

South Wenatchee Action Plan

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Exhibit 2



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The City of Wenatchee’s Vision Statement is:

“To create community through responsive leadership and services for the citizens and visitors of the Apple Capital of the World.”



A Message from the Mayor and City Council

This plan for South Wenatchee was inspired by a richly diverse range of community perspectives shared with us in meetings, community engagements, and workshops. It includes goals rooted in community values and priorities and will guide policy-making priorities and investments over the next decade.

South Wenatchee folks are passionate about their part of the valley and practical about finding ways to grow and improve. The community has articulated some key priorities that bring government, residents, businesses, and civic institutions together to work on making the community's vision come to life.

We will need an unprecedented level of civic engagement, full participation, and commitment from public entities, non-profits, and business partners to help us implement this plan successfully.

Please join us as we move forward,

Mayor Frank J. Kuntz

City Council Members

- Jim Bailey
- Ruth Esparza
- Lyle Markhart
- Keith Huffaker
- Mark Kulaas
- Linda Herald
- Mike Poirier

City of Wenatchee Boards and Commissions

Arts, Recreation and Parks Commission

Cemetery Board

Civil Service Board

Code Enforcement Board

Diversity Advisory Committee

Historic Preservation Board

Lodging Tax Advisory Committee

Planning Commission

Tourism Promotion Area Committee

A Charge to City Boards and Commissions

The City of Wenatchee has eight Boards and Commissions. These citizen committees and task forces can involve residents in government and improve the quality of government decision-making. The City of Wenatchee actively encourages citizen involvement. Implementation of the South Wenatchee Action Plan will require stewardship and attention from these entities.

These Boards and Commissions are stewards, advocates, and advisors of the City's various interests in land use, arts, culture, recreation, and planning.

South Wenatchee residents have come forward to better articulate the issues that are important to them that they would like improved in the community. Our residents look to the City's Boards and Commissions to assist the Mayor, City council, City staff, community residents, civic agencies, and local businesses in implementing the South Wenatchee Action Plan.

A Message to the Community Members Involved in Planning

Thank you to those who took the time to participate in the process and provide feedback. We took this challenge with serious commitment and pride. Throughout 2015 and 2016, we worked with South Wenatchee community members, government, service groups and private businesses to develop a strategic plan (The South Wenatchee Action Plan) for improving the conditions in South Wenatchee. Everyone worked to lay out community strategies for the next several years by articulating a vision, core values, and priorities. We have seen the gravity and the opportunities this plan presents in changing perceptions and the environment of South Wenatchee for the better and we are excited about the commitments made to implement the plan through various actions. We look forward to working together with everyone in the community to make South Wenatchee an even greater place.



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A Different Kind of Subarea Plan

The South Wenatchee Action Plan is trying to do things differently in five BIG ways. It is a statement about wanting to change perceptions about the community and build on community assets, and it requires people to work together in new and sustained ways in order to make a difference in peoples' lives.

Make Tomorrow Better than Today

The Plan does not try to address all the challenges or issues in the community. However, it does try to suggest specific actions that will make tomorrow better than today. It does this by listening to what community members identify as priorities and responding with action. Most of the community's desires revolve around basic infrastructure to improve the quality of life in the neighborhoods. For example, hands down, the top priorities of this plan are installation of sidewalks and lighting. This theme has been consistent for years and would improve safety. The community has asked that we stop asking the question of what they want and start implementing what we've heard.

Find Ways to Improve Lives

The South Wenatchee Action Plan recognizes that improving lives in South Wenatchee requires a multi-pronged approach. The City is diverse, and regardless of race and origin, the plan will look to support people as they grow—finding actions for children, adolescents, adults, families, and older persons to reach their potential and live a high-quality life.

Nobody Does it Alone

The scale and complexity of community and economic development issues make change difficult. The South Wenatchee Action Plan seeks for community leaders to find a collective approach to improving local conditions. Fixing one issue doesn't usually make much difference unless there is a comprehensive approach to improve all parts at the same time. No single person or organization is capable of accomplishing this alone.

A New Role for the City of Wenatchee: Convener and Supporter

Collaboration is nothing new. The City has many previous examples of projects with partnerships, networks, and other types of joint efforts. But this initiative is distinctly different. The City is poised to play a central role in supporting the Plan through coordinating activities among partners, dedicating staff and resources, and committing to community building at its roots—an often creative and unpredictable process that relies on leveraging both human and financial resources at appropriate times. Continued presence of an engaged and supportive city in the neighborhood builds trust and confidence to make positive change.

Developing trust among residents, businesses, nonprofits, and government agencies is a monumental challenge. People need space and continuity to build up enough experience with each other to recognize and appreciate the common motivation behind their different efforts. The City is stepping up to play the role of “backbone” organizer and convener to support the work ahead.

A Capital Intensive Action Plan—But Not in the Way You Might Think

While this plan does include some huge capital infrastructure needs, it aspires to make great things happen regardless of perceived financial limitations. While huge amounts of financial capital can go a long way, they are very hard to come by. This process will require (and ask for) additional resources where it makes sense, with a focus around solving problems with intellectual and human capital—maximizing the bang for the buck.

What Does the Plan Do—Business Case for Action

The end planning process in a few months will actually mark the beginning of the South Wenatchee Action Plan. Moving forward in South Wenatchee means that people need to step outside of the traditional box for how things can be accomplished. The planning process identified the need for new operating arrangements, new partnerships, and most of all—be ready for change. The focus of this plan is to figure out what to do and to secure commitments of people to move these items into action:

- **Action:** The plan creates a set of individual action plans that show how they respond to community priorities, who needs to be involved, what type of resources are needed, and when it should be completed.
- **Shared Purpose:** All participants need to have a shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions.
- **Mutually Reinforcing Activities:** The plan depends on everyone working together. Everyone needs to undertake the specific set of activities at which they excel, in a way that supports and is coordinated with the actions of others.
- **Measurements for Success:** Developing metrics is essential. Collecting data and consistently measuring results on a short list of indicators at the community level and across all participating organizations not only ensure that all efforts remain aligned, they also enables the participants to hold each other accountable and learn from each other's successes and failures.

Success is also measured by celebration. Community ownership is demonstrated by participation and buy-in. This is the community's plan and thus action is ultimately the community's success. Community perception is also a huge measure of success.



In 2012, community residents participated in the *I Imagine* visioning process where people identified a number of unique ideas and issues for the neighborhood. Community members made it clear that planning efforts have to be rooted in the values and lives of people in the area.

How Was the Plan Put Together?

The community and its civic partners have been working in South Wenatchee for decades. Recently, the City has launched a series of planning efforts aimed at more comprehensively understanding and addressing community issues.

The *I Imagine* Plan was the culmination of these efforts. It included community outreach efforts, review of past plans and studies, original economic development research, and community processes to develop the plan. The South Wenatchee Action Plan drew on all of these sources to create a set of actions that would respond to community desires for betterment.

Public involvement was an important part of developing the South Wenatchee Action Plan. The community engagement program was widespread, and included a variety of ways to gather input from organized stakeholder groups, the general public, and from communities that are sometimes under-represented in community planning.

The Plan process was guided by residents, business owners, property owners, City staff, and many other agency staff members that represented the South Wenatchee area's diverse voices. These volunteers participated both in committee meetings and in community events. Together, they worked to ensure that the plan's values, opportunities, priorities, and accountability measures reflect the dreams and aspirations of South Wenatchee's remarkable community.

In the end, the participants became community champions who are committed to moving these action items along. In preparing the plan and basis for action, participants were charged with the following four tasks:

- Voice community values.
- Acknowledge the key community priorities.
- Help identify solutions (What to do, who should be involved, how to get it done, when does it need to happen).
- Follow through and begin implementation when the plan is complete.

Community Profiles

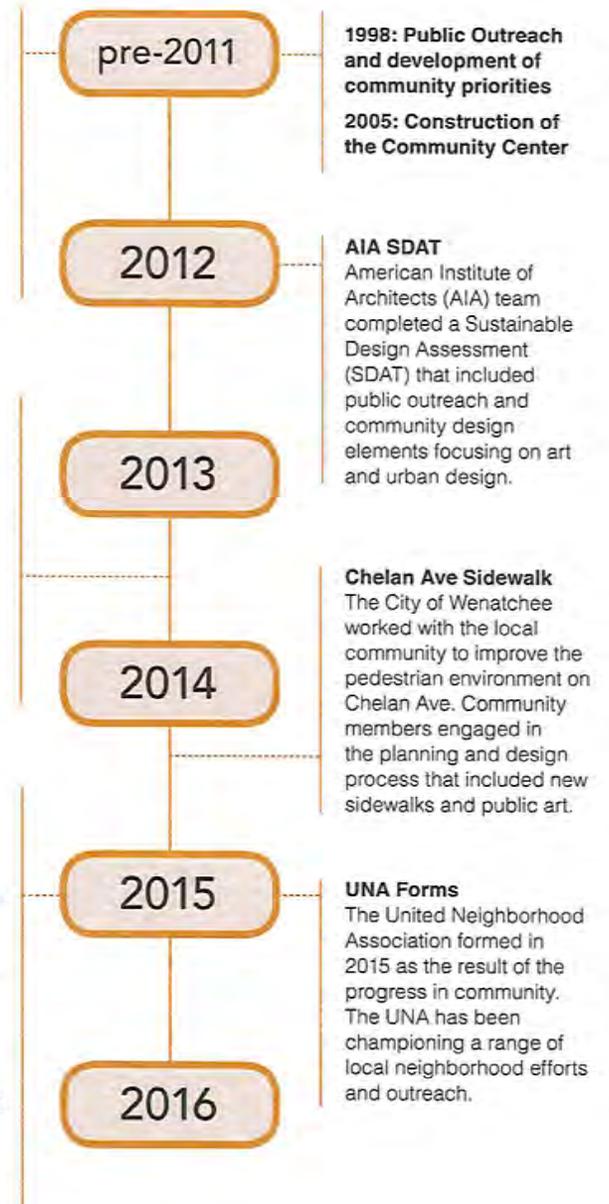
Community members Jorge Chacon, Norma Gallegos, Jesus Hernandez, and Allison Williams prepared social and economic reports on the conditions in South Wenatchee identifying the need for action.

GMA Planning Grant

The city received a Growth Management (GMA) planning grant that addressed a comprehensive set of conditions in the area. The work included outreach to the business community to better understand economic development conditions

Action Plan

The action plan kicked off in 2015 and included an in-depth review of socioeconomic conditions. In the summer of 2015, the project convened members of the business and civic community to identify key issues and create a template for partnership. In 2015-16, community members, civic organizations, and the business community got together to build the plan



Community-Driven Plan

A diverse set of community members was responsible for driving the Plan forward. Residents and other stakeholders participated in interviews, in-depth work sessions, public meetings, and online feedback throughout the planning process. The City of Wenatchee is deeply indebted to the passion, ideas, compassion, and food (many community members volunteered their services to feed residents at planning events). The Plan would not be possible without the community's participation. People representing varying interests participated in the planning process. The following is a list of interests and perspectives people brought to the Plan development.

Economic Vitality Interests

- Business Owners
- Property Owners
- Chambers of Commerce
- Job/Skill Development Groups
- Higher Education Agencies
- Economic Development Agencies
- Utility Providers
- City Community and Economic Development Groups
- Transportation Planning and Provider Agencies
- Historic Preservation Groups
- Parks and Recreation Groups
- Primary Education Agencies
- Arts Groups

Health and Safety Interests

- Health and Human Service Providers
- Faith-Based Groups
- Business Owners
- Community Residents
- Property Owners
- Housing Groups
- Affordable Housing Providers
- Public Safety Providers
- Criminal Justice Groups
- Chambers of Commerce
- Higher Education Agencies
- Historic Preservation Groups
- Primary Education Agencies
- City Community and Economic Development Groups
- Transportation Planning and Provider Agencies

Transportation and Infrastructure

- Business Owners
- Property Owners
- Community Residents
- Chambers of Commerce
- Economic Development Agencies
- Public Works Agencies
- Utility Providers
- City Community and Economic Development Groups
- Transportation Planning and Provider Agencies
- Parks and Recreation Groups
- Arts Groups



At the final planning meeting, members of the community posed with their “commitment cards,” on which they identified one way they could immediately make South Wenatchee a great place to live.

Community Focus and Priorities

The broad goal for communities is improving the “quality of life” for people. That goal is too general to support systematic decision-making. Quality of life has many dimensions; therefore, this broad goal must be parsed into sub-goals. The categories of these sub-goals for planning are similar across jurisdictions and generally involve increasing economic prosperity, environmental quality, public safety, and amenities in a cost-effective way.

The following proposed six focus areas are based on what was heard at community meetings and subsequent joint commissions and boards. An important outcome of this planning effort was recognition of the crossover that actions have between these interest areas. Thus, all actions should be deliberately performed in a cross-sector approach by engaging a wide range of interests.



