



## 7 Economic Development

Jefferson County enjoys an enviable quality of life, and outstanding scenic, recreational, and ecological resources. In addition, it enjoys proximity to urban areas in the Puget Sound region, and a growing popularity as a tourist destination. The rural, resource-based history is evident in the county's numerous and vast areas of commercial forestlands, farms and gravel mines. Olympic National Park, occupying most of the Jefferson County's center, is one of the top ten most-visited national parks in the US with most of those visitors traveling first through Jefferson County to enjoy the park's spectacular scenery and outdoor recreation opportunities. Accessibility to all areas of Jefferson County however is quite limited. Only four state highways provide vehicular access. State ferries provide access at the City of Port Townsend at the county's northern-most point. Jefferson County is more geographically isolated than counties elsewhere in the Puget Sound creating a unique and challenging business and economic development setting. The North Olympic Development Council reported that " the natural abundance of the region has not translated into prosperity for its residents nor jurisdictions (NOPRCD, 2016).



Industrial and agricultural activities dominate the county's current economy. Historical industries, its location, and topography, continue to support industrial and maritime industries such as lumber, seafood processing, ship repair and boatbuilding. Agricultural activities include aquaculture, organic farming, and food production. Tourism is a growing industry as well.

With over two-thirds of the county already in public ownership and unavailable for economic development, there are very limited areas and economic development opportunities. Responsible and appropriate future growth management planning in Jefferson County requires addressing the complexity of growing and providing job opportunities for all residents while preserving the county's rural character and quality of life.

## 7.1 PURPOSE

The purpose of the Economic Development is to establish "local goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life." (RCW 36.70A.070(7)).

A strong, stable, diversified, and resilient economy provides a high quality of life for the citizens of Jefferson County and the region. The economy generates the resources through which local governments provide for the health, safety, and welfare of its citizens. Therefore, Jefferson County, as a local government entity, shall promote and provide for economic development, along with public health, safety, social services, and environmental quality.

### Connection to the Vision Statement

Reserved. See draft Vision Statement in Plan Foundation.



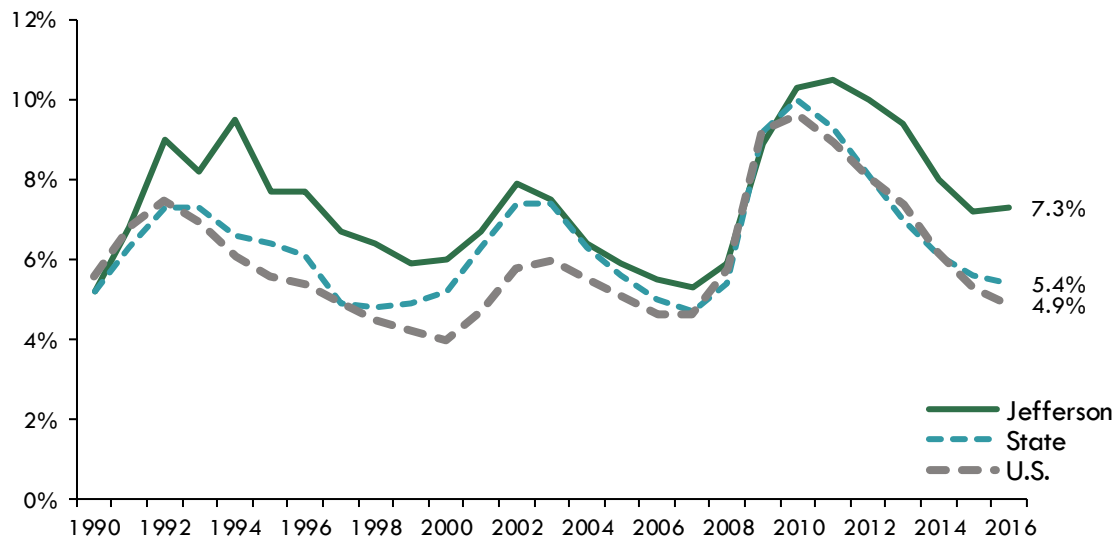
## 7.2 TRENDS & OPPORTUNITIES

### Conditions & Trends

#### Unemployment Rate

Since the most recent U.S. recession, Jefferson County unemployment has been higher than State and national figures. Recent peaks of unemployment coincided with the recession of 2000-2002 and 2010-2013. The unemployment rate has declined since then, with the 2017 data showing a rate of 5.5% compared to 6.9% in 2016.

EXHIBIT 7-1 Unemployment Rate



Source: ESD, BERK Consulting, 2018.

