal Flats. The Royal City Development Company was founded in the late 1950s to promote the fledgling town that would become the population, economic, and cultural center for the area. In 1957, the first grocery store and elementary school were built. After this early period of continued growth, Royal City was officially incorporated on February 14, 1962.

Royal City has promoted itself as a center for agriculture. Publications produced by the Royal Slope Chamber of Commerce declared the area as a place where “Agriculture is King.” The city remains true to this statement today. Royal City has developed a strong industrial and manufacturing sector, but the majority of the city’s economic output and employment remains based in agriculture. Although its population has increased steadily in every census, Royal City has maintained the rural roots upon which it was founded.



Population

The population of Royal City has been increasing steadily over the last several decades. Former Public Works Director John Lasen is quoted in 2001 as saying in jest that the numbers on Royal City's population sign should be on rollers like an odometer so they could "keep cranking it up." The 1990 Census reported 1,104 individuals living in the city. The population increased 65 percent during the 1990s, rising to 1,823 people in the 2000 Census. The 2007 estimated population is 1,950, an increase of 7 percent since 2000, or 1 percent growth annually, a decrease from previous growth rates, but still on par with state and national averages.

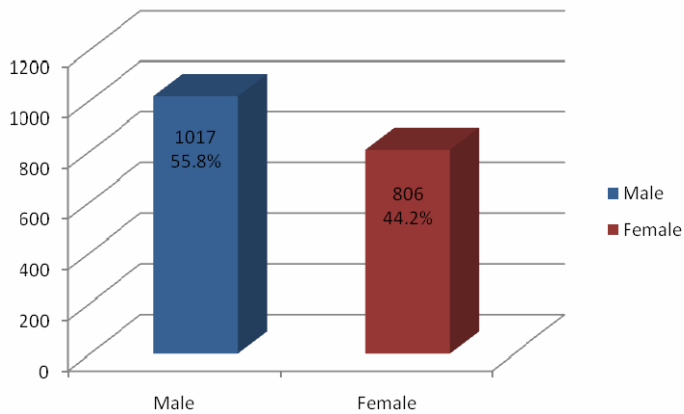


The population of Royal City is much younger on average than the rest of Grant County, Washington, and is even younger when compared to the national average. This undoubtedly has an impact on the economy of the area.

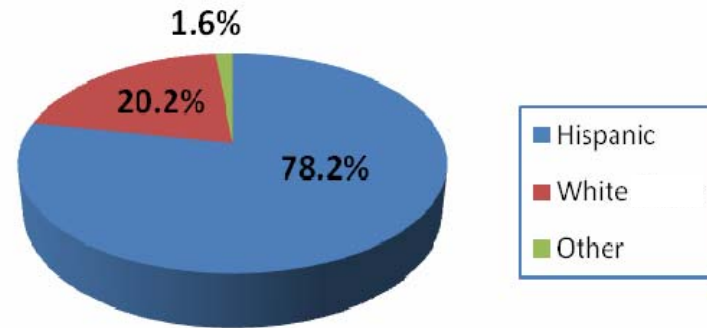
Jurisdiction	Median Age
Royal City	23.6
Grant County	31.5
United States	36.4

Royal City's population is disproportionately male, 56 percent vs. 51 percent in Grant County. This is presumably due in large part to its reliance on the male-dominated manufacturing and agricultural sectors.

