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DOCUMENT TITLE
Inter-Jurisdictional Coordination of Regional Economic Development Committee

REFERENCE NUMBER (S) OF RELATED DOCUMENTS
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Jefferson County

GRANTEE (S) (Last, First and Middle Initial)
City of Port Townsend

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STATE OF WASHINGTON

County of Jefferson
City of Port Townsend
Port of Port Townsend

Joint Resolution of the Jefferson County Board of County Commissioners and the Port Townsend City Council, and the Port of Port Townsend Port Commission Approving a Process to Coordinate and Promote Enhanced Inter-jurisdictional Coordination in Regards to Regional Economic Development Committee

The Board of County Commissioners (BoCC) of Jefferson County, Washington, the City Council of Port Townsend, Washington, and the Port Commission for the Port of Port Townsend, Washington, do hereby jointly resolve as follows:

WHEREAS, concern over the impacts of a weakened global, national and local economy on the local community and the ability of the County, City and Port to provide important services, has prompted the three jurisdictions to look for new ways to cooperate as local governments; and

WHEREAS, the three jurisdictions understand the urgent need to more effectively coordinate their activities and more efficiently deliver services to meet community needs; and

WHEREAS, in Fall 2009, the rezoning of rural light industrial land at the Jefferson County International Airport highlighted the need for the County, City and Port to improve their intergovernmental communication and better coordinate their economic development efforts; and

WHEREAS, in May of 2010 a “Joint Planning Agreement” was signed whereby the three jurisdictions committed to developing a coordinated strategy for sustainable economic development; the Agreement identified a three part process that included: the collection and analysis of economic data to provide an accurate “snapshot” of the current state of the local economy; the development of a shared economic vision that would provide guidance to the three jurisdictions in identifying priorities; and the development of complimentary policies and action steps that would help focus efforts in a coordinated manner; and
WHEREAS, an Inter-jurisdictional Elected Working Group (the Working Group) comprised of an elected official and staff from each jurisdiction and Team Jefferson has met monthly to implement the process and advance the development of a coordinated economic strategy; and

WHEREAS, baseline economic data was independently collected by E.D. Hovee & Company to allow informed choices regarding economic development policies and infrastructure priorities; and

WHEREAS, the Working Group has reviewed the baseline data and proceeded to develop a Draft Joint Economic Development Strategy; and

WHEREAS, it has become apparent that the forecast for economic recovery has dimmed since the joint economic development planning process was initiated in the spring of 2010, and most projections now suggest that the “recovery” is “L” shaped with substantial economic rebound occurring in an undefined, indefinite future; and

WHEREAS, the likelihood that State and Federal funding will return to levels resembling the period prior to the “great recession” has greatly diminished, and obtaining federal and state funding for significant new capital projects is more difficult; and

WHEREAS, as the ability of state and local government to fund new infrastructure and services has decreased, while many in the community are looking to government to help solve economic problems; and

WHEREAS, the Working Group has prepared a Draft Joint Economic Development Strategy (attached as Exhibit 1) that reflects the collaborative efforts of the three jurisdictions to date; and

WHEREAS, although the Draft Economic Development Strategy prepared to date is a good starting point, changed circumstances require careful refinement in light of the changing economic environment, and the Working Group recommends that the three jurisdictions continue working closely together to maximize the likelihood for success; and

WHEREAS, the Working Group has identified a process that will allow continued communication and coordination between the jurisdictions for future adoption of a Joint Economic Development Strategy setting forth objectives, strategies and a prioritized list of major regional capital projects and policy initiatives; and

WHEREAS, the Working Group has concluded that it is critical for the economic health of the County that the three jurisdictions and the Working Group continue to meet regularly, and communicate more frequently and effectively;
NOW THEREFORE BE IT RESOLVED AND HEREBY ORDERED THAT:

Section 1. Inter-jurisdictional Coordination to Continue. The Working Group, comprised of elected representatives of the City, County, Port, jurisdictional staff and Team Jefferson, will continue to meet to develop and refine the Joint Economic Development Strategy for consideration and possible adoption by the respective jurisdictions. It is anticipated that the Draft Joint Economic Development Strategy will be completed and suitable for formal public and jurisdictional review by the fall of 2012. It is further anticipated that the draft strategy will include a prioritized list of major regional capital projects and policy initiatives supported by all three jurisdictions.

Section 2. Direction to Inter-jurisdictional Staff. The City, County, Port and Team Jefferson direct their respective staffs to meet on monthly basis with Team Jefferson to monitor and discuss current development trends, the progress of pending projects and proposals that may have county-wide economic implications, and to refine and finalize the Draft Joint Economic Development Strategy.

This resolution shall become effective upon adoption by the Board of County Commissioners, the City of Port Townsend and the Port of Port Townsend.

APPROVED AND SIGNED THIS 3rd day of January 2012

SEAL: JEFFERSON COUNTY BOARD OF COMMISSIONERS

Attest: Raina Randall
Deputy Clerk of the Board

John Austin, Chairman
Phil Johnson, Member
David Sullivan, Member
APPROVED AND SIGNED THIS 19th day of January 2012

David King
Michelle Sandovat, Mayor
City of Port Townsend

Attest:
Pamela Kolacy, MMC, City Clerk

Approved as to form:

John P. Watts, City Attorney

APPROVED AND SIGNED THIS 28th day of December 2011

Attest:
John K. Collins, Secretary

David H. Thompson, President

Leif W. Erickson, Vice President

Approved as to form:

Carolyn O'Lake, Goodstein Law Group, PLLC
Port Attorney
WORKING DRAFT
JOINT ECONOMIC DEVELOPMENT STRATEGY

A Coordinated Effort of Jefferson County, the City of Port Townsend, & the Port of Port Townsend

With Support & Assistance from:
The Economic Development Council of Jefferson County ("Team Jefferson")

Working Draft Date: December 14, 2011

This Draft Strategy was Collaboratively Prepared by an Inter-Jurisdictional Team of Staff and Elected Officials from Jefferson County, the City of Port Townsend, and the Port of Port Townsend
I. Project Background

“Sometimes we stare so long at a door that is closing that we see too late the one that is open.”- Alexander Graham Bell

In the autumn of 2009, the rezoning of rural light industrial land at the Jefferson County International Airport highlighted the need for the County, City and Port to improve their intergovernmental communication and better coordinate their economic development efforts. At the same time, the impacts of the ‘Great Recession’— on our communities, families, and the ability of the County, City and Port to provide important services— underscored the need for local government to more efficiently deliver services to meet community needs.

Through a “Joint Planning Agreement” signed by the parties in May of 2010, the jurisdictions committed themselves to developing a coordinated strategy for sustainable economic development. It was agreed that the process should address three key areas:

- Data Collection & Analysis;
- Development of a Common Economic Development Vision; and
- Development of Complimentary Policies & Action Steps.

In response to this agreed upon framework, baseline economic data was independently collected by E.D. Hovee & Company to allow informed choices regarding economic development policies and infrastructure priorities (see Section II, “Current Economic Conditions”). Next, an economic development vision and goals were prepared as a critically important step prior to preparing policies and implementation actions (see Section III, “Our Shared Mission & Economic Vision”). Finally, specific Objectives and Strategies (see Section IV), as well as a list of potential Joint Regional Economic Development Projects, were developed to help guide intergovernmental decision-making into the future (see Section V).