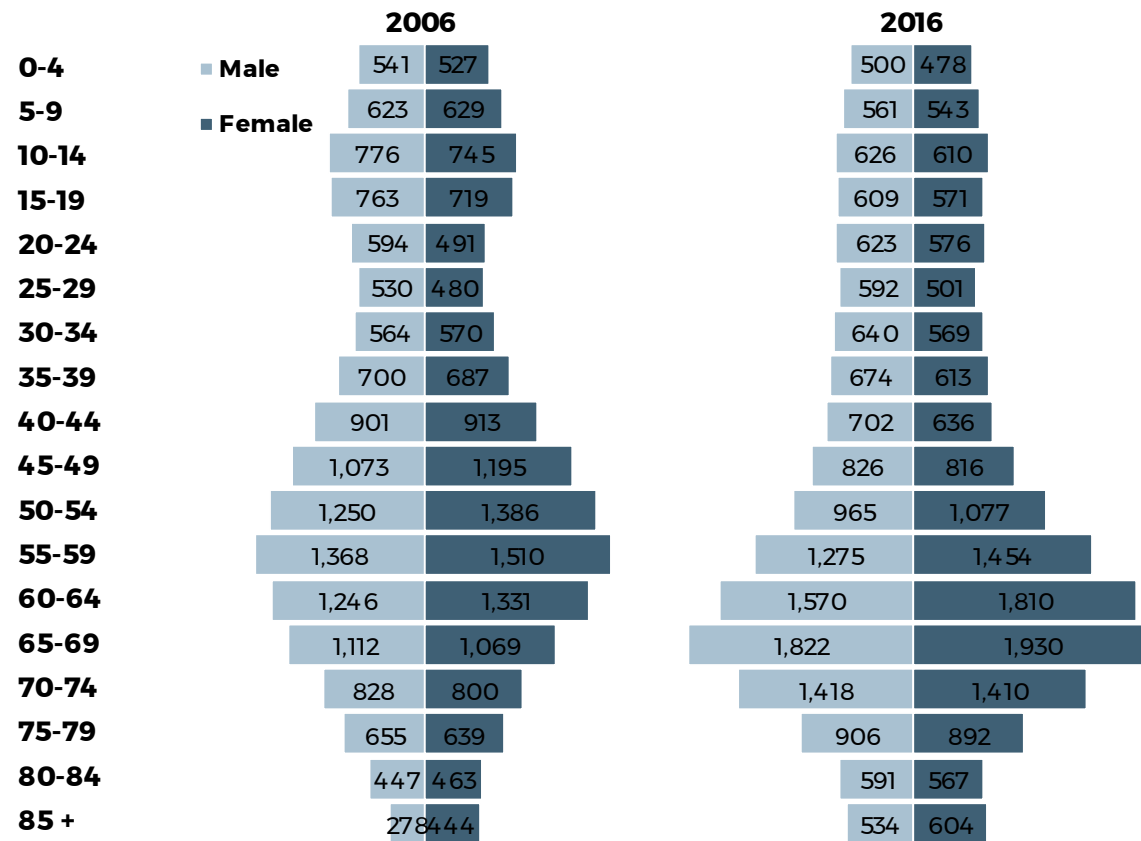


### Age

Jefferson County has a relatively larger proportion of residents aged sixty or over, than the country as a whole or Washington State. In addition, there were proportionately fewer young residents in Jefferson County compared to country as a whole or Washington State.

This trend can be expected to affect the economy in ways ranging from shifts in housing demand, retail sales, labor force replacement and healthcare services demands.

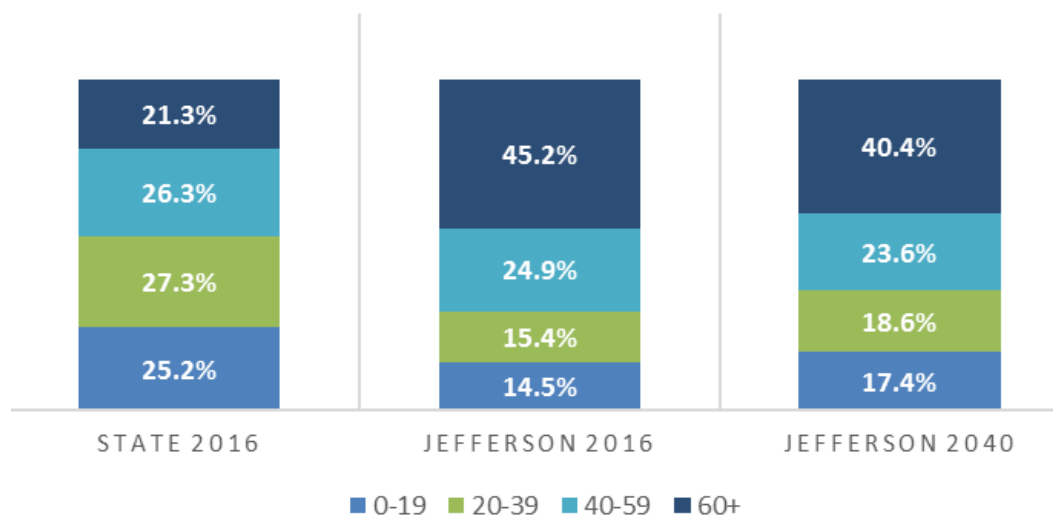
### EXHIBIT 7-2 Population by Age



Source: ESD, BERK Consulting, 2018.



**EXHIBIT 7-3 Comparison of Population by Age, 2016, 2040**



Source: ESD, BERK Consulting, 2018.

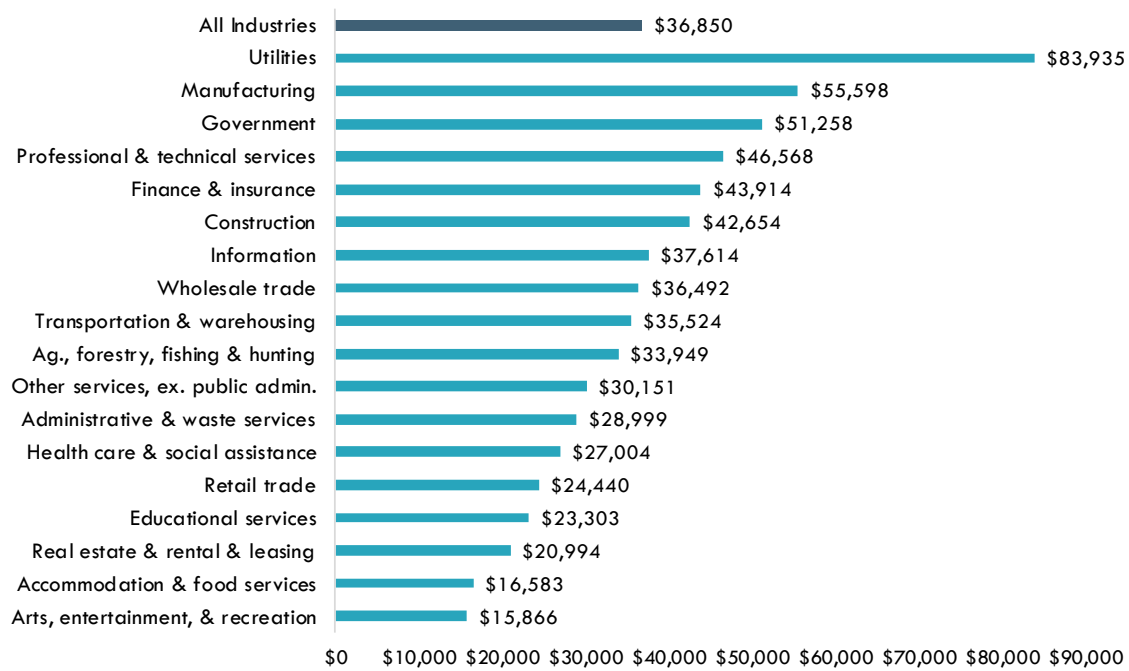
**Wages**

The 2016 average annual average wage for Jefferson County was \$36,850 in 2016. This was below the state’s average annual wage of \$59,073, as well as the state average minus King County, which was \$46,771. The median hourly wage in 2016 was \$20.16, less than that of the state’s median hourly wage at \$23.91 and for the state less King County at \$20.68.