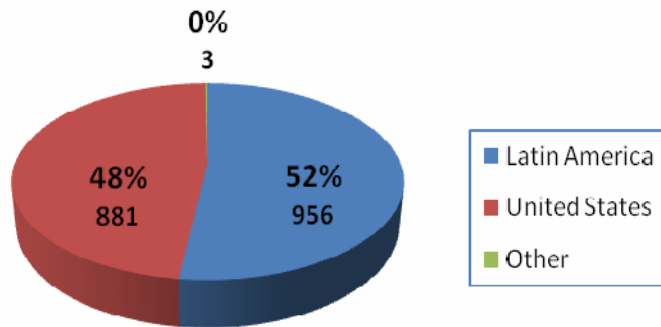
Population by Gender



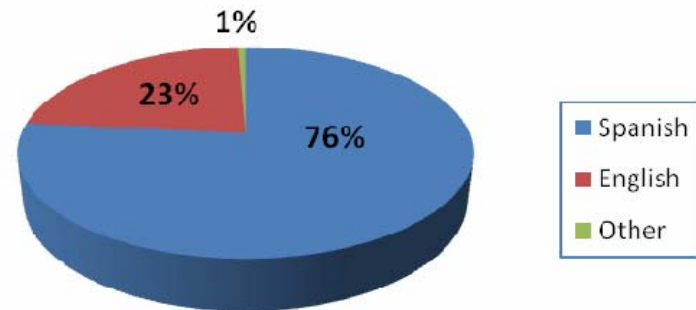
Population by Race and Ethnicity



Place of Birth



Language Spoken at Home



Royal City has strong Latino roots. 78 percent of the population is Hispanic or Latino, 76 percent of the population lists Spanish as the language spoken at home, and 52 percent of the population is foreign-born, with almost all originating from Latin America. This diversity creates opportunity for a richer and stronger community that offers a broader mix of civic and commercial activities for its residents.

School Enrollment

Royal City is served by Royal School District #160. District 160 serves about 1400 students from a 425 square mile service area on Royal Slope, that includes the nearby communities of Wanapum Village and Beverly. The district is composed of three schools: a K-5 elementary school, a grade 6-8 middle school, and a high school. All three schools are located on the same complex in the northern portion of Royal City along Ahlers Road.

Red Rock Elementary opened in 1957 and currently has over 700 students. Royal Middle School and Royal High School opened in 1967. Royal High School is well known for its football team. The Royal Knights have won the 1A Football State Championship five times; most recently in 2007.

School	Grades	Students Enrolled
Red Rock Elementary	K-5	708
Royal Middle School	6-8	349
Royal High School	9-12	337
Total	K-12	1394

Economic Development Opportunities

Background

Economic Revitalization occurs at the grassroots level – it is not about a silver bullet that will cure all ills. Revitalization takes time, typically 10 to 20 years but understanding what economic development activities are, and how the incremental changes lead to revitalization, is key to economic development success. Some economic development activities occur at the municipal level where others have to occur at the community level, hence the earlier recommendations for starting an Action Committee to pursue certain activities.

Municipal economic development tends to be limited to infrastructure improvements such as transportation, park, water, and sewer improvements, where community groups (i.e., chamber of commerce) can embark on private civic investments, façade improvement programs, farmers markets, organizational activities, and promotions.

Analysis

Prior to and during the CPAT work session the community identified specific economic development/revitalization opportunities it wanted to pursue. Many will need to be incorporated in your Comprehensive Plan, yet many opportunities should be considered “low-hanging fruit” and pursued by the Action Committee for immediate implementation.

Recommendations

Wastewater Reclamation Facility (WRF) – The WRF is currently both a challenge and an opportunity from an economic development standpoint. The lack of capacity for wastewater treatment is a detriment to future economic development. However, if expansion is carefully planned and implemented it will lead to future economic development/revitalization. Elsewhere in this report you will find recommendations by wastewater experts that will address how the municipality can expand and/or reduce its dependence on the current system to allow for future development.

Roads & Streetscape – Probably the largest challenge Royal City faces is its expanse. The City is very spread out, leading to the need for everyone to drive to their destination. Housing is separated from education, as well as commercial facilities. Arterial roads are huge in width and in the downtown core, buildings are set far back from the walking path/curb. In the community Comprehensive Planning process you will need to decide whether walkability is an issue and how to address getting walkable infrastructure in place. Again, infrastructure is an economic development tool and future improvement implementation needs to be addressed by the municipality, but the planning needs to also reflect the desires of the community.

During the planning efforts, the community desires can be addressed in design standards. This can require future development to adhere to smaller set backs, install sidewalk infrastructure, and other pedestrian amenities. The community can choose to offer incentives for meeting specific design standards in addition to implementing future improvements as funding becomes available. For more information and implementation tools, visit these web sites:

- Improvements Required Prior to Building Permit Issuance and Other Methods of Obtaining Streetscape Improvements <http://www.mrsc.org/Subjects/PubWorks/subsw.aspx>
- Local Improvement Districts <http://www.mrsc.org/Subjects/PubWorks/lidpg.aspx>

Park n' Ride and Grant County Transit (GTA) – A partnership with Grant County Transit as well as private entities offers a tremendous opportunity for immediate action. Currently, GTA's ridership is minimal in the Royal City area, likely due to minimal service times and a lack of stop facilities. However, GTA is in the process of looking at service in that part of the county and they are planning to hold a public meeting in the late spring/early summer to gather public input on route suggestions, etc.

