

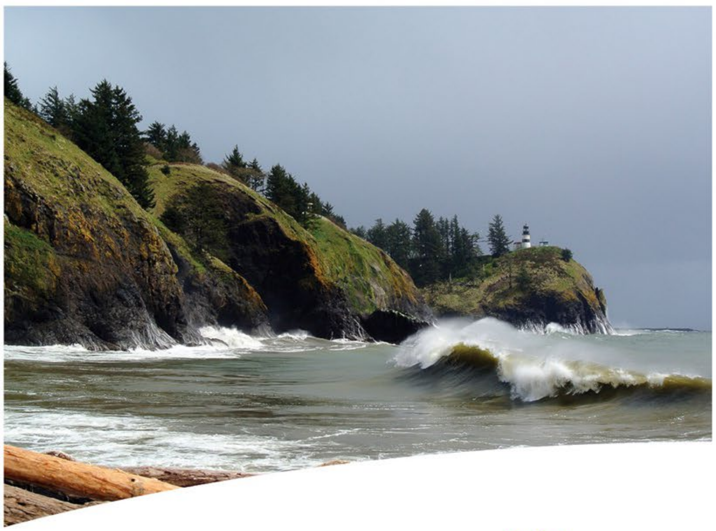
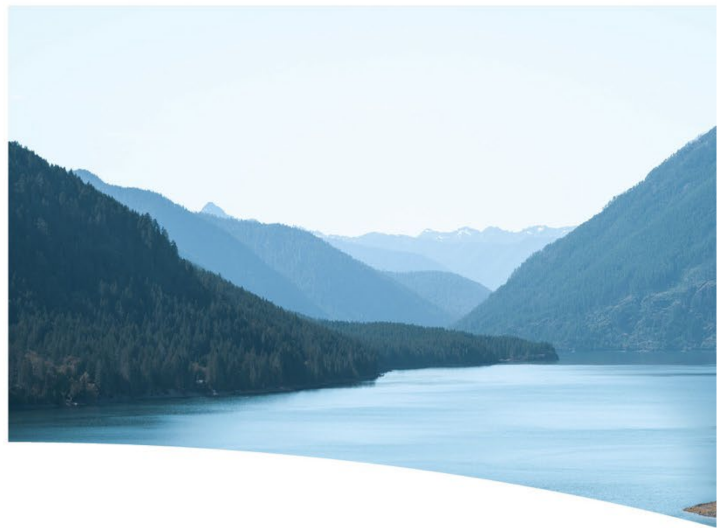

Pacific-Salish Economic Development District

Comprehensive Economic Development Strategy (CEDS)

FINAL

November 1, 2023

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Plan Context

BACKGROUND

The US Department of Commerce, through the US Economic Development Administration, promotes and recognizes multi-jurisdictional Economic Development Districts (EDDs) for the purposes of advancing economic progress and coordinating federal investment priorities. For many years, Grays Harbor, Mason and Pacific Counties constituted a federally-approved Economic Development District called ColPac (Columbia-Pacific). Over time, the original purpose and operation of the District evolved and, two years ago, a decision was made to initiate disbanding proceedings and launch a new District including neighboring Thurston County.

To be eligible to form a new EDD, the four counties are required to develop an approved Comprehensive Economic Development Strategy (CEDS). This is that plan, and it will enable the Pacific-Salish region to collaborate with EDA and other entities funded by EDA (e.g. University Centers, Tribes) on the development and implementation of regional economic development priorities. The Economic Development Council of Thurston County is the CEDS project lead. The Board initiated the EDA grant request, retained professional service to assist in plan development and ultimately approved the CEDS on October 25, 2023. The plan will be made accessible through all four county EDC websites and through the Timberland Regional Library System.

STRATEGY TEAM

Upon voting to disband, the ColPac EDD board, as a final action, transferred ColPac assets to the Thurston Economic Development Council with the goal of forming a new regional collaborative economic development district. It was recommended that the future construct be based around organizations that have economic development, and specifically, the county Economic Development Councils. As such, and in respect of prior actions, it was envisioned that the (CEDS) be drafted with leadership from each of the four counties. The Thurston EDC was identified as the lead organization to pursue planning grant and, the following leadership and input construct was designed.

The Executive Director of the county's EDCs form the leadership and decision making committee. Each of those individuals was required to construct and or engage in a public input process wherein critical input, projects, priorities and strategic components could be culled for each county. Each county leader was required to compile information and provide input to the leadership group which would provide that feedback/input directly to the drafting of the CEDS. Each county had direct contact with the following:

- Tribal governments
- Municipal governments and their planning departments
- County government and commissioners
- City/community economic development planning departments
- Port districts
- Special purpose districts (conservation districts, food hubs, etc.)
- Chambers of commerce
- Economic Development Organization leadership
- Council of Governments / Regional Planning Councils
- Interested community groups

Each member of the leadership group was responsible for ensuring the CEDS was disseminated throughout their county. The feedback provided was fed into the drafting of the draft final CEDS document. Each member was then tasked with ensuring the document was circulated with a request for input via survey. Each of the four members of the leadership group represented a minimum of ten interest and economic/community development organizations – with each of those providing input and feedback to the draft CEDS document.

The foundation of this plan is dozens of existing community plans that clearly articulate specific priorities of towns, cities and other organizations located throughout the Pac-Salish region. In addition, the four Economic Development Councils led direct engagement with Boards and Commissions, community groups and other local entities to identify emergent priorities or concerns. This direct engagement occurred from February through October 2023.

The draft CEDS was posted to a website and the review widely-publicized through multiple channels, including Economic Development Council email alerts to thousands. The review process was open from October 1 through October 31. Nineteen individuals submitted public comments. All comments were incorporated unless in conflict with preferences and priorities of the majority, irrelevant (e.g., don't do economic development) or otherwise infeasible or contrary to maintaining a readable, accessible document.

The draft CEDS was presented in at least two public meetings at all County Commissions and Economic Development Councils. Ultimately, every board and commission voted unanimously to approve the CEDS and form a new Economic Development District, and all four signed and adopted resolutions of support.

The Pacific-Salish Region

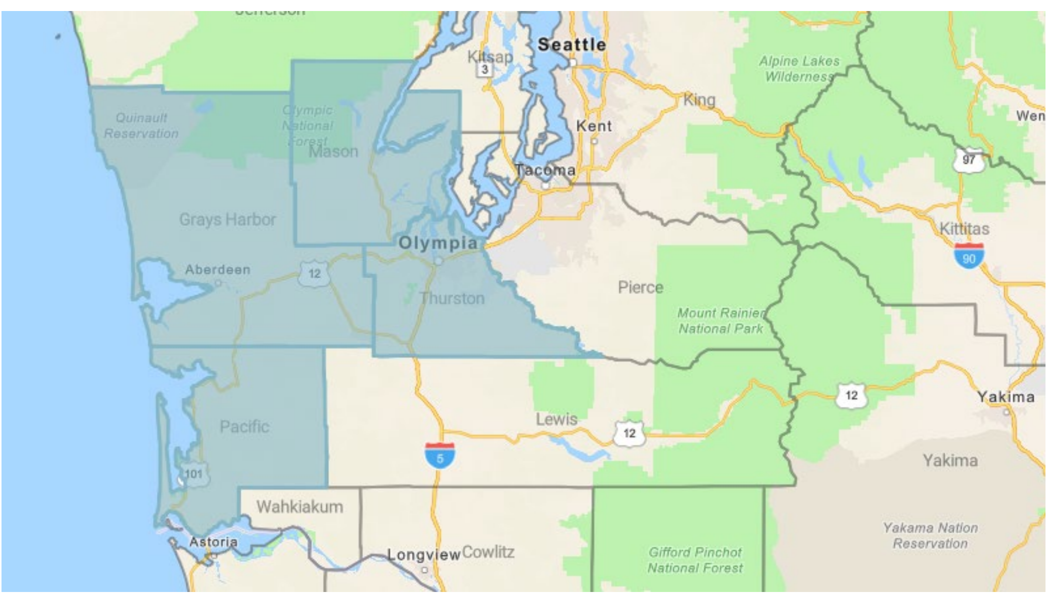
PHYSICAL LANDSCAPE

The Pacific-Salish Economic Development District encompasses four counties located in the southwest corner of **Washington State**. **Pacific** and **Grays Harbor** Counties line the Pacific Ocean, while to the east, **Mason** and **Thurston** Counties border the southernmost point of the Salish Sea[1] in South Puget Sound. The greater region spans from the Columbia River to the south, to the Olympic Mountains in the north. From the center of the region, both Portland and Seattle can be reached in approximately ninety minutes.

While populated by a number of medium-sized cities and small towns, the region remains heavily forested with an abundance of lakes, rivers and streams. The region receives more precipitation than most of the US, but winters are mild and summers are glorious. The northwestern corner of the region is considered remote and the gateway to the quietest place in the United States, deep in the temperate Olympic Rain Forest (https://onesquareinch.org/). Conversely, Olympia, in the eastern part of the region, is the seat of Thurston County, and also the Capitol City for Washington State.

The region is served by multiple transportation options. Interstate 5 runs N-S through Thurston County. State Highway 12 connects the coast to Interstate 5, and State Highway 101 provides N-S connectivity on both the Pacific coast and from Olympia north through Shelton adjacent to Puget Sound. Multiple rail lines facilitate the movement of cargo and passengers. Multiple sea ports provide shipping access for primarily breakbulk cargo via both the Pacific Ocean and inland Puget Sound. SeaTac international airport is located 45 minutes north in King County, and Portland International about 90 minutes south.

The region also features 2,339 farms, ranches and aquaculture operations (more on these in Industries section), as well as beach towns, tribal reservations and the Fort Lewis US Military Base.



[1] https://en.wikipedia.org/wiki/Salish_Sea

SOCIOECONOMIC LANDSCAPE

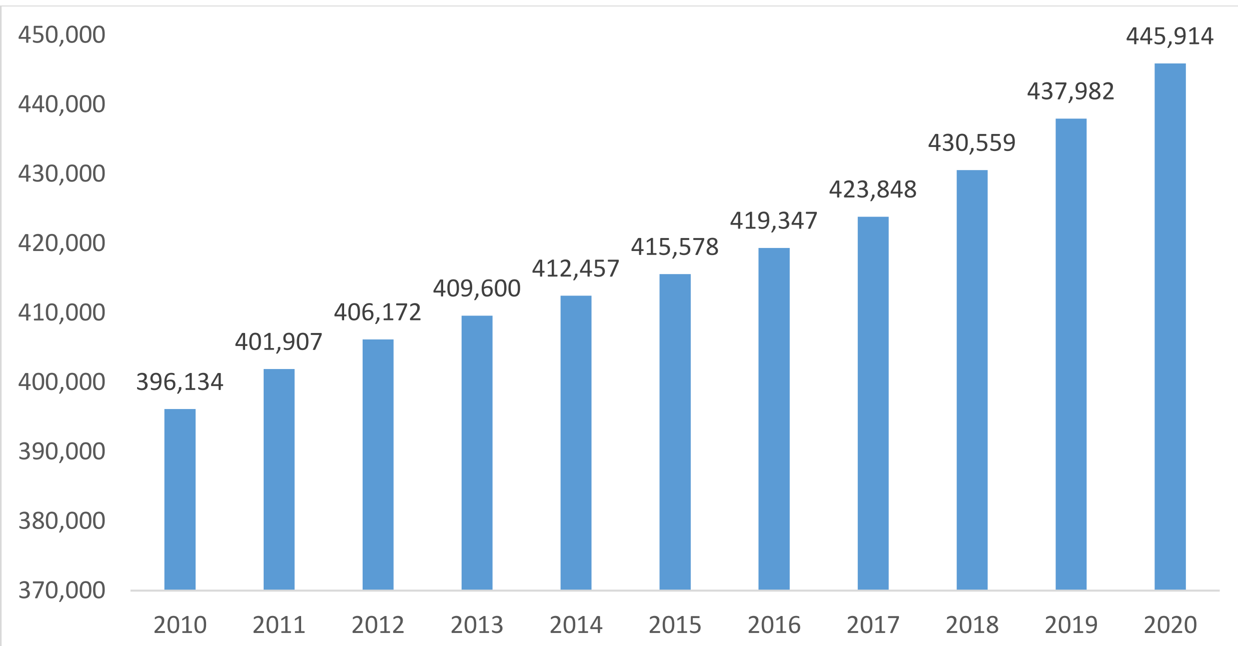
Population

The Pacific-Salish region is home to approximately 450,000 people. Over the decade between 2010 and 2020, the region grew over 12% and at a clip with the overall Washington State average. Like most of the country, the most significant population was in the Age 65-74 cohort, which grew from 8% to just over 12% of the total population, while the median age rose to 41.6 from 40.3. As of 2022, the region is home to approximately 6% of the Washington State population.

Original Peoples

The Pacific-Salish region has been inhabited since time immemorial by multiple Indigenous tribes. The descendants of the original inhabitants include, but are not limited to the Chehalis, Quinault, Nisqually, Squaxin, Chinook Nation, Skokomish and Shoalwater Bay Tribes. Today, local tribes operate a variety of successful natural resource and business enterprises and, in some cases, are the primary economic engines in rural areas of the region.

Figure 1: Population Growth 2010-2020



Source: JobsEQ

As of 2022, each county's population/population rank relative to all 39 WA counties are as follows:

Table 1: Current Population Estimates, 2022

COUNTY	2022 POPULATION ESTIMATE	COUNTY POPULATION RANK
Grays Harbor	76,400	19
Mason	66,200	20
Pacific	23,600	28
Thurston	300,500	6
Total Pacific-Salish Population	466,700	NA

Source: OFM Forecasting and Research Division

The table above underscores several regional nuances addressed elsewhere in this document. First, Thurston County is by far the largest population center. In addition to hosting the State Capitol, it is the only Pac-Salish county transected by Interstate 5. With such a high concentration of the population in one corner of the region, industry cluster structures and supply chain performance are impacted in multiple ways. For example, a person commuting to Thurston from another county for employment may also purchase a sizable portion of goods and services there rather than in their home county.

A prime example of this dynamic occurs in the City of Olympia. As the seat of state government, the City is a net importer of jobs. Over 48,000 non-residents commute into the City for work each day. Conversely, of the 24,000 Olympian who are employed, 13,000 leave Olympia for work and just 9,000 both live *and* work in the City. In short, spending circulates greatly throughout and outside of the region.

Second, as a whole, the region has continued to grow even faster than the 2010 decade the past two years. While formal analysis has not yet confirmed this, it is clear that this is in large part the result of the pandemic and resulting increase in the share of workforce now working from home[2]. While some workers have returned, many have not and others are working hybrid with minimal trips to the office.

The Pac-Salish region has been a destination for these workers given the quality of life and relative affordability compared to large metro areas like Seattle. The impact is manifest in rapidly escalating home prices driven by wealthier buyers as well as lack of stock to keep up with in migration.

A final important nuance to the population data is the proliferation of second homes and vacation rentals, and the seasonal, transitory nature of seasonal residency. This is particularly challenging for the small but scenic communities in our region.

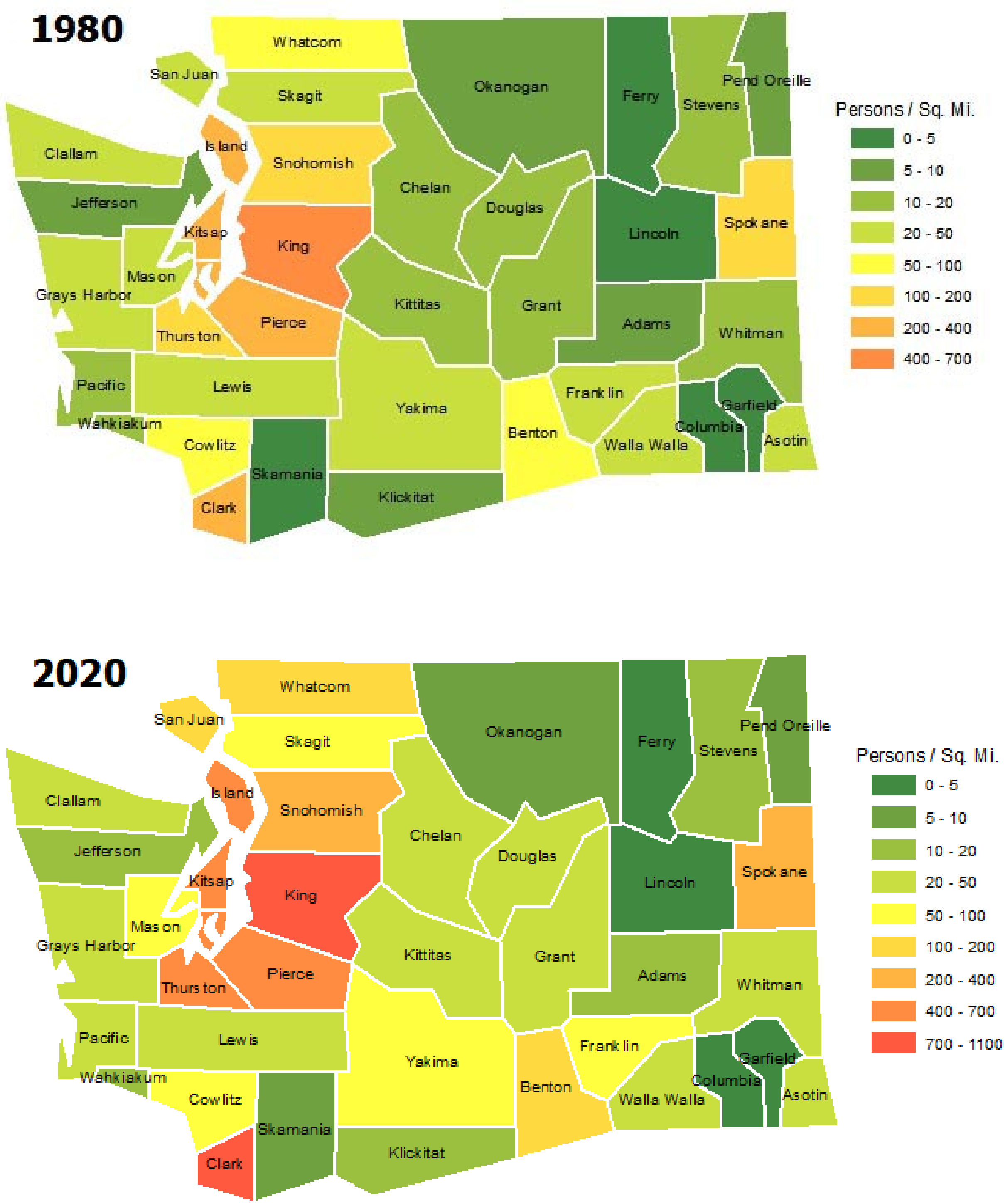
Many affordable rentals once available to year-round workers have been converted to seasonal recreation use. Equally challenging, many communities on the coast have a small year-round population, yet must finance infrastructure to accommodate summer visitors that, in some cases, double the community's population for several months a year.

With respect to densification, the following maps show shifts for WA Counties between 1980 and 2020. In the Pac-Salish region, Grays Harbor remained in the 20-50 persons per square mile (PPSM) range, while Pacific grew from 5-10 to 10-20, Mason from 20-50 to 50-100, and Thurston from 100-200 to 200-400 PPSM. Pacific and Grays Harbor remain eligible for rural assistance[3] under Washington State rules, but Mason and Thurston no longer meet the criteria.

[2] E.g., In 2022, TRPC estimated 71.1% of Capitol Campus workers and 63.3% of ALL Thurston Workers were still tele-commuting.

[3] For more about rural assistance opportunities in Grays Harbor and Pacific Counties: https://ofm.wa.gov/washington-data-research/population-demographics/population-estimates/population-density/select-references-population-density-washington-law

Figure 2: County Population Densities, 1980-2020



Source: OFM Forecasting and Research Division

As noted earlier, Thurston County is the population center of the Pac-Salish region (64% of total). Yet the region as a whole is mostly rural, even when including Thurston County. While the US Census does not define *rural*, it does consider rural to include all people, housing and territory not within an urban area. The Census defines *urban* in two ways: Urbanized Areas of 50,000 or more people; and Urbanized Clusters with 2,500-49,999 people.[4] The table below shows how that breaks out for the Pac-Salish region.

Table 2: Pac-Salish Urban/Rural Breakdown by County, 2021

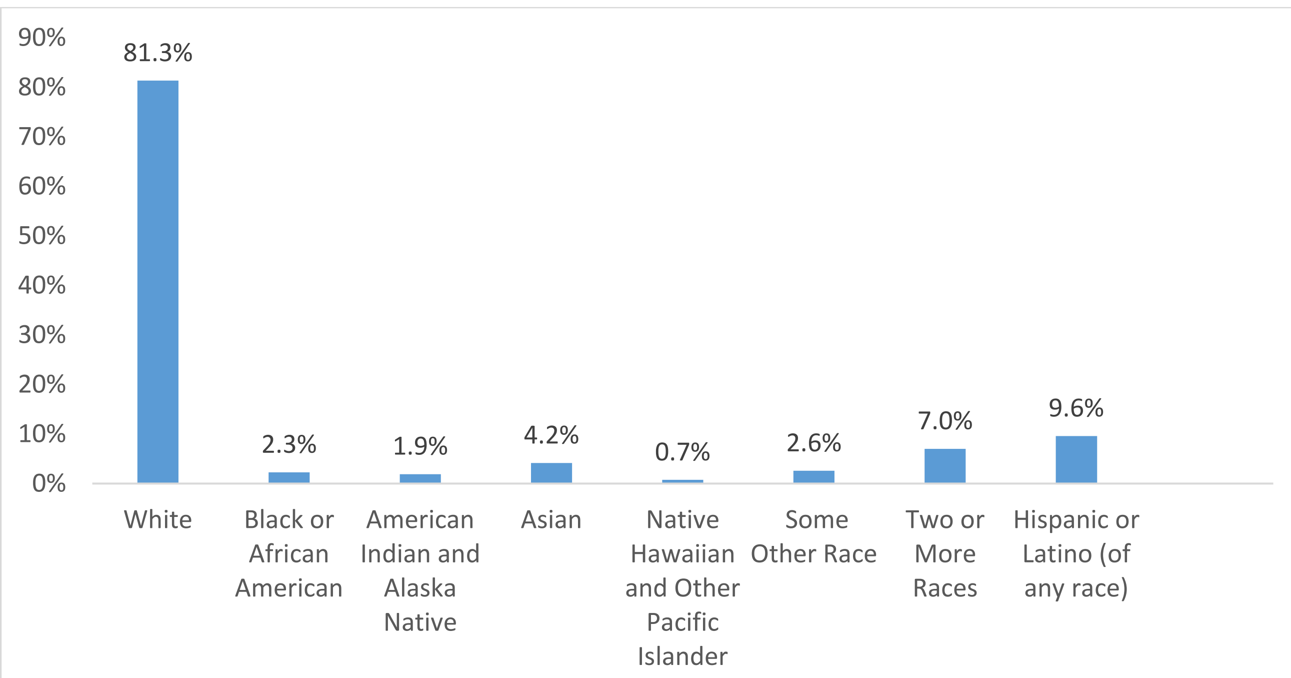
COUNTY	% RURAL	URBAN AREAS
Grays Harbor	52%	Aberdeen, Hoquiam, Ocean Shores and Montesano
Mason	85%	Shelton
Pacific	87%	Raymond
Thurston	48%	Lacey, Olympia, Tumwater, Yelm, Rochester, Tanglewild, Grand Mound

Source: US Census Quick Facts; Washington State OFM; J Robertson and Company

Demographics

While the majority of the region's population is still White, Non-Hispanic, it has undergone diversification over the past decade. That diversification has accelerated recently, driven primarily by Hispanic/Latino and Multiracial population growth.

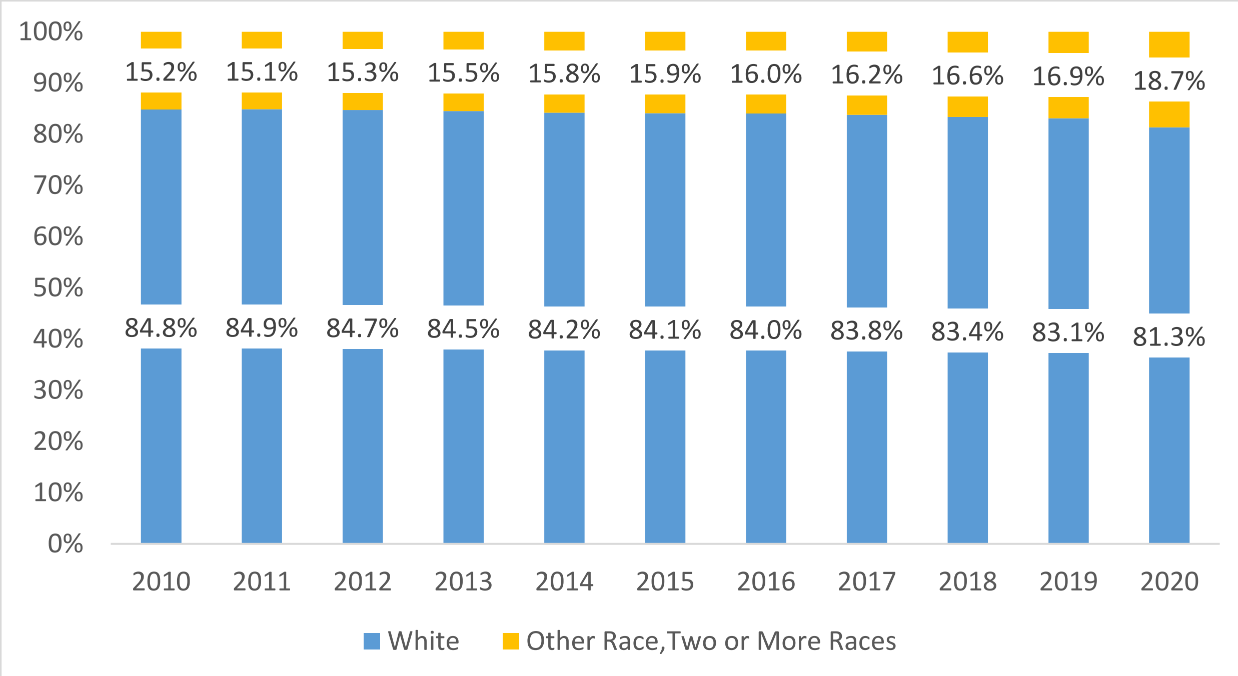
Figure 3: Pacific-Salish Population by Race/Ethnicity, 2020 Snapshot



Source: JobsEQ

[4] https://www.hrsa.gov/rural-health/about-us/what-is-rural#:~:text=The%20Census%20does%20not%20define,UCs)%20of%202%2C500%20%2D%2049%2C999%20people

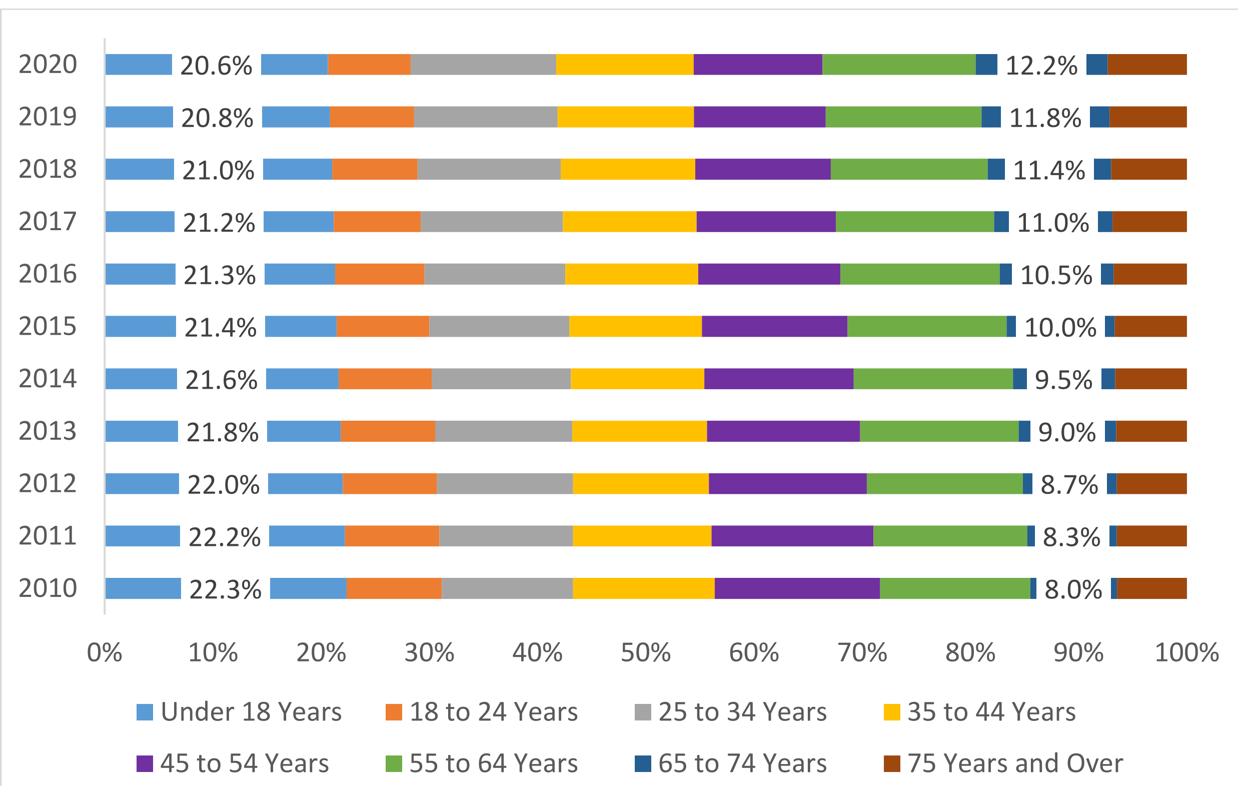
Figure 4: Pacific-Salish Race and Ethnicity Shifts, 2010-2020



Source: JobsEQ

Like the rest of the US, the average age in the Pac-Salish region is rising – from a median of 40.3 in 2020, to 44.6 in 2020. As shown below, the largest shift over the last decade is in the age 65-74 “baby boomer” cohort. Over that same period, the region has also seen a decreasing percentage in the number of children under age 18.