This Joint Draft Economic Development Strategy is the product of considerable collaborative effort between the County, City, Port and Team Jefferson. However, it remains very much a working draft. In substantial part, this is due to the protracted nature of the current recession, and the implications it holds for the provision of local government services as we look ahead. Although economists tell us the recession technically ended two years ago, it’s clear that the difficult times are far from over. For many local governments, operating revenues are down and reserve funds are being tapped. Even Moody’s has called 2011 the “toughest year for local governments since the economic downturn began.” Jefferson County, the City of Port Townsend, the Port of Port Townsend, and our community as a whole, is struggling to come to grips with this “new normal.”
Tough the issues we face are easy to list, they are difficult to answer:

1. How do we support and assist the private sector during this period of economic restructuring, when nearly all available data suggest that the hoped for “recovery” still lies somewhere in the indefinite future?

2. If securing federal and state funding assistance for significant capital projects is greatly diminished, what should our focus be as local governments cooperating to identify and prioritize core services?

3. How do we effectively adjust expectations regarding the scope and quality of services provided through local taxes and fees (i.e., “less for less”)?

As we continue to work together to advance this important project, we will seek to provide workable answers to these questions, and echoing the words of Alexander Graham Bell, to focus our attention on the doors that are opening, rather than those that are closing.
II. Current Economic Conditions

Background

In the summer of 2010, E.D. Hovee& Company was hired to collect and analyze local economic data and prepare an “Economic Existing Conditions Report” to provide the factual basis for the joint planning effort. On October 28, 2010, Mr. Hovee presented his findings and written report at an inter-jurisdictional meeting of the County, City and Port. The text within this section is drawn substantially from the Executive Summary provided in the E.D. Hovee report; the full text of the report is included in Appendix “A.”

A major part of the review was to summarize economic planning work already conducted for Jefferson County in recent years – followed by an updating the demographic and economic indicators as of 2009-2010.

Prior Economic Assessments. Two major assessments have been conducted over the past decade:

- In 2002, a Jefferson County Economic Assessment was completed by the University of Washington School of Public Affairs (Paul Sommers). The report reviewed key trends at the time – noting that “Jefferson County’s economy is transitioning from a reliance on forestry, wood products, fishing and other marine-related industries to one based on retirement, tourism, and linkages to the ‘new economy’ in the Seattle area.” Stakeholder interviews and a business survey were conducted and a series of industry clusters recommended as a means to organize local economic development initiatives. The clusters recommended by Sommers in 2002 coincide well (albeit with some revision) with the business sectors recently profiled through updated 2010 analysis by Team Jefferson.

- In 2007, E.D. Hovee and company, LLC was retained to prepare a countywide industrial commercial land inventory, infrastructure assets and economic development analysis. A business needs questionnaire was distributed to 1,290 businesses throughout Jefferson County. Three alternative scenarios were prepared to illustrate potential employment and accompanying land needs for Jefferson County over a 20-year forecast horizon (2007-27) – including extrapolation of the exiting job trends, an alternative for jobs-housing balance, and a third scenario associated with a jobs premium for selected target industry sectors.

Updated Economic Indicators. As of 2010, Jefferson County has a population estimated at 29,300. As the county’s only incorporated city, Port Townsend’s 8,945 residents account for less than one-third (30.5%) of population countywide. In the past decade, population countywide has increased by about 11% (+3,000 residents), a rate of growth below the statewide increase of 14%. Other indicators of note include the following:
• Port Townsend and Jefferson County residents tend to have lower households incomes but higher housing prices and higher levels of education than is typical throughout the rest of the state.

• As of 2009, Jefferson County had an estimated 1,070 firms employing more than 8,200 workers. The average annual wage is just under $31,700 per employee (33% below the statewide average of $47,500).

• From 2002 to 2009, the number of firms in Jefferson County declined (by 0.8% annually), the total number of jobs have remained essentially flat (reflecting substantial job losses from 2008-09), but average wages have increased at a moderate pace (averaging 3.4% annual gains).

• When adjusted for inflation, median wages for workers in Jefferson County have increased at a much more modest rate averaging less than 1% per year since 1990 – with wages peaking in 2005, before the most recent economic downturn. Compared to the rest of the state, Jefferson County wage levels appear to be disproportionately and adversely affected during recessionary time periods – as in 2001 and again in 2007-08.

• When measured by number of employees, government represents the largest overall sector with over 2,100 employees, as is the case statewide. The only other sectors with more than 900 jobs in Jefferson County are accommodations/food services, retail, and health care social assistance. Taken together, these four industry sectors account for nearly 5,050 jobs – more than 60% of total employment in Jefferson County.

• Over the last several years, unemployment rates have nearly doubled and have remained high – 8.6% for Jefferson County and 8.9% for the State of Washington as of August 2010, and 9.3% for both the County and State as of August 2011.

• Wage and salary sources account for a declining 30% share of total personal income in Jefferson County – a much lower proportion than statewide. Comparatively high proportions of personal income locally are investment and transfer payments.

• Taxable retail sales have increased in roughly similar fashion for the City and unincorporated County area over the last 15 years – but with much greater year-to-year variability for the County. This is due to greater reliance on construction activity outside the City – with a substantial downturn in activity experienced from 2008-09.

• Tourism is of considerable importance – accounting for about 18% of the job base countywide. On a per capita basis, visitor spending is better than 50%
above the statewide per capita average but appears to be increasing more slowly than statewide.

- Due to the county's small population base, Jefferson County appears to offer potential for added retail activity across virtually all business types except health and personal care. Retail sales volumes compared to resident generated needs currently appear strongest with retail categories for which visitor expenditures serve to offset at least a portion of the sales leakage than can occur when local residents travel outside the county to shop.

**Regional & Local Position of County, City & Port**

A second objective of the Existing Economic Conditions Report was to begin the discussion of how economic changes globally, nationally, statewide and/or regionally might affect earlier conclusions and recommendations of the 2002 and 2007 countywide economic analysis.

**Patterns of Economic Change.** This analysis distinguishes between patterns of change being experienced globally, nationally, statewide and regionally — with further distinction between unanticipated changes brought on by the current economic downturn and longer term changes that can be expected post-recover over the next 10-20 years, notably:

A. **With Economic Downturn (& Early Phase Recovery):**
   - *Financial Market Retrenchment* — related to financial deleveraging, tightened consumer and business credit, and public sector intervention;
   - *Jobless Recovery?* — reflecting sectoral and location specific job loss with minimal expectations for substantial recovery now extending beyond 2011; and
   - *Stalled Development* — including construction shut-down, declining home and investment real estate values.

B. **Post-Economic Recovery (Over 10-20 Years)**
   - *Financial Market Restructuring* — with more conservative underwriting and emerging public sector fiscal stress;
   - *Changing Competitive Advantage* — with competitive positioning favoring global pathways of economic opportunity;
   - *Emerging Economic & Demographic Drivers* — for targeted employment amid ongoing economic instability, aging demographics and urbanization;
   - *Environmental & Infrastructure Drivers* — including impetus for alternative energy, going green, and hard and soft infrastructure needs; and
Changing Development Paradigm – affecting development feasibility, real estate churn, and residential and commercial development products.

