



Chelan Douglas Regional Port Authority

Regional Sports Complex Feasibility Study

March 15, 2023





CONSULTING TEAM

VE FLIGHT



CHARLES JOHNSON
PRESIDENT & CEO



BRANDON DOWLING
SPORTS PRINCIPAL



RYAN JOHNSON
PRINCIPAL



SARAH EMMERTON
DIRECTOR OF RESEARCH

SUB CONSULTANTS



DENNIS BERKSHIRE
PRINCIPAL



JUSTIN CARON
PRINCIPAL



PAUL ROSS CURTIS
PRINCIPAL



EMILY WHEELER
PRINCIPAL



TOM SHERRY
PRINCIPAL



KEN VAN VOORHIS
PRINCIPAL



COMBINED TEAM EXPERIENCE

750+

Sports &
Recreation Projects

99+

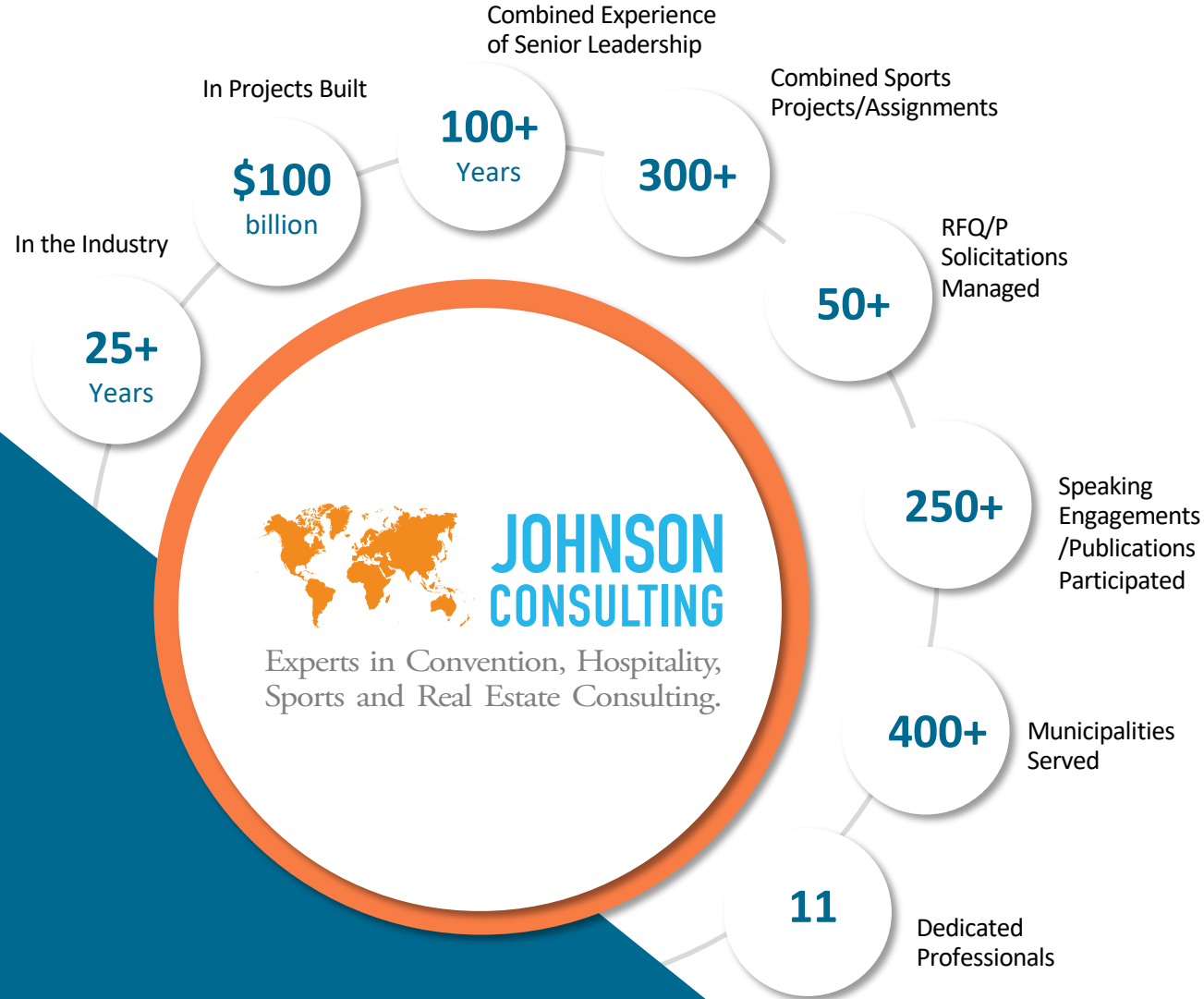
Assignments in
Central Washington

85+

Aquatic Assignments
in Washington






JOHNSON CONSULTING



Johnson Consulting, founded in 1996, is specialized in the strategic planning and development advisory services for Sports, Convention, Hospitality, and Real Estate industries. Our keen processes utilize appropriate market data and precise analytics so that our Clients receive innovative and visionary recommendations that are financially sustainable. We aim to empower our clients to make the most informed decision in relation the risks and rewards of the project.

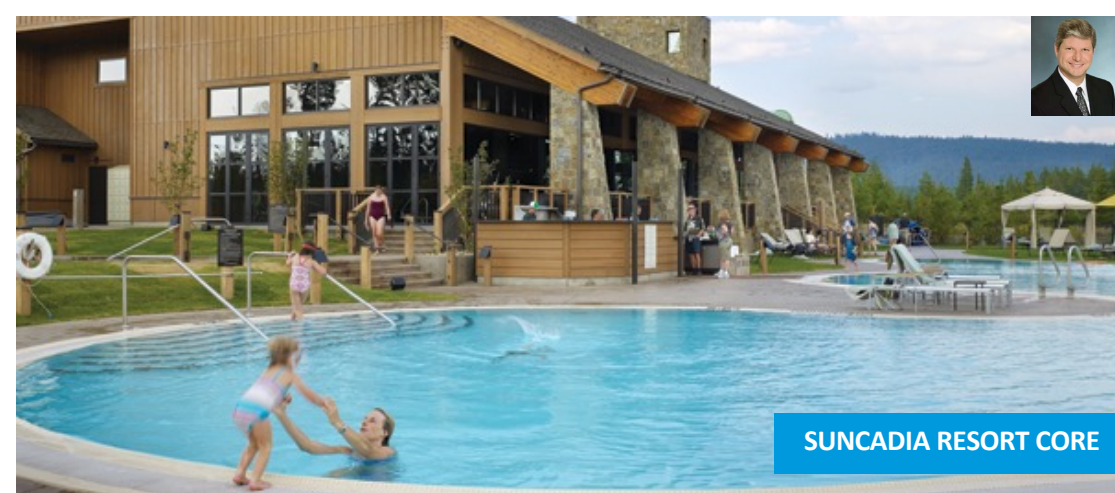
SERVICES

-  MARKET & DEMAND ANALYSIS
-  STRATEGIC MASTER PLANNING
-  FEASIBILITY STUDIES
-  OWNER'S REPRESENTATIONS
-  SITE ANALYSIS
-  PUBLIC/PRIVATE PARTNERSHIP ADVISORY
-  ECONOMIC AND FISCAL IMPACT STUDIES
-  RFQ/P SOLICITATIONS MANAGEMENT
-  PROFORMA/FINANCIAL ANALYSIS
-  OPERATIONAL AUDITS & EXECUTIVE SEARCH
-  FUNDING STRATEGIES

AQUATIC DESIGN GROUP

INDUSTRY LEADERSHIP

- 💧 Thought Leadership 1984-2023
 - 💧 **Industry panels and boards:** Colorado Time Systems, ISPSC Drafting Committee, MAHC, NSF Standard 50, PHTA Commercial Council, World Waterpark Association Government Relations & Innovation and Technology Committees
 - 💧 **Presentations at:** Association of Aquatic Professionals, Athletic Business, NIRSA, NRPA, Ultimate Pool Conference, World Waterpark Association, **WASHINGTON RECREATION AND PARK ASSOCIATION**, 14 Regional / State Conferences
 - 💧 **Articles Authored or Heavily Quoted:** Athletic Business, Aquatics International, CPRS, Parks and Rec Business, Recreation Management, World Waterpark Association