Arts, Culture, and Recreation



Economic Vitality



Education and Learning



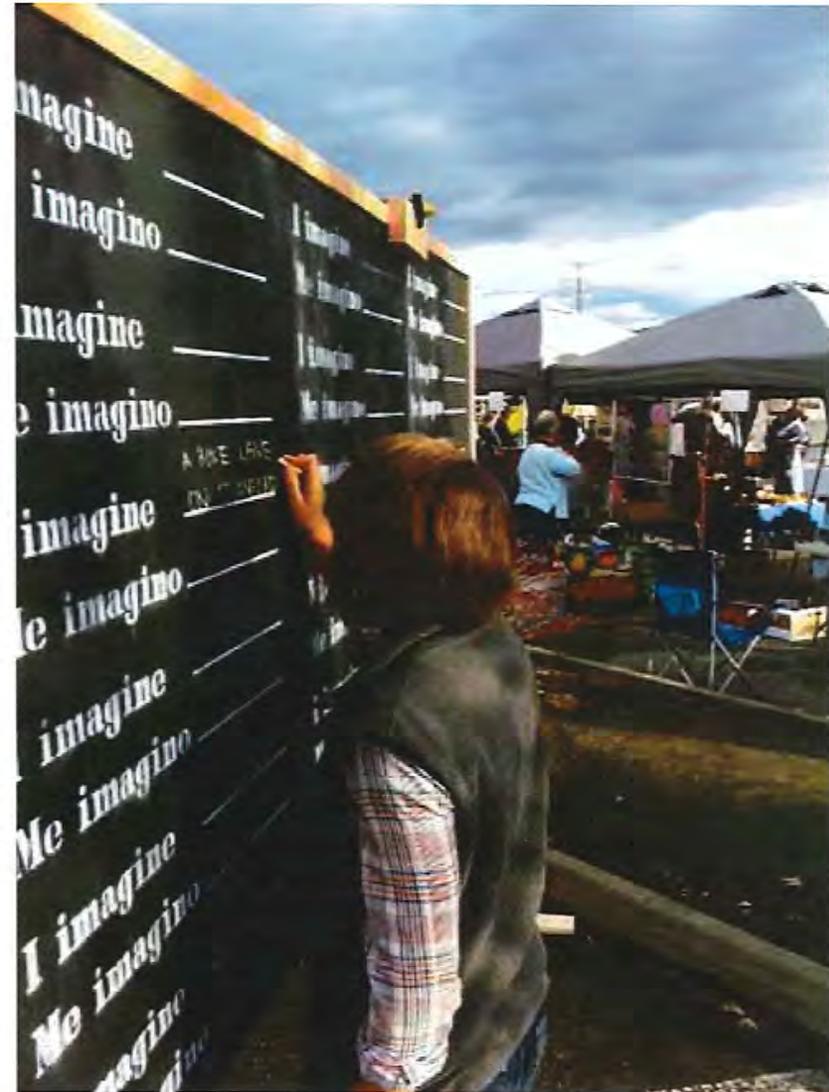
Health and Human Supports



Transportation and Infrastructure



Public Safety



Arts, Culture, and Recreation

Why It's Important for South Wenatchee:

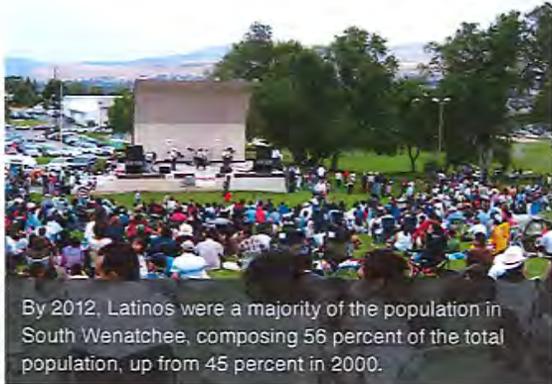
Arts, culture, and recreation represent the character and identity of the community and help bring people together. These all contribute to social relationships, civic engagement, and neighborhood vitality.

Community Priorities

- There is a need to invest in community-driven public art projects to harness community pride, culture, and legacy. Public art has a particular relevance to this area of the City, which has a diverse and rich history of craftsmen who migrated to Wenatchee to work in the fruit industry and build dams and railroads.
- There is a strong desire to invest in active and passive recreation spaces (open space, parks, trails, etc.) This includes existing and new places.
- Efforts should begin to beautify the neighborhood and create iconic markers and gateways that distinguish the community from other places in the region.
- A desire to create great public places that can host social events; places that bring together all members of the community—from children to older people.
- The community sees the opportunity to honor its past and diversity by creating a cultural district that can serve as a great

community gathering place and attraction for residents and visitors of the Valley—a district rich in colors, honoring the multitude of Latino cultures as well as Anglo and other immigrant groups. Public art and a cultural district provide the opportunity to change the perception of South Wenatchee and still honor those who live and do business there now.

- Residents place a high value on parks and expressed desires to see them maintained and improved with amenities for kids, such as splash pads. Also, some parks need basic facilities such as bathrooms, bathroom repairs, and picnic facilities.
- In South Wenatchee's dense neighborhoods, opportunities for green space and pocket parks should be pursued.
- A historic building survey yielded 69 significant sites that warrant Historic Preservation. Historic Preservation tax incentives offer real opportunities to preserve the history of South Wenatchee while promoting redevelopment. (See the Economic Opportunities Analysis in the Appendix for more information.)



By 2012, Latinos were a majority of the population in South Wenatchee, composing 56 percent of the total population, up from 45 percent in 2000.



There are three existing parks in South Wenatchee (Locamoda, Lincoln, and Methow) with three new parks in the works (Hale Park on the river, Cashmere Street, and Okanogan Street).

Typical topics within arts, culture, and recreation include:

Music/Theater	Festivals
Public Art	Volunteerism
Historic Preservation	Public Art
Community Institutions	Diversity
Active Recreation	Religious Communities

NATURAL



Rich resources found in South Wenatchee can mix up materials in public and private infrastructure.

HONOR THE DIVERISTY



Use art to advance the image of South Wenatchee by recognizing the multi-cultural representation of resiliency, self-reliance, craftsmen, dam builders, fruit workers, railroad builders and more.



PARTICIPATORY ART



Create a new level of experience for residents by inviting them to take part from start to finish.

BE BOLD

Keep an eye out for various canvas opportunities to showcase our City.



CULTURAL DISTRICT

We already have the beginnings of a cultural district so let's enhance it and bring it to life!

Olvera Street in Los Angeles and the Mission District in San Francisco are great examples.



HISTORY



With many old buildings and 69 significant historic structures, we can use historic preservation incentives to re-purpose them!



YOUTH ACTIVITIES

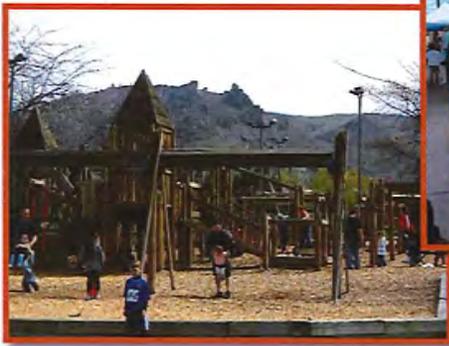


Activities assist in development of social skills and overall physical health. Parks and recreation programs play an important role and the community desires more in the school and at the Community Center.

PARKS



Park oriented uses and events such as cafes, art studios, farmers markets, movies or music are all ways to create more safe and vibrant parks.



Economic Vitality \$

Why It's Important for South Wenatchee:

A vital economy benefits the region and South Wenatchee by providing individuals with expanded employment opportunities and business opportunities, as well as increased tax revenues to fund public investments.

Community Priorities

- Community members felt that it was imperative to create a safe and clean environment in the business district that would instill a sense of pride and identity for the area. Issues of public nuisance and property damage were cited as key areas to tackle. This is integral to changing perceptions and improving the business climate.
- Residents have voiced the desire for more local jobs. Commercial activity in the business districts is very important to the health and identity of the area. South Wenatchee has a huge workforce and customer base who currently travel out of the community for work. Keeping jobs within walking distance saves residents time and money.
- Business leaders suggested finding new ways to make parking a priority for patrons and travelers for certain locations.
- Members felt that the private and public sectors need to continue to find creative and innovative ways to create more demand for local goods and services. One such

idea is the development of a cultural district, creating a unique draw to the area. Additionally, the maker movement fits well with the businesses that already exist in South Wenatchee.

- The George Sellar Bridge offers one of many gateways into town with 55,000 or more vehicles per day. Opportunities for highway commercial exists in the interchange area, which has the greatest traffic exposure of anywhere in the Wenatchee Valley.
- The assessed value of the city is relatively low. Data centers warrant some examination as an economic development opportunity that the City might pursue. South Wenatchee has some unoccupied or vacant buildings that might be put to productive use as data centers. The broader region is home to a cluster of data centers that find the mix of low utility rates and other characteristics appealing.
- Building a regional innovation system helps startups and small businesses succeed in developing value through innovation. South Wenatchee is well positioned to be part of this system which pairs well with "Makerspace" principles. Holding an Entrepreneurship Summit would help develop recognition for the entrepreneurship culture as well as accelerate its growth.

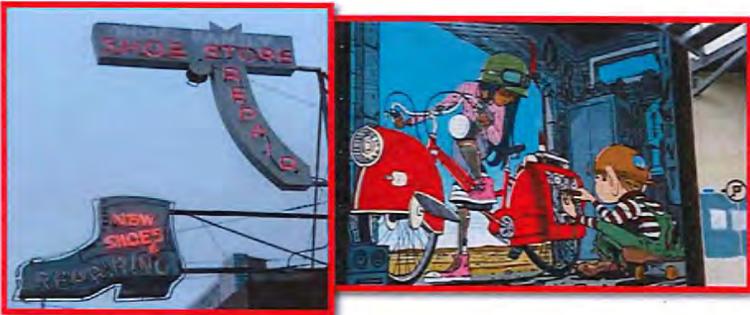


Typical topics within economic vitality include:

Quality Jobs	Tax Revenue
Workforce Development	Local Business Formation
Regulation	Tourism
Community Institution	Innovation
Poverty Reduction	Women and Minority-owned Businesses
Job/Income Growth	

ENTREPRENEURIAL SPIRIT

There are *only 2* national chains in South Wenatchee!



Makerspaces provide inspiration for developing skills, work ethic and confidence to be a small business owner! These could be held at the Community Center.



South Wenatchee has a history of creativity and courage towards startups and small businesses. Long standing small businesses in the area are a creative mix from auto repair to service specialty shops.



HIGHWAY COMMERCIAL



The George Sellar Bridge has the highest traffic volume in the Wenatchee Valley with over 55,000 vehicles daily. This makes properties around the bridge well suited for businesses that thrive with traffic exposure.



OPPORTUNITY SITES

These sites have unique business opportunities.
See Appendix.



- BNSF Headquarters – Columbia/Thurston
- Cascadian Warehouse – Worthen/Thurston
- City Parking Lot – Mission/Kittitas
- Columbia Station's 2 Building Pads
- Columbia Warehouse – Yakima/Columbia
- Federal Building – Yakima/Chelan
- Former ESD/Catholic Family Bldg – Peachy/Mission



- Former Wilber Ellis Site – Wen. Ave/Marr
- Former Viewdale Drive-In – Wen. Ave/Viewdale
- Encouraging Words Warehouse – Chehalis/Wen. Ave.
- Historic Buildings – See Appendices
- Old Train Depot Building – Amtrak Platform
- Property Consolidation – West end George Sellar Bridge
- Surface Parking Lots – Various Locations



TRANSIT ORIENTED DEVELOPMENT



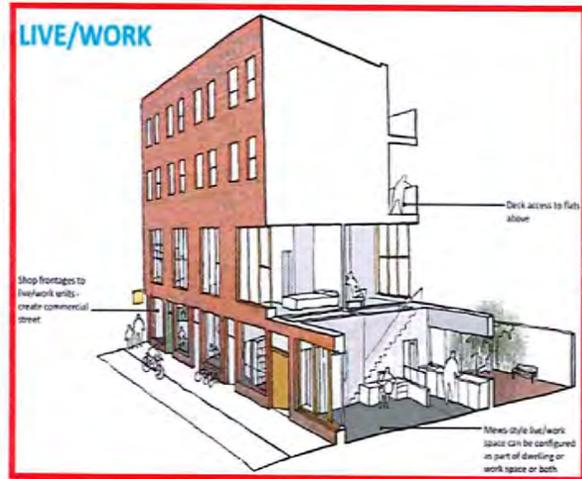
Columbia Station is the hub for Link Transit and hosts an Amtrak platform and regional bus service.



Two pads in the photo to the left could be used for TOD such as residential units and a daycare.



LIVE-WORK & MIXED USE



Live-work and mixed use housing offers savings by combining housing and workspace. Older housing stock has been converted and block between Mission and Chelan lend themselves to innovative redevelopment options along high exposure streets.



Education

Why It's Important for South Wenatchee:

Education supports individuals in developing their cognitive abilities, critical thinking, and technical skills throughout their life. These assets strengthen the entire community and create new opportunities for individuals to improve their lives.

Community Priorities

- Create better access to adult life skills education classes (more flexibility in schedules, better information on options, improved transportation options, and cost assistance). Community members feel there is a real need to help people with basic life skills, financial literacy, and family supports.
- Find ways to expand opportunities for after-school education and recreation programs available to children—especially for children from disadvantaged backgrounds.
- Parents want to build stronger relationships based on good communication between schools and parents.
- There is a desire to invest in marketable labor skills via expanded access to science, technology, and vocational training for young and older adults.
- Capitalize on South Wenatchee's artisan heritage to promote skills development and work ethic.
- School health centers must address problems associated with Adverse Childhood Experiences (ACEs).
- Increase education attainment by increasing graduation rates and securing postsecondary education in terms of technical training, certificates, apprenticeships, and continuing education.
- Explore the community center to offer opportunities for education and skill development. Such opportunities could include activity space similar to makerspaces.



Typical topics within education and learning include:

Early Childhood Learning	High School Readiness
College Readiness	English Language Learners
Community Institutions	
School Safety	
Vocational Skills	

COMMUNITY CENTER

Imagine! What would a community center look like with lively activities for neighbors of every age?



What space is needed for craft rooms, makerspaces, fitness classes or even commercial kitchens?

The Wenatchee Community Center has room to grow programs... Could the old Catholic Family building or one like it be repurposed?



YOU @ THE H
PROGRAMS



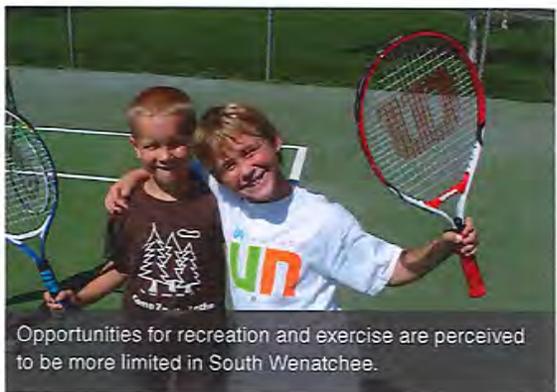
Health and Human Supports +

Why It's Important for South Wenatchee:

Health and human supports enable neighborhood residents to address basic human needs. Health and human support services delivered through government, faith-based, and non-profit organizations also complement other important issues for the community, such as education and economic development.

