



Working Together to Enhance the Economic Vitality of North Central Washington

Chelan Douglas Regional Port Authority

**Confluence Technology Center
285 Technology Center Way, Wenatchee WA
Methow & Teanaway River Rooms
or
Zoom Virtual Conference Room Option**

**Meeting Agenda
January 24th, 2023
9:00 am**

I. CALL TO ORDER

**Note: When the Chelan Douglas Regional Port Authority meeting is called to order, the Port of Chelan County and Port of Douglas County meetings are simultaneously called to order.*

II. INTRODUCTIONS

III. CONFLICT OF INTEREST

IV. PUBLIC COMMENT

V. CONSENT AGENDA

- **CDRPA:** Approval of January 10th, 2023 Meeting Minutes and December 2022 Commission Calendar.

VI. PRESENTATIONS

- **Matt Cade – Greater Leavenworth Museum**
- **Small Business Development Center – 4th Quarter Update and Success Story**

VII. CDRPA ACTION ITEMS

- (1) 2023 Partners in Economic Development – Funding Request – Cashmere Chamber of Commerce
- (2) Authorization to Solicit Request for Qualifications – Regional Sports Complex Feasibility Study

VIII. PUBLIC COMMENT

IX. SUGGESTED BREAK: 10 MINUTES (APPROXIMATELY 10:30AM)

X. INFORMATIONAL ITEMS (Board may act on any items listed)

- (3) The Trades District – Initial Design Concepts
- (4) City of Mansfield Meeting Recap
- (5) 12/31/2022 Cash Carryforward Balance
- (6) Investment Report “Revised Format”
- (7) City of Cashmere Land Sale Update
- (8) Space Planning – Relocation of Regional Port Office to the CTC

XI. MISCELLANEOUS STAFF REPORTS

- CEO
- Director of Finance & Administration
- Director of Airports
- Director of Economic & Business Development
- Public Works & Capital Projects Manager
- Property & Maintenance Manager
- CTC Manager

XII. PUBLIC COMMENT

XIII. REVIEW CALENDAR OF EVENTS

XIV. ITEMS FROM BOARD OF DIRECTORS

- XV. EXECUTIVE SESSION:** An Executive Session may be called during the meeting. The purpose must be announced and is limited by RCW 42.30.110. Examples include: (1) to discuss with legal counsel litigation, potential litigation and/or legal risks (RCW 42.30.110(1)(i)); (2) to consider the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price (RCW 42.30.110(1)(b)); and (3) to consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price (final action selling or leasing public property shall be taken in a meeting open to the public)(RCW 42.30.110(1)(c)); and (4) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee(RCW 42.30.110(1)(g))

XVI. ADJOURN

PLEASE NOTE: The agenda is tentative only. The Board of Directors may add, delete, or postpone items and may take action on any item not on the agenda (This does not apply during a Special Meeting). The Directors may also move agenda items during the meeting. If you wish to address the Regional Port Authority on a non-agenda or an agenda item, please raise your hand to be recognized by the President. When you have been recognized, give your name and address before your comments. The Board of Directors are committed to maintaining a meeting atmosphere of mutual respect and speakers are encouraged to honor this principal.

The Port Authority office is ADA compliant. Please contact the Administrative Office at 509-884-4700 at least three (3) days in advance if you need any language, hearing or physical accommodation.



**Board of Directors
Chelan Douglas Regional Port Authority
Meeting Minutes
January 10th, 2023
9:00 am**

Present:

Directors:

*Donn Etherington, Director
Jim Huffman, Director
JC Baldwin, Director*

*W. Alan Loeb sack, Director
Mark Spurgeon, Director
Richard DeRock, Director*

Staff:

*Jim Kuntz, Chief Executive Officer
Monica Lough, Director of Finance & Admin.
Ron Criddlebaugh, Director of Econ. Dev.
Trent Moyers, Director of Airports
Craig Larsen, Bus. Dev. Mngr.
Stacie de Mestre, Capital Projects Mngr.
Ron Russ, Property & Maintenance Mngr.
Tricia Degnan, CTC Manager (Zoom)*

*Sarah Deenik, Comm. Specialist (Zoom)
Julie Avis, Acct. Specialist (Zoom)
Lorena Amador, Acct. Specialist (Zoom)
Brooke Lammert, Executive Assistant
Laura Camarillo-Reyes, Admin Asst. (Zoom)
Colby Goodrich, FBO Manager (Zoom)*

Legal Counsel:

*Quentin Batjer, Davis Arneil Law Firm, LLP
Peter Fraley, Ogden Murphy Wallace P.L.L.C.*

Guests:

*Jason Taylor, KPQ (Zoom)
Kalie Worthen, Wenatchee World (Zoom)
David Marten, Elevate (Zoom)
Don Flick (Zoom)
Erik Howe, RH2
Adam Neff, RH2*

*Steve Croci, City of Cashmere
Randy Asplund
Chris Mansfield, Ardurra
Lawrence Dillon, Chelan County
Mark Sele, Chelan County*

The Chelan Douglas Regional Port Authority Board Meeting was called to order at 9:00 a.m.

Introductions were made.

Conflicts of Interest: None

PUBLIC COMMENTS – An opportunity for public comment was provided; however, no public comments were received.

CDRPA ELECTION OF OFFICERS: Kuntz reviewed the previously approved rotation schedule for Board of Director Officers. The following action was taken:

Motion No.
Moved by:
Seconded by:

01-01-23 CDRPA
W. Alan Loeb sack
Richard DeRock
To nominate the Board of Directors Officer Positions for 2023 as follows:
Director Spurgeon President; Director Etherington Vice President;
Director Huffman Secretary; and Director DeRock Treasurer.

Motion Passed 6-0

CDRPA CONSENT AGENDA

The Chelan Douglas Regional Port Authority Consent Agenda consisting of December 13th, 2022, Meeting Minutes, December 13th, 2022, Tri-Commission Special Meeting Minutes, CDRPA Resolution No. 2023-01 Voiding Check #10801, November 2022 Commission Calendar and Check Register Pages #2022-48 through #2022-51, including Electronic Transfers was presented.

Motion No.
Moved by:
Seconded by:

01-02-23 CDRPA
JC Baldwin
Richard DeRock
To approve the Chelan Douglas Regional Port Authority Consent Agenda consisting of Minutes from the December 13th, 2022 Meeting, Minutes from the December 13th, 2022 Tri-Commission Meeting, CDRPA Resolution No. 2023-01 Voiding Check #10801, November 2022 Commission Calendar and Check Register Pages #2022-48 through #2022-51, including Electronic Transfers.

Motion Passed 6-0

PRESENTATIONS:

- **Taxiway B/Hangar Pad Development Update – Ardurra:** Chris Mansfield gave an update to the Board on the Taxiway B/Hangar Pad Development project. Mansfield shared that 50% of the design phase has been completed and staff is working closely with the FAA on the project. Discussion ensued on the phasing process.
- **Malaga Water System Project Update – RH2 Engineers:** Eric Howe gave an overview of the project and shared video footage from the testing well.

Kuntz requested that the Board move the Cashmere Mill District – City of Cashmere Land Purchase Offer – Sunset Highway Improvement Project up on the agenda due to consideration of guests' time.

POCC ACTION ITEM:

Cashmere Mill District – City of Cashmere Land Purchase Offer – Sunset Highway Improvement Project

The City of Cashmere and Chelan County is looking to buy 0.255 acres of the property north of Sunset Highway to be used for stormwater retention purposes. The City of Cashmere and Chelan County had the property appraised and are looking to purchase at \$4.25 per sq. ft. Discussion ensued.

Motion No.
Moved by:
Seconded by:

01-03-23 POCC
Richard DeRock
Donn Etherington
To delegate to the Executive Director to negotiate with the City of Cashmere regarding the property to determine terms and conditions of the land purchase offer.

Motion passed 3-0

CDRPA ACTION ITEMS:

Cashmere Mill District – City of Cashmere Land Purchase Offer – Sunset Highway Improvement Project

The Board motioned to concur with the POCC action item discussed above.

Motion No.
Moved by:
Seconded by:

01-04-23 CDRPA

Mark Spurgeon
JC Baldwin

To concur with Port of Chelan County delegating the Executive Director to negotiate with the City of Cashmere regarding the property to determine terms and conditions of the land purchase offer.

Motion passed 6-0

Authorization to Bid – Malaga Waterline Extension Project

de Mestre gave a detailed review of the project following RH2's presentation at the beginning of the meeting. The design is complete and piping material has been ordered. Meetings are held every other Friday to discuss the project and include the Malaga Water District to keep them informed and involved in the process.

Motion No.
Moved by:
Seconded by:

01-05-23 CDRPA

Richard DeRock
Jim Huffman

To authorize the CEO to seek bids for the Malaga Waterline Extension Project.

Motion passed 6-0

Rent Deferment Request – Blue Spirits

Kuntz informed the Board that Blue Spirits Distilling is current on rent, however the company is requesting a 90-day deferral due to the challenging business environment. Kuntz views the investments that Blue Spirits has made into the industrial space (restrooms, HVAC improvements and building a fire pump) as sufficient security for this rent deferral request. Discussion ensued.

Motion No.
Moved by:
Seconded by:

01-06-23 CDRPA

JC Baldwin
W. Alan Loeb sack

To authorize the CEO to enter into a rent deferral plan with Blue Spirits.

Motion passed 6-0

Commissioner Spurgeon called for a break at 10:50am.

EXECUTIVE SESSION:

Executive Session was announced at 11:03am for twenty minutes with no action anticipated at the conclusion of the session. The purpose consisted of RCW 42.30.110(1)(b) to consider the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price. Executive session concluded at 11:23am.

Extension of Federal Affairs Contract - Elevate

Kuntz reviewed with the Board the Regional Port Federal legislative priorities for 2023 that Elevate could help lobby on our behalf. He noted that the previous contract held with Elevate was priced to cover one project, however the proposed contract will cover multiple projects. David Marten joined the meeting via Zoom and spoke to the work being done and plans to begin work lobbying for the new projects moving forward.

Motion No.
Moved by:
Seconded by:

01-07-23 CDRPA

W. Alan Loeb sack
Richard DeRock

To authorize the CEO to extend the CDRPA Federal Affairs Contract with Elevate Governmental Affairs for the remainder of the fiscal year 2023.

Motion passed 6-0

2022 Partners in Economic Development – Funding Request - TREAD

The application submitted by TREAD and amount requested was reviewed by Kuntz to the Board. Lough noted that the request was made for the 2022 budget, however she suggested that it be pulled from the 2023 budget if approved. After reviewing the criteria, discussion ensued on the fit of the application.