AQUATICS & RECREATION

45 YEARS / 50+ PROJECTS

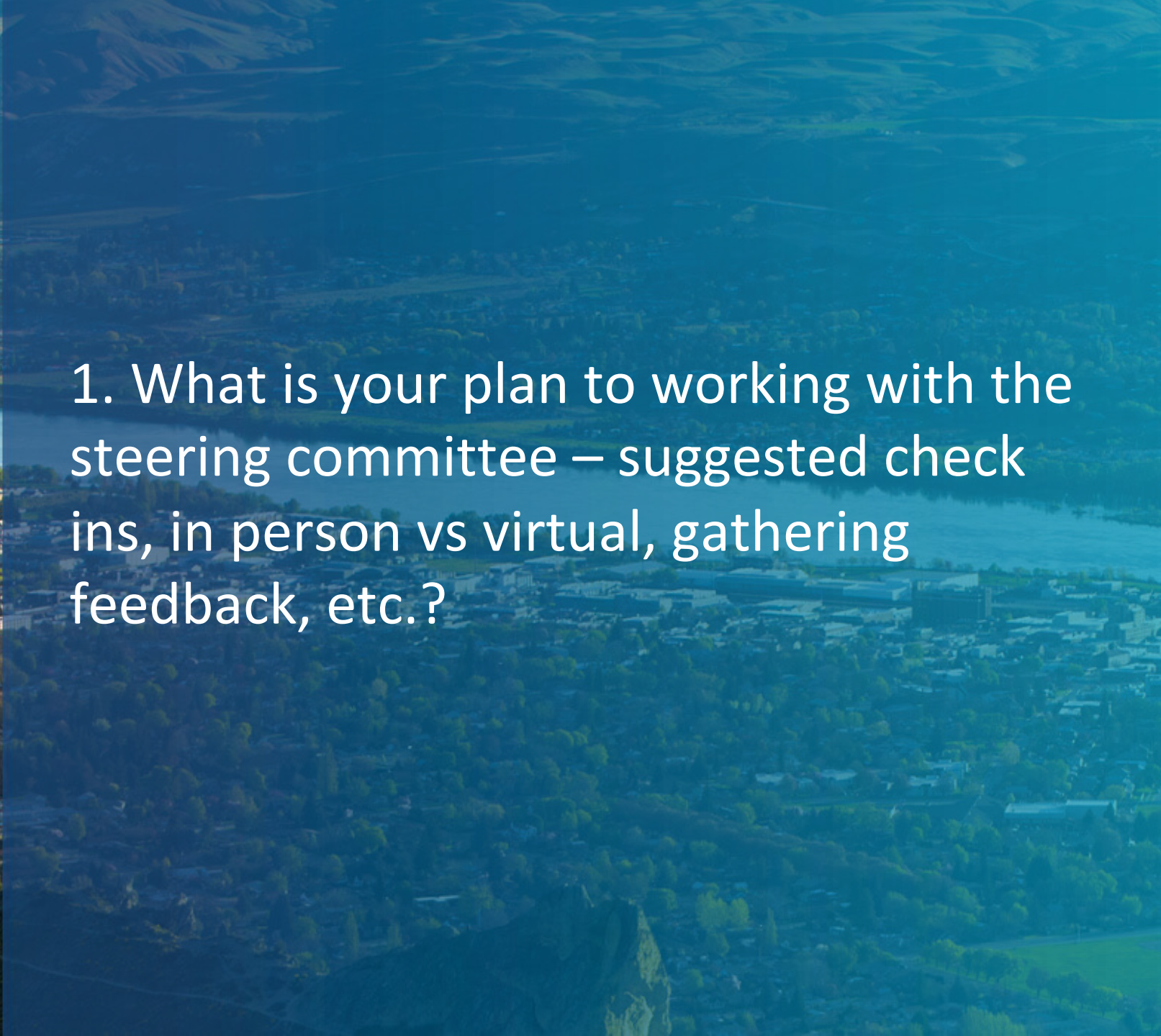


SPVV Landscape Architects

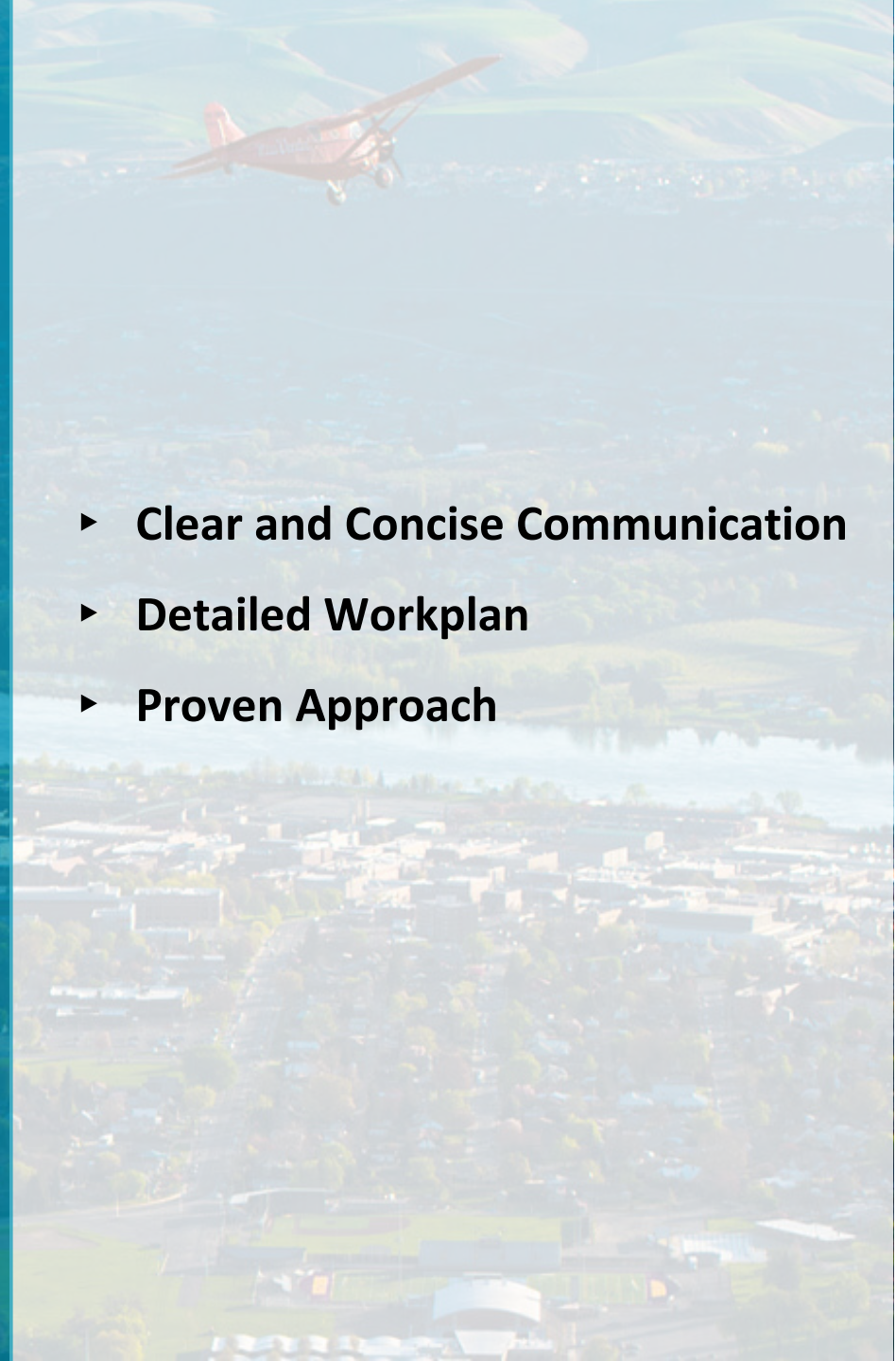


- ▶ Conceptual Design & Master Planning
- ▶ Public Input Processes
- ▶ Final Project Design
- ▶ Cost Estimating
- ▶ Construction Documents
- ▶ Construction Administration





1. What is your plan to working with the steering committee – suggested check ins, in person vs virtual, gathering feedback, etc.?

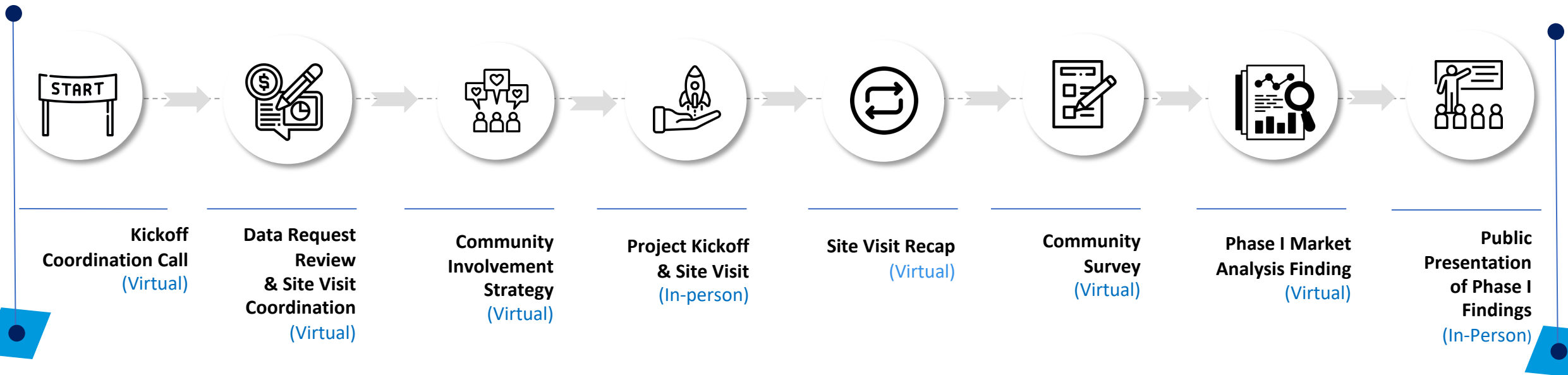
- 
- ▶ **Clear and Concise Communication**
 - ▶ **Detailed Workplan**
 - ▶ **Proven Approach**

Suggested Workplan(Phase I)



April 12, 2023

Aug 14, 2023 (Tasks 1 - 6)
Feasibility Study - Phase I

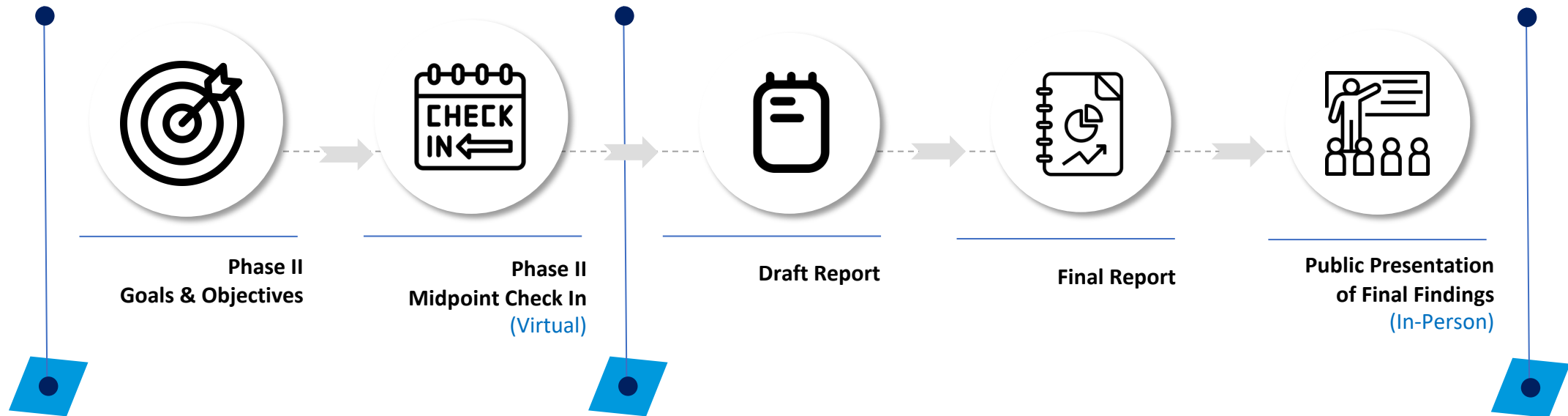


Suggested Workplan(Phase II)