Community Priorities

- Mental health issues for families and adults are seen as a silent and rising issue in the community that has impacts beyond those directly affected.
- Many residents struggle with getting low-cost health and dental care even though they would qualify for assistance. Reducing barriers to services and increasing utilization of services is a community priority.
- Many younger people struggle with getting nutritious meals and making exercise a part of their daily lifestyle. Encouraging healthy lifestyles is a place where progress can be made.
- The Opportunity Community Model initiated by United Way strives to alleviate poverty.
- Permanent supportive housing for the most vulnerable populations is a priority.
- Increasing the supply of market-rate housing is a top priority of the City stemming from a housing crisis in 2008 which has reappeared in 2016.
- Housing quality and affordability issues are becoming more prevalent in the community. Some housing in South Wenatchee does not meet current safety codes. The lack of new housing supply (market rate and income qualified) has put pressures on housing affordability. In addition, affordable housing providers struggle to provide needed units to help clients.



Opportunities for recreation and exercise are perceived to be more limited in South Wenatchee.



Columbia Valley Community Health: Provides services such as primary care, behavioral help, dental, and the Women, Infant and Children nutrition program.

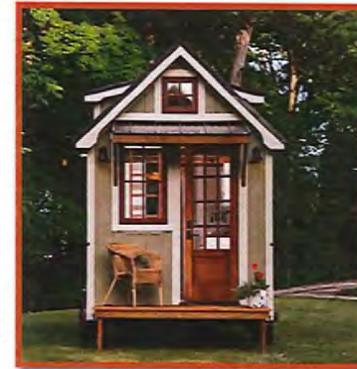
Typical topics within health and human supports include:

- | | |
|------------------------|-------------------------|
| Child Care | Medical and Dental Care |
| Mental Health | Food Access |
| Community Institutions | Homelessness |
| Senior Care | |

HOUSING

Housing was a crisis before the Great Recession in 2008 and is still a crisis now in 2016.

Demand is for affordable and mixed housing types. Single family home conversions create tremendous density in South Wenatchee.



How do we increase the housing supply?
How can we preserve and enhance the existing supply?



Mother-In-Law

Live-In Units

Housing over Parking

Cottages

Shared Housing

Tiny Houses

Transportation and Infrastructure

Why It's Important for South Wenatchee:

Transportation and infrastructure support all aspects of livability. Infrastructure enables mobility, safety, physical activity, environmental protection, and economic development.

Community Priorities

- Community members agreed that the single greatest priority is to create a safe and connected pedestrian environment. Many feel that there are not enough safe routes to school, which places young children at unacceptable levels of risk. Lighting and sidewalks (a crucial aspect of a safe and connected pedestrian environment) have consistently been the top priority for South Wenatchee.
- Residents think access to transit could be enhanced. People felt that more specialized forms of transit that supported work commuting or special populations could be explored.
- Residents felt that SR 285 and the railroad tracks limit access to regional recreation facilities and trails. Arterial streets such as Crawford Avenue, Ferry Street, Mission Street, and Wenatchee Avenue create pedestrian barriers and divide the community. Creating safe pathways around these barriers is a priority.

- South Wenatchee is a gateway to Mission Ridge, East Wenatchee, and Malaga. Gateways change perceptions of visitors and residents.
- The famous Apple Capital Loop Trail is inaccessible to South Wenatchee. A pedestrian bridge over the railroad tracks connecting to the pipeline bridge would remedy this problem and a safety problem resulting from trespassing on the tracks.
- South Wenatchee has many alleys that are in need of repair. These alleys serve many residents and businesses and are pedestrian corridors. Enhancing the alleys to make them inviting deters crime and improves livability.
- Pedestrian activity is very high in South Wenatchee. Creating pedestrian corridors that connect the neighborhood will also help the city prioritize its transportation investments. A pedestrian plan should be developed. For example, Stevens Street is an important corridor connecting South Wenatchee with the Hospital and High School. The road is not very well suited for cars.
- Parking was identified as a high priority for South Wenatchee businesses to support services and retail shops, particularly on South Wenatchee Avenue. Angled parking should be considered (See Transportation White Paper in the Appendices).



Residents of South Wenatchee rely on public and non-motorized transportation twice as much as other city residents.

Typical topics within transportation and infrastructure include:

Sidewalks	Mobility
Safety	Public Transit
Stormwater Drainage	Multimodal
Lighting	Accessibility
Parking	

- Parking in dense neighborhoods creates congestion. Developing opportunities for small parking lots is recommended while maximizing on street parking. Focusing on the removal of junk vehicles will also provide additional parking and cleaner streets.
- Squilchuck Creek has never been evaluated by FEMA for flood concerns. Flood control and mitigation may be necessary upon the evaluation of drainage and flood risk.

SIDEWALKS & LIGHTING

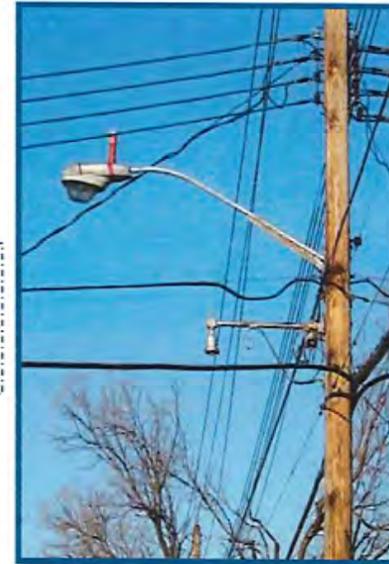


Pedestrian scale lighting consist of numerous poles 16 feet tall (left) to create uniform lighting levels that eliminate shadows and increase safety and security lighting.

Sidewalks enhance safety and help to revitalize blocks. When residents are able to walk safely, more people will be out and the block comes to life!



Typical street light poles 30 feet tall (left) create intense lighting with dark shadows between.



South Wenatchee is lacking both adequate lighting and sidewalks. This creates dark and unsafe routes for pedestrians, especially youth on their way to school bus stops. The #1 priority identified by residents was to have safe passages for youth to school bus stops.

Lights on power poles is a very cost effective to provide neighborhood lighting. Pedestrian scale lighting should be installed on high pedestrian traffic walking routes and new sidewalk construction.

STREET SAFETY



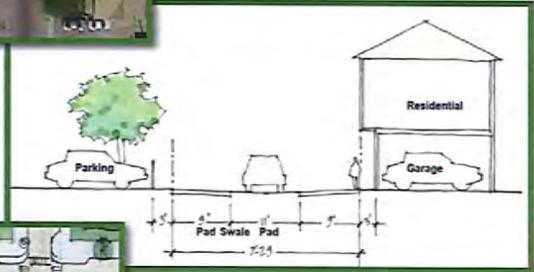
Arterial streets (Mission) create high-risk environments for pedestrians. Safety improvements such as street treatments and bulb outs improve the comfort level and associated pedestrian safety.



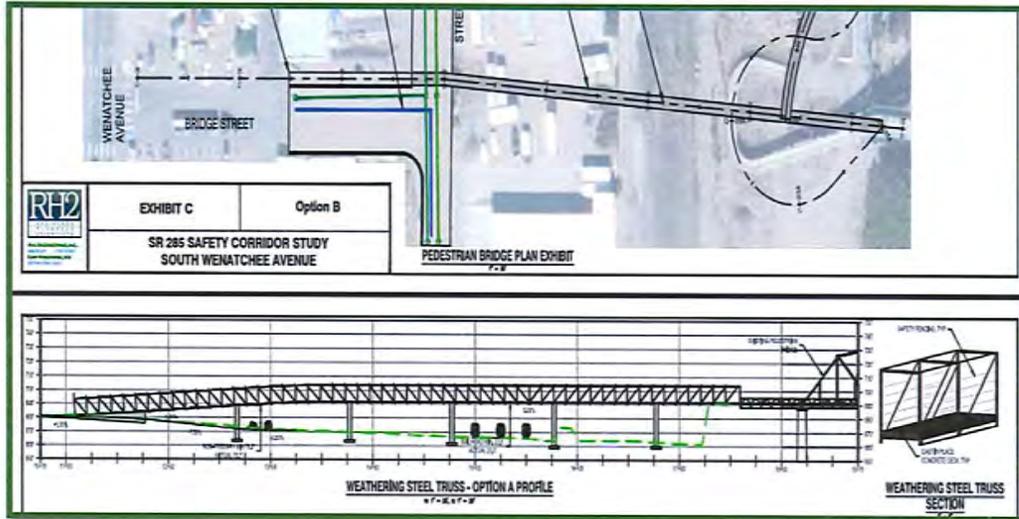
NEIGHBORHOOD PARKING



Dense neighborhoods, small homes and narrow streets are highly sought after development; however parking solutions are needed. Small parking lots can help!



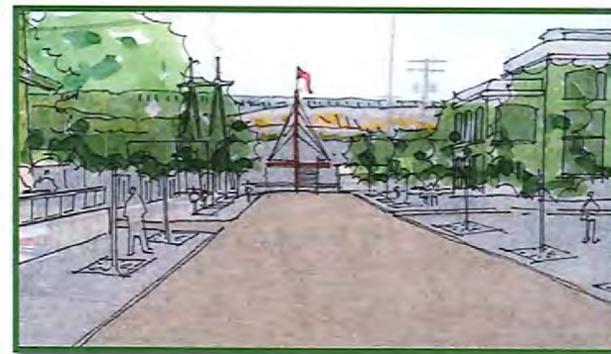
PEDESTRIAN BRIDGE - EXTENSION



The historic 1908 pipeline bridge serves as the primary pedestrian and bicycle transportation route by connecting downtown East Wenatchee to South Wenatchee

The bridge landing offers a great opportunity for a pedestrian plaza... Food Truck Court? Cultural District?

A bridge extension connects to Hale Park being developed on the riverside of the tracks.



There is limited connectivity between South Wenatchee and the Apple Capital Loop trail.

PEDESTRIAN CORRIDORS & ALLEYS



Infrastructure is a multimillion dollar endeavor. A Pedestrian Master Plan will help guide the City to make strategic investments and develop cost effective construction programs. Resulting in enhanced routes to prioritize pedestrian and bicycle use.



Many communities transform alleys into front door access to both commercial and residential areas.



South Wenatchee's street grid includes many alleys and with improvements to increase safety and comfort level, they will be crucial pedestrian corridors.

GATEWAYS & SREETSCAPE

OUR FRONT DOOR!

Mission Street
Wenatchee Avenue
South Mission
Chelan Avenue
Ferry Street



A little greenery goes a long way! Let's improve the environment for businesses and residents?



South Wenatchee has businesses fronting the streets and wide sidewalks. Parking is a concern and angled parking options are available between Yakima and Spokane.

Mountain to Orchards to City!
Squilchuck Hwy is the gateway from Mission Ridge.



Stevens St. is one of two primary gateways into our City. We want to welcome motorists to our City by developing landscaping and a gateway feature.



PARK INFRASTRUCTURE



Parks infrastructure includes land and facilities. Facility repairs and additions, such as hand/foot washing sinks outside of bathrooms, were identified as the biggest community needs!

Could the isolated property near Apple Yard be a boat park? The Rock Island reservoir attracts many water sports.



What opportunities are here to develop a park along Squilchuck Creek for environmental protection, flood control and blight reduction?



A splash pad at Lincoln Park was highly requested... Service Clubs?! Thank you Trust for Public Lands and Kiwanis for Methow Kiwanis Park upgrades!

NEIGHBORHOOD CONDITIONS

There is a fine line between maintaining a safe and quality place to live and dealing with neighborhood blight. It is a community effort to improve the image of a neighborhood and prevent boarded up homes and graffiti from taking over.



Let's keep the investment interest in South Wenatchee strong and build on the opportunities we have!



Partnerships between Code Enforcement, the Police Department and willing community members create a team ready to help neighborhoods sustain and improve over time.

Neighborhood cleanliness and maintenance is a top priority among residents. With the many quality housing structures in South Wenatchee all the area needs is a little extra tender loving care.



Murals and other public art have gained significant traction in South Wenatchee and are great because they rarely get vandalized. The community has shown interest in expanding the art around their neighborhood.

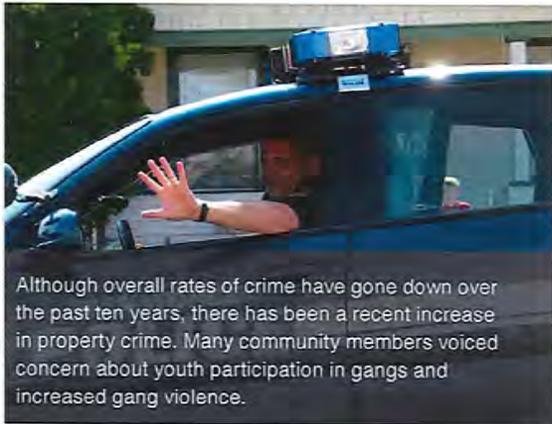
Public Safety

Why It's Important for South Wenatchee:

Safety and feeling safe are essential components of community health and individual well-being. Public safety includes issues of crime, physical hazards, and public health. Increasing public safety can foster community cohesion, increase happiness, increase physical activity, and support economic development.

Community Priorities

- Residents are appreciative of higher levels of police patrols in the neighborhood. They see adding more public safety services as an impactful solution.
- Community members felt that it was important for area residents adhere to life safety codes, mitigating risks to the larger community.
- Residents felt that commissioning public art on sites prone to graffiti and property damage would deter vandalism.
- Increased street lighting, paved sidewalks, and bike lanes were all common requests from residents at past planning efforts.
- Targeted efforts at jail diversion programs to social services could help many members in the community avoid incarceration for problems caused by mental illness or drug addiction.
- Residents identified the need for collaboration with the courts to develop community service programs for youth offenders to redirect youth energy to positive outcomes instead of criminal records.
- Improving the relationship between uniformed public safety officials and the residents was recommended through engagement programs and greater presence in schools.