Figure 5: Pacific-Salish Average Age, 2010-2020



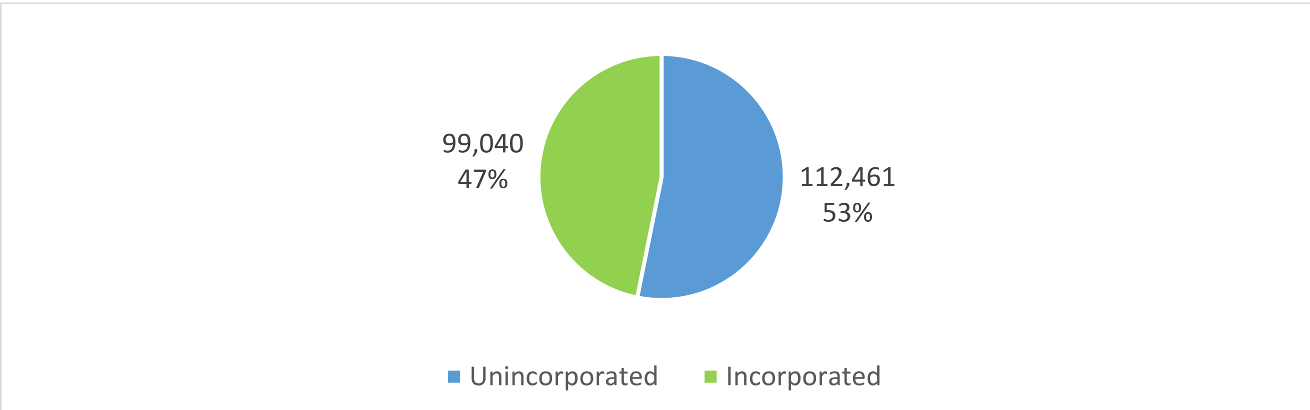
Source: JobsEQ

Housing

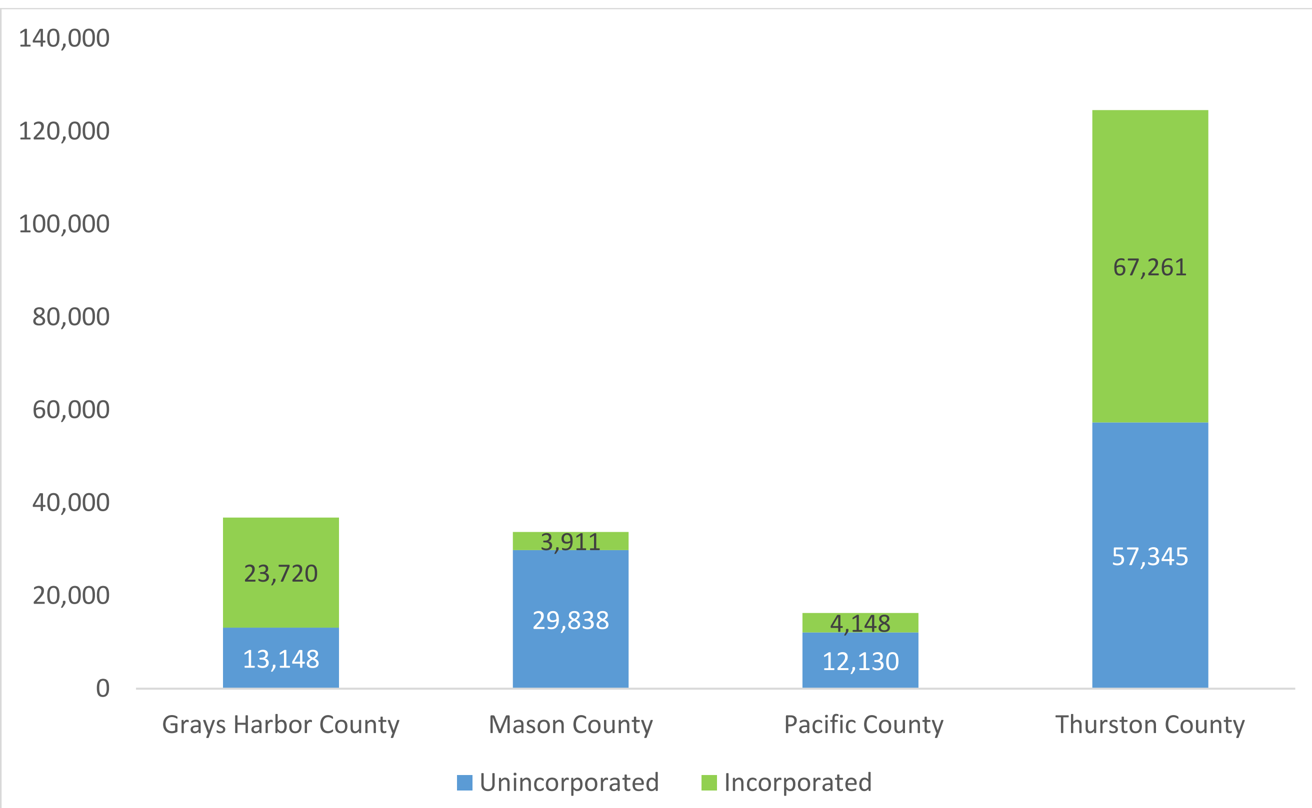
As of 2022, there were an estimated 211,501 units of housing in the Pac-Salish Region. As the charts below show, those units were fairly evenly located in incorporated and unincorporated areas. Consistent with population totals, the greatest volume of housing is in Thurston County. Grays Harbor is the only other county to have more housing in urban environments than rural.

Washington's Growth Management Act (GMA) encourages development in urban areas, so trends are likely to show increased density in cities. This could have adverse impacts on rural counties with inadequate infrastructure or access to related financing to support GMA mandated density. **It should be noted that Grays Harbor is the only county in the Pac-Salish Region that does not plan under the Growth Management Act, but all others are required to plan for and accommodate affordable housing for all income levels.*

Figure 6: Pac-Salish Housing by Urban/Rural, 2022



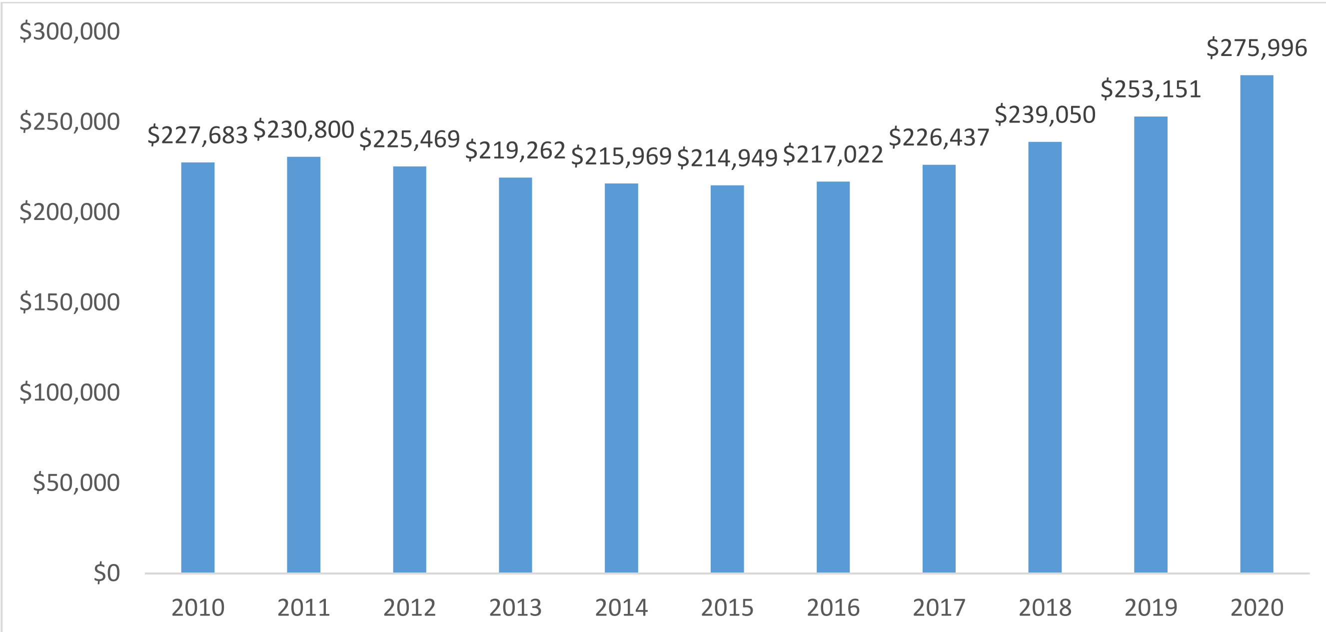
Source: OFM Forecasting and Research Division



Source: OFM Forecasting and Research Division

Following the turbulence of the Great Recession, regional home values remained stagnant, and even declined. However, by 2017, real estate values began to rise and then spiked during the pandemic. Home prices are particularly high where people are able to remain working from home. For example, in Thurston County, the seat of State Government, the median value of single-family home in 2023 has crested $500,000.

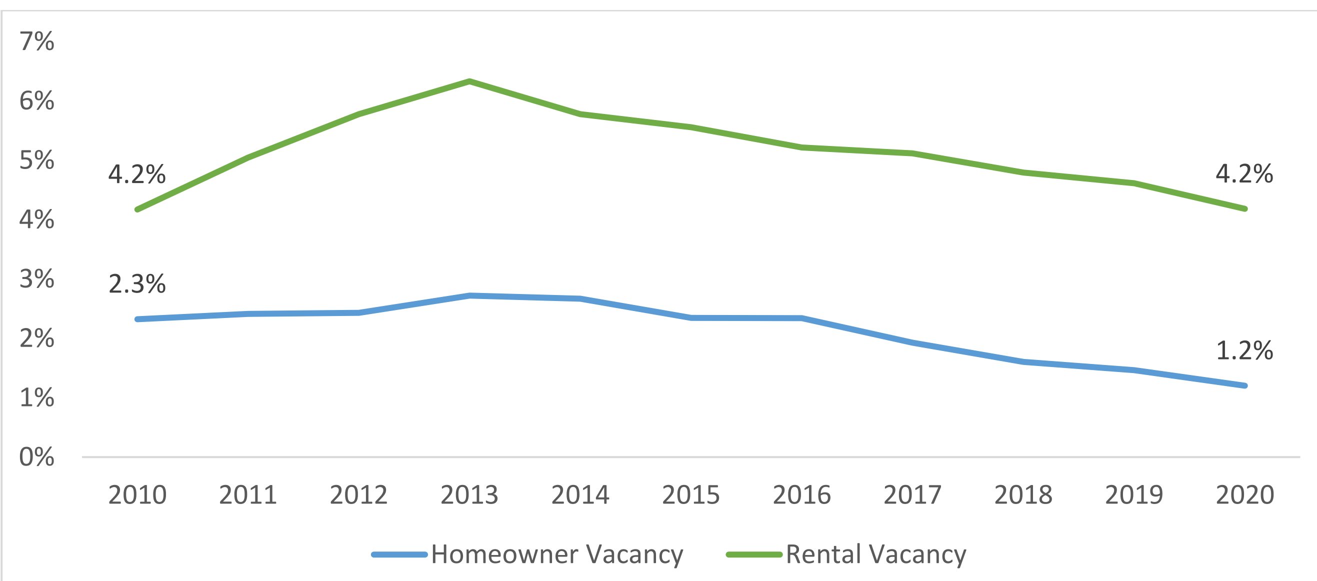
Figure 7: Pacific-Salish Median House Value (owner-occupied units), 2010-2020



Source: JobsEQ

While there are many benefits to being a desirable region to live in, there are also challenges. For more than a decade, the region has failed to construct enough homes to keep pace with growth. As a result, vacancy rates have continued to decline and rents have risen.

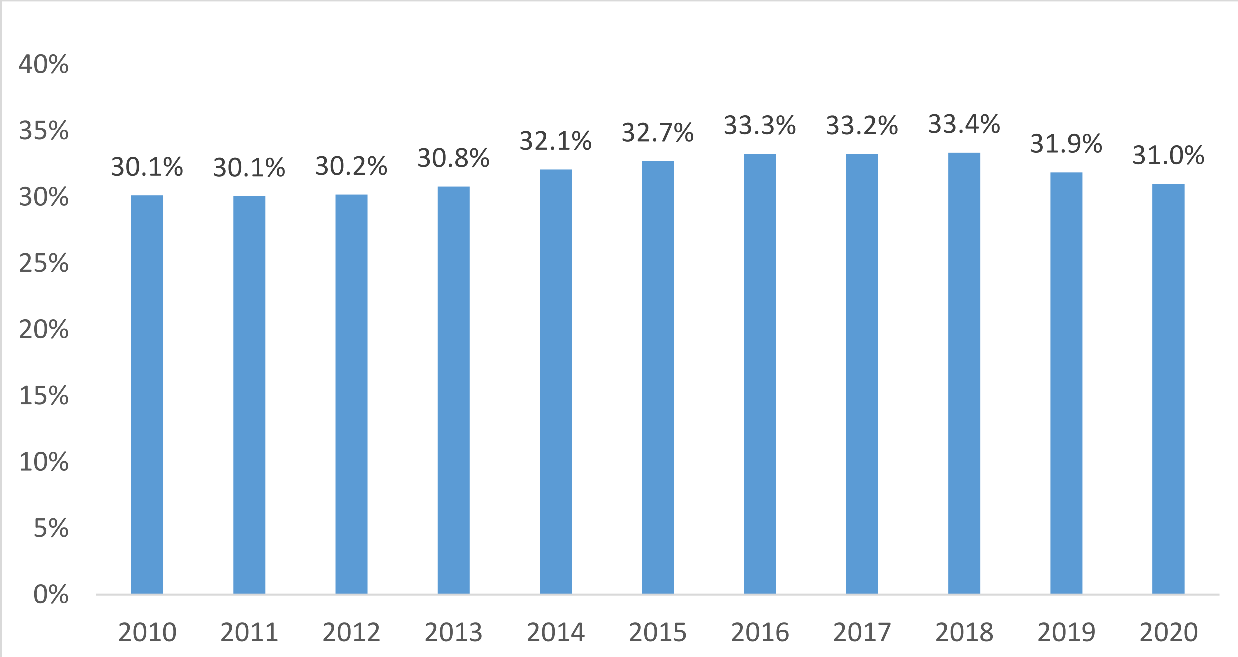
Figure 8: Pacific-Salish Homeowner and Rental Vacancy Rates, 2010-2020



Source: JobsEQ

Overall, the region's share of rental properties has remained around 30% of total housing stock. However, in more urban areas such as the City of Olympia, over 50% of housing units are rentals.

Figure 9: Pacific-Salish Renter-Occupied Housing Units (% of Occupied Units), 2010-2020

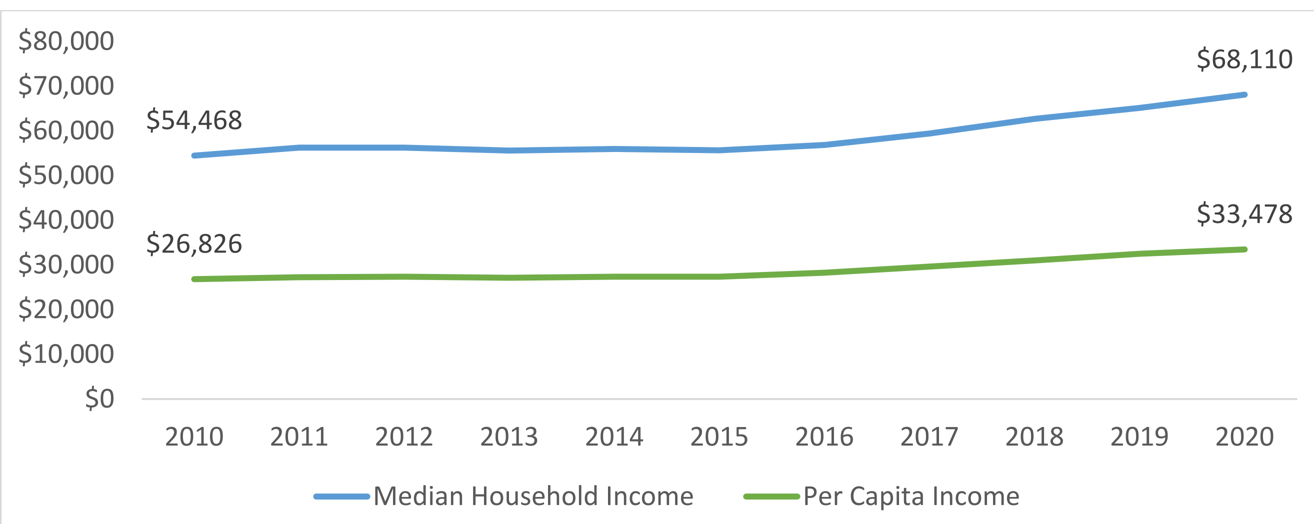


Source: JobsEQ

Income

Both median household and per capita income remained stagnant following the Great Recession. Both began to inch upward in 2016, though at a slower pace for per capita income. While official data is pending, it appears incomes have continued to grow since, albeit not as fast as inflation.

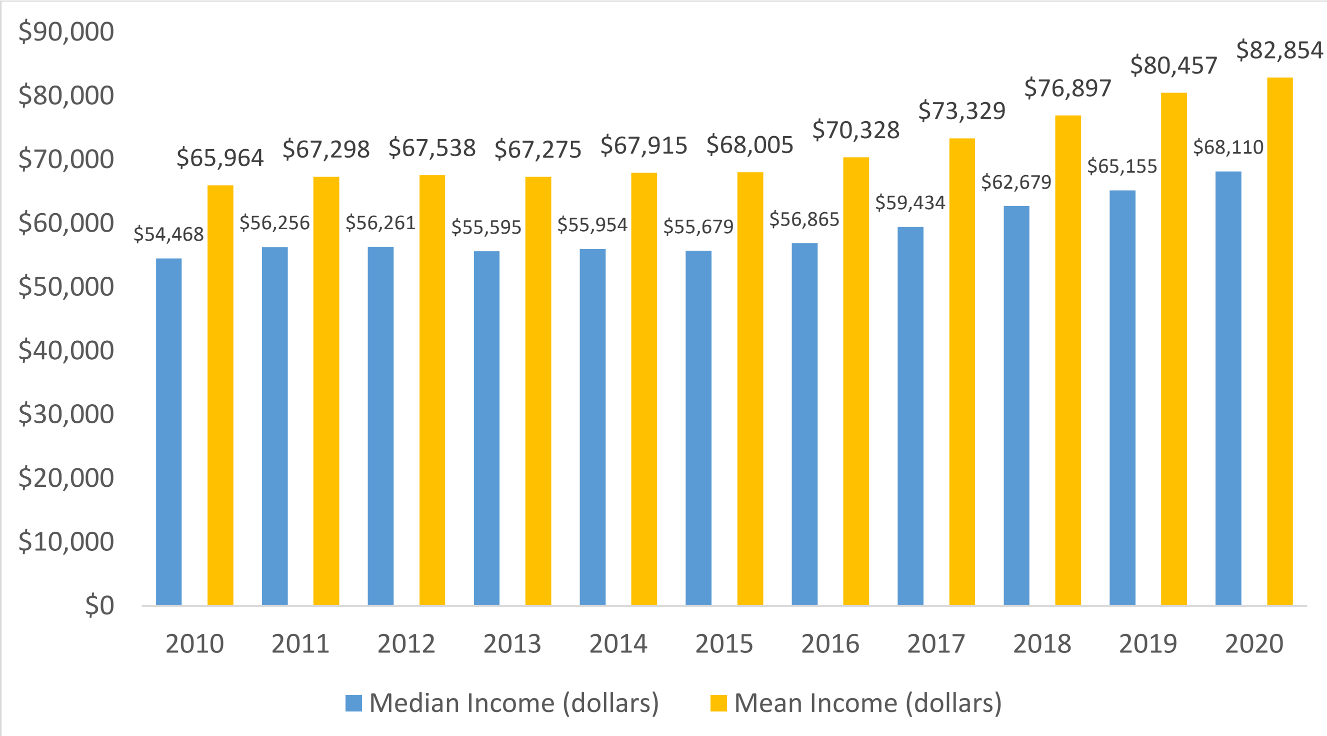
Figure 10: Pacific-Salish Median Household and Per Capita Income, 2010-2020



Source: JobsEQ

In 2010, mean and median income were separated by about $11,500. By 2020, the gap had grown to over $14,700, meaning a smaller subset of households have experienced much stronger income gains.

Figure 11: Pacific-Salish Median and Mean Income Trend, 2010-2020



Source: JobsEQ

Perhaps a more effective way to evaluate income and financial security is through a review of ALICE® data. ALICE, a United Way acronym which stands for Asset Limited, Income Constrained, Employed – represents the growing number of individuals and families who are working, but unable to afford basic necessities like housing, food, childcare, health care, and transportation. These are often people who provide essential services – teachers, mechanics, police officers.

Statewide, a combined total of 33% households live below the ALICE and/or federal poverty threshold. But in parts of the Pac-Salish region, that figure is much higher – in particular, Pacific County, where 59% of households were living below the ALICE threshold as of 2021.

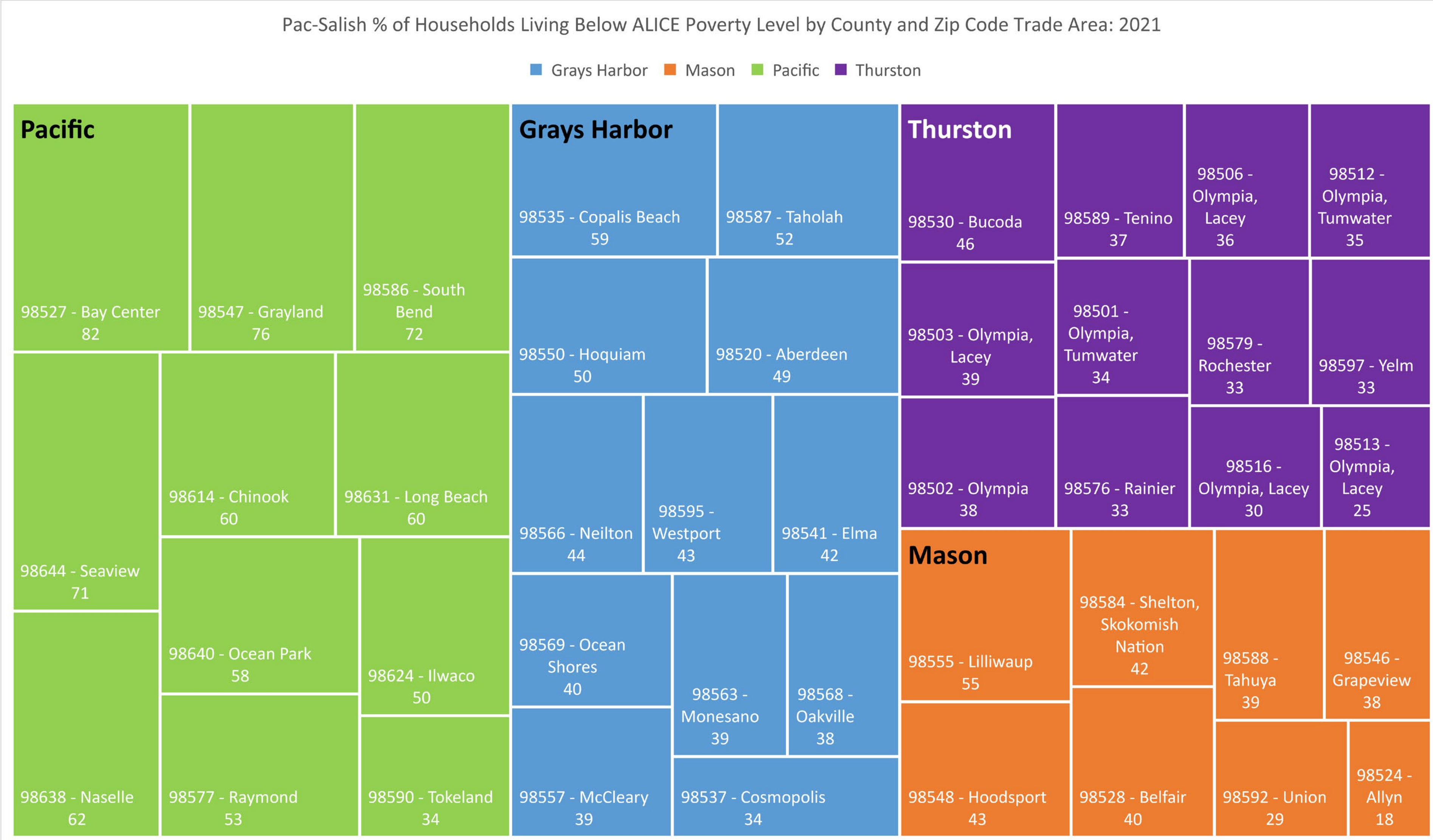
Table 3: ALICE Households by Pac-Salish County

County	% below federal poverty threshold	% below ALICE threshold	Combined Total
State Average	9%	24%	33%
Grays Harbor	10%	36%	46%
Mason	12%	28%	40%
Pacific	14%	45%	59%
Thurston	10%	22%	32%

Source: unitedforalice.org

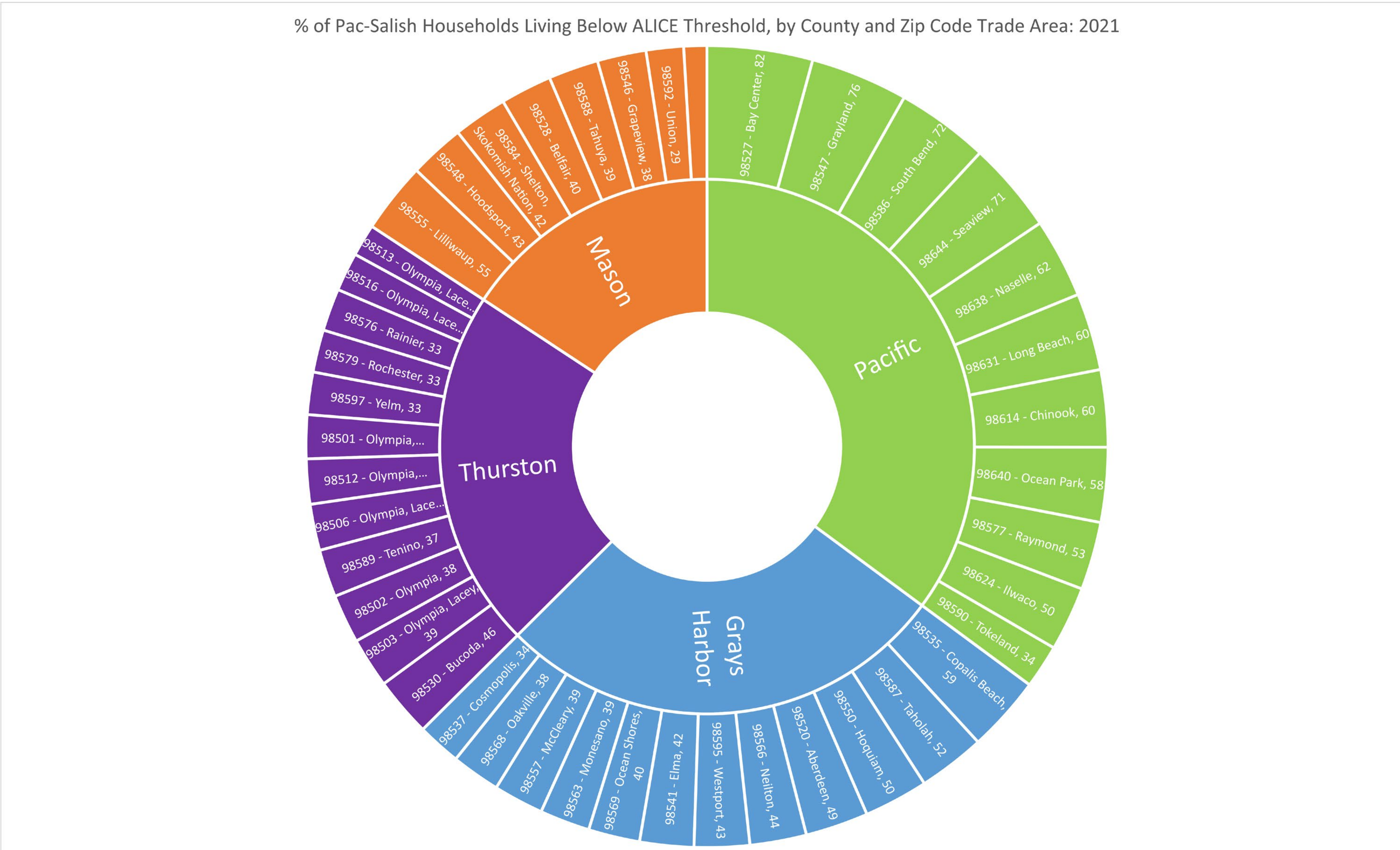
As shown in the zip code charts below, some areas of the Pac-Salish region are considerably more at-risk (inability to pay for medical incidents, make rent, grow savings, et al) than others.

Figure 12: ALICE Households by County and ZIP Code Trade Area (Percent)



Source: United for Alice, J Robertson and Company

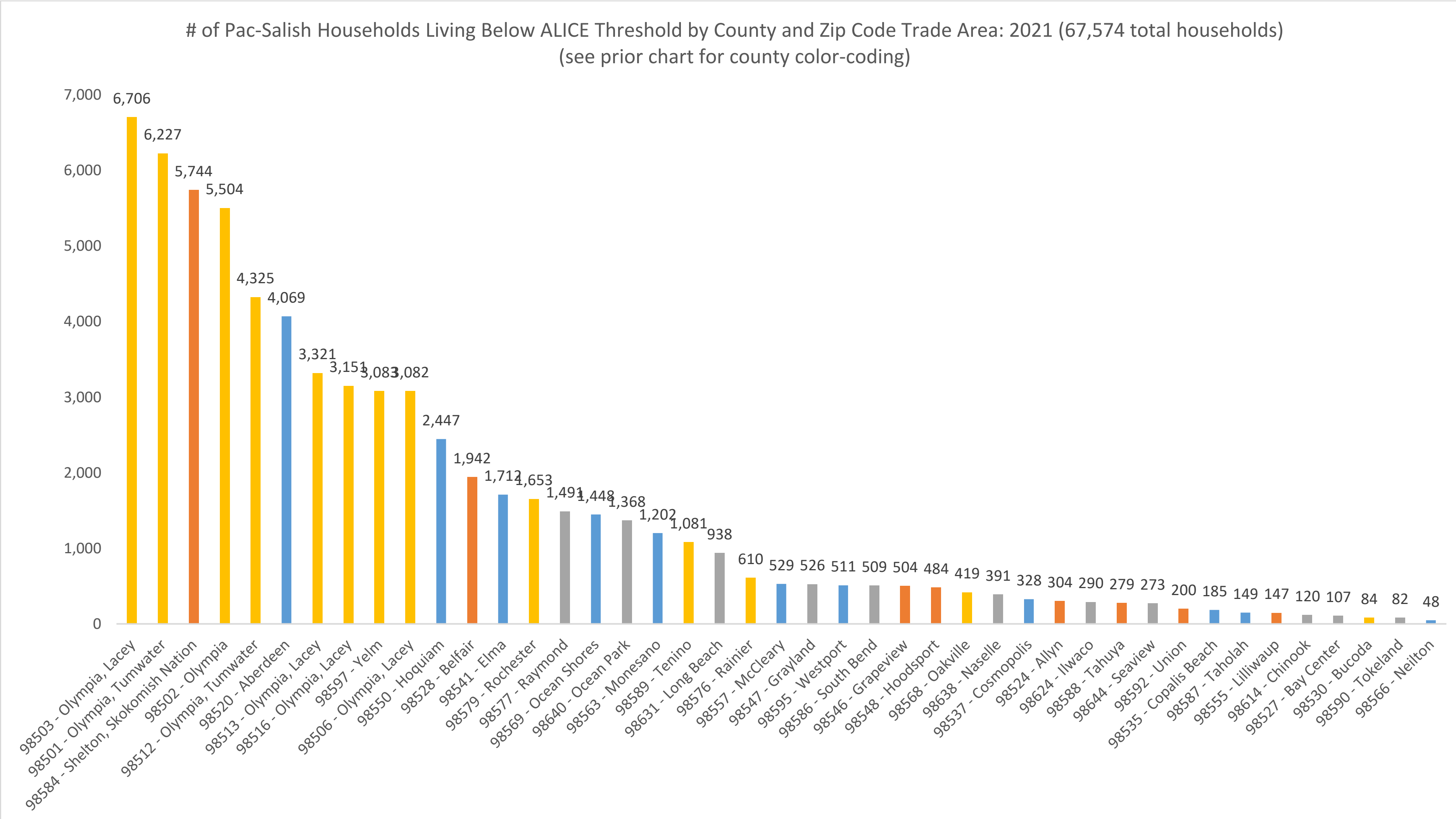
Figure 13: ALICE Households by County and ZIP Code Trade Area (Percent)



Source: United for Alice, J Robertson and Company

While Pacific has the highest percentage of households living below the ALICE threshold, Thurston has the highest volume of ALICE households. Those volumes are clustered around Olympia and Tumwater. Shelton, Skokomish Nation, Aberdeen and Hoquiam have high volumes as well.