Currently, GTA stops at the Conoco station and Red Rock Elementary School. As far as park n' ride lots go, GTA is willing to enter into an agreement with public or private entities for facilities if there is a need.

Public/private partnership to pave existing lots on or adjacent to the current stop facilities might be a quick solution. Lighted facilities are costly but new solar technology might be a way around the challenges of bringing in electricity. One such partnership could be for a park n' ride at the golf course and could stimulate some funding through early morning concession sales of coffee, pastries, and fruit (grown at a community garden and offered for sale at the farmers market). The club house may provide shelter, and the parking lot is already there.

Often the streetscape funding sources will accept applications for bus shelter facilities

Farmers Market, High School, and Port of Royal Slope City Park – Farmers markets are an integral part in the urban/farm linkage. They are businesses that contribute to local economic development and offer a tourism attraction. Farmers markets have risen in popularity, mostly due to the growing consumer interest in obtaining fresh products directly from the farm. The number of farmers markets in the United States has grown dramatically, increasing 79 percent from 1994 to 2002. There are now over 3,100 farmers markets operating in the United States. Royal City should consider possible co-op farming and raised beds that can be moved to another local if necessary.

Royal City knows farming! Farmers markets create local jobs, providing income and a source of affordable fresh food. A community garden set aside within the city park or at the Port of Royal Slope for local residents to farm is another of the “low-hanging fruit” economic development tools you can take immediate action to implement. Currently, a partnership with the high school, which has an agricultural course, can help make a community garden more successful. In turn, the produce grown at the community garden can be sold at the farmers market and if the market partners with DSHS it can then accept the Access cards, providing residents with a local food source, keeping local dollars circulating within Royal City’s economy.

Funding Opportunities and Resources

- CTED’s Downtown Revitalization Program, WA’s Main Street program (Membership is highly recommended)
<http://www.cted.wa.gov/site/52/default.aspx>
- Local Improvement Districts – <http://www.mrsc.org/Subjects/PubWorks/lidpg.aspx>
- WSDOT Funding Programs for Local Agencies – funding opens spring 2010,
<http://www.wsdot.wa.gov/localprograms/ProgramMgmt/funding.htm>
- Farmers Markets, Public Markets – Regulation to marketing advice on Municipal Research and Services Center (MRSC) , <http://www.mrsc.org/Subjects/Econ/ed-farmmarket.aspx>
- Farmers Market – USDA, Rural Programs on trends to programs,
<http://www.ams.usda.gov/AMSV1.0/ams.fetchTemplateData.do?template=TemplateC&navID=FarmersMarkets&rightNav1=FarmersMarkets&topNav=&leftNav=WholesaleandFarmersMarkets&page=WFMFarmersMarketsHome&description=Farmers%20Markets&acct=frmrdirnkt>
- Community Economic Revitalization Board (CERB), Provides assistance with economic development,
<http://www.cted.wa.gov/site/64/default.aspx>

Downtown Revitalization: The Main Street Approach

Background

The Main Street Approach is a community-driven, comprehensive methodology used to revitalize older, traditional business districts throughout the United States. It is a common-sense way to address the variety of issues and problems that face traditional business districts. The underlying premise of the Main Street Approach is to encourage economic development within the context of historic preservation in ways appropriate to today's marketplace. The Main Street Approach advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community.

Analysis

The National Trust Main Street Center offers a comprehensive commercial district revitalization strategy that has been widely successful in towns and cities nationwide. Described below are the four points of the Main Street Approach which work together to build a sustainable and complete community revitalization effort.

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a program director funded by the city and the business community or a combination of both. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play, and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.

Design means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.