- Typical topics within public safety include:
- | | |
|------------------------|----------------------|
| Crime | Housing Quality |
| Recidivism | Environmental Safety |
| Emergency Preparedness | Law Enforcement |
| Traffic Safety | Fire Department |

South Wenatchee Action Plan Core Values

The South Wenatchee Action Plan is the blueprint for how the community works together. It is grounded in the shared values of the community which, ideally, form the basis for cooperation and action. These values are a call-to-arms for taking action that responds to community priorities and challenges.

Core Values in South Wenatchee

In planning for the South Wenatchee Action Plan, community members, business owners, and civic leaders coalesced around four core values. Grounding the plan in these shared values makes the plan immediately more understandable and achievable.

- **We Strive for Better Opportunities.** At the highest level, people believe that South Wenatchee should be able to maximize its potential and create opportunities for advancement. Residents connected opportunity to the hard-working, blue-collar history of the area and their desire to see that effort put forth in areas of employment, education, and general life satisfaction.
- **We Value Personal and Community Responsibility.** People in South Wenatchee value responsibility and accountability. It is displayed in the lives of people, businesses, and civic institutions of the area. People felt that hard work should be rewarded and that people should be accountable for the things they can control. People connected the focus on responsibility to the importance of family.
- **Everyone Should Feel Safe and Secure.** Security connected two key ideas for people in South Wenatchee. First, they thought it was important that people feel safe and secure in the area so that they could pursue opportunities for themselves and their families. Second, they felt that providing some levels of community security and compassion was important for everyone, but particularly for those whose challenging circumstances were no fault of their own.



The owners of Methow Market wanted to display a positive and uplifting message to the youth in South Wenatchee. They brought in a local artist to paint this mural on the store outside wall to remind the kids how special they all are.

- **Be an Inclusive Community.** South Wenatchee is changing; it is growing more diverse in terms of race, age, and family structure. The community views this diversity as a strength of the area and an opportunity to be more inclusive as a region. People were also mindful that all residents must have equitable opportunities to reach their full potential and share in the benefits of community progress. This means being mindful to issues of economic displacement and affordability. People should be able to stay in their community as long as they desire.

Community Goals, Strategies, and Actions

From Values to Goals

The planning conversation produced three overarching goals that the community wants to implement in its action plan. Those are:

- **Strengthen Families.** People want activities that help families succeed. They felt that actions that create a safe and desirable place to live would help the community reach multiple goals.
- **Promote Work.** People in South Wenatchee value hard work and economic opportunity. They want to see efforts that make starting, owning, and running a business in South Wenatchee more successful. They also want to see enhanced programs for skill development for employees and entrepreneurs. They favor efforts to grow the level of private investment in the area.
- **Build Community.** People in South Wenatchee wish to build stronger ties with each other, their city, and their civic institutions. They see cooperation and collaboration as the first steps toward accomplishing their goals. They also see the need to invest in the physical elements of the communities.



United Neighborhood Association (UNA). In 2015, neighbors in South Wenatchee recognized common needs and formed the UNA in order to improve safety, expand youth programs, enhance quality of life, and invest in the future of their neighborhood.

Goal: Strengthen Families

Key Objectives

- Create great neighborhoods for all in South Wenatchee.
- Support children, parents, and schools in South Wenatchee.

Policies

1. Create housing options:

- Pursue public/private partnerships as a catalyst for the development of affordable housing.
- Rezone the commercial/industrial area along South Wenatchee Avenue and South Columbia Street in order to promote repurposing of warehouses to flex space including residential where appropriate.
- Rezone the commercial area along the southern portion of the Chelan/Mission couplet to accommodate conversions to mixed-use and live-work housing. Pursue revisions to the zoning code to allow for, or create additional opportunities for, a variety of housing types including, but not limited to, the addition of accessory dwelling units, conversion to multiple unit structures, and cottage housing.
- Pursue the development of neighborhood parking lots to relieve on-street parking and facilitate the conversion of existing properties to higher densities.

2. Increase access to healthy foods:

- Work with local food advocates to pursue business recruitment activities targeted at national and regional grocery chains in order to locate a full-service grocery store in South Wenatchee.
- Ensure that sites selected for a grocery store and existing neighborhood markets, have adequate pedestrian access to neighborhoods. Identify necessary transportation partnerships to achieve adequate access.
- Work with existing neighborhood markets and farmers markets to increase access to fresh produce in residential areas.

3. Expand and enhance parks and trails:

- Move forward with the Trust for Public Land's project at Kiwanis-Methow Park.
- Examine feasibility of a boat park on land east of the railroad tracks in the Appleyard area.
- Build a splash pad and repair or replace failing facilities such as the restrooms and bandstand at Lincoln Park.
- Pursue the creation of additional community gardens.
- Pursue development of small public spaces or pocket parks.



Each year the Community Development Block Grant (CDBG) program allocates funding to projects that improve low- to moderate-income neighborhoods. Upon completion, the Chelan Sidewalk Project will provide three blocks of sidewalk that connect South Wenatchee residents to the Community Center, parks, and downtown Wenatchee. With intense citizen involvement, the design of this project included sidewalks, pedestrian-scale lighting with colorful metal banners hanging from the posts, stamped concrete, landscaping, traffic-calming devices, and roadway channelization.

4. Enhance activities and grow the community center:

- Grow the Wenatchee Community Center into a hub and activity center by initiating partnerships with school districts; developing a maker-space associated with the community center; and examining opportunities to expand recreation and programmed activities at new or other facilities.

- Consider establishing a formalized Neighborhood program
- Continue to support the Neighborhood Improvement Grant and seek to enhance funding in order to expand the program.

5. Create a family and community outreach initiative:

- Ensure all social service and educational and informational materials are printed in both English and Spanish and marketed at community events. Utilize neighborhood champions to help connect with hard-to-reach families.

6. Invest in adult life skills:

- Work with community partners to design and test an adult life skills program, find ways to expand use of current ESL programs, work with civic organizations to expand leadership skills and other opportunities for mentorship.

7. Support education initiatives:

- Work with schools to: develop and enhance afterschool programs; partner with other educational organizations like the museum or library; engage parents by establishing a comfortable atmosphere for folks who may be intimidated by large institutions.
- Support School District efforts for the inclusion of on-campus health centers for

students and parents. Support the Adverse Childhood Experiences (ACE) program.

- Continue to work with schools to ensure there are safe routes to schools and safe bus stops throughout the city.
- Establish and support multigenerational youth-oriented programs.
- Pursue initiatives that promote or enable healthy lifestyles. These should include initiatives promoted by the North Central Accountable Community of Health.

8. Invest in public safety:

- Strengthen existing code enforcement efforts by enabling the abatement of delinquent properties as part of the process.
- Work with the courts to develop youth diversion and community service restitution programs.
- Pursue crime prevention programs including Crime-Free Housing, Block Watch, and Map Your Neighborhood.
- Utilize crime-mapping software and techniques in pursuing crime prevention.

Goal: Promote Work

Key Objectives

- Create a safe and clean environment in the South Wenatchee business district.
- Find ways to grow, make, and sell things in South Wenatchee.
- Work with the public and private sectors to grow financial investments in South Wenatchee.

Policies

1. Support the entrepreneurial spirit:

- Support business by achieving and maintaining affordable commercial rental rates
- Host an entrepreneur-focused summit.
- Support code changes to allow for live-work options.
- Establish a "New Business" packet for those that are looking into starting their own business and may not know about various requirements.

2. Create a cultural and business district:

- Create an attractive South Wenatchee business district by improving streetscaping, installing art and heritage projects, implementing changes to city code, and providing connections to the Apple Capital Loop Trail.

3. Enhance South Wenatchee gateways and corridors:

- Make streetscape improvements to South

Mission Street in the vicinity of Squilchuck Market as a gateway to Mission Ridge.

- Make streetscape improvements to South Wenatchee Avenue to improve aesthetic appeal and cleanliness and support the creation of a business district.

- Make street lighting and sidewalk improvements to support a plaza at the base of the proposed pedestrian bridge connecting Bridge Street with the Apple Capital Loop Trail.

- Work with Amtrak to enhance service at Columbia Station, specifically to provide an enclosed shelter for use when Columbia Station is closed.

4. Create long-range strategies for large opportunity sites:

- Work with public and private partners to create long-range strategies for large development opportunity sites defined in the South Wenatchee Subarea Plan.

5. Make land use changes to support economic development:

- Consider rezoning or adding an overlay in the vicinity of Bridge Street and Columbia Street to enable the development of a plaza with food trucks or other small food service businesses.

- Pursue any necessary zoning code/land use map revisions to facilitate the development of commercial highway uses in the vicinity of the SR285 interchange at the George Sellar Bridge.

- Pursue any reasonable changes to the city code to promote street vending while maintaining public order and safety.

- Pursue the development of transit-oriented development (TOD) at, and in the vicinity of, Columbia Station.

6) Make-Invent-Learn in South Wenatchee:

- Bring together entrepreneurs and civic leaders to create incubator spaces for startup companies. Explore options for creating maker-spaces and/or co-working spaces.

7) Support work training programs (skill development and supports):

- Establish more formal mentorships and/or business technical support programs and increased educational training and vocations certifications, especially for opportunity sectors.

- Encourage private businesses to develop apprenticeships and intern programs to connect with students.

Goal: Build Community

Key Objectives

- Connect the neighborhood to city and regional places and services.
- Change perceptions of South Wenatchee.
- Make South Wenatchee a beautiful place to live and visit.
- Create and enhance community hubs, gathering places, and recreation opportunities.
- Extend health supports to neighbors who are less fortunate.

Policies

1. Improve access and mobility in South Wenatchee (Multimodal):

- Increase funding and prioritization for sidewalk and street lighting construction in order to create better pedestrian access. Pursue the development of complete streets.
- Study the possibility of partnering with the Chelan County PUD to make street lighting installation a public power benefit.

2. Encourage LINK Transit to increase route frequency, bus stops and shelters.

3. Pursue historic preservation of significant buildings and features.

4. Identify priority areas for sidewalk and street lighting improvements.

- Examine the use and improvement of alleys as pedestrian infrastructure.
- Promote pedestrian safety along arterials.

5. Create and install more public art:

- Artwork can be more commonly incorporated into capital projects just as was done on South Chelan Avenue. Murals are a great way to deter graffiti and lend interest to an area. The City has the opportunity to be intentional about bringing artwork into South Wenatchee.

- Incorporate artwork into capital projects whenever practical.

6. Support public safety engagement:

- Establish a Police Substation in South Wenatchee.
- Develop a community resource team that consists of community-oriented policing officers and code enforcement officers who work with residents to ensure compliance with City code.

7. Community Engagement:

- Hold regular, non-formal community "get-to-know-each-other" events.
- Ensure all social service and educational/informational materials are printed in both English and Spanish, marketed at community events, and that neighborhood champions are utilized to help connect with hard-to-reach families.



The Wenatchee Community Center provides year-round space for programs, projects, gatherings, events, and organizations. Meeting spaces can accommodate small business meetings and even large social events like this Zumba class in the Social Hall.

- Work with community partners to design and test an adult life skills program, expand use of current ESL programs, and work with civic organizations to expand leadership skills and other opportunities for mentorship.
- Support the United Neighborhood Association (UNA) in its annual neighborhood gathering.
- Increase awareness and understanding of how the community can use the Neighborhood Improvement Grant to support initiatives.
- Support the establishment of recognized neighborhoods throughout the City.

Economic Impact of Potential Future Development in South Wenatchee

Taken together, the actions in this plan can produce large and sustainable impacts to the community and economic vitality of the area and city. These benefits can be measured in terms of demand for new investment in the area that can be translated into jobs, income, and taxes.

Twenty-three properties, totaling 19 acres, have been looked at for potential future development in the form of dwelling units, retail, and office space. Approximately half of the properties currently contain existing buildings and are assumed to undergo a major redevelopment; the remaining properties are either vacant or contain improved parking areas.

The estimated private investment and resulting public revenue is purposefully conservative, based on potential for various development options over a timeframe likely greater than seven years. The property zoning allows for a mix of land uses in many combinations, such as ground floor retail or office with dwelling units on upper floors.

The potential development assumed properties would be built-out at 40 percent lot coverage with ground floor retail or office and two floors for residential above; Central Business District properties were calculated at 100 percent lot coverage. The former federal building is assumed to remain tax exempt as a governmental office. Based on these assumed variables, the estimate at right is provided.ⁱ

Private Investment

Total Development at 40% lot coverage	585,744 s.f.
Potential Residential Development @ 2 stories above ground level retail or office	773 units
Potential Retail s.f. ground floor	100,945
Potential Office s.f. ground floor	484,799
Jobs	524
Annual Wages	\$21,682,072
Annual Business Income	\$54,205,180

Total Public Revenues

	Current	Potential	Increase over Current
Development Property Tax Assessed Value	\$14,141,296	\$92,304,101	\$78,162,805
City Portion of Property Tax	\$18,242	\$119,072	\$100,830
Total Annual Taxable Retail Sales City	\$3,700,000 (est)	\$32,535,254	\$28,835,254
Portion of Taxable Retail Sales	\$32,000 (est)	\$276,550	\$244,550
Entire South Wenatchee Area Property Tax Assessed Value	\$400,519,315		
City Portion of Property Tax	\$433,826		

Implementation: Getting the Plan to Work

Along with the more traditional visible actions done by cities, such as specific regulations and policy changes that promote a better future, informal actions have the potential to make an impact. One powerful thing the City can do to inspire action is to act as a convener. As a convener, the City has the power to connect business leaders, civic institutions, community leaders, and government.

The City of Wenatchee realizes that it cannot act alone. City leadership and staff intend to be the “backbone” of the plan; but needs help from the community to fully implement the actions.