No action was taken. Staff will meet with TREAD staff to work on a revised application that is more focused on economic development.

Renewal – Small Business Development Center Agreement with Washington State University

The Board reviewed the two-year (2022-2023) contract. Kuntz shared that \$80,000 per year was budgeted for this contract, however it will only cost \$60,000 per year. Discussion ensued.

Motion No.
Moved by:
Seconded by:

01-08-23 CDRPA

Richard DeRock
JC Baldwin

To authorize the CEO to sign a renewal of the Small Business Development Center Agreement with Washington State University.

Motion passed 6-0

Authorization to Purchase – Used Snow Blower from Pullman Airport

Moyers shared with the Board issues that have occurred with the current snow blower owned by the CDRPA. Staff is currently renting a snow blower from Pullman Airport to assist in handling the maintenance needed at the airport during the winter season. Staff is requesting to purchase the rental blower to add to the Regional Port fleet.

Motion No.
Moved by:
Seconded by:

01-09-23 CDRPA

Richard DeRock
W. Alan Loeb sack

To authorize the CEO to purchase a used snow blower from Pullman Airport at a cost not to exceed \$50,000 plus applicable taxes.

Motion passed 6-0

Lease Renewal Authorization – Central Washington Interagency Communication Center (CWICC)

Lough reviewed with the Board the lease with Central Washington Interagency Communication Center (CWICC) and the request for renewal. Discussion ensued.

Motion No.
Moved by:
Seconded by:

01-10-23 CDRPA

JC Baldwin
Richard DeRock

To authorize the CEO to sign a lease renewal with Central Washington Interagency Communication Center (CWICC).

Motion passed 6-0

POCC ACTION ITEMS:

Election of POCC Commissioner Officer Positions – The following action was taken:

Motion No. **01-11-23 POCC**
Moved by: *Richard DeRock*
Seconded by: *Donn Etherington*
To nominate Port of Chelan County Commissioner Officer Positions for 2023 as follows: Commissioner Etherington President; Commissioner DeRock Vice President; and Commissioner Baldwin Secretary.

Motion passed 3-0

POCC INDUSTRIAL DEVELOPMENT CORPORATION:

The POCC Industrial Development Corporation meeting was called to order at 11:45 a.m., and the following actions were taken:

Election of Port of Chelan County Industrial Development Corporation Commission Officer Positions – The following action was taken:

Motion No. **01-12-23 POCC Industrial Development Corporation**
Moved by: *Richard DeRock*
Seconded by: *JC Baldwin*
To nominate Port of Chelan Industrial Development Corporation Officer Positions for 2023 as follows: Commissioner Etherington President; Commissioner DeRock Vice President; Commissioner Baldwin Treasurer; and Kuntz as Secretary.

Motion passed 3-0

Approval of January 10th, 2023 Meeting Minutes

Motion No. **01-13-23 POCC Industrial Development Corporation**
Moved by: *JC Baldwin*
Seconded by: *Richard DeRock*
To approve the Port of Chelan County Industrial Development Corporation minutes of January 10th, 2023 as read by Jim Kuntz.

Motion passed 3-0

The POCC Industrial Development Corporation meeting was adjourned at 11:50 a.m.

PODC ACTION ITEM:

Election of PODC Commissioner Officer Positions – The following action was taken:

Motion No. **01-14-23 PODC**
Moved by: *Mark Spurgeon*
Seconded by: *W. Alan Loeb sack*
To nominate Port of Douglas County Commission Officer Positions for 2023 as follows: Commissioner Loeb sack President; Commissioner Spurgeon Vice President; and Commissioner Huffman Secretary.

Motion passed 3-0

PODC Resolution 2023-01 CERB Loan Repayment Agreement

Kuntz reviewed the CERB Loan details with the Board for the Trades District Project. Discussion ensued.

Motion No.
Moved by:
Seconded by:

01-15-23 PODC

Jim Huffman
Mark Spurgeon

To authorize the Executive Director to enter into a loan repayment agreement with CERB for the Trades District Project.

Motion passed 3-0

PODC INDUSTRIAL DEVELOPMENT CORPORATION:

The PODC Industrial Development Corporation meeting was called to order at 12:00 p.m., and the following actions were taken:

Election of Port of Douglas County Industrial Development Corporation Commission Officer Positions – The following action was taken:

Motion No.
Moved by:
Seconded by:

01-16-23 PODC Industrial Development Corporation

Mark Spurgeon
Jim Huffman

To nominate Port of Douglas County Industrial Development Corporation Officer Positions for 2023 as follows: Commissioner Loeb sack President; Commissioner Spurgeon Vice President; and Commissioner Huffman Treasurer; and Kuntz as Secretary.

Motion passed 3-0

Approval of January 10th, 2023 Meeting Minutes

Motion No.
Moved by:
Seconded by:

01-17-23 PODC Industrial Development Corporation

Mark Spurgeon
Jim Huffman

To approve the Port of Douglas County Industrial Development Corporation minutes of January 10th, 2023 as read by Jim Kuntz

Motion passed 3-0

The PODC Industrial Development Corporation meeting was adjourned at 12:05 p.m.

ADDITIONAL INFORMATIONAL ITEMS:

Board of Directors – Community Liaison Agreements – Kuntz reviewed with the Board the previous Community Liaison assignments and changes were discussed for 2023 representation.

Review of Board Notebooks – Kuntz updated the Board on items added to the 2023 Board notebooks and did a brief review of older documents. Commissioner Baldwin requested that suggested breaks and additional opportunities for public comment be added to the agenda.

City of Mansfield Meeting – Mansfield Airport – Kuntz and Moyers updated the Board on the status of the Mansfield Airport. Kuntz gave an overview of what he will discuss at the Mansfield City Council Meeting being held January 10th, 2023 at 6 p.m.

Department of Commerce – Evergreen Manufacturing Grant Program – Cridlebaugh reviewed the requirements and timeline of the grant with the Board. The Board provided suggestions for potential candidates.

MISCELLANEOUS STAFF REPORTS:

Kuntz provided information and updates including:

- Reviewed the Federal Legislative Agenda with the Board and plans moving forward.
- Kuntz updated the Board on the Airlift Northwest meeting regarding Hangar Pad development.

Moyers provided information and updates including:

- Moyers shared with the Board that the one-year extension on the SCASDP grant was awarded.
- The Board was made aware that letters will be going out to Pangborn Airport tenants as a reminder of the Airport's hanger use policy.
- Updated the Board on the status of the ILS system.
- Moyers shared that the Washington Army National Guard is looking to begin their lease in January 2024.
- Taxiway Alpha project is set to begin in April 2023.

de Mestre provided information and updates including:

- Updated the Board on how the first check-in meeting went with Design West on the Trades District project. There will be a review of the design at the next Board meeting.
- de Mestre shared with the Board that the CTC Salvage, Demolition and Restoration Project meeting occurred, and the project will continue into early summer due to lead times.

Russ provided information and updates including:

- Russ notified the Board that the glycol recovery and collection system is completed and running.

PUBLIC COMMENTS: An opportunity for public comment was provided. No public comments were received.

REVIEW CALENDAR OF EVENTS: Several dates and events were reviewed.

ITEMS FROM BOARD OF DIRECTORS: Board of Directors provided various updates.

Meeting adjourned at 1:25 p.m.

Signed and dated this 24th day of January 2023.

CHELAN DOUGLAS REGIONAL PORT AUTHORITY

Mark Spurgeon, Director

Richard DeRock, Director

Donn Etherington, Director

JC Baldwin, Director

Jim Huffman, Director

W. Alan Loeb sack, Director

Chelan Douglas Regional Port Authority

Board of Directors Calendar

December 2022

Date	Meeting	Location	JCB	DE	JH	MS	RD	AL
12/2	Alcoa Planning Meeting	CDRPA		X		X		
12/5	WPPA Annual Meeting	Tacoma, WA	X					
12/6	WPPA Annual Meeting	Tacoma, WA	X	X		X		X
12/7	Aquatic Center Meeting	CTC			X			
12/7	WPPA Annual Meeting	Tacoma, WA	X	X		X		X
12/8	FAA Northwest Meeting	DesMoines, WA	X*					
12/8	CDTC Meeting	CTC			X			
12/8	WPPA Annual Meeting	Tacoma, WA	X	X		X		X
12/9	WPPA Annual Meeting	Tacoma, WA	X	X		X		X
12/13	CDRPA Board Meeting	CTC	X	X	X	X	X	X
12/13	Tri-Commission Meeting	CTC	X*	X*	X*		X*	
12/14	Chamber Coffee Commerce Legislative	Wenatchee Chamber	X					
12/14	EDD Board Meeting	Entiat, WA			X			
12/15	Upper Valley Commisioner Meeting	Big Y Café	X					
12/15	WPPA Exec Committee Meeting	Zoom	X*					
12/15	CDRPA Christmas Party	CDRPA		X		X	X	
12/29	EDD Exec Committee Meeting	CTC			X			
*	denotes multiple meetings on same day							



CDRPA

Wenatchee SBDC 4th
Quarter & Year End Report
2022

Wenatchee SBDC 4th Quarter & Year End Report

	4th Quarter		Total 2022
Total Clients Advised	33		66
New Clients Advised	13		38
Pre Venture	10		26
Startups	7		9
In Business	16		31
Contact Hours	174		744
New Clients Hours	27		163

Wenatchee SBDC 4th Quarter & Year End Report

	4th Quarter		Total 2022
Business Starts	1		3
Jobs Supported	1		16
Jobs Created	3		28
Jobs Saves	82		158
Capital Infusion	\$ 389,000		\$ 2,472,000

Historical Information SBDC Levels of Activity

	Contact Hours		Clients Advised
2017	733		79
2018	612		80
2019	429		53
2020	427		53
2021	596		65
2022	744		66
6 Year Average	590		66

2022 Wenatchee SBDC 2022 Report

- Thank you for your time today
 - Questions?

Memo

To: Board of Directors

From: Sarah Deenik

Cc: Jim Kuntz
Ron Cridlebaugh

Date: January 19, 2023

Re: Partners in Economic Development Request – Cashmere Chamber of Commerce

We have received a 2023 Partners in Economic Development funding request from the Cashmere Chamber of Commerce, for a total of \$12,000. Please find their application materials attached, along with a 2023 Non-Profit Project Recap showing previously approved projects and current budget funding availability.

- They are requesting \$8,000 for event facilitation and income generation related to their Founders' Days and Christmas in Cashmere events.
- They are also requesting \$4,000 to assist with the renovation of their retail program for the Cashmere Chamber Visitor Center.