For Jefferson County, the determination of which global patterns – including both challenges and opportunities – will be of greatest importance may represent a key topic of discussion as part of the strategic economic development planning and implementation process now underway. Two areas of added focus are highlighted in the Economic Existing Conditions Report – the changing face of American employment and aging demographics:

- With the exception of the five year period ending in 2015, when faster job growth nationally is forecast with economic recovery, at no other point through 2035 is employment growth domestically expected to again come close to the high growth experienced in the 1980s and 1990s. Since 1985, employment growth in the state of Washington has increased more rapidly than nationally, though the in-state advantage in performance has narrowed since 2000.

- A second emerging trend of note is demographic. For at least the next 15 years, persons 55 years of age and older will represent the bulk of net population and household growth in the state of Washington. This trend can be expected to affect the economy in ways ranging from housing demand to retail sales to labor force replacement and health care demand. A pivotal policy and marketing question for non-metro areas is over the ability to attract and retain a balanced mix of younger households versus potential service demands associated with an aging population.

Washington State & the “Innovation Economy.” For the State of Washington, a major shift in economic development emphasis in indicated by the 2009 report of the Washington Economic Development Commission which advocates a shift from what has been described as a traditional approach to economic development to an innovation based economy. This approach suggests investing in talent and infrastructure rather than focusing primarily on attracting companies – and in quality of jobs and per capita incomes rather than simply increasing the number of jobs. For rural communities of the state, investing in internet broadband capability appears to be of increased importance for functions ranging from e-commerce to distance learning and telemedicine to telecommuting and business development.

While recognizing economic cluster analysis that has been conducted on a statewide level in the past, this new strategic cluster approach focuses less on clusters and more outcomes – in terms of “high growth, high employment, traded sectors” offering realistic potential to bring new wealth into the state and its communities. However, the strategy does call out specific opportunities for job growth and improvement in sectors including tourism, aerospace and clean energy – together with possible new sectors such as life sciences, information technology, and electronic gaming.
Regional - Local Position of the County, City & Port: While the emphasis of the Economic Existing Conditions Report is on joint economic development planning, it is important to understand needs and opportunities distinctive to the individual jurisdictions of Jefferson County, the City of Port Townsend and the Port of Port Townsend – together with the role of the Jefferson County Economic Development Council/Team Jefferson as the countywide lead organization for economic development:

- **Jefferson County** has a population of approximately 30,000. One third lives in the City of Port Townsend, and two thirds is in unincorporated areas of the county. Population is concentrated in the northeast portion of the county – including the Tri-Area and the Master Planned Resort of Port Ludlow. Quilcene and Brinnon are the largest communities in the southern portion of the county. The West End is sparsely populated focusing on resources and tourism. The Irondale and Port Hadlock Urban Growth Area within the Tri-Area is the County's only UGA other than the City of Port Townsend, and is a primary regional growth center for the unincorporated portion of the county. Major County initiatives in economic development over the past 10 years have included establishing the Irondale and Port Hadlock UGA and planning its infrastructure, designating the Glen Cove Local Area of More Intense Rural Development (for light industrial and commercial activity), designating the Brinnon Master Planned Resort (MPR) (the resort is in environmental review, prior to permitting), revising the Port Ludlow MPR, and rezoning a site at the Jefferson County International Airport (allowing non-aviation related industrial and manufacturing uses).

- As the only incorporated city in Jefferson County, the **City of Port Townsend** has received widespread recognition as a good place to visit and live. While businesses locally have been affected by the economic downturn, the City has maintained revenues over the last three years from diverse sources including sales, lodging and business and occupation (B&O) tax sources. With its Capital Investment Strategy, the City of Port Townsend has prioritized maritime investment, Upper Sims Way and Howard Street improvements and the Fort Worden Life Long Learning Center as three "economic anchors" pivotal to continued community vitality in addition to its vibrant historic downtown core.

- The **Port of Port Townsend** serves all of Jefferson County – operating three marinas, a marine trades industrial area, the Jefferson County International Airport, an RV park, and boat launches at multiple sites. From 2000-08, Port revenue and expenses more than doubled (peaking in 2008) – though the recession has brought subsequent budget reductions in the last three years. Planned initiatives for the future have focused on two areas – harbor and airport improvements.

- The **Economic Development Council of Jefferson County** ("EDC/Team Jefferson") serves as the County-designated and Washington State Department of Commerce authorized Associated Development Organization (ADO) and lead economic development organization in Jefferson County. EDC/Team Jefferson
is focusing on four key local economic development initiatives – to energize entrepreneurs, attract 18-35 year-old emerging entrepreneurs, encourage community reinvestment, and developing community leadership. EDC/Team Jefferson has also recently conducted an analysis of key business clusters for priority emphasis in Jefferson County – including advanced technology and manufacturing, arts and culture, education, small business and entrepreneurship, food and farm, health care, maritime, real estate and construction, and tourism and retail activities.

Economic Data Assessment

The economic data presented with the Economic Existing Conditions Report (see Appendix “A,” attached), together with other immediately available resources provided a reasonable basis for proceeding with the joint economic development planning process. While there appears to be a good repository of existing data, additional economic data research and analysis could be considered to:

- Address specific questions or provide more in-depth information if requested during the planning process – with possible options including more detailed employment analysis (as for sub-county geographies and/or target business sectors), more detailed demographic and/or housing (including affordability) analysis, and/or benchmark comparison with similar rural amenity communities.

- Added update opportunities could encompass such items as incorporation of 2010 U.S. Census results, updated business survey, adjusted employment and associated land demand scenarios, GIS land inventory updating, and/or preparation of an economic development element in conjunction with the next update of County and City comprehensive plans under the Growth Management Act (GMA).

Assessment of Strengths, Weaknesses, Opportunities & Threats

A final objective of the Economic Existing Conditions Report was to provide a preliminary assessment of strengths, weaknesses, opportunities and threats (or SWOT) affecting the local economy. This preliminary assessment was based upon information compiled from the economic indicator, global to local and data gap assessments provided as part of the baseline report.

Strengths & Weaknesses. Economic strengths and weaknesses reflect existing conditions and trends. Countywide strengths include quality of life appeal, proximity to the Seattle metro area, being a recognized visitor destination and having a high proportion of non-locally generated income.

Countervailing weaknesses include relatively high and growing service sector needs, long travel times to Puget Sound urban centers, vulnerability to transportation disruptions, and a relatively low wage economy. More specific strengths and
weaknesses are noted for the County, City and Port in the full report (see Appendix "A," attached).

**Opportunities & Threats.** Identified opportunities and threats are forward looking, reflecting a combination of locally determined initiatives plus economic drivers external to Jefferson County. Opportunities of potential importance countywide include value-added visitor services, retirement-related services, advanced technology with broadband capability, and developing/expanding green industries that promote environmental quality and sustainability.

Potential threats that could serve to undermine future opportunities include possible over-dependence on mature travelers, added retiree demands on public services, distance from markets and direct business-to-business client contacts affecting desirability of doing business in Jefferson County, and added costs or uncertainties associated with green development.
III. Our Shared Purpose, Values & Vision

The economic health of our community is most effectively pursued in partnership. This Strategy aims to clearly articulate our shared economic mission, and the values that guide us as we work to accomplish our mission.

