

MEMORANDUM

To: Clallam County

From: Joel Farias and Sophie Gartland
Kimley-Horn and Associates, Inc.

Date: May 1, 2025

Subject: DRAFT Economic Development Policies

INTRODUCTION

Historically, the Olympic Peninsula and Clallam County's extensive forests and coastline provided a strong economic foundation in the forest products, maritime, and fishing industries. However, job losses in the forest products sector (previously offering high wages) have reduced overall labor demand. Geographic isolation and inadequate infrastructure further challenge business growth. Despite these obstacles, Clallam County possesses valuable assets that can be leveraged for economic development. To reflect the evolving economy, updates to the Economic Development Element policies are required as part of the Clallam County Comprehensive Plan Periodic Update.

Clallam County completed its Comprehensive Plan in 1995. The 2025 update will serve as a 20-year roadmap guiding future growth, character, and development. This update also fulfills county requirements under the Washington State Growth Management Act (GMA).

The Economic Development Element of a Comprehensive Plan is a mandatory component under RCW 36.70A.070 that establishes local goals and identifies policies, programs, and projects to foster economic vitality. The GMA supports statewide economic development in alignment with comprehensive plans, aiming to create opportunities for all residents, especially unemployed and disadvantaged individuals, while ensuring growth remains within the capacity of natural resources, public services, and public facilities.

The Clallam County Economic Development Council (EDC) developed an Economic Development Plan from May 2021 through December 2022 to address economic development strategies, forecasts, and historical trends. This report assesses existing economic conditions and presents actionable recommendations. The plan's policies were informed by an EDC Community Survey highlighting challenges for working residents, economic impacts by industry cluster, and barriers to growth.

Similarly, the Olympic Peninsula Tourism Master Plan (2024-2029) outlines a five-year strategy to create a more consistent, sustainable, and vibrant year-round visitor economy, particularly increasing visitor spending in spring, fall, and winter. The plan focuses on three key areas:

- Destination marketing
- Destination and community development
- Public-private sector alignment

Findings from both the EDC Plan and Tourism Master Plan have guided updates to the Economic Development policies, ensuring alignment with regional priorities and economic realities. Incorporating these plans, alongside port and city comprehensive plans, promotes regional cohesion and a forward-looking economic strategy for Clallam County.

References

The following documents formed the basis of this review and methodologies:

- [Clallam County Code](#)
- [Clallam County Comprehensive Plan](#)
- [Clallam County EDC, Economic Development in Clallam County, 2023](#)
- [Olympic Peninsula Tourism Master Plan, 2024](#)
- [Port Angeles Comprehensive Plan, 2017](#)

ECONOMIC DEVELOPMENT FINDINGS

The following data was collected to assess historical and current employment and industry trends:

- **Employment analysis (2002-2022):** Examined changes in total jobs, worker demographics (age, race, ethnicity, education, and sex), earnings, and occupational shifts by NAICS industry sector (OnTheMap Census data).
- **Olympic Workforce Development employment projections:** Analyzed industry trends using Employment Security Department/DATA.
- **Household income trends:** Collected U.S. Census five-year estimates on retirement and supplemental security income (SSI) in 2010, 2020, and 2023.
- **Workforce activity:** Assessed active workforce by age group based on U.S. Census five-year estimates for 2010, 2020, and 2023.
- **Land-use policies:** Examined allowed, conditional, and prohibited uses for commercial and industrial zones via Clallam County Code Chapters 33.15 and 33.17.
- **Conditional Use Permits:** Reviewed permit types issued between 2020 and 2024.

The above data, key prosperity trends and industry barriers from the EDC Plan, and regional goals outlined in the Olympic Peninsula Tourism Master Plan were analyzed to identify patterns. These findings directly informed the policy revisions.

METHODOLOGY

To ensure the Economic Development Element accurately reflects current economic conditions and future opportunities, a structured methodology was used. The following steps were taken to guide the process:

- Assessing staff goals, feedback, and engagement.
- Collecting workforce and industry data to identify any patterns and trends.
- Connecting data findings with insights from the EDC and Tourism Master Plan.
- Using collective findings to shape new policies and policy revisions.

31.02.620 ECONOMIC DEVELOPMENT GOALS AND POLICIES

The following table outlines revisions to existing policies and the introduction of new policies.