Industries with higher average wage earnings included utilities, manufacturing, government, and professional and technical services jobs. Inflation adjusted average wages in the county have been lower than the State and nation and have been falling further behind. Given the high proportion of potential retirees in the population, wages are likely to be a smaller proportion of county residents’ personal incomes.



**EXHIBIT 7-4 Average Annual Wage by Industry, 2016**



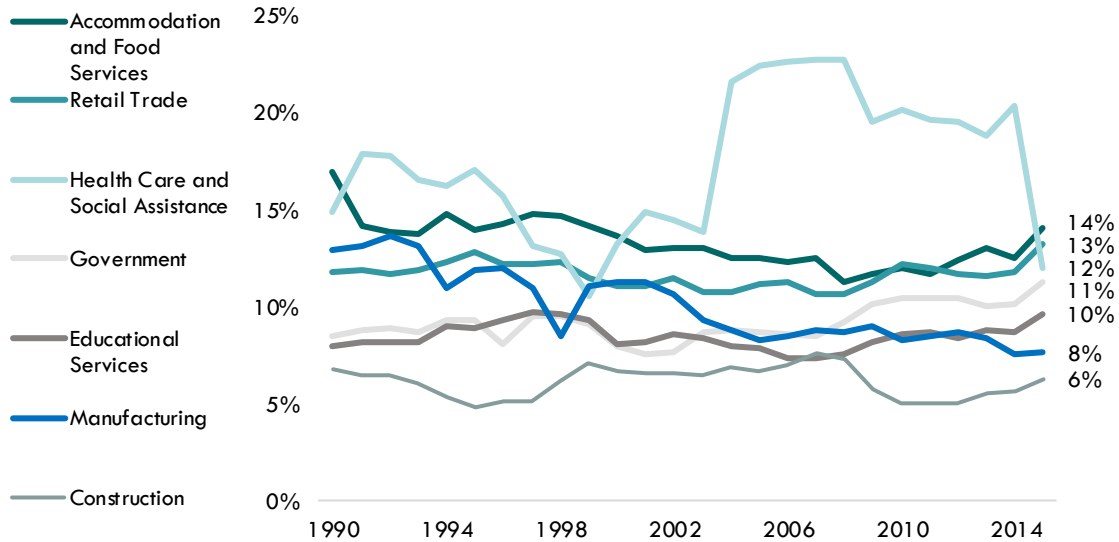
Source: ESD, BERK Consulting, 2018

The largest employers by industry in Jefferson County are accommodation and food services, retail trade, and health care. Together these industries make up about 40% of covered employment in the county.

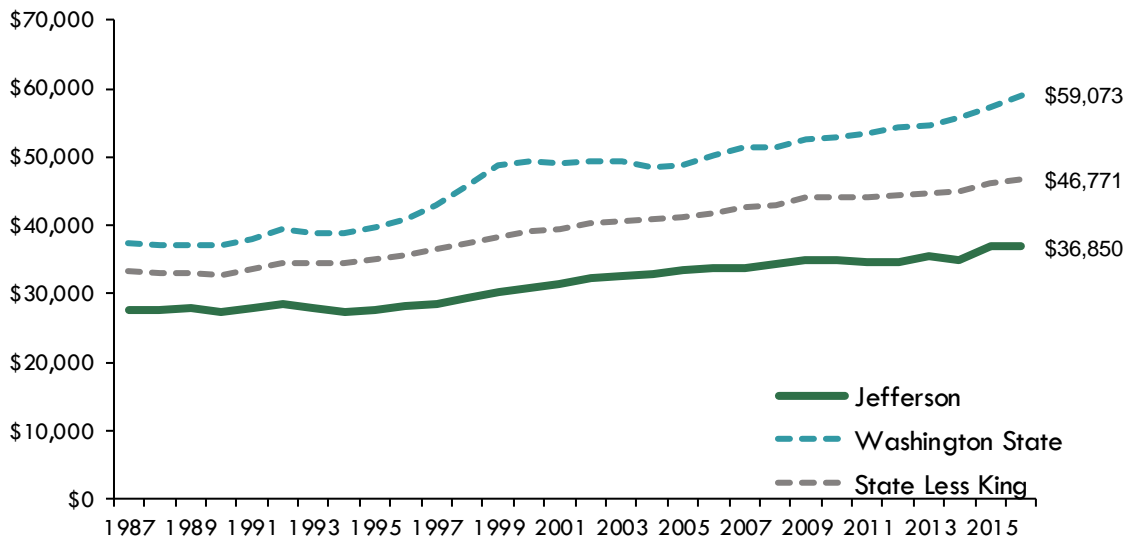


## EXHIBIT 7-5 Employment Share by Industry & Inflation Adjusted Average Wage

### Employment Share by Industry



### Inflation Adjusted Average Wage



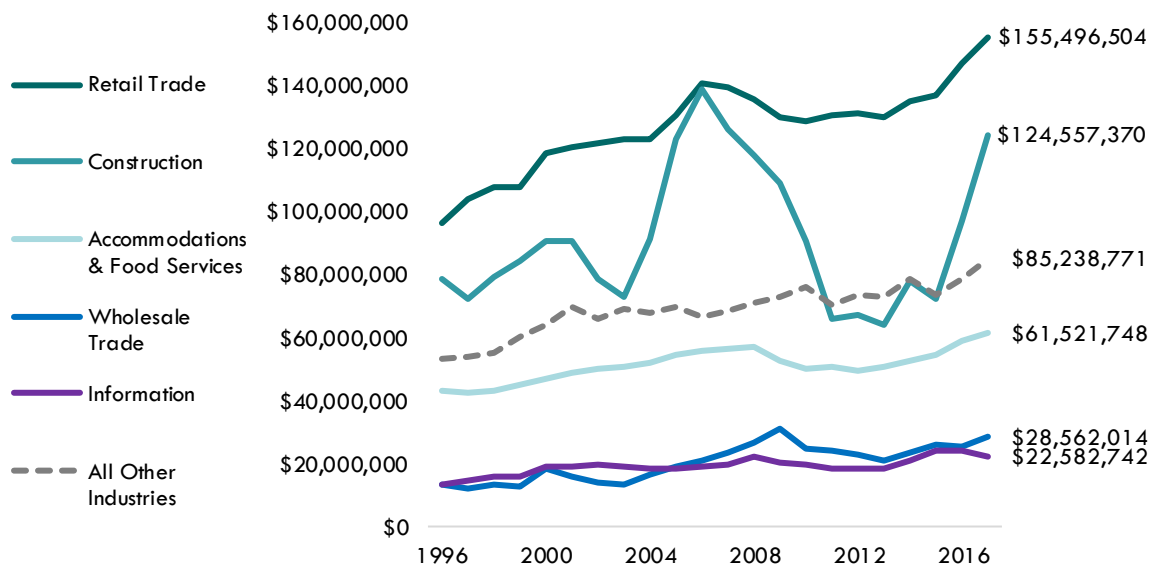
Source: ESD, BERK Consulting, 2018.