Concentrated downtown area – Concrete, WA

Economic Restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. Coincidentally, the four points of the Main Street Approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

Recommendations

During the Royal City CPAT worksession, the team members and the town leaders identified several specific strategies to pursue. These include:

- *Downtown Streetscape Improvements.* Develop design concepts for downtown streetscape improvements through a design work session or similar method. Include elected officials, city staff, local business owners, citizens, and other interested parties. Visit WSDOT's website for additional resources:
<http://www.wsdot.wa.gov/localprograms/planning>.
- *Maintenance of the Streetscape.* The City of Spokane's Neighborhood Business Centers Implementation Guidebook will provide you with a step-by-step process to follow for getting from ideas, through funding construction, and maintenance of your improvements.
http://www.developingspokane.org/docs/NBC_Streetscape_Implementation_Guidebook_2008.pdf.
- *Incorporate Main Street Concepts into Comprehensive Plan.* Development standards should be established to ensure that new development meets Royal City's goals for the area in terms of use, scale the height and bulk of commercial square footage, consistency with city/neighborhood context, character, and integration with other recent "Main Street" improvements. Work with regional agencies to establish regulations for regional retail that will be consistent with the community's objectives.
- *Signage, Directional Improvements.* Participants from Royal City identified better signage to downtown as a priority. WSDOT's Scenic Byways program has funding for signage and other features. See <http://www.wsdot.wa.gov/TA/ProgMgt/Byways>.
- *Storefront Improvements.* Resources for further investigation to accomplish these improvements include CTED's Main Streets program, the National Trust for Historic Preservation, and the Washington State Department of Archaeology and Historic Preservation at <http://www.dahp.wa.gov>.

Recommended Tools for Understanding Royal City's Consumer Market

The National Trust for Historic Preservation Main Street program (<http://www.mainstreet.org>) is the only national economic revitalization program that works everywhere and anywhere. Cities, business associations, chamber of commerce, and/or volunteer non-profit organizations anywhere can apply its Four-Point approach (Design, Organization, Promotion, and Economic Restructuring) to revitalization. The Economic Restructuring point highly recommends that revitalization organizations conduct market analysis frequently. Main Street recommends the "Downtown and Business District Market Analysis Guidebook," which is a collaborative effort between the University of Wisconsin - Extension (UWEX) and the Wisconsin Main Street Program of the Wisconsin Department of Commerce

<http://www.uwex.edu/ces/cced/downtowns/dma/intext.cfmmodel>. The Wisconsin model is a step-by-step method outlined in a book titled "Step-by-Step Market Analysis: A Workbook for Commercial District Business Development", can easily be used. The Wisconsin model comes with free database downloads and a demand calculator; these are very useful tools that anyone can use but not everyone can create, which is why the Wisconsin model is the most recommended market analysis process for do-it-yourselfers. You do not have to be a Main Street organization to use the Wisconsin model. Market analysis needs to be repeated frequently, every 2-4 years, by those living, working, playing, and shopping in the area, because the business and consumer markets change.

When conducting market analysis using the Wisconsin model, you are creating an in-depth demographic and economic profile of the market area, which could be a business district, city, or region. In a traditional market analysis, the availability (supply, measured in sales within the market area) of a certain product or business type is compared with the demand for the products (the purchasing power of the demographic living within the market area). Until you look deeply into your existing conditions (what is your consumer market, how many businesses do you have, where are the major retailers located, how many square feet of commercial space do you have, how much can the consumers buy, do you have the right amount of commercial space zoned, can that commercial district expand as the population expands) you

will never know the economic health of your commercial district, or what it can be. The Wisconsin model guidebook walks you through everything on how to create a business district inventory, and how to put together a business recruitment plan.

After you have gathered all the information about your commercial area and the surrounding market (consumer demographic information) you will compare the supply and demand numbers using the demand calculator, you will end up with a positive or negative number (what is leftover after you subtract the demand from the supply). A negative number means that you have more supply than the consumers can purchase and the sales for this business category are drawing from a larger market area (possibly the entire county or regionally). For example, if you have a regional farm equipment dealership within your market area, you will find that the supply far exceeds the demand for that industry type. However, maybe your demand for a grocery store exceeds your supply (the result is a positive number). Maybe you need an additional grocery store? Maybe not, Bob Gibbs (an expert in retail development), of Gibbs Planning Group reported at a recent conference that a grocery store needs about 8,000 homes within a two-mile radius to consider opening <http://www.gibbsplanning.com> .

Following the Wisconsin guide, you will gain a true understanding of your commercial district, which is crucial in creating a successful assessment of your existing conditions and the economic vitality of your downtown. The Wisconsin model bases the supply and demand results on national trends using population and income demographics. Currently, the City of Spokane is using this model for conducting a neighborhood business district. However, we are also using the Claritas demographic and Retail Market Power information (www.claritas.com) along with the Wisconsin guidebook. With the Claritas information, we are able to input our actual "local" supply and demand data. By doing this, we are inputting the existing local sales and local purchasing power of our neighborhood market area.