Aug 28, 2023 - Jan 5, 2024 (Tasks 7 - 12)
Feasibility Study - Phase II

Jan 10, 2024





2. Outline your experience with socio-economic data gathering and analysis.

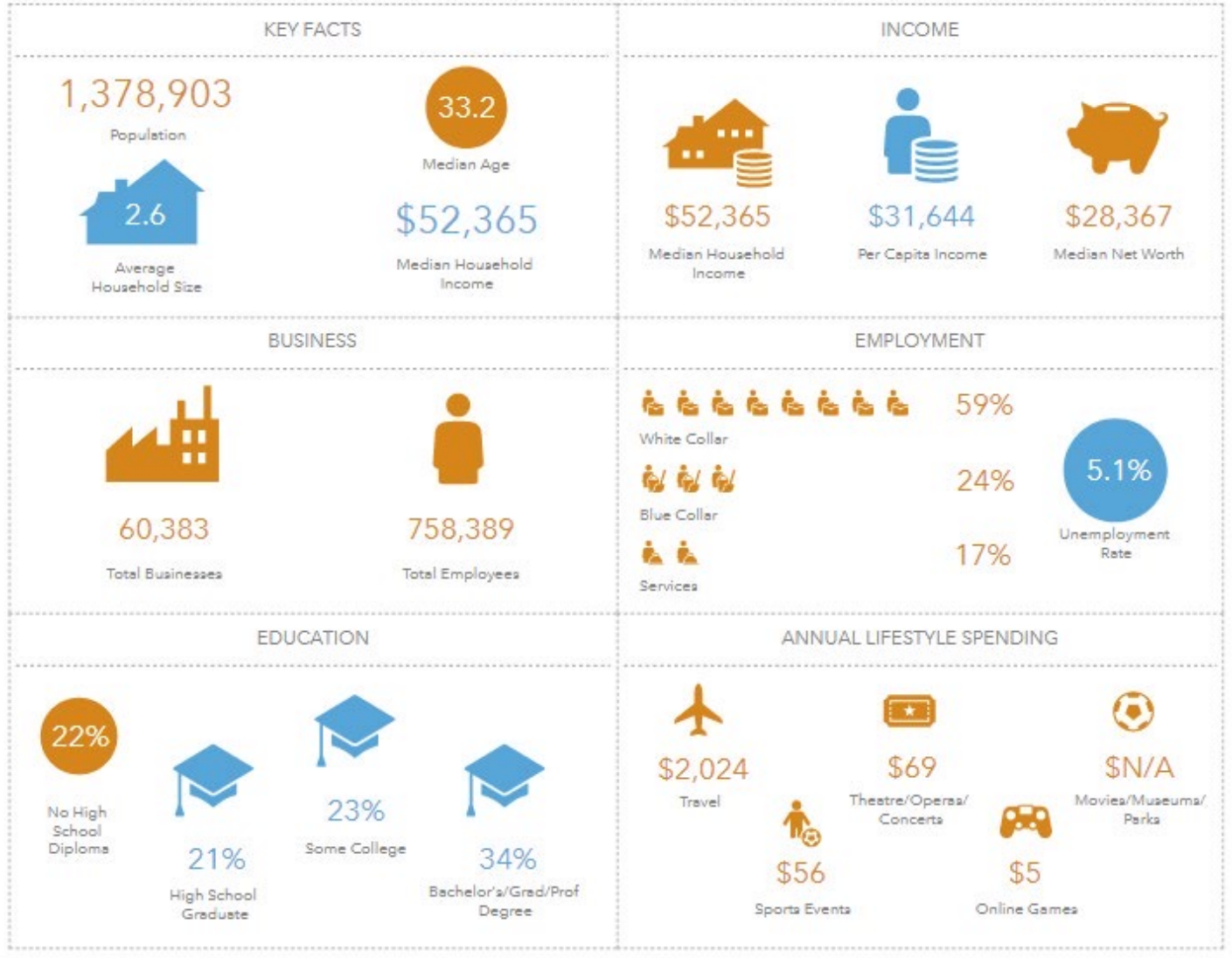
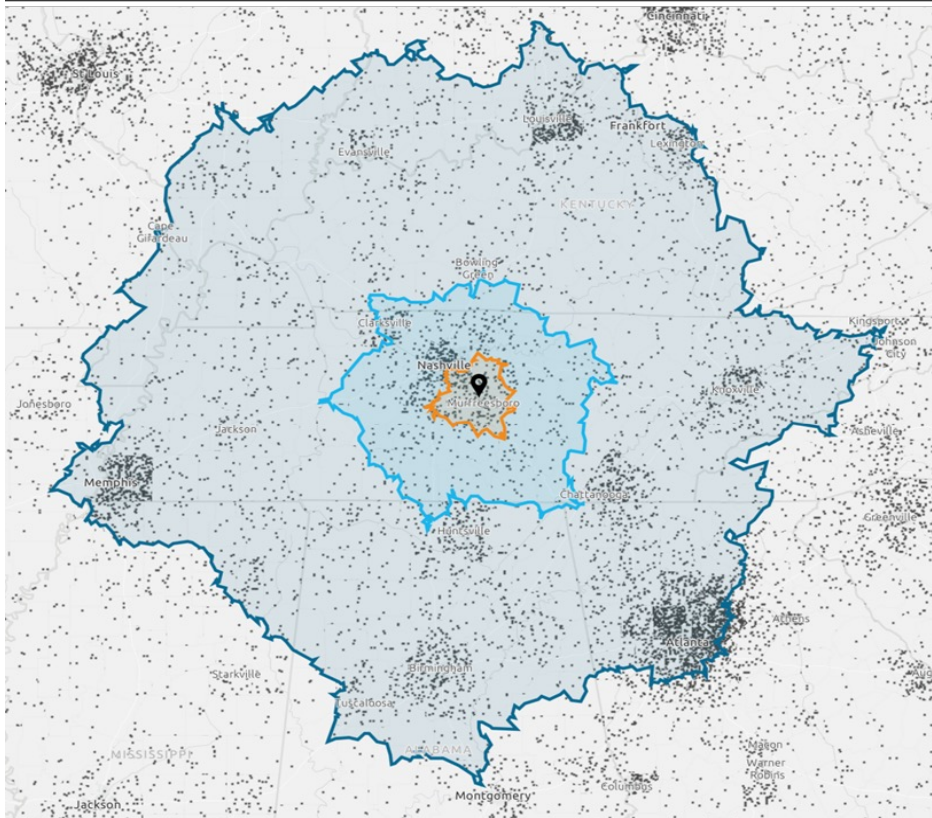
- ▶ **Analyze Key Demographic Characteristics (Population, Age, MHI, Unemployment, etc.)**
- ▶ **Third Party Resources (Esri, US Census & CoStar)**
- ▶ **Analysis aims to identify trends, patterns and relationships that can inform decision-making**

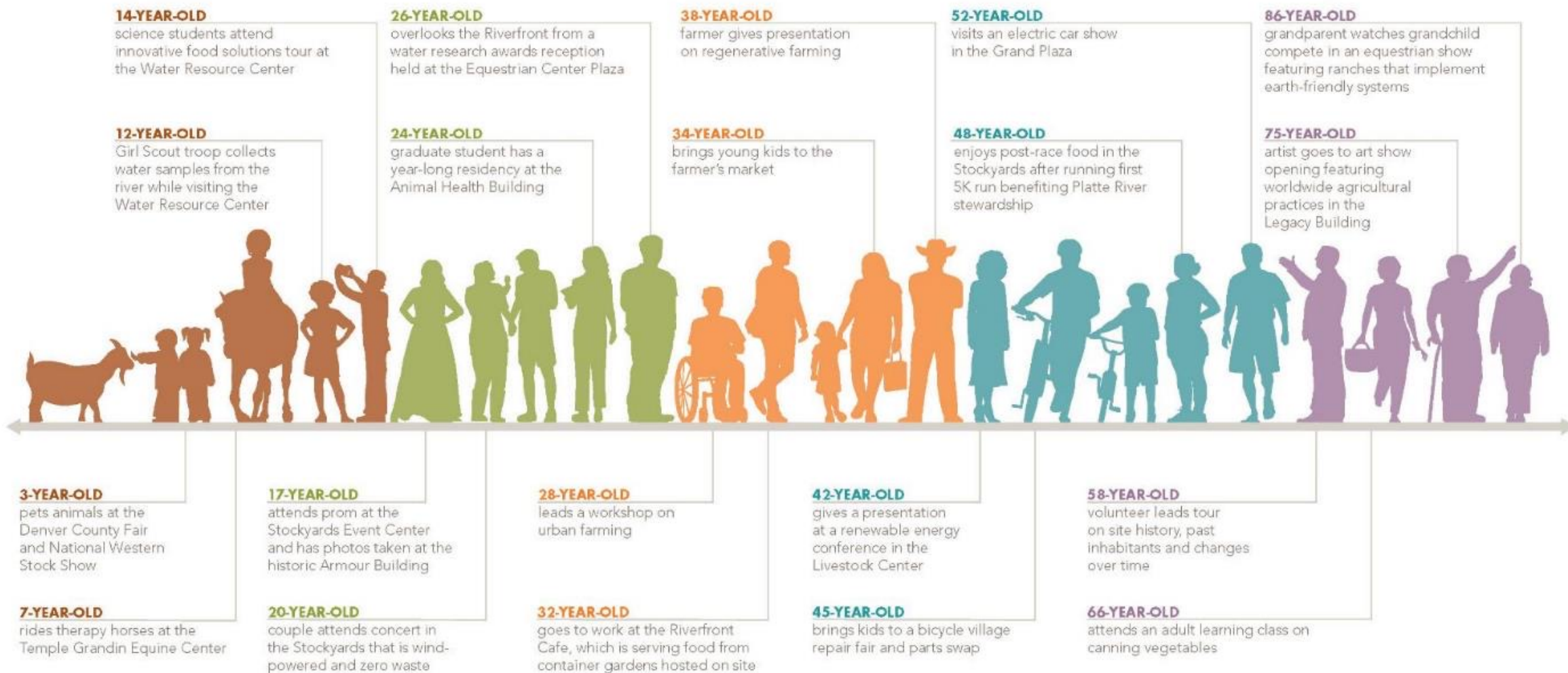


Demographic Review

	Population				
	2000	2010	2021	2026	CAGR
United States	281,421,906	308,745,538	333,934,112	345,887,495	0.8%
Tennessee	5,689,283	6,346,105	7,025,037	7,343,345	1.0%
Nashville Metro Area	1,358,992	1,646,200	2,020,111	2,205,237	1.9%
30-Minute Drive Time	409,172	561,081	736,039	812,411	2.7%
1.5-Hour Drive Time	2,034,607	2,409,918	2,880,178	3,106,783	1.6%
4-Hour Drive Time	16,651,804	18,631,844	20,347,679	21,187,761	0.9%

Sources: Esri, Johnson Consulting





An aerial photograph of a river valley with mountains in the background. A biplane is flying in the foreground. The text is overlaid on the left side of the image.

3. How will your outreach approach ensure the study has an accurate representation of our region's population?

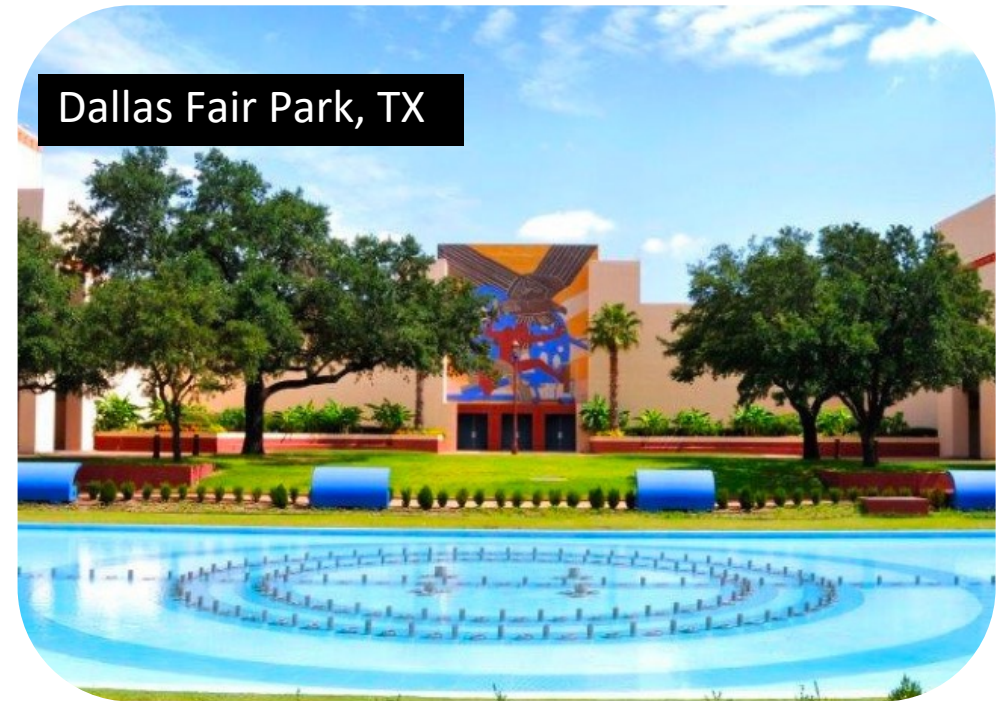
- ▶ **Client Engagement and Collaboration**
- ▶ **Robust Experience within the Region**
- ▶ **Proven Approaches in Similar Markets**




Selected Case Studies



- ▶ Analyzed the capture rate of demand in El Paso Market, looking at trends and quality of demand
- ▶ Studied hotel development trends and patterns in several benchmark cities
- ▶ Developed a conceptual return on investment model
- ▶ Drafted policy regarding how the City could provide an incentive to hotels for growing quality inventory



- ▶ Stakeholder and community outreach
- ▶ Development of request for proposals
- ▶ Assessment and ranking of responses
- ▶ Developer negotiations

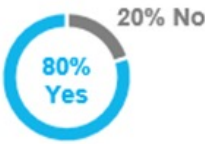


4. How will you engage local and out of area sporting communities to determine demand?

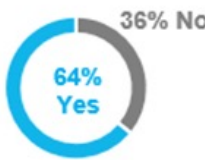
- ▶ **Public Meetings, Focus Groups and Open House (In-Person and Virtual);**
- ▶ **Web Based Survey; Outreach to Local and Travelling Sports Groups by Sport;**
- ▶ **State Associations and NGBs**