**Taxable Sales Trends**

Taxable retail sales capture information about some types of economic activity. Inflation adjusted quarterly taxable retail sales can be seen in Exhibit 7-6. The data show both the variability of some sectors across time as well as the seasonal variation within sectors. It shows the reliance of the county on retail and construction as source of sales tax revenue, and the seasonal variation of these sectors. Sales from retail trade and accommodation and food services also reflect the growing tourism in the county. A 2010 report by E.D. Hovee and Company found that travelers to Jefferson County spend proportionately more for dining, accommodations, groceries, other retail purchases, and arts, entertainment, recreation than is typical for visitors traveling elsewhere in Washington.

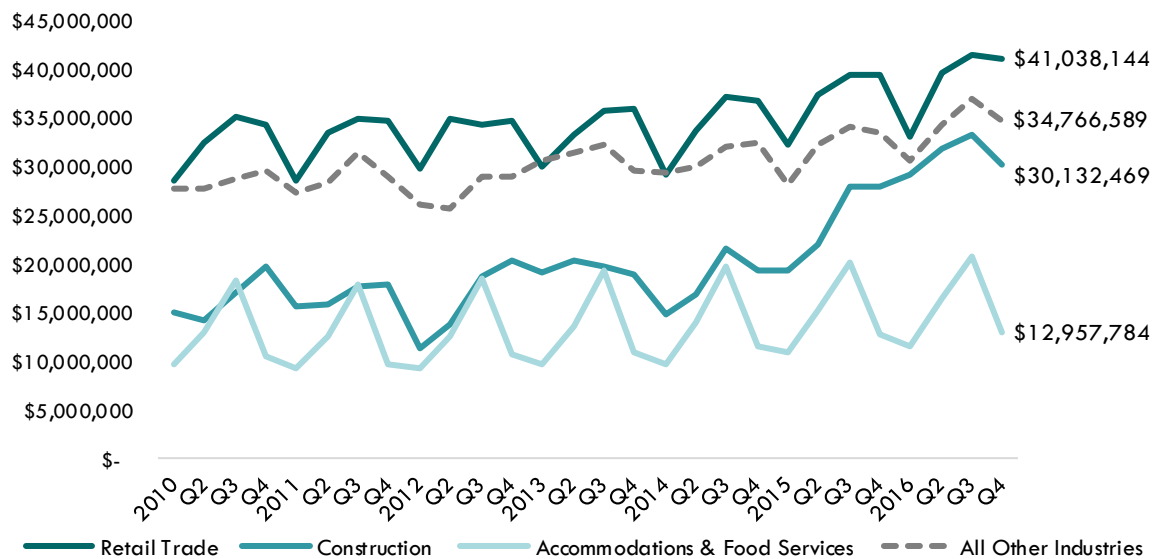
**EXHIBIT 7-6 Inflation Adjusted Annual Taxable Retail Sales**



Source: ESD, BERK Consulting, 2018.



**EXHIBIT 7-7 Inflation Adjusted Quarterly Taxable Retail Sales**



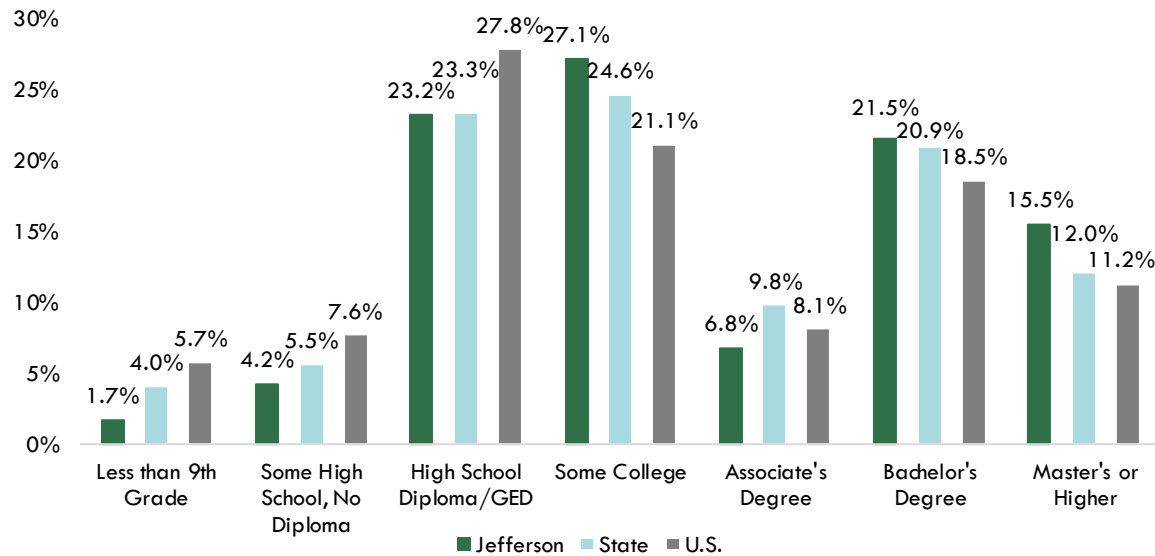
Source: ESD, BERK Consulting, 2018.