Figure 14: ALICE Households by County and ZIP Code Trade Area (Number)

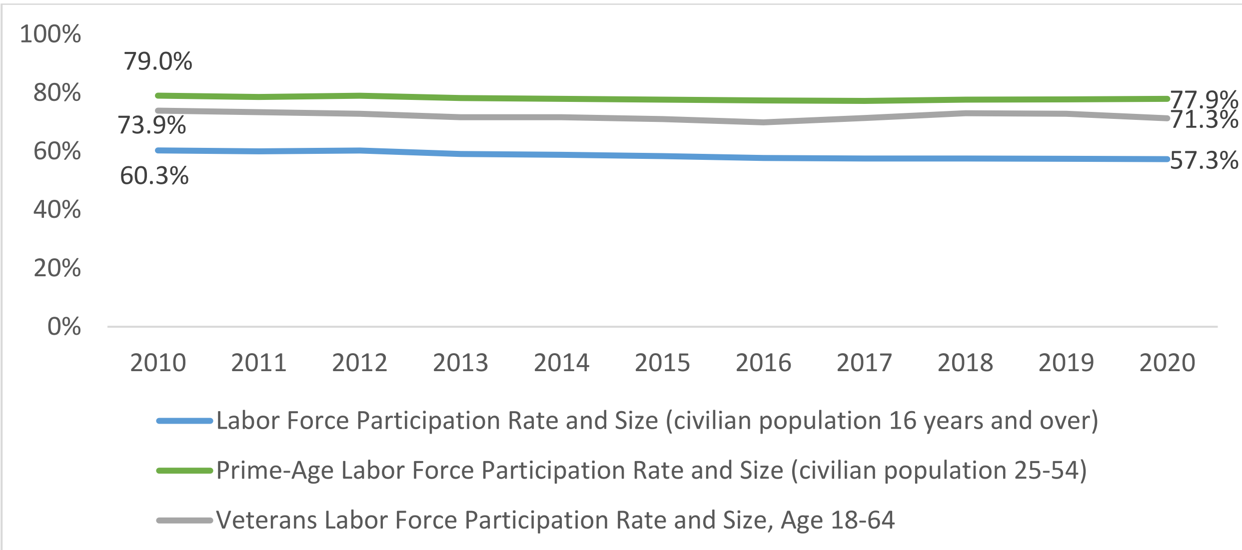


Source: United for Alice, J Robertson and Company

Labor Force Participation

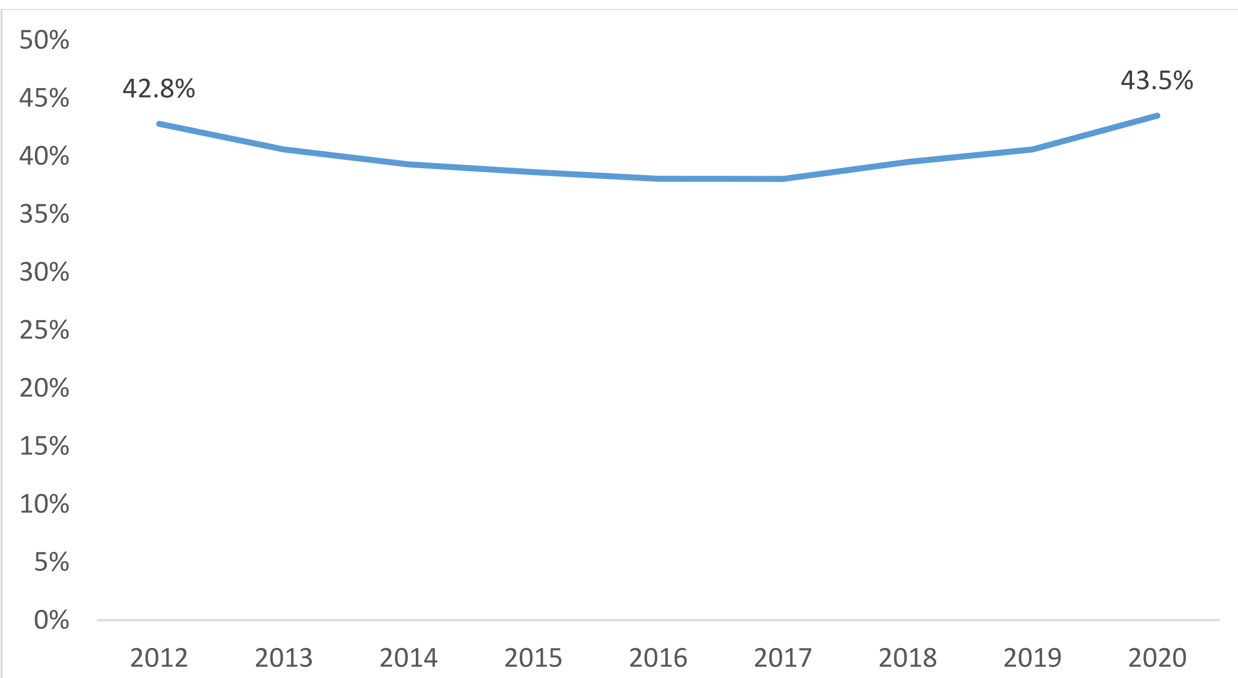
Total labor force participation (206,105 people of working age) is down 1-3% across all major cohort areas from a decade ago. However, it has actually been trending up for people with disabilities, thanks to advocacy by Morningside, Coastal Community Action Programs, and other regional organizations that offer job development, training and support services.

Figure 15: Pacific-Salish Labor Force Participation Rate, 2010-2020



Source: JobsEQ

Figure 16: Pacific-Salish Labor Force Participation for People with a Disability, 2012-2020

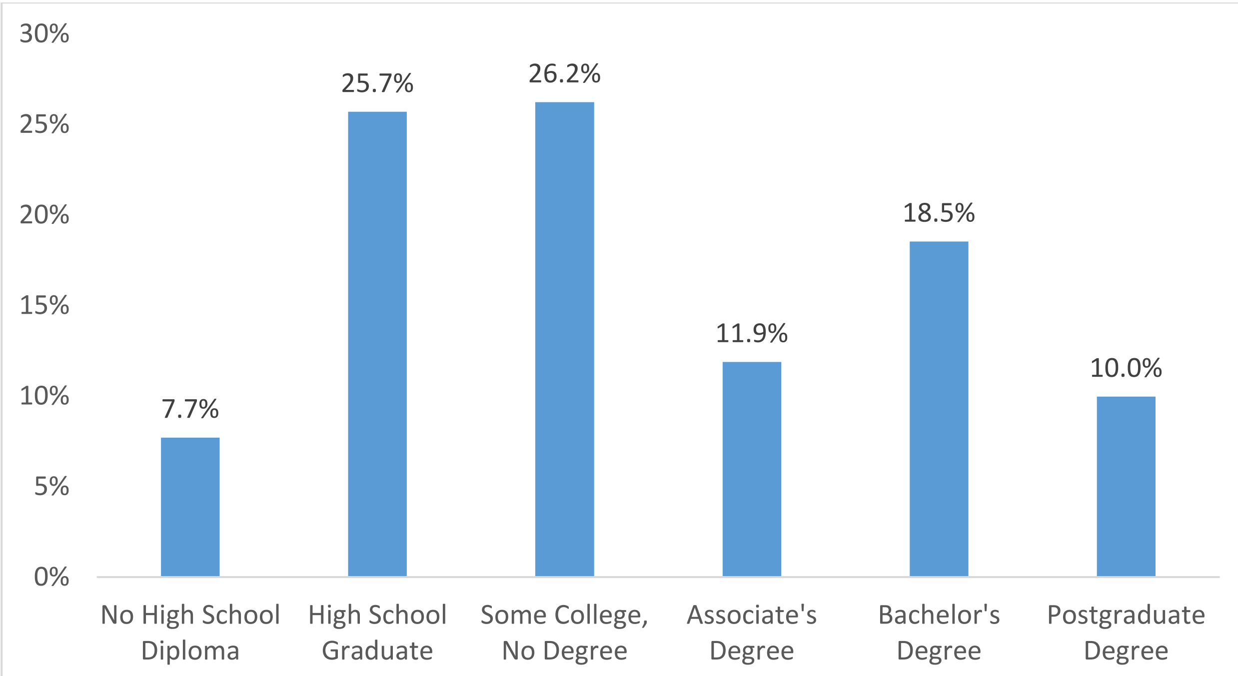


Source: JobsEQ

Educational Attainment, Unemployment and Poverty

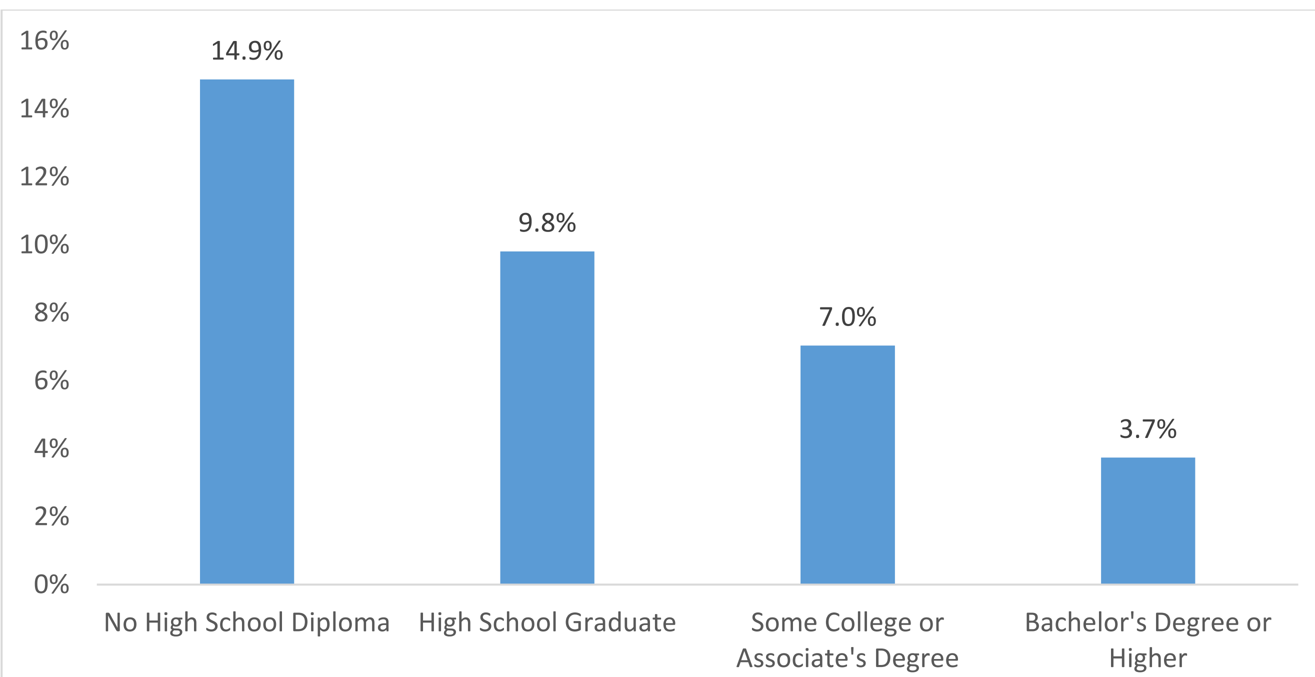
Just over 40% of the region's residents has attained Associate's Degree or higher, and over 82% have a high school degree or higher certificate/diploma. Unemployment rates are considerably lower the higher a person's education attainment level.

Figure 17: Pacific-Salish Educational Attainment, Age 25-64: 2020 Snapshot



Source: JobsEQ

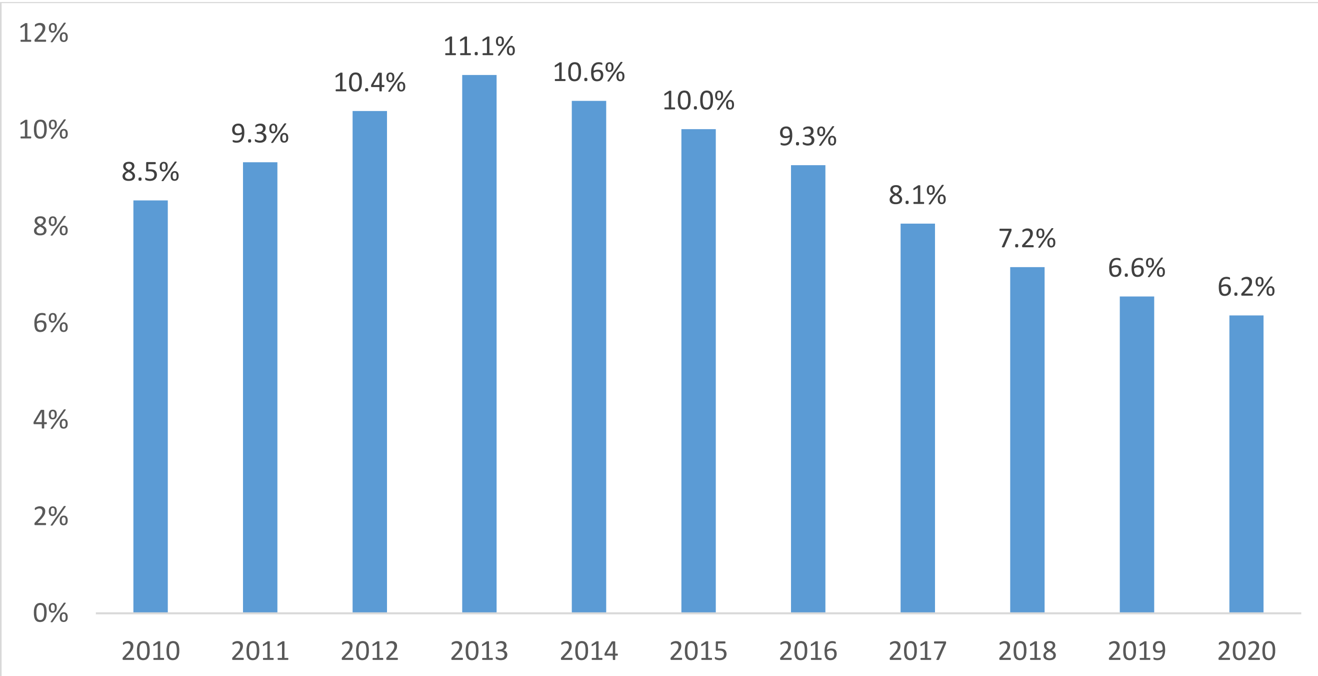
Figure 18: Pacific-Salish Ave Annual Unemployment Rate by Educational Attainment, 2010-2020



Source: JobsEQ

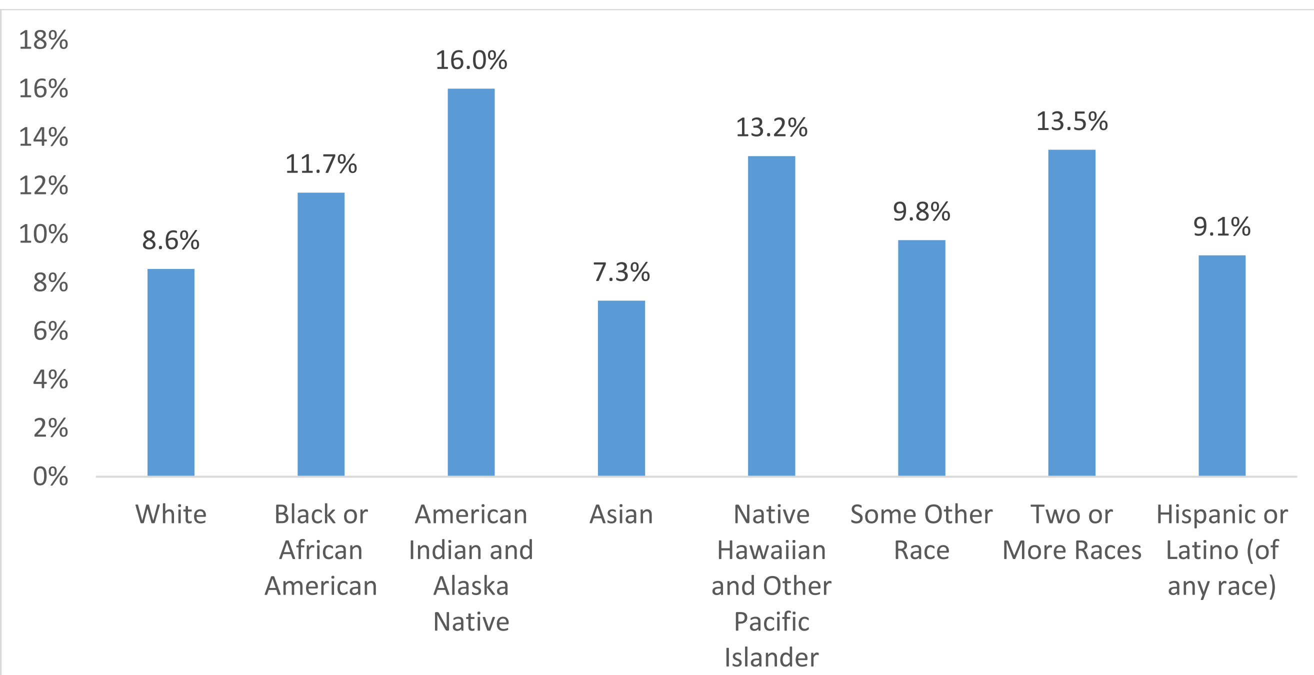
The figures below shows the average decade-long unemployment rate by overall, race cohort and gender. Overall, the rate grew during and post Great Recession, but has stabilized in ensuing years (COVID data pending). As the region moves forward, it will be critical to build an inclusive job market through proactive engagement and promotion of training and educational opportunities. Notably, after nearly a decade of 3-4% separation, male and female employment appears to have balanced.

Figure 19: Pacific-Salish Unemployment Rate, 2010-2020



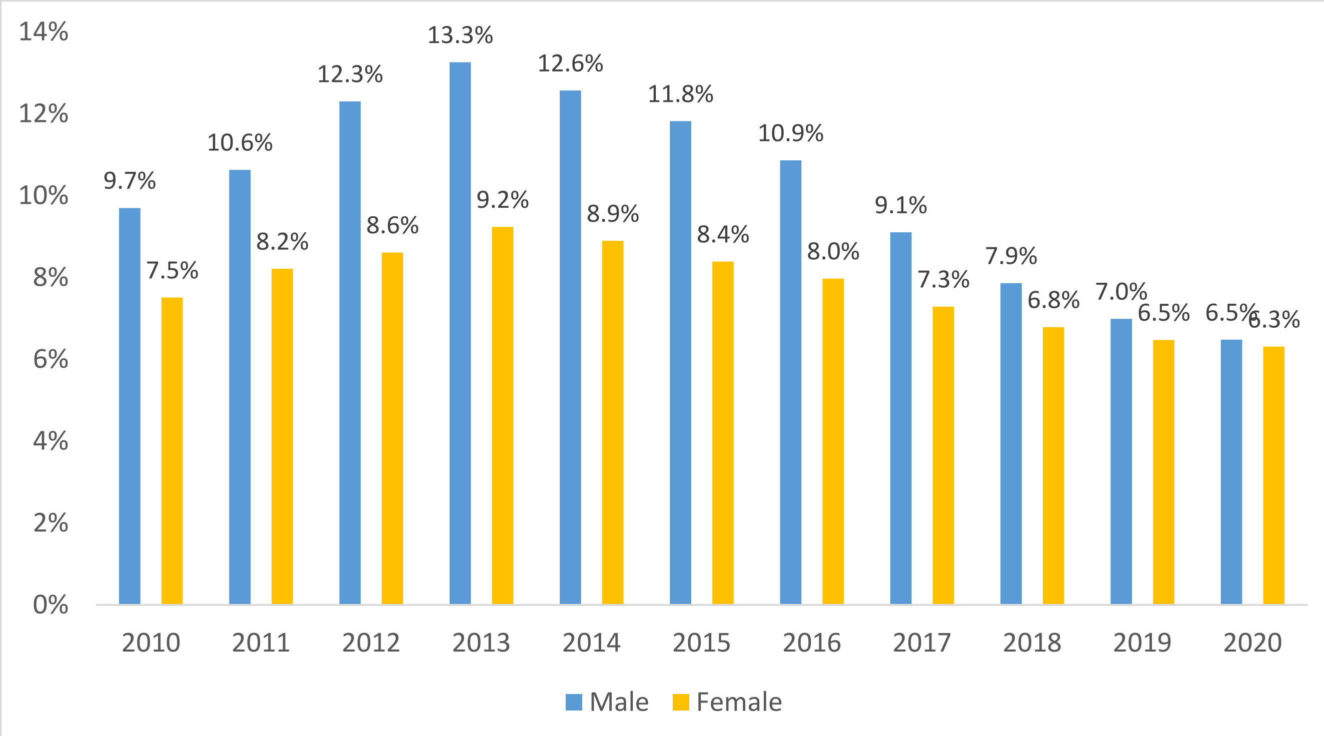
Source: JobsEQ

Figure 20: Pacific-Salish Ave Annual Unemployment Rate by Race, 2010-2020



Source: JobsEQ

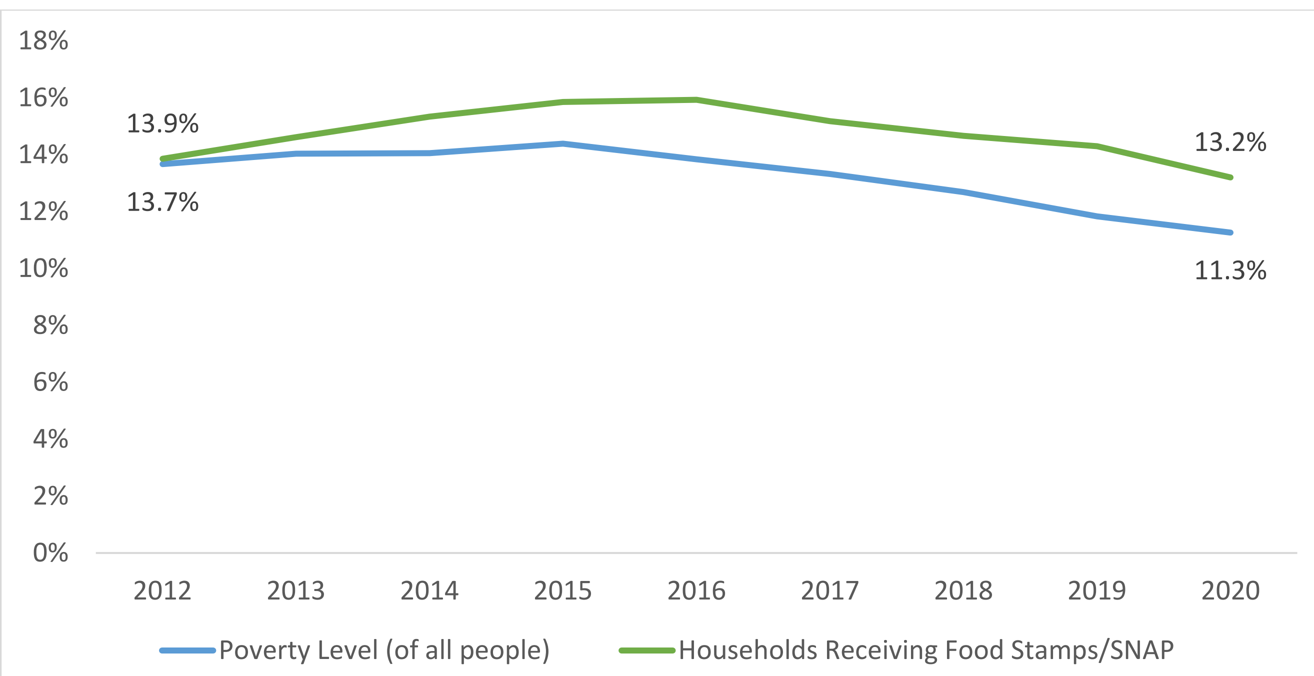
Figure 21: Pacific-Salish Ave Annual Unemployment Rate by Gender: 2010-2020



Source: JobsEQ

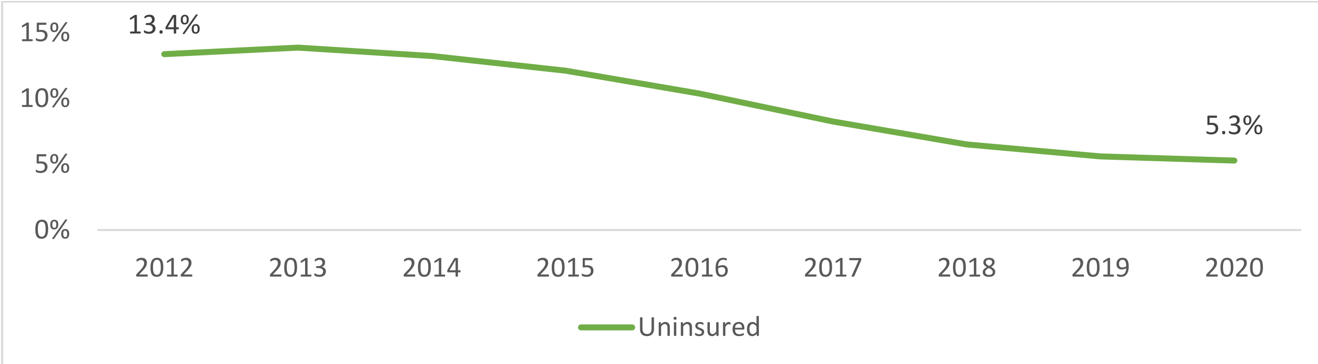
As unemployment rates declined, so, too, have poverty rates. The regional poverty level (federally defined vs United Way ALICE data) has dropped 2.4% since 2012. Yet more than 1 in 10 people in the region struggle to make ends meet (rent, food, childcare, et al). One critical factor in poverty reduction to date has been the Affordable Care Act. Those suffering major medical setbacks now have a chance to survive the economic impact. Uninsured residents have dropped from 13.4% (2012) to 5.3% (2020).

Figure 22: Pacific-Salish Poverty Levels, 2012-2020



Source: JobsEQ

Figure 23: Pacific-Salish Uninsured Resident Population by Percentage, 2012-2020

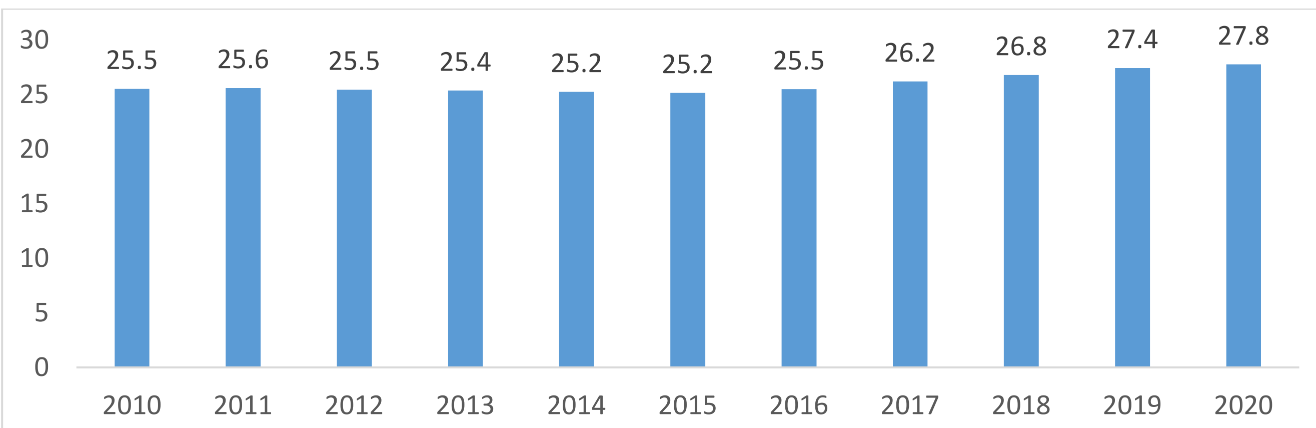


Source: JobsEQ

Commuting Profile

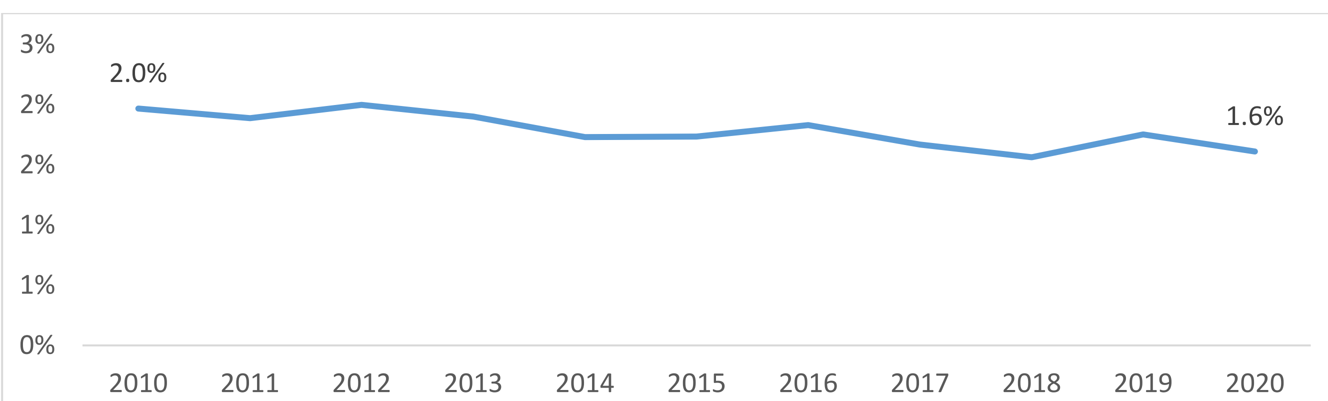
Over the last decade, the average commute time in the Pac-Salish region has slightly increased. The shift likely reflects a number of factors, including people finding more affordable housing further from employment centers and population growth adding traffic volumes on constrained highways and arterials. Public transit use has declined, but there is hope that growth will occur given the rise of zero-fare transit options (Grays Harbor {youth ride free}, Mason and Thurston).

Figure 24: Pacific-Salish Mean Commute Time (minutes), 2010-2020



Source: JobsEQ

Figure 25: % of Pacific-Salish Workers that Commute via Public Transportation, 2010-2020



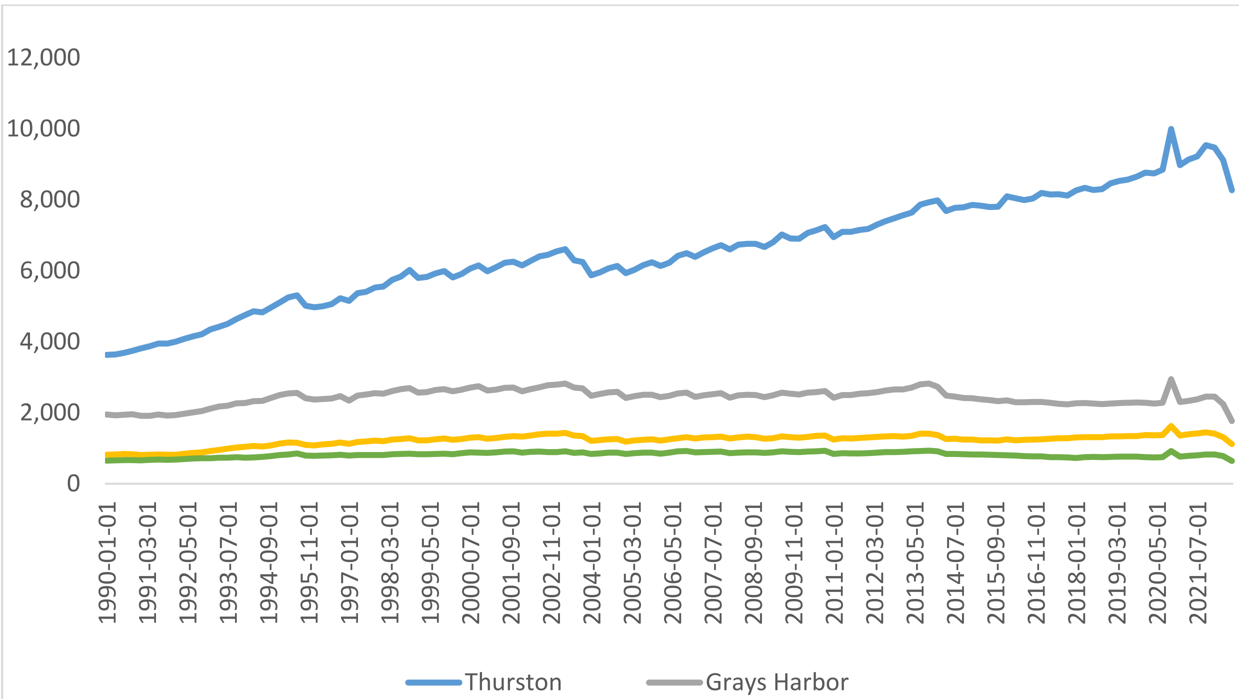
Source: JobsEQ

BUSINESS AND INDUSTRY LANDSCAPE

Business Establishments

Since 1990, the region has added nearly 5,000 new establishments. Approximately 4,500 of them are located in Thurston County. All counties experienced a net decline in establishments during the pandemic, but appear to be recovering as of mid-2023.