2023 Partners in Economic Development
Non-Profits

<u>Budget:</u>	\$ 93,222
<u>Projects Approved:</u>	
WV Sports Foundation - Winter Special Olympics (Prior Year Approval)	\$ 7,000
Our Valley Our Future (\$20k Pass Thru)	\$ 20,000
Lake Chelan Wine Alliance (estimated 75% in 2023 - \$14,830 approved in total)	\$ 11,123
Greater Leavenworth Museum (estimated 75% in 2023 - \$6,800 approved in total)	\$ 5,100
	<hr/> \$ 43,223
<u>Available Funding:</u>	<u><u>\$ 50,000</u></u>
<u>Pending Requests:</u>	
Cashmere Chamber of Commerce - "Sustainable Organization Strategy Plan"	\$ 12,000

Selection Criteria

Measurably contribute to the economic development of Chelan and Douglas Counties.

Examples include projects that will:

- 1) Retain and/or create living-wage jobs.
- 2) Stimulate private sector capital investments.
- 3) Infrastructure investments that directly support economic development.
- 4) Strategic planning efforts which have a strong probability of achieving measurable economic development results.



PARTNERS IN ECONOMIC DEVELOPMENT NON PROFITS

PROGRAM PURPOSE

The Chelan Douglas Regional Port Authority (CDRPA) is a regional leader in efforts to achieve long-term economic vitality for Chelan and Douglas Counties.

Effective economic development requires a dynamic synergy of people and organizations working together. The CDRPA acknowledges that nonprofits play a unique role, extending deeply into communities in a way no other entity can. The CDRPA has created the Partners in Economic Development Program to make strategic financial investments in nonprofits contributing to economic development.

The Partners in Economic Development Program is an annual grant program created to:

- Help start, scale, and/or improve programs that measurably contribute to the economic vitality of Chelan and Douglas Counties; and
- Fund capacity building to enhance long-term sustainability of organizations that have missions contributing to economic development in Chelan and Douglas Counties.

ELIGIBLE ORGANIZATIONS

To qualify for potential funding through this program, an organization must be a nonprofit and provide proof of a current/active Washington State Secretary of State corporate registration. For organizations with an IRS tax-exempt status, they must be in good standing and provide proof of submission of their most recent Form 990.

ELIGIBLE PROGRAMS

Programs that qualify must:

- Measurably contribute to the economic development of Chelan and Douglas Counties. Examples include projects that will:
 - Retain and/or create living-wage jobs.
 - Stimulate private sector capital investments.
 - Infrastructure investments that directly support economic development.
 - Strategic planning efforts which have a strong probability of achieving measurable economic development results.

PRIORITIES

The CDRPA will prioritize proposals that fulfill one or more of the following:

- Address a proven need or gap;
- Illustrate a strong proof-of-concept for achieving measurable economic development impact;
- Demonstrate sustainability without continued financial support from the CDRPA;
- Demonstrate collaboration/partnership with other public and private entities;
- Clearly contributes to the long-term sustainability of an organization whose mission furthers economic development;
- Has membership dues as part of their funding structure;
- Nonprofit organizations that serve rural communities in Chelan and Douglas Counties.

REQUEST GUIDELINES

- Proposals are typically funded between \$5,000 and \$20,000.
- Partial funding for a larger program may be requested; however the proposal must clearly demonstrate how the remainder of the project will be funded.
- Multi-year programs may be submitted, but a new proposal must be submitted each year with subsequent requests contingent upon availability of funds and satisfactory progress toward meeting program objectives.

FUNDING & DISBURSEMENT

- For fiscal year 2022, the CDRPA has set aside \$133,000. Applications can be submitted for funding at any time until the fund is fully allocated.
- The CDRPA will reimburse funds quarterly by invoice. If an up-front investment is required, organizations should indicate the distribution plan necessary (and why) on the Application Form.

PROPOSAL REQUIREMENTS

An organization must submit the **Application Form**.

Proposals may be delivered in one of three methods:

- Electronically (PDF only)
- Mailed (3 printed copies)
- Delivered in-person (3 printed copies)

Chelan Douglas Regional Port Authority
Attn: Ron Cridlebaugh
One Campbell Parkway, Suite A
East Wenatchee, WA 98802-9290.

EVALUATION CRITERIA

- Adherence to proposal and submission requirements
- Overall merit and quality of proposal
- Measurable economic development contribution
- Strength of proven need or gap, and demonstrated ability to address need or gap
- Clear expectation of how program achieves measurable economic development impact
- Likelihood of achieving defined metrics/deliverables
- Ability to demonstrate long-term sustainability independent of financial support from the CDRPA.

FUNDED PARTNER EXPECTATIONS

- Organization will enter into Partner Agreement defining expectations and Scope of Work
- Verbal presentation may be requested at a CDRPA Board of Directors Meeting

PROPOSAL TIMELINE

Grant Applications will be evaluated by Regional Port staff and forwarded to the Board of Directors for approval.

QUESTIONS

Questions related to this program should be directed to Ron Cridlebaugh, Director of Economic & Business Development, 509-884-4700 or via email at ron@cdrpa.org.



**Partners in Economic Development Program
Nonprofits Application Form**

Organization Name:

Organization Address:

Organization Phone Number:

Program Title:

Program Contact:

Contact Phone:

Contact E-mail:

Contact Title/Position:

Is the Organization a dues paying entity?(Do members pay dues as part of membership requirement) Yes No

Investment request is to fund:

Starting, scaling, and/or improving program/project

Capacity Building (Investment in future sustainability)

Other (Please Specify Below)

Provide a program description, including: Justification (how this program/project will improve economic development in Chelan and Douglas Counties); Methodology, including if/how program/project will be sustainably maintained; Work to date (if any); Partners committed, if any (commitment letters required for partners); and Deliverables defined.

Program Start Date (if applicable):

Program End Date (if applicable):

Program timeline/milestones (by quarter):

Total Program Cost:

Requested Port Funding:

Budget total, broken out by category. (Note: Indirect costs are not allowed)

Is this request for partial funding of a larger project? If so, identify other funding **requested** for this project (entity, amount requested and anticipated award date), and other funding **secured** for this project (source, amount secured).

Is this a multi-year project? If yes, what are the anticipated funding needs for future years?

If this program is not funded at the full requested amount, how will the organization adjust for less funding?

Expenses are reimbursed quarterly by invoice/report; explain if another option is needed:

Definition of success of the project/program, including metrics used to evaluate success (may be quantitative and/or qualitative) and method for gathering metrics:

Has this organization received previous funding from the Port of Chelan County and/or Port of Douglas County? If so, list other funding received and when:

In addition to a completed Application Form, please provide the following:

1. Strategic Plan including mission and goals;
2. Current year budget (including all income and expenses by category);
3. Upcoming (proposal) year budget (including all income and expenses by category);
4. List sources of support (especially if public sector);
5. List of Board members;
6. Active WA Secretary of State corporate registration;
7. IRS Tax Determination Letter (if none, explain); and
8. Most recent federal tax filing (IRS 990 cover page or 990-N post card), if applicable.

Add additional pages, as needed, to complete questions, but please do not exceed a five page application (excluding the attachments requested above).

Questions related to this program should be directed to Ron Cridlebaugh, Director of Economic & Business Development, 509-884-4700 or via email at ron@cdrpa.org



Sustainable Organization Strategy Plan

A Focus On Event Improvement and Investment Retail

By Rachel Lippert
Execuative Director
Cashmere Chamber of Commerce

Dec.23.2022

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Execuative Summary

The Cashmere Chamber of Commerce believes in the integrity of maintaining sustainable business practices. Through discoveries within the facilitated events, it was established that the Cashmere Chamber needs to build foundations for a continuous revenue flow. By encouraging more consistency for fiscal growth, the Cashmere Chamber will be able to sustain itself for years to come. Strategizing methods to increase pre-existing events and efforts, the Cashmere Chamber will be utalizing funds for the betterment of it's fiscal structure, while simultaneously attracting more business through the community and through tourism opportunities.

The Cashmere Chamber of commerce plans to implement a cider garden into events and incorporate local cider makers and brewers. The Cashmere Chamber will not only build profit infrastructure into event facilitation, it will create more awareness for local breweries, cider crafters, and wine cellars. While the main effort is to contribute to the community, by including adult beverages, it will garner more foot traffic into Cashmere.

The Cashmere Chamber Visitor Center hosts different historic depictions of Cashmere, along with offering informational pamphlets. Traveling to various tourist towns and researching other similar organizations, the Cashmere Chamber would like to incorporate a visitor retail shop. Offering small souvenirs, post cards, stickers, and artisan creations, the Cashmere Chamber can add another shopping experience which will aid in the longevity of tourist stays and downtown business development.

The town of Cashmere's economic system will be revitalized by investing into programs that are already established. A refocus on efforts to build on structures that have worked in the past, along with a new marketing platform for these structures will benefit the Cashmere Chamber's fiscal stability. These plans of revitalization will build trust within the community by bringing in more revenue possibilities.

Investment Request

The Cashmere Chamber of Commerce is requesting a total amount of \$12,000 in Chelan Douglas Regional Port Authority funding.

As a non-profit entity who receives funding through membership, the Cashmere Chamber is an eligible organization to make this request which will benefit our members.

Through these funds, the Cashmere Chamber will be improving event facilitation (Founders' Days & Christmas in Cashmere) to create a sustainable platform for the organization along with creating a new retail program within the Cashmere Chamber of Commerce Visitor Center to attract more foot traffic and a steady flow of income. It is vital to the success of our organization to build a self sustaining platform in order to best serve our community.

Our investment breakdown for each opportunity is \$8,000 for Founders' Days and Christmas in Cashmere, and \$4,000 for a renovated retail program for the Cashmere Chamber Visitor Center.

For Founders' Days and Christmas in Cashmere, the Cashmere Chamber plans to budget and invest these funds into locally made hard cider, wine, brews, and spirits, along with tickets, wrist bands, cups, beverage warmers, fencing, and marketing.

The other funds will be used for our retail experience: souvenir inventory, updated POS system and software, along with marketing to outlying towns to attract travelers to downtown.

Event Facilitaion & Income Generation

Project

The Cashmere Chamber has preplanned an exciting lineup for upcoming events for Founders' Days and Christmas in Cashmere. The project for the intended funds of \$8,000 is The Cashmere Chamber Cider Garden. It will be located right outside the Cashmere Chamber facing the downtown street. By providing a fenced off covered standing area and offering beverages from, Pear Up Cider, Dog and Pony Brewery, Leony Cellars, Mile Post Brewery, and Blue Spirits Distillery, the Cashmere Chamber will add another fun entertainment piece, along with curating funds for a self sustaining structure.