**Educational Attainment**

About 94.1% of Jefferson County residents age 25 and older were high school graduates, compared to 90.4% of Washington State’s residents and 86.7% of U.S. residents in the period 2011-2015. Those with a bachelor’s degree or higher made up 37.0% of Jefferson County residents age 25 and older compared to 32.9% of state residents and 29.8% of U.S. residents over the same period. (Source: U.S. Census Bureau quick facts, ESD)



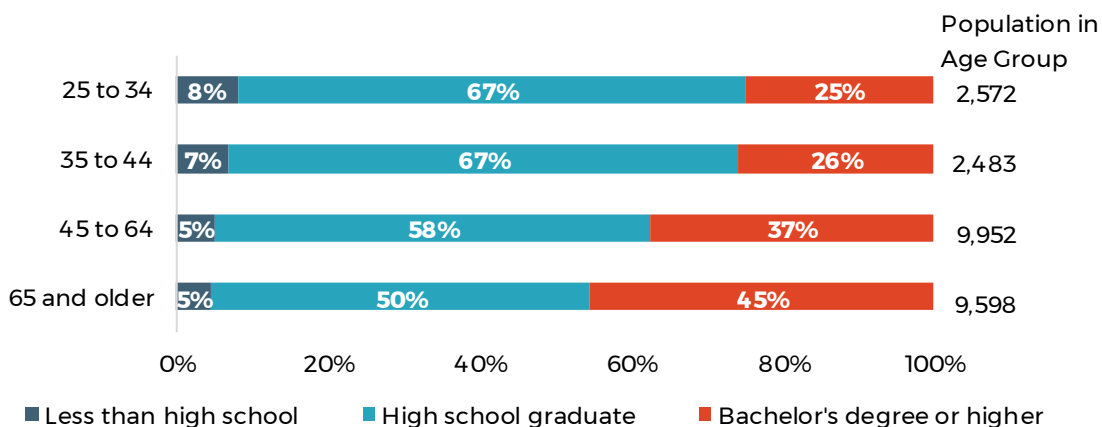
### EXHIBIT 7-8 Adult Educational Levels



Source: ESD, American Community Survey, BERK Consulting, 2018.

While Jefferson County has a higher adult educational level than the state, the county also has a larger share of residents over the age of 60, and shown in Exhibit 7-3. The educational achievement rates of adults 65 and older is much higher than other age groups, shown in Exhibit 7-9. Residents 65 and over are nearly equal with the largest age group in the county.

### EXHIBIT 7-9 Adult Educational Levels by Age Group



Source: ESD, American Community Survey, BERK Consulting, 2018.



## Industry Sectors

**Resource based sectors:** the largest economic sector of Jefferson County by dollar volume are the natural resource-based sectors including private commercial forestry, timber harvest, and gravel and other mineral resource extraction. Commercial forestry occupies the largest area of privately owned land in the county and is zoned at a minimum of eighty acres per developable parcel.

### Other Manufacturing, Service Based Jobs, and Industries

Jefferson County supports jobs in a broad range of service-based jobs and in the manufacturing, marine trades, and maritime industries. These jobs exist in the incorporated and unincorporated urban growth areas, in the rural commercial and rural village centers and intermittently throughout other rurally zoned lands. These include all services related to small businesses, home businesses and cottage industries, tourist based and food services and health care and medical services. The service-based sectors come in second place in Jefferson County after resource-based economies for total jobs supported and by dollar volume generated.

**Agriculture:** while occupying much less of the economy than in previous decades, Jefferson County possesses and designates areas for long-term commercially viable agricultural production due to its high quality agricultural soils and grazing areas. The return of agricultural-based jobs and incomes is slow yet steady and is the focus of increasing support and interest by agricultural leaders in attracting new and expanding existing agricultural-based jobs in Jefferson County.

## Challenges & Opportunities

The county's land largely consists of rural and resource lands, and limited urban areas, which creates economic development needs unique to the county and its residents. Economic development must balance economic growth, housing needs, environmental and health protection, and a high quality of life. Many opportunities for economic development are along rural shorelines and highways to provide forestry, agriculture and aquaculture production and processing, marine industries, tourism and recreation, and other enterprises suited to a rural county; yet GMA limits opportunities for development outside of urban areas. Thus, Jefferson County considers historic development patterns with the designation of the Port Hadlock/Irondale UGA, and its designation of rural commercial and industrial businesses and limited areas of more intensive rural development, essential public facilities like the airport, and master planned resorts. The County also has the opportunity to



designate major industrial developments under GMA. The County is considering all tools available to it under GMA as well as partnering with economic development entities in the county and engaging with the legislature to advance creative solutions to grow a diverse and strong economy for Jefferson County citizens.

Another challenge is that the Washington Growth Management Act has not made funding available for Economic Development Elements. Funding strategic and long-term planning by the County and partners would help further this Element's goals and implement strategies.

**Key variables affecting economic development in Jefferson County are:**

- ▶ An available workforce population with a higher than average educational level;
- ▶ Natural setting and quality of life that increases appeal as a place to live;
- ▶ Proximity to growing Puget Sound region;
- ▶ Growing popularity as a tourist destination;
- ▶ Availability of industrial sites, working harbor, and diverse maritime sector;
- ▶ A limited workforce that is increasing in average age or becoming removed from the workforce through retirements;
- ▶ A lack of county-wide recovery from the Great Recession that continues to constrain those trades, goods and services that support economic development (including recovery of construction, manufacturing, and related sectors); and
- ▶ Legal barriers and limited public-sector financing to build infrastructure to support new or expanded job growth (municipal wastewater treatment, broadband internet services) especially in rurally zoned areas of Jefferson County.



## Jefferson County Economic Development Organizations

While this element focuses on the County's role in economic development, the County is committed to working collaboratively with agencies, institutions, and organizations to foster economic development in Jefferson County. The main organizations and their strategic priorities are described below. These organizations are potential partners for regional efforts at business retention, development, and job creation.

### EDC Team Jefferson

- ▶ Founded in 2007, EDC Team Jefferson is designated by the Washington State Department of Commerce as an Associate Development Organization (ADO) for Jefferson County. It receives funding from various organizations to help grow and develop the local economy. One of its main tenets is to identify potential business opportunities that can be started or attracted to Jefferson County. A close partner in these efforts is WSU. According to EDC Team Jefferson, the Jefferson County economy pivots around nine business clusters:
- ▶ Advanced Technology & Manufacturing - with established industries ranging from renewable forest products to technology and distribution firms.
- ▶ Arts & Culture - encompassing individual artists, non-profit organizations, and private businesses such as galleries.
- ▶ Education - including K-12 public and private schooling, and higher education through WSU Extension, Peninsula College and Goddard College.
- ▶ Small Business and Entrepreneur - focused on individual proprietors or less than 5-employee firms that are technology or craft/product based in start-up or acquisition mode and with a range of growth potentials.
- ▶ Food & Farm - with activities ranging from farm and aquaculture to food retail and distribution including farmers markets, food banks, food coop and traditional grocery.
- ▶ Healthcare - encompassing hospital, medical/clinic, and alternative health providers.
- ▶ Marine Trades - with key segments including shipwrights, outfitters, and boat services.