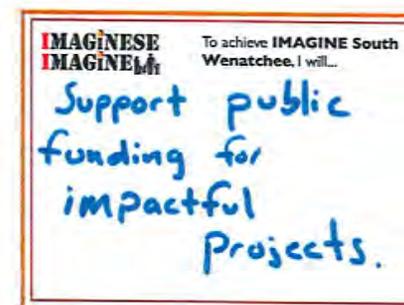
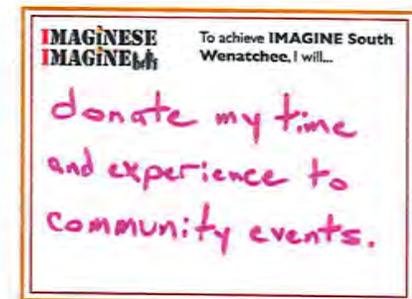
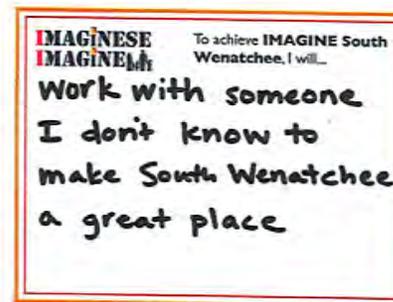
- **Measure progress:** The City of Wenatchee will collect information and data showing when and how conditions in South Wenatchee are improving as a result of the Plan’s actions.
- **Communicate with partners:** It will make a pledge to convene its community partners in an effort to continue to build trust, motivation, and shared objectives in the plan.
- **Provide support:** It will dedicate City staff time and resources to manage the Plan’s implementation, providing skills and experience where needed.
- **Be accountable to the public:** It will convene a community steering committee to check in on the Plan’s progress. The steering committee will include a diverse representation of the community’s stakeholders and will meet periodically to guide the plan’s implementation.

Work Plan—Why, What, Who, and When

The following pages provide an overview of the specific action the South Wenatchee Action Plan has articulated. The first pages have a summary of the action and detail the nature of the work that can be included in it, such as:

- Changes to the Comprehensive Plan, city policy, and zoning changes
- Resources for staff time or capital expenditures
- Partners that need to consult, coordinate, and implement the work

Following the implementation summary are detailed “business case” summaries for the actions needed to implement the plan.



South Wenatchee Action Plan

Each action will require city staff time, partnerships and community engagement in order to be successfully implemented.

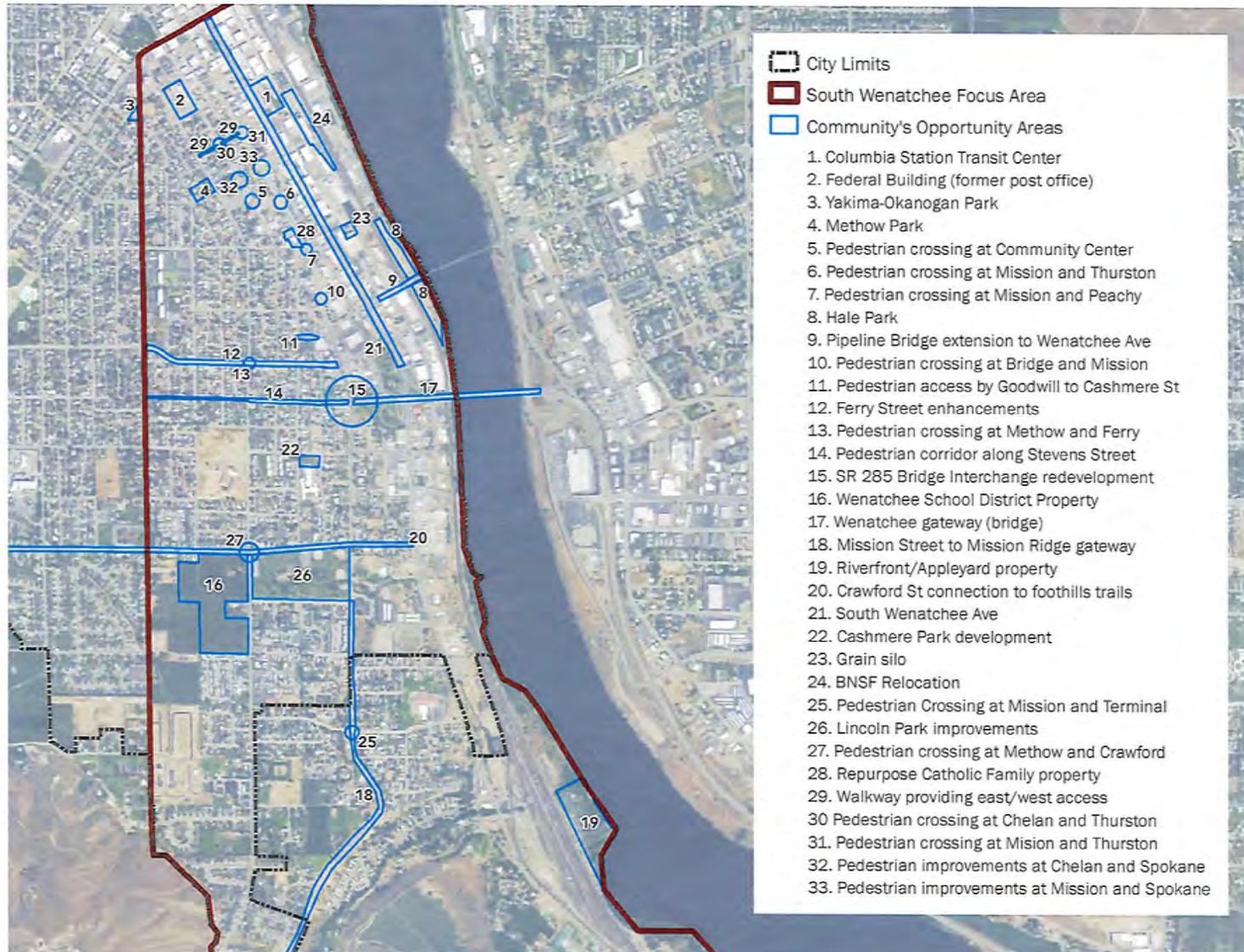
Implementation Summary: Strengthen Families 									
Actions	Comprehensive and Policy	Zoning and Code	Capital Resources	Partnerships					
				Arts, Culture, and Recreation	Economic Vitality	Education	Health and Human Supports	Transportation and Infrastructure	Public Safety
Create new housing opportunities	✓	✓			✓	✓	✓		✓
Expand and enhance parks and trails	✓	✓	✓	✓	✓		✓	✓	✓
Increase access to healthy foods	✓	✓			✓		✓	✓	
Grow the Wenatchee Community Center	✓		✓	✓	✓	✓	✓		✓
Create a family and community outreach initiative	✓		✓	✓		✓	✓		✓
Invest in adult life skills programs	✓				✓	✓	✓		
Support education initiatives	✓		✓	✓	✓	✓	✓		✓



Implementation Summary: Promote Work									
Actions	Comprehensive and Policy	Zoning and Code	Capital Resources	Partnerships					
				Arts, Culture, and Recreation	Economic Vitality	Education	Health and Human Supports	Transportation and Infrastructure	Public Safety
Support a business-friendly, entrepreneurial environment	✓	✓		✓	✓	✓	✓	✓	✓
Create a Cultural and Business District	✓	✓	✓	✓	✓			✓	✓
Enhance South Wenatchee Gateways	✓	✓	✓	✓	✓			✓	
Create long-range strategies for large opportunity sites	✓	✓		✓	✓				
Encourage land-use changes to promote economic development	✓	✓		✓	✓			✓	
Encourage entrepreneurship through incubator and co-working spaces	✓		✓	✓	✓	✓		✓	
Support work training programs	✓		✓	✓	✓	✓	✓		✓

Implementation Summary: Build Community 									
Actions	Comprehensive and Policy	Zoning and Code	Capital Resources	Partnerships					
				Arts, Culture, and Recreation	Economic Vitality	Education	Health and Human Supports	Transportation and Infrastructure	Public Safety
Make South Wenatchee walkable	✓	✓	✓	✓	✓	✓	✓	✓	✓
Add street lighting and invest in sidewalks	✓	✓	✓	✓	✓	✓		✓	✓
Bring public artwork into South Wenatchee	✓		✓	✓	✓	✓		✓	
Increase public safety engagement	✓					✓	✓		✓
Hold regular community-building events	✓		✓	✓	✓	✓	✓	✓	✓
Support a sustainable neighborhood association	✓			✓	✓	✓	✓	✓	✓

This map provides a summary of needs and desired improvements throughout South Wenatchee. The list is not a comprehensive list of projects but provides a first attempt at identification and costing.



Resources Needed to Implement the Plan

To implement the plan, residents and leaders of the community will need to find new ideas, new ways of working together, and new resources.

Break Down Silos and Work Together

Agencies with different professional orientations and institutional mandates don't always see the ways they can help each other. The planning process brought people together and made clear that it would be essential that people step outside the traditional ways they deliver services.

Implementing the South Wenatchee Action Plan means a commitment to change must be broad-based and should include the participation of not only those with the power to bring about change, but also from the representatives whose lives will be affected.

Map #	Project Name	Estimated Public Investment
1	Columbia Station Transit Center	\$5,000,000
2	Federal Building (former post office)	\$5,000,000
3	Yakima-Okanogan Park	\$250,000
4	Methow Park	\$2,000,000
5	Pedestrian crossing at Community Center	\$100,000
6	Pedestrian crossing at Mission and Thurston	\$100,000
7	Pedestrian crossing at Mission and Peachy	\$100,000
8	Hale Park	\$4,000,000
9	Pipeline Bridge extension to Wenatchee Ave	\$3,600,000
10	Pedestrian crossing at Bridge and Mission	\$100,000
11	Pedestrian access by Goodwill to Cashmere St	\$50,000
12	Ferry Street enhancements	\$1,000,000
13	Pedestrian crossing at Methow and Ferry	\$250,000
14	Pedestrian corridor along Stevens Street	\$250,000
15	SR 285 Bridge Interchange redevelopment	\$500,000
16	Wenatchee School District Property	\$5,000,000
17	Wenatchee gateway (bridge)	\$500,000
18	Mission Street to Mission Ridge gateway	\$500,000

Find Champions, Skills, and Experience

All changes need visible champions who are committed to the goal and can lead others. The planning process made it clear that the Wenatchee Valley has a community full of people with great ideas and passion who are willing to share their time, skills, and experience to make the community a great place to visit, live, and work.

Create Financial Resources

Creating sufficient funds to provide necessary support and investments will be required to make lasting differences for the people living in South Wenatchee. The plan actions identify the types of financial resources that might be needed to support the action items.

Map #	Project Name	Estimated Public Investment
19	Riverfront/Appleyard property	\$3,000,000
20	Crawford St connection to foothills trails	\$250,000
21	South Wenatchee Ave	\$1,500,000
22	Cashmere Park development	\$350,000
23	Grain silo	\$500,000
24	BNSF Relocation	\$36,000,000
25	Pedestrian Crossing at Mission and Terminal	\$50,000
26	Lincoln Park improvements	\$2,000,000
27	Pedestrian crossing at Methow and Crawford	\$50,000
28	Repurpose Catholic Family property	\$2,500,000
29	Walkway providing east/west access	\$250,000
30	Pedestrian crossing at Chelan and Thurston	\$10,000
31	Pedestrian crossing at Mission and Thurston	\$10,000
32	Pedestrian improvements at Chelan and Spokane	\$250,000
33	Pedestrian improvements at Mission and Spokane	\$250,000
	Sidewalks	\$6,000,000
	Streetlights	\$2,500,000
	Total	\$83,770,000



Who's Leading?
City of Wenatchee

Partners

- Chelan County PUD: Coordinate with the City on lighting and pedestrian planning
- Chelan-Douglas Transportation Council: Support funding discussions
- Wenatchee School District and Safe Routes Program: Consult on planning for school routes
- United Neighborhood Association: Work with the neighborhood and City on planning and construction activities

Action: Make South Wenatchee Walkable

Goal: Strengthen Families/Build Community

Why is this important?

A more walkable and safer community would support the high pedestrian levels in the area and improve livability for individuals and families. Community members have cited the difficulty in walking around the neighborhood due to the lack of sidewalks and challenging arterial street crossings, including Mission, Crawford, Ferry, Okanogan, and Orondo. This issue is compounded by a higher level of traffic, needed pedestrian facilities around schools, and the prevalence of many high-speed arterials that cross many natural walking paths in the community.

What do we need to do?

The City and community want to create more safe and accessible places for people to walk. This would include considering both short- and long-term solutions. The first order of action is to create a comprehensive pedestrian and walking plan for the area. Community members believe the plan should cover the following areas:

- Enhance funding for sidewalk construction beyond CDBG funding.
- Prioritize sidewalk needs through a pedestrian master plan and working with neighborhoods.
- Develop creative construction techniques to stretch limited dollars available for new sidewalks.
- Develop an alternative sidewalk design that allows lower-cost and more immediate solutions to pedestrian safety.
- Create better pedestrian access from Goodwill to Cashmere Street.
- Develop better arterial pedestrian crossings at: The Community Center, Mission and Thurston, Mission and Peachy, Mission and Benton, Methow and Ferry, Crawford and Methow, Mission and Terminal, South Wenatchee.
- Create a better pedestrian environment on corridor along Stevens Street as a shared path from the Sellar Bridge to the High School and Hospital.
- Examine the use and improvement of alleys as pedestrian infrastructure.
- Extend the pipeline bridge across the tracks to Bridge Street and Wenatchee Avenue.

How are we going to get it done?

