



# THREE-YEAR STRATEGIC IMPLEMENTATION PLAN 2010-2013



## CASHMERE MILL SITE



## Phase 3 Final Report

## Port of Chelan Commissioners

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## INTRODUCTION AND OVERVIEW

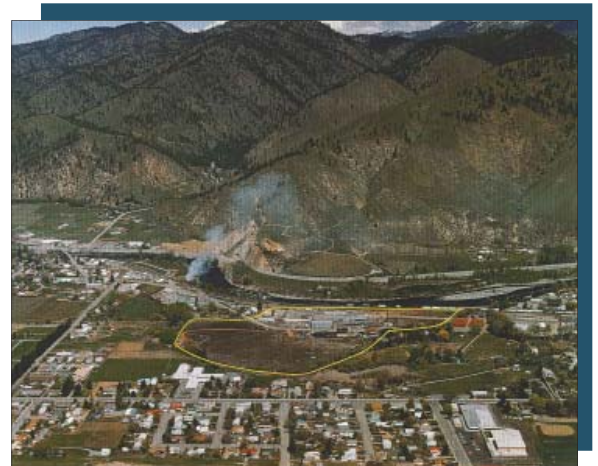
The Port of Chelan County is engaged in a planning effort for its recently acquired Cashmere Mill Site using a planning grant from the Washington State Community Economic Revitalization Board. The Port acquired the Site in 2007 and commissioned a market and economic study that will inform future strategic decision-making regarding the Site. BERK is working as part of a team headed by Alliance Consulting Group with RH2 Engineers.

This section covers Phase 3 of the project and is the concluding piece of the Cashmere Mill Site Market Feasibility Study. It is in the form of an implementation plan, outlining the necessary actions needed to implement the preferred alternative for the Site. The Phase 1 Report: Cashmere Mill Site Strategic Situation Assessment and the Phase 2 Report: Cashmere Mill Site Development Alternatives preceded this phase of the project.

The Phase 1 Report integrated three analytic inputs: 1) public outreach and informational interviews with industry representatives, 2) industry cluster analysis, and 3) land supply analysis. Strategic Alternatives were developed in Phase 2 to consider a range of potential uses and development options for the Cashmere Mill Site.

The Implementation Plan presented in this report summarizes the preferred alternative selected by the Commission of the Port of Chelan County. It addresses a series of actions necessary to implement the preferred development alternative.

In addition, the Port Commission also provided direction on the Peshastin Mill Site for further work. These items are contained at the end of this plan.



## PREFERRED ALTERNATIVE

The Port commission selected a hybrid of two alternatives presented in the Phase 2 Report. The alternatives embrace a direction grounded in the likely market for industrial lands in the region and the Port's desire to support the continued development of its industrial clusters. The alternatives are described below.

### **PREFERRED ALTERNATIVE A: Develop the Site for Small/Medium Size Industrial Users**

This Alternative would prepare the Site for development of small/medium scale industrial and light-industrial users. A potential feature of this Alternative would be to use the Site as a "release valve" for the Port's other industrial holdings as those assets mature. The Site could potentially be used to house some of the Port's industrial activities from the Olds Station area as that industrial area comes under increasing pressure for more commercially-oriented development.

### **PREFERRED ALTERNATIVE B: Investigate the Feasibility of a Value-Added Agriculture Incubator**

This Alternative would involve investments in a small portion of the Site to support the County's agriculture and tourism industries. The Alternative could be a Port-sponsored incubator (or incubator-like) facility to host the production of wine and/or value-added agriculture products.

# CASHMERE MILL SITE

The following action items provide an outline of the needed steps to implement the preferred alternative for the Cashmere Mill Site.

## ACTION ITEM #1: COMPLETE SITE ANALYSIS

**DESCRIPTION:** Site analysis would complete the inventory analysis of wood waste on the Site, plan for water utility extension to the Site, and address other site clean-up issues.

The wood waste analysis would more fully describe the location and depth of wood waste throughout the Site. Further, the analysis should discuss the implications of the related waste to the siting of structures as well as removal and clean-up options.

The water utility planning would complete the on-going design to extend service to the Site. Additional work related to identifying any water rights issues for the Site would also be needed. A wastewater assessment has been completed and identified the relevant factors related to the City's short- and long-term wastewater capacity issues as they may be relevant to future users at the Site.

The remaining site clean-up issues deals with the demolition and removal of remaining structures on the site, including the Kiln Building. Asbestos disposal issues must be resolved before this task can be completed.

**OUTCOME:** The site analysis will provide a complete understanding of:

- Wood waste inventory and development implications
- Water utility extension planning and water rights
- Demolition and removal of existing structures

**RESPONSIBILITY:** RH2 Engineers

**TIMELINE:** December 2009 to March 2010

**PORT'S ROLE:** The Port would oversee the execution of this work.



## ACTION ITEM #2: DEVELOP SITE PLAN AND SECURE ENTITLEMENTS

**DESCRIPTION:** The Port would commission a site plan for the Cashmere Mill Site. A site plan would show, at a minimum:

- Potential subdivision lines and setbacks
- Outline of proposed buildings and structures and distance between buildings
- Surrounding highways and streets
- Driveways and access points
- Parking lots, indicating parking spaces
- Landscaped areas
- Easements

**OUTCOME:** Development of a full site plan. The Port Commission would adopt a conceptual master plan and establish lots in accordance with local regulations.