- ▶ Real Estate and Construction - including persons employed with real estate brokerage and development firms together with residential, commercial and infrastructure construction.
- ▶ Tourism & Retail - encompassing firms and activities (including festivals) that provide hospitality, dining and retail services for local residents and visitors.

EDC Team Jefferson has identified the following strategies:

- ▶ Retain and expand local businesses by energizing entrepreneurship;
- ▶ Attract and keep 18-35-year-old emerging entrepreneurs and their families;
- ▶ Increase access to local capital for entrepreneurs and small businesses;
- ▶ Set a positive tone for business in Jefferson County; and
- ▶ Focus on collaboration and leadership development.

Source : <https://www.edcteamjefferson.org/strategic-priorities>

### **Port of Port Townsend**

As independent government bodies run by directly elected commissioners, Port Districts have a combination of government powers (taxation, issuing bonds etc..) and an entrepreneurial orientation. They play a key role in economic development by providing transportation and industrial infrastructure. Formed by Jefferson County voters in 1924, the Port of Port Townsend operates three marinas, a marine trades industrial area, the Jefferson County International Airport, an RV park, and boat launches at multiple sites.

In addition, it issues Industrial Development Revenue Bonds (IDRBs) that offer manufacturing and processing companies below-market interest rates for eligible uses, such as purchasing land /equipment, constructing buildings, and/or upgrading existing facilities. In addition to its maritime and aviation business centers, the Port of Port Townsend provides building space for new and expanding businesses. It owns property at Port Townsend Boat Haven, Point Haven, Herb Beck Marina, and the Jefferson County International Airport that it rents out to a variety of businesses that support the local economy.

### **Washington State University**

WSU Extension services and programs strongly support Jefferson County agricultural based economic development through technical assistance, demonstration/teaching farms, local food resources, and coordination and serving as an information clearinghouse.



### **North Hood Canal Chamber of Commerce**

The Chamber operates two Visitor Centers, in Quilcene and Brinnon, that direct visitors to local lodging, food, activities, and other goods and services available in the area. Chamber staff also promote local businesses by developing advertising materials and connecting local residents and tourists to local businesses.

### **North Olympic Peninsula Resource Conservation & Development Council (NOPRCD)**

North Olympic Peninsula Resource Conservation & Development Council (North Olympic Development council or NOPRCD for short) is a non-profit corporation formed in October 1984 to advance economic and community development on the North Olympic Peninsula of northwestern Washington State. The NOPRCD works in collaboration with local governments, businesses, tribal nations, and non-profit organizations to serve the people of Clallam and Jefferson Counties. It takes a regional approach to economic development. The Council Board of Directors has identified several immediate areas of focus to foster economic development. These are listed below:

- ▶ Work to improve infrastructure in support of economic growth;
- ▶ Make renewable energy technology and innovative manufacturing key components of the regional economy;
- ▶ Focus on innovative manufacturing (i.e.: composites) to diversify the regional economy;
- ▶ Encourage entrepreneurship;
- ▶ Help build a higher-skilled, high-wage workforce;
- ▶ Explore regional and international markets;
- ▶ Expand tourism opportunities/revenues;
- ▶ Improve regional collaboration and partnerships; and
- ▶ Advocate for natural resource and agriculture growth.



## County-wide Planning Policies

The County-wide Planning Policies direct that the Comprehensive Plan give attention to the needs of nonservice sector businesses and industries and recognize that some businesses are best suited for the urban growth area (UGA) while others may be better suited for the rural unincorporated areas.

### County-wide Planning Policy #7 Policy on Economic Development & Employment

1. The private sector is primarily responsible for the creation of economic opportunity in Jefferson County. The responsibility of the public sector is to assure that these activities are carried out consistent with defined community and environmental values. To this end, comprehensive plan should clearly identify these values in order that economic opportunity is not lost due to confusion or unreliability of process. Particular attention will be given to the needs of non-service sector businesses and industries as a strategy to increase wage earning potential within the community.
2. An economic development element should be prepared and included in the County's and incorporated areas' comprehensive plan. This element should identify and designate adequate areas for commercial, retail, and industrial growth necessary to sustain and meet future population and employment forecasts. The economic development element shall be coordinated with the capital facility, land use and utilities elements of the comprehensive plan.
3. Each UGA and rural center is considered the commercial and business "hub" in their respective area of the County. UGAs should be viewed as regional service and retail centers, while the rural center focus is on local community retail and service needs, and transient accommodations.
4. Certain industries due to their size or type of operation, or due to their dependence on the local resource base should not be located within the boundaries of UGAs. When locating these types of activities outside of UGAs, special attention must be given to assure that the activity will not promote "urban development" of the surrounding area. These activities will need to be self-supporting and not require the extension of urban services.
5. The Port of Port Townsend's legislative authority should be utilized as a tool to implement industry and trade strategies; including the promotion of employment opportunities, the consolidation and parceling of property, and the development of infrastructure to meet the needs of industry consistent with comprehensive plans and development regulations.



## 7.3 ECONOMIC DEVELOPMENT PLAN

The economic development plan leverages the strengths of the county to support a strong and diversified economy. Key opportunities and sites are listed below.

### **Workforce Development**

Given the county's high educational attainment, there is an opportunity to both increase and better align educational resources and training programs with industry. This will ensure access to a high-skilled workforce for regional businesses and to higher wage jobs for county residents.

### **Industrial & Manufacturing Businesses**

A key strength and opportunity area is the availability of designated industrial and manufacturing sites that can both serve small, local entrepreneurs and potential advanced manufacturing businesses. In addition to the availability of sites suitable for industrial or manufacturing uses, the county's highly-educated workforce is an asset for emerging manufacturing uses that require higher-skilled workers.

Industrial sites in Jefferson County include the Port of Port Townsend, Port Townsend Industrial Park (which has become a commercial and business park), Glen Cove, Eastview, Quilcene Industrial Area, the Irondale/Port Hadlock UGA, the Port Townsend Paper Mill, 24 acres at the Jefferson County International Airport, and Resource Based Industrial zoned sites.