Figure 26: Total Establishments in Pac-Salish EDD by County, 1990-2022



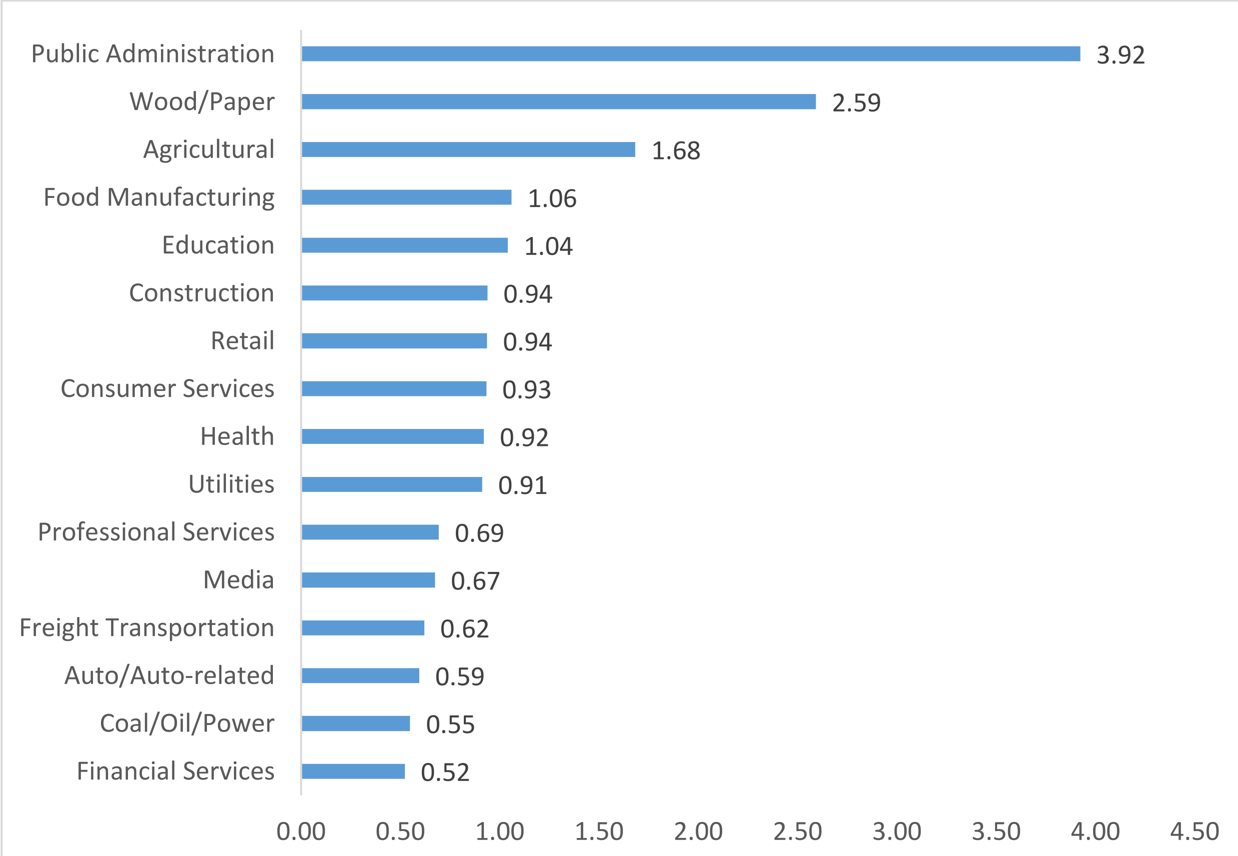
Source: JobsEQ

Industry Group Cluster Insights

This section provides an overview of regional industry sectors through a variety of lenses. The chart below shows the location quotient of specific sectors relative to the US as a whole. A score of 1 means industry presence (employment per capita) is similar to national average. Higher scores mean a heavier presence, and lower scores lighter presence, than might be expected.

The Pacific-Salish economy continues to have a strong natural-resource based economy, with *wood products* and *agricultural* presence more than double the US average. Public administration is nearly quadruple the national average, not only because Pac-Salish hosts the seat of state government, but because it is also home to large swath of publicly managed lands and lies adjacent to two major military base. There are also six Sovereign Tribal Nations located within the Pac-Salish region, each with its own governance and administration.

Figure 27: Pacific-Salish Industry Groups by Location Quotient, 2023

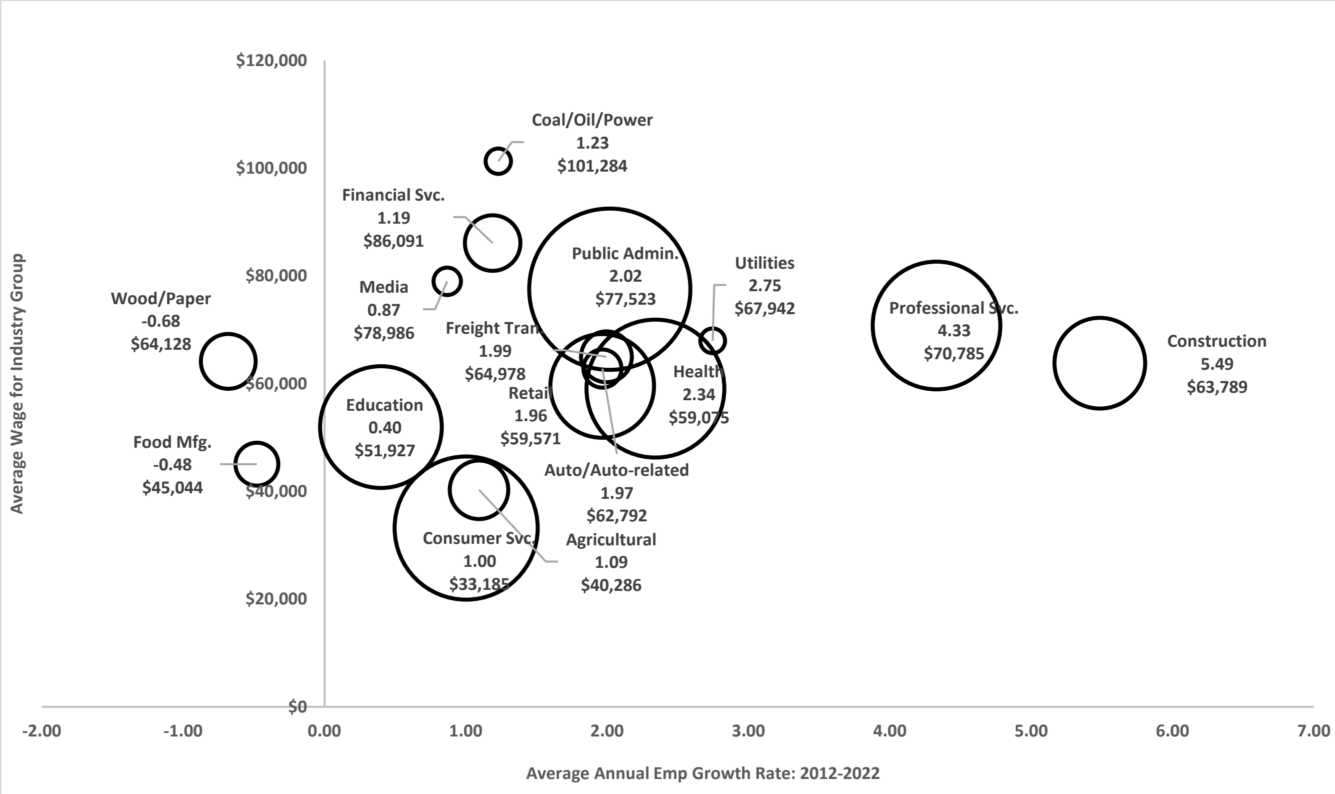


Source: JobsEQ

Another way to examine industry sector health is through past performance. In the chart below, the vertical axis represents the annual average industry group wage, and the horizontal axis the annual average rate of employment growth over the past decade. The size of the bubble represents the relative number of workers employed in a specific industry group.

Over the last decade, *construction* and *professional services* have far outpaced other industries' rate of growth. *Public administration* and health have grown more moderately, but remain among the largest regional employers. *Consumer services* and *education* also remain large employment industries, but had a slower average annual rate of growth due to the disproportionate impacts experienced by those sectors during the pandemic. The wood/paper industry group, while still more prevalent here relative to the rest of state and US, has lost employment as have other manufacturing sectors due to increasing regulations and the rapid advent of automation.

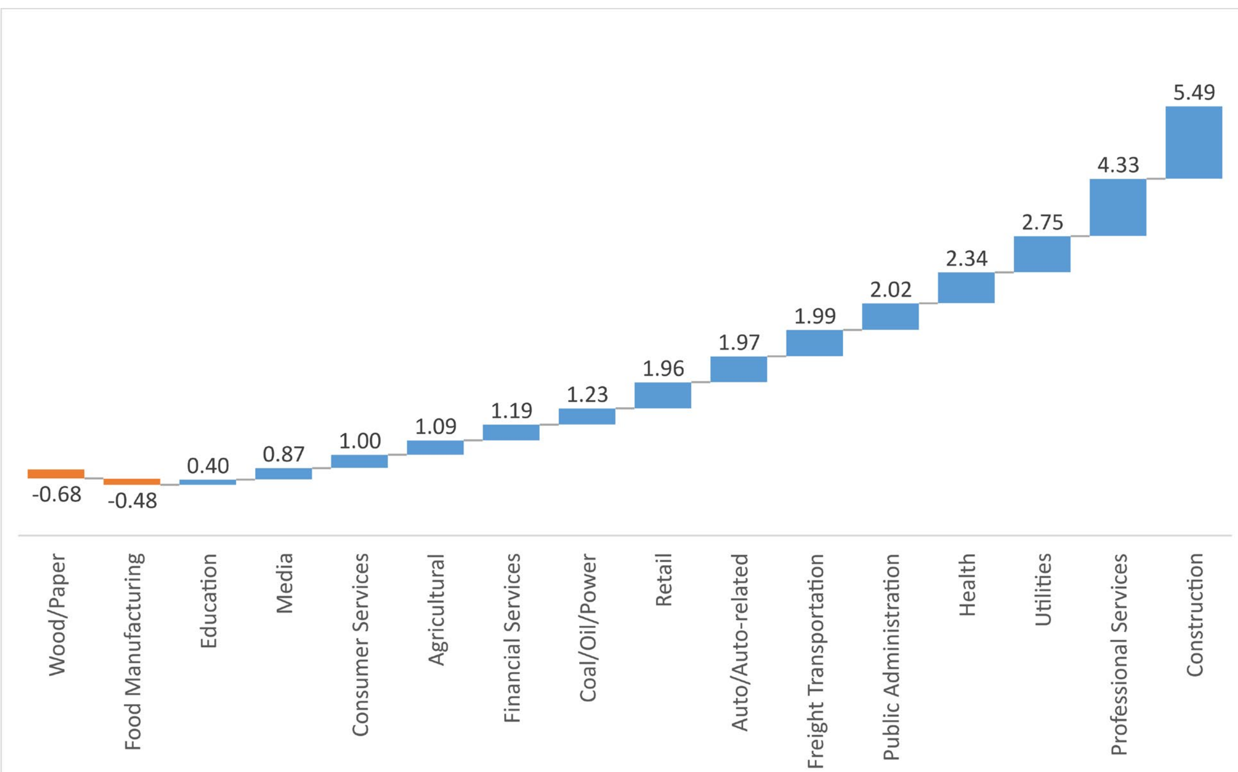
Figure 28: Pac-Salish Industry Group 10-Yr Historical Employment Performance, 2012-2022



Source: JobsEQ

The graph below shows the annual av growth rate for major industry groups over the past decade.

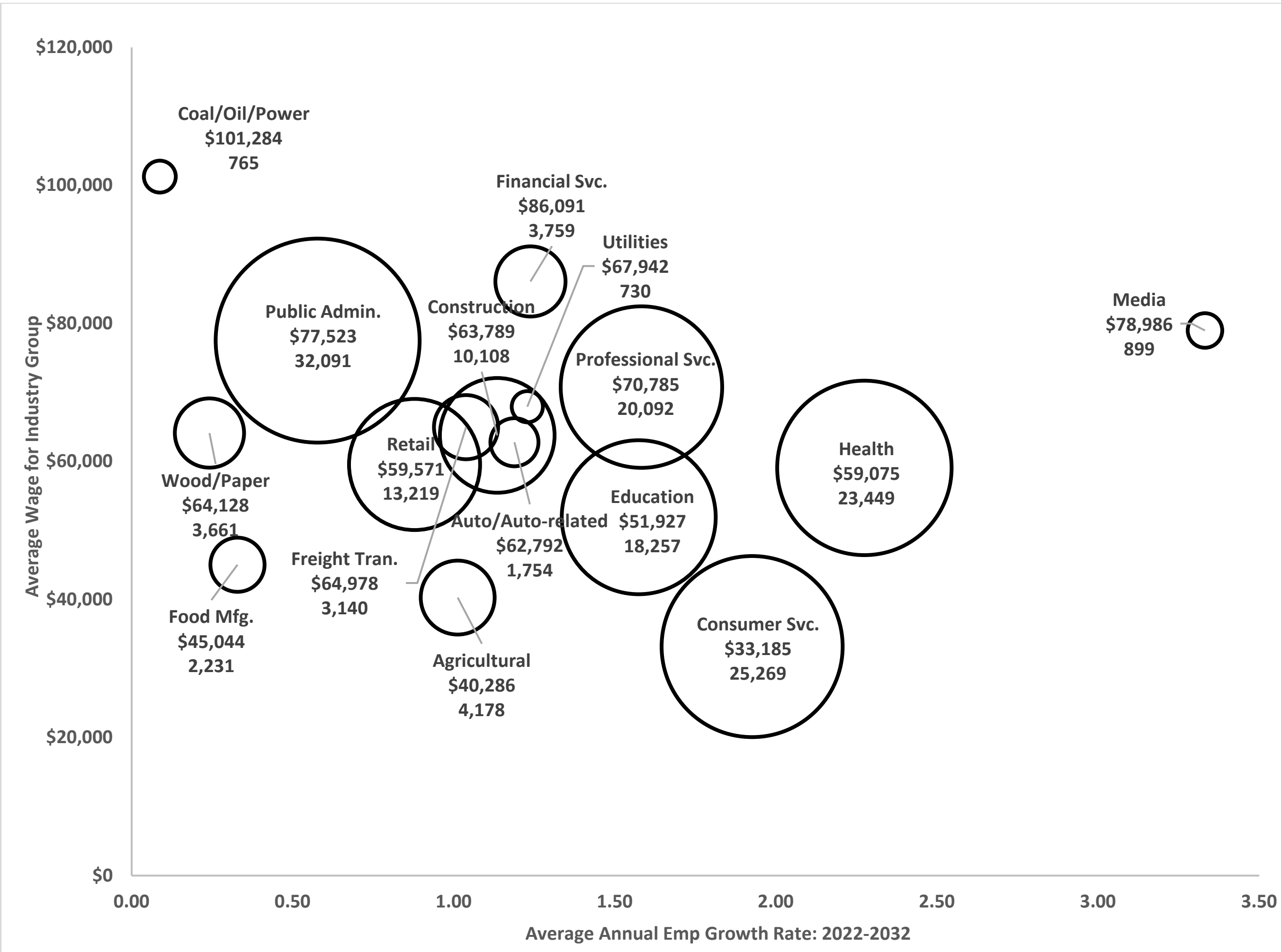
Figure 29: Pac-Salish Industry Groups, Av Annual Employment Historical Rate (%) Q3 2012- Q3 2022



Source: JobsEQ

Over the next decade, all major industry groups are expected to experience positive growth. In the chart below, the vertical axis represents the average annual wage in today's dollars, while the size of the bubble reflects relative employment volumes and the horizontal axis the estimated annual rate of employment growth between 2022 and 2032. Overall, growth will be driven by ongoing recovery from the pandemic (e.g., return of para-educators to schools, return of retail and consumer service activity) and increased demand for services among the baby boomer generation (e.g., healthcare, financial service needs). Even Wood/Paper and Food Manufacturing, which both experienced declines over the prior decade, are projected to see positive employment growth.

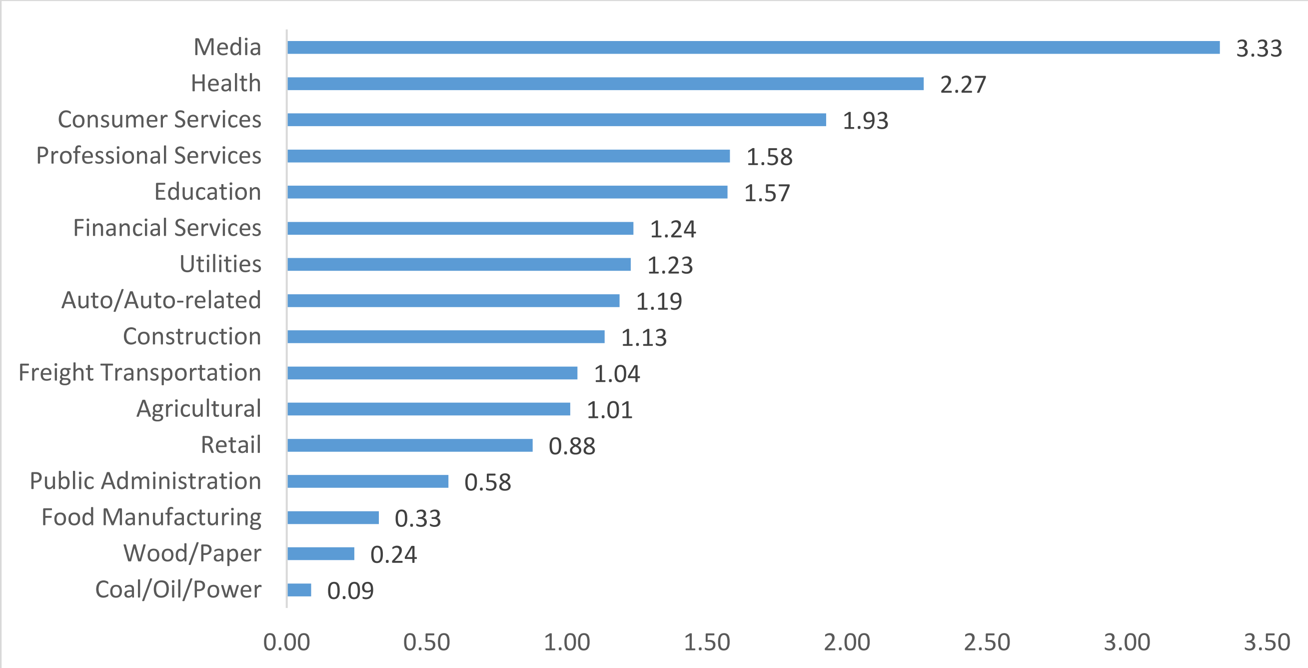
Figure 30: Pac-Salish Industry Group 10 Yr. Employment Growth Forecast, 2022-2032



Source: JobsEQ

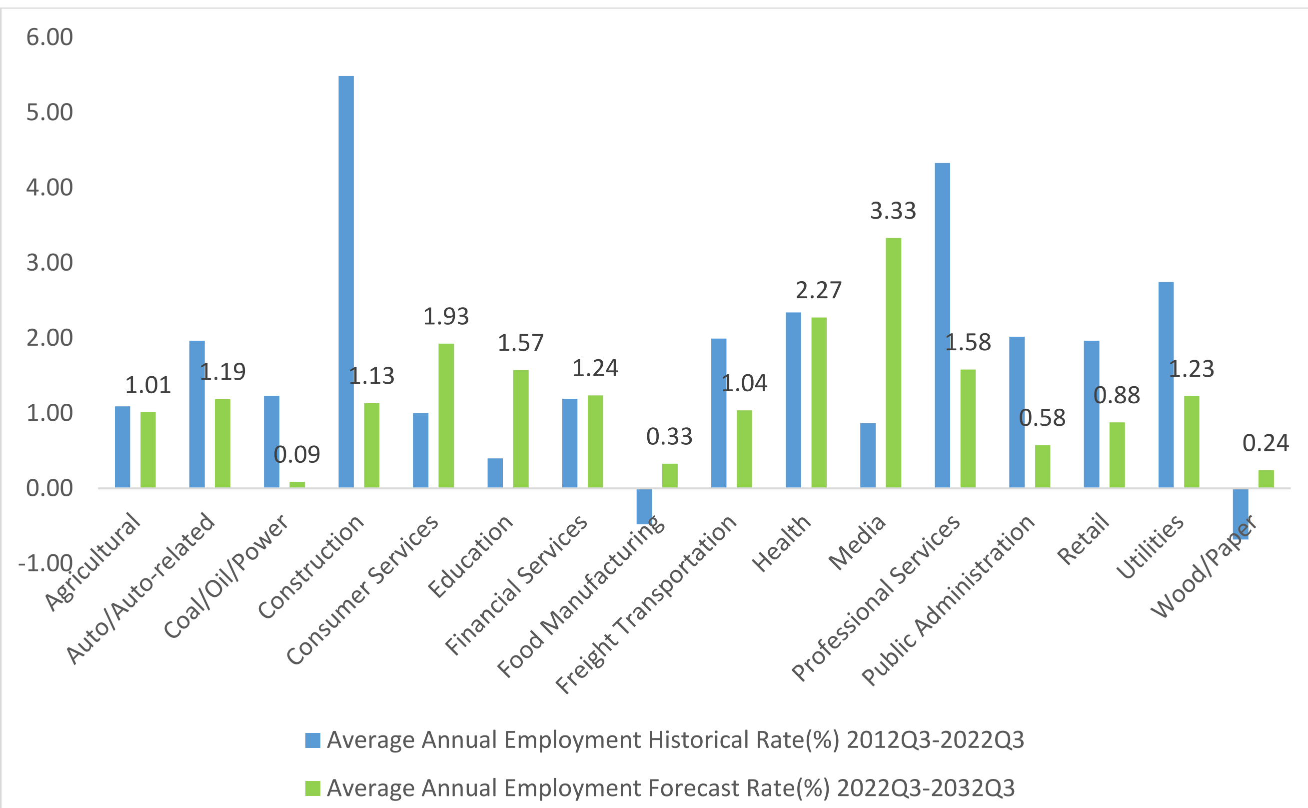
The following charts show the relative industry growth rates by, a) straight line 10-year forecast; and b) comparative growth over the past and future decade. Construction growth over the past 10 years was likely driven by recovery from Great Recession (and also increasing demand/lack of housing supply up to the present day). Past growth in professional services is likely attributable to former government workers launching news businesses and a recent flurry of new business starts created during the pandemic (see establishments graph). The forecast growth of media is based on an anticipated increase in software developers, but also growth at the Washington State Archives and return to normal attendance at movie theaters.

Figure 31: Pac-Salish Industry Groups, Av Annual Employment Growth Forecast (%) Q3 2022-Q3 2032



Source: JobsEQ

Figure 32: Pac-Salish Industry Group Employment Change, 10 Yr. Hist. and 10 Yr. Forecast Comparison



Source: JobsEQ

Core and Emerging Industry Insights

This section provides insights about select industry sectors that have experienced growth or other notable change over the past five years and/or are forecast to add new or different employment opportunities in the Pac-Salish region.

Growth in the media sector (the fastest growing in the region) has been driven by Software Publishers and Info Services (as more services went online during the pandemic). Conversely, in-person subindustries declined (movie theaters, video production), but are expected to return to growth mode post pandemic. A significant % of Media jobs are public sector (primarily State jobs).

Table 4: Media (Chmura Cluster) in Pacific-Salish EDD, Q3 2022

	Current		5-Year History		5-Year Forecast		
Industry	**Empl**	**LQ**	**Empl Change**	**Ann %**	**Total Demand**	**Empl Growth**	**Ann % Growth**
Software Publishers	528	0.77	414	35.8%	275	47	1.7%
Libraries and Archives	237	1.37	-45	-3.4%	158	42	3.3%
Motion Picture Theaters (except Drive-Ins)	213	1.70	-68	-5.4%	331	74	6.1%
Web Search Portals and All Other Information Services	150	0.82	81	16.9%	100	27	3.4%
Motion Picture and Video Production	115	0.35	-153	-15.6%	77	17	2.7%
Media Streaming Distribution, Social Networks, Other Media Networks/Content Providers	114	0.40	30	6.3%	67	11	1.9%

Source: JobsEQ

In the healthcare sector, the fastest growing subsectors over the past five years include HMO medical centers (15.5%), psychiatric and substance abuse hospitals (8.8%) and vocational rehab centers (7.6%). Over the next five years, annual growth is forecast to be highest for services for the elderly and persons with disabilities (3.6%), individual family services (3.4%) and offices of physical, occupational and speech therapists and audiologists (3.3%).

General medical and surgical hospitals will likely remain the largest overall employer in the sector, but services focused on the aging population are driving overall growth. The ongoing shift to tele-medicine care will likely continue to drive down hospital admittance rate as well as average length of stay.

Table 5: Health (Chmura Cluster) in Pacific-Salish EDD, Q3 2022

	Current		5-Year History		5-Year Forecast		
Industry	Empl	LQ	Empl Change	Ann %	Total Demand	Empl Growth	Ann % Growth
General Medical and Surgical Hospitals	4,643	0.70	-186	-0.8%	2,356	312	1.3%
Services for the Elderly and Persons with Disabilities	4,144	1.72	1,033	5.9%	3,687	803	3.6%
Offices of Physicians	2,266	0.72	187	1.7%	1,275	216	1.8%
Other Individual and Family Services	2,030	3.04	-142	-1.3%	1,532	375	3.4%
Offices of Dentists	1,493	1.31	-39	-0.5%	938	130	1.7%
Nursing Care Facilities (Skilled Nursing)	1,278	0.82	-270	-3.8%	833	36	0.6%
Child Care Services	1,003	0.80	6	0.1%	785	88	1.7%
Assisted Living Facilities for the Elderly	802	1.60	46	1.2%	658	96	2.3%
Home Health Care Services	773	0.42	78	2.1%	571	108	2.6%
HMO Medical Centers	512	2.28	263	15.5%	306	71	2.6%
Mental Health and Substance Abuse Centers	508	1.54	80	3.5%	323	63	2.4%
Offices of Physical, Occupational and Speech Therapists, and Audiologists	451	0.86	17	0.8%	297	78	3.3%
Offices of Miscellaneous Health Practitioners	405	1.63	65	3.5%	243	48	2.3%
Vocational Rehabilitation Services	348	1.06	106	7.6%	244	33	1.8%
Psychiatric and Substance Abuse Hospitals	334	1.27	115	8.8%	219	48	2.7%
Offices of Chiropractors	304	1.79	-19	-1.2%	178	25	1.6%
Residential Intellectual and Developmental Disability Facilities	278	0.56	-104	-6.2%	194	16	1.2%
Offices of Mental Health Practitioners (except Physicians)	252	0.99	53	4.9%	143	26	2.0%
Continuing Care Retirement Communities	252	0.51	-60	-4.2%	208	32	2.4%

Source: JobsEQ

The Professional Services sector has experienced considerable growth across the board, with the exception of facilities management services given the work from home workforce shift. Logistics consulting (36%) and scientific technical consulting services (25.1%) have grown the fastest, while computer-related services have been and will continue to be the primary driver of growth volume. and All subsectors are expected to grow moderately over the next five years.

Table 6: Professional Services (Chmura Cluster) in Pacific-Salish EDD, Q3 2022

	Current		5-Year History		5-Year Forecast		
Industry	Empl	LQ	Empl Change	Ann %	Total Demand	Empl Growth	Ann % Growth
Temporary Help Services	3,316	0.96	1,101	8.4%	2,229	199	1.2%
Computer Systems Design Services	1,388	1.07	504	9.4%	785	194	2.7%
Corporate, Subsidiary, Regional Managing Offices	1,085	0.42	250	5.4%	598	72	1.3%
Administrative Management and General Management Consulting Services	835	0.81	293	9.0%	499	91	2.1%
Facilities Support Services	774	3.99	-321	-6.7%	521	56	1.4%
Veterinary Services	768	1.52	124	3.6%	584	98	2.4%
Engineering Services	639	0.50	117	4.1%	309	36	1.1%
Offices of Lawyers	587	0.46	-6	-0.2%	298	43	1.4%
Office Administrative Services	562	0.74	-235	-6.8%	353	59	2.0%
Security Guards and Patrol Services	471	0.57	168	9.2%	367	39	1.6%
Scientific and Technical Consulting Services	465	1.68	313	25.1%	280	52	2.1%
Custom Computer Programming Services	328	0.26	-14	-0.9%	181	42	2.4%
Process, Physical Distribution, and Logistics Consulting Services	327	1.78	257	36.0%	200	38	2.2%
Other Professional, Scientific, Technical Services	314	0.60	43	3.0%	165	21	1.3%
Payroll Services	313	1.35	191	20.7%	178	19	1.2%
Computer Facilities Management Services	305	3.20	98	8.1%	174	44	2.7%
Employment Placement Agencies	270	0.86	140	15.7%	175	18	1.3%
Marketing Consulting Services	256	0.61	34	2.9%	151	26	2.0%
All Other Support Services	182	0.70	12	1.3%	138	20	2.1%
Exterminating and Pest Control Services	162	0.98	63	10.4%	117	11	1.3%
Environmental Consulting Services	147	1.24	11	1.5%	89	17	2.2%
Translation and Interpretation Services	131	1.94	62	13.7%	79	15	2.2%

Source: JobsEQ

As noted earlier, the construction sector has undergone considerable growth since the great recession – the fastest annual rate of growth for any major industry sector. Even with this growth, the region continues to lack sufficient stock of affordable residential housing.

The baseline forecast for industry growth does not consider several recent developments. For example, the City of Olympia and PacMtn Workforce Development Council are partnering on multiple job training programs including a "construction cohort" that is training dislocated workers for jobs in the building industry. This program has also taken place in Grays Harbor and Pacific County, and will be exported to the other Pac-Salish locations. Local community colleges are also exploring the possibility of creating advanced construction training through their continuing education departments. These two additions could help stimulate the growth rate of construction careers locally, rather than remaining dependent on outside labor.