Case Study: Bellingham Whatcom County Survey Analysis



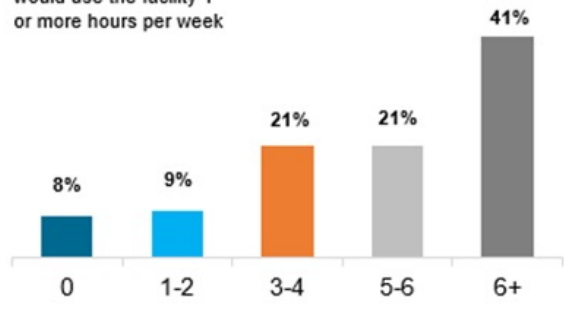
ARE YOU OR YOUR ORGANIZATION CURRENTLY UNDERSERVED? N: 985



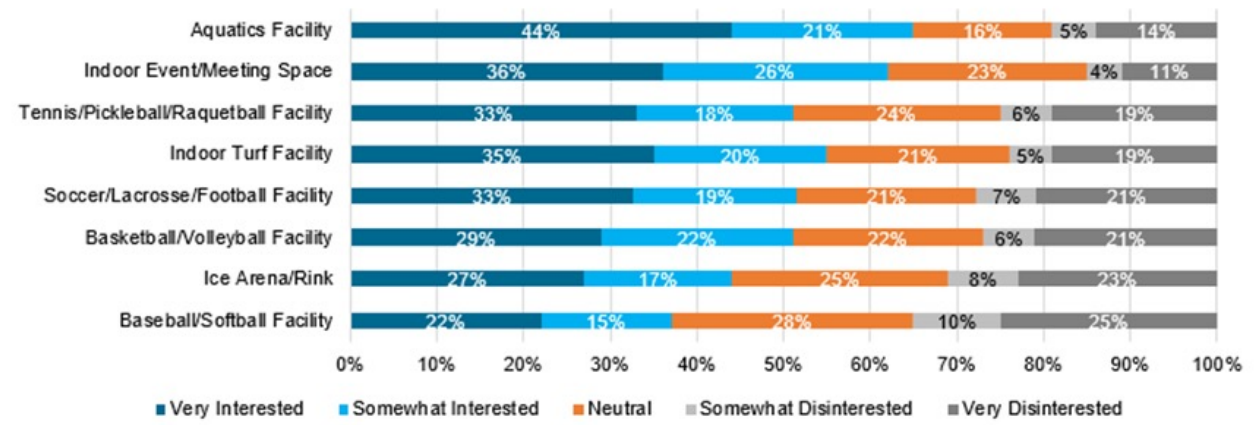
DO YOU OR YOUR ORGANIZATION LEAVE WHATCOM COUNTY FOR SUITABLE FACILITIES? N: 985

HOW MANY HOURS PER WEEK WOULD YOU EXPECT TO USE THE PROPOSED FACILITY? N: 953

41% would use the proposed facility 6+ hours per week
Nearly 92% would use the facility 1 or more hours per week



PLEASE EXPRESS YOUR INTEREST IN THE FOLLOWING FACILITIES N: 985

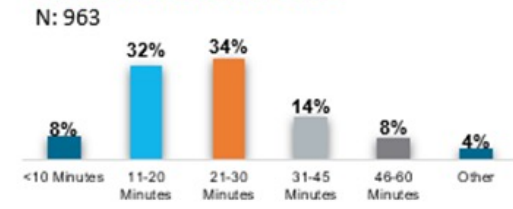


66% Respondents at least somewhat interested in Aquatics

61% Respondents at least somewhat interested in Indoor Event/Meeting Space

Least Favorite Baseball/Softball & Ice has the least amount of people interested

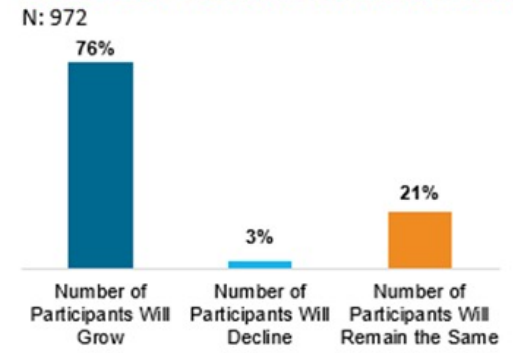
HOW FAR WOULD YOU TRAVEL TO USE A SPORTS FACILITY IN WHATCOM COUNTY? N: 963



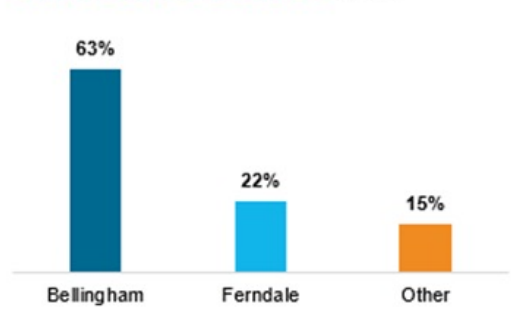
74% Willing to travel up to 30 minutes to use a potential facility

26% Willing to travel over 30 minutes

PLEASE DESCRIBE YOUR ORGANIZATION'S GROWTH IN TERMS OF FUTURE PARTICIPATION: N: 972

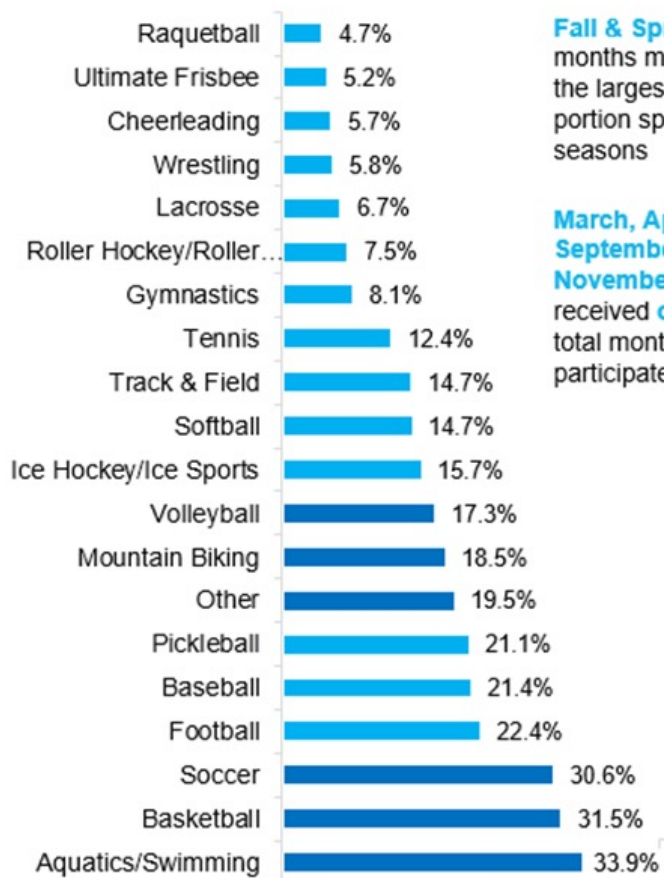


WHAT IS THE IDEAL LOCATION FOR A DEVELOPMENT IN WHATCOM COUNTY? N: 972





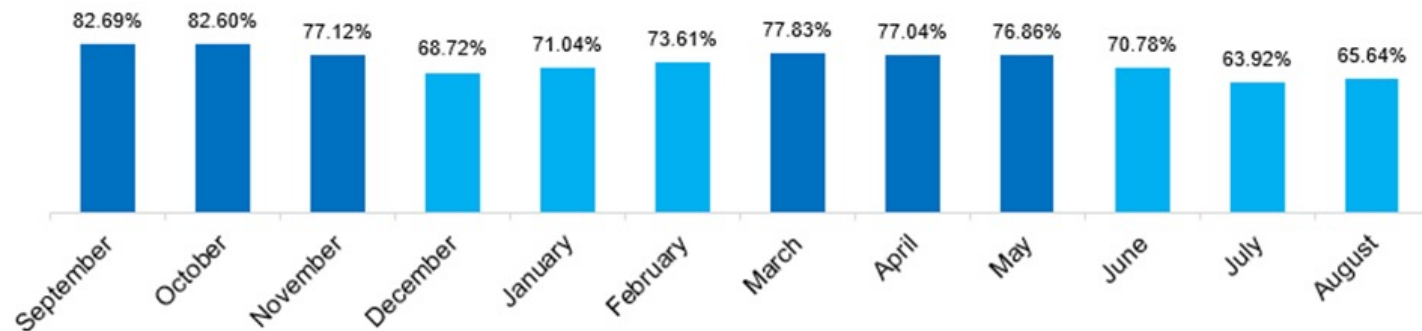
IN WHAT SPORTS DOES YOUR ORGANIZATION PARTICIPATE? N: 1,474



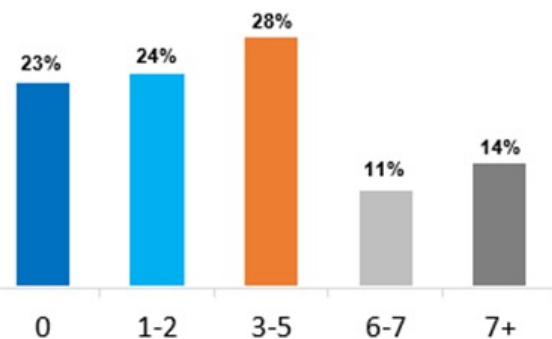
Fall & Spring months make up the largest portion sports seasons

March, April, May, September, October, November all received over 75% of total months participated

DURING WHAT MONTHS IS YOUR TYPICAL SEASON? N: 1,167



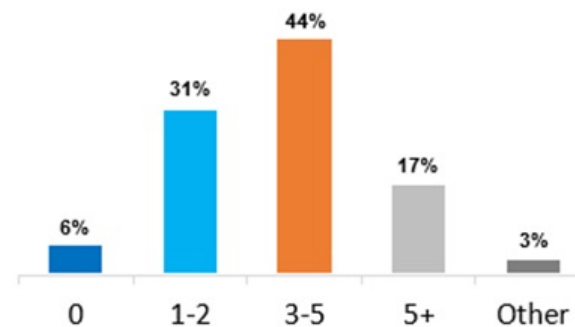
HOW MANY TOURNAMENTS DO YOU OR YOUR ORGANIZATION PLAY? N: 1,174



61% practice over 3 times per week

Nearly 95% practice at least one time per week

HOW MANY TIMES PER WEEK DO YOU OR YOUR ORGANIZATION PRACTICE? N: 1,192



53% play in 3 or more tournaments per year

77% play in at least 1 tournament per year



Public Meetings
Focus Groups, Open Houses
(In-person & Virtual)

Regional Sports Complex




BACKGROUND

As a response to research intended to gauge the quality of life and potential growth of the Wenatchee Valley, Our Valley Our Future released a five-year (2022-2026) Action Plan, which recommends building a Regional Water Park and Indoor/Outdoor Aquatics Facility.