In addition to the industrial sites described above, the light industrial manufacturing park at the Jefferson County International Airport, also known as the Airport Light Industrial Park also allows non-aviation related industrial and manufacturing uses. In 2009, the County approved a rezone of 24 acres from rural residential to Airport Essential Public Facility capable of supporting up to ten small to medium sized low-impact, non-aviation-related light industrial/manufacturing businesses. As of 2017 the site requires a Binding Site Plan, clearing and installation of infrastructure before any business operations.

### **Placemaking for Visitors & Residents**

In addition to its natural and scenic assets, the distinct Downtown and small-scale neighborhood business districts in the county are a placemaking feature that attracts visitors and serves local residents.



Commercial development in Jefferson County is mainly concentrated within the City of Port Townsend, the Irondale Port Hadlock Urban Growth Area, and to a lesser extent, within the County's LAMIRDs (local areas of more intense rural development), which includes Brinnon, Quilcene Discovery Bay, Chimacum, Mats Mats, Wawa Point, Beaver Valley, Nordland, Gardiner, and Four Corners. The Port Ludlow and Pleasant Harbor Master Planned Resorts also have sites zoned for commercial development. Home Businesses, Cottage Industries and Small-Scale Tourist Recreational uses are also allowed in most non-commercial zones with a permit.

### **Sustainable, Innovative Agricultural, & Food Businesses**

Given its historic and environmental strengths, the county has a small but growing set of businesses related to farming and related food production such as grains, eggs, cheese, and spirits. In addition, aquaculture continues to be a key industry. Local economic policy can support this sector so that it continues to add diversity and entrepreneurial opportunities to the economy.

### **Infrastructure Improvements as Economic Development Strategy**

Investments in infrastructure can be a powerful way to attract high-quality jobs and entrepreneurs. For rural counties such as Jefferson County, investments in infrastructure such as broadband can address multiple objectives such as the provision of healthcare services or education, support tourism and attract a younger, more mobile workforce.

In addition to broadband, some parts of the county will also benefit from sewer infrastructure. For example, the primary growth center for unincorporated Jefferson County, the Irondale/Port Hadlock UGA requires sewer as an "urban level of service" to implement new zoning urban level zoning and density. Phased sewer implementation will facilitate further economic development as almost one-quarter of the UGA is designated for commercial land use, including a commercial zone as the largest with 272 acres. Approximately 25 acres is designated as Urban Light Industrial (all but 5 acres of which are already in light industrial use). This UGA has been found to be legally compliant with the GGMA as of January 27, 2010. The County is currently pursuing funding to construct the wastewater infrastructure to promote future economic growth in this area. Other infrastructure investments that benefit economic development include transportation improvements, especially to ferries, and water infrastructure.



## 7.4 GOALS & POLICIES

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### Goal ED-G-1 Improve and enhance coordination with federal, state, regional, tribes and local economic development groups to promote a healthy and vibrant economic environment within Jefferson County. (EDG 4.0)

- ▶ **Policy ED-P-1.1** Support Economic Development Council Team Jefferson and its public and private partners in their efforts to plan for, promote, educate, attract, build and maintain businesses and economic development in Jefferson County. (EDP 4.1)
- ▶ **Policy ED-P-1.2** Investigate and/or pursue programs, grant funds and other technical and financial support with federal, state, and local agencies to collectively plan, develop and implement economic growth in high demand sectors of the local economy. (New)
- ▶ **Policy ED-P-1.3** Consult with area Tribal Governments on areas of shared economic development planning and implementation and solve shared issues concerning economic development and unemployment. (New)
- ▶ **Policy ED-P-1.4** Coordinate with other economic development entities and related citizen groups and individuals in Jefferson County to prepare strategies that promote economic development opportunities in existing commuter and tourist highway corridors and non-motorized facilities and multi-purpose trails. Land use and zoning strategies may include a highway-tourist-commercial zone or other techniques consistent with rural character. (New)

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### Goal ED-G-2 Support a comprehensive approach to education and training for employment, job retention and advancement. (EDP 2.4)

- ▶ **Policy ED-P-2.1** Support the full use (after hours) of schools, community centers, and other public facilities to expand educational opportunities, job training and work force development. (EDP 2.1)



- ▶ **Policy ED-P-2.2** Help facilitate a full spectrum of education and job skills providers to coordinate class offerings, facilities, and staff resources available to Jefferson County residents (teenagers, adults, displaced workers, veterans, retirees, etc.) who seek high school degrees, general education degrees, remedial education, vocational training and retraining, skills or knowledge enhancement, professional certification, two-year degrees, four-year degrees, and advanced degrees. (EDP 2.3)

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**Goal ED-G-3 Support Jefferson County’s industries that leverage existing strengths, advantages, and potential in the following areas:**

- **Health Care;**
  - **Port related economic development;**
  - **Marine Trades;**
  - **Natural Resources;**
  - **Advanced Technology/Manufacturing;**
  - **Construction and Real Estate;**
  - **Agriculture/Aquaculture;**
  - **Education;**
  - **Home-Based Business;**
  - **Tourism & Retail in centers and corridors; and**
  - **Local and Native Arts. (EDG 3.0)**
- ▶ **Policy ED-P-3.1** Support the efforts of the Port of Port Townsend in diversifying the Jefferson County International Airport (JCIA) to provide for a broader number of trades, manufacturing, and services. This may include, but is not limited to, the siting of appropriately scaled aviation and non-aviation-related industrial/manufacturing activities in the Airport Essential Public Facilities District. (EDP 4.4)
  - ▶ **Policy ED-P-3.2** In accordance with County-wide Planning Policy 7.5, recognize the legislative authority of the Port of Port Townsend as a valuable tool to implement industry, trade strategies and promote employment opportunities. (EDP 4.5)
  - ▶ **Policy ED-P-3.3** Protect from encroachment, the Port of Port Townsend’s industrial properties, waterfront and all other public assets managed by the Port to ensure and enhance economic vitality and quality of life for the citizens of Jefferson County. (EDP 6.9)
  - ▶ **Policy ED-P-3.4** Conserve existing agriculture and encourage future innovative agriculture ventures and technologies, while managing the water and soil to be sustainable. (EDP 6.7)



- ▶ **Policy ED-P-3.5** Support broadband or other technology infrastructure that fosters home-based businesses and online provision of services, (e.g., telecommuting, telemedicine etc.). (EDP 6.4)

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### **Goal ED-G-4 Work in partnership with public and private economic development interests to review barriers, consider flexible regulatory incentives that encourage and facilitate innovative economic opportunities within the County. (EDG 5.0)**