Neighborhood market and demographic level data is not readily available, but it can be purchased, which is what we have done. However, this is not necessary when you are looking at city level data, Royal City's demographic and retail sales data, and demographic information is readily available through the Census Bureau web site (<http://www.census.gov>), The Economic Census web site (<http://www.census.gov/epcd/www/econ97.html>), and the WA State Department of Revenue web site (<http://dor.wa.gov/content/home>).

At the neighborhood level, this extra step gives us a better picture of how the neighborhood is performing and a better understanding of our true retail opportunities. If you are using the Wisconsin model and not supplementing it with local data, you will need to subtract out the square footage of your existing businesses to glean a reliable understanding of your commercial area.

Also, consider a similar step even when you use the Claritas data or local data. No one will know your market area and future plans better than you will; those living, working, playing, and shopping there. In addition to this local analysis, you will need to include the incoming demographic information of the housing development at Royal City Lakes.

Because the population density is low in the surrounding area, you also need to consider that consumers will travel a greater distance to make their purchases. With a high altitude unsupported (meaning the data needs to be inputted into the steps in the Wisconsin model) look at the data, Royal City will have some opportunity for business recruitment and expansion, some of which can be addressed by expanding the farmers market. Many consumers in the area are at or below the poverty level and are receiving public assistance. By working with DSHS, the farmers market can accept the Washington Access debit cards so that those consumers will have access to higher quality fresh food while keeping the money in the community and reducing travel time and expense for the consumers.

Using the Wisconsin model allows you to make determinations on how many square feet of specific types of businesses you should have in your downtown and helps you lay out a recruitment or expansion plan to reach your target goals. However, be certain that you do not over-zone your commercial district or downtown by making too much space available. If you have too much commercial property for the market to support, you will end up with a district that is sporadic and full of holes. Consumers will not walk more than 30-40 feet to reach the next store. If your district or downtown is full of vacancies, consumers will quickly become discouraged and leave if they have to walk past vacant buildings to reach the next shop. Keep your downtown a compact, enjoyable space for people of all ages to frequent by not over-zoning, but you do need to balance that commercial space with room for businesses to expand as they grow. Health vacancy rates are below 10 percent, but in a smaller downtown with 50 businesses, a 10 percent vacancy rate is five vacant spaces and five holes in that size of a downtown would be too many.

Once complete, a market analysis should be used as a marketing piece for your community. It will speak to your assets; it will show that you are proactively planning your future; it will show that you know your commercial and consumer markets; and that you are a City protecting and working with your business community for a stronger economic outlook.

Funding Opportunities and Resources

Royal City should be aware of other potential funding sources to help implement economic development programs.

Reference has been made elsewhere in this report to some of these resources. The following list is provided as a starting point for further research and investigation. Please note that the contact information provided here should be used as a starting point in researching and determining an appropriate funding strategy.

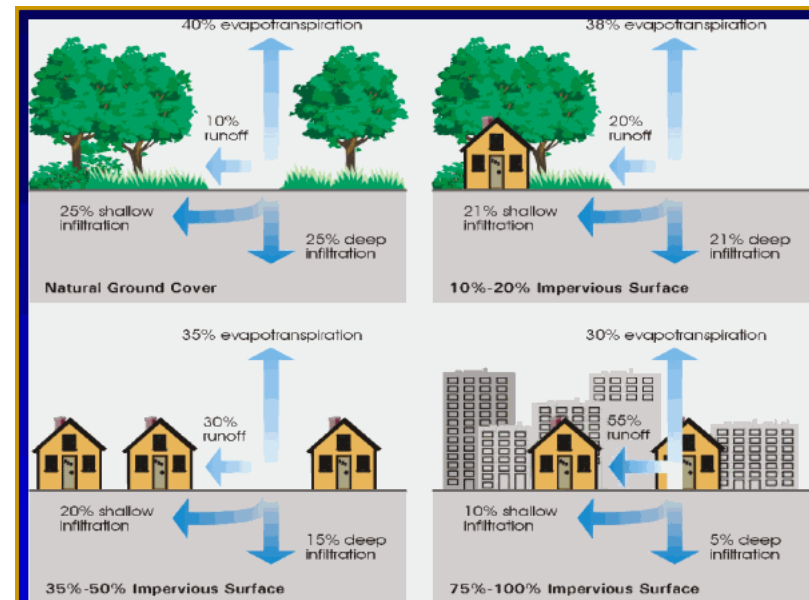
- CTED provides loans through the “Rural Washington Loan Fund” for projects creating new jobs. (http://www.cted.wa.gov/portal/alias__CTED/lang__en/tabID__87/DesktopDefault.aspx).
- Department of Archaeology and Historic Preservation (DAHP) (<http://www.dahp.wa.gov>) for the Certified Local Government Program, providing information about this process and its benefits. For example, listed properties may be eligible for various tax incentives.
- Funding may also be available from Heritage Capital Projects Funds through the Washington State Heritage Resource Center (www.wshs.org/wshs/hrc/grants.htm).