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
Goal 1.	Provide for sustainable economic growth, diversity and vitality throughout the County while maintaining a high quality of life and a healthy environment.		No revisions.	
Policy 1.	Make continuous, concerted efforts to retain industries and to facilitate expansion of our existing industrial and business base.	Make continuous, concerted efforts to retain industries and develop incentives that facilitate expansion of our existing industrial and business base.	Revised to be more specific and actionable, introducing incentives as a proactive strategy for business expansion.	
Policy 2.	Pursue strategies to attract businesses and emerging industries paying wages which diversify the economic base, exceed the County average annual wage, provide health care benefits, and offer employees upward career mobility.	Pursue strategies to attract businesses and emerging industries with high-growth potential paying wages meeting or exceeding industry wage premiums, provide health care benefits, and offer employees upward career mobility.	Revised to refine the focus by emphasizing high-growth potential industries and aligning wages with industry-specific premiums. This update makes the policy more actionable and better reflects the findings in the EDC plan.	
Policy 3.	Support public-private business partnerships involving the Economic Development Council, cities, Port of Port Angeles, chambers of commerce, tribes, special districts (such as PUD 1) and business interests to provide business assistance, planning, financial management aid, grant assistance, planning, financial management aid, grant assistance and business mentoring.	Support public-private business partnerships involving the Economic Development Council, cities, Port of Port Angeles, chambers of commerce, tribes, special districts (such as PUD 1) and business interests to provide tailored business assistance, planning, financial management aid, grant assistance, planning, financial management aid, grant assistance, business mentoring, and workforce development.	Revised to be more actionable, with the addition of "tailored" to ensure business support aligns with specific needs. "Workforce development" was also incorporated to reflect a key focus of the EDC plan.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
Policy 4.	Continuously develop and maintain updated land use plans and regulations which encourage business location and retention in appropriately designated areas including urban growth areas, rural centers and villages, existing LAMIRDs, rural commercial areas and other planned business and industrial locations.	Continuously develop and maintain updated land use plans and regulations that prioritize high-impact economic sectors , encouraging business location and retention in key employment zones, urban growth areas, rural centers and villages, existing LAMIRDs, rural commercial areas and other planned business and industrial locations.	Revised to be more strategic, shifting the focus toward "high-impact economic sectors" and "key employment zones" to better support Clallam County's evolving priorities.	
Policy 5.	Encourage home-based businesses in rural areas, provided they are compatible with the character of the surrounding area and do not result in nonresidential clusters or strips.	Encourage growth of home-based businesses in rural areas, provided they are compatible with the character of the surrounding area.	Revised to emphasize "growth of" rather than just encouragement while maintaining compatibility with rural character.	
Policy 6.	Establish standards for home-based businesses and farm sales, which address impacts related, but not limited to air and water quality, aesthetics, noise, lighting and traffic, in order to assure compatibility with neighboring properties.	Establish standards for home-based businesses and farm sales to streamline regulatory approval, addressing impacts related, but not limited to air and water quality, aesthetics, noise, lighting and traffic.	Removed "in order to ensure compatibility with neighboring properties"- goes without saying	
Policy 7.	Support bed and breakfast inns associated with a single-family owner-occupied dwelling. Provide design and operational guidelines covering number of rooms, appearance, signage, parking, length of stay, and source of potable water and sewage disposal.	Support bed and breakfast inns associated with a single-family owner-occupied dwelling and encourage their role in bolstering tourism revenue. Provide clear design and operational guidelines covering number of rooms, appearance, signage, parking, length of stay, and source of potable	Revised to emphasize economic impact and bed and breakfast's role in bolstering tourism revenue.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
		water and sewage disposal.		
Policy 8.	Advocate solutions to local industry issues in order to expand employment opportunities and revenue generation.	Advocate solutions to local industry issues such as workforce shortages, raw material supply challenges, and regulatory barriers in order to expand employment opportunities and revenue generation.	Revised to be more targeted, shifting from a broad advocacy approach to direct County participation in programs that address skill gaps in priority industries.	
Policy 9.	Encourage County representation in programs such as Clallam netWorks Education/Training Centers of Excellence and the Job Fair Development Team.	Encourage County representation in programs such as Clallam netWorks Education/Training Centers of Excellence and the Job Fair Development Team to close skill gaps in priority industries	Revised to be more actionable.	
Policy 10.	Sector-specific policies and strategies to promote economic vitality and diversity:	Sector-specific policies and strategies to promote economic vitality and diversity:		
(1)	Forestry, agriculture and mineral resources:	Forestry, agriculture and mineral resources:		