Our Purpose

Our purpose is to support and promote a prosperous and sustainable economy, a vibrant business environment, and good job opportunities for the residents of our community.

Our Values

Shared by all three economic development partners, these values shape and guide us as we work together to serve the wider Jefferson County community:

Respect - We respect each other as individuals, listen to understand, and seek to enrich the lives of those with whom we work.

Integrity - We never compromise our integrity. To be honest, sincere and reliable is the way we earn each other’s trust and build long-term relationships to serve the community.

Team - We work together, inspire each other and praise each other’s successes.

Our Vision

In Jefferson County, our citizens, communities, neighborhoods, and businesses share a unique sense of local identity and purpose. We care about each other and this community, and recognize our responsibility for the long-term well-being of this place we call “home”. As active participants in the life of our community, we are willing to make choices today that will help to shape our future, rather than merely allowing the future to shape us. We recognize that key public investments today will help us to improve and maintain our long-term economic health.

Our future economic vitality rests primarily with the private sector, not the County, City and Port governments. Still, our local governments can play an important role in contributing to a robust community. Government can provide the “necessities” that enable individuals and businesses achieve their potential – and they can also assist in preserving those aspects of our community’s character and natural environment that make this place unique.

Through this Strategy, the County, City and Port are focusing their efforts on three keys for our economic future:
1. **Developing infrastructure that overcomes our isolation.** In part, our unique quality of life owes its existence to our remoteness. Local government works to develop critical pieces of infrastructure that enable our businesses and communities participate more fully in larger economic markets without compromising our special character.

2. **Fostering educational excellence.** Good communities depend on good schools for their long-term sustainability and prosperity. We actively collaborate with our schools to provide the highest quality educational programs and support student achievement. With community support, our school districts provide a gateway to vocational and life-long learning programs and choices that enrich lives and sustain our local economy.

3. **Maintaining and enhancing our quality of life.** Jefferson County is historic, diverse, and blessed with unparalleled natural beauty and rural and small town character. This unique character and setting is why many choose to live here. Our local governments actively work with citizens to preserve our natural environment, sense of rural character, and historic qualities, while helping the private sector to flourish.
IV. Objectives & Strategies

The Strategies & Objectives outlined in this section describe the immediate and longer term actions we intend to take to support existing businesses and cultivate an environment in which new enterprises may emerge.

Objective #1: Establish short-term strategies that define jurisdictional roles, enhance inter-jurisdictional coordination, and enhance the ability of the County, City and Port to be responsive to emerging economic opportunities.

Strategies:

1.1: Work collaboratively to support the prosperity of existing economic centers throughout the County.
   1.1.1 Acknowledge that the economies of our communities are interconnected, and that we all benefit from the economic health and prosperity of each community.
   1.1.2 Focus economic planning efforts and public investments in existing economic areas (see Figure #1: Diversified Economic Areas, on page 13):
   - Port Townsend;
   - Glen Cove;
   - the Jefferson County International Airport;
   - Port Hadlock - Chimacum;
   - Port Ludlow;
   - Quilcene; and
   - Brinnon.

1.2: Agree upon a coordinated capital project scheme, and develop a funding strategy and schedule that minimizes inter-jurisdictional competition over limited resources.
   1.2.1 Develop and jointly implement a set of criteria to evaluate and rank major capital project priorities county-wide.
   1.2.2 Collaborate and support each other in obtaining funding for identified high priority projects.

1.3: Evaluate permitting processes to identify and eliminate bottlenecks.

1.4: Continue to work together as a team and seek to communicate more frequently and effectively. To this end:
   1.4.1 Our staffs will meet on a monthly basis to monitor progress in achieving these agreements; and
   1.4.2 Inter-jurisdictional staff will report on a quarterly basis to an "Elected Team" made up of representatives of all three local governments.
1.5: As governments that conduct open competitive procurement, our goal will be to advertise and "buy local" and "hire local" when possible.

1.6: Adequately fund the designated Associate Development Organization (ADO), and establish specific responsibilities and performance measures for the ADO to ensure that taxpayers obtain good value for their investment.

1.7: Focus economic development energies towards retaining existing businesses over the next five years, rather than recruiting new businesses.

1.8: Inventory land available for different types of specific development and use and prepare a strategy to direct development to locations provided with the infrastructure appropriate to support the desired activity.

1.9: Support the ADO in providing access to business management expertise for new and growing businesses.

1.10: Work together to ensure that affordable, high bandwidth, internet-service is made available countywide.
Figure #1: Diversified Economic Areas
1.11: Share business license data and maintain a shared database of businesses in our community.

1.12: Invest in developing the talent in our local workforce.
   1.12.1 Participate in efforts to secure funding for additional workforce training programs.
   1.12.2 Develop and fund youth entrepreneur summer programs (e.g., summer internships and apprenticeships).

1.13: Identify complimentary “quick start” projects for each jurisdiction to pursue. This will allow us to coordinate our capital projects in a manner that supports economic development countywide. Agree upon key infrastructure priorities in the north, central, and south county, which may include the following:
   1.13.1 The provision of water and fire flow to key areas of the south county (e.g., Quilcene);
   1.13.2 Establishment of a passenger only ferry (PoF) service to the Seattle area;
   1.13.3 Efforts of the Public Development Authority (PDA) to restore buildings at Fort Worden State Park; and
   1.13.4 The provision of industrial space throughout the county.

1.14: Build a long-term institutional culture of County, City and Port economic development and coordination. To this end, the parties agree to take the following actions that foster a long-term culture of inter-jurisdictional collaboration:
   1.14.1 Work with the ADO create a “rapid response and business retention team” to assist existing and prospective businesses identify potential site locations, available infrastructure, and permitting requirements.
   1.14.2 Jointly host annual “economic summits” to share ideas about how to improve and develop local business, infrastructure, the local workforce, and the health and well-being of the community.

Objective #2: Establish medium-term strategies that set the stage for future economic successes.

2.1: Promote an economic future that lies in niche-based, high intellectual content manufacturing, services and innovation.

2.2: Support educational excellence and workforce training as critically important to our economic future. To this end:
   2.2.1 Support adequate funding for our school districts and the provision of high quality educational programs that advance opportunities for student achievement; and
   2.2.2 Support vocational and life-long learning programs that enrich lives and sustain our local economy.
2.3: Encourage the growth of the following "high priority" components of our local economy:
2.3.1 High technology (i.e., innovation and knowledge based businesses);
2.3.2 Amenity-based businesses (i.e., tourism, arts and culture);
2.3.3 Small manufacturing (e.g., maritime-related) and
2.3.4 Agriculture.

2.4: Provide critical pieces of infrastructure that enable us to more fully participate in larger economic markets without compromising our special community character.
2.4.1 Develop and maintain a short list of key infrastructure projects; and
2.4.2 Actively collaborate to complete selected priority projects over the next five years.

2.5: Jointly explore and support innovative ways to increase access to local capital (e.g., micro loans, bonding, tax incentives and grants).

2.6: Coordinate marketing efforts and brand our community as great place for young families.
V. Potential Regional Economic Development Projects

PROJECT DESCRIPTIONS

Working together the County, City and Port have developed a list of Regional Economic Development Projects: 14 capital projects and 8 policy initiatives. Brief descriptions of these projects are provided below.