Table 7: Construction (Chmura Cluster) in Pacific-Salish EDD, Q3 2022

	Current		5-Year History		5-Year Forecast		
Industry	Empl	LQ	Empl Change	Ann %	Total Demand	Empl Growth	Ann % Growth
New Single-Family Housing Construction (except For-Sale Builders)	1,132	1.96	246	5.0%	617	66	1.1%
Residential Remodelers	922	1.17	261	6.9%	494	52	1.1%
Commercial and Institutional Building Construction	843	1.04	265	7.8%	456	52	1.2%
Nonresidential electrical contractors	665	0.90	141	4.9%	387	38	1.1%
Residential plumbing and HVAC contractors	654	0.82	206	7.9%	376	37	1.1%
Residential roofing contractors	499	2.90	101	4.6%	272	25	1.0%
Nonresidential plumbing and HVAC contractors	464	0.72	23	1.0%	268	27	1.1%
Residential electrical contractors	377	0.81	74	4.5%	220	23	1.2%
Residential site preparation contractors	377	1.20	73	4.4%	214	19	1.0%
Residential painting contractors	358	1.30	44	2.6%	181	20	1.1%
All other residential trade contractors	338	0.90	103	7.5%	195	19	1.1%
Highway, Street, and Bridge Construction	327	0.57	35	2.3%	187	19	1.2%
Residential drywall contractors	294	1.57	57	4.4%	151	17	1.1%
Residential finish carpentry contractors	212	0.83	32	3.3%	120	13	1.2%

Source: JobsEQ

While agriculture does not drive regional economic output with respect to gross domestic product, it is nonetheless integral and essential to the primarily rural portions of the district. The Pac-Salish region is host to traditional farm-based agriculture as well as covered crops and shellfish/fishing sectors. All four counties have operating shellfish farms, and the region is one of only that supply clam, oyster and geoduck products to the US and beyond – hence the LQ of 158.

Over the last several years, most local ag sectors have experienced little employment growth or, in some cases, declines. Most of the industry challenges are directly attributable to the pandemic and subsequent impacts, including supply chain challenges, lost customer relationships and labor shortages. Even as these obstacles subside, only menial growth is forecast for the five years ahead.

Table 8: Agricultural (Chmura Cluster) in Pacific-Salish EDD, Q3 2022

	Current		5-Year History		5-Year Forecast		
Industry	Empl	LQ	Empl Change	Ann %	Total Demand	Empl Growth	Ann % Growth
Other Food Crops Grown Under Cover	674	16.29	-145	-3.8%	530	52	1.5%
Animal Production (Proprietors)	487	0.99	-68	-2.6%	272	13	0.5%
Shellfish Farming	477	158.71	-26	-1.1%	336	4	0.2%
Crop Production (Proprietors)	450	1.31	7	0.3%	250	12	0.5%
Nursery and Tree Production	420	4.34	75	4.0%	328	30	1.4%
Shellfish Fishing	332	21.22	-63	-3.4%	199	15	0.9%
Finfish Fishing	222	9.21	35	3.5%	130	8	0.7%
Mushroom Production	189	17.26	-102	-8.3%	152	17	1.7%
Support Activities for Forestry	180	5.83	2	0.2%	149	26	2.7%
Chicken Egg Production	171	7.43	-39	-4.1%	124	4	0.5%
Other Vegetable and Melon Farming	109	1.48	11	2.2%	87	9	1.6%

Source: US Census of Agriculture

Results from the 2022 Census of Agriculture are not expected to be released until early 2024. However, data from the 2017 Census provide a number of insights into local ag operations. As of 2017, the Pac-Salish agriculture profile included:

- 2,339 total farms (and 4,095 producers) covering 237,984 acres
- Average farm size ranged between 52 and 224 acres, depending on the county
- The % of total county land used for farm operations ranged from 5%-10%
- The #1 farm use varies by county:
    - Grays Harbor – Woodland (70%)
    - Mason – Woodland (47%)
    - Pacific – Other {Cranberries} (38%)
    - Thurston – Cropland (36%)
- Among all US counties, Pac-Salish counties are notable/top producers of:
    - Aquaculture
    - Christmas Trees
    - Berries
    - Nursery, Greenhouse, Floriculture and Sod
- Notable for future planning:
    - Most farms have internet access
    - Under 3% farm organically
    - Just 12-16% sell directly to consumers
    - Almost all farms are family owned

Table 9: Pac-Salish Agricultural Statistics (2017)

	Grays Harbor	Mason	Pacific	Thurston	Total
# of Farms	469	324	346	1,200	2,339
Land in Farms (total acres)	105,233	18,136	52,365	62,250	237,984
Average Farm Size (acres)	224	56	151	52	-
% of Land in Farms	6%	5%	7%	10%	-
Farms by Use (% total use)					
Cropland	16%	20%	30%	36%	-
Pastureland	6%	14%	13%	25%	-
Woodland	70%	47%	19%	27%	-
Other	8%	20%	38%	13%	-
Notable Rankings for All US Counties by Market Value of Ag Products Sold (3,077 Counties, ranks in top 600)					
Christmas Trees	379	64	440	61	-
Aquaculture	65	5	17	8	-
Fruits, Tree Nuts, **Berries**	420	-	188	287	-
Milk from Cows	500	-	591	316	-
Nursery, Greenhouse, Floriculture, Sod	-	770	-	64	-
Vegetables, Melons, Potatoes	-	-	-	389	-
Poultry and Eggs	-	-	-	254	-
Sheep, Goats, Wool, Mohair, Milk	-	-	-	396	-
Horses, Ponies, Mules, Burros, Donkeys	-	-	-	432	-
Other Animals and Animal Products	-	-	-	250	-
Total Producers	810	561	604	2,120	4,095
Notable Characteristics (% farms that)					
Have Internet Access	81%	83%	88%	87%	-
Farm Organically	1%	1%	3%	3%	-
Sell Directly to Consumers	13%	16%	12%	16%	-
Are family farms	97%	93%	95%	97%	-

Source: US Census of Agriculture

Occupation Insights

The first chart below shows the relative level of employment volume by major 2-digit occupation code. The figure below shows the same data, but for 6-digit specific occupation category along with mean wage and location quotient. Of the top 20 regional occupations, fewer than half offer mean wages above $50,000.

Figure 33: Pacific-Salish EDD Employment Volume by 2-Digit Occupation Codes: Q3 2022

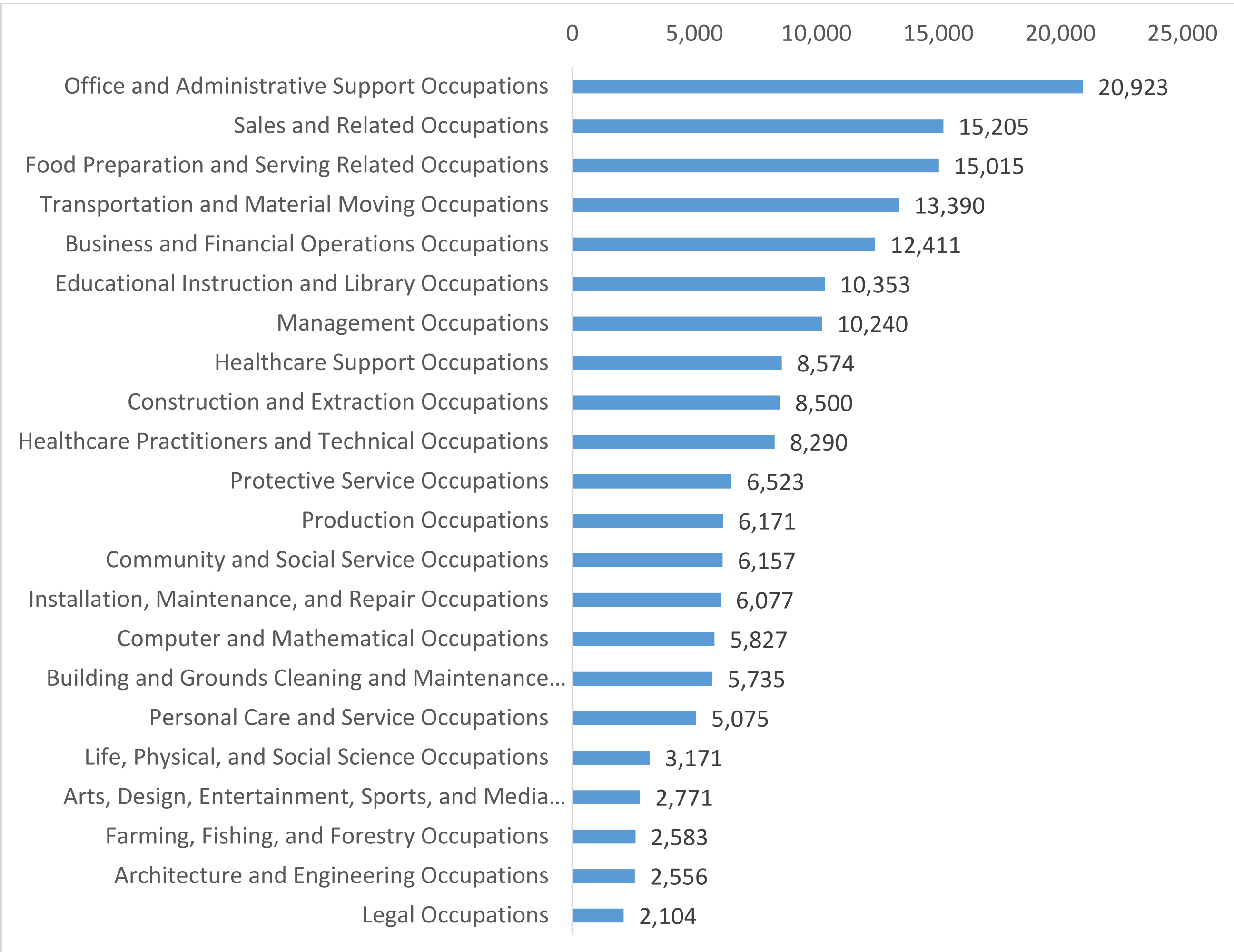
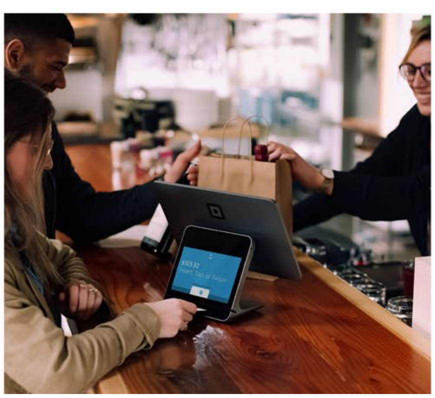


Table 10: Top 20 6-Digit Pac-Salish Occupations by Volume, Q3 2022

Occupation	Empl	Mean Ann Wages	LQ
Fast Food and Counter Workers	5,004	$35,000	1.35
Retail Salespersons	4,526	$38,900	1.04
Cashiers	3,957	$35,500	1.03
Personal Care Aides	3,634	$35,900	1.21
Office Clerks, General	3,276	$45,400	1.05
Registered Nurses	2,862	$95,000	0.82
Stockers and Order Fillers	2,668	$39,300	0.94
Laborers and Freight, Stock, and Material Movers, Hand	2,523	$39,600	0.77
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,445	$40,500	0.95
General and Operations Managers	2,408	$118,700	0.68
Customer Service Representatives	2,378	$44,100	0.73
Secretaries and Admin Assistants, Except Legal, Medical, and Executive	2,230	$50,500	0.97
Business Operations Specialists, All Other	2,118	$77,000	1.53
Teaching Assistants, Except Postsecondary	2,085	$42,000	1.55
Software Developers	2,018	$122,300	1.01
Waiters and Waitresses	2,012	$45,200	0.86
Heavy and Tractor-Trailer Truck Drivers	1,914	$58,400	0.79
Elementary School Teachers, Except Special Education	1,836	$83,600	1.23
First-Line Supervisors of Retail Sales Workers	1,795	$53,200	1.06
Bookkeeping, Accounting, and Auditing Clerks	1,795	$52,300	0.92

With respect to gaps, the figure below shows the anticipated unfilled positions by volume, each year, over the next ten years. The list is filtered to include occupations that require a 2-year degree or higher (family wage jobs).



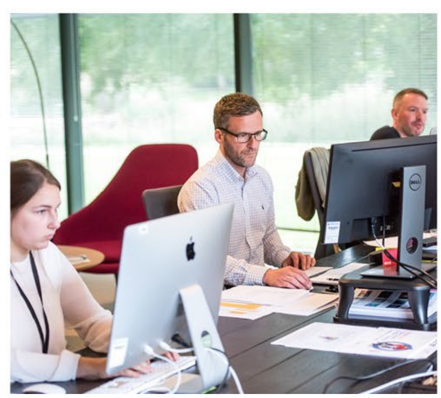
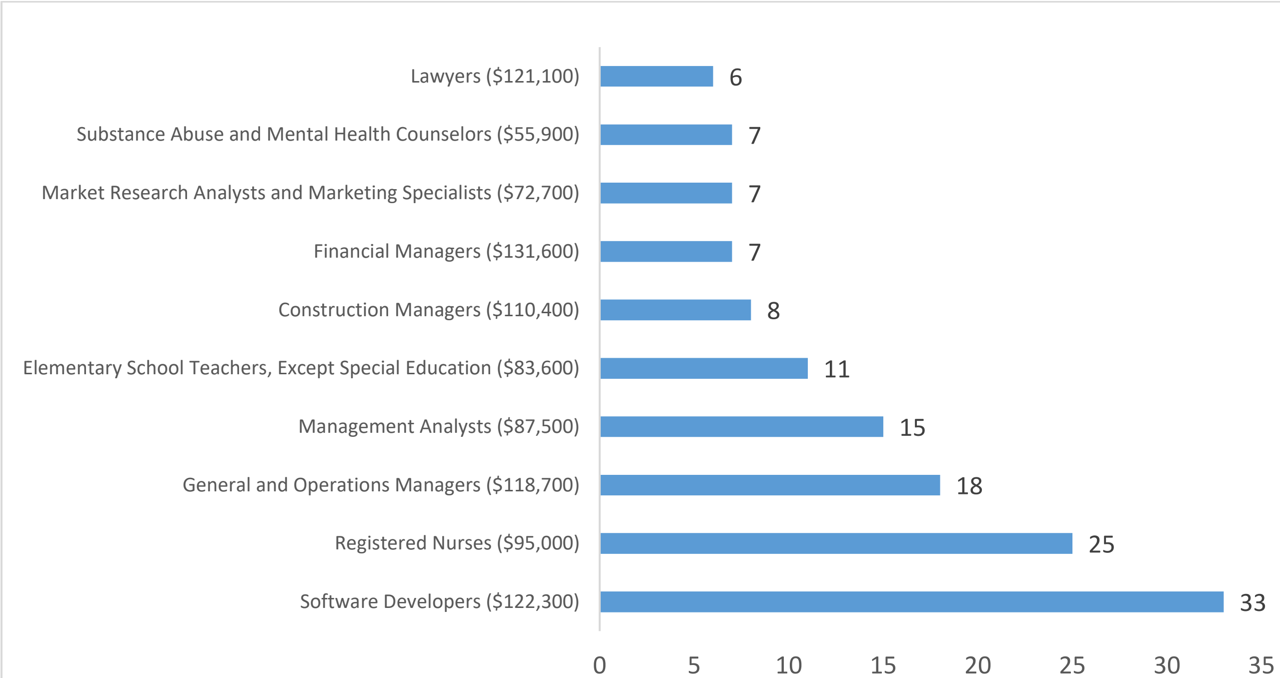


Figure 34: Av Annual Occupation Gaps over 10 Years in Pac-Salish, 2-Yr Degree or Higher (Q3 2023)



Source for All Three Charts: JobsEQ

Resiliency

The Pac-Salish region is manifestly resilient, but not without challenges ahead. Historically, the region has survived cataclysmic geological events, massive economic shifts – in particular, new policies and rules governing forestry and fishing, transformative land use regulations (Washington State's Growth Management Act) and multiple recessions. Most recently, along with the rest of the globe, the region endured the COVID-19 pandemic. Unlike other areas, the regional GDP declined just .6% during the pandemic, but sprang back with 9.6% growth in 2021. The sections below outline areas of ongoing concern regarding the region's ability to remain resilient or otherwise respond to environmental, socio-economic or geologic threats, as well as the systems now in place to address these issues as the arise.

ENVIRONMENTAL

Challenges: The impacts of climate change are likely to exacerbate existing regional challenges – namely wildfires, flooding and severe weather patterns. In addition to threats to human life and property, these events may result in degradation to wildlife habitat and destruction of natural systems that serve as buffers. All counties in the region operate Emergency Management operations that help to combat these events, in partnership with State and Federal partners.

SOCIOECONOMIC

Portions of the region are susceptible to high unemployment. While Thurston County is home to a relatively stable state government sector, the other counties are periodically impacted by mass layoff events, primarily at manufacturing-based employers. Over time, the region has developed strong rapid-response systems, led by PacMtn Workforce Development Council and supported by various Chambers of Commerce, Economic Development Councils and other partners. By far, layoffs and resulting unemployment disproportionately impact those who have not attained a 2-year degree or higher. Multiple efforts are underway to promote continuing education post-high school.

LEGACY INDUSTRIES

The Pacific-Salish region was built on forestry, fishing/aquaculture and logging (and related ship-based exporting). Today, these industries remain the backbone for many local economies, but face increasing operational barriers. Some of the challenges they face are outlined below.

Marine Industry Cluster

The ocean-based **fishing** industry faces multiple challenges. Increasingly strict rules limit seasonal access and catch volumes. Some of the marinas that provide safe harbor and repair services are aging beyond functional use. Critical access points are at risk of becoming inoperable for lack of dredging. For value-added operations, a dearth of workers limits production and export capacity. Additional funding and coordination at the local, state and federal level will be required to navigate these obstacles.

While demand for **aquaculture** products is high, it is increasingly difficult to find and retain workers. More pressing is the periodic arrival of invasive species. Predators like the European Green Crab and ghost shrimp can decimate shellfish stocks. But potentially effective treatment measures (first, carbaryl and more recently, imidacloprid) are often opposed by those fearing larger ecological damage. Ongoing, intensive coordination with the Washington State Department of Ecology, US Corps of Engineers and other regulatory agencies is desired so acceptable solutions can be implemented.

Other challenges that will require innovation and partnerships to overcome include ocean acidification, sea level rise, and workforce recruitment and training.

On the positive side, Westport in Grays Harbor County serves as a Pacific Northwest Hub for seafood landings, processing and cold storage (it is rated as the #1 commercial fish landing port in the state, and 1oth in the nation). New processing advances have reduced reliance on sometimes hard-to-find seasonal workers, and increased wages for year-round workers. State and Tribal hatcheries have helped restore stocks and stability and, in 2023, Washington experienced the largest crab harvest on record. Similarly, a recent study by Washington Sea Grant (2020) indicated the Washington Coast Region had a combined gross regional product of $6.57 billion. Other positive and notable findings:

- Seafood product preparation and packaging provided 771 jobs and $318M in economic output
- Commercial Fishing provided 1484 jobs and $92.7M in economic output
- Boat building provided 333 jobs and $101.5M in output
- Ship building and repairing provided 127 jobs and $40.1M in economic output ~ Kevin Decker, Coastal Economist/ Coastal Resilience Team Lead, Washington Sea Grant, University of Washington

Wood Products Industry Cluster

Logging was forever changed in the early 1990's, with passage of the Endangered Species Act. However, the industry remains a centerpiece of many rural communities and the core component for the broader wood products value add industry cluster. Present challenges include worker shortages – e.g., timber fallers, loaders and truck drivers, some resistance to logging and shipping (e.g., vocal opposition to Port of Olympia log shipping), and fluctuating market demand.

Agriculture

The primary challenge many local farmers face is reestablishing customer and market connections in the aftermath of the global pandemic, and finding new workers to ramp up production. WSU Extension and other workforce partners have initiated workforce training, recruitment and retention efforts to help stabilize and grow employment in the sector.

EMERGENCY PREPAREDNESS

Economic Disaster

COVID-19 provided a real time test for the region's ability to respond to economic crisis. While all counties operated some version of a collective impact model (Working Washington recovery gran administration, et al), Thurston County's example, *Thurston Strong*, offers a model to build on with respect to a regional approach. Prior to the pandemic, Thurston County community and economic development practitioners met regularly to coordinate various efforts. When the pandemic arrived, that group was converted to an "action team" that was supplemented with nonprofit leaders and tasked with mapping the *business and worker* portion of the response.

Even before state or federal aid arrived, the group worked with distilleries to produce hand sanitizer and the Thurston EDC-managed PTAC program to source masks. Both products were made available to hundreds of businesses. They created a website to share industry-specific safety information and other helpful information including how to complete EIDL and SBA forgivable loan applications. When resources did arrive, the team used data to drive allocation decisions. Ultimately, the team distributed over $26 million in aid to industry sectors most impacted by the pandemic, and over 30,000 people utilized the website for information and assistance. Each team member was responsible for engaging city and county councils as well as local tribes.

Another form of potential disaster is a mass layoff event. Such events have occurred periodically in the region. However, in the most recent cases (Cosmopolis Specialty Fiber closure, Ostrom Mushroom departure, Grays Harbor Call Center facility exit), the community response blunted negative impacts by diverting displaced employees into new career pathways. The four EDCs Workforce Development Council and associated Chamers of Commerce coordinate on these and many other issues through a long-standing cooperative network.

Physical Disaster

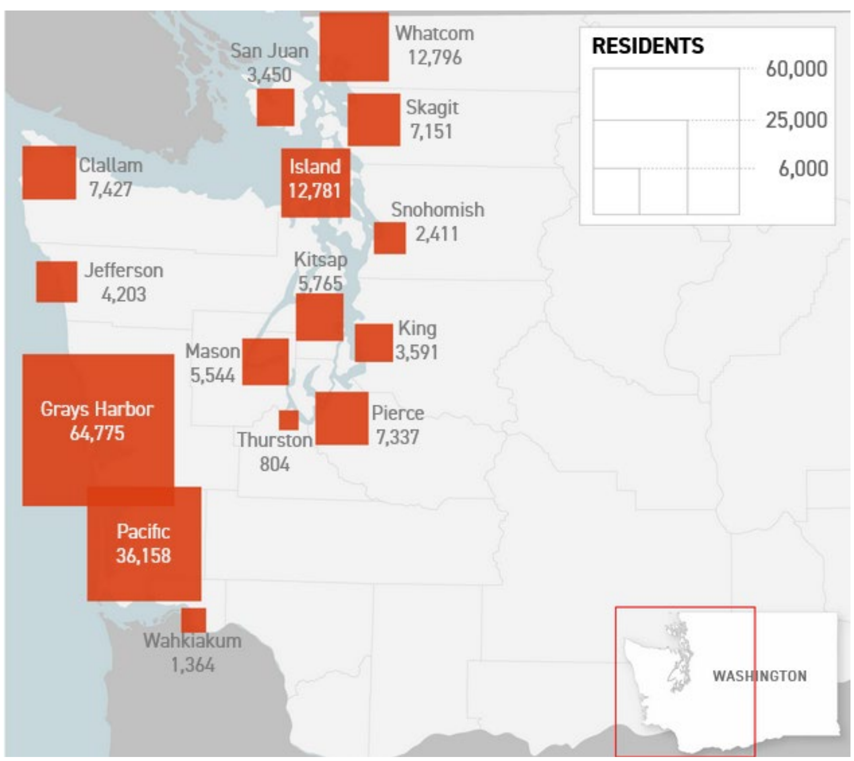
The Pac-Salish region is particularly susceptible to major geologic disasters including windstorms, earthquakes, tsunamis and even volcanic activity from nearby Mt. Rainier. While the region has recovered from earthquakes (Olympia, 2001) and volcanic eruption (Mt. St. Helens, 1980), the most adverse impacts could actually come in the form of one or more tsunamis.

An estimated 107,281 out our 450,000 person region are potentially at risk from tsunami flooding following a Cascadia Subduction earthquake, depending on the size event and location of the epicenter. This figure includes permanent residents only, and excludes other estimates including visitors (17,000) and day workers (25,000). By far, those likely to be most impacted reside along coastal shorelines or in lowland bay and riparian areas. Grays Harbor and Pacific Counties account for over 100,000 of those at risk. But even the inland sea communities of Mason and Thurston Counties could experience flooding.

It is estimated that, even following proper evacuation protocols, some 14,000 to 50,000 people will be unable to reach high ground before the first wave strikes some 30 to 60 minutes after the quake. In a worst-case scenario, Aberdeen, Ocean Shores, Westport, Long Beach, Hoquiam, Cosmopolis, and Taholah and Shoalwater Bay Indian Reservations could be completely decimated. Figures 35 and 36 show the relative risk by location.

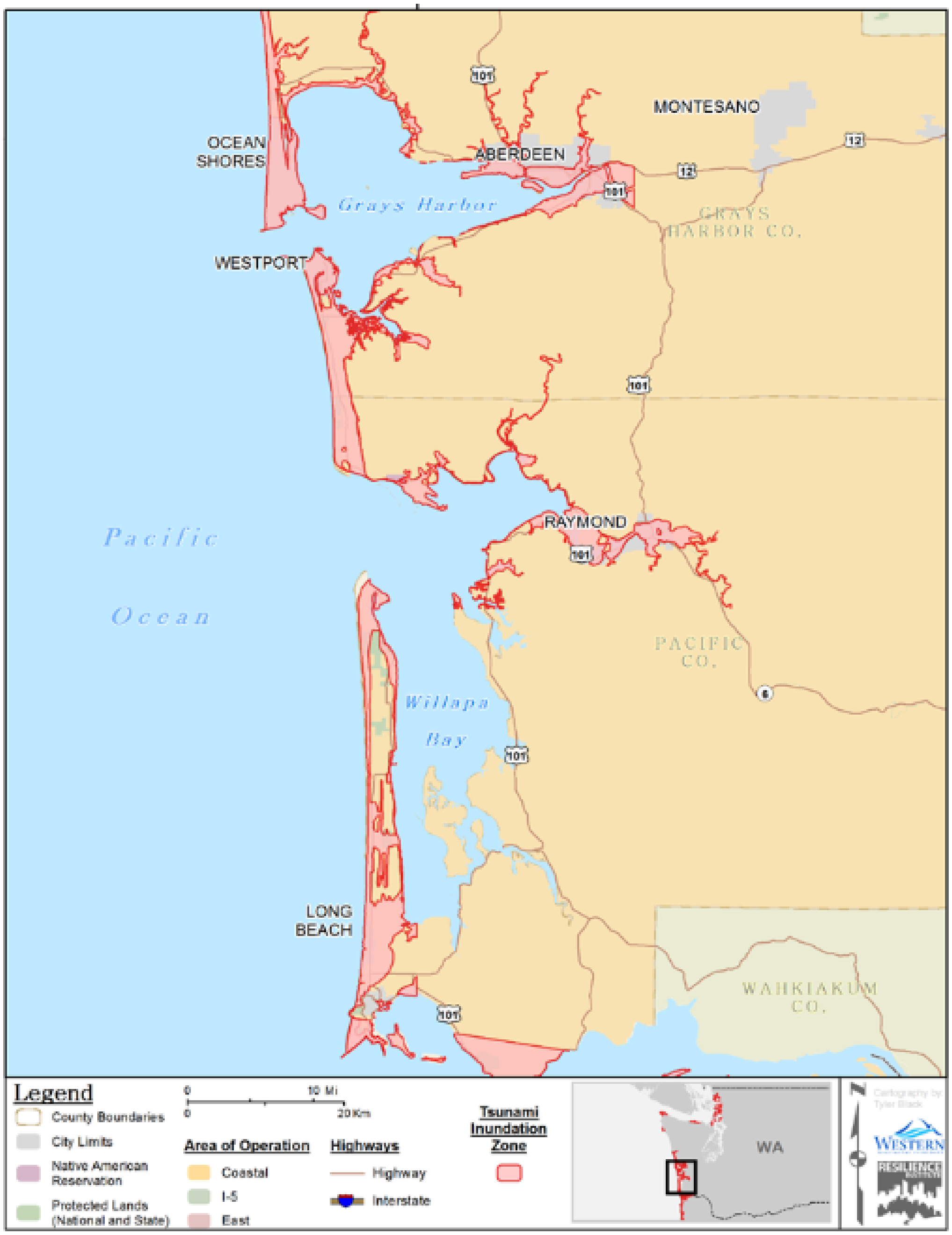
For more information, visit the Cascadia Rising emergency response exercise website:
https://cenv.wwu.edu/files/2021-01/Cascadia_Rising_low_0.pdf

Figure 35: Washington Residents in the Tsunami Inundation Zone (2am summer weekend scenario)



Source: Washington Department of Emergency Management

Figure 36: Likely Tsunami Inundation Zones, Pac-Salish Region



Source: Washington Department of Emergency Management

Even without the tsunami factor, 100% of the Pacific-Salish region is located within violent earthquake shake zones. The region is also frequented by major storms. The following is an abbreviated list of Presidentially declared disasters over just the last two years:

- **Major DR-4650-WA (Dec. 26, 2021- Jan., 15 2022)**
  Severe Winter Storms, Snowstorms, Straight-line Winds, Flooding
- **Major DR-4635 (Nov. 13-15, 2021)**
  Flooding and Landslides
- **Major 4593-DR-WA (Dec. 29 2020 - Jan. 16, 2021)**
  Severe Winter Storm, Straight-Line Winds, Flooding, Landslides, and Mudslides

SWOT Analysis

The following SWOT Analysis inputs are drawn from a variety of sources, but in particular, findings from the CEDS data analysis, review of community plans and direct input from stakeholder engagement.

STRENGTHS

- **Economic Development Partnerships** – the region has a long and successful history of coordinating economic development activities. Core partners include the four Economic Development Councils, Chambers of Commerce, Port Districts, Regional Councils of Government (COGs), Workforce Development Council and City/County Councils.

- **State Capitol Presence** – As the seat of state government, Olympia and surrounding environs benefit from a wide range of stable, family-wage jobs occupied by residents in all four Pac-Salish counties. State government activity also generates incredible supply chain opportunities for the private sector, and in particular, the professional services, retail, real estate and financial services sectors.

- **Geographic Location** – The Pacific-Salish region is a preferred destination for residents and visitors alike, prized for its natural beauty and relative affordability. Ocean beaches, salmon-bearing rivers, glacial mountains and picturesque lakes and landscapes are all accessible within minutes. Seattle and Portland are just 60 to 100 miles away, and accessible by vehicle, rail and air.

- **Unique Legacy Industries** –Timber Products and Marine Industry Clusters are particularly bountiful in the Pac-Salish region relative to other locales. They provide family-wage jobs and a healthy local supply chain base.

- **Established Industry Clusters and Real Time Data Tracking** – The region has already identified industry clusters and implemented sector navigator support systems for primary and emerging industries. Real-time data analysis allows workforce planners to build training and promotion packages for in-demand workforce needs.

- **Native American Tribal Enterprises** – Area tribes operate a diverse array of successful enterprises that generate revenue and support broad employment across the region. Operations include fisheries, golf courses, resorts, casinos, tobacco dispensaries, retail destinations and much more.

- **Access to Education** – All Pac-Salish communities are served by institutions of higher learning, including Grays Harbor, South Puget Sound and Olympic Community Colleges, and two four-year universities in Thurston County; The Evergreen State College (Olympia), and Saint Martin's University (Lacey). The region is also becoming increasingly adept at creating shorter, skills and trades-based training cohorts that help non-college bound individuals access higher paying employment opportunities.

WEAKNESSES

- **Lack of Affordable Workforce Housing** – All counties are years behind in producing sufficient affordable housing stock to accommodate growth, or even in some cases, to retain affordable options for existing workers/residents. This challenge has been exacerbated by the shift to work-from-home options, as workers from more affluent areas migrate into the region and drive housing costs up, as well as conversion of existing stock into second homes or temporary vacation rentals.

- **Lack of Childcare** – The lack of affordable childcare stifles economic growth and security, particularly for women and minority populations. Even before the pandemic, many households found the cost of childcare, or the lack thereof, to be an impediment to having multiple income earners. Post-pandemic, with the rapid rise in rent and mortgage insurance expenses, many households need co income earners and childcare services are now even scarcer.

- **Under 50% of High School Graduates Pursue Continuing Ed** – Overall, fewer than half of the regions graduating high school seniors complete the FAFSA or pursue continuing education of any kind post high school. Statistics show that students who don't complete at least some form of certificate training are twice as likely to experience unemployment and very unlikely to earn enough income to purchase a home, save for retirement or even financially survive a major medical event. Work is underway to change that dynamic in select high schools and should be expanded regionwide.