		<i>Forest resources industry are an economically significant industry in which Clallam County has unique qualities and competitive advantages; In order to provide a cost-effective supply of materials to local mineral resource-based businesses and to assure adequate reserves for future generations;</i>	Included to explain why this industry is important to the counties economic vitality. Were previously policies that were too broad.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
(1a)	Encourage growth of aquaculture and shellfish industries, consistent with regional comprehensive plans, and within the limits of applicable local, state and federal regulations;	Encourage growth of aquaculture and shellfish industries, consistent with regional comprehensive plans, and within the limits of applicable local, state and federal regulations;	No revisions.	
(1b)	Develop incentives and provide funding options, for the conservation of the County's forest, agricultural and mineral resource land base;	Develop incentives and provide funding mechanisms, to conserve the County's forest, agricultural and mineral resource land base;	Revised "options" to "mechanisms".	
(1c)	Work to promote a strong, economically viable and ecologically responsible agricultural economy;		Removed.	
(1d)	Amend zoning standards to allow for small-scale, on-farm enterprises in rural areas, subject to standards addressing public health, safe vehicular access, available parking, rural character, and impacts to properties in the vicinity;	Amend zoning standards to allow for small-scale, on-farm enterprises in rural areas, subject to standards addressing public health, safe vehicular access, available parking, rural character, and impacts to properties in the vicinity;	Revisions for clarity.	
(1e)	Support efforts to educate and communicate to the public, the economic value of natural resource-based industries including positive fiscal and social impacts, jobs, health benefits and food security;	Support and fund efforts to educate and communicate to the public, the economic value of natural resource-based industries including positive fiscal and social impacts, jobs, health benefits and food security;	Revised to include "fund" as an action the county can take.	
(1e.a)		Develop partnerships with local and state agencies to secure reliable sources of wood fiber.	Joel added- actions county can take to support above policy	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
(1e.b)		Promote international marketing campaigns to boost exports.		
(1e.c)		Address transportation limitations through infrastructure improvements.		
(1f)	Support and facilitate the expansion of existing wood processing capacity;	Support, facilitate, and fund efforts to expand the existing wood processing capacity;	Revised to include "fund" as an action the county can take.	
(1g)	Recognize and endorse the forest resources industry as an economically significant industry in which Clallam County has unique qualities and competitive advantages;		Removed.	
(1h)	Ensure that adequate industrially-zoned land exists within the County to support processing and manufacturing of raw materials and food products that are locally grown, harvested, or extracted;	Analyze existing land capacity to ensure that industrially-zoned land accounts for anticipated expansion of forestry-related processing and manufacturing of raw materials and food products that are locally grown, harvested, or extracted;	Revised to include action to ensure adequately industrially-zoned land exists within the county.	
(1i)	Identify and protect mineral resource lands in the County, in order to provide a cost-effective supply of materials to local mineral resource-based businesses and to assure adequate reserves for future generations;	Identify, designate, and protect mineral resource lands in accordance with the County's mineral resource land designation methodology in 31.02.180 of the County code;	Revised to include county code.	
(1j)	Work with the Washington State Department of Natural Resources (DNR) to increase Forest Board Trust Land payments generated from timber harvest activities.	Work with the Washington State Department of Natural Resources (DNR) to increase Forest Board Trust Land payments generated from timber harvest activities.	No revisions.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
(2)	Marine services:	Marine services:	No revisions - should include why this industry is important to Clallam (similar to forest)	
(2a)	Recognize and endorse marine services as an economically significant industry in which Clallam County has unique qualities and competitive advantages;	Endorse maritime workforce training and recruitment efforts to ensure long-term industry sustainability;	Revise to focus on long term industry success.	
(2b)	Support the development and maintenance of essential marine infrastructure within the County, including marinas, industry piers, boat ramps and recreational access facilities.	Support and provide funding, if needed, for the development and maintenance of essential marine infrastructure within the County, including marinas, industry piers, boat ramps and recreational access facilities;	Revised to include provide funding as an action the county can take. Note: anytime it says provide funding or fund, "if needed" can be added throughout	
(2c)		Continue to enhance and protect the local marine environment by continuing to support the Clallam County Marine Resources Committee.	Added to promote collaborate with the Marine resources committee. Specific action county can take.	
(3)	(iii) Construction and building trades:	(iii) Construction and building trades:	No revisions - should include why this industry is important to Clallam (similar to forest)	
(3a)	Develop and maintain a skilled workforce from the local population by promoting collaboration and shared resources, in order to meet employment demand;	Develop and maintain a skilled local workforce aligned with emerging construction technologies by promoting collaboration and shared resources;		
		Implement training programs on county owned sites and colleges to fill labor shortages and to meet employee demand;	Added to support topics discussed in EDC.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