Action Steps: Short-term (1-2 years)	Resources Needed:
<p>The City is working on a pedestrian master plan. The process will consider short- and long-term solutions for South Wenatchee. It would identify appropriate projects and specify how much they would cost and when they could be funded. This process is expected to last 6 months. After completion, resident engagement should be maintained through community meetings, doorbelling, phone trees, ongoing planning, and by leveraging place making.</p> <p>The City's Complete Streets Policy and the ADA Transition Plan are also being combined with the Pedestrian Master Plan.</p>	<ul style="list-style-type: none"> ■ Planning efforts can be accomplished under existing staff resources and funding. Estimates of more than \$6 million have been suggested for sidewalks in the residential section of South Wenatchee. ■ The pipeline bridge extension is estimated at \$3.3 million. ■ Specific resources for construction have not been identified yet. The pedestrian plan will include costs and funding sources. ■ 1422 Grant from Grant County Health District is helping to fund the planning effort.
	<p>Performance Measures and Outcomes:</p> <ul style="list-style-type: none"> ■ Creation of a pedestrian master plan ■ Miles of sidewalks built ■ Number of crosswalks built ■ Population utilizing pedestrian paths in Wenatchee

South Wenatchee Plan Actions



Who's Leading?

City of Wenatchee

Partners:

- Chelan County PUD
- United Neighborhood Association
- Business and property owners

Action: Add Street Lighting

Goal: Strengthen Families/Build Community

Why is this important?

Poor lighting contributes to public safety issues related to crime, and pedestrian and vehicular safety. Community members have cited the lack of lighting in the area relative to other areas in the city. A better-lit community would ease a fear that many people cite about going out at night.

What do we need to do?

The City and community want to find a way to create a safer and better-lit neighborhood. This would include both short- and long-term solutions. The first action is to create a comprehensive lighting plan for the area. Community members suggest that the plan should cover the following areas:

- Build more lighting with sidewalk investments in the area.
- Identify more priority areas and corridors for lighting.
- Identify opportunities for lighting investments that can be built in the short-term.
- Examine if lighting in the area could qualify as a public power benefit.
- Partner with Chelan PUD for installation of street lights on power poles as an interim lighting strategy for non-priority routes.
- Focus on installing pedestrian-scale lighting as a priority to enhance safety through uniform lighting levels.

How are we going to get it done?

Action Steps: Short-term (1-2 years)

- Install lighting with ongoing CDBG sidewalk projects.
- The Chelan PUD is currently working on a lighting audit for the area. They believe they can complete a lighting plan for South Wenatchee within six months. The plan should be completed in 6 months and include planning, audit results, estimates of per light/per area costs, and articulation
- Beyond 6 months, participants agreed that funding partners should be identified, modification of existing policy should include a street lighting project, and it needs to be determined where street lighting fits into the overall subarea plan.

Resources Needed:

- Planning efforts can be accomplished under existing staff resources and funding. Prioritize lighting in pedestrian routes and safety concerns.
- Specific resources for construction have not been identified yet. The lighting plan will include costs and funding sources. CDBG is an eligible funding source, but is limited.

Performance Measures and Outcomes:

- Percentage of light posts with lights
- Number of newly installed light posts
- Miles of streets with pedestrian scale lighting



Who's Leading?
City of Wenatchee

Partners:

- Housing Authority of Chelan County and The City of Wenatchee
- United Neighborhood Association
- Realtors
- Home builders
- Housing developers
- Homeless/Housing Steering Committee and Task Force
- Social service agencies
- Catholic Family Housing Services
- Public service organizations (TBD)
- Catholic Family Chore Services

Action: Improve Housing

Goal: Strengthen Families/Build Community

Why is this important?

South Wenatchee is the primary location for affordable, single-family housing. Wenatchee and the valley continues to suffer from a lack of housing units. Housing goals include maintaining existing housing stock as well as development of new units—both market rate and affordable. South Wenatchee offers some opportunities to increase the supply of housing and allow for new housing types that offer alternative and cost effective opportunities. Additionally, community members take great pride in their neighborhood and how it looks. Pride of ownership is taken very seriously and under-maintained homes are seen as a blight in the area. Some community members lack the resources to properly care for their property or homes. Improving housing conditions and providing some assistance or incentives to property owners and/or rental tenants is seen as one way to improve living conditions as well as changing the perception of the neighborhood. The City currently provides code enforcement services in an effort to prevent blight and improve the livability of the City.

What do we need to do?

The City currently manages funding for housing services and implements economic development strategies. The City of Wenatchee will need to convene efforts to examine ways for the community members, public agencies, civic groups, and private entities to work together to find ways to improve housing conditions through increasing supply and improving existing housing stock. This could include:

- Public-private partnerships for housing development.
- Develop a transit-oriented development zoning overlay around Columbia Station and encourage housing development on Link's property at Columbia Station.
- Rezone the commercial area along Mission and Chelan Avenues to encourage multifamily and redevelopment of existing single family homes. This area is currently zoned commercial, which prohibits ground floor and single family residential.
- Encourage live-work housing and alternative housing types to maximize workforce housing opportunities.
- Update zoning regulations to allow existing development patterns to continue and addressing multifamily conversions and accessory dwelling units in a safe and neighborhood friendly manner.
- Promote repurposing of unique warehouses to residential.
- Recruit and connect property owners with existing grants and assistance programs.
- Encourage neighborhood cleanup such as with the City's annual recycle event where community members assist others in the block property cleanup and maintenance.
- Create a "Monte Cristo" type annual recognition award, similar to the program in place in the city of Everett.
- Implement effective code enforcement to reward well-maintained properties and to address substandard housing conditions.
- Create a Q&A page about taking pride in the home (debunk the fear of increased property taxes).
- Pursue connecting developers to redevelopment programs such as New Market Tax Credits, Historic Preservation Tax Credits, Housing Trust Fund programs, and multifamily housing tax incentives.
- Allow the air rights of city owned property to be used for additional density for housing projects. For example, the city owns the parking lot at Kittitas and Mission near Columbia Station could be transferred.
- The City is currently considering "Landlord Liaison Program" and is currently conducting a Housing Study to better understand the housing needs of people in Wenatchee.

South Wenatchee Plan Actions



Action: Improve Housing		Goal: Strengthen Families/Build Community	
How are we going to get it done?			
Action Steps: Short-term (1-2 years)		Resources Needed:	
<ul style="list-style-type: none"> The City of Wenatchee will need to work with partners to develop programs and solicit housing developers that will result in increasing the housing supply and housing types that are in demand. The City is currently working on a comprehensive plan update in which goals and policies will be proposed to address these concerns. Soliciting a multifamily housing project would be the most effective early action. Housing Inventory/Affordability study Team up to Tidy Up program, which helps with code compliance utilizing community partnerships and CDBG funding. 		<ul style="list-style-type: none"> Planning efforts can be accomplished under existing staff resources and funding. Specific resources for housing activities have not been identified yet as many of them have not been developed yet. Pursue new funding options. 	
		Performance Measures and Outcomes:	
		<ul style="list-style-type: none"> Increase the supply of housing to elevate rental vacancy rates between 5-7%. Improve housing stock in South Wenatchee and improve neighborhoods in terms of cleanliness and property maintenance. Increase the number of affordable housing units that are well maintained and up to code 	



Who's Leading?
City of Wenatchee

- Partners:**
- Wenatchee Farmers Market
 - Property owners
 - Grocers

Action: Improve Access to Healthy Foods **Goal:** Strengthen Families/Build Community

Why is this important?

One of the most popular requests for new business in South Wenatchee during the *I Imagine* public outreach effort was for a grocery in South Wenatchee. Since that time, two Latin American specialized groceries have opened. Full-service groceries are in high demand. Many people walk to the Fred Meyer across the river. The former Vue Dale Drive-In site was identified as a possible site.

What do we need to do?

The ultimate goal of this activity is to increase the amount of healthy food option in the area. A first step in that process is to properly assess the need in the area and level of underservice. Once the assessment is complete, the city may convene partners to examine the following options:

- Examine business recruitment activities targeted at national and regional grocery chains.
- Work with local food advocates to form an alternative to traditional grocery stores such as a co-op.
- Grow the farmers market that sets up in Methow Kiwanis park.
- The cultural district may also provide the opportunity for expanded services.
- Ensure that sites selected have adequate pedestrian access to neighborhoods.

How are we going to get it done?	
Action Steps: Short-term (1-2 years)	Resources Needed:
The City of Wenatchee needs to assess the access to healthy foods in the area. The assessment should include:	Grocery study
<ul style="list-style-type: none"> ■ Maps showing food access indicators using different measures and indicators of supermarket accessibility. ■ Summary indicators of food access for selected subpopulations. 	Performance Measures and Outcomes:
	<ul style="list-style-type: none"> ■ All homes in South Wenatchee within 1 mile of a full service grocery store ■ Community Needs Assessment

South Wenatchee Plan Actions



Who's Leading?

City of Wenatchee

Partners:

- Existing business and property owners
- Chambers of Commerce
- Downtown Association

Action: Build Entrepreneurial Support

Goal: Promote Work/Build Community

Why is this important?

South Wenatchee has a unique entrepreneurial spirit of long-standing small businesses. A retail cluster related to the automotive services is alive and well in South Wenatchee. This is largely based on a creative do-it-yourself capacity of the people who own and operate businesses.

What do we need to do?

The City needs to support this business environment. There is concern that the rents will increase over time, putting strain on small businesses. Developing South Wenatchee and maintaining this culture is a key strategy.

How are we going to get it done?

Action Steps: Short-term (1-2 years)

Facilitating the development of a business district would be helpful in guiding redevelopment activities.

Resources Needed:

Staff can incorporate within existing planning and economic development activities.

Performance Measures and Outcomes:

- Maintaining a district rooted in entrepreneurship.
- Number of new start-ups
- Number of "anniversary" businesses



Who's Leading?

- Local businesses and City of Wenatchee
 - Would have to lead the process for convening other businesses in a collaborative and group effort.

Partners:

- Hispanic Chamber of Commerce
- Wenatchee Valley Chamber of Commerce
- City of Wenatchee
 - The City would be lead convener for most streetscape and beautification activities.
 - The City would support business organizations in self-organizing and marketing and promotion activities.

Action: Create a Cultural and Business District **Goal:** Strengthen Families/Build Community

Why is this important?

South Wenatchee has a long-standing commercial district, which is home to broad array of local businesses, many of which are Latino-oriented. South Wenatchee's businesses are a strength in the region. They offer unparalleled goods and services to community members and visitors alike. A cultural district would create a unique place to experience in Wenatchee that will help grow economic opportunities in the region and South Wenatchee, benefit small business owners, and offer new jobs for local residents. This would be a highly impactful result—creating jobs and a regional attraction as well as changing the perception of South Wenatchee.

What do we need to do?

- The community identified a range of activities that could be a part of this initiative, including:
- Create an attractive business area in South Wenatchee with a distinct look and sense of place through public art, more active street cleaning, and business façade improvement assistance.
 - Improve streetscape, parking, and commercial access along South Wenatchee Avenue.
 - Create a business group focused on South End businesses.
 - Install art and heritage projects.
 - Implement changes to street design for South Wenatchee Avenue.
 - Implement changes to city code to allow street vendors or truck-based food court.
 - Determine optimal location for a focal point of the Cultural District (Food Truck Court or Olvera St. Plaza).
 - Connect to the loop trail to improve access from East Wenatchee and trail users.
 - Integrate with gateways.

How are we going to get it done?

<p>Action Steps: Short-term (1-2 years)</p> <ul style="list-style-type: none"> ■ Within 6 months, participants said they would like to see a cleanup of streets and parks, better lighting, crossings, and vending opportunities. They would also like to see business stakeholder engagement and demographic analysis, and business vs. property owner analysis. Engaging the Hispanic Chamber and Wenatchee Downtown Association were also listed. ■ Within 12 months, they would like to see streets re-done, lighting improvements, coordination of sidewalks, cleanups, planning and visioning, art murals, and installation of distinguishing banners. ■ The City can update street sweeping and public garbage pickup programs to facilitate a different environment as well. 	<p>Resources Needed:</p> <ul style="list-style-type: none"> ■ Business district ■ Grant funding for South Wenatchee Avenue ■ Grant funding for pedestrian crossing ■ Streetscape and plaza development funding <p>Performance Measures and Outcomes:</p> <ul style="list-style-type: none"> ■ Creation of a pedestrian master plan ■ Improved aesthetic appeal of South Wenatchee commercial areas. Formal creation of a cultural and business district.
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South Wenatchee Plan Actions



Who's Leading?

City of Wenatchee

Partners:

- Arts, Recreation and Parks Commission
- Business owners
- Local art advocates

Action: Support Public Art

Goal: Build Community

Why is this important?

A key outcome of the *I Imagine* public outreach effort was the recommendation to honor the cultural diversity of South Wenatchee using appropriately placed and culturally relevant artwork. A great example of this is the Mission District in San Francisco. Art can be interactive to engage citizens. Art also is a great tool to engage creative people who may not necessarily have had opportunities through traditional educational programs. Public art has an incredible impact on humanity in an urban environment while honoring the creative spirit.

What do we need to do?

Artwork can be incorporated into capital projects, as was done on South Chelan Avenue. Pursuing murals is a great way to deter graffiti and bring interest to an area. The City has the opportunity to be intentional about bringing artwork into South Wenatchee, similar to the Art on the Avenues Program.

How are we going to get it done?

Action Steps: Short-term (1-2 years)

The City has already begun incorporating art into the last sidewalk project. The City needs to also recognize the arts and craft strengths of the area, such as the hand-stacked retaining walls. Placing art in the Methow and Hale park upgrades is also recommended.

Resources Needed:

Artwork is typically funded through the 1% for Arts Fund. This fund may need to be expanded or alternative programs may need to be created. Quality artwork is a key for success.

Performance Measures and Outcomes:

- Arts and culture tourism visits
- Look and feel of South Wenatchee
- Number of new murals
- Number of new art pieces



Who's Leading?

City of Wenatchee

Partners:

- Mission Ridge
- East Wenatchee
- Chelan County
- Property Owners
- Wenatchee Reclamation District
- Wenatchee Business Community
- Service Clubs

Action: Enhance South Wenatchee Gateways Goal: Build Community

Why is this important?

South Wenatchee serves as several gateways into the City: from East Wenatchee on George Sellar bridge, from the Loop Trail on the pipeline bridge, from Mission Ridge along Mission Street, and from Malaga on South Wenatchee Avenue. Currently, the gateways do not present an inviting image of Wenatchee. Opportunities exist to beautify these major gateways to help change the perception of South Wenatchee.