Water Planning

Storm water management and water conservation are common concerns for many communities in Washington and are connected with the development of transportation infrastructure, as well as new residential and commercial development. With the potential for additional development, Royal City has an opportunity to review codes and design standards and incorporate “Low-Impact Development” practices that will help the community introduce low cost options for managing storm water and conservation practices.

New research conducted at both the national and state levels point to opportunities to manage storm water using a combination of regional and site level techniques to prevent, treat, and use storm water runoff. Many of these practices use low-impact development methods, such as rain gardens, bio-retention areas, and grass swales. Others go further by changing site-design practices to maximize existing infrastructure by focusing development, reducing parking spaces, narrowing streets, and eliminating cul-de-sacs.

Conventional storm water conveyance systems concentrate water runoff in detention ponds and sewer systems until it is discharged through an outfall back into the natural hydrologic system. Unlike in the pre-development cycle, the discharged water is released far from its point of inception, and is altered in terms of its quantity, speed, and quality. Lack of infiltration causes groundwater depletion, and collected pollutants are



not filtered before being released into receiving waters. Water pollution resulting from storm water outfalls is increasing with development, and is currently one of the major challenges faced in the effort to reclaim the biological integrity of Washington's waters.

Innovations in storm water management, such as bio-retention, bio-swales, and rain gardens, allow for new development to have fewer impacts to natural systems than conventional practices. Additionally, existing development can be retrofitted using similar practices to dramatically lessen its historic hydrologic disruptiveness.

Resources

Other sources for additional detail related to low impact development and water conservation are:

- US EPA, *Protecting Water Resources with Higher Density Development*
http://www.epa.gov/smartgrowth/pdf/protect_water_higher_density.pdf
- Low Impact Development Center
<http://www.lowimpactdevelopment.org/home.htm>
- Puget Sound Action Team – Technical Guidance and Grants
<http://www.psat.wa.gov/Programs/LID.htm>
- Municipal Research and Services Center
<http://www.mrsc.org/Subjects/Environment/water/wc-measures.aspx>



Bio-Swale next to neighborhood street

Funding Opportunities

Regarding potential funding for municipal water storage projects, Ecology's Columbia River Water Supply Development program will be accepting grant applications in fall of 2009. The website is:

- http://www.ecy.wa.gov/programs/wr/cwp/cr_grants.html

Contact the local Conservation District for assistance with the grant program. For Royal City, this would be the Grant Conservation District in Othello, 449 E. Cedar Street, Othello. Phone is 509-488-2802.

Housing

Background

Communities benefit when transportation, housing, and commercial development work cooperatively. Finding ways to accomplish a mutually supportive relationship between these elements can have positive results. The results include less traffic congestion and air pollution, lower costs for housing and transportation, lower labor costs for employers and reduced expenses for families, preservation of open space and heritage, mitigation of the jobs/housing mismatch, more efficient and environmentally-friendly land uses, and greater choices in development patterns, housing types, and transportation services.



Seattle area townhouses

Analysis

Although housing was not one of the key topics identified by Royal City in their Request for CPAT Assistance from Washington APA, it quickly became a significant discussion during the work session. Many of the myths and facts of affordable housing discussed during the CPAT work session along with some additional information are included in this section (Source: California Housing Round Table):

Myth #1 - High-density housing is affordable housing; affordable housing is high-density housing.

Fact - This myth expresses a truth: more units per acre mean lower land costs per unit, especially if local governments allow builders meaningful density bonuses. And smaller units cost less to build than larger ones. To encourage housing affordability, Royal City will need to promote higher densities. But we also know from case studies across Washington that not all high-density housing is affordable to low income families.