The Cashmere Chamber will charge a small cover fee to enter into the Cider Garden, it will also charge per drink. The Organization will implement a ticket system similar to the Apple Blossom Beer Garden. Visitors will be able to purchase cover bands at the front, step inside and buy tickets for drinks. This will ease up bartending stresses and in the end satisfy those that are attending. By serving various beverages, the Cashmere Chamber will be able to entice a variety of people and see a flow of income. This income will be part of the following year's funds for a continued entertainment aspect.

Economic Developement Improvement

Improving events is vital to the development of business in Cashmere. By honoring input from downtown businesses, the Cashmere Chamber has strategized ways to maintain a lively event population throughout the timeline of the event. By doing this, along with understanding certain studies, the Cashmere Chamber will increase not only the Organizations income, but it will aid in the towns income successes as well.

The Cashmere Chamber plans to have it's Cider Garden, along with entertainment both Friday and Saturday of the last full weekend in June for Founders' Days. Discovering these new wineries and distilleries will engage the community along with tourists to venture back to Cashmere and visit longer. Christmas in Cashmere has a hometown vintage essence.

Christmas in Cashmere will offer a warm upscale adult beverage during a fun chilly afternoon, this will increase guests' experience, which will possibly lead to more sales for Cashmere businesses.

Marketing & Maintainance

Marketing the Cashmere Chamber Cider Garden, the Chamber plans to utilize all methods of advertising. Through sponsored social media promotion on highly followed pages, popular radio stations, targeted digital advertising, newspaper, signage, and local T.V. broadcasting, the message of the event paired with a beverage garden will be an exciting new opportunity for community members and travelers. The Cashmere Chamber has marketing dollars set aside for Founders' Days, however with additional funds, the allotted marketing budget will be able to cover a wide range of target audiences including those located in the Seattle and Spokane areas.

Programmatic digital advertising will be the main course of action the Cashmere Chamber takes to ensure that the program built will be well maintained. By using sources for geo fencing, key word search, site retargeting, and audience curation data technologies, the Cashmere Chamber will be able to track metrics of needed objectives. Click Through Rates to the Cashmere Chamber site will build awareness of the organization along with events and produce analytical data to evaluate the successes and gaps that need to be filled.

These methods of data tracking for gathering metrics will ensure that the Cashmere Chamber is strategizing the events so that businesses are successfully bringing in new income. The hope is that these analytics will support new economic opportunities for new businesses.

Sources of Support

Martin's Market IGA



Coca-Cola



La Tortuga Loca





Cashmere Valley Bank

Cashmere Valley Bank



Kiwaniis



Mission Creek Community Club



Pear Up Cider



Doane's Valley Pharmacy



Cashmere Farmer's Market

Total Funding & Profit Loss Budget Founders' Days

Founders' Days 2023		Budget	Purchased	Notes
Funding	County, 2%, City, CDRPA			
	Staging/Advertising	\$14,000.00		
	CDRPA	\$4,000.00		
	2%	\$800.00		For Targeted Ads
	Total Event Funds	\$18,800.00		
Expenses				
	Advertising budget \$3,000			
	NCW Media / Cashmere Valley Record	\$300.00	x	
	NCW Life	\$150.00	x	
	Yard Signs	\$100.00	x	
	Wenatchee World	\$1,100.00		Facebook ad and newspaper and Targeted Ads
	Radio Ads - Alpha Media	\$400.00		Icicle broadcasting and Sunny FM members of Chamber
	Radio Ads - 103.9	\$300.00		Icicle broadcasting and Sunny FM members of Chamber
	Facebook Ad	\$50.00		Only pay for Ad Clicks Tracks attendee interest
	Posters/ Flyers - Mailing House	\$100.00		Posters & Postcard Size Flyers
	Banners	\$200.00	x	Dated Parade Banners (2)
	Sandwich Boards w/ inserts	\$100.00		Schedule of Events / New Board for Activities
	Group Sponsor Banners/Sponsors	\$400.00		Group Banners
	Total Advertising	\$3,200.00		
	RoundNet \$1,500			Roundnet-Out-
	Entertainment budget: \$2,000			
	Activities/Attractions			
	Carly Schoening - Singer	\$150.00	x	Friday downtown *See if she can sing national anthem before parade - NO
	Crown	\$0.00		Not available 2022.
	Inflatables	\$0.00		Jumpforfun Inflatables out of business / Emailed Trinity Inflatables
Tap putt	Putt Putt Golf	\$732.00	x	Need volunteers Tap Put dropping off and setting up
walmart	Facepainting	\$100.00	x	Paint, Stencils, wipes, brushes
oriental trading	Royalty DIY crowns	\$100.00	x	supplies needed for FREE activity 100-150
	Entertainment budget: \$2,000			
	Activities/Attractions			
	Carly Schoening - Singer	\$150.00	x	Friday downtown *See if she can sing national anthem before parade - NO
	Crown	\$0.00		Not available 2022.
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Tap putt	Putt Putt Golf	\$732.00	x	Need volunteers Tap Put dropping off and setting up
walmart	Facepainting	\$100.00	x	Paint, Stencils, wipes, brushes
oriental trading	Royalty DIY crowns	\$100.00	x	supplies needed for FREE activity 100-150
oriental trading	Scavenger Hunt	\$200.00	x	Prizes
oriental trading / office depot	Chalk Art w/ JSM	\$200.00	x	Chalk / 3 Grand Prizes\$ 125 chalk \$75 3 prize winners
office depot	Grand Prizes Ball Drop	\$300.00		Motized Car / Bike (3) age groups
office depot	Banners	\$260.00	x	Additional Activity Banners - Putt Putt, Royalty, Kids Activity
oriental trading	Ball Drop Prizes +	\$100.00	x	Divided By Age Group - 600 x 3 pp (some inventory on hand)
	Beer Garden			
	Tent Rental	\$300.00		
	Table Rental	\$100.00		
	Fencing	\$0.00		
	Cups	\$50.00		
	Beverages	\$1,300.00		
	Marketing	\$200.00		
		\$1,950.00		
	Total Entertainment	\$4,092.00		
	Wristband \$3 Drinks \$5 Estimate 300 People	\$2,400.00		
	Net Profit	\$450.00		
	Staging \$3,500			
Sanitation	Apple Valley Pumping Fri- Mon	\$810.00		2 handwashing, 4 toilets , 1 toilet w handwashing
Waste Management	Garbage/Recycle bins - in-kind	\$0.00		Need To Contact For Cans Arrive Fri Pick up Monday
	Total Sanitation	\$810.00		
Hanglunds	Trophies/Ribbons	\$187.00	x	
Grand Parade	Total Awards	\$187.00		

Staging \$3,500					
Sanitation	Apple Valley Pumping Fri- Mon	\$810.00			2 handwashing, 4 toilets , 1 toilet w handwashing
Waste Management	Garbage/Recycle bins - in-kind	\$0.00			Need To Contact For Cans Arrive Fri Pick up Monday
	Total Sanitation	\$810.00			
Hanglunds	Trophies/Ribbons	\$187.00	x		
Grand Parade	Total Awards	\$187.00			
Licenses & Permits	BMI	\$50.00			
	SESAC	\$123.00			
	ASCAP	\$50.00			
	City Special Event Permit - Electricity	\$20.00	x		
	City Special Event Permit	\$20.00	x		
	Insurance Founders Day Policy				Policy change - all events covered under 1 policy
	City Multi Vendor permits ESTIMATE	\$150.00			Special Event / Multi Vendor Permits (6) food vendors estimate
	Total Licenses & Permits	\$413.00			
	Printing Materials -ink, magnet tape	\$400.00	x		Forms, Dignitary Signs, Stamps, Tape, ParadeChalk, Envelopes, etc
	Parade Registrar Here Sign	\$100.00	X		
Printing/Copy	Total Printing/Copying	\$500.00			
Miscellaneous	Tents	\$700.00	x		(6) Tents for each activity zone (repurchase every 3-5 years)
	Founders' Day Table Clothes	\$240.00	x		"Cashmere Chamber of Commerce" logo
	Founders Day Auction Table	\$120.00	X		Center pc plus 8 giveaway items (hobby lobby)
	Decorations	\$100.00			Balloons from Doanes Order ahead Pick up Fri 1pm Sat 10am
	Volunteers / Info Booth	\$50.00			first aid kid /Spray Bottle Fans/Sunscreen at Parade checkin/Park/ etc.
	Water Bottles	\$0.00			Ask Martins Market for parade zone 300-500
	Sound System Support - SATURDAY	\$200.00	x		.59 x 296 miles roundtrip Need Check for Enrico DeLorenzo + Food
	Total Misc	\$1,410.00			
	Total Staging	\$3,320.00			
Miscellaneous	Tents	\$700.00	x		(6) Tents for each activity zone (repurchase every 3-5 years)
	Founders' Day Table Clothes	\$240.00	x		"Cashmere Chamber of Commerce" logo
	Founders Day Auction Table	\$120.00	X		Center pc plus 8 giveaway items (hobby lobby)
	Decorations	\$100.00			Balloons from Doanes Order ahead Pick up Fri 1pm Sat 10am
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	Water Bottles	\$0.00			Ask Martins Market for parade zone 300-500
	Sound System Support - SATURDAY	\$200.00	x		.59 x 296 miles roundtrip Need Check for Enrico DeLorenzo + Food
	Total Misc	\$1,410.00			
	Total Staging	\$3,320.00			
T-Shirts Budget \$2,000	Founders Day T-shirts	\$2,100.00	x		volunteers to wear (145)
Mis. Budget \$2,000	Video with P2X Studio	\$700.00	x		Jess filming Friday and Saturday
	Happy Letters support	\$100.00	x		Check to Happy Letters for support Traci Pierson
	Scavenger Hunt	\$100.00	x		Check to Kiwanis Club for activity support wacoka kiwanis club
	Joyful Scholars	\$100.00	x		Check to Joyful Scholars for activity support
	Food Bank Support	\$100.00	x		Check to food bank for activiyt support
	Facepainting support	\$100.00	x		Check to Cascade Christian Academy volley ball for activity support
	Museum support	400			support for founding family costs and supplies-
	Car Show Support	\$200.00	x		Check to support MCCC Car Show Awards
	Founders Day Buttons	\$200.00			500 buttons 2"
	Chalk Wands	\$35.00	x		2 more needed for parade zoning and for chalk art contest
walmart	Storage Container Prizes	\$80.00	x		2 toy chests to organize prizes
oriental trading	donation box	\$78.00	x		
oriental trading	more prizes	\$321.00	x		
office depot /walmart	PA Sytem	\$130.00	X		Friday Announcements / Use at Park for announcements
	Total Misc.	\$2,344.00			
	Total Expenses	\$15,056.00			
	Availabe Balance	\$3,744.00			Avail bal due to changes to insurance policy (no sperate event policy needed)