What do we need to do?

Community members felt that the City should examine the appropriateness and placement of gateway elements for South Wenatchee to create a distinctive brand.

- Improvements on Mission Street near Squilchuck as a gateway from Mission Ridge.
- Improvements to South Wenatchee Avenue for the purpose of business district and for people traveling to historic downtown and the waterfront.
- Improvements to Stevens Street should be the main focal point, since the George Sellar Bridge serves 55,000 plus vehicles per day.
- Improvements to Mission Street to the north of Stevens Street as a main corridor into the city.
- Improvements include beautification and cleanliness of the street right of way. They also can include branding aspects of the city and the cultural district in South Wenatchee. Finally, gateway improvements also are designed to improve the driver's experience and impression of the city, which includes façade and landscaping on private property as well as within right of way.

How are we going to get it done?

Action Steps: Short-term (1-2 years)	Resources Needed:
<ul style="list-style-type: none"> ■ A short-term project could easily be to create a gateway feature at the end of Stevens Street. This project was identified in the past as a relatively low-cost opportunity. This project also sets the stage for pedestrian improvements further up Stevens. ■ Another short-term project is to enhance the George Sellar interchange area with landscaping and attractive gateway features such as public art and interesting landscaping. ■ Gateway plans are largely streetscape improvements and should be implemented along with roadway projects. 	<ul style="list-style-type: none"> ■ An estimate of \$50,000 for the Stevens Street Gateway improvements was developed in 2014. ■ Gateway plans included with transportation projects will be developed with their respective project scoping. ■ Gateway features such as on the pedestrian bridge extension could be on the order of \$100,000 to construct.
	<p>Performance Measures and Outcomes:</p> <ul style="list-style-type: none"> ■ Change of the look and feel of each gateways with public support ■ Improved appearance of gateways

South Wenatchee Plan Actions



Who's Leading?
City of Wenatchee

- Partners:**
- LINK Transit
 - Property owners
 - Developers

Action: Make Land Use Changes to Support Economic Development

Goal: Promote Work/Build Community

Why is this important?

Businesses and property owners want to invest in South Wenatchee as the market and economy will allow. Public agencies set policies to achieve the vision and goals of the plan. Ensuring that the development code is up to date and supports positive movement is critical to removing barriers to development. Specifically, the following land use changes are suggested:

- Sites around the Columbia Station Transit Center offer an opportunity for transit-oriented development.
- Sites in the mixed-use zone could benefit from more flexibility in their ground floor uses.
- Sites within the SR 285 interchange area could be used for larger-scale commercial uses that would benefit from the highest traffic exposure in the Valley.
- A cultural district may include code changes to facilitate design goals for a cultural district.
- Focus land use and transportation changes to facilitate development types that take advantage of access premiums and large sites.

What do we need to do?

The City needs to update the City's Comprehensive Plan and then develop zoning standards to support the plan. Development of zoning standards involves working closely with the community and property/business owners. The City also needs to include capital improvements to support the vision in the capital facilities plan. These capital improvements include:

- Pedestrian bridge extension over the tracks, pedestrian mobility improvements, street lighting and sidewalk improvements, development of a plaza for food trucks, improvement of alleys, street improvements to South Wenatchee Avenue, and other actions identified in this plan.

How are we going to get it done?

Action Steps: Short-term (1-2 years)

- The City is currently updating the Comprehensive Plan. Goals and policies should be included in the plan based on this subarea plan.
- The City should create Columbia Station transit-oriented development overlay zone; revise mixed-use zone to allow for more housing, and revise highway commercial zone to allow for development scale. The changes should describe changes to the Comprehensive Plan, zoning, and design guidelines. It should also describe any needed incentives and development partners.

Resources Needed:

- Planning efforts can be accomplished under existing staff resources and funding.
- Design assistance funding (\$35,000)

Performance Measures and Outcomes:

- Completion of zone changes
- Increased private development/investment



Who's Leading?
City of Wenatchee

- Partners:**
- Property owners
 - Private developers
 - Chamber of Commerce
 - Ports of Chelan and Douglas Counties

Action: Create Long-Range Strategies for Large Opportunity Sites **Goal:** Promote Work/Build Community

Why is this important?

The City of Wenatchee is limited in extending its boundaries to create more undeveloped land for future growth. However, there are a few remaining large sites under both public and private control that may be more intentionally planned for alternative uses. Taking full advantage of the economic potential of these sites will greatly influence the immediate trajectory of economic opportunities in the area.

What do we need to do?

This process will begin advanced dialogue with property owners to better understand their development plans. The city can begin the process to evaluate potential land use changes, strategic placement of development incentives, potential public private partnerships, infrastructure investments, or other development assistance that might facilitate future development. These sites include:

- The drive-in theater.
- The Federal Building located at the corner of Chelan and Yakima Avenues.
- The four-story brick building located on the corner of Chehalis and Wenatchee Avenue has sprinklers and an elevator. This building is uniquely situated for residential in the top floor at a minimum.
- The Great Northern Railway building at the corner of Chehalis and Columbia is a unique building with three stories clear.
- A potential surplus site owned by Catholic Family at the corner of Peachy and Mission.
- BNSF property along Columbia Street would become available with the relocation of the BNSF switching terminal.
- The Cascadian Building near Columbia station offers great opportunities for redevelopment.

How are we going to get it done?

<p>Action Steps: Short-term (1-2 years)</p> <ul style="list-style-type: none"> ■ Begin property owner outreach to understand current plans for highlighted properties. Once property owner intentions and most applicable building uses are known, staff can pursue connecting opportunities. ■ Increase developer capacity through recruitment to take on challenging types projects. 	<p>Resources Needed:</p> <ul style="list-style-type: none"> ■ Staff time to work with property owners and developers ■ Incentive programs including Historic Tax Credits and New Market Tax Credits ■ Pursue new programs ■ Relocation of BNSF railyard, estimated to cost \$32 million. <p>Performance Measures and Outcomes:</p> <ul style="list-style-type: none"> ■ Occupancy of identified vacant buildings and sites ■ Completion of identified projects
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South Wenatchee Plan Actions



Who's Leading?

City of Wenatchee Parks Department

Partners:

The following organization should consult on the planning aspects:

- United Neighborhood Association
- Chelan County PUD
- Trust for public lands
- RCO
- Service clubs
- School districts
- Cross-governmental services such as the stormwater utility

Action: Expand and Enhance Parks

Goal: Promote Work/Build Community

Why is this important?

South Wenatchee is comprised of a very dense neighborhoods constructed in the 1930s and 1940s. Open space is in short supply and thus parks provide essential open space for the well-being of the community. South Wenatchee is also home to the majority of the city's youth, making parks even more important. Several strategies have been identified to improve parks and access to parks. Many of these strategies, including repair and maintenance strategies, have been also identified in the City's parks plan.

What do we need to do?

- The City's Parks Department will work with the community to update its City parks plan. In general, community members will work with the Parks Department on programming to better meet the needs of the community. This includes:
 - Move forward with the Trust for Public Lands project to build Methow Kiwanis Park.
 - Examine the feasibility of a boat park with the PUD near Appleyard.
 - Repair or replace the restrooms, band shell, and playground equipment at Lincoln Park.
 - Build a splash pad at Lincoln Park.
 - Examine the feasibility of a park in the Squilchuck Creek area after annexation.
 - Pursue development of small public spaces or pocket parks.
 - Extend the loop trail historic pedestrian bridge over the tracks to Wenatchee Avenue, making access better to the loop trail, waterfront, and the newly acquired and funded Hale Park.
 - Create a public or community gardens project that would improve aesthetics of the neighborhood and provide opportunities for cross-cultural and intergenerational connections.
 - Improve park facilities for family gatherings and picnics, such as providing food preparation sinks so users do not have to use bathrooms to access water for picnics.
 - Work with property owners at the "grain silo" to create a local community attraction—perhaps a mural or climbing wall.

How are we going to get it done?

Action Steps: Short-term (1-2 years)

- Short-term actions are already slated such as the development of Hale Park and repair of the bandshell and restrooms at Lincoln Park. Updating the City parks plan will occur in 2017-18.
- The Trust for Public Lands is working on a plan for Methow Kiwanis Park during 2016. Restrooms have been funded for Methow Kiwanis Park as well.

Resources Needed:

- The City parks plan can be referred to.
- Resource needs will be identified with the update of the City parks plan.

Performance Measures and Outcomes:

- Park use and accessibility
- Public feedback
- Park wear and tear



Who's Leading?
Community Action Council

- Partners:**
- City of Wenatchee
 - School district
 - United Neighborhood Association
 - Service clubs
 - YMCA
 - Faith-based organizations

Action: Enhance Activity and Grow Community Center **Goal:** Promote Work/Build Community

Why is this important?

South Wenatchee is home to the Wenatchee Community Center. The vision for the community center has not been fully realized as it has struggled financially. The Community Action Council of Chelan and Douglas Counties currently leases and operates the facility. The Community Center receives most of its operating revenue from rentals. A different funding strategy is needed to activate the space for the neighborhood and additional space is needed for youth activities. The vision for the center is to have activity occurring on a regular basis. Currently, the center houses several social service agencies and serves as a meeting space.

What do we need to do?

- Community members felt that a range of activities could help grow the presence of community facilities in the area. Specifically, they felt that the following actions could be taken:
- Grow the Wenatchee Community Center into a community hub and activity center.
 - Examine opportunities to expand recreation and programmed activities at new or other facilities (Catholic Family Services Building or Federal Building, School District).
 - Support planning for a Health Center at Lincoln School. Health Centers connected to the schools allow immediate problems to be addressed such as Adverse Childhood Experiences (ACEs).
 - Partnerships with the School Districts and other organizations may allow for a different funding model. As an example, after-school and summer programs may be housed at the Community Center.
 - Develop a makerspace associated with the Community Center.
 - Develop a commercial kitchen.

How are we going to get it done?

Action Steps: Short-term (1-2 years)	Resources Needed:
<ul style="list-style-type: none"> ■ Work with the Community Action Council and other potential partners to develop a funding and activation plan. ■ The City's Planning department is monitoring the disposition process of the federal building and the sale of the Catholic Family building. 	A true programming study needs to be performed for the desired vision. Estimated annual programming need is \$500,000.
	Performance Measures and Outcomes: Daily youth participation

South Wenatchee Plan Actions



Who's Leading?

Government agencies share this responsibility

Partners:

The following organization should consult on the planning aspects:

- United Neighborhood Association
- Community Choice
- Wenatchee Learns
- Confluence/CVCH
- Health District
- Wenatchee Valley College
- Community Action Council
- Serve Wenatchee (consortium of religious groups that provide social and human services)
- Community advocates
- City of Wenatchee

Action: Create a Family and Community Outreach Initiative

Goal: Strengthen Families/Build Community

Why is this important?

Feeling a part of the community and connecting with civic and government agencies is a sign of a strong community. Resources exist in the community but have not been taken up by community members due to time, resource, language, and cultural challenges. People in South Wenatchee find it more difficult to connect with school, health, social, and public safety services. This connection challenge was brought up in outreach meetings emphasizing the importance of programs such as parent-teacher organizations in elementary schools.

What do we need to do?

This initiative would encompass a series of actions. The first step would be to convene civic, social, and government groups to create a "standard" way of presenting and disseminating information to the community. The following ideas could be incorporated into the standards:

- Make sure all social service and educational informational materials are printed in both English and Spanish.
- Find community events to market materials.
- Find neighborhood champions that will help connect "hard-to-reach" people and families.
- Create a lasting consortium of civic, social, and government groups that can be tapped for various public outreach and engagement efforts.
- Establish an information tree that assists in distributing information around South Wenatchee.

The key to this action item is a unified approach to outreach, which is challenging given the numbers of organizations in the Valley.

How are we going to get it done?

Action Steps: Short-term (1-2 years)

The city of Wenatchee will convene a meeting with major education, health, and human service organizations to discuss this initiative. The meeting will document existing efforts and standards as basis to "standardize" both media collateral and production to ensure accessibility to all groups. The meeting should also identify media channels and community events where joint marketing could take place in the community that could occur on an annual basis.

Resources Needed:

- Planning efforts can be accomplished under existing staff resources and funding.
- Implementation funding should be estimated as part of planning efforts, especially for outreach material.

Performance Measures and Outcomes:

- Completion, documentation, and publication of community outreach standards
- Number of joint outreach events in the community
- A steering committee formed



Who's Leading?

- Wenatchee Valley College
- Workforce development agencies

Partners:

- Wenatchee School District
- Community Action Council
- Service clubs and churches
- United Way

Action: Promote Adult Life Skills		Goal: Strengthen Families/Promote Work	
Why is this important?			
Creating great neighborhoods and ensuring quality of life for all includes supporting all members of the community in obtaining the skills to meet basic life needs. It is important for the resources that already exist in the community to be accessible. Barriers such as time, resources, language, and cultural differences have been identified as reasons those in need may not be utilizing available help. Connecting community members with available resources will drastically increase the quality of life for residents of South Wenatchee.			
What do we need to do?			
Establish an activities and skills center that addresses life skills, leadership skills, and generational opportunities. Having formal discussions with the Wenatchee Valley College can result in programs to be marketed, expanded or tailored to the residents in South Wenatchee. This could include:			
<ul style="list-style-type: none"> ■ Working with community partners to design and test an adult life skills program. ■ Finding ways to expand use of current ESL programs. ■ Working with civic organizations to expand leadership skills and opportunities for mentorship. ■ Making sure that existing programs are fully utilized and, if they are not, find out why in order to adapt. 			
How are we going to get it done?			
Action Steps: Short-term (1-2 years)		Resources Needed:	
The United Way has taken on the Opportunity Communities mentoring model to address generational poverty. Agencies need to support this effort in helping to bring families out of poverty.		<ul style="list-style-type: none"> ■ Most of the resources needed are associated with the WVC Basic Skills programs and the Workforce Development programs. ■ United Way needs volunteers. ■ Developing and expanding programs will need additional resources. 	
		Performance Measures and Outcomes:	
		<ul style="list-style-type: none"> ■ Establishment of an activities and skills center ■ Enrollment in classes at skills center ■ An ongoing offering of courses that address identified needs in the community 	



Who's Leading?