**RESPONSIBILITY:** Alliance (Lead) would coordinate the execution of this work.

**TIMELINE:** March 2010 to June 2010

**PORT'S ROLE:** The Port would oversee the execution of this work.

## ACTION ITEM #3: ANNEX SITE INTO CITY OF CASHMERE

**DESCRIPTION:** Currently, the Cashmere Mill Site is outside the incorporation limits of the City of Cashmere. Annexing the Site into the City will have a number of benefits to the site and the City. Annexation will simplify utility access and rates and provide zoning and land use certainty. Annexation will also benefit the City by broadening its tax base from the productive use of the Site.

The Port and adjacent property owners can petition for annexation under the sixty percent rule (assuming the boundaries of the annexation conform with the statute RCW 35.13.125). Since there is no Boundary Review Board in Chelan County, the City Council may vote on annexation and enact an ordinance after the requisite time for a public hearing. The Port may wish to investigate the cost and revenue implications to the City of annexation to help the City Council understand any relevant issue prior to making a decision.

**OUTCOME:** Annexation of the Cashmere Mill Site into the City of Cashmere.

**RESPONSIBILITY:** Port of Chelan County

**TIMELINE:** January 2010 to March 2010

**PORT'S ROLE:** The Port would lead and execute this work.



## **ACTION ITEM #4: CONDUCT WETLAND MITIGATION BANKING FEASIBILITY ASSESSMENT**

**DESCRIPTION:** Mitigation banking may be a desirable financial asset to the Site; however, more analysis from a qualified wetland expert will be necessary to establish the capacity of such a bank. A wetland expert would need to evaluate the ecological importance of the mitigation bank in affecting the health of the aquatic ecosystems in the area while determining what role wetland restoration can play in restoring ecological processes by replacing lost wetland functions. Mitigation banks should be located in areas where restoration makes the most ecological sense.

The financial value of the mitigation bank would be equal to the market for the mitigation credits for small development projects in the Water Resource Inventory Area (WRIA). For the Mill Site, this area covers much of the County; ranging from Lake Wenatchee in the west to the City of Wenatchee in the east. This market would be defined as those development projects that create wetland impacts that need to be mitigated. Any mitigation bank would also need to be authorized under the County's Critical Areas Ordinance.

**OUTCOME:** A full understanding of both the Cashmere Mill Site's capacity as a mitigation bank and the potential market for credits within the WRIA.

**RESPONSIBILITY:** Port of Chelan County

**TIMELINE:** April 2010 to June 2010

**PORT'S ROLE:** The Port would bid out this work and oversee its execution.

## **ACTION ITEM #5: CONDUCT INCUBATOR FEASIBILITY ASSESSMENT**

**DESCRIPTION:** Assessment of feasibility of a Port-sponsored incubator. The Port will need to address the governance, management structure, and provision of expert resources for the facility. This would include the vision and guidance of a governing body, and the expertise and accessibility of facility staff. The Port would need to determine the quality and type of facility that it would design and build. Value-added agriculture and wine making are an equipment-intensive endeavor and the Port would have to make decisions on what type and how much equipment would be provided to its lessees. Since most start-ups are likely to be cash-poor, the affordability of space will be a key element to consider as lease options are designed.

**OUTCOME:** Incubator Feasibility Assessment and Implementation Plan.

**RESPONSIBILITY:** Port of Chelan County

**TIMELINE:** January 2010 to July 2010

**PORT'S ROLE:** The Port would bid out this work and oversee its execution.



## ACTION ITEM #6: DEVELOP CASHMERE MILL SITE MARKETING PLAN

**DESCRIPTION:** The selection of the preferred alternative directed the use of the Site to target small/medium scale industrial and light-industrial users. An industrial property marketing plan for the Cashmere Mill Site would highlight prospective tenants of this market. The Port would also develop specific marketing collateral that builds on the site work outlined in this implementation plan. As part of the marketing effort, the Port must also examine the potential to house some of the industrial activities from the Olds Station area at the Site.

**OUTCOME:** Cashmere Mill Site Industrial Property Marketing Plan.

**RESPONSIBILITY:** Port of Chelan County

**TIMELINE:** May 2010 to December 2012

**PORT'S ROLE:** The Port would lead and execute this work.



## PESHASTIN MILL SITE

The following section outlines the steps to further the decision-making for the Peshastin Mill Site.

### ACTION ITEM #7: CONDUCT SITE FEASIBILITY ASSESSMENT AND IMPLEMENTATION PLAN

**DESCRIPTION:** A feasibility study is needed to investigate the potential for a range of site development options at the Peshastin Mill Site. Specifically the Port would like to understand the issues and feasibility of:

- Recreational industries (i.e. research and development, light manufacturing, etc.)
- Mixed-use development
- Wine-tourism oriented village (also should explore the unique access solutions [e.g. a gondola over the river])
- Potential surplus of the property

The study should also include recommended actions that would advance the Port's interests based on the findings from the study.

**OUTCOME:** Site Feasibility Assessment and Implementation Plan

**RESPONSIBILITY:** Port of Chelan County

**TIMELINE:** June 2010 to July 2011

**PORT'S ROLE:** The Port would bid out this work and oversee its execution.