- ▶ **Policy ED-P-4.1** Continue to work with state, federal, and local agencies to coordinate and streamline land use review procedures and processes, while ensuring a proper balance between expeditious review and protecting the public interest. (EDP 5.1)
- ▶ **Policy ED-P-4.2** Continue to work towards internal efficiencies in the application of development regulations and standards, especially for proposed developments that provide local jobs. (EDP 5.2)
- ▶ **Policy ED-P-4.3** Periodically review and update, if necessary, land-use and permitting procedures to assure that regulatory processes are understandable, predictable, and timely. (EDP 5.3)
- ▶ **Policy ED-P-4.4** Continue to work with the City of Port Townsend, Port of Port Townsend, PUD, economic stakeholders and economic development agencies regarding capital facilities and land use in the Glen Cove Industrial District. (EDP 6.8)
- ▶ **Policy ED-P-4.5** Amplify Jefferson County's strengths in tourism, recreation, and retail through rural employment opportunities in centers and corridors and through development and enhancement of non-motorized facilities.

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### **Goal ED-G-5 Promote the development of tourist and tourist-related activities as a source of employment and business opportunities in Jefferson County. (EDG 8.0)**

- ▶ **Policy ED-P-5.1** Provide infrastructure for tourist services that promote agricultural, experiential, and educational tourism, eco-tourism, and native and cultural tourism as well as recreational tourism with revenue generated from the lodging tax. (EDP 8.1)



- ▶ **Policy ED-P-5.2** Encourage efforts to preserve scenic open space, historic and local cultural and tribal resources that attract both local residents and visitors. (EDP 8.2)
- ▶ **Policy ED-P-5.3** Encourage the development of small businesses, services, cultural attractions, recreational opportunities, and special events that capture and support tourism. Identify wider uses for these small businesses to also furnish goods and services, such as locally grown food, and value-added products to the traveling public and local population. (EDP 8.3)

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**Goal ED-G-6 Encourage economic development that sustains natural resources and open spaces, protects environmental quality, encourages non-motorized recreation and transportation, and enhances Jefferson County’s overall quality of life. (EDG 9.0)**

- ▶ **Policy ED-P-6.1** Support and protect the economic value and long-term sustainability of Jefferson County’s environmental resources. (EDP 9.1)
- ▶ **Policy ED-P-6.2** Develop and update land use policies that conserve resource lands and provide sustainable employment opportunities. (EDP 9.2)
- ▶ **Policy ED-P-6.3** Encourage “working water-front” small-scale marine trade activities in Port Hadlock, Port Ludlow, Nordland, and Quilcene. (New)

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**Goal ED-G-7 Coordinate the development of infrastructure that is adequate to attract and accommodate the diversified economy centers of Jefferson County, consistent with the requirements of the Growth Management Act. (EDG 10.0)**

- ▶ **Policy ED-P-7.1** Support and coordinate efforts of infrastructure service providers, and economic stakeholders in identifying and evaluating infrastructure needs in areas targeted for future commercial and industrial development. (EDP 10.1)
- ▶ **Policy ED-P-7.2** Support the development, production, siting and use of non-fossil based renewable energy such as solar, wind, water, ammonia fuel, and other innovative renewable sources. (New)



- ▶ **Policy ED-P-7.3** Promote infrastructure such as storage, for a local food system capable of supporting the population of Jefferson County without diminishing the long-term carrying capacity of the County's natural resources. (New)
- ▶ **Policy ED-P-7.4** Continue to work on the funding, installation, and operation of the Port Hadlock sewer system. (New)



## 7.5 ACTION PLAN

Exhibit 7-10 highlights key activities the County can use to implement the Land Use Element over the next eight years (prior to the next periodic update), several in partnership with other entities:

### EXHIBIT 7-10 Economic Development Action Plan

| Action  | Description   |
|---|---|
| <b>Workforce Development</b>  |   |
| Align education resources and current and target industries.                | <ul style="list-style-type: none"> <li>▶ Connect businesses and local employers with local school districts to co-design training and re-skilling programs.</li> <li>▶ Expose educators, high school counselors and students to advanced manufacturing, maritime and marine trades, and related career paths.</li> </ul>  |
| <b>Diversify &amp; Strengthen Industries</b>                                |   |
| Support current and target industries that leverage existing strengths      | <ul style="list-style-type: none"> <li>▶ Create a masterplan for the Glen Cove Light Industrial Area in collaboration with the City of Port Townsend, Port of Port Townsend, and economic development stakeholders and agencies.</li> <li>▶ Consider rezoning Port of Port Townsend residentially zoned property (Quilcene Marina) to a public facility.</li> <li>▶ Support the creation of a facility to support food production and value-added processing of agricultural products.</li> </ul> |
| <b>Placemaking for Visitors &amp; Residents</b>                             |   |
| Create an identity and brand for Jefferson County as a tourist destination. | <ul style="list-style-type: none"> <li>▶ Continue to support collaboration and partnership of the Tourism Coordinating Council with the Olympic Peninsula Tourism Commission and local communities and agencies.</li> <li>▶ Partner with Team Jefferson and other local partners to create a strategic marketing plan that highlights the assets of different communities.</li> </ul>   |
| <b>Infrastructure Improvements</b>  |   |
| Make investments in infrastructure to attract and retain industries.        | <ul style="list-style-type: none"> <li>▶ Support the provision of high-quality, reliable broadband to support industries, service provision and increase quality of life.</li> <li>▶ Install and operate the Port Hadlock sewer system.</li> <li>▶ Improve ferry service to support tourism and retail sectors.</li> </ul>  |
| <b>Study New Economic Opportunities</b>                                     |   |



| Action   | Description   |
|--|---|
| <p>Conduct a cooperative study into zoning for economic development in transportation corridors.</p> | <ul style="list-style-type: none"> <li>▶ Coordinate with economic development groups to study business and economic development opportunities in highway and tourist corridors. The study may consider highway and tourist commercial development zoning to promote economic development.</li> <li>▶ The study may consider the following: assessing how to promote job growth and economic development along highway and tourist corridors while maintaining rural character; access to the site for workers, tourists, and other visitors; views, non-motorized, commuter and visitor safety for freight, trucks, cars, and pedestrians, node connectivity, and other topics of interest to economic development and community groups.</li> </ul> |

Source: Jefferson County, 2018.



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