**Potential Regional Capital Projects**

**Broadband** - Install fiber and wireless high speed internet to 36 anchor institutions, then private ISP's.

**Fort Worden Life Long Learning Center** - Support the implementation of the adopted Fort Worden Master Plan that will transform the park into a Center for Life-long Learning. As a Life-long Learning Center, Fort Worden State Park would house a variety of tenants and groups that would offer residential programs and classes.

**Boat Haven Marine Trades Building** - Redevelop the prior Port Townsend Lumber site within the Port Townsend Boat Haven to accommodate a new purpose built, multiple tenant marine trades building.

**Passenger Only Ferry Service (PoF)** - Fund and establish a PoF service between Port Townsend and Seattle. Recently obtained federal funding enables vessel purchase, and Point Hudson terminal improvements. The project would establish a direct maritime transportation link between Jefferson County and the Seattle metro area, facilitating both business connections for Jefferson County residents and enhanced visitor access by Seattleites to Port Townsend.

**Port Hadlock UGA Wastewater System** - Final system design, land acquisition, and installation of wastewater collection and treatment facilities for the UGA. Upon completion, the project is expected to provide increased opportunities for affordable housing as well as commercial activity to help recapture retail sales leakage.

**JCIA/EPF Eco-Industrial Park Permitting & Infrastructure** - Final design, permitting and construction of up to 10 lease-able light industrial lots in a park-like setting, provided with all necessary rural infrastructure. At full build-out and occupancy, the new Eco-Industrial Park would provide the space for the private sector to create 50-100+ new manufacturing jobs in East Jefferson County.

**Potential Regional Policy Initiatives**

**“Small Business Rapid Response Team”** - Establishment of a team to help open doors for local businesses considering locating or expanding in the County or City; the team would provide assistance and support to businesses in securing regulatory approvals from the County or City. The team is intended to deliver the message that
Jefferson County, the City of Port Townsend, and the Port of Port Townsend are open and welcoming to new and expanding businesses.

**Permit Streamlining Review & Assessment** - Critical review and, if necessary, amendment to local permit processes and/or regulations to ensure that development applications are processed in the most fair, timely and predictable manner possible, and that delays and confusion of process do not act as a disincentive to business.

**Business Leader “Blue Ribbon” Committee** - Convene a “Blue Ribbon” Committee of local business leaders (with an emphasis on manufacturing) to study and provide non-binding recommendations to local government regarding the specific land use and infrastructure needs of businesses. The findings of the committee would be factored into the Glen Cove potential UGA expansion study (see below), as well as the ongoing periodic reviews and assessments of local plans and zoning codes, with a view towards streamlining and easing the development review and permitting process.

**Glen Cove UGA Expansion Study** - Establish the analytical and infrastructure planning foundation for expansion of the Port Townsend UGA into Glen Cove. The study would likely not be initiated for a period of years, pending a strengthening of the local economy. Making better use of available industrial land in Glen Cove through redevelopment and intensified use, as well as creating new fully served industrial land, is critical to our economic future; in time, the project could result in significant new opportunities for businesses, as well as expansion of existing enterprises.

**Water Supply & Demand Study** - Examine opportunities to address water supply/demand issues in WRIA 17. A reliable secure water supply is essential for residential, commercial and industrial activities including agricultural production.

**Education Initiative** - Working with local School Districts, private schools, the Jefferson Higher Education Committee and other local and state agencies, the City, County and Port participate as founding partners in the Jefferson County Educational Partnership (JCEP). The JCEP acknowledges that a strong educational system is directly linked to a healthy local economy. The JCEP seeks to inspire civic involvement by building partnerships and engaging in activities that benefit the community. The JCEP is committed to helping students become competent, creative and constructive citizens of our community. The JCEP believes that strong public sector and business support for education makes schools more effective and society more prosperous. The members of the JCEP shares resources with students and schools in the following ways:

- Providing real-world learning experiences;
- Supporting teachers;
- Offering opportunities for students and teachers to volunteer in support of non-profit institutions; and
- Preparing students for the workforce through internships, mentorships, and career education.
Healthcare Needs Assessment - The next few years will be times of considerable stress on health care in areas like Jefferson County, but also times of great opportunity, since across the country there are already impressive examples of high-quality care, tailored to the distinctive needs of the local exurban and rural communities. The City, County and Port will assist the Hospital District in assessing both medium and long term health care needs facing our community through coordinated demographic analysis and focused population forecasting.

Non-Profit Shared Operations Initiative - Acknowledging the importance of educational not-for-profit's (i.e. Centrum, School of Wooden Boat Building, Jefferson County Historical Society, etc.) to both the quality of life and economic vitality of the County and to enhance their continued economic viability, the City, County and Port agree to encourage and assist in the development of a shared services model of operations. Shared services are defined as physical resources, staff, and programs which are governed and allocated across traditional organizational boundaries.

POTENTIAL PROJECT EVALUATION CRITERIA

Projects will be added to or deleted from the list to reflect changing opportunities and economic circumstances. Potential project evaluation criteria may include, but are not necessarily limited to the following:

1. **Quick Action** – with preference for projects that would have an immediate or near term impact over those with longer term or less certain timelines for implementation.

2. **Direct Impact** – with projects creating long-term jobs or tax base directly in proximity to the location of the planned project favored over alternatives where impacts are indirect (or cannot be as clearly tied to the public project investment).

3. **Jobs** – with emphasis on projects that create net added permanent employment or are deemed critically important to retain existing jobs.

4. **Priority Target** – meaning investments that can leverage high priority economic sectors, high wages and/or added taxable property valuation. [Note: High priority economic sectors have been defined by the draft Joint Economic Development Strategy to include high technology (innovation and knowledge based businesses); amenity based businesses (i.e., tourism arts and culture); small manufacturing (e.g., maritime related); and agriculture.]

5. **Private Interest** – indicated by projects with demonstrated capacity to leverage private investment and/or have clear expressions of business community support.

6. **Community Support** – indicated through adoption or official endorsement of the project by elected representatives of the County, City and/or Port, or as
demonstrated via clear community support through a public planning hearing process.

The projects might then be evaluated and scored on a three level rating system, as follows:

* = Definite / Very Likely
o = Possible / Uncertain
X = Not Likely / Tangential

A more detailed description of how the evaluation criteria and rating system might be applied is provided in Figure #2, below. The table on page 20 depicts the matrix whereby the Joint Regional Projects could be evaluated and ranked.