- **Few Large-Scale Private Sector Employers** – While the region boasts a fairly diverse economy, there are few large, high-wage private sector employers (e.g., biotech, advanced manufacturing, financial services). While there has been growth in the logistics sector, those developments do not generate the same level of jobs per square foot or economic multipliers as other more intense uses.

- **Aging Workforce** – In some portions of the region, the population is aging at a much faster rate than the rest of the country. This has left some employers struggling to find new workers, or younger generations to take over existing businesses after the current owner retires.

- **Dearth of CDFI Funding** – The Pac-Salish region, perhaps because of its relative lower-density population, does not receive for redistribution many Community Development Financial Institution (CDFI) funds. CDFI lenders inject capital into areas that otherwise lack access to financing. They serve historically underrepresented populations and ventures that may not qualify for traditional loans (e.g., unbanked, underbanked, immigrants, etc.) CDFI programs can help jump-start untapped segments of our communities' secure capital for housing, business start-ups and other essential services.

OPPORTUNITIES

- **New Energy Economy** –Pac-Salish is an ideal location for alternative energy research and development, testing and production. Whether wind, electric, biofuels or other alternative energy source, collectively, the region has the locations and workforce required to potentially operate as a new energy hub.

- **Wrap-Around Business Support Services** – The Thurston EDC currently operates or hosts a variety of business training and support services, including PTAC and Tune Up and Scale Up business training through its Center for Business and Innovation. Greater Grays Harbor, Inc. also offers a wide range of business training and support services. These services could be expanded to other areas of the Pac-Salish region. In particular, more help will be needed to facilitate business ownership transitions as current owners retire.

- **Ports** – There are nine Port Districts[5] in the Pac-Salish region with various ocean, river and inland sea access. Cargo terminals primarily serve break bulk customers, as most west coast container traffic is handled by deepwater ports in Vancouver, Seattle-Tacoma, Portland-Vancouver, Bellingham-Anacortes, Oakland-San Francisco and Los Angeles-Long Beach. The Port of Grays Harbor is the only deep-draft port directly on the Pacific Ocean in the State of Washington capable of handling ocean going vessels and, as such, is classified as a Global Gateway. It is also the fastest Pacific Ocean route to Asian markets by one full day.

[5] Port of Allyn (Mason); Port of Grapeview (Mason); Port of Shelton (Mason); Port of Grays Harbor (Grays Harbor); Port of Olympia (Thurston); Port of Willapa Harbor (Pacific); Port of Peninsula (Pacific); Port of Ilwaco (Pacific); Port of Chinook (Pacific)

Local cargoes range widely, from biofuels to milk cows, grains, vehicles, ores wind turbines and more. The majority of local ports were originally created to serve fishing and shellfish related purposes. Over time, Port's roles and capacities have expanded greatly. Modern Washington State ports, including those without maritime access, are actively involved in a plethora of economic development activities including broadband fiber expansion, and industrial property purchase and reclamation. Each has Industrial Development Revenue Bonding (IDRB) capacity and public taxing authority (should the right taxpayer ROI present itself). The Ports' singular authorities and powers make them a natural starting point for launching major industrial and/or tourism related initiatives in the future.

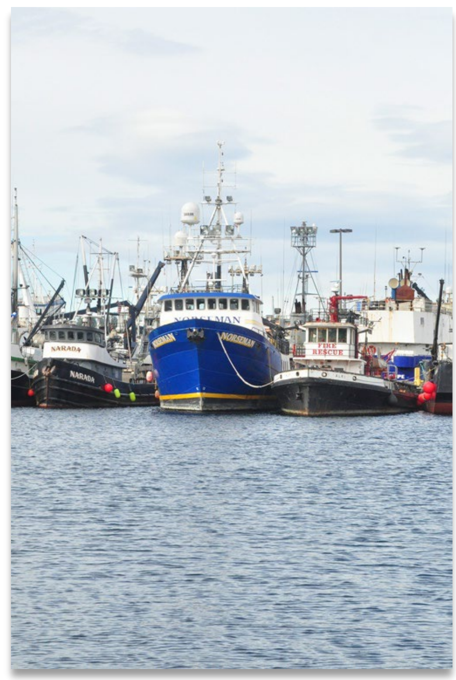
- **FTZ #216** – The South Puget Sound Foreign Trade Zone serves Thurston, Mason, Lewis and Kitsap Counties, and is administered by the Port of Olympia. FTZs allow American companies to defer, reduce or eliminate Customs duties on products admitted to and processed within the zone. The cost savings leaves more profit to invest in workers, communities or economic expansion. Grays Harbor is served by FTZ 173, administered by the Port of Grays Harbor. There is considerable opportunity to increase use and activity in both zones.

- **Farm to Market Growth** – WSU Extension and other partners have been helping the ag community better connect with local markets. These efforts are expected to expand with the advent of the Ag Hub in Tenino and growth of local farmers' markets regionwide.

- **Sea to Market Growth** – Washington Sea Grant is working with coastal communities to build direct to consumer programs for shellfish and commercial fishing operations as regional interest in local seafood has increased post-pandemic.

- **Supply Chain Gaps** – With access to real time data, all Pac-Salish communities can identify local supply chain gaps and pursue targeted industry engagement and recruitment.

- **Creative Arts Accelerator** – The creative economy – performing arts, festivals and other cultural events – face dire financial circumstances. Innovations can spur creative sector equity and resilience. While there are resources for creatives, most technical and financial assistance is focused in two regions and not accessible to emergent Creative Districts. A new Arts Economy Equity Accelerator (concept stage) could facilitate creative arts success in the region via laboratory space, implementation kits (how to grow a creative district), advocacy, and sponsorship.



- **Tax Increment Financing** – A tool widely used in other states, but continually in exploratory more in Washington, TIF could enable cities to invest in infrastructure improvements up-front via bonding (usually the barrier to getting started) and pay for those enhancements through new revenue generated by the resulting economic development project by collecting incremental taxes over a reasonable period of time. A related "pay as you go" model would encourage developers to invest considerable capital into infrastructure improvements up-front, but then allow them to be "repaid" if and when tax revenues grow at an appreciable rate, thus vindicating the overall public investment.

- **Opportunity Zones** - Designed to make long-term capital available to low-income communities. US investors will be able to defer taxes on capital gains reinvested in Opportunity Funds that invest in eligible purposes such as stock, partnership interest, and business property. More focus should be used to draw investors and make use of this opportunity.

THREATS

- **Aging and Undersized Infrastructure** – Infrastructure challenges are various. On the transportation front, the Nisqually Bridge is a pressure point that restricts interstate commerce on I-5 in Thurston County, and will need to be elevated to avoid flooding in coming years. Regionwide, many bridges are at risk of failure (e.g., Grays Harbor County has 321 bridges of which 31 are classified in poor condition...about 1 out of 10 bridges), while roads in rural areas are to narrow and completely devoid of bicycle amenities. All communities lack charging stations to serve electric vehicles. Most rural and suburban communities lack substations required to power new industry or neighborhoods. Local marinas lack infrastructure to serve increasingly large boats, and even those with a recreational focus have outdated equipment and facilities.

- **Lack of Stable Funding for Economic Development** – Local EDCs are designated Associate Development Organizations (ADOs) for their respective counties and receive an annual stipend from the State. To fully fund operations, they pursue municipal contracts, public grants, corporate sponsorships and membership dues, all of which are uncertain revenue flows at best. No money is dedicated to business recruitment activities. Few funds are set aside for emergency infrastructure, business innovation or entrepreneurial start up grants. In Washington, the use of public funds for private profit (incentives) is constitutionally prohibited. Without steady funding, the EDCs and the counties they represent will be at a disadvantage relative to communities in other states when it comes to recruiting and supporting business and industry.

- **Growth Management Act Limitations for Rural Areas** – Outside of major cities and a few medium-sized towns, it is difficult to develop large facilities in the Pac-Salish region. While the Washington State GMA is effective in preventing urban sprawl and the proliferation of inefficient urban systems (water, sewer, et al) in urbanized areas of the State (e.g., along I-5 corridor), it may have unintended consequences for more rural communities where land availability does not necessarily align with urban system capacity.

- **Lack of Funding and Support for Essential Waterway Dredging** – Seaports struggle to secure approval and funding for dredging, putting fishing and export industries at significant risk.

- **Artificial Intelligence** – While not exclusively a local problem, the rapid growth of artificial intelligence and robotics threatens to replace many traditional jobs. It has already happened in manufacturing, retail and even food service. While there are certainly productivity advantages to AI, the region must quickly identify other employment opportunities for those holding at risk of replacement occupations.

- **Invasive Species** – As referenced earlier, invasive species such as the European Green Crab and Ghost Shrimp pose an existential threat to the shellfish industry. But similar risks have and could again impact the wood products and agricultural industries. Current effort to combat these plagues are not centralized or, as of yet, sufficiently effective.

- **Sea Level Rise** – Many Pac-Salish population centers are built along shorelines susceptible to the impacts of sea level rise. In most cases, it will be impractical to simply “move” billions of dollars in infrastructure to higher ground. Beyond shops and offices, lodging facilities and tourism related infrastructure, most cities operate wastewater treatment plants in these shore-adjacent, low-lying areas. For most, the solution will likely involve expensive investment in sea walls and other diversionary engineering.

- **Cascade Subduction Zone Earthquake/Tsunami** – Perhaps the most formidable threat of all is the prospect of a major Cascadia Subduction Zone earthquake and resulting tsunami. Over 100,000 people could be directly impacted by flooding, and many more by disruptions caused by the earthquake. While coordinated planning is ongoing, more urgent action is required to develop and promote evacuation routes, stand up community safety centers, install warning alarms and relocate the most at-risk communities.

Infrastructure

Most critical infrastructure needs are described in the SWOT Analysis, Goals and Objectives and Action Plan sections. Updated project inventories and capital improvement plans are managed through the respective counties, cities, Councils of Government and Regional Planning Councils.

The highest priority needs in the region include:

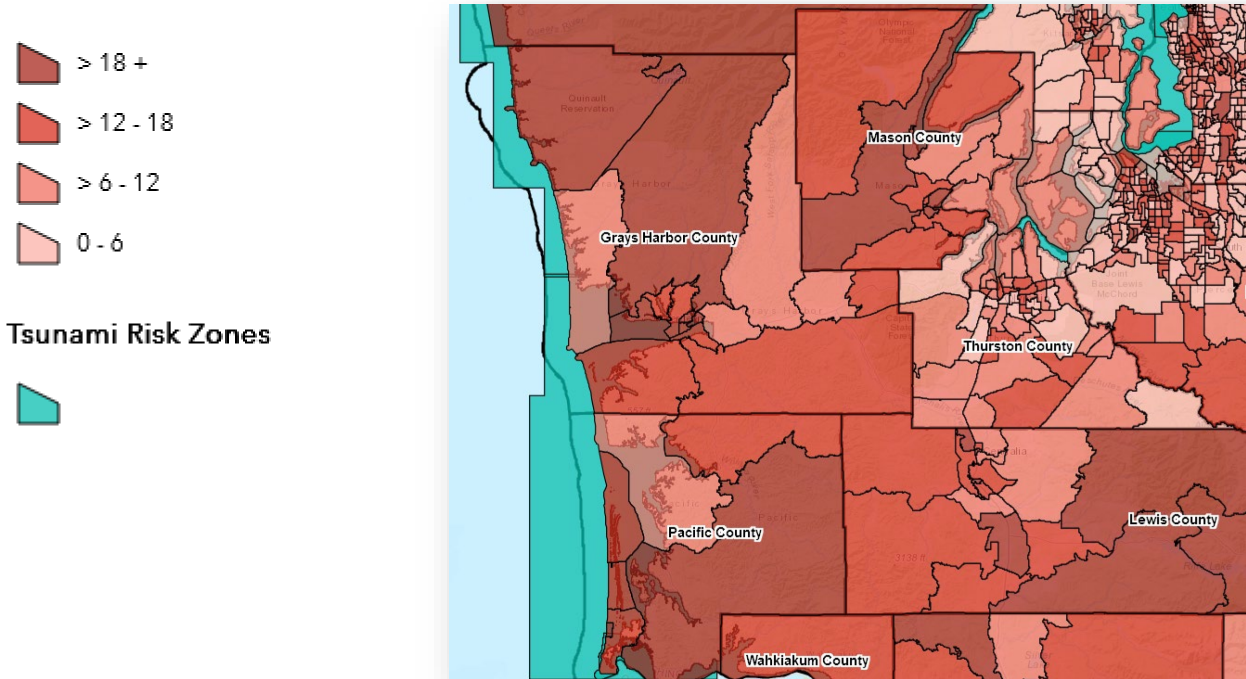
- Flood protection
- Climate adaptation strategies and associated infrastructure enhancements
- New or improved electric substations for commercial, industrial and prospective neighborhood sites
- Repair and expansion of aging marina infrastructure
- Water system expansion
- New or expanded sewer and wastewater treatment capacity
- Commercial waterway (Port) dredging and fill removal
- Bridge repair, expansion and relocation
- Safety and multimodal enhancements for rural roads and highways
- Industrial land identification and staging
- Brownfields cleanup
- Workforce housing construction to eliminate shortage and improve affordability
- Specific recreation and tourism infrastructure (sports facilities, visitor centers, EV charging, et al)
- Tsunami towners and warning systems in select locations

Another major district-wide infrastructure need is broadband and/or other high-speed communications expansion. All four counties are currently studying the issue with current progress detailed in the following section.

BROADBAND INFRASTRUCTURE

As shown in Figure 37, large swaths of the Pac-Salish region do not yet have internet. This is due to a combination of access barriers and affordability. Currently, all four counties have completed or are actively working on broadband fiber assessments (most through a multi-partner Broadband Action Team). The following sections provide a broad overview of conditions and plans for high-speed communication infrastructure in each county. More detailed analysis is contained within separate broadband action plans – i.e., the level of information that would be included in any future federal funding requests.

Figure 37: % of Population with No Internet



Source: ACS Community Survey

Grays Harbor

Rural portions of Grays Harbor are not serviced by fiber and certain urban areas lack adequate speeds. Due to low population densities in some portions of the County, the cost of extending fiber in financially infeasible without subsidy. The PUD continually analyzes system expansion opportunities. Recently, the Washington State Public Works Board awarded Grays Harbor PUD a $50,000 grant to study the feasibility of expanding the PUD fiber network in East Grays Harbor County. The study will look at the viability of extending the fiber network from Sund Road in South Elma to the Cedarville substation and the surrounding area, Porter, the City of Oakville and the Chehalis Tribal Center. When built, it will benefit emergency responders, cities, schools and residents by bringing improved broadband services to the area.

Mason County

According to Mason County's recently completed Broadband Action Plan, the areas of Mason County most in need of improved internet access and services are those furthest from its urban core. The extreme corners of the County lack population densities; this currently makes fiber expansion cost prohibitive without external resources. Additionally, small to medium-sized communities with underground utilities, even directly off of main roads are also typically unserved. Other recognized obstacles to the expansion of telecommunications in the rural areas include workforce, funding, supply chain issues, and outdated or inadequate infrastructure.

The areas outside of Shelton, Belfair and Allyn are recognized by the state as Urban Growth Areas with commercial and industrial centers that serve the surrounding communities. Both of those areas contain large pockets of underserved Broadband Serviceable Locations (BSL)s. Efforts have been made in the more recent past to secure state and federal funding for the expansion of infrastructure to underserved and unserved areas and increase broadband speed to meet the state's new guidelines. The process of creating the Plan has illuminated several key issues and service gaps for the provision of broadband and outlined the County's goals and objectives to remedy them.

Pacific County

Over the past several years, a Pacific County Broadband Working Group has been evaluating broadband and other communications technology access and speeds throughout the county. Their general conclusion is that broadband offerings are scarce, relatively high-cost and provide low-bandwidth or inconsistent speeds. Along the way, the Working Group has led or coordinated a variety of actions, including identification of barriers (topography, storm events, many rural pockets with difficult last-mile challenges) and development of a vision statement. They estimate that at least $7M in dark fiber will be required to establish adequate redundancy and attract additional ISP providers that end-user retail service.

Some progress is already underway, however, following the announcement of Rural Digital Opportunity Fund (RDOF) awards. By 2027, Spectrum Charter will build broadband infrastructure to census blocks in the Long Beach Peninsula, Lumen Technologies to Willapa Valley along SR4, and Starlink to the remaining unserved Pacific County census blocks.

What is clear is that communications infrastructure is a top priority for Pacific County given its remote location and the ever-growing need to communicate, work, shop and learn online. It will likely require a variety of technological solutions to serve its unique geography, including networking equipment, fixed wireless, satellite and expanded fiber distribution sites. Implementation will require considerable external private and public investment.

Thurston County

A recent Thurston Broadband Survey shows that many areas remain unserved or have below par download/upload speeds. South and the northwester tip of the county have the most significant service gaps. A recent study conducted by NoaNet concluded the county's urban areas are adequately served, but customers are unsatisfied with the cost of service provided. It was also noted that existing providers have plans to update broadband infrastructure in rural areas.

The Nisqually Tribe and Thurston County entered into an Interlocal Agreement and are currently undertaking a major broadband effort throughout Thurston County. The initial project, undertaken by the Nisqually, was creating a robust fiber-optic network on Tribal lands intended to connect their Tribal members. Since then, they have expanded the initiative to include other tribes through an inter-Tribal network beginning with the Chehalis Tribe. Recognizing the potential impacts of such an endeavor, many municipalities, governmental entities, entrepreneurial associations and residents have expressed their support of, and many have sought to partner with the Tribe to bring critical broadband access to their communities and businesses.

One such important partnership is the Thurston County Broadband Action Team (BAT). Thurston County and the Nisqually Tribe participate in the Thurston County BAT along with the Thurston Regional Planning Council, Port of Olympia, and the Thurston County Economic Development Council. The Thurston County Commission has awarded the Nisqually $500,000 for a community wide survey of need, and an additional $465,000 for engineering of routes. The Tribe's multi-phased project would guarantee five gigabytes per second (5gbps) download speeds and 1gbps upload speed to thousands of Thurston County residents. The Tribe has commissioned the help of Redline Communications and Astound, which plan to offer an affordable 1gbps upload speed starting at $69.00 a month. The Nisqually broadband projects are open-access fiber lines, which will allow for greater competition among service providers, and potentially lower prices and higher quality service, or even new innovations.

In 2017, the Tribe created Nisqually Communications, a fiber-optic construction service that works with large internet providers on the installation of arial and underground fiber-optic lines. As part of the multi-phase plan, the Tribe has applied and/or secured major state and federal funding for their broadband project that will support the first phase of their project slated to build 42 miles of fiber connecting their Tribal networks to the Chehalis Tribe. The project would require the Tribe to weave their networks through Lacey and Tumwater which will provide high-speed internet access to an estimated 1,200 residential homes, 29 businesses and 16 anchor institutions.

The second phase of their project would connect Nisqually Tribal land to a property along Marvin Road, just north of Interstate 5, and will supply high-speed internet service to more Tribal members, several Tribal anchor institutions and businesses. During the third phase of the project, the Tribe envisions building fiber connections from Rochester to Littlerock. This phase stands to connect 860 residents, a library, a school, multiple farms and businesses.

The Tribe secured a sizable grant from the State Broadband Office in the amount of $6.775 million as well as a $2 million CERB grant that will greatly assist in supporting their vision. Additional funding will be required to complete remaining phases.

Vision, Focus Areas, Goals and Objectives

VISION STATEMENT

The Pacific-Salish region sustains a resilient and inclusive economy through intentional diversification and investment, coordinated workforce and enterprise support activities, and a proactive culture of innovation and adaptation.

FOCUS AREAS, GOALS AND OBJECTIVES

The following provides an overview of four Pac-Salish Vision Focus Areas and associated goals and objectives.

Focus Area: Industry and Entrepreneurial Networks (IEN)

GOAL: Maintain a diverse and thriving economy with resilient core industry sectors and strong entrepreneurial support systems that drive job, wage and taxable sales growth.

OBJECTIVES

IEN1: Expand support networks to maintain and grow the region's major industry clusters, including:

- Advanced Manufacturing
- Food Systems
- Health Care
- IT-Tech
- Tourism and Hospitality
- Timber Products

IEN2: Develop and implement strategies to attract and grow manufacturing, aerospace and R+D operations as American corporation re-shoring intensifies.

IEN3: Monitor, support and invest in the development and expansion of emerging industry sectors.

IEN4: Create diverse economic opportunities and infrastructure through Port District and Tribal Enterprise partnerships.

IEN5: Develop and implement strategies to support recreation, creative arts industries and attractions.

IEN6: Develop an opportunity fund that enables regional leaders to identify and recruit industries that help close supply chain gaps and attend best practice learning workshops and events.

IEN7: Provide full spectrum entrepreneurial assistance that stimulates new enterprise development and ensures continued success as businesses grow.

IEN8: Create stable revenue streams and facilitate catalytic investments that allow local downtown or similar central commercial areas throughout the region to thrive.

IEN9: Identify and invest in emergent BIPOC business enterprises and networking systems.

Focus Area: Infrastructure Capacity and Modernization (ICM)

GOAL: Maintain and expand physical infrastructure systems to accommodate economic growth, ensure continued operation of core industries and facilitate worker and freight mobility.

OBJECTIVES

ICM1: Maintain an adequate supply of shovel-ready commercial and industrial land to support economic development opportunities.

ICM2: Proactively clean, prep and activate brownfield sites for redevelopment opportunities.

ICM3: Facilitate development of housing stock at all price levels to accommodate need and ensure workers can remain or relocate to the region.

ICM4: Expand water and wastewater treatment capacity and service areas.

ICM5: Ensure adequate energy to serve underdeveloped economic opportunity areas and projects.

ICM6: Extend high-speed communications capacity to more locations throughout the region.

ICM7: Maximize rail shipping, service area coverage and rail-adjacent business opportunities regionwide.

ICM8: Ensure regional Ports, cargo yards and shipping channels are able to operate at maximum potential.

ICM9: Renovate and modernize regional marina and marine service facilities and related infrastructure.

ICM10: Improve road and bridge safety and carrying capacity and add multi-modal capacity where viable.

ICM11: Continue evolving public transit to better connect workers to employment centers through innovations like zero-fare options, flexible routes and expanded hours of operation.

ICM12: Work with state and federal officials to increase availability of ongoing roadway maintenance funds for rural communities.

Focus Area: Economic Opportunity for All (EOA)

GOAL: Create diverse education workforce training and career pathway options to serve a fully inclusive cross section of our region.

OBJECTIVES

EOA1: Expand early childhood education opportunities to all families.

EOA2: Ensure all children are made aware of career options and opportunities at an early age.

EOA3: Identify accessible, affordable childcare solutions for more working households.

EOA4: Introduce career pathway education and awareness programs to all ages and underserved populations based on empirical data.

EOA5: Offer creative workforce training programs that facilitate participation for all people.

EOA6: Support workforce training and preferred employer programs that create work opportunities for formerly justice involved populations.

Focus Area: Environmental Stewardship and Resiliency (ESR)

GOAL: Enhance environmental stewardship to preserve the Pac-Salish region natural competitive advantage and build emergency response networks and capabilities to expedite recovery from natural disasters.

OBJECTIVES

ESR1: Protect against the anticipated increase in coastal and riverine flooding.

ESR2: Reduce exposure to and mitigate outcomes associated with wildfires.

ESR3: Balance development and conservation to preserve critical habitat and species health.

ESR4: Maintain and improve water quality to support habitat, human health and aquaculture.

ESR5: Invest in hatcheries and related species restoration efforts that support local economies.

ESR6: Secure funding to purchase mitigation lands associated with invasive species impacts.

ESR7: Identify beneficial uses for highly treated wastewater.

ESR8: Foster the development and adoption of renewable energy sources.

ESR9: Enhance tsunami and earthquake evacuation options and expand advance warning capabilities.

ESR10: Develop a catastrophic emergency mitigation plan or fund to expedite communications, shelter and transportation restoration.

Priority Actions and Projects

The following is an inventory of next-step and shovel-ready priority projects for all Pac-Salish counties. This is essentially a “short-list” of catalyst projects that will stimulate or preserve economic stability region-wide, and each is directly connected to a CEDS Vision Focus Area. A more exhaustive inventory of additional project priorities is included in Appendix C. The priorities list will be reviewed and updated annually.

Grays Harbor

City of Hoquiam Westfork Dam Removal and Ground Water Supply

The City of Hoquiam constructed a concrete dam on the West Fork of the Hoquiam River in 1956. The dam allows the City to divert 2.2 cubic feet per second from the river for the City’s water supply. The dam is located at approximate river mile 10.8, about north of the water treatment plant. For more than 20 years the City has considered removing the West Fork Dam and developing an alternative drinking water source due to the need for significant improvements and maintenance of the dam, and because the adjacent Highway 101 is a source of potential water contamination. Additionally, the West Fork Dam is the #2 fish passage barrier removal priority in a basin-wide list of over 2,000 barriers. Removal of the dam would fully restore natural alluvial processes and quantitatively improve streamflow, benefiting native fish species like salmon, which are experiencing dramatic declines in the region.

The overall goals of the project include: Removing a major fish passage barrier; restoring the ecosystem around the existing dam; adding up to 2.2 cubic feet of flow to the river; diversifying the City’s water supply; adding physical capacity for the City’s water supply; improving the City’s aging water supply infrastructure; and reducing infrastructure upkeep costs.
(Primary focus areas addressed: ICM, ESR)

City of Ocean Shores Tsunami Tower

Ocean Shores’ Vulnerability. To support local tsunami planning efforts, the U.S. Geological Survey and the Washington Military Department Emergency Management Division assessed variations in exposure of 24 communities along Washington’s outer and Strait of Juan de Fuca coasts. They considered how much of a community’s developed land and how many of its residents, visitors, and businesses are within the tsunami hazard zone. They also considered what percentage this represented of the community’s total population and assets. Ocean Shores, for example, has approximately 7.5 square miles of developed land in the inundation zone. Because this represents 100% of Ocean Shores’ developed area, the potential losses from a tsunami and the impact such losses will have on the community are likely to be substantial.
(Primary focus areas addressed: ALL)

Port of Grays Harbor Westport Marina Modernization

Economically, the Westport Marina Modernization is a retention and redevelopment project that is required to continue to generate the economic impacts the Marina is directly responsible for today. The Grays Harbor region plays a major role in the commercial fishing industry of Washington State and the Nation. Westport is the largest fishing port in Washington ranking number one in commercial seafood landings in the State and tenth in the nation for seafood volume, 19th for value of catch. This activity directly supports nearly 2,300 jobs and generates over $227 million in business revenue each year. Commercial fishing, recreational fishing, seafood processing, yacht building and tourism are the major economic drivers of the community. All of these key industries are directly impacted by the condition of the marina moorage infrastructure.
(Primary focus areas addressed: ALL)

Aberdeen-Hoquiam Flood Protection Project – North Shore Levee and Levee West
The Aberdeen-Hoquiam Flood Protection Project will protect the Cities of Aberdeen and Hoquiam from flooding. The project will construct 7.9 miles of flood levees across the two cities, providing critical flood protection and removing over 5,100 properties from FEMA's mapped Special Flood Hazard Area. The project will build resiliency in the face of future flood events, retaining existing businesses, jobs, and residents which have been on the decline in the community. The total cost of construction is estimated at over $100 million. The project eliminates $2.2M in required annual flood insurance premiums and protects over 1000 businesses. (Primary focus areas addressed: ICM, ESR)

Port of Grays Harbor Terminal 4 Expansion and Redevelopment Project
The Port's largest marine terminal customer, AGP, has invested over $100 million at its Terminal 2 Storage & Export Facility since 2001. Their existing facility is the largest soymeal exporter on the West Coast. AGP will be investing over $123 million more by constructing an additional export ship loading facility at Terminal 4. To accommodate this expansion, the Port will need to make significant improvements. This includes a new rail line within the marine terminal complex, redeveloping a 50-acre pontoon casting basin site, adding new site access and roadway improvements, and finally, upgrading the marine fendering and stormwater systems.

Design and permitting are funded and underway. Construction funding for Port investments includes $25.5M from a USDOT MARAD Port Infrastructure Development Program (PIDP) grant awarded in 2022. The Port is finalizing the construction funding package with local, state and federal sources. Construction is to begin in 2024, with AGP targeting operations in 2025. The Port anticipates needing $55,000,000 in additional funding to complete the project. When complete, the initiative will result in 80 long-term jobs and doubling of export cargo capacity. The products shipped will aid in increasing renewable fuel and global food security stores. (Primary focus areas addressed: IEN, ICM)

Highway 12 Rail Separation Project
This project is integral to the success of both the urban core of Grays Harbor and outlying coastal regions. Due to geographical factors, including an immovable large bluff to the north, and the Chehalis River to the south, major transportation corridors (state highway, rail, shipping) are constrained by a narrow bottleneck at the easter end of Aberdeen – gateway to all other communities in the west as well as large tourism destinations. As trains grow longer and more frequency (28,000 cars annually), delays (1.6 million tourists annually) are growing exponentially, which in turn causes economic ripple effects and delayed emergency response times.

The proposed grade separation will allow unrestricted multimodal access into and out of the commercial area. All engineering phases have been completed, and all partners identified. Remaining steps include installation of access ramps from Eastbound and Westbound US 12, grade-separation at Chehalis Street, installation of a roundabout at the US12 – Newell Street intersection, removal of the signal at US 12, closure of a major at-grade crossing, a right of way plan and documentation for all improvements, and grade-separated active transportation lanes for pedestrians, bicycles, and wheelchairs. Remaining costs are estimated at $74,000,000. (Primary focus areas addressed: IEN, ICM)

<u>Mason County</u>

Workforce Housing Initiatives
As the housing shortage continues, the local workforce is becoming priced out of the market. Infrastructure is needed to develop residential housing, as a workforce housing shortage has been identified as a barrier to workforce development, local business growth, and recruitment for Mason County. Shelton is working with multiple developers on identified parcels for housing projects that could bring close to 4,000 units online. To meet this current need, the City of Shelton will require three water storage tanks, costing approximately $5 million each, or a total of $15 million.
(Primary focus areas addressed: EOA, ESR)

Core Infrastructure Development and Expansion
Infrastructure capacity is crucial for Mason County's economic and community health and is foundational to all of our other projects/goals. Not a single development area in Mason County is ready to support a business relocating here, and our existing businesses face significant economic, disaster, and changing industry/technology challenges. In the Shelton UGA, to avoid a moratorium on development, Shelton and Mason County must implement sewer infrastructure projects that total over $20 million. Mason County PUD No. 3 has at least two substation projects at close to $10 million each needed to support industries looking to locate with our county.