Christmas in Cashmere

Christmas in Cashmere Draft Budget 2022		Notes		\$3,500.00	Co
Funding	County Funding		signage and event materials	\$2,000.00	
	County 2%		decorating, entertainment, activity stations	\$1,500.00	
	CDRPA		Hard Cider Garden	\$4,000.00	
	Doanes Valley Pharmacy Sponsorship			\$100.00	
	Coca-Cola Sponsorship			\$500.00	
	Cashmere Valley Bank Sponsorship		Treats and goodies/signage	\$500.00	
	Total Funding for Event			\$8,600.00	
Marketing - County Funds	Newspaper	Cashmere Valley Record	Free Press Release	\$72.80	
	Newspaper	Wenatchee World	LCTW/FB IG/STATIC REVEAL	\$670.00	
	NCW Life	Tv	125 channels 7 days	\$175.00	
	Alpha Media	Radio	Ads and Sation Presence at the Event	\$250.00	
	Office Depot	Yard Signs	not enough time to place order	\$0.00	
	Color FX	Sponsor Banner	Color FX	\$190.00	
	Office Depot	Activity Banners/Sandwich Boards	On Hand	\$0.00	
	On-hand	Event Banner	on-hand no date "first Saturday"	\$0.00	
	Cashmere Mailing House	Maps and Posters	Donated	\$0.00	
Event Planning	City of Cashmere	Specail Event Permit		\$20.00	
	Dollar Store Decorations	Supplies	Tree Decorations	\$0.00	
	Office Depot	ink	mail outs	\$0.00	
	Total Signage/Promotion			\$1,377.80	
Staging - County 1% Funds	<i>Kid Activities</i>	Happy Letters	Take Home Activity	\$0.00	
	Total Signage/Promotion			\$1,377.80	
Staging - County 1% Funds	<i>Kid Activities</i>	Happy Letters	Take Home Activity	\$0.00	
	Oriental Trading/Amazon	Take Home Activity	45 crayons 288 candy canes	\$175.00	
	HalloweenCostumes.com	Costumes & Hats - Volunteers		\$121.26	
	Kiwanis	Cider and Treat Station	have not recieved invoice	\$400.00	
	Jenny Cooper	Lil Pony "Reindeer"	Support/supplies	\$0.00	
	Museum	Activity	Supplies and support	\$0.00	
	CHS Drama	Community Service Face Painting	Donation	\$200.00	
	That Pizza Place	(Community Service Lunch)	Plus Donation	\$0.00	
	Total Activities			\$896.26	
Treat Station	Seek Donations	Hot Cocoa/Cider	Dawn and Chuck Lippert/JoAnne Prusa		
	Seek Donations	Candy Canes	Dawn and Chuck Lippert		
	Seek Donations	Treats			
	City Decorations			\$500.00	
	On-Hand	"Artisan Crafts" Banner		\$0.00	
	On-Hand	"Treats" & Beverage" Banners		\$0.00	
	On-Hand	"Santa" Banner"		\$0.00	
	On- Hand	Shop Local Sign		\$0.00	
	On- Hand	Santizer Stands		\$0.00	
	Total Expense			\$500.00	
Cider Garden		Tent Rental		\$300.00	
		Table Rental		\$100.00	
	On- Hand	Fencing		\$0.00	
		Cups & Hot Sleeves		\$50.00	
		Beverages		\$1,300.00	
		Marketing		\$200.00	
	Total Expense			\$1,950.00	
	Beer Garden Income		Wristband \$3 Drinks \$5 Estimate 300 People	\$2,400.00	

<i>Cider Garden</i>		Tent Rental		\$300.00
		Table Rental		\$100.00
	On- Hand	Fencing		\$0.00
		Cups & Hot Sleeves		\$50.00
		Beverages		\$1,300.00
		Marketing		\$200.00
		Total Expense		\$1,950.00
		Beer Garden Income	Wristband \$3 Drinks \$5 Estimate 300 People	\$2,400.00
			Net Profit	\$450.00
<i>Outdoor Supplies</i>	On- Hand	Photo Props		\$0.00
	On- Hand	Santa/Snowman Statues		\$0.00
	Seek Donations	Firewood		\$0.00
	Seek Donations	Fire Barrels/Fire Pits		\$0.00
	City	Sand for Tents / Sandwich Boards		\$0.00
	HomeTown Market	Lighter Fluid		\$10.00
		Lighter Fluid & Lighters,		\$100.00
	Clifford's	Wire for Garland gumdrop DIY Materials		\$50.00
	Amazon	Fire Pit Safety Mats		\$0.00
	Walmart	Candy Cane Forest Craftings		\$120.00
	Home Depot			\$20.00
		Total Expense		\$300.00
		Total Event Expenses		\$5,024.06
		Remaining Balance		\$3,575.94

Cashmere Chamber of Commerce Visitor Center (Retail Program)

Economic Development Improvement Project

The Cashmere Chamber of Commerce Visitor Center has been in years past under utilized. With hours that did not coordinate with downtown businesses or travelers. The Cashmere Chamber motioned to approve a different working schedule. Open Tuesday-Saturday from 10:00 AM - 4:00 PM the Cashmere Chamber can benefit not only it's members by having a more accommodating schedule, but it can also accommodate travelers by being more available to answer their questions on events and happenings. By doing this, the Cashmere Chamber can aid with the towns economic developement, increasing awareness, travel, and income.

Researching different visitor centers in the surrounding areas, the Execuative Director discovered that a key piece for the Cashmere Visitor Center was missing. Retail. As travelers come through the town, they seek unique items to remind them of their adventures. The Cashmere Chamber plans to sell these unique items to increase the traveler experience and build revenue.

Post Cards, Stickers, Calendars, Paintings, and Key Chains will be the main inventory baseline. The Cashmere Chamber will utilize this revenue to pay for rent.

The goal for retail operations is to increase Chamber revenue while simultaneously spreading awareness for the town.

Marketing & Maintainance

A portion of the funds requested from Chelan Douglas Regional Port Authority will be allocated to marketing. The Cashmere Chamber will be utilizing these funds in more programmattic digital advertising campaigning to ensure metrics are being accrued. The data that is collected through these campaigns will highlight the needed strategy the Chamber needs to take to push in more foot traffic. By using these funds to advertise the retail experience, the Chamber can target Leavenworth and Chelan tourism. The

Cashmere Chamber plans on expanding retail. With trends supporting a travel souvenir retail experience, the organization is positive that cash flow will support a self sustaining gift shop.

Sources of Support

NCW Realty



Cashmere Valley Bank

Cashmere Valley Bank

Total Funding & Profit Loss Budget 2023

Ordinary Income/Expense	2023 Budget	Comments	2022 Actuals	2022 Budget
Income				
0000-Retail	\$2,000.00			
		1000	\$3.00	\$3,000.00
		100	\$5.00	\$500.00
		100	\$9.00	\$900.00
4067 - Grant	\$4,800.00	Programmatic Campaign (Targeted Advertising)		
4066 - New Events	\$2,000	Scare-Crazy additions Cashmere for the Cure	\$ -	\$ -
4037 - Downtown	\$500.00	Run/Spirit Week Rally/Downtown Treat Walk	\$ -	\$ -
4010 - Port of Chelan County	\$12,000.00	Flower Baskets/Holiday Downtown Decor	\$ 3,625.00	\$ 12,000.00
4011 - Chelan County 2%	\$56,000.00	UPDATE: \$56,000 Estimated	\$ 25,894.70	\$ 45,000.00
4011 - Chelan County Lodging Tax	\$5,100.00		\$ -	\$ 4,000
4016 - City of Cashmere Hotel/Motel	\$4,500.00		\$ 4,438.51	\$ 4,200.00
4038 - Gnomes of Cashmere	\$500.00		\$ 213.25	\$ 200.00
4039 - Founders Day.	\$8,250.00		\$ 7,670.00	\$ 8,000.00
4048 - Scare Crazy Fundraising	\$2,250.00		\$ 300.00	\$ 2,000.00
4049 - Christmas in Cashmere	\$1,000.00	Martin's Market \$600 Santa, Coca-Cola \$500, Doane's \$100, Donations \$134.36	\$ 1,334.36	\$ 500.00
4050 - Auction	\$22,000.00		\$ 30,914.74	\$ 20,000.00
4070 - Business Membership Dues	\$20,750.00		\$ 22,813.35	\$ 20,000.00
4100 - Annual Meeting Sponsorship	\$100.00		\$ 50.00	\$ 100.00
President Circle / Port Covid Support	\$0.00			
Total Income	\$141,750.00		\$ 97,203.91	\$ 112,000.00
Expense				
Retail	0001-Inventory		Cost	Amount
			\$180.00	
		Post Cards	\$80.00	1000
		Stickers	\$30.00	100
		Magnets	\$70.00	100
	Marketing		\$2,400.00	
6101 - Chelan Co. Lodging Tax.				
6371 - New / Community Events	\$2,000.00	BAH Signage + promotional materials	\$ 80.00	\$ 3,000.00
6105 - Advertising	\$12,000.00	ital analytic System/welcome bags / tourism & relo pi	\$ 5,708.47	\$ 11,000.00
6108 - Founders' Day Expenses	\$16,000.00	t-shirts / infatables/roundnet/ banne storage	\$ 810.00	\$ 14,000.00
6116 - Downtown	\$2,000.00	sidewalk sale/flower banner support/X-Mas Decor	\$ 2,153.12	\$ 2,000.00
6117 - Website	\$2,000.00		\$ 1,812.71	\$ 2,000.00
6365 - Gnomes of Cashmere	\$3,500.00	increase treasure hunt promotion / more map prints	\$ 1,568.38	\$ 3,500.00
6360 - Christmas in Cashmere.	\$3,500.00	increase promotion/ paid entertainment / staging	\$ 3,599.06	\$ 3,500.00
6370 - Scare-Crazy	\$5,000.00	more map prints / advertising	\$ 1,286.28	\$ 4,000.00
Total 6101 - Chelan Co. Lodging Tax.	\$46,000.00		\$ 17,018.00	\$ 43,000.00
6289 - City of Cashmere Hotel/Motel.	\$1,450.00		\$ 1,330.00	\$ 1,330.00
6175 - Auction Expenses	\$9,000.00	software system / more attendees	\$ 7,783.38	\$ 8,000.00
6001 - Overhead				
6131 - Membership	\$1,250.00	membership plaques / New Member Perk	\$ 103.17	\$ 1,103.00
6121 - Merchant Account Fees	\$700.00		\$ 30.65	\$ 600.00
Business Development (supernova)				
6160 - Dues and Subscriptions	\$200.00		\$ 40.00	\$ 100.00
6180 - Insurance	\$11,000.00		\$ 7,263.67	\$ 3,200.00
6230 - Licenses and Permits	\$30.00		\$ -	\$ 30.00
6558 - Meetings	\$1,000.00	* Need to increase if expecting larger crowd / New Location	\$ -	\$ 1,000.00
6550 - Office Supplies	\$1,500.00	increased printing materials / Laptop	\$ 2,731.41	\$ 2,500.00
6250 - Postage and Delivery	\$500.00	ran low also price increase	\$ 415.95	\$ 500.00
6270 - Professional Fees ()	\$0.00	hired in-house bookkeeper	\$ -	\$ -
6290 - Rent	\$4,800.00		\$ 4,800.00	\$ 4,800.00
6340 - Telephone	\$1,416.00	price increase	\$ 945.52	\$ 1,416.00
6265 - Training	\$750.00	zoom/annual conference in April	\$ 911.74	\$ 1,000.00
6100 - Wages	\$50,000.00	combined wages Wendy and Rachel	\$ 28,707.58	\$ 46,883.00
6560 - Payroll Taxes	\$6,000.00		\$ 4,209.64	\$ 6,000.00
Total 6001 - Overhead	\$79,146.00		\$ 49,366.09	\$ 69,132.00
Total Expense	\$138,176.00		\$ 76,497.47	\$87,093.99
Net Income	\$3,574.00	May more depending on 2% 4th qrt funds	\$ 21,706.44	\$4,172.00
Notes:				
Event sponsors + Membership dues	\$59,350.00			
Overhead expenses	\$49,366.09			
Income covers overhead	\$9,983.91			
Vital for Partner Funds from City County Port				