Myth #2 – High-density and affordable housing will cause traffic.

Fact - Recent traffic growth owes much to existing development. In the 1980s, car ownership increased and existing residents drove more as incomes rose and women entered the workforce in record numbers. In many high-density neighborhoods, and in most neighborhoods with a mix of housing types, traffic was less of a problem. Fewer auto trips occur in higher-density areas. In a neighborhood of 15 homes to the acre, one third fewer auto trips occur, compared to a standard suburban tract (Source: ITE Trip Generation Manual). High-density housing can also encourage more retail development and increase walking and transit use.

Myth #3 – High-density development strains public services and infrastructure.

Fact - Compact development offers greater efficiency in use of public services and infrastructure. Higher-density residential development requires less extensive infrastructure networks than more spread out development. When communities cannot take advantage of scale economies in providing infrastructure, extension costs rise. High-density housing helps provide scale economies both in trunk lines and in treatment plants. The lower costs per unit of housing can be passed on to new residents, and the smaller debt load can help ensure fiscal stability throughout the community.

Infill development can sometimes take advantage of unused capacity in public services and infrastructure. Communities can save taxpayers and new residents money when they allow housing construction where infrastructure and service capacity is yet to be used or has already been paid for.

Myth #4 - People who live in high-density and affordable housing won't fit into my neighborhood.

Fact - People who need affordable housing already live and work in your community. According to government definitions of affordable housing, families should devote no more than 30 percent of their income to rent or mortgage payments and utilities. "Affordable housing" often simply means housing whose residents don't pay too large a share of their income on rent or a mortgage. Families earning less than four-fifths (80 percent) of the area's median income are officially "lower income" households. Families earning less than half of the median are known as "very low income" households. For example, a starting elementary or high-school teacher, with a gross monthly income of around \$2,000, can afford to pay \$600 a month in rent-which qualifies as low-income if the teacher lives alone; if the salary must support a spouse and a child, the family would be a very low income household.

Myth #5 - Affordable housing reduces property values.

Fact – A majority of studies conducted show that affordable housing developments do not reduce property values. A recent study of six projects built by San Francisco's BRIDGE Housing Corp shows that only one of the projects has had any influence on the values of nearby properties. In this case, it was actually associated with higher, not lower, property values.

Myth #6 - High-density and affordable housing undermine community character.

Fact - New affordable and high-density housing can always be designed to fit into existing communities. Density, as measured in units per acre, can be a deceiving measurement, but new housing at between 20 and 50 units per acre can be designed to fit in most Washington communities. The best way to convince people of this is to show them how well new housing can fit into their neighborhoods by taking groups to visit well done cluster and cottage housing, townhouses, and carriage housing (units over garages) developments. Communities can also achieve higher densities by filling in the existing urban fabric with second units, duplexes, and conversion of out-moded or abandoned commercial buildings. Local governments must often encourage infill by reducing regulations and restrictions.



Cottage housing in Seattle

Myth #7 - High-density and affordable housing increase crime.

Fact - Density does not cause crime. Numerous studies have asked whether high-density housing causes crime. Not one study has shown any relationship between population or housing density and violent crime rates. Scattering affordable housing helps check crime. In areas comprised mostly of low-income housing, particularly those areas lacking jobs, responsive police, and community services - crime can be higher. Local governments can help blunt the effect of such concentrations of low-income housing in any one place by accommodating their share of the state's need for new affordable housing, by encouraging the development of affordable apartments and duplexes in scattered locations, and by approving mixed-income residential developments.

Recommendations

Consider that when people argue against new high-density and affordable housing, they often use these myths to convince decision-makers that the new development and its residents don't belong there. Traffic will be too heavy and schools will grow overcrowded. The buildings will clash with existing neighborhoods. The people won't fit in. Maybe they'll even be criminals.

Opponents of higher density and more affordable housing often truly believe these myths. But it's essential to counter these myths with facts.

Royal City and other cities across Washington need new affordable housing to support economic recovery; to accommodate new workers and their families; and to economize on infrastructure costs, while preserving open space and cutting down on the distance between new homes and new jobs.



Play park and open space in townhouse development

Funding Opportunities and Resources

- Affordable by Design, Washington State Department of Community Trade and Economic Development
<http://abd.cted.wa.gov/>
- Housing Trust Fund
<http://www.cted.wa.gov/site/493/default.aspx>