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**Figure #2**

**ECONOMIC DEVELOPMENT PROJECTS: POTENTIAL RATING SYSTEM**

<table>
<thead>
<tr>
<th>Rating Scheme</th>
<th>Quick Action</th>
<th>Direct Impact</th>
<th>Jobs</th>
<th>Priority Target</th>
<th>Private Interest</th>
<th>Community Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>* = Definite / Very Likely</td>
<td>Ready for Immediate project implementation</td>
<td>Direct (at the site or in immediate proximity to the investment)</td>
<td>Definite new or retained permanent jobs</td>
<td>Definite targeted sector or high wage and property value</td>
<td>Definitely leverages private investment or with clear source of public support noted</td>
<td>Adopted by elected body or with clear source of public support noted</td>
</tr>
<tr>
<td>o = Possible / Uncertain</td>
<td>Long-term Implementation</td>
<td>Indirect (located away from the investment as spillover benefit)</td>
<td>Job likelihood uncertain or of temporary duration</td>
<td>Possible targeted sector or high wage and property value</td>
<td>Possibly leverages private investment or supported by business community</td>
<td>Possible public support and/or inclusion in plan document</td>
</tr>
<tr>
<td>X = Not Likely / Tangential</td>
<td>As yet uncertain</td>
<td>Tangential or no apparent linkage</td>
<td>Unlikely new or retained permanent jobs</td>
<td>Unlikely targeted or high wage/valuation</td>
<td>Neither leverages private investment nor engenders business community support</td>
<td>Definite lack of public support or clear opposition from affected public</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>JOINT REGIONAL PROJECT LISTING</th>
<th>EVALUATION CRITERIA</th>
<th>COMMENTS (including needs for additional information)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• = Definite / Very Likely</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o = Possible / Uncertain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X = Not Likely / Tangential</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOINT REGIONAL PROJECT LISTING</td>
<td>ACTION</td>
<td>DIRECT</td>
</tr>
<tr>
<td>Broadband</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fort Worden Life-Long Learning Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boat Haven Marine Trades Building</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passenger Only Ferry Service (PoF)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Port Hadlock UGA Wastewater System</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JCl/EPF Eco-Industrial Park Permitting &amp; Infrastructure</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Potential Capital Projects**

- Broadband
- Fort Worden Life-Long Learning Center
- Boat Haven Marine Trades Building
- Passenger Only Ferry Service (PoF)
- Port Hadlock UGA Wastewater System
- JCl/EPF Eco-Industrial Park Permitting & Infrastructure

**Potential Policy Initiatives**

- "Small Business Rapid Response Team"
- Permit Streamlining Review & Assessment
- Business Leader "Blue Ribbon" Committee
- Glen Cove UGA Expansion Study
- "Incubator" Space Identification Study
- Water Supply & Demand Study
- Education Initiative
- Healthcare Needs Assessment
- Non-Profit Shared Operations Initiative

- Question of implementation timeframe
- $1 million in public & private funding with adopted master plan
- Supported by local marine trades
- $1.304 million in federal funding secured; noted in City/County Comp Plans & Port Strategic Plan
- Potential for added commercial to reduce retail sales leakage
- May need to be scaled or phased to the pace of anticipated or demonstrated business demand

- Prior community input, potential for quick implementation
- Economic Development Forums suggest community support
- Policy rationale w/Port Strategic Plan; could be used to verify or prioritize proposed projects, possibly expanded to City/County
- Need for a coordinated public process to determine support
- Facilitates entrepreneurship; public support not yet determined
- Nature of project/program uncertain from current description
V. Implementation

The success of this strategy requires alignment of goals and funding priorities between the three partner jurisdictions. The County, City and Port will collaborate with the designated Associate Development Organization (ADO) and private sector partners throughout the community to implement this Strategy. Oversight and implementation of the Strategy will be managed by a Working Group of Elected officials, comprised of one elected official from each of the three partner jurisdictions, in consultation with the ADO, as described below.

Elected Officials Working Group - Made of up one elected official from the Board of County Commissioners, City Council and Port Commission, the Working Group will oversee the implementation of the Strategy and assess the collective progress of the three jurisdictions in meeting the objectives of the Strategy.

Inter-Jurisdictional Staff Team – Comprised of the County Administrator, City Manager, the Port Executive Director, the Executive Director of the ADO and their respective staffs, the Inter-Jurisdictional Staff Team will meet monthly to inform each other of significant issues that may affect the other jurisdictions, and to work to implement the objectives and high priority projects outlined in this Strategy.

Associate Development Organization (ADO) – the ADO will attend and participate in all Elected Officials Working Group and Inter-Jurisdictional Staff Team meetings, ensuring that local business community interests are represented, and providing facilitation support and meeting moderation, as may be appropriate.

REMAINDER OF CHAPTER RESERVED
ECONOMIC DEVELOPMENT

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

RELATIONSHIP WITH OTHER ELEMENTS OF THE PLAN

Many issues addressed elsewhere in this Plan are important to Jefferson County’s future economic development efforts. Issues surrounding land-use, water, transportation, housing and capital facilities and infrastructure are important factors in Jefferson County’s economic development future.

ECONOMIC CONDITIONS

The globalization of markets and jobs, constant and rapid changes in technology, and the loss of sales tax revenues have accentuated the economic disparities in Jefferson County. The County must develop an approach to create a climate for economic development that facilitates the recruitment of industry and the retention and strengthening of existing businesses.

Economic Development Organizations

Jefferson County should collaborate with local and regional leaders, economic development organizations, governments, communities and private sector businesses interested in forging a competitive economy.

Education

Jefferson County fosters a commitment to learning and entrepreneurship through learning centers such as public, private, technical schools and institutions, and civic organizations.

Economic Indicators and Trends

Employment

In 2004, Jefferson County had an unemployment rate of 4.0%. This rate falls below both the national and state levels of 5.4% and 6.2%, respectively. While maintaining a low unemployment rate is can be a positive economic indicator, it does not account for the number of workers that are underemployed or working on a part-time basis.

Education and Job Skills

The percentage of County residents that are 25 years of age or older with a high school diploma or GED is 91.6%. In addition, 28.4% of Jefferson County residents 25 years of age or older have a bachelors
degree or higher. It is imperative to continue to offer educational and job training opportunities to assist in creating a more diverse and educated workforce.

**Industrial and Manufacturing Sites**

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, and the Irondale/Hadlock UGA.

**Commercial Development Sites**

The City of Port Townsend and the Irondale/Hadlock UGA can accommodate future commercial growth. Opportunities also exist in Rural Village Centers and Rural Crossroads.

**FUTURE ECONOMIC DEVELOPMENT PROSPECTS FOR JEFFERSON COUNTY**

Through local sub-area planning and co-ordination with other agencies and organizations, Jefferson County should use zoning, incentives or other measures to ensure that an appropriate proportion of the land adjacent or near public infrastructure facilities is utilized to its highest and best use. The surrounding land uses should be buffered or compatible with economic development.

Identifying and understanding future trends (such as the aging population in the county) is an essential first step to ensure Jefferson County’s prosperity. Jefferson County must always take the next step and prepare for both the anticipated and unexpected events. Addressing trends that are relevant to our county such as but not limited to marine trade, building industry, natural resources, fisheries/aquaculture, technology, agriculture, value-added products and tourism/agritourism/native tourism ensure that the economy is stable, diversified, and competitive.

**SUSTAINABLE ECONOMIC DEVELOPMENT STRATEGY**

The balance between social needs, the environment, and the economy increasingly is called “sustainable economic development.” There are three main aspects of sustainability: Economic, Social, and Environmental:

- **Economic Sustainability**
  Refers to the long-term economic vitality of the regional economy. A healthy economy creates opportunities for entrepreneurs to profit and provide living-wage employment opportunities for the community. A living-wage pays the area-specific cost of living for food, housing, clothing, health care, as well as the costs associated with raising a family.

- **Social Sustainability**
  The quality of life and health of the community is a prime concern when considering economic development issues. Needs such as affordable housing, education, health, general safety, and equal rights under the law, ethics, community participation, intact civil society must be in place to sustain a vibrant community. Available employment opportunities, apprenticeships and mentorships, will help instill a culture of work for County residents.