The Belfair UGA is located less than 5 miles from the Puget Sound Industrial Center (PSIC), a designated U.S. Department of Commerce Foreign Trade Zone, Bremerton National Airport, and Puget Sound Naval Shipyard (PSNS). This prime location coupled with large tracts of undeveloped land in proximity to critical urban infrastructure, makes Belfair a leading candidate for attracting new employers and accommodating much-needed workforce for Mason County. This collaborative $15 million project between Mason County and Belfair Water District to fund expansion of infrastructure within our Belfair UGA to include reclaimed water, additional capacity of the sewer plant, and connector roadways and fund Well 6 development and connection needed for that expansion.
(Primary focus areas addressed: ICM, ESR)

Workforce Training and Upscaling
Mason County is pursuing sector-specific workforce training. Olympic College has a $5.5 million project to transition the Shelton campus from one that primarily offers dual-credit), to a campus that primarily focuses on the trades with an emphasis on emergent, but rapidly-growing industries. K-12 institutions prepare students for post-secondary success by helping them developing the necessary skills and knowledge. It is essential to provide meaningful work-based learning experiences that align with regional assets and promote equity, inclusivity, and diversity. The local school districts have initiated a $1.5 million program focusing on technical education and employer coordination, but at least $3 million in additional funding is needed to reach full impact. it aims to provide sector-specific support and training for high-demand local sectors and jobs.
(Primary focus areas addressed: ICM, ESR)

Pacific County

Pacific County Housing
The availability of housing at all income levels is an impediment to economic growth and well-being. Units available for purchase or rent are few. Median price increased 126% from 2018 and 2023 ($160k-$362k). While there are 16,000 total housing units, fewer than 10,000 are permanently occupied. Vacation, seasonal, and second homes comprise 34% of the housing stock. The age of housing is also of concern, with less than 15% of housing built since 2000. Over 40% of housing is at least 50 years old, with many plagued by hazardous building materials, outdated electrical systems, failing plumbing and septic systems, and energy inefficient insulation, windows, or roofing. According to Washington State, Pacific County has a shortage of 2,996 housing units (150 per year for 20 years). The target of bringing 100 units of workforce housing to market each year, for the next 5 years, would require approximately $4 million per year, or a total of $20 million.
(Primary focus areas addressed: EOA, ESR)

Washington Coast Business Accelerator (WCBA) at Bendiksen Landing, South Bend
Coastal areas face maritime industry challenges: sea Level rise; Ghost Shrimp and Green Crab proliferation; ocean acidification; industry infrastructure maintenance; and loss of workforce. The WCBA aims to become a hub for sustainable maritime industries, by creating innovation, collaboration, entrepreneurial opportunity and workforce training. The Port of Willapa Harbor will provide initial facility for WCBA, and other coastal locations may be incorporated over time. Bendiksen Landing is a 7.4 acre former cannery with Willapa Bay access and Highway 101 frontage, obtained by the Port through a grant from WA Department of Commerce for the purpose of renovating and launching the Washington Coast Business Accelerator.

Future funding will be used to renovate the site, develop credentialled programs in collaboration with Grays Harbor College in marine industries, offer business development startup programs in collaboration with Enterprise for Equity and provide site location for UW Washington SeaGrant. Keeping these programs moving forward and expanding them to meet growing demand will cost $1-1.5m annually.
(Primary focus areas addressed: IEN, EOA)

Pacific County Water, Wastewater and Septic System Capacity Planning
Increased demand is straining treatment capacity of commercial systems. Additional wastewater treatment facilities are needed to support long-term growth for all incorporated and unincorporated area. When local systems experience failure, adequate backup systems do not exist. Multiple areas are dependent upon Dunal Aquifer as the only feasible source of drinking water. High infiltration rates and shallow groundwater table leave the aquifer susceptible to contamination from septic tank effluent, storm runoff, seawater inundation and chemical fertilizers. There is no septage treatment facility within the 932 square mile Pacific County area. Unified county-wide planning is needed to address long term needs to accommodate the current population and anticipated water, wastewater management and septage treatment needs for the future.
(Primary focus areas addressed: IEN, ESR)

City of Raymond Downtown Revitalization Master Plan
Historic downtown Raymond will soon serve as a hub for workers, shoppers, students, residents and visitors. Recent public investment and private redevelopment has stimulated the return of commerce (restaurants, store, cafes, workplaces) for the largest, most diverse city in Pacific County. The City will soon construct a new City Hall and Firehouse. The next phase in commercial and residential developments will require a needs assessment and Mainstreet style planning to restore the city to a strong economic engine for the region. Raymond is seeking $100,000 to prepare an economic development and urban design strategy.
(Primary focus areas addressed: IEN, EOA, ESR)

Planning for Downtown Revitalization – City of Ilwaco
The future of Ilwaco depends on the presence of a strong local economy that serves the needs of residents and commercial interests. Improving downtown is a central focus of this effort. The City will provide incentives for property owners who invest in buildings and make them available for new businesses. The City's significance on Long Beach Peninsula cannot be overstated, featuring a Coast Guard Station, Cape Disappointment State Park, Port of Ilwaco, cultural sites, artists and commercial and recreational fishing. Ilwaco has established a revitalization committee and is seeking $100,000 to prepare an economic development/urban design strategy.
(Primary focus areas addressed: IEN, EOA, ESR)

Thurston County

Olympia Workforce Housing Initiatives
The City has multiple projects associated with increasing workforce housing, but is significantly behind demand for affordable housing – specifically working individuals earning 40%-80% of AMI. The City has acquired previously blighted sites to redevelop into affordable housing, but the target of bringing 80-100 units of workforce housing to market each year, for the next 5 years, would require approximately $2.5 million per year, or a total of $12.5 million. These funds are used for site acquisition and predevelopment expense.
(Primary focus areas addressed: EOA, ESR)

Olympia Downtown Parking Structure
The City owns and manages multiple surface lots in the downtown core of Olympia. Consolidation of surface lots into a parking structure would expedite the repurposing of existing lots into affordable workforce housing. The City will need $1.5 million to initiate predevelopment ad design work for the parking structure.
(Primary focus areas addressed: ICM, IEN, EOA)

Olympia Low Barrier Workforce Development Programming and Housing
The City successfully piloted two low-barrier workforce development programs with one-time pandemic recovery dollars. These programs (Olympia Career Hub and Journey2Jobs) have actively prioritized individuals from marginalized communities. The City is also launching a tiny home village that will provide emergency housing for individuals enrolled in these programs, but with funding that expires in 2025. Keeping these programs moving forward and expanding them to meet growing demand will cost $1.3-1.5m annually.
(Primary focus areas addressed: IEN, EOA)

Olympia Lower Budd inlet Sea Level Rise Improvements
Downtown Olympia, a regional employment and visitor activity hub, is highly susceptible to sea level rise given the community's location on the shores of Puget Sound (lower Salish Sea). Recent king tides have breached boardwalks and caused flooding. The City and regional partners have developed an adaptation and infrastructure plan. Implementation is estimated to cost $75m, including shoreline and estuary restoration, infrastructure improvements, waterfront access improvements, and property acquisition.
(Primary focus areas addressed: ICM, EOA, ESR)

Olympia US 101 Interchange Project
Limited access to US 101 in West Olympia impacts public safety and the economic health of this region. The resulting congestion compromises response times to Capital Medical Center and other emergency medical facilities. Heavy traffic increasingly affects the free flow of freight, hampers accessibility to a vital economic center, and causes significant delays to the traveling public. The City of Olympia seeks to build new ramps on US 101 at Kaiser Road and Yauger Way. City is still seeking funding for construction of this project with a current construction estimate of $35 million.
(Primary focus areas addressed: ICM, ESR)

Lacey Midtown Project
Lacey Midtown will serve as a hub for workers, shoppers, students, residents and visitors. Recent public investment and private development/redevelopment has yielded restaurants, store, cafes, workplaces, and recreations spots for this dynamic urban community where people "live, learn, earn, and create." The next phases will increase densities, expand employer opportunities and build additional connections between the employment center, Saint Matin's University, City Hall and surrounding retail, commercial and residential developments. Construction is envisioned to begin between 2024-2027 at an initial cost of $5-7 million.
(Primary focus areas addressed: IEN, EOA)

Lacey Pacific Avenue Project
This project rejuvenates the area by capitalizing on nearby bike trails, road improvement, and better/easier access to bike trails. Plans call for landscaping that attracts more visitors with bike "rest stops" for those using the trails, and place-making structures such as arches and overhead lighting/across the street. Construction is anticipated to begin between 2004-2006 at an anticipated initial cost of $ $2-3 million.
(Primary focus areas addressed: ICM, IEN, EOA)

Tumwater Capitol Boulevard Corridor | Former WSDOT Headquarters Campus
Capitol Boulevard is a major arterial and auto-oriented despite interest in a pedestrian-friendly area for commerce and community. It has not attracted private investment, with many brownfield properties vacant. The City adopted a Corridor Plan with three goals: improve business climate/conditions; safety/ transportation options; aesthetic appeal. The plan identifies the former WSDOT Headquarters Campus as the single most important redevelopment for catalyzing investment and job creation. The brownfield site is 12 acres. Existing structures will be demolished in 18 months; environmental assessment is ongoing. The City intends to purchase the site and transfer ownership to a developer. The plan envisions mixed-use buildings (retail, office, residential), with public sector amenities and critical utility infrastructure. The City will seek EDA Public Works Program funding to support brownfields redevelopment and extension of utility infrastructure to the site.
(Primary focus areas addressed: ICM, IEN, EOA)

Tumwater Brewery District | The Knoll, The Warehouse Valley, and the Historic Brewery

The Brewery District encompasses 300 acres comprised of brownfields, recreation, residential and commercial areas, and Deschutes River waterfront. Past uses and recent contamination created brownfields infeasible to redevelop without public investment. Despite being in the city, the properties are not connected to utilities. A Brewery District Plan (2020) has four goals: strong sense of place (pedestrian access/gathering places, distinct identity); transportation (access); economic activity; improve function/ appearance of built environment. (Primary focus areas addressed: ICM, IEN, EOA)

The plan endorses job creation and workforce development, and a set of implementation and phasing strategies to assist in transitioning the Brewery District into a multi-modal activity center with a mixture of housing and neighborhood-serving businesses. The results of that effort made it clear the community desired progress that would honor Tumwater's brewing heritage, while meeting present community needs. There are three brownfield sites prioritized for redevelopment:

- ***The Knoll***
  This privately-owned site is 4 acres. This site was last active in 2003. Three structures remain on site from the former brewery, including the 5-story brewhouse (footprint: 75,900 sf, GSF: 265,600 sf), the 3-story office and bottling facility (footprint: 30,000 sf, GSF: 73,000 sf), and a 4-story fermentation and storage facility (footprint: 6,000 sf, GSF: 33,500 sf). The site experienced a fire in 2018, rendering it unusable. The current owner is working with an architectural on designs for a vertical mixed use development (retail, office, and residential). Concurrently, the City will be conducting environmental assessments in 2024 with support from an EPA Community-Wide Assessment grant. The site's greatest challenges are lack of utilities (water, sewer, power), the lack of transportation access, contamination, and the cost of demolishing the existing burnt structure. Demolition is estimated to cost $12 million. The City will seek EDA Public Works Program funding to support brownfields redevelopment and extension of utility infrastructure to the site.

- ***The Warehouse Valley***
  This privately-owned site is 22 acres and hosts a large warehouse (footprint: 250,000 sf, GSF: 300,000 sf) with three covered rail spurs. Various small structures also remain on site: a mix of storage, maintenance, decommissioned power station and auto repair for the brewery's fleet. A portion of the site is intersected by rail (Union Pacific) with an overpass (Capitol Boulevard bridge).The warehouse is reusable, attracting private sector attention for: sound and film studio, manufacturing and distribution, hydroponics, sports venue/athletics facility. Site challenges: lack of utilities (water, sewer, power), access, contamination, and flooding. City designs for flood remediation and riparian improvement suggest a cost of $7 million. Greatest challenge: lack of access. Due to site layout and railroad, degrading condition of sole bridge to site, above-grade access to the site is necessary to provide vehicle access and avoid conflicts with rail. Cost for design, right of way, and construction is estimated at $60 million. The City will seek EDA Public Works Program funding to support brownfields redevelopment and extension of utility infrastructure to the site.

- ***The Historic Brewery***
  While most former brewery properties ceased operation in 2003, several have been vacant since Prohibition in 1920. In total, there are 35 acres with 200,000 sf of historic multi-story structures. The current owner has a vision to rehabilitate the historic brewery into a world class destination that could include tourism and hospitality amenities, restaurants and retail, craft brewing facilities, and public amenities. A site feasibility study is underway, with a focus on analyzing demolition and rehabilitation costs, access and parking, and connection to utility infrastructure. The City is committed to continuing restoration of the adjacent publicly-owned historic properties, and exploring public-private funding opportunities like grants and tax-increment financing. The City will seek EDA Public Works Program funding to support brownfields redevelopment and extension of utility infrastructure to the site.

Thurston County Rochester Main Street Improvements (US 12)
This project will rejuvenate and improve the economic vitality of Rochester's main street by addressing pedestrian safety and mobility concerns. Plans call for wide continuous sidewalk, marked roadway crossings with flashing beacons, bus stop improvements, roadway improvements and pedestrian-level lighting. A study was completed in 2019 and split the project into four phases, for an anticipated overall construction cost of $5-6 million.

Thurston County 196th Ave SW – Sargent Rd SW to Elderberry St SW
This corridor project makes roadway, pedestrian and intersection improvements to facilitate rapid growth is occurring in Grand Mound. Plans call for roundabouts at either end of the corridor with urban improvements such as lighting, sidewalks and bike lanes in between. Construction has an anticipated cost of $13-14 million.

Thurston County Childcare Building Redevelopment
To enhance childcare accessibility and affordability for working families, Thurston County will repurpose a county-owned office building into a childcare center through a private/public partnership. The center will expand capacity for slots including low-income families. Redevelopment is anticipated to be $2-$3million.

Thurston County Fairground Redevelopment
Thurston County Fairgrounds and Event Center (Fair) has a shovel-ready building and grounds project for a climate-controlled 40,000 square foot "Agriplex" multipurpose building, along with technology and related site upgrades. The new building will not only meet critical needs during emergencies but will also act as a thriving hub for commerce and community events throughout the year, generating employment opportunities, fostering economic growth, and enriching our local community. Site preparation and grading began in 2023. Construction is envisioned to continue upon funds available at a full project cost of $6-8 million.

Economic Development Partners

In addition to, and in support of, the many businesses that drive economic progress, the Pacific-Salish region is host to many economic development partners. The following is a representative, but not necessarily exhaustive, list of entities that may help advance economic initiatives in the future.

Grays Harbor County

- APEX Accelerator
- Blue Zones Grays Harbor
- Center for Inclusive Entrepreneurship
- Chehalis Basin Flood Authority
- City of Aberdeen
- City of Cosmopolis
- City of Elma
- City of Hoquiam
- City of McCleary
- City of Montesano
- City of Ocean Shores
- City of Westport
- Downtown Aberdeen Association
- Economic Development Association
- Elma Chamber of Commerce
- Enterprise 4 Equity
- Grays Harbor Broadband Action Team
- Grays Harbor College
- Grays Harbor County
- Grays Harbor County Council of Governments
- Grays Harbor PUD
- Grays Harbor Small Business Development Center
- Grays Harbor Transit
- Greater Grays Harbor, Inc
- Hoquiam Business Association
- Impact Washington
- Montesano Chamber of Commerce
- PacMtn Workforce Development Council
- Port of Grays Harbor
- Quinault Corporate Enterprises
- Quinault Business Enterprises
- Quinault Nation
- Satsop Business Park
- Summit Pacific Medical Center
- The Moore Wright Group
- Timberland Regional Library System
- Washington Department of Commerce
- Washington Economic Development Association
- Washington Sea Grant
- Washington State Microbusiness Association
- Washington State University Extension
- Westport/Grayland Chamber of Commerce
- Westport Marina
- WorkSource Washington

Mason County

- APEX Accelerator
- City of Shelton
- Enterprise 4 Equity
- Impact Washington
- Mason County
- Mason County PUD No. 1
- Mason County PUD No. 3
- Mason Economic Development Council
- Mason General Hospital and Family of Clinics
- Mason Transit Authority
- North Mason Chamber of Commerce
- North Mason School District
- Olympic College - Shelton
- PacMtn Workforce Development Council
- Port of Allyn
- Port of Dewatto
- Port of Grapeview
- Port of Hoodsport
- Port of Shelton
- Shelton Downtown Association
- Shelton-Mason County Chamber of Commerce
- Shelton School District
- Skokomish Tribal Nation
- Squaxin Island Tribe
- Timberland Regional Library System
- Washington Department of Commerce
- Washington Economic Development Association
- Washington State Microbusiness Association
- Washington State University Extension
- WorkSource Washington

Pacific County

- APEX Accelerator
- Cape Disappointment Coast Guard Station
- Chinook Indian Nation
- City of Ilwaco
- City of Long Beach
- City of Raymond
- City of South Bend
- Economic Development Affiliate partners
- Enterprise 4 Equity
- Grays Harbor College
- Ilwaco Merchants Association
- Impact WA
- Long Beach Merchants Association
- Ocean Beach Hospital
- Ocean Park Area Chamber
- Pacific County
- Pacific County Childcare Alliance
- Pacific County Economic Development Council
- Pacific County Health Department
- Pacific County Immigration Services
- Pacific County Tourism Bureau
- Pacific County Transit
- Pacific County Voices United
- PacMtn Workforce Development Council
- Port of Chinook
- Port of Ilwaco
- Port of Peninsula
- Port of Willapa Harbor
- PUD #2
- Raymond, South Bend, Ocean Beach, Naselle SDs
- Shoalwater Bay Indian Tribe
- Timberland Regional Library System
- Tokeland North Cove Chamber
- Washington Department of Commerce
- Washington Economic Development Association
- Washington Small Business Association
- Washington Sea Grant
- Washington State Microbusiness Association
- Willapa Bay Enterprises (Shoalwater Bay Tribe)
- Willapa Community Development Association
- Willapa Harbor Chamber
- Willapa Harbor Hospital
- WorkSource Washington

Thurston County

- APEX Accelerator
- Center for Business & Innovation
- City of Lacey
- City of Olympia
- City of Tumwater
- City of Yelm
- Confederated Tribe of the Chehalis Reservation
- Enterprise 4 Equity
- Experience Olympia & Beyond
- Foreign Trade Zone 216
- Lacey Makerspace
- Minority Business Development Agency
- National Association of Government Contracting
- Nisqually Indian Tribe
- NW Cooperative Development Center
- Olympia Downtown Alliance
- PacMtn Workforce Development Council
- Port of Olympia
- Rochester Chamber of Commerce
- Saint Martin's University
- SBA Small Business Innovation Research
- Small Business Development Center
- South Puget Sound Community College
- South Sound Lacey Chamber of Commerce
- South Sound Military Communities Partnership
- South Thurston Economic Development Initiative
- Squaxin Island Tribe
- SW WA Growers Coop
- Tenino Chamber of Commerce
- The Evergreen State College
- Thurston Chamber of Commerce
- Thurston County
- Thurston County Broadband Action Team
- Thurston County Legislative Partnership
- Thurston Craft Brewing & Distilling IPZ
- Thurston Economic Development Council
- Thurston Regional Planning Council
- Thurston Thrives
- Timberland Regional Library System
- Tumwater Chamber of Commerce
- Washington Center for Women In Business
- Washington Department of Commerce
- Washington Economic Development Association
- Washington State Microbusiness Association
- Washington State University Extension
- West Olympia Business Association
- WorkSource Washington
- Yelm Chamber of Commerce

Evaluation Framework

The Pacific-Salish EDD evaluation framework will likely evolve over time. At least initially, the Board will evaluate the following start up tasks and data indicators:

Start-Up Tasks:

- Economic Development District approved and launched
- Operating funds secured
- Operations space confirmed
- Executive director retained
- Bylaws developed and approved
- % of priority actions implemented or underway

Data Indicators:

All indicators have established baselines and will be tracked annually unless otherwise noted.

- Population change by county and region
- % households living below ALICE threshold (produced biannually)
- Educational attainment rate by race and ethnicity
- Prime-age labor force participation rate by race and ethnicity
- Unemployment rate by race and ethnicity
- Income by race and ethnicity
- # of business establishments
- Rate of growth by industry category and employment volume
- Gross Regional Product (GRP)

Appendix A – Community Engagement Inventory

MASON COUNTY

EDC Board of Directors Focus Group: May 11, 2023

- Amy Asher, Mason Transit Authority
- Jennifer Baria, Mason EDC
- Kristy Buck, Port of Shelton
- Jennifer Capps, Mason General Hospital
- Tiana Dunbar, Mason EDC
- Lynn Eaton, Mason PUD 3
- Geoff Farrington, Skydive Kapowsin
- Karin Leaf, Mason EDC
- Donna Moir, Heritage Bank
- Jim Morrell, Peninsula Community FCU
- Mark Nault, OCCU
- Lisa Perry, Simpson Lumber
- Ray Peters, Squaxin Island Tribe
- Brian Sayler, Mason County
- Joe Schmit, City of Shelton
- Judy Scott, South Sound Construction
- Allison Smith, Olympic College
- Tracie Schmitt, Ridge MP
- Wes Taylor, Taylor Shellfish
- Sharon Trask, Mason County Commissioner
- Jessee Wyeth, Shelton School District

2nd EDA Visit – July 31, 2023 infrastructure specific discussions

- Meeting 1: Mason County PUD No. 1
- Meeting 2: City of Shelton
- Meeting 3: Mason County PUD No. 3
- Meeting 4: Mason County

IGNITE Mason Coalition

Stakeholders meeting: 06.01.2023 & 08.24.2023

- Allison Smith, Olympic College
- Amy Asher, Mason Transit
- Annette Creekpaum, PUD3
- Brian Sayler, Green Diamond Resource Co.
- Dale Webb, Belfair Water District
- Dana Rosenbach, North Mason School District
- Deidre Peterson, Chamber
- Donna Moir, Heritage Bank
- Eric Moll, Mason General
- Garrett Johannes, Mary M Knight School District
- Jae Hill, City of Shelton
- Jeff Farrington, Skydive Kapowsin
- Jenn Capps, Mason General
- Jennifer Baria, EDC of Mason County
- Jim Morrell, Peninsula Community FCU
- Joe Avalos, Olympic Heath and Recovery
- Joe Schmit, City of Shelton
- Judy Scott, Port of Allyn
- Kevin Shutty, Pacific County
- Kristin Masteller, PUD1
- Kristy Buck, Port of Shelton
- Kyle Cronk, YMCA
- Lisa Perry, Sierra Pacific Ind.
- Loretta Swanson, Pacific County
- Lynn Eaton, PUD3
- Mark Neary, Pacific County
- Mark Ziegler, City of Shelton
- Marty Cavalluzzi, Olympic College
- Matthew Mallery, Mary M Knight School District
- Mike Blaisdell, Port of Grapeview
- Randy Neatherlin, Pacific County
- Ray Peters, Squaxin Island Indian Tribe
- Rod Olsen, Chamber
- Ryan Drake, Our CU
- Sarah Clinton, YMCA
- Sharon Trask, Pacific County
- Terry Cox, Olympic College
- Tom Strong, Skokomish Indian Tribe
- Tracie Schmitt, The Ridge Motorsports Park
- Wendy Smith, Port of Shelton
- Wes Martin, Sound Business Brokers
- Wes Taylor, Taylor Shellfish
- William Westmoreland, PacMtn WDC
- Wyeth Jessee, Shelton School District

Workforce Partnership Meeting: 09.08.2023

- Allison Smith, Olympic College
- Dana Rosenbach, North Mason School District
- Garrett Johannes, Mary M. Knight School District
- Gretchen Maliska, Shelton School District
- Marty Cavalluzzi, Olympic College
- Matthew Mallery, Mary M. Knight School District
- Terry Cox, Olympic College
- William Westmoreland, WDC
- Wyeth Jessee, Shelton School District

Infrastructure Partnership Meeting: 08.02.2023, 09.08.2023, 09.12.2023

- Brandon Palmer, Port of Shelton
- Dale Webb, Belfair Water District
- Jae Hill, City of Shelton
- Jay Harris, City of Shelton
- Justin Holzgrove, Mason County PUD No. 3
- Kell Rowan, Mason County
- Kyle Fritz, Cascade Natural Gas Corp.
- Loretta Swanson, Mason County
- Lynn Eaton, Mason County PUD No. 3

GRAYS HARBOR COUNTY

EDA/Laura Ives Team Day Visit: May 3, 2023

Summit Pacific Group, Elma

- Casey Duff, Senator Cantwell Rep
- Josh Martin, SPMC
- Bernie O'Donnell, Rock Construction
- Brad Thomas, SPMC
- Jull Warne, County Commissioner

Grays Harbor College Group, Aberdeen

- Ed Brewster, Grays Harbor College
- Holly Duffy, Grays Harbor College
- Nicole Lacroix, Grays Harbor College
- Carli Schiffner, Grays Harbor College
- Lisa Smith, Grays Harbor College Foundation

Grays Harbor PUD Briefing Group (lunch hour)

Briefs:

- Flood Protection Project
- Port Marine Terminal 4 and AGP Expansion
- Quinault Indian Reservation Relocation
- Quinault Enterprises Wellness Center
- Grays Harbor PUD
- Grays Harbor County
- City of Ocean Shores

Participants (in-person and zoom):

- Nick Bird, City of Aberdeen
- Sara Bisson, City of Ocean Shores
- Lynnette Buffington, Greater Grays Harbor
- Schuyler Burkhart, GH PUD
- Ruth Clemens, City of Aberdeen
- Stephanie Conway, Greater Grays Harbor
- Ian Cope, GH PUD
- Mark Cox, Grays Harbor County
- Vicki Cummings, GH Council of Governments
- Zana Dennis, GH Council of Governments
- Casey Duff, Senator Cantwell
- Kayla Dunlap, Port of Grays Harbor

- Tony Enzler, Quinault Corporate, COO
- Candie Gleason, Greater Grays Harbor
- Rob Hanny, GH PUD
- Ryan Hendricks, Quinault Indian Nation
- Kris Koski, Port of Grays Harbor
- Jon Martin, City of Ocean Shores, Mayor
- Kelsey Norvell, Greater Grays Harbor
- Bernie O'Donnell, Rock Construction
- Daniel Pailthorp, Senator Patty Murray
- Commissioner Vickie Raines
- Haley Schanne, Congressman Kilmer (06)
- Alissa Shay, Port of Grays Harbor
- Brian Shay, City of Hoquiam
- Lisa Smith, Grays Harbor College Foundation
- Rep. Jim Walsh, WA Legislature (19th)
- Senator Jeff Wilson, Washington Leg (#19)

Westport Group

Briefs:

- Ocean Companies and Seafood/Maritime Industries

Participants:

- Brian Blake, Ocean Gold Fisheries
- Molly Bold, Port of Grays Harbor
- Lynnette Buffington, Greater Grays Harbor
- Mike Cornman, Merino's Seafood
- Casey Duff, Senator Cantwell
- Kevin Goodrich, City of Westport
- Kelsey Norvell, Greater Grays Harbor
- Daniel Pailthorp, Senator Murray
- Tom Quigg, Port Commissioner
- Rep. Jim Walsh, WA Legislature (19)
- Senator Jeff Wilson, WA Legislature (19)
- Tanya Woods, Westport/Grayland Chamber

Greater Grays Harbor Board Focus Group (Jason Robertson): May 18, 2023

- Reid Bates, Express Employment Pros
- Leonard Bauer, Port of Grays Harbor
- Schuyler Burkhart, Grays Harbor PUD #1
- Anthony Enzler, Quinault Chair
- Ryan Hendricks, Quinault Indian Nation
- Tom Jensen, Harbor Regional Health
- Durk Johnson, Seabrook Hospitality
- Josh Martin, Summit Pacific Medical Center
- Kyle Pauley, City of Cosmopolis
- Lisa Perry, Sierra Pacific Industries
- Kevin Pine, Grays Harbor County
- Brad Shea, HDR, Inc.
- Lorna White, 1st Security Bank

THURSTON COUNTY

Board of County Commissioners Overview Presentation (Jason Robertson): April 27, 2023

- Commissioner Carolina Mejia
- Commissioner Tye Menser
- Commissioner Gary Edwards
- Michael Cade, Thurston EDC
- Robin Campbell, Assistant County Manager
- Ramiro Chavez, County Manager
- Robert Gelder, Assistant County Manager
- Jennica Machado, Ec. Dev. Manager

Thurston County Economic Development Practitioners Focus Group (Jason Robertson): May 16, 2023

- Michael Cade, Thurston EDC
- Jennica Machado, Thurston County
- Austin Ramirez, City of Tumwater
- Mike Reid, City of Olympia
- Rick Walk, City of Lacey

Thurston County Economic Development Council Board Briefing (Jason Robertson): May 14, 2023

- Peter Agabi, City of Tumwater
- Reid Bates, Express Employment Pros
- Heather Burgess, Law Firm
- Jim Cooper, City of Olympia
- Marc Daily, TRPC
- Joe DePinto, City of Yelm
- Joe Downing, Port of Olympia
- Gary Edwards, County Commissioner
- Brian Fluetsch, Sunset Air
- Wayne Fournier, City of Tenino
- Daryl Fourtner, Heritage Bank
- Jessica Jensen, Cap City Law, PS
- Dan Jones, NorthAmericaTalk
- Nancy LaPointe, Navigate Financial
- Cecilia Loveless, MultiCare Foundation
- Michael McGauly, StraderHallett PS
- Malcolm Miller, City of Lacey
- Evan Parker, Kidder Mathews
- Annette Pitts, Experience Olympia/Beyond
- Mark Steepy, KPFF Consulting Engineers
- Dr. Timothy Stokes, South Puget Sound CC
- Tony Taylor, Leaders Lead the Podcast
- Carrie Whisler, OlyFed
- Chris Woods, Boys/Girls Club Thurston Co.
- Shina Wysocki, Chelsea Farms

EDC Board CEDS/EDD Briefing (Jason Robertson): May 24, 2023

- Reid Bates, Express Employment Pros
- Jim Cooper, City of Olympia
- Marc Daily, TRPC
- Joe DePinto, City of Yelm
- Gary Edwards, County Commissioner
- Daryl Fourtner, Heritage Bank
- Dan Jones, NorthAmericaTalk
- Nancy LaPointe, Navigate Financial
- Michael McGauly, StraderHallett PS
- Malcolm Miller, City of Lacey
- Evan Parker, Kidder Mathews
- Annette Pitts, Experience Olympia/Beyond
- Mark Steepy, KPFF Consulting Engineers
- Dr. Timothy Stokes, South Puget Sound CC
- Tony Taylor, Leaders Lead the Podcast
- Carrie Whisler, OlyFed

PACIFIC COUNTY

EDA Visit– May 2, 2023

Meeting 1. City of Long Beach- Long Beach City Hall (City Leaders, Mayor, City Council, City Managers, LBMA Rep, PCTB rep) *30 minutes meeting in chamber and 30 minutes boardwalk visit.*

Participants:

- Bayo Adetunji
- John Anderson
- Jeanne Brooks
- David Glassen
- Laura Ives
- Karla Jensen
- Jamie Judkins
- Mark Newsom
- Jerry Phillips
- Ariel Smith
- Sue Svendsen
- Tiffany Turner
- Sue Yirku

Meeting 2. Pacific County Ports and key Stakeholders- Salt Pub - (Port of Ilwaco, Port of Chinook, Port of Peninsula, Port of Willapa Harbor) and key Ilwaco City leaders (Mayor, City Council, City Treasurer, IMA rep, PCTB rep).