Web Based Survey



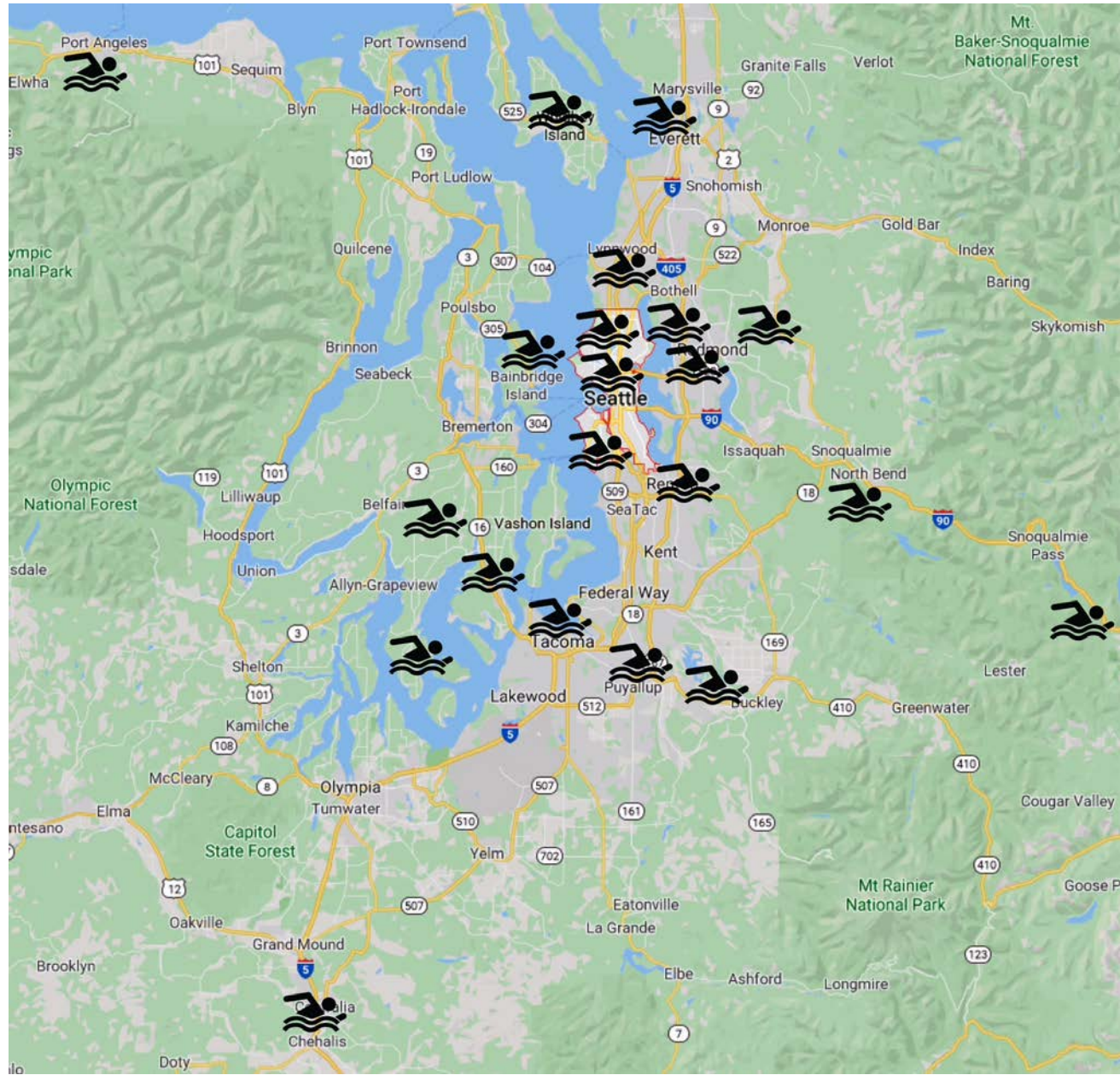
Outreach to Local Sports Group,
Travelling Sports Group and
Sports League by Sport



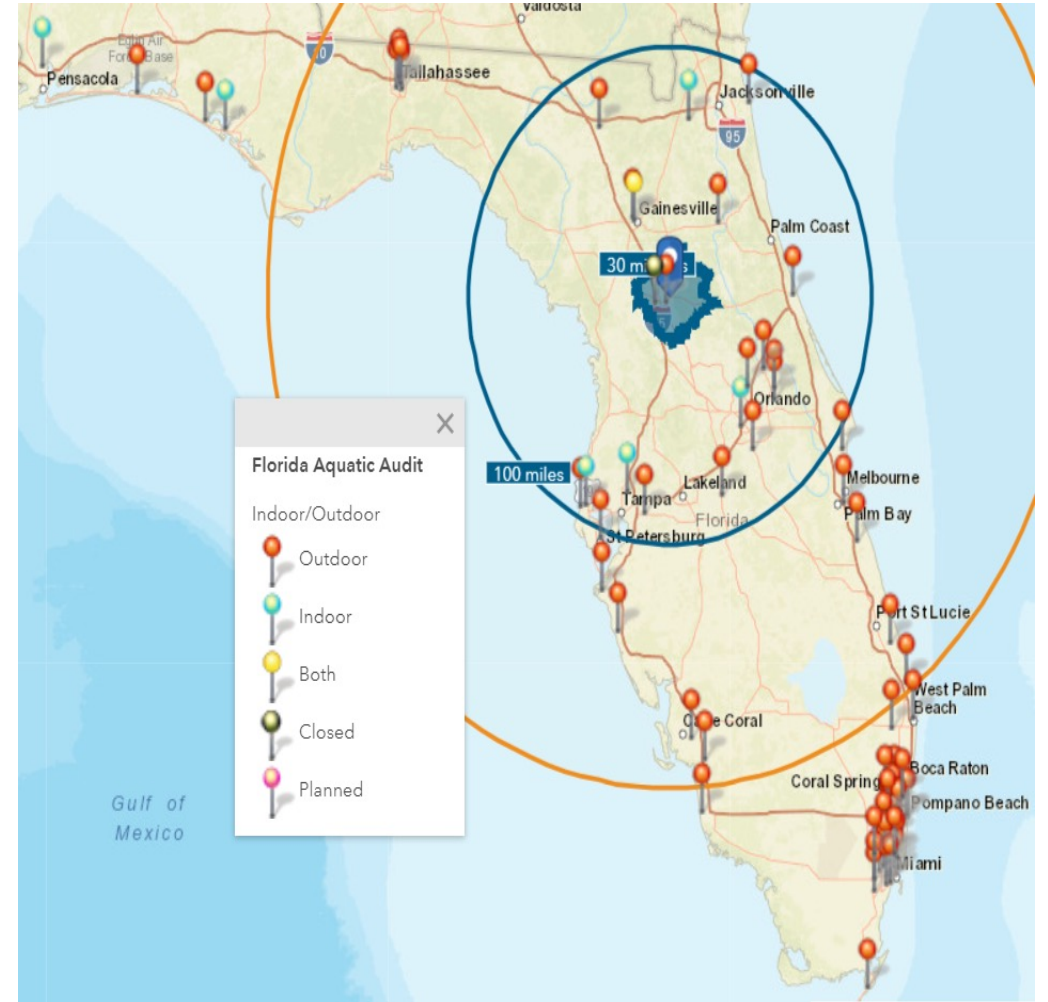
5. Describe your approach to the existing facility assessment – reach, unbiased data, etc.

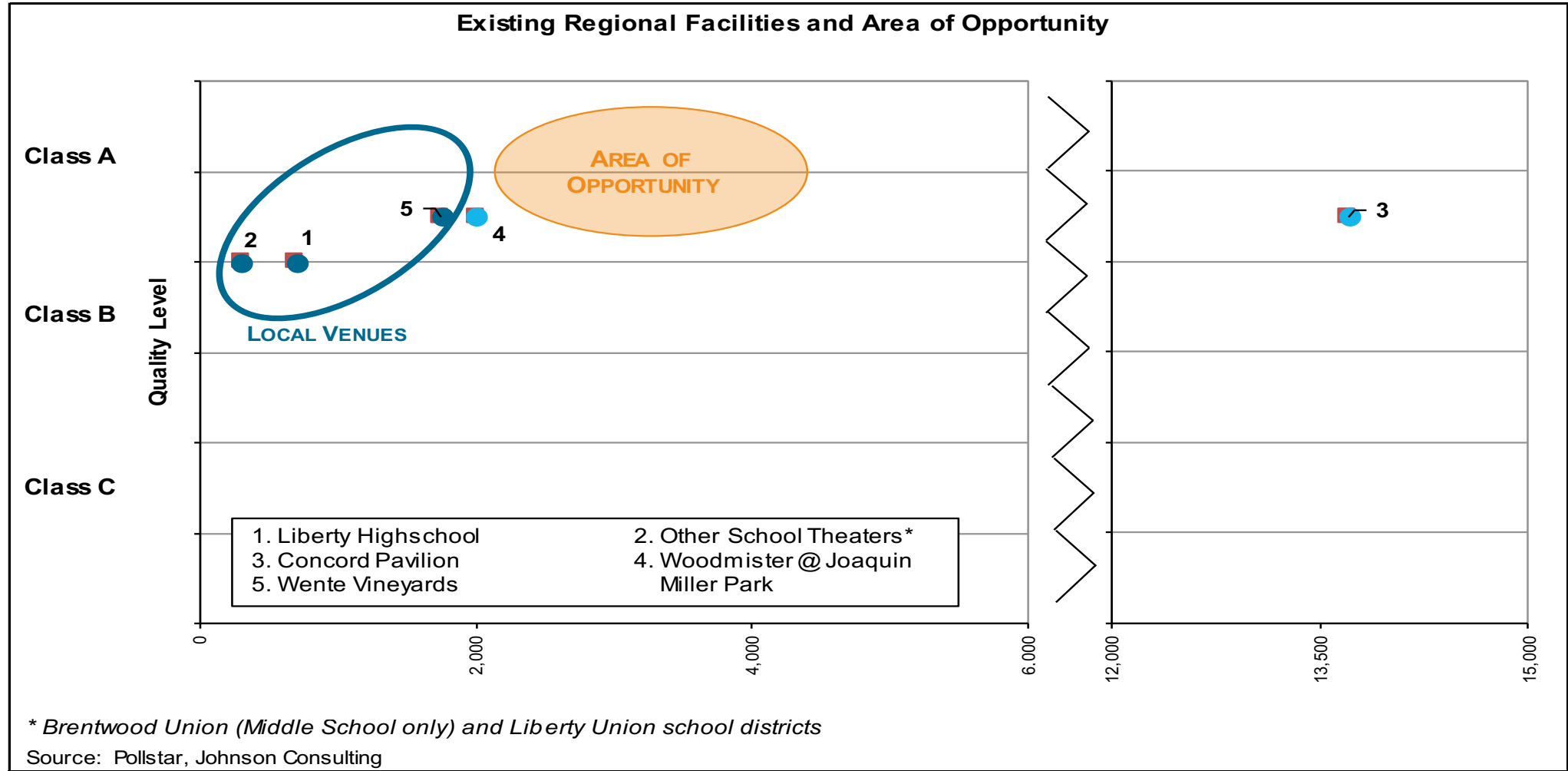
- ▶ **Regional Audit of Existing and Planned Venues both Public and Private**
- ▶ **Interviews with Facility Management**
- ▶ **Detailed Gap Analysis**

Venue Audit



Competitive Market Facility Audit





The background image shows a large sign for Pangborn Memorial Airport. The sign features a circular emblem with a woman's profile at the top, followed by the text 'PANGBORN MEMORIAL AIRPORT' in large, bold letters. Below this, it says 'Port of Douglas County'. The sign is set against a backdrop of a clear blue sky, a green lawn, and a road with a car in the distance. The entire image is overlaid with a semi-transparent blue filter.