Board Members 2023

Aaron Todd

Downtown Bike
5651 Sunset Hwy
Cashmere, Wa 98815
509-888-3889 (W)
253-548-6728 (C)
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Kevin Van Reenen

Pear Up Cider
420 Woodring Canyon Rd, Cashmere, WA 98815
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Kevin Carney

Cashmere Float Association/Carney Orchard

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Danielle Martin

Friends of the Chamber/Building North Central
Washington

509-421-0276

danielle@buildingncw.org

Brenda Leon

Los Tres Pueblos

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509-820-7373 (C)

leonvizcaino@yahoo.com

Cheryl Vailancourt

Cashmere Museum

360-775-8230

Cav4765@gmail.com

Memo

To: Board of Directors

From: Stacie de Mestre

Date: January 19, 2023

Re: Authorization to Solicit Qualifications – Regional Sports Complex Feasibility Study

On January 18, 2023 the Regional Sports Complex Steering Committee met to finalize the scope of work and schedule for the feasibility study (see attached). The steering committee authorized the CDRPA to seek qualifications and delegated a subcommittee to assist in the consultant selection process.

\$300,000 has been budgeted to complete the feasibility study. The following funding scheme has been agreed to and will be memorialized via Interlocal Agreements once a contract has been negotiated with the selected consultant.

Greater Wenatchee Public Facilities District	\$100,000
Chelan County	\$ 50,000
Douglas County	\$ 50,000
City of Wenatchee	\$ 40,000
City of East Wenatchee	\$ 30,000
CDRPA	\$ 30,000

Per the CDRPA Purchasing and Contracting Policy, Staff is seeking Board approval to solicit qualifications for the Regional Sports Complex Feasibility Study.

Regional Sports Complex Feasibility Study

Scope of Work

PHASE I

1. Executive Summary
2. Existing Conditions
 - a. Public Facilities
 - b. Private Facilities
3. Demographics
 - a. Gap Analysis on Available Data
 - b. Population Growth
 - c. Age Distribution
 - d. Residents with Disabilities
4. Market Analysis
 - a. State of Aquatics and Athletics in Region
 - b. Participation Estimates
 - c. Aquatic and Athletics Trends
 - d. Market Segments
 - e. Aquatic and Athletic Event Analysis
 - f. Projected Return on Investment/Economic Impact (completed by economic specialist/consultant)
5. Public Input
 - a. Steering Committee
 - b. Focus Groups
 - c. Public Interest Survey

PHASE II

6. Goals and Objectives
7. Regional and Local Facility Comparison
 - a. Size and Features
 - b. Feasibility to Support Existing Local Facilities
 - i. Financial/Operational Support
 - ii. Ownership
8. Facility Options, Programs, and Capital Costs (Facility options may change based on data collected in Phase I)
 - a. Sports Complex and Aquatic Center
 - i. Baseball 4-Plex, Sport Courts, Turf Fields, etc.
 - ii. Indoor Olympic Size Pool
 - iii. Leisure and Therapy Pools – Indoor/Outdoor
 - b. Year-Round Aquatic Center
 - i. Indoor Olympic Size Pool
 - ii. Leisure and Therapy Pools – Indoor/Outdoor
 - c. Outdoor Aquatic Center
 - i. Outdoor Olympic Size Pool

Regional Sports Complex Feasibility Study

Scope of Work

- ii. Leisure and Therapy Pools – Outdoor
- 9. Site Analysis
 - a. Possible Sites
 - b. Required Infrastructure Improvements
- 10. Estimated Financial Performance of Each Facility
 - a. Operational Assumptions
 - b. Financial Performance of Other Aquatics Facilities
 - c. Revenue and Attendance Projections
 - d. Expenditure Projections
- 11. Economic Impact of Each Facility
 - a. Events, Jobs, Catalyze Other Development
 - b. Impact on Small Surrounding Communities
- 12. Funding Options
 - a. Voter Approved Funding Options
 - i. Regional Aquatics District
 - ii. Public Facilities District
 - iii. Levy
 - iv. Public Development Authority
 - b. Capital Funding Sources
 - i. Private Fundraising
 - ii. Corporate Gifts and Sponsorship (Naming Rights)
 - iii. Private Foundation Grants
 - iv. Public Grants

PHASE III

- 13. Survey of Voter Support (potentially break out)

Regional Sports Complex Feasibility Study

Consultant Selection and Feasibility Study Schedule

Advertise Request for Qualifications	January 26 th and February 2 nd
Qualifications Due	February 23 rd
Steering Committee Review/Shortlist**	Week of February 27 th
Interviews**	Week of March 6 th
Announce Selection	March 13 th
Approve Contract*	April 12 th
Feasibility Study – Phase I	April 12 th – August 14 th
Review Phase I Findings*	August 23 rd
Feasibility Study – Phase II	August 28 th – January 5 th
Final Presentation*	January 10 th
Survey of Voter Support	February/March 2024

* Steering Committee Meeting

** Consultant Selection Subcommittee Meeting

Chelan Douglas Regional Port Authority
Carryforward Balances
December 31, 2022

Chelan Douglas Regional Port Authority Funds

Banner Bank - Checking	\$	13,494
Banner Bank - Savings		9,865,053
Banner Bank - Parking Lot Account		1,595
Banner Bank - Small Checking		770
U.S. Bank - Checking		206,111
U.S. Bank - Investments		4,091,125
		14,178,148
Less: Tenant Deposits		(289,625)
Retainage Payable		(67,961)
Total Chelan Douglas Regional Port Authority Funds	\$	13,820,562

Chelan Douglas Regional Port Authority Restricted Funds

Irrigation Trust Account	\$	8,392
Air Service Investment Account		340,275
Passenger Facility Charges Holding		27,070
Total CDRPA Restricted Funds	\$	375,737

Port of Chelan County Funds

Banner Bank - Checking	\$	2,090
Banner Bank - Savings		5,119,516
Total Port of Chelan County Funds	\$	5,121,606

Port of Douglas County Funds

Banner Bank - Checking	\$	2,870
Banner Bank - Savings		130,205
Treasurers Office - M&O Fund		4,163
Total Port of Douglas County Funds	\$	137,238

Comments:

- Potential future \$2,200,000 grant receivable from the FAA for MALSR land purchases.

**Chelan Douglas Regional Port Authority
Investment Report
As of December 31, 2022**

	<u>Face Value</u>	<u>Market Value</u>	<u>Rate</u>	<u>Maturity</u>
<u>Treasury Obligations</u>				
US Treasury Note	\$ 500,000	\$ 482,363.50	0.375	10.31.2023
US Treasury Note	\$ 500,000	\$ 450,195.50	0.250	08.31.2025
US Treasury Note	\$ 570,000	\$ 508,702.77	0.500	02.28.2026
 <u>US Government Agency Securities</u>				
Federal Home Loan Mtg Corp	\$ 500,000	\$ 495,531.50	2.750	06.19.2023
Federal Natl Mortgage Assn	\$ 500,000	\$ 488,605.00	2.500	02.25.2024
Federal Home Loan Bank	\$ 500,000	\$ 485,687.50	2.875	09.13.2024
Federal Natl Mortgage Assn	\$ 500,000	\$ 473,060.50	1.625	01.07.2025
Federal Farm Credit Bank	\$ 585,000	\$ 519,187.50	3.916	08.18.2026
	<hr/> \$ 4,155,000	\$ 3,903,333.77		

Chelan Douglas Regional Port Authority - Lease Report
Leases & Renewals - Reporting Period DECEMBER 2022 | CDRPA Related
Meeting: January 10, 2023

New Leases					
Tenant	Building or Land	SQFT or Acres	Starting	Term	Base Rent/Month
Streamline Fulfillment	Kittitas & Yakima St	2400 sq ft	12/19/2022	M2M	\$1,000.00

Lease Renewals					
Renewal Signed	Tenant	Building or Land	SQFT or Acres	Term	Base Rent/Month
12/15/2022	Mike & Sherri Nevers	Land	3 acres	1-Year	\$3,800.31 yearly
12/19/2022	RS Farm Repair	Bldg +	.62 acre	6-Months	\$2,076.18

Tenants Moving Out					
Tenant	Building or Land	SQFT or Acres	Ending	Base Rent/Month	
None Reported for this Period					

Executive Director's Authority to Sign Leases

Lease terms of five years duration or less.

Lease payments of \$5,000 per month or less.