Participants:

- Bayo Adetunji
- John Anderson
- Jenna Austin
- Holly Beller
- Jeanne Brooks
- Mike Cassineli
- Bill Derion
- Laura Ives
- Jamie Judkins
- Matt Lessanau
- Tracy Loftstrom
- Suzanne Luttrell
- Julian Orr
- Jay Personius
- Kelly Rupp
- Jim Sayce
- Butch Smith
- Katja Spitz
- Sue Yirku

Meeting 3. Lunch with Raymond and South Bend Key Stakeholders - Willapa Harbor Chamber, South Bend (Raymond City leaders, South Bend City leaders, PC Commissioners, WH Chamber, Tokeland Chamber)

Participants:

- Bayo Adetunji
- Jenn Allison
- John Anderson
- Sandy Bell
- Jeanne Brooks
- Rebecca Chaffee
- Jerry Doyle
- Shawn Humphries
- Laura Ives
- Jamie Judkins
- Scott McDougal
- Paul Plackinger
- Dee Roberts
- Kelly Rupp
- Jim Sayce
- Julie Struck
- Jovon Vaughn
- Marc Wilson
- Sue Yirku

Tour. Port of Willapa Harbor, Bendicksen Landing/South Bend Boat

Meeting 4. Shoalwater Bay Tribe- Tokeland - Greetings and Blessing; Tsunami Tower; Future Relocation Community Site Tour

Participants:

- Bayo Adetunji
- John Anderson
- Jeanne Brooks
- Jesse Downs
- Laura Ives
- Jamie Judkins
- Sue Yirku

Pacific EDC Board Briefing and Discussion (Jason Robertson) – June 14, 2023

Noted priorities:

- Shellfish industry support
- Federal dredging investment
- Help becoming a new energy source R+D center
- Provided expansive project priorities inventory with ratings for community + job creation value

Participants:

- Sandy Bell
- Jeanne Brooks
- Mike Cassinelli
- Jerry Doyle
- Cheryl Heywood
- Laura Holmes
- Karla Jensen
- Tracy Lofstrom
- Andrew Mattingly
- Mark Newsom
- Jay Personius
- Jerry Phillips
- Melissa Ramsey
- Weston Roberts
- Dee Roberts
- Steve Rogers
- Kelly Rupp
- Jim Sayce
- Anne Singer
- Steve Sohlstrom
- Linda Spencer
- Tiffany Turner
- Sue Yirku

Appendix B – Regional Plans Summary

Resiliency Focus

INFO SOURCE	MAJOR GOALS/FINDINGS	NOTED CHALLENGES	OTHER NOTES
Cascadia Rising: 2022	• Exercise focused on identifying response preparedness in the event of a significant Cascadia Zone Subduction Zone (CSZ) event – most relevant finding for Pac-Salish: • Lack of mitigation funding for surface roads, airports, rail and marine ports following emergency • Incomplete evacuation plans (tsunami, fire, earthquake) • Need stronger business reentry and community reunification plans • Insufficient funding to modernize and optimize data and phone warning	• A consolidated plan does not yet exist to coordinate the reopening of regional ports to facilitate the evacuation of people and movement of bulk products in response to a CSZ event • Need stronger coordination with area tribal communities	• Unique strength for emergency preparedness and response: strong national guard and JBLM/Whidbey military presence • Need guidelines and facilities for establishing adequate sheltering, response base camps, wrap around care services

Related Regional Plans

INFO SOURCE	MAJOR GOALS/FINDINGS	NOTED CHALLENGES	OTHER NOTES
PacMtn Industry Cluster Analysis: Updated 2020	• Updated every five years • Used to identify in-demand jobs; develop industry sector engagement strategies; flag supply chain gaps; compare wage ranges, et al • Key Industries: Food; Timber Products; Info-Tech; Healthcare; Manufacturing/ Logistics; Hospitality/ Tourism	• Wood products and fishing/shellfish remain among highest LQ industries, but continue to shed employment	• Includes all Pacific-Salish Counties, but also Lewis County – subtract small % of manufacturing and ag, and findings are consistent w Pac-Sal baseline • Data helpful for identifying and supporting emerging sectors (e.g., media and brewing-distilling in 2020)

Broadband Action Plans

INFO SOURCE	MAJOR GOALS/FINDINGS	NOTED CHALLENGES	OTHER NOTES
Grays Harbor, Mason, Pacific, Thurston (All in 2022-2023)	• Provided in main plan doc	• Provided in main plan doc	• Provided in main plan doc

Grays Harbor

INFO SOURCE	MAJOR GOALS/FINDINGS	NOTED CHALLENGES	OTHER NOTES
Grays Harbor Economic Vitality Index: 2022	• Tourism soared during pandemic, likely to remain high w return visitors • Home values and retail sales also up • Port handled 2-3 MMT of cargo for about a decade, should see growth w expansion of Terminals 2 and 4	• Av Ann Wage are 73% Nat Av • Just 27% of retail sales occur outside Aberdeen (36%), Unincorporated County (24%) or Ocean Shores (13%) • 44% of adults have HS degree or less	• Major employment industries: Health, AFS, Retail, Pub Admin, Manuf. And Ed • Home sales have grown steadily from 2016
Greater Grays Harbor Website (Facts + Figures)	• Key Industries: Wood Products; Food Products; Hospitality + Tourism • Projects: North Shore Levee; US 12 Rail Separation; Oyhut Bay Expansion • Featured Properties: Tech Campus at Satsop (47,832 SF of office space); Hoquiam Marine Industrial Site (93 acres w 1,700 ft river frontage)	• Current challenges include flooding and homelessness • Noted, separately, # of ALICE threshold HHs rose 32% between 2019 and 2021 – i.e., nearly 11k HHs do not have enough income to meet survival budget ($22,956 for single adult and $68,712 for family of 4)	• 3 Opportunity Zones: Moclips-Ocean Shores; Hoquiam; Aberdeen • Comprehensive business resources and assistance program thru GGH • Microenterprise Assistance Fund (with set aside for childcare facilities)
INFO SOURCE	**MAJOR GOALS/FINDINGS**	**NOTED CHALLENGES**	**OTHER NOTES**
Grays Harbor Comprehensive Plan Economic Development Element: 2021	• Goals: Establish development climate that stimulates economic activity/investment; Retain existing businesses and assist in development/expansion; Strengthen natural resource-based economy; Promote increased employment opportunities and incomes for workers; Market Grays Harbor as a premier place to visit, live, invest; Invest in maintenance and expansion of infrastructure that retains, expands, leads to new economic growth throughout county	• The Element notes challenges caused by pandemic; higher than average unemployment; and lagging economic growth • Grays Harbor is considered a “distressed county” (with a three-year unemployment rate 20% above state average	• The county has an 0.09 Advisory Committee that issues grants, approved by Commissioners, to advance element goals • Extensive list of Economic Development Projects with cost estimates and descriptions
Aberdeen Comprehensive Plan Economic Development Element: 2022	• High level goals include: Healthy economy; Diverse talent base; Vibrant downtown; Healthy businesses; Complete transportation; Active waterfront; Unique Aberdeen identity; Distinct employment districts; Economic resilience; and Regional coordination	• Lack of building maintenance; population and jobs losses; development challenges that led to limited new construction, limited housing options, declining housing affordability, and a limited economic base; sea level rise	• Notes significance of natural setting (tourism and environmental stewardship responsibilities); Port of Grays Harbor economic power

Thurston

INFO SOURCE	MAJOR GOALS/FINDINGS	NOTED CHALLENGES	OTHER NOTES
Thurston Economic Alliance Plan: 2017	• Major focus: Career Pathways and Workforce Readiness; Target Industry Growth / Innovation; Small Business and Entrepreneurial Resources; Infrastructure, Policy/Funding Coordination; Brand Development, Partnerships and Communication • 35 Initiatives: transp. system/transit; reclaim H2O; broadband; infra. funding; ctr for biz/innovation; multi-cultural biz development; IPZ; ag + food man. strategy; target industry recruitment; business retention fund • Adopted indicators instructive for Pacific-Salish monitoring plan	• Notable challenges: periodic reduction in force events at State and JBLM; lack of funding for last-mile infrastructure (and lack of EDD)	• Action plan needs update
Thurston Strong COVID Recovery and Reset Plan: 2021	• Reset plan to build inclusive, resilient, expanding economic landscape • 22 actions: childcare support, BIPOC business council; community cultural center; biz training programs; place-based ec dev engagement; CDFI lender; Education to Financial Stability TF; SPSCC scholarships; Job Corps program; ag support; Economic Development District; biz bridge financing; workforce housing, et al	• Identifies major economic challenges resulting from pandemic: Reduced access to critical info; lack of childcare; revenue collapse for select sectors; disproportionate impacts for BIPOC and low-income pops; inability of some businesses to adapt (i.e., online presence, bookkeeping for PPP loans, etc.)	• Notes other community priorities to be implemented by others – e.g., affordable housing along transit lines, identifying shovel-ready infrastructure projects, creating a food hub in south county
Thurston County Economic Development Element: 2019	• Emphasizes collaboration with partners including EDC, Chamber, Port • Policy 1.4 documents support for creating federal EDD	• Concern with protection of remaining ag lands after rapid deterioration	• 2017 update presents a favorable, supportive view of economic development (so long as it is sustainable)
Olympia Downtown Alliance (ODA) Strategic Plan: 2022	• Vision – heart of the region • Focus Goals: Advocacy; Safety; Image making (spaces and places); economic development; funding	• None noted	• Increasing housing density adding more permanent market

Thurston			
INFO SOURCE	**MAJOR GOALS/FINDINGS**	**NOTED CHALLENGES**	**OTHER NOTES**
ODA Annual Report: 2023	• New maintenance worker keep streets and storefronts clean • Microgrant available to spruce up facades • Considering forming Improvement District to fund revitalization	• Homelessness and mental health • Sea level rise, flooding • Capitol employees working from home	• ODA works w Valeo to help previously unhoused individuals secure employment
Lacey Community Market Study: 2022	• Lacey has grown 15% since 2015, twice the rate of Thurston/WA; 80% coming from out of state • Lacey's job base grew 19%, far above peer and state averages; warehouse jobs led growth, then healthcare and manufacturing • Significant demand for warehouse and business office park space	• Lack of workforce, large sites for job centers, housing and identity • Rick of flooding from Nisqually	• Future opportunity to repurpose Carpenter Way gravel pit • Redevelop South Sound Center (Sears) and Martin Village (Burlington) • Potential to host EV battery R+D
Lacey Economic Development Element: 2016	• Strengths are collaboration, demographics and workforce • JBLM impact highly significant • HUB Zone and CB+I notable assets • As is location between PDX/SEA • Diverse zoning for all types of biz • Opportunity to develop near Cabela's • Luxury auto sales opportunity • Potential to redevelop SS Center • Potential to redevelop Fred Meyer • (Market study updated post 2015) • Open to incentives for strong ROI	• Insufficient funding for dedicated biz retention and recruitment position • Lack of "economic gardening" tools • Without offset, high water connect and traffic fees impede development • No strong fin tools like TIF • Threat of earthquakes/volcano • Threat of JBLM downsizing • Endangered species limitations • Occupation forecast not HW jobs	• The other two documents are the Economic Development Strategy, and Economic Development Program (Work Plan). While there is county-wide collaboration, there is no CEDS. CEDS required by EDA for grants, revolving loan. Lacey and Thurston are not considered distressed, and not eligible for EDA funding. CEDS would formalize, on a county/regional level, which partners provide services, protocols for working together, and where to effectively focus resources.

Thurston

INFO SOURCE	MAJOR GOALS/FINDINGS	NOTED CHALLENGES	OTHER NOTES
Olympia Strong: 2023	Needs • Close the Equity Gap • Boost Affordable Housing & Home Ownership • Elevate More People Out of Poverty • Champion Youth • Cultivate Career Pathways • Support Entrepreneurship and Small Business, Large Employers & Industry Sectors • Foster Community Vitality	• Renters and homeowners living in separate worlds – e.g., over 90% of renters had difficulty affording food last year; under 10% of homeowners	Key Initiatives • Grow the Olympia Career Hub to prepare people for local in-demand occupations (clean energy, construction, etc.) • Journey2Jobs skill-building and employment w wrap-around services • Support programs that introduce youth to a variety of career options and employers before graduation • Convert Plum Street Village into transitional housing for formally houseless and incarcerated individuals in job training and education programs • Expand access to capital for aspiring entrepreneurs from underbanked and underrepresented populations • Stand up navigator pilot project in target zone neighborhoods to connect residents with business and career training resources • Develop a climate adaptation and preparedness plan • Work with regional economic partners to better prepare for future economic disruptions
Tumwater Brewery District Plan Update: 2023	Goals • Sense of place • Pedestrian access • Gathering places • Better transportation options • Employment/economic opportunity • Possible event/hotel space • New brewing/distilling operations	Challenges • Historic structures may require demolition/rebuild • Access road is limited • Utilities undersized • No parking area	• This is for lowland section of brewery adjacent to Tumwater Falls Park, not production facilities in valley • EDA could be instrumental for cleaning, and redeveloping historic brewery for major emp center

Pacific			
INFO SOURCE	**MAJOR GOALS/FINDINGS**	**NOTED CHALLENGES**	**OTHER NOTES**
Reimagining The Willapa Report: 2022	• Focused on sustainability in the Willapa Bay region through innovation, resiliency and recreation • Projects: Sustainable Shellfish Innovation; Energy Innovation District; Shoalwater Bay and Tokeland Infrastructure Resilience; Business-Ready Downtowns; New Housing; Trail-Ready Willapa; Willapa Hospitality Institute and Culinary Destination; Restore Critical Boat Maintenance Infrastructure; value-added wood products manufacturing at Port of Willapa Harbor; Street and Sidewalk Preservation-Construction Grants; EV Charging Station Grants; Downtown and Small Business Grants; Willapa Wheelstop; Complete Streets; South Bend Boardwalk; Willapa Hills Swing Bridge; Sound Bend Bridge ADA Access; Tokeland Walk/Bike Infrastructure; South Bend Bendiksen Landing Restoration; Hospitality Education Center; Bay Center Shellfish Education	• Decline in wood products industry; challenges to fishing and shellfish farming; climate change – esp. for SB Indian Reservation and Tokeland	• Detailed project descriptions included in document “Livable Cities Project Descriptions”
Recreation Development Plan: 2018	• Focus on dispersed recreational tourism • Projects: Bay Center rec facilities and trails; water trails; docks; marketing; viewing platforms; Countywide trail system; signage; Haunted history project; focus on biking, birdwatching, eco-adventurers	• Dramatic fluctuation (and more recently) decrease in razor clam days open has hurt visitation • Lack of connectivity limits visitor stay length and spending	• Divide PC into 6 sub-regions: Tokeland; Long Beach Peninsula; Naselle Valley; Raymond/S Bend; Willapa Valley; Bay Center

Pacific			
INFO SOURCE	**MAJOR GOALS/FINDINGS**	**NOTED CHALLENGES**	**OTHER NOTES**
Pacific County Overall Economic Development Plan: 2019	• Ag and Forest: adapt to tech changes in resource production and manufacturing • Transportation: improve channel and harbor access; over the dock freight transfer capacity; EV stations • Industrial Lands: Consider mixed use housing on certain industrial lands • Commercial Lands: Mixed use housing for workers • Housing: Diversify housing types; increase density; workforce housing for resource workers • Maritime: Spin-off industries; energy production or support; channel nav • Forest Industrial: Value-added sector development • Water Resources: Drinking water quality; water resource protections • Rec: build recreation network with emphasis on public lands; enhance connectivity; modernize amenities • Education: More afterschool activities; more broadband • Communications: sufficient broadband to support growth of in-home internet based businesses • Brand: Grow county and sub-region brands with local products • Resource Lands: protect from erosion • Other Goals: Maintain and protect high LQ, but declining workforce base: wood, ocean, rivers; Convert jobs from PT to FT; housing trusts	• Impacts of people moving to online shopping (away from local economy) • Lack of broadband coverage • Business seasonality • Low to no pop growth in some areas • Lack of workforce housing • Aging pop • Lack of specialty medical services • Majority living in unincorporated area (68%) puts strain on County budget • Isolation from I-5 Corridor and larger urban centers • Overabundance of vacant and vacation homes • Low labor force participation rate • Transient segment of workforce • Vulnerability of resource industries to drastic climate change • Loss of local businesses; rise of REITs • Lack of cohesive brand • Shortage of industrial lands • Incomplete info on home-based biz • Sales tax depletion, threat from OR border and internet • Underbuilt downtown amenities • Lack of social media/internet skills among business operators • Gaps in poverty reduction education and resources • Rising costs overwhelming financial capacity of fixed income residents	• Serves as a substitute for Economic Element in County Comp Plan • Need to follow up on status of conceptual "online marketplace" • Excellent overview of Branding baseline: Columbia, Cranberry, Rainkist, Willapa, Long Beach, etc. • Transportation priorities: Bridges on Willapa Hills Trail, SR6; erosion; Bike-ped separation; trestles; Connecting Discovery Bay rail to Refuge; Stream culverts; Replacement of bridges; Maintenance of shoulders (SR103) • Safety is a recurring theme across sub-region, as is youth • Noted funding sources: LTA, .09 Sales Tax; CERB; PWTF; USDA; DNR Rural Communities; FLAP; WWRP; RCO; Other Funds: County, Special Purpose Districts, Nonprofits, Ports

Pacific

INFO SOURCE	MAJOR GOALS/FINDINGS	NOTED CHALLENGES	OTHER NOTES
Pacific County OEDP Annex: 2022	• Current inventory of ec dev projects (those above + others) – major focus on marina and Boatworks; water systems; cold storage; industrial yard enhancements	• NA	• Need to see if cost estimates available
Pacific County Bike and Ped Route Plan: 2018	• Adjacent doc to Recreation Development Plan • Proposal to connect the dots (link bike trails) between Discovery Trail and Willapa Hills Trail • And regionally, to Cape Shoalwater Trail into Aberdeen/101 and SR 105 • Identifies 13 trail segments; almost all are proposed v existing	• Cost estimates not provided	• Excellent overview of segment deficiencies and needs
Population At Risk – Pacific County: 2022	• Actual data year: 2019 • Good news: Only 28% of HHs pay more than 30% of income for rent v 46% for US	• Clearest depiction yet of "missing middle" age cohort (under 5 and over 65 rising at twice the US rate) • Shows 16% of Pacific County residents in "poverty" and 7% in "deep poverty" – Over 19% of HHs receive food stamps v 12% for US • Good graphic showing 35% of Pacific labor force "did not work" v 23% for US; increase of 6% over past decade • 24.7% of Pacific population self-reports a disability v 12.6% of US	• NA
Joint Pacific County Housing Authority Strategic Plan: 2018	• Interest in Community Land Trust w permanent affordable housing • Acquire more units countywide • Promote ADUs • Focus on affordable workforce housing supply	• Notable that, of 16,000 homes, only 9,000 are occupied v seasonal • JPCH operates 4 properties with 64 units for all income levels • Estimate 110-130 homeless families	• Companion "Dimensions" doc also identifies need for tiny home village, overnight shelters, re-purposed commercial lodging as potential solutions for closing stock gap
Benchmark Demographics: 2022	• NA, outdated (2019 data) and replaced with JobsEQ data	• NA	• NA
Pacific County EDC Annual Report: 2021	• Launched Long Beach Merchants Services Center; DART Trail Mapping	• Major focus on administering COVID response aid	• Incredible list of EDC members

Pacific			
INFO SOURCE	**MAJOR GOALS/FINDINGS**	**NOTED CHALLENGES**	**OTHER NOTES**
Pacific County Property Inventory: 2022 (UW)	• Livable Communities Year – UW student eval of underutilized structures for potential housing use • Locations that have access to sewer, water, and broadband, as well as have an existing building foundation • Each municipality has 25-50 "good fit" properties	• Under-regulated vacation homes are driving affordable market out of reach	• Products include database with property specifics and GIS storyboard to visualize options
Regional Transportation Plan Update – Discussion Doc (2023)	Opportunities • Major Project Development with WSDOT • Passenger rail expansion • Emerging Technology (EVs, Hydrogen Fuel Cell Vehicles, Connected and Autonomous Vehicles)	Challenges • Underfunded for known needs • Challenges with Road Usage Charge • Tourism-related traffic overtaxing local roads • Lack of ADA improvements	• 4 projects were identified as top priorities, with 2 in South County and 2 in North County
EDA Project Funding Priorities Inventory: 2023	• 34 top priorities, countywide • Arranged by category (e.g., Ports, shoreline, recreational, et al)	• NA	• Each project informally graded for relative job-creation and community value

Mason

INFO SOURCE	MAJOR GOALS/FINDINGS	NOTED CHALLENGES	OTHER NOTES
Mason County Economic Development Element: 2017	• Notes high proportion of resident who live in Mason but community out of County for work • Emphasis on place making and building lifestyle choice community brand • Major focus areas: Infrastructure and Capital Improvements; Permitting and Regulation; Education, Training and Business Development; Community Development and Quality of Life; Key Industries • Identified capital investments: expanded internet and cell phone coverage; utility extension; shovel-ready sites; freight mobility on Hwy 3; expansion of Olympic College; facilities to support outdoor recreation industry; cross laminated timber industry growth; shellfish habitat protection; USDA slaughter facility, cold storage, processing facilities, commercial kitchen; infrastructure to reduce nonpoint pollution in shellfish areas; visitor signage; cycle route enhancements	• Lack of housing stock diversity could inhibit large employers from locating in Mason • Mason has a relatively low jobs to housing ratio (i.e., .4 vs .9 in Thurston) • 21% of vacant housing is due to seasonal use • Government accounts for nearly half of total covered payroll employment •	• Population growth had been declining since 2006 (but appears to have shot up in 2022 due to pandemic)
City of Shelton Economic Development Strategic Plan: 2018	• 5-year plan (end in 2023) • Emphasis on business retention and expansion; workforce partnerships; external marketing (logo and tagline, online presence); internal marketing (conveying value of economic development); place and talent (real estate development, housing options, downtown, tourism, infrastructure, transportation); and recruitment (focus on inventory provided)	• Rural location; lack of dedicated resources for economic development activities	• Noted target industries: timber milling; specialized ag; hospitality and tourism; retail; light industrial
Mason PUD 3 Broadband Fiber News: 2022-2023	• Cool effort to create "Fiberhoods" through network line extensions into qualifying neighborhoods where 75% of area homes register interest. Cost is share for establishing home connection (for homeowner, $3,600 up front, or $25 per mo. up to 12 yrs.).	• Fiberhoods definitely help, but won't alone solve the rural, low-density service challenge	• Notable that homeowners have multiple providers to choose from (which helps keep costs reasonable) • Qualifying households can receive a reduction in service costs

Mason			
INFO SOURCE	**MAJOR GOALS/FINDINGS**	**NOTED CHALLENGES**	**OTHER NOTES**
Target Industries Study – Sparking Solutions (Draft): 2017	• Mason transitioning from anchor natural resource economy to diverse industry base: tourism; healthcare; government; retail; specialty manufacturing and prof services • Notes growth in Construction and Ag • Notes several economic anchors: two public utility districts; several ports; Transit Authority; Mason General Hospital; Belfair Urgent Care; Olympic College; Squaxin Tribe and Little Creek Casino/Island Enterprises; Corrections Center; School District; Taylor Shellfish • "Getting to Yes" Workshop and 6 follow up forums focused on linking community /economic development priorities: tourism; value-added ag; adv manufacturing; career and tech education; info and comms tech; forest products; healthcare • Resulting Goals: Annual Community and Economic Development Summit; Industry Roundtable Meetings; Business Retention and Expansion Program; Linking Workforce Development to Industry Clusters; New Business Resource Center and Entrepreneurship; Shellfish Advocacy	• Closure of the Simpson Mill was a major hit to the economy and workers w/o readily available and equivalent alternative emp opportunities	• Document identifies many specific actions within goal areas – will need to reconfirm top priorities given origin (2015-2017) and economic impact legacy of the pandemic
Mason County Business Demographics Phase III Report: 2017	• SWOT style report • Strengths: retail and health sector growth; location relative to Oly, Tacoma and Seattle • Key recommendations: wrap-around business services for all stages; inventory of vacant commercial and shovel-ready industrial sites; streamlined permitting process	• Weaknesses: commuter outmigration; manufacturing contraction; wage levels; status as rural are under GMA rules (limited large employer opportunities)	• Notes the economic impact of marijuana production, processing and sales (good for state and local sales tax, but not eligible for federal investment) • Interesting profile of Thermedia which chose Port of Shelton for business conditions and superior fiber
Mason County Housing Needs Assessment: 2022	• Need 700 units of rental housing for today (about half at high and low income) • Need 11,500 MORE units by 2042 (half in County and other half spread among urban areas, including Belfair, Allyn, Shelton/UGA)	• 238 estimated houseless individuals • 16,745 leave Mason for work v 7,492 who stay and 6,506 who enter	• Great overview of recent accomplishments (e.g., Housing Authority Fund; homeless veteran tiny homes; zoning revisions, etc. • Local option tax for affordable housing

Appendix C – Pacific-Salish EDD Project Inventory by County

Updated October 1, 2023

Individual Economic Development Councils will maintain their respective project inventories, with additional details regarding anticipated cost, partnerships and timelines. New projects will be added to the Top Priorities Action section and this inventory list during CEDS updates.

Grays Harbor County Project Inventory

- Aberdeen-Hoquiam Flood Protection Project
- Buildable lands study
- Built Environment Infrastructure for Healthy Communities
- Chehalis River Bridge
- Commercial and industrial development outside of flood zone
- Development of housing options in all categories
- Development of McCleary Industrial site
- Expansion of resources for childcare providers
- Grays Harbor College housing
- Health care facility and service expansion to coastal communities
- Highway 12 Rail grade Separation Project
- Hoquiam 15 MW substation ($2M)
- Port of Grays Harbor Terminal 3 improvements
- Port of Grays Harbor Terminal 4 improvements
- Public infrastructure enhancement for development-ready sites at Satsop
- Rural broadband in Chehalis River Valley
- Satsop power upgrade
- Simpson Ave. Bridge
- Small Business Resource Network and Technical Assistance Funding
- Support for publicly and privately owned tourism assets
- Tsunami mitigation resources
- Water conveyance and storage infrastructure
- Westport Marina Modernization
- Workforce development training for legacy industries
- Workforce training for skilled labor and trades

Mason County Project Inventory

- 7th Street Reconstruction
- Agate Beach Mainline Replacement Project
- Alderbrook Lower Aquifer Testing
- Allyn Transit Center Planning project
- Aviation Business Park
- Backup Emergency Generators
- Belfair Sewer, North Extension / Belfair Freight Corridor / PSIC
- Belfair Substation Transformer Upgrade
- Belfair WRF Critical Equipment Replacement Project
- Belfair WRF Resiliency Project
- Canal View Water Systems Rehabilitation
- Coloquallum Communities Rural Broadband Fiber Project
- Construct Maintenance Wash Facility
- Duckabush Bridge Replacement
- Electric Vehicle Infrastructure
- Electrical System Intertie PUD1-PUD3
- Evergreen Town Square
- Express Feeder (via Simmons Rd) to Squaxin Island Tribe
- Harstine Dedicated Feeder
- Harstine Pointe Rural Broadband Fiberhood
- Hoodsport Transit Center Planning
- Hwy 108 Fish Culvert Projects
- Johns Prairie Facility Upgrade/Construction
- Jorstad Substation
- Lake Arrowhead Main Line Replacement
- LED Streetlight Upgrades

- Manzanita Substation
- Mason Plan Update
- Membrane Treatment Plant Phase 1 Expansion Design and Construction
- New Well - Pressure Zone 2
- New Well Belfair UGA and commercial core
- North Bay Case Inlet WRF GSP/FP Update
- North Diversion Sewer Lift Station and Force Main
- Port Security
- Rasor & Alderwood Rd Rural Broadband Fiberhood
- Replacement Well
- Ripplewood Main Line Replacement
- Rural Broadband - Fiberhoods
- Sargent Oyster House
- Shadowood Reservoir & Booster Station
- SR3 Freight Corridor - Romance Hill Connector
- Submarine Distribution Cable Replacement
- Substation: Belfair
- Substation: Dayton Shelton
- Substation: Potlatch
- Switching Yard/Transmission Lines/Substation: Belfair (3phases)
- Switching Yard/Transmission Lines/Substation: Dayton Shelton (3phases)
- Tenant Consolidation & Expansion
- Trails Road Alternative - Razor Road Extension
- Union Water System: Project A: Manzanita Water Reservoirs
- Union Water System: Project B: Vuecrest & Union Ridge Water Main
- Union Water System: Project D: Manzanita Reservoir Mainline
- Union Regional Water System: Project F Alderbrook Mainline Replace
- Water Reclamation Plant Headworks Capacity Upgrades
- Water Reclamation Plant Membrane Filter Replacements
- Wildfire Prevention Equipment - Multi Year Project

Pacific County Project Inventory

- Affordable Housing Development (County-wide)
- American Legion Post 150 Veteran Resource & Housing Center (WCDA)
- Beach to Bay Trail (Port of Peninsula)
- Bendicksen Landing revitalization (South Bend)
- Boardwalk Reconstruction (City of Long Beach)
- Boat Hoist Dock Construction Phase I (Port of Chinook)
- Broadband redundancy + Wi-Fi (County-wide)
- Bulkhead Replacement Project (Port of Ilwaco)
- Clam Shell Rail Car Rescue (Port of Peninsula)
- Cold Storage Project (Port of Ilwaco)
- Community Multipurpose Event Site (Port of Ilwaco)
- County-wide septage disposal (County-wide)
- Discovery Trail Mid-Peninsula Link (Port of Peninsula)
- Downtown revitalization (Raymond/South Bend, Ilwaco)
- Dylan Jude Harrell Community Center (Ilwaco)
- EDC Staffing (Pacific County EDC)
- Erosion Protections for North Willapa Shoreline
- EV Charging- EV charging stations (County-wide)
- Expansion of Raymond wastewater treatment facility (Raymond)
- Hospital Expansion – Willapa Harbor and Ocean Beach (Raymond, Ilwaco)
- Ilwaco Boatyard Expansion (in-water pier/lift to enable larger boats
- Ilwaco Discovery Trail Connection Project (City of Ilwaco/Port of Ilwaco)
- Industrial Log Yard/Saw Mill Storm Water Improvements (Pacific County)
- Invasive species mitigation (County-wide)
- Klean Building re-development into workforce housing (Long Beach)
- Long Beach Peninsula Event Center (Port of Peninsula)
- Marina Based Research Facility and Seed Tank Co-Op (Port of Peninsula)
- Marina Reconstruction Project (Port of Chinook)
- Marina Reconstruction Project (Port of Peninsula)
- Marine Fueling Facility Improvements (Port of Chinook)
- Multi- year dredging (County-wide)
- Strategic Inventory Plan for Nature Based Tourism (Long Beach)
- Recreational Boating Facility Redevelopment (Port of Chinook)
- Re-purpose Naselle Youth Camp (Naselle)
- Robert Bush Park Overlay and Drainage (City of South Bend)
- Seaview Connector Trail (City of Ilwaco)
- Septage Management Feasibility Study (Pacific County/City of Ilwaco)
- Shoalwater and Tokeland area infrastructure resilience- Shoreline
- Shoalwater Bay Upland Project (Tokeland)
- South Bend Mill Revitalization (brownfield, multiuse development)
- South Bend-Raymond Waterline Extension (City of South Bend)

- SR101 Charging Stations (EDC/PCOG)
- Tokeland Marina Fishers RV Park & Campground (Port of Willapa Harbor)
- Tri-district Harbor Trade and Technology Center (County-wide)
- Tsunami towers (Long Beach Peninsula)
- Washington Coast Business Accelerator (South Bend)
- Water Booster Station Improvements (City of Ilwaco)
- Water installation/hookup for Chinook area (Chinook)
- Water System Infrastructure Improvements (City of Raymond)
- Water System Plan Update (City of Ilwaco)
- Water Treatment Plant Emergency Generator (City of South Bend)
- Willapa Bay Boatyard for haul out and large scale rework **(**Raymond**)**
- Willapa pedestrian/bicycle ferry (County-wide)
- WN88 Airport Improvement and Industrial Park Project (Port of Peninsula)
- WTP SCADA Upgrade (City of Ilwaco)

Thurston County Project Inventory

- Lacey Food Truck Plaza amenities
- Lacey Hawks Prairie destination development
- Lacey indoor sports facility
- Lacey MakerSpace expansion and training center
- Lacey Phase II RAC expansion
- Lacey Phase III RAC expansion
- Olympia coastal tourism amenities
- Olympia Highway 101 interchange at mall
- Olympia sea wall, boardwalk, jetty, pier, wharf, dock, landing protections
- Port of Olympia Foreign Trade Zone expansion
- Thurston County affordable housing development
- Thurston County broadband infrastructure and digital equity
- Thurston County childcare
- Thurston County EV charging stations
- Thurston County Fairground redevelopment
- Thurston County Gates-Belmore Trail expansion
- Thurston County Grand Mound infrastructure
- Thurston County Grand Mound master plan
- Thurston County land use and building permit technology upgrades
- Thurston County marina modernization
- Thurston County market analysis for new incubator programs
- Thurston County Martin Way Corridor
- Thurston County meeting space
- Thurston County Rochester Main Street
- Thurston EDC revolving loan fund
- Thurston EDC Scale Up Training Program
- Tumwater Pocket Gopher land mitigation purchase