6. Describe the analytics you will use to create the financial pro-forma.

- ▶ **Market Penetration/ Utilization Analysis**
- ▶ **Pricing Sensitivity Analysis & Equitable Access Strategies**
- ▶ **Operational Assumptions- Bottom Up/Top Down**



Market Demand & Penetration Analysis

Final Demand Analysis - CHJC Final Projected Penetration

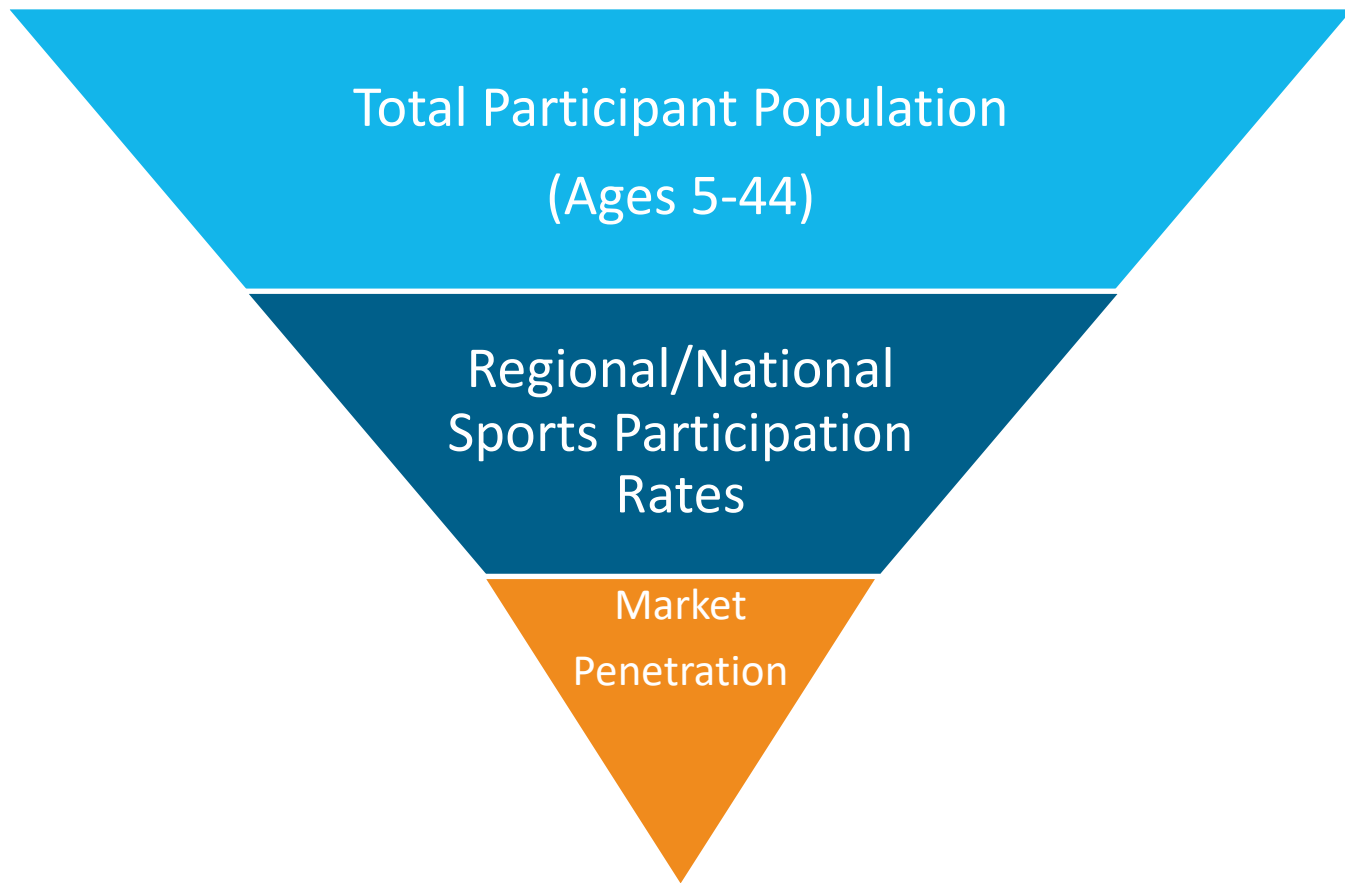
1-Hour Drive	Target Primary Market Area Demand: Ages 6 - 44				
	Year	Total Market	Total NET Population	Estimated Market Penetration	Total Penetration
	2022	1,115,105	1,115,105	33%	367,985
2027	1,162,077	1,162,077	33%	383,485	

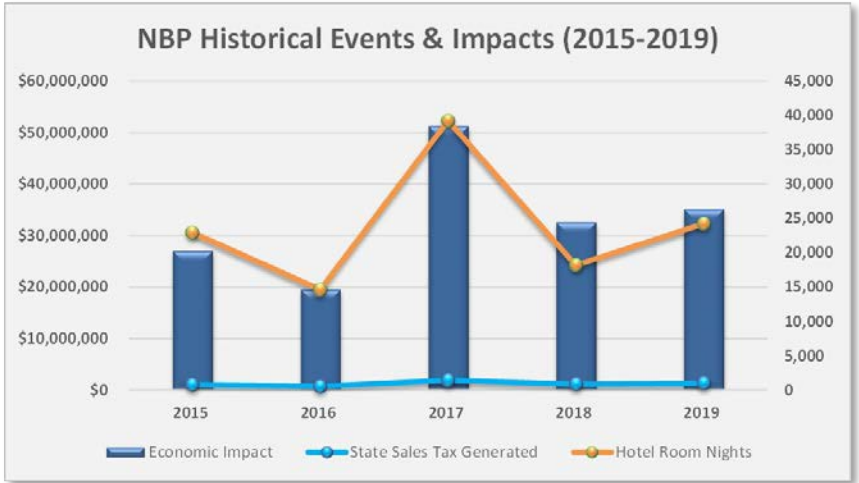
3-Hour Drive	Target Primary Market Area Demand: Ages 6 - 44				
	Year	Total Market	Total NET Population	Estimated Market Penetration	Total Penetration
	2022	2,122,534	1,007,429	15%	151,114
2027	2,199,684	1,037,608	15%	155,641	

5-Hour Drive	Target Primary Market Area Demand: Ages 6 - 44				
	Year	Total Market	Total NET Population	Estimated Market Penetration	Total Penetration
	2022	5,351,045	3,228,512	8%	242,138
2027	5,539,732	3,340,048	8%	250,504	

Total Penetration (2022 NET)	761,237
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Source: SFIA, Esri, Johnson Consulting





JANUARY

S	M	T	W	T	F	S
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9	10	11	12	13	14 15	
16	17	18	19	20	21 22	
23	24	25	26	27	28 29	
30	31					

FEBRUARY

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

MARCH

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20	21	22	23	24	25 26	
27	28	29	30	31		

APRIL

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17	18	19	20	21	22	23
24	25	26	27	28	29	30

MAY

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8	9	10	11	12	13	14
15	16	17	18 19	20	21	
22	23	24	25	26	27	28
29	30	31				

JUNE

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12	13	14	15	16	17 18	
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26	27	28	29	30		

JULY

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24	25	26	27	28	29	30
31						

AUGUST

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14	15	16	17	18	19 20	
21	22	23	24	25	26 27	
28	29	30	31			

SEPTEMBER

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OCTOBER

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16	17	18	19	20	21 22	
23	24	25	26	27	28 29	
30	31					

NOVEMBER

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6	7	8	9	10	11 12	
13	14	15	16	17	18	19
20	21	22	23	24	25 26	
27	28	29	30			

DECEMBER

S	M	T	W	T	F	S
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4	5	6	7	8	9 10	
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

- Basketball (4)
- Martial Arts (2)

- Cheer (2)
- Pickleball (5)

- Gymnastics (2)
- Volleyball (8)

- NBP Existing Event (12)
- Wrestling (2)

Price Sensivity Analysis



Potential Rental Revenue Sensivity Matrix

9.5 Acres

Season	Total Programming Hours Available	Field Utilization Rate				Hourly Rent/Field	Potential Rental Revenue			
		50%	60%	70%	85%		50%	60%	70%	85%
Spring	3,444	1,722	2,066	2,411	2,927	\$20	\$ 34,440	\$ 41,328	\$ 48,216	\$ 58,548
Summer	12,797	6,398	7,678	8,958	10,877	\$20	\$ 127,965	\$ 153,558	\$ 179,151	\$ 217,541
Fall	2,004	1,002	1,202	1,403	1,703	\$20	\$ 20,040	\$ 24,048	\$ 28,056	\$ 34,068
Total	18,245	9,122	10,947	12,771	15,508	\$20	\$ 182,445	\$ 218,934	\$ 255,423	\$ 310,157

Spring	3,444	1,722	2,066	2,411	2,927	\$100	\$ 172,200	\$ 206,640	\$ 241,080	\$ 292,740
Summer	12,797	6,398	7,678	8,958	10,877	\$100	\$ 639,825	\$ 767,790	\$ 895,755	\$ 1,087,703
Fall	2,004	1,002	1,202	1,403	1,703	\$100	\$ 100,200	\$ 120,240	\$ 140,280	\$ 170,340
Total	18,245	9,122	10,947	12,771	15,508	\$100	\$ 912,225	\$ 1,094,670	\$ 1,277,115	\$ 1,550,783

Spring	3,444	1,722	2,066	2,411	2,927	\$175	\$ 301,350	\$ 361,620	\$ 421,890	\$ 512,295
Summer	12,797	6,398	7,678	8,958	10,877	\$175	\$ 1,119,694	\$ 1,343,633	\$ 1,567,571	\$ 1,903,479
Fall	2,004	1,002	1,202	1,403	1,703	\$175	\$ 175,350	\$ 210,420	\$ 245,490	\$ 298,095
Total	18,245	9,122	10,947	12,771	15,508	\$175	\$ 1,596,394	\$ 1,915,673	\$ 2,234,951	\$ 2,713,869

Source: City of Lake Forest, Johnson Consulting



Community Complex Operating Proforma											
REF		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Revenues											
1	Rental Income	\$670,252	\$704,183	\$721,788	\$739,832	\$758,328	\$777,286	\$796,719	\$816,636	\$837,052	\$857,979
2	Tournament Rental Fees	29,500	40,900	54,200	66,400	74,900	86,861	89,033	91,258	93,540	95,878
3	Camps, Clinics, Lessons	12,750	20,125	28,313	37,850	49,000	56,825	58,246	59,702	61,194	62,724
4	Food & Beverage Rent	74,394	78,160	80,114	82,117	84,170	86,274	88,431	90,642	92,908	95,231
5	Advertising	50,000	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443	64,004
6	Total Revenues	\$836,896	\$895,900	\$938,259	\$981,390	\$1,022,969	\$1,065,231	\$1,091,862	\$1,119,159	\$1,147,138	\$1,175,816
Operating Expenses											
8	Staff Salaries	\$320,000	\$336,200	\$344,605	\$353,220	\$362,051	\$371,102	\$380,379	\$389,889	\$399,636	\$409,627
9	Staff Benefits	124,300	130,593	133,858	137,204	140,634	144,150	147,754	151,447	155,234	159,115
10	Utilities	168,000	176,505	180,918	185,441	190,077	194,828	199,699	204,692	209,809	215,054
11	Maintenance & Repairs	60,000	64,613	66,229	67,884	69,582	71,321	73,104	74,932	76,805	78,725
12	General Administrative	50,500	53,057	54,383	55,743	57,136	58,565	60,029	61,529	63,068	64,644
13	Marketing	50,000	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443	64,004
14	Insurances	60,000	63,038	64,613	66,229	67,884	69,582	71,321	73,104	74,932	76,805
15	Total Expenses	\$832,800	\$876,536	\$898,450	\$920,911	\$943,934	\$967,532	\$991,721	\$1,016,514	\$1,041,926	\$1,067,975
16	Reserve for Replacement				(49,070)	(51,148)	(53,262)	(54,593)	(55,958)	(57,357)	(58,791)
17	Net Operating Income (NOI)	\$4,096	\$19,363	\$39,809	\$11,410	\$27,886	\$44,438	\$45,549	\$46,687	\$47,854	\$49,051