- **Environmental Sustainability**
  The natural environment provides many economic opportunities for County residents. Resource extraction, farming, and tourism and their
value added opportunities all depend on a healthy environment for their continued success. The utilization of the natural environment should not jeopardize the availability of resources for future use over the long-term.
GOALS AND POLICIES

Economic growth with job creation, diversity, sustainability, and environmental protection constitute the focus of the following goals and policies.

GOAL:

EDG 1.0 Make Jefferson County the best place to live, work, and conduct business by creating a diverse sustainable economy.

POLICIES:

EDP 1.1 Support opportunities for retention, and expansion of existing local businesses, employment opportunities, and recruitment of new businesses that provide living-wage jobs, that preserve and enhance Jefferson County’s quality of life.

EDP 1.2 Encourage a range of opportunities, economic activities, and businesses that serve both the needs of local residents and visitors to Jefferson County.

GOAL:

EDG 2.0 Encourage programs aimed at providing apprenticeships, mentorships, education, job training and retraining, and skills enhancement that are responsive to the changing needs of local businesses and residents.

POLICIES:

EDP 2.1 Promote the full use (after hours) of schools, community centers, and other public facilities to expand education opportunities.

EDP 2.2 Encourage public and private agencies to expand existing programs and establish new occupational programs for high-school students to experience the culture of work.

EDP 2.3 Create a consortium of adult education providers to coordinate class offerings, facilities, and staff resources available to Jefferson County residents who seek high school degrees, G.E.D., remedial education, vocational training and retraining, skills or knowledge enhancement, professional certification, two-year degrees, four-year degrees, and advanced degrees.

EDP 2.4 Encourage programs aimed at providing education, job training and retraining, mentorships, apprenticeships and skills enhancement that are responsive to the changing needs of local businesses and residents.
GOAL:

EDG 3.0 Establish a Targeted Industry Program that promotes Jefferson County’s strengths, advantages, and potential in the following industries:

- Health Care;
- Gerontology/Retirement;
- Marine Trades;
- Natural Resources;
- High-Technology;
- Value-added products;
- Agriculture/Aquaculture;
- Telecommunications;
- Tourism (including Native, Cultural, and Agricultural); and
- Local and Native Arts (including fine arts and crafts)

POLICIES:

EDP 3.1 Support efforts of economic development agencies to:

a. Establish criteria for a targeted industry program;
b. Utilize the established criteria to prioritize economic development efforts; and
c. Seek funding for the targeted industrial program.

EDP 3.2 Encourage businesses that:

a. Pay living wages;
b. Mitigate their impacts on public infrastructure and the natural environment;

c. Add value to natural resources;
d. Are environmentally sound;
e. Expand the County’s tax base;
f. Enrich the County’s cultural and health care resources; and
g. Address the needs of an aging population.

EDP 3.3 Encourage the expansion of employment opportunities in the economic sectors identified in the Targeted Industry Program.

GOAL:

EDG 4.0 Coordinate efforts with federal, state and accountable local economic development groups to promote a healthy and vibrant economic environment within Jefferson County.

POLICIES:
EDP 4.1 Encourage public-private cooperative partnerships to augment the County’s economy, increase employment opportunities for residents, and that support diverse businesses and investments.

EDP 4.2 Coordinate efforts with applicable federal, state and local agencies to provide facilities, attractions and support services for visitors.

EDP 4.3 Support efforts of the Economic Development Council, the Port of Port Townsend, the chambers of commerce and other agencies to attract new businesses that are compatible with Jefferson County’s economic development strategy.

EDP 4.4 Support the efforts of the Port of Port Townsend to identify the Jefferson County International Airport (JCIA) as a self-supporting essential public facility. 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 4.5 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.

GOAL:

EDG 5.0 Provide regulatory incentives to encourage and facilitate economic opportunities within the County.

POLICIES:

EDP 5.1 Continue to work with state, federal and local agencies to coordinate and streamline environmental review procedures and processes.

EDP 5.2 Continue to work towards internal coordination and consistency in the application of development regulations and standards.

EDP 5.3 Periodically review and update, if necessary, land-use and permitting procedures to assure that regulatory processes are understandable, predictable and timely.

EDP 5.4 Develop planned actions under SEPA for geographic areas, such as master planned resorts, urban growth areas, and limited areas of more intensive rural development.

GOAL:

EDG 6.0 Encourage and support economic development for rural and urban lands.

POLICIES:
EDP 6.1 Use land use designations such as Industrial Land Banks (ILBs), Major Industrial Developments (MID), Urban Growth Areas (UGAs), Limited Areas of More Intense Rural Development (LAMIRD), Rural Village Centers, Rural Crossroads, and the allowed uses specific to each designation to support regional alliances and economic clusters to attract investment and sustain economic activity.

EDP 6.2 Encourage the establishment of new sustainable natural resource-based activities in rural areas to increase employment opportunities. Natural resource-based activities shall be located near the agriculture, mineral, aquaculture or forest resource upon which they are dependent.

EDP 6.3 Allow for low-impact home-based businesses and cottage industries, agritourism including bed and breakfasts, small scaled tourist and recreational uses, and other uses that serve tourists and the traveling public, in rural residential areas.

EDP 6.4 Encourage the provision of technology that fosters home-based businesses, (i.e., telecommuting, fiber optics, etc.).

EDP 6.5 Encourage senior living facilities that have multi-modal access to commercial districts and health care facilities.

EDP 6.6 Encourage those businesses that produce value-added products.

EDP 6.7 Conserve and enhance existing agriculture and encourage future innovative agriculture ventures and technologies.

EDP 6.8 Direct new industrial/associated commercial development in the Glen Cove area to areas within the logical boundaries established under the provisions of RCW 36.70A.070(5)(d) while continuing to work with the City of Port Townsend, Port of Port Townsend, PUD, economic stakeholders and economic development agencies regarding capital facility and land use.

EDP 6.9 Protect the Port of Port Townsend’s industrial properties, waterfront and all other public assets entrusted and managed by the Port and established by legislative mandate to enhance economic vitality and quality of life for the citizens of Jefferson County.

GOAL:

EDG 7.0 Support human and social services necessary to encourage a strong local economy anda healthy community.

POLICIES:

EDP 7.1 Support social service agencies and programs that promote employment and the culture of work, address community needs, and help maintain a vibrant healthy working community.

EDP 7.2 Support the location, development and maintenance of special needs, social service facilities within the boundaries of designated Rural Centers and Urban Growth Areas, including but not limited to job retraining, health care, day care, elder care, education, transportation, nutrition programs, and food banks.
EDP 7.3 Create facilities to meet the needs of an aging population; health care, recreation, housing, and social services must be accessible and able to adapt as the population ages.

EDP 7.4 In cooperation with local jurisdictions and appropriate state and federal agencies, encourage improved access to social services at locations proximate to populations being served (i.e., the Rural Village Centers and Urban Growth Areas) and to adequate transportation services including public transit.

GOAL:

EDG 8.0 Promote the development of tourist and tourist-related activities as a provider of employment and business opportunities in Jefferson County.

POLICIES:

EDP 8.1 Provide infrastructure for tourist services and promote agricultural tourism, eco-tourism, and native and cultural tourism with revenue generated from the lodging tax.

