

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 and a 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)