Source: Johnson Consulting



Case Study: SOZO Sports Complex, Yakima, WA

- Economic and demographic analysis
- Review of SOZO sports development & business plan
- Comparable facilities analysis
- Economic & fiscal impacts analysis



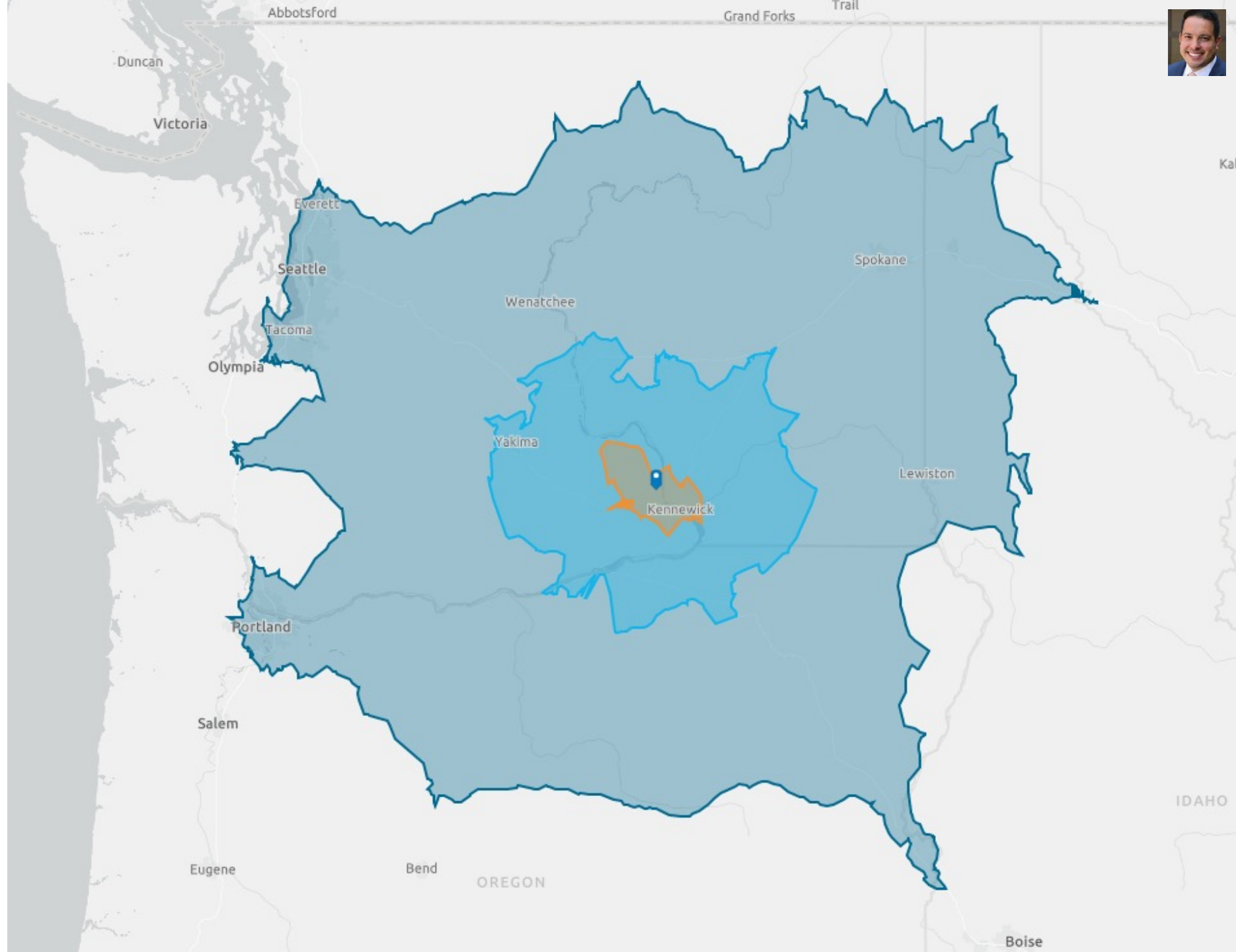


7. Market experience working in urban vs. rural urban communities.

- ▶ **Significant Local and Central Washington Experience**
- ▶ **National Experience in both Urban and Rural Communities**
- ▶ **Knowledge in assisting client develop successful market strategies in a wide range of settings**

Drive Time Map

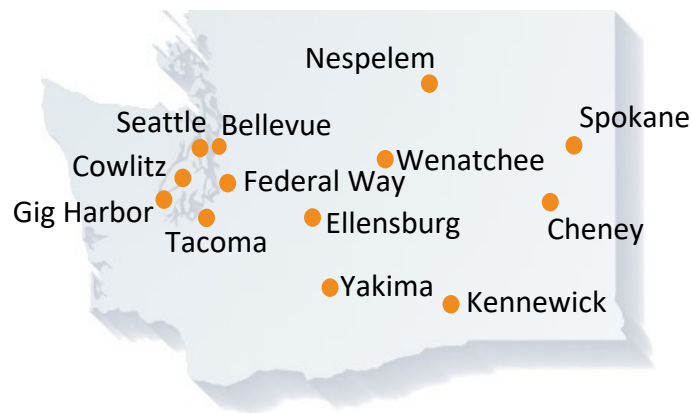
Rural vs. Urban Market and Trade Area Catchment



State of Washington Experience



JOHNSON CONSULTING



17+

Rural & Urban Assignments
Completed in Washington

Meydenbauer Center Expansion
Bellevue, WA

Washington State Convention Center
Seattle, WA

Seattle Supersonics
Seattle, WA

**Gig Harbor Performing Arts Center
Feasibility Study**
Gig Harbor, WA

Tacoma Convention Center
Tacoma, WA

Performing Arts & Conference Center
Federal Way, WA

**Sports Complex Feasibility Study,
Business Plan Review, Comparable Facilities
Analysis, Economic/Fiscal Impacts Analysis**
Yakima, WA

**Colville Federated Tribes
Tourism Management**
Nespelem, WA

**Wenatchee Convention Center
Planning Services**
Wenatchee, WA

**Spokane Public Facilities District Expansion
Analyses, Compensation Study, Hotel
Strategy, Economic Impact Analysis**
Spokane, WA

**Spokane Indians & Avista Stadium
Economic Impact Analysis**
Spokane, WA

**Spokane Downtown Multi-Purpose
Soccer Stadium**
Spokane, WA

**Eastern Washington University Ross Field-
Market and Financial Analysis**
[Cheney, WA](#)

Tri-Cities Sports Tourism Market Study
Kennewick, Pasco & Richland, WA

Outdoor Sports Complex Feasibility Study
Richland, WA

Three Rivers Convention Center
Kennewick, WA

**Central Washington University Athletics
Masterplan**
Ellensburg, WA

**Feasibility Study for a Multi-Purpose
Indoor/Outdoor Events Center**
[Bellingham, WA](#)

Communities Throughout Washington



- Bellevue
- Bonney Lake
- Carnation
- Covington
- East Wenatchee
- Ellensburg
- Kent
- Kirkland
- Kittitas County
- Kitsap County
- Leavenworth
- Monroe
- Mountlake Terrace
- Mukilteo
- North Bend
- Port Angeles
- Port Townsend
- Puyallup
- Redmond
- Richland
- Sammamish
- Seattle
- Snohomish
- South Whidbey
- Toppenish
- Tacoma
- Union Gap
- Wenatchee
- White Salmon



RICHLAND COMMUNITY CENTER



UNION GAP CITY HALL

WASHINGTON COMMUNITIES

45 YEARS / 50+ PROJECTS

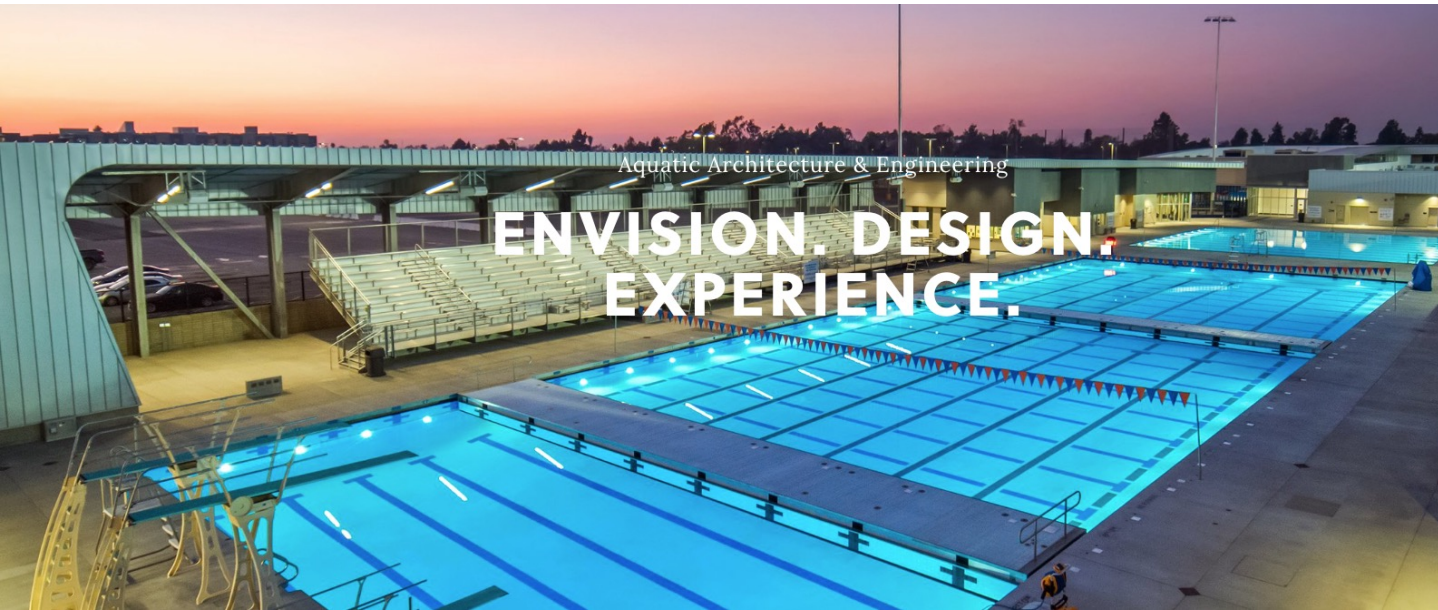
WENATCHEE CITY HALL





Washington Experience

WASHINGTON COMMUNITIES 35+ YEARS / 25+ PROJECTS



- ▶ Annie Wright School, Tacoma
- ▶ Bellevue Aquatic Center Study Update, Bellevue
- ▶ Bremerton Naval Complex, Bremerton
- ▶ **Davenport Centennial, Spokane**
- ▶ Freeway Park Water Feature Improvements Study, Seattle
- ▶ Glacier Pointe Indoor Pool and Spa, Bony Lake
- ▶ **Green Hill School Aquatic Center, Chehalis**
- ▶ Henry Moses Aquatic Center, Renton
- ▶ Kirkland Aquatic Center Feasibility Study, Kirkland
- ▶ Lifebridge Senior Center Aquatics, Kirkland
- ▶ Lopez Pool Peer Review, Lopez Island
- ▶ Magnuson Park Pool Feasibility Study, Seattle
- ▶ **North Bend Aquatic Center Feasibility Study, Bend**
- ▶ NSBOSC Navy Natatorium, Everett
- ▶ PenMet Aquatics Center, Gig Harbor
- ▶ Puyallup Tribe of Indians Elder Center, Puyallup
- ▶ Ray Williamson Pool Feasibility Study, Bainbridge Island
- ▶ Ray Williamson Pool Needs Assessment, Bainbridge Island
- ▶ Redmond Pool Phase 2 Renovation, Redmond
- ▶ South Kitsap High School Swimming Pool Renovation, Port Orchard
- ▶ South Whidbey Island Aquatic Wellness Center, South Whidbey Island
- ▶ **Suncadia Resort Core, Cle Elum**
- ▶ **Tumble Creek Activity Center, Roselyn**
- ▶ Waterfront Seattle Pool Barge, Seattle
- ▶ Wild Waves Theme and Water Park Improvements, Federal Way
- ▶ **William Shore Memorial Pool Concept Study and Full Design, Port Angeles**
- ▶ YMCA Camp Colman Outdoor Aquatic Center, Longbranch