EDP 8.2 Encourage efforts to preserve scenic open space, historic and native villages and local cultural resources that are attractive to both local residents and visitors.

EDP 8.3 Encourage the development of small businesses, services, cultural attractions and special events that capture and support tourism. Identify wider uses for these small businesses to also furnish goods and services to the traveling public and local population.

EDP 8.4 Encourage public access to waterbodies and scenic drives through signage, maps, scenic pull-offs, public information programs and other means of identifying areas and features of interest.

GOAL:

EDG 9.0 Encourage economic development that sustains natural resources and open spaces, protects environmental quality and enhances Jefferson County’s overall quality of life.

POLICIES:

EDP 9.1 Support and protect the economic value and long-term sustainability of Jefferson County’s environmental resources.

EDP 9.2 Develop and update land use policies that conserve resource lands and provide sustainable employment opportunities.
GOAL:

EDG 10.0  Provide, maintain and encourage phased infrastructure development that is adequate to attract and accommodate desired economic growth in areas of Jefferson County consistent with the requirements of the Growth Management Act.

POLICIES:

EDP 10.1  Support and coordinate efforts with the City of Port Townsend, Port of Port Townsend, PUD, Port Ludlow MPR, infrastructure service providers, and/or other stakeholders to conduct special studies that identify and evaluate infrastructure needs in areas targeted for future commercial and industrial development.

EDP 10.2  Ensure that proposed infrastructure and levels of service create opportunity and are able to support current and projected needs.

EDP 10.3  Investigate new and/or innovative infrastructure, such as wireless or fiber-optic telecommunications technology, to link Jefferson County with other areas.

EDP 10.4  Support efforts to establish public transit service linking Jefferson County with surrounding areas.
STRATEGIES

A. ADEQUATE LAND AND INFRASTRUCTURE FOR ECONOMIC DEVELOPMENT

Jefferson County’s economic development strategy includes ensuring that land use and planning decisions provide for an adequate supply of zoned land, public services and infrastructure, and an efficient and timely permitting process to facilitate the development of future industrial, commercial, and manufacturing activities.

Action Items

1. Establish an Industrial Land Bank in close proximity to a UGA for the siting of major industrial developments outside designated Urban Growth Areas that is consistent with RCW 36.70A.365 and 36.70A.367 (Corresponding Goal 6.0)

2. In cooperation with the City of Port Townsend, the Port of Port Townsend, private enterprises, and Economic Development organizations, pursue a study of industrial and commercial lands County-wide to determine whether there is an adequate land base to support future economic development activities. Among other things, this study should identify suitable land in urban, rural and resource settings. (Corresponding Goal: 5.0)

3. Provide opportunities and infrastructure for senior living inside or in close proximity to commercial centers and recreation centers

4. Support farming as an essential part of local and regional economy and support uses that add value to agricultural products and sustain agriculture in rural lands. (Corresponding Goals: 1.0, 6.0)

5. Work with educational professionals and economic development authorities to obtain additional funding to support existing educational programs such as those operated by the Jefferson Educational Foundation. (Corresponding Goals: 1.0, 2.0)

6. Aid local efforts, to secure an expanded Peninsula College Branch Campus. (Corresponding Goals: 2.0)

7. Actively promote mentorships, apprenticeships, vocational training and educational opportunities that strengthen and increase the skills available in the local workforce. (Corresponding Goals: 1.0, 2.0)

8. Encourage educational outreach programs (such as WSU, Peninsula College, Northwest School of Wooden Boatbuilding, and private programs) designed to train people in recreational and tourist related activities, small scale entrepreneurship, and marine trades. (Corresponding Goal: 2.0)
9. Request quarterly visits to distressed areas by State Job Training Office employees to encourage incentives to work, educate the population about the culture and ethics of work, and look for job opportunities and training programs for unemployed adults and teens. (Corresponding Goal: 2.0)

10. Actively engage Community Trade and Economic Development’s (CTED) Tourism Office and Lodging Tax Advisory Committee (LTAC) in promoting distressed areas of Jefferson County as tourist destinations. (Corresponding Goal: 8.0)

11. In cooperation with pertinent State and Federal agencies, the County should work towards developing a plan to ensure the delivery of appropriate services (i.e., education, transportation, etc.) to the special needs populations. (Corresponding Goal: 4.0)

12. When rewriting the land use codes, efforts should be directed towards:
   - Integrating and simplifying land use regulations;
   - Ensuring current procedures provide efficient and effective processing, monitoring and decision making;
   - Developing multiple permitting process tracks to allow increased flexibility and rapid processing of development applications that conform to a prescribed set of regulations. (Corresponding Goal: 5.0)

13. Review the County’s permit review process to ensure current procedures provide efficient, timely and effective processing, monitoring and decision-making. (Corresponding Goal: 5.0)

14. Facilitate the construction of a sewer system for the Irondale/Hadlock UGA to provide greater opportunities for residential, industrial and commercial uses. (Corresponding Goal: 10.0)

B. INITIATIVE TO ATTRACT NEW ECONOMIC DEVELOPMENT

Jefferson County’s strategy for economic development incorporates partnerships with agencies, organizations, educational institutions, and local government to foster and attract new economic development activities which are consistent with the County’s resources, vision, and rural character.

Action Items

1. Create opportunities for Private Senior Housing development from independent living to nursing facilities (Corresponding Goal: 6.0)

2. In cooperation with other economic development entities, develop a process to identify the availability of financial assistance to support the production of value-added products for resources such as timber, agriculture, and native art and provide incentives for businesses and cottage industries. This process should also identify the availability of incentives, to encourage ecosystem rehabilitative industries. (Corresponding Goal: 3.0)

3. Conserve agricultural lands for production through the following means:
   - Continue to provide tax incentives (Open Space or Current Use assessments);
• Support opportunities for valueadded agricultural products;
• Continue to provide technical assistance, such as resource conservation plans prepared by the Jefferson County Conservation District or Natural Resources Conservation Service and programs developed by Washington State University Cooperative Extension;
• Discourage incompatible uses on adjacent lands, through increased setbacks, limits on utility extensions in agricultural areas, right-to-practice agriculture ordinances, and notification to residential landowners of potential incompatible uses. (Corresponding Goal: 9.0)

4. Ensure the County’s implementation regulations maintain access for the public to the County’s various waterbodies, both fresh and salt water, and encourage the creation of tourism related facilities throughout the County including, but not limited to, convention facilities, hotels, bed and breakfast facilities, public and private parks, campgrounds, recreational facilities, and other facilities which will attract and cater to tourists. (Corresponding Goals: 5.0, 8.0)

5. In cooperation with utility providers, develop a co-location utility siting agreement to encourage co-use of utility corridors. (Corresponding Goal: 4.0)

6. Support opportunities for alternative energy and alternative fuel plants such as bio-diesel or wind generation.

7. Work with the City of Port Townsend and telecommunications utility providers in an effort to identify ways by which high capacity fiber optic cables and wireless technologies can be best sited to serve the County. (Corresponding Goal: 4.0)

8. Streamline development review processes and regulations to ensure that permitting is timely and effective and does not impose unnecessary cost to the applicant. (Corresponding Goals: 1.0, 4.0)