Chelan Douglas Regional Port Authority - Lease Report
Leases & Renewals - Reporting Period DECEMBER 2022 | CTC Related
Meeting: January 10, 2023

New Leases					
Tenant	Building or Land	SQFT or Acres	Starting	Term	Base Rent/Month
None Reported for this Period					

Lease Renewals					
Renewal Signed	Tenant	Building or Land	SQFT or Acres	Term	Base Rent/Month
None Reported for this Period					

Tenants Moving Out					
Tenant	Building or Land	SQFT or Acres	Ending	Base Rent/Month	
None Reported for this Period					

Executive Director's Authority to Sign Leases

Lease terms of five years duration or less.

Lease payments of \$5,000 per month or less.

Chelan Douglas Regional Port Authority - Lease Report
Leases & Renewals - Reporting Period DECEMBER 2022 | Aviation Related
Meeting: January 10, 2023

New Leases					
Tenant	Building or Land	SQFT or Acres	Starting	Term	Base Rent/Month
Don Eikenberry	Tie-Down		12/1/2022	M2M	\$64.00

Lease Renewals					
Renewal Signed	Tenant	Building or Land	SQFT or Acres	Term	Base Rent/Month
None Reported for this Period					

Tenants Moving Out					
Tenant	Building or Land	SQFT or Acres	Ending	Base Rent/Month	
David Olson	Tie-Down		12/31/2022	\$64.00	
Ridgeline Aviation Cass Monnin	Tie-Down		12/31/2022	\$64.00	

Executive Director's Authority to Sign Leases

Lease terms of five years duration or less.

Lease payments of \$5,000 per month or less.

Airlines Are Terrible. Small Cities Are Still Paying Them Millions of Dollars to Stick Around

BY ALANA SEMUELS

UPDATED: JANUARY 17, 2023 11:16 AM EST | ORIGINALLY PUBLISHED: JANUARY 17, 2023 7:00 AM EST

For each of the past five years, Wendy Volk, a real estate agent in Cheyenne, Wyo., has raised money from local businesses, philanthropists, and government officials to pay millions to SkyWest, an airline that made \$50 million last quarter. The payments are to ensure that the airline will keep running the only commercial flight out of the Cheyenne airport, which is scheduled and sold by SkyWest's partner, United.

In March of 2018, after Great Lakes Airlines filed for bankruptcy, Cheyenne became one of dozens of small American cities to lose commercial air service—in its case, for the first time in 90 years. The only way to convince an airline to serve the metro area of about 96,000 people, says Volk, a volunteer with the nonprofit Cheyenne Regional Air Focus Team (CRAFT), was to pledge a few million dollars a year, meant to offset any potential losses if the route itself wasn't making money—which it wasn't.



In 2018, CRAFT came to a \$2.1 million agreement with SkyWest, a regional airline that operates flights for the big carriers; the parties renegotiate the deal every year and it reached \$2.5 million this year.

As the airline industry continues its decades-long consolidation, more cities like Cheyenne are faced with the choice of either losing air service or coming up with these payments, called “minimum revenue guarantees,” so that multibillion-dollar airlines will deign to serve their relatively smaller communities. The trend has grown over the course of the pandemic: in the last year, medium-sized metro areas like Lincoln, Neb.; Pocatello, Idaho; and Tulsa, Okla., have used federal COVID-19 relief funds to pay airlines minimum revenue guarantees.



PAID PARTNER CONTENT

If You Have Toenail Fungus Try This at Home (It's Genius!) [↗](#)

BY WELLNESSGUIDE101.COM

The alternative is bleak; since 2019, 14 airports in the U.S. have lost all scheduled commercial air service, according to the Regional Airline Association, which represents airlines that provide these regional flights. Many other cities have lost connections; the three biggest U.S. airlines—American, Delta, and United—have pulled out of 68 cities combined since April 2020, according to a study from the consulting firm Ailevon Pacific.

Raising money to keep afloat airlines, which don't have the best reputation these days, may seem irrational on its face, but Volk says the loss is offset by preventing the huge blow to the local economy that would ensue were air service to stop completely. When regions don't have commercial flights, companies don't want to locate there, people don't want to move there, and tourists don't want to visit, she says. "When we didn't have reliable air service, people just thought we were the sticks," she says. "How can you have an airport and not have air service?"

How deregulation destroyed the airline industry

It wasn't always this way. Until 1978, the airlines were regulated, and a federal agency called the Civil Aeronautics Board dictated where they flew and what they could charge. The U.S. government saw airlines as an essential service, kind of like the post office, and ensured that even small communities were connected to others by air. If airlines lost money on those routes, they'd make it up on more profitable routes between big cities because of the prices set by the government.

But in the late 1970s, neoliberal economists like Cornell's Alfred Kahn began raising concerns that regulating airlines was stifling competition and increasing prices for consumers. In response, Democrats, led by Sen. Edward Kennedy, pushed for changes in the hope they would bring more affordable air travel to millions of Americans. President Jimmy Carter signed the bill deregulating airlines in 1978, phasing out the Civil Aeronautics Board and allowing airlines to decide where to fly and what to charge. Around the same time, the government also deregulated the trucking industry, intercity buses, and the railroad industry.

Many of the Congresspeople who initially voted for deregulation came to hate the results—West Virginia Senator Robert Byrd said it was one of only two votes he regretted in his career. Some airline experts say that deregulation led to the worst of both worlds: a consolidated industry with few airlines and little regulation. Airlines took a no-holds barred approach to competition, trying to

drive each other out of business. There were massive waves of airline bankruptcies in the 1980s, and the industry went through a wave of consolidations and mergers in the 1990s, and then again between 2007 and 2012.

Read More: Business Travel's Demise Could Have Far-Reaching Consequences

Today, four airlines—American, Delta, United, and Southwest—control 80% of the market and the airline industry is smaller and more concentrated than at any time since 1914, says William McGee, a longtime Consumer Reports editor who is now a senior fellow for aviation and travel at the American Economics Liberties Project. The promise that deregulation would allow new airlines to enter the marketplace and compete has fallen flat too; until 2021, when Breeze Airways started operations, the market had gone 14 years without a new entrant, he says.

“There was a promise that was made with deregulation—that the advent of wide-body, further-range aircraft was making the world smaller and all Americans had a right to it,” he says. “Well, you don’t, right now.”

Just about everyone has felt the effects of deregulation in recent years. Before deregulation, airlines were required to honor each other’s tickets, so people whose flights were canceled on one airline could easily move to another, says McGee. Ticket prices were more predictable, as were air routes, so you could buy a ticket for a few months out and be reasonably sure the airline wasn’t going to change the ticket or go out of business.

Anyone who has had to fly to an out-of-the-way hub to get somewhere else, or on a small prop plane to get to a mid-sized market, can thank deregulation. Airlines developed hub-and-spoke models once they weren’t mandated to fly to and from certain cities. Deregulation also dramatically increased the responsibilities of the Federal Aviation Administration, which has been underfunded and understaffed in recent years, says McGee, as was evidenced by the agency’s recent meltdown leading to thousands of flight cancellations and even more delays.

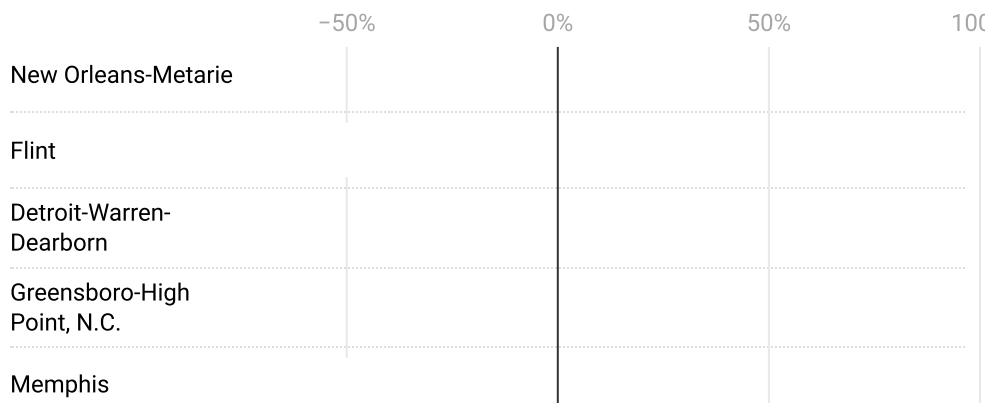
'Red states' have suffered the most

Still, deregulation's impact on American travelers has not been felt evenly. After deregulation, airlines dropped cities that had once served as hubs and pulled out of routes that were unprofitable. Their actions caused a ripple effect —when airlines left, business moved too, since their workers and executives couldn't get around the country as easily.

“The states that have been most harmed by deregulation, and the states that have seen the biggest private fare increases on average and the biggest reductions in service, they're overwhelmingly red states,” McGee says.

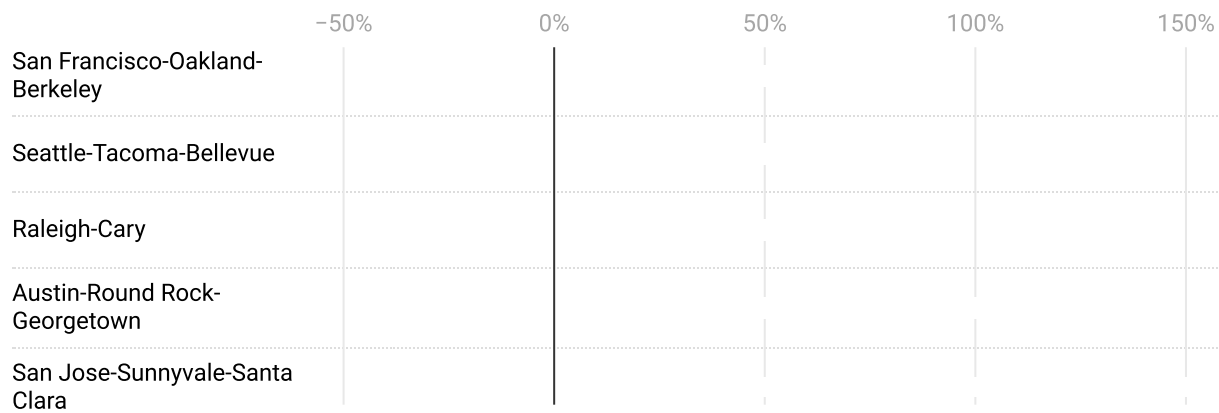
Of the 100 biggest metro statistical areas in the U.S., the five with the lowest change in GDP since 2003* saw reduced or stagnant air travel

Change in flights per year between 2003-2019 Change in real GDP between 2003-2019



**Does not include Provo, Utah, which did not have a controlled airport until 2011, or Salt Lake City, which was likely impacted by the development of the Provo airport, only 45 minutes*

...while the five with highest change in GDP since 2003 saw increased air travel



Source: Bureau of Economic Analysis

TIME

You could argue that airlines are no different from any other business, and that they shouldn't be required to fly to markets where they lose money. But for decades, the U.S. government treated air service like a public good. When it dropped that commitment, it left the fate of small communities to the whims of a free market, says Morgan Ricks, a professor at Vanderbilt Law School. "We decided to let the private sector decide, [and] what the private sector decides is [to] only do the profitable stuff, which is largely on the seaboards."