- City of Wenatchee
- Chelan County Fire Department

Partners:

- Wenatchee School District
- United Neighborhood Association
- Chelan County Courts
- Chelan County Regional Justice Center
- Defense and prosecuting attorneys

Action: Encourage Public Safety Engagement **Goal:** Strengthen Families/Build Community

Why is this important?

Public safety is seen as a major concern in the area. The community has identified issues that range from property theft and damage to personal well-being to gang affiliation and activities. There is also a perceived notion that fires and fire safety are a larger problem in South Wenatchee than other places in the valley. Graffiti is prevalent in some neighborhoods and is a huge factor in perception. The City has discussed further developing graffiti removal programs. Another identified challenge is the development of trust between residents and authority figures. In some cases, cultural backgrounds bring forward a general distrust of government. Creating understanding and establishing positive relationships between police, fire, and code enforcement officials and residents must be a priority.

Public Safety does not end with the officers in the field. Improvements are also necessary in the courts and incarceration systems. Creating alternative restitution programs for youth can further steer them away from crime by keeping them out of the criminal system. The built environment impacts public safety as well. Resident cite issues with the environment, such as lack of sidewalks and the need for lighting.

What do we need to do?

The following activities could help change perceptions and have a positive impact on public safety:

- Chelan County Fire District No. 1 is building a new central station in South Wenatchee to create a permanent presence. In addition, the Fire District has youth engagement programs and is interested in engaging Latino Americans to improve fire safety in South Wenatchee, where there is a much older housing stock. Programs also include an outreach campaign to complete the installation of smoke detectors and assist with home hardening efforts. The City needs to support these efforts with similar programs of engaging government with residents.
- The City used to have a police precinct in South Wenatchee. It is suggested that the city explore re-opening the precinct.
- The City should evaluate the creation of a community resource team, consisting of community-oriented police officers and code enforcement officers who will work with residents to guide compliance and neighborhood programs such as block watches.
- Working with youth is a key strategy to improving relationships over time. The Police Department should consider developing youth programs. The School Resource Officer provides a strong connection with youth.
- Encourage more involvement in public safety through VIPS or comparable programs.
- Work with the courts to develop youth diversion and community service restitution programs to minimize impacts on youth.
- Crime Mapping should be implemented as a strategy for the entire city, but it also can be used to change perceptions and track progress over time in South Wenatchee.
- The department should look to expand their reach; such as hold town meetings in the community and host smaller events such as national night out throughout the neighborhoods so residents are comfortable.
- Pursue crime prevention programs such as lighting, art engagement, cameras, neighborhood blight removal, problem house removal, increased eyes on streets and parks, etc.
- Improve alleys to make them more inviting to discourage negative activity. Pave the approaches to alleys and driveways to keep gravel off the street. Keep the streets clean with sweeping, which may require parking management.
- Implement Team Up To Tidy Up program.
- Implement Neighborhood Association: Block Watch/Map Your Neighborhood



Action: Encourage Public Safety Engagement Goal: Strengthen Families/Build Community	
How are we going to get it done?	
Action Steps: Short-term (1-2 years)	Resources Needed:
The City and its partners need to start with bringing specific ideas to the table that are easily implementable and have substantial impacts such as creating block watch programs. The City developed a code enforcement system based on voluntary compliance first and follow through second.	<ul style="list-style-type: none"> ■ Coordinate all departments to create a unified approach ■ Involve the school districts ■ Secure COP grants ■ Engage volunteers from the neighborhoods ■ Develop cost estimates for various programs
	Performance Measures and Outcomes:
	<ul style="list-style-type: none"> ■ Neighborhood approval surveys ■ Participation in National Night Out ■ Decrease in crime rates ■ Decrease in code enforcement cases ■ Increase in voluntary compliance numbers ■ Increase VIPS volunteers

South Wenatchee Plan Actions



Who's Leading?

- City of Wenatchee

Partners:

- Wenatchee Museum
- Wenatchee Valley Chamber of Commerce
- Port of Chelan County
- Community Action Council
- Wenatchee School District/Wenatchee Valley College
- Wenatchee Learns and TEDx Youth event in Wenatchee

Action: Facilitate Make-Invent-Learn—
South Wenatchee

Goal: Strengthen Families/Promote Work

Why is this important?

South Wenatchee has a long tradition of making things and having an entrepreneurial spirit. Combined with hard-working values, the area is a great place to start and grow businesses. The region is experiencing a surge in entrepreneurial activity across a number of sectors: skilled trades, food and restaurants (particularly artisan foods), outdoor recreation and tourism, and technology. Entrepreneurs in different sectors face different challenges. Existing efforts to support entrepreneurs would be more effective if they were aligned and jointly informed. Rural economies are instead crafting a different formula better suited for their unique assets. In many ways, these resemble a classic strategy of investing in intermediary organizations which focus on connecting entrepreneurs to the right resources. Different organizations play this role in different regions, from chambers of commerce to economic development entities to cooperatives. In rural areas, these tend to emerge organically.

What do we need to do?

Community members would like to build a strong system of entrepreneurship—the Wenatchee version—starting with South Wenatchee as a test case. There were two specific activities that could be advanced out of this:

- Examine bringing together entrepreneurs and civic leaders committed to supporting entrepreneurship.
- Create incubator spaces for startups (private or public).
- Explore options for creating a makerspaces or co-working spaces in South Wenatchee. Options include for-profit, non-profit, and co-op models.

How are we going to get it done?

Action Steps: Short-term (1-2 years)

- Schedule an event to bring together entrepreneurs and civic leaders committed to supporting entrepreneurship. An "Entrepreneurship Summit" will celebrate local entrepreneurs (that is, anyone interested in starting new ventures or lines of business in the region), provide networking opportunities, and allow participants to express particular concerns about doing business in the region during break-out discussions.
- Work with the Wenatchee Museum Makerspace and the North Central Washington Regional Library's mobile Makerspace to see if a small pilot program targeted at the trade skills could be hosted in the neighborhood. A makerspace has been suggested at the Community Center.

Resources Needed:

- Identify entrepreneurs to champion the effort and help lead a planning committee
- Civic leaders interested in helping entrepreneurs to navigate system
- Partnerships

Performance Measures and Outcomes:

- Development and use of a makerspace
- Development of incubator spaces private or public
- Number of small businesses and startups residing in South Wenatchee or moving from South Wenatchee as a success story
- Entrepreneurship Summit



Who's Leading?

- Workforce Development Agencies

Partners:

- Governmental agencies
- Private sector businesses
- Business associations
- Chamber of Commerce
- Port districts
- School district

Action: Develop Work Training Programs—Skill Development and Supports **Goal:** Promote Work Supports

Why is this important?

South Wenatchee is home to many industries that provide entry-level employment to those without secondary or post-secondary education. The region has transitioned to a more service-based economy, creating an opportunity for initiatives and better workforce training that can grow the skill base of residents and assist in economic growth. Employers have huge workforce needs and are unavailable to fill open jobs. Many of these jobs require technical skills and good work ethic. South Wenatchee has the population base but needs to better prepare the workforce.

What do we need to do?

Many community members felt that there were opportunities to increase educational training and certifications in vocations and job skills, including:

- Examine more formal mentorship and/or business technical support programs.
- Increase educational training and certifications in vocations, especially for opportunity sectors such as health care.
- Find ways to increase use of Career Tech Education (CTE) programs at the school districts and Wenatchee Valley College.
- Expand enrollment in LINK transit's employer participation program where employers buy passes for employees. Also, they could examine expanding service on weekends and in evenings.
- Examine the creation of an apprenticeship program for sidewalk construction and city maintenance.
- Encourage private businesses to develop apprenticeship and intern programs to connect with students, as promoted through Wenatchee Learns.
- Work with partners such as unions, home builders, and governmental agencies to create win-win programs for workforce development.

How are we going to get it done?

Action Steps: Short-term (1-2 years)	Resources Needed:
The Wenatchee Valley College should convene a meeting with community partners to examine opportunities for addressing some of the community issues. Partners their organizations and knowledge of any programs and trainings that could be offered to South Wenatchee residents.	<ul style="list-style-type: none"> ■ Increase marketing of available programs and transportation options related to the tech center ■ Capacity for service programs to expand
	<p>Performance Measures and Outcomes:</p> <ul style="list-style-type: none"> ■ Number of South Wenatchee enrollments at WVC ■ Number of employer transit passes going to South Wenatchee residents ■ "Graduates" from an established program ■ Participation at the Skills Center ■ Decreased unemployment rates and increased wages

South Wenatchee Plan Actions



Who's Leading?

- Wenatchee School

Partners:

- City of Wenatchee
- Neighbors
- WVC
- Parents
- Community Choice
- Family Advocacy
- Wenatchee Valley Museum
- NCRL
- NCWESD
- UNA
- United Way

Action: Improve Education **Goal:** Strengthen Families/Promote Work/Build Community

Why is this important?

Throughout the planning process, much attention has been given to the role of education. The Wenatchee School District participated in these discussions and heard from residents how much they value education and desire to support improvements in the education system. The school district is pursuing the development of a health clinic that addresses youth health concerns, such as the one at Lincoln School.

What do we need to do?

- Work with schools to build out safe routes to schools and safe bus stops.
- Develop and enhance afterschool programs and summer lunch programs.
- Look for partnerships to better utilize the Community Center and school facilities, particularly after school and during the summer.
- Partner with other educational organizations such as the museum and library.
- Develop curriculum to help with life skills such as tenant education and personal finance.
- Engage parents in establishing a comfortable atmosphere for residents who may be intimidated by large institutions.
- Work with schools and community members to help lift families out of generational poverty.
- Recognize demographic trends and the changing educational environment.

How are we going to get it done?

Action Steps: Short-term (1-2 years)

Community Partners need to continuously work to understand the educational needs of our youth. The City of Wenatchee can serve as a convener with the interest of overall long term community health. Public education is one of our greatest assets and it must be dynamic to address the rapid changes we are seeing in our economy, living environment, and demographics. Continuing these discussions and following through with adaptation is a key short term goal.

Resources Needed:

- Work with Wenatchee School District and other educational facilities to understand their resource needs and support their success

Performance Measures and Outcomes:

- Poverty levels
- Educational attainment
- Young adult employment rates
- Participation in Opportunity Community
- Success stories



Who's Leading?

- Neighborhood Association

Partners:

- City of Wenatchee
- Local businesses
- Wenatchee Schools/School District
- Wenatchee Valley College

Action: Encourage Community Building Events		Goal: Build Community	
Why is this important?			
As part of ensuring quality of life, bringing together the South Wenatchee community is a top priority. South Wenatchee is a very diverse and growing area. Holding public meetings, cultural celebrations, and community connection events creates an opportunity for residents to connect with each other, their community, and their government. Bringing everyone together will go a long way in building the necessary social capital required to enact positive change. These gatherings foster trust among the community and will improve public safety relationships in South Wenatchee.			
What do we need to do?			
The city needs to support and encourage the United Neighborhood Association of South Wenatchee to host community events. These could include the following:			
<ul style="list-style-type: none"> ■ Hold regular, non-formal community "get to know each other" events. ■ Support the UNA in its annual neighbor gathering and celebration. ■ Creating City mini-grant program for community events. ■ City Council/Planning Commission/Parks Board/Historic Preservation Board work sessions "on-location" 			
How are we going to get it done?			
Action Steps: Short-term (1-2 years)		Resources Needed:	
<ul style="list-style-type: none"> ■ Work with the United Neighborhood Association to develop priorities for community engagement. ■ Investigate the possibility of holding City meetings in various locations in South Wenatchee. 		<ul style="list-style-type: none"> ■ Locations to host community events ■ Partnerships with already scheduled meetings ■ Funding from grants ■ Partnerships with already scheduled meetings ■ Neighborhood grants 	
		Performance Measures and Outcomes:	
		<ul style="list-style-type: none"> ■ Number of community celebrations and events ■ A survey about relationships between community members and government, neighbors, city residents ■ Attendance at events and official meetings ■ Increase in public participation 	

South Wenatchee Plan Actions



Who's Leading?

- City of Wenatchee

Partners:

- United Neighborhood Association
- Local businesses
- Wenatchee School District and schools

Action: Form Neighborhood Association

Goal: Build Community

Why is this important?

A neighborhood association is one way to bring people together to advocate for their neighborhoods and improve their relationships. The United Neighborhood Association was formed during the subarea planning process. This is an outstanding outcome. Cities who have developed successful neighborhood associations have established structures to help them organize and provide support through community development programs.

What do we need to do?

The City needs to support and encourage the United Neighborhood Association of South Wenatchee to build community organizational capacity. The Association has already provided great services in the South Chelan Sidewalk project. Intentionally engaging the UNA helps the neighborhood, the City, and the Association.

How are we going to get it done?

Action Steps: Short-term (1-2 years)	Resources Needed:
<ul style="list-style-type: none"> Continue to attend UNA meetings and work to support their outreach and membership recruitment efforts. Explore neighborhood association structures in terms of formalization within city government. Present to City Council for consideration. 	<ul style="list-style-type: none"> Staff resources currently provided by the Housing and Community Planner Meeting space Neighborhood grants
	Performance Measures and Outcomes:
	<ul style="list-style-type: none"> Sustainability of the UNA Participation in local government

Appendices

South Wenatchee Economic Opportunities Study

GMA White Papers:

- Public Engagement
- Planning and Research History
- History of South Wenatchee
- Demographics
- South Wenatchee Transportation
- Business Survey
- Economics
- Neighborhood Association

RH2/Transpo Study

Community Economic Revitalization Board Planning
Grant Application (Attachment D)

AIA SDAT South Wenatchee Report and Presentation

Byrne Criminal Justice Grant Application

Celebrating Success Stories:

- Chelan Avenue Sidewalk Project
- Columbia Elementary Playground Project
- United Neighborhood Association
- Methow Market Annual Youth Event