WILLIAM SHORE MEMORIAL POOL



RAY WILLIAM POOL



SOUTH WHIDBEY ISLAND AQUATIC CENTER



Projects local to the Wenatchee area

- **Eastmont School District:** Eastmont High School, Sterling and Eastmont Junior High, Grant, Lee, Kenroy, Clovis Point Elementaries
- **City of Wenatchee:** Pioneer Park (Applesox baseball stadium) master plan
- Wenatchee Valley College
- Private development projects for commercial and religious clients

Sports Complexes/Recreation Centers/Sports Venues:

- Avista Spokane Indians Stadium, **Spokane**
- City of Davenport Sports Complex, **Davenport**
- City of Airway Heights Recreation Center, **Airway Heights**
- Eastern Washington University Student Recreation Center, **Cheney**
- Gonzaga McCarthey Athletic Center, **Spokane**
- Luger Soccer Field, Gonzaga University, **Spokane**
- Spokane Veterans Memorial Arena, **Spokane**
- Columbia Basin College Student Recreation Center, **Pasco**
- Plante's Ferry Sports Complex, **Spokane**
- Washington State University Football/Track Practice Facility

Aquatics Projects:

- North Spokane Family Aquatic Center/Bidwell Park, **Spokane County**
- Prairie View Aquatic Center, **Spokane County**
- Valley Mission Park, **Spokane Valley**
- City of Walla Walla Memorial Pool, **Walla Walla**
- Asotin County Aquatic Center, **Clarkston**

Park and Open Space Projects:

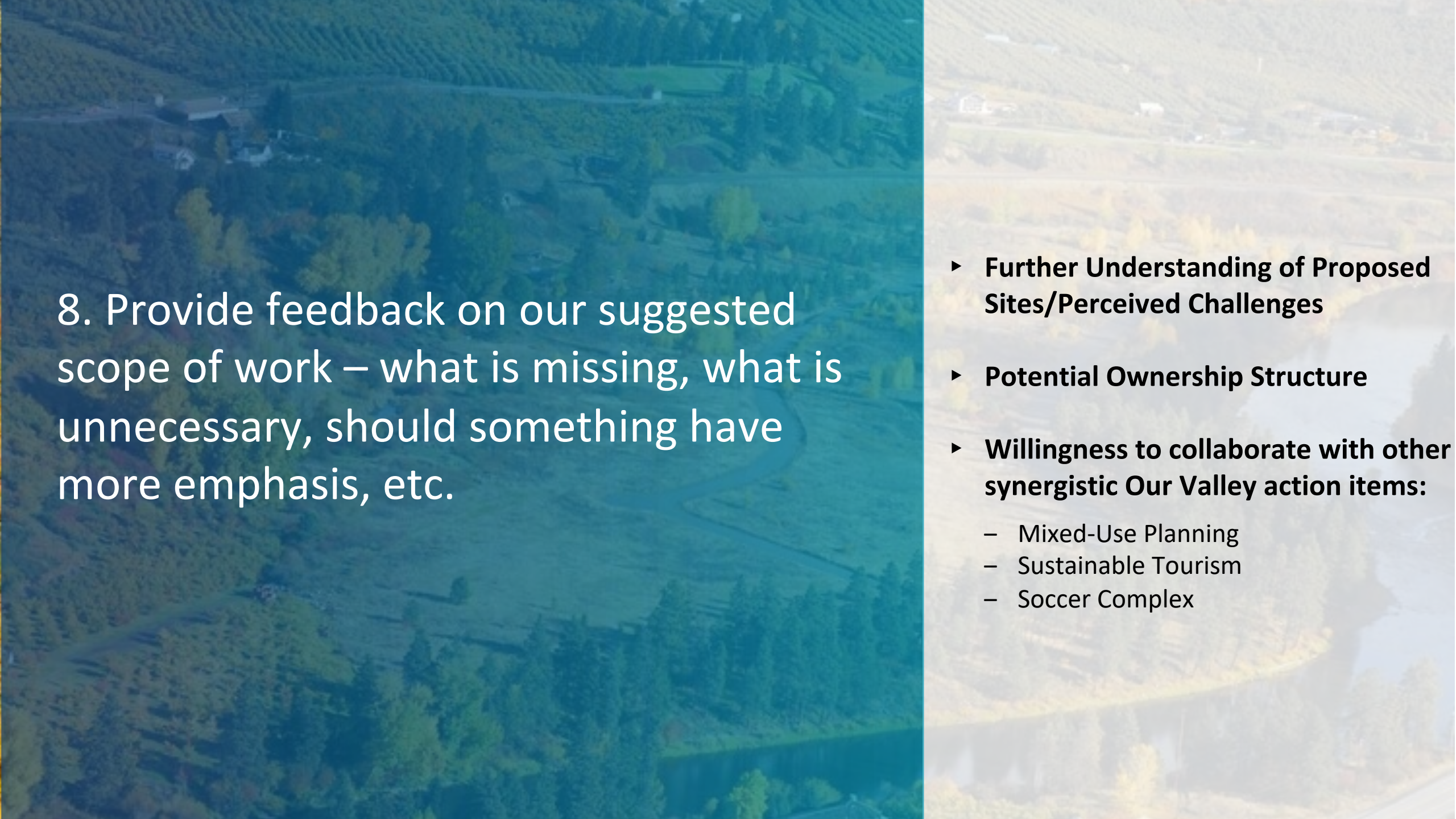
- City of Richland West Village Park, **Richland**
- City of College Place Lions Park, **College Place**
- Spokane River Centennial Trail, **Spokane**
- Moses Lake Centennial Amphitheater, **Moses Lake**
- An additional 100+ parks projects

K-12 and Higher Education Projects with Outdoor Recreation Opportunities

- 125+ K-12 and higher education projects

Artificial Turf Field Projects:

- Gonzaga University Baseball Stadium
- Gonzaga University Intramural Field
- Eastern Washington University Roos Field
- Washington State University Martin Stadium
- Whitworth University Pine Bowl
- Spokane Public Schools Downtown Stadium
- Eastern Washington University Track and Field Relocation
- Central Valley and University High School Artificial Turf Fields, **Spokane**
- Kennewick High School, Track, Artificial Turf Field, Baseball and Soccer, **Kennewick**
- Southridge High School Expansion, Artificial Turf Fields, **Kennewick**
- New Pasco High School, **Pasco**



8. Provide feedback on our suggested scope of work – what is missing, what is unnecessary, should something have more emphasis, etc.

- ▶ **Further Understanding of Proposed Sites/Perceived Challenges**
- ▶ **Potential Ownership Structure**
- ▶ **Willingness to collaborate with other synergistic Our Valley action items:**
 - Mixed-Use Planning
 - Sustainable Tourism
 - Soccer Complex

Additional Questions for Further Directions on Project



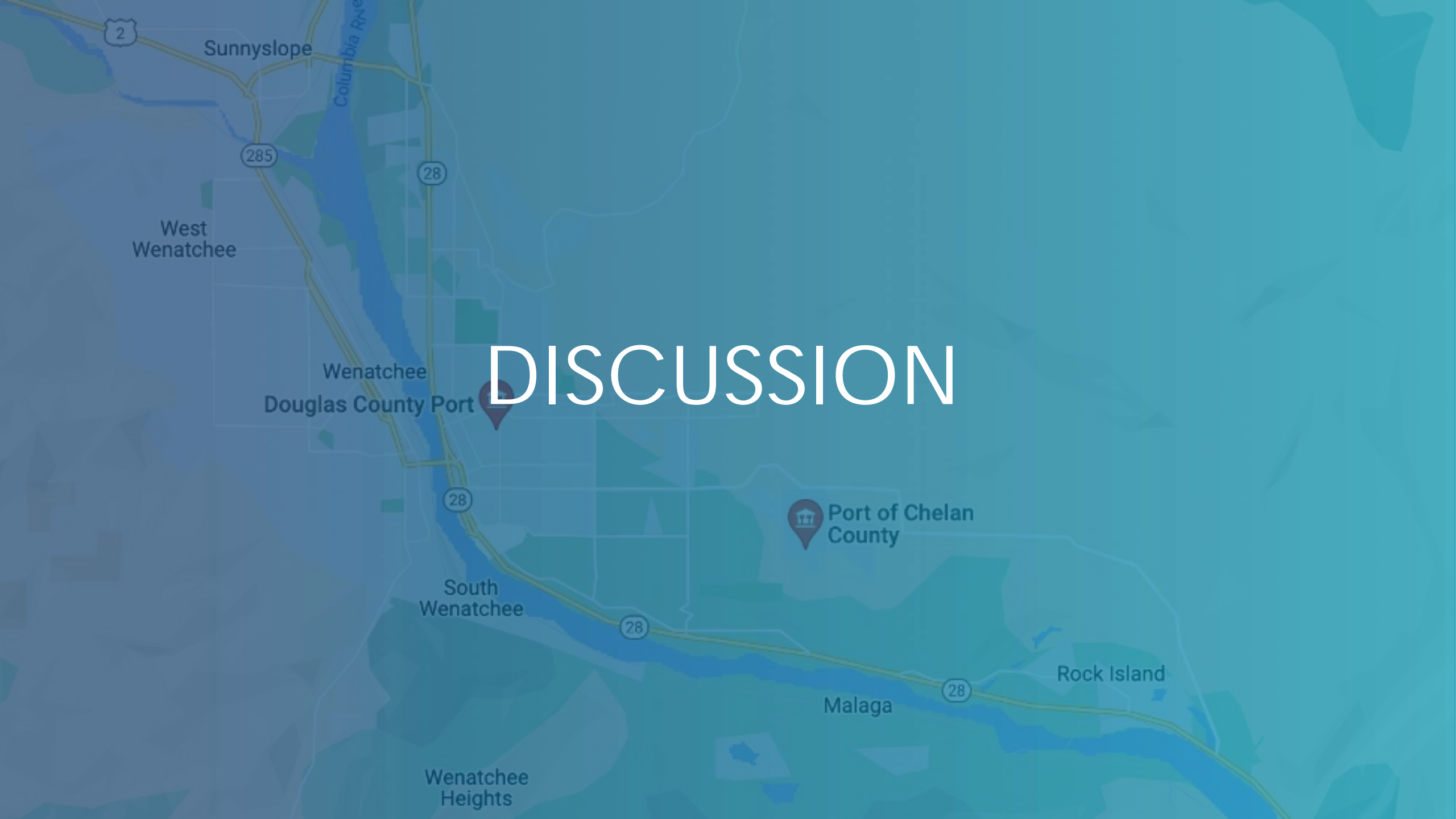
Regional Focus



Collaboration Opportunities



Outreach & Engagement



DISCUSSION

Sunnyslope

Columbia R. NE

2

285

28

West Wenatchee

Wenatchee
Douglas County Port

28

Port of Chelan County

South Wenatchee

28

Malaga

28

Rock Island

Wenatchee Heights



THANK YOU!

VE FLIGHT