Ricks and colleagues recently published a paper arguing that regions of the country were becoming more economically equal between 1930 and 1980, but that the wave of deregulation in transportation—airlines, railroads, interstate trucking—reversed that trend. "Where the rural states start to really fall behind coincides with this moment in the 70s and 80s that we abandoned a set of principles about broad-based access to infrastructure resources," he says.

Indeed, even before the pandemic, the U.S. was diverging economically; there were big, "superstar" cities like Austin and San Francisco that attracted big companies and high-income workers, and there were small cities and rural areas that were losing residents and businesses. The economic fate of some of the struggling cities can be tied to a decline in airline service.

Memphis, Tenn., for instance, has one of the slowest-growing economies of the top 100 biggest metropolitan areas in the U.S.; its home values are less than

half those of its neighbor Nashville and it is losing big companies like ServiceMaster to cities like Atlanta. Perhaps not coincidentally, the Memphis airport has also lost thousands of flights in the last two decades; in 2019, it had 18,342 flights, 73% fewer than in 2003. Delta was a hub for Northwest Airlines, which merged with Delta in 2008, and eventually removed Memphis as a hub.

The connection between jobs and airline service may seem hazy in an era where so many people work remotely and business travel is on the wane. But even if most of their workers don't travel frequently, companies want to be able to ensure that their employees and products can get to other places easily. Caterpillar moved its headquarters from Peoria, Ill., to Chicago in 2018, for example, saying it wanted to be closer to a "global transportation hub." Chiquita Brands International moved from Cincinnati to Charlotte because of inadequate air service. The chemicals giant Albemarle moved its headquarters to Charlotte from Baton Rouge for the same reason.

"Air service is one of the most critical economic development tools in the tool chest—without it, companies aren't going to be able to recruit the work-from-home crowd," says Jeffrey Hartz, managing director at Mead & Hunt, an air service consulting firm. "Zoom and conference calls are great, but you still need that face-to-face meeting, you still need to get to your factories, and air service is critical."

As more communities recognize the value of air service, more have started to offer minimum revenue guarantees, like Cheyenne did. Often, Hartz says, the payments are just for a few years, until the city can prove that the route will be profitable for the airline. But other times, the deals may go on in perpetuity.

Of course, he says, even communities that offer airlines money to serve them don't always get airline service. Because of a pilot shortage (arguably self-inflicted when airlines encouraged pilots to take early retirement and buyouts during the pandemic), sometimes airlines that are offered minimum revenue guarantees don't take them. That means communities like Cheyenne are going to have to offer up even more money just to be considered.

Can air travel be saved?

“Going forward, all industry forecasts call for further consolidation and continually rising fares and fees, accompanied by declining service on all but the most heavily trafficked routes,” Lina Khan, the current head of the Federal Trade Commission (FTC), wrote a decade ago in a *Washington Monthly* essay arguing that deregulation was killing the airline system. Khan’s prediction proved right—in the last year alone, airfare prices were up 25%, the biggest jump since the Federal Reserve began tracking the index in 1989. Meanwhile, the amount of money the airlines are making per passenger mile has risen 84% since 2002.

But even now, in a position of power, there’s not much she can do about it. Past calls to re-regulate the airline industry—even when coming from the former CEO of American Airlines—have led nowhere, in part because Congress has become more skeptical of the role of government in the free market in the decades since deregulation.

There are other small fixes that advocates are pursuing: The FTC is now challenging a planned merger of Spirit Airlines and JetBlue under antitrust grounds. McGee, of the Economic Liberties Project, is advocating for new legislation that would eliminate a federal preemption clause in the 1978 Airline Deregulation Act that prevents states from taking action against airlines. Hartz, the consultant, says another solution could be to expand federal funding to help communities woo airlines back.

In the meanwhile, communities like Cheyenne are left pining for the good old days of 50 years ago when they didn’t have to worry that airlines would leave them behind. Cheyenne had 28,467 enplanements in 1990; by 2019, it had roughly half as many.

“We had air service for 90 years, and we took it for granted,” says Volk, a fifth-generation Wyoming business owner. “I didn’t realize how much it is a part of the equation, but you really need it to stay on the map.”

Correction, Jan. 17

A previous version of this story misstated the location of the Pocatello metro region. Pocatello is located in Idaho, not Utah.

CONTACT US AT LETTERS@TIME.COM.

2023 CDRPA Calendar of Events

JANUARY 2023

Date:	Time:	Event:	Location:	Attending:
24-Jan	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
24-26 Jan	All Day	NBAA Schedulers & Dispatchers Conf.	Nashville, TN	Moyers & Goodrich
30 Jan - 2 Feb	All Day	Washington D.C. Delegation Visit	Washington, D.C.	Commissioners DeRock, Spurgeon and Etherington; Kuntz & Lough
30 Jan - 1 Feb	All Day	Metro Connect - Data Center Conf	Fort Lauderdale, FL	Cridlebaugh

FEBRUARY 2023

Date:	Time:	Event:	Location:	Attending:
2-Feb	7:00am-7:00pm	WPPA Port Day Olympia	Legislative Building, Olympia Yacht Club	Baldwin
9-Feb	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
14-Feb	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
14-16 Feb	All Day	World Ag Expo	Tulare, CA	Cridlebaugh
20-Feb	All Day	President's Day - Office Closed	All Offices	CDRPA Staff
22-Feb	5:30pm	WDA Annual Appreciation Dinner	Wenatchee Conv. Center - Grand Ballroom	
25 Feb-26 Feb	9:00am-5:30pm - Sat 10:00am-4:00pm Sun	Northwest Aviation Conference & Trade Show	Puyallup, WA	Goodrich & Moyers
28-Feb	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

MARCH 2023

Date:	Time:	Event:	Location:	Attending:
2-Mar	5:30pm-9:00pm	WVCC Annual Banquet	Wenatchee Conv. Center	Commissioners Baldwin, Spurgeon and Loeb sack
9-Mar	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
14-Mar	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
20-23 Mar	All Day	Routes Americas (Airline Meetings)	Chicago, IL	Moyers
22-Mar	7:30am-9:00am	Partners Breakfast	Wenatchee Conv. Center	CDRPA Staff
23-Mar	12:00pm-1:30pm	Partners Lunch	Wenatchee Conv. Center	CDRPA Staff
27-30 Mar	All Day	Enterprise Connect - Data Center Conf.	Orlando, FL - Gaylord Palms	Kuntz
28-Mar	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

APRIL 2023

Date:	Time:	Event:	Location:	Attending:
11-Apr	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
25-Apr	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

MAY 2023

Date:	Time:	Event:	Location:	Attending:
8-10 May	All Day	WAMA Annual Conference	Spokane, WA	Commissioner Baldwin and Moyers
8-11 May	All Day	Data Center World Conference	Austin, TX - Convention Center	Larsen
9-May	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
11-May	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock

17-19 May	All Day	WPPA 2023 Spring Meeting	Davenport Hotel	
21-24 May	All Day	117th Annual Conference - Gov. Fin. Officers Association	Portland, OR	Lough
23-May	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
29-May	All Day	Memorial Day - Office Closed	All Offices	CDRPA Staff
JUNE 2023				
Date:	Time:	Event:	Location:	Attending:
3-5 Jun	All Day	AAAE Annual Conference	Denver, CO	Commissioner Baldwin and Moyers
7-9 Jun	All Day	WPPA Fin. & Admin Seminar	Alderbrook Resort	Deenik
8-Jun	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
13-Jun	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
27-Jun	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
JULY 2023				
Date:	Time:	Event:	Location:	Attending:
4-Jul	All Day	Independence Day - Office Closed	All Offices	CDRPA Staff
8-Jul	All Day	Pangborn Festival of Flight	Pangborn Airport	CDRPA Staff
11-Jul	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
13-Jul	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
24-26 Jul	All Day	WPPA 2023 Commissioner Seminar	Alderbrook Resort	
25-Jul	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
AUGUST 2023				
Date:	Time:	Event:	Location:	Attending:
8-Aug	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
10-Aug	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
13-15 Aug	All Day	Routes Takeoff (Airline Meetings)	Atlantic City, NJ	Moyers
22-Aug	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
SEPTEMBER 2023				
Date:	Time:	Event:	Location:	Attending:
4-Sep	All Day	Labor Day - Office Closed	All Offices	CDRPA Staff
10-12 Sep	All Day	National Airports Conference	Spokane, WA	Moyers
12-Sep	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
14-Sep	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
19-22 Sep	All Day	2023 WFOA 68th Annual Conf.	Spokane Convention Ctr.	Lough
20-22 Sep	All Day	NWAAAE Annual Conference	Kelowna, BC	Moyers
26-Sep	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
OCTOBER 2023				
Date:	Time:	Event:	Location:	Attending:
10-Oct	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
12-Oct	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
24-Oct	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
26-27 Oct	All Day	Small Ports Seminar	Campbell's Resort	
NOVEMBER 2023				
Date:	Time:	Event:	Location:	Attending:
9-Nov	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
14-Nov	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff

23-Nov	All Day	Thanksgiving Holiday - Office Closed	All Offices	CDRPA Staff
24-Nov	All Day	Thanksgiving Holiday - Office Closed	All Offices	CDRPA Staff
28-Nov	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
DECEMBER 2023				
Date:	Time:	Event:	Location:	Attending:
6-8 Dec	All Day	WPPA 2023 Annual Meeting	Hilton: Vancouver	
12-Dec	9:00am	CDRPA Board Meeting	CTC	Board of Directors; Staff
14-Dec	9:00am-11:00am	CDTC Board Meeting	CTC	Commissioners Baldwin & DeRock
25-Dec	All Day	Christmas - Office Closed	All Offices	CDRPA Staff
26-Dec	All Day	Christmas - Office Closed	All Offices	CDRPA Staff