(3b)	Encourage representation of construction and building trades in County permitting and land use planning efforts;	Coordinate with developers to streamline permitting and land use planning efforts;	Revised to specify direct coordination with developers to be more actionable.	
(3c)	Continue support of Clallam County Permit Advisory Board.	Continue support of Clallam County Permit Advisory Board.	No revisions. Joel to see if this is still active.	
(4)	Tourism and recreation:	Tourism and recreation:	No revisions - should include why this industry is important to Clallam (similar to forest)	
(4a)		Support the three key strategic goals in the Olympic Peninsula Tourism Masterplan;	Added to show alignment with findings and strategies from Olympic peninsula tourism master plan.	
(4a.a)		“Enhance targeted marketing efforts to increase awareness of spring, fall and winter travel seasons”;	Added goals from TMP.	
(4a.b)		“Develop diversified year-round tourism product and visitor experiences to engage a wider variety of consumer lifestyles”;		
(4a.c)		"Increase government, community and industry alignment around sustainable tourism development”;		
(4b)		The following policies were created to support the three key strategic goals in the Olympic Peninsula Tourism Master Plan;	This policy and the following policies were added to be in alignment with the goals outlined in the TMP, but catered towards the counties specific needs:	
(4b.a)		Expand job opportunities, attract, and empower local artists, performers,	(See above) - Aligns with goal 1	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
		chefs, farmers, shop owners, brewers, and other entrepreneurs to thrive by integrating visitor-focused initiatives;		
(4b.b)		Develop sustainable and vibrant year-round tourism opportunities for visitors with a strong focus on increasing visitor spending during the spring, fall, and winter months;	(See above) - Aligns with goal 1	
(4b.c)		Strengthen destination marketing efforts by enhancing branding and promotional messaging to effectively reach a broader range of visitors more effectively;	(See above) - Aligns with goal 2	
(4b.d)		Encourage repeat visitation by enhancing the quality and diversity of visitor experiences, with particular focus on off-season programming;	(See above) - Aligns with goal 2	
(4b.e)	Support development of a comprehensive tourism plan that provides for cooperative planning between industry and government agencies to prioritize, coordinate and develop tourism throughout the County;	Prioritize cooperative planning between government, community and industry to coordinate infrastructure investments that support sustainable tourism growth;	(See above) - Aligns with goal 3	
	Support creation of a joint executive tourism task force with Victoria, BC, industry personnel to establish areas of common interest;		Removed- Elements of policy combined with another policy	
	Promote the Olympic Peninsula Region as a destination site by comprehensive marketing		Removed- Elements of policy combined with another policy	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
	and utilization of existing media outlets;			
	Explore avenues of cooperation with area governments, real estate developers and others to develop tourism retirement and recreational communities;		Removed- Elements of policy combined with another policy	
(4b.f)	Support master planned resorts with primary focus on destination resort facilities consisting of short-term visitor accommodations associated with a range of developed on-site indoor or outdoor recreational facilities;	Provide incentives and guidance for master-planned resorts, focusing on diverse visitor accommodations such as glamping, tiny homes and boutique stays;	(See above) - Aligns with goal 2	
(4b.g)	Support cultural, heritage and social activities emphasizing natural attractions, places and activities unique to our area;	Support and partner with local cultural organizations, prioritizing collaborations with Tribal communities, to develop arts, heritage, and culinary experiences to strengthen cultural and heritage ties;	(See above) - Aligns with goal 1	
(4b.h)		Collaborate with the Arts, Culture, Heritage, and Science for Clallam County, Port Angelas Art Council, and Olympic Peninsula Art Association to organize seasonal exhibits, performances, and artisan-led workshops to attract visitors in the off season;	(See above) - Aligns with goal 1	
(4b.i)		Elevate agritourism options by increasing support for the culinary supply chain, expanding farm-to-table partnerships, and offering harvest	(See above) - Aligns with goal 2	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
		season food festivals and culinary workshops that highlight Clallam County’s local cuisine;		
(4b.j)		Enhance winter and shoulder season adventure tourism by promoting birdwatching, storm watching, snow sports at Hurricane Ridge, etc.;	(See above) - Aligns with goal 1	
(4b.k)		Strengthen partnerships with the M.V. Coho. ferry to encourage year-round travel between Victoria, BC, and Port Angelas through targeted promotions and seasonal discounts for Canadian visitors;	(See above) - Aligns with goal 1	
(4b.l)		Continue to organize and promote “micro-events” during shoulder months, such as the Cider and Fungi Festival, the Kindred Holiday Markey, winter wine tastings, and cultural celebrations, partnering with the Washington Festival & Events Association to nurture new and existing events;	(See above) - Aligns with goal 2	
	Promote the County as an international destination;		Removed- Elements of policy combined with another policy. See policy (4f).	
(4b.m)		Deliberately work with industry leaders to update zoning so established businesses can expand their offerings to deliver a more	(See above) - Aligns with goal 3	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
		dynamic visitor experience year-round;		
(4b.n)		Streamline business development support related to permitting, grants, and general business intelligence to support small business development specifically related to visitor economy;	(See above) - Aligns with goal 3	
(4c)	Encourage the development of a marketing task force, in order to establish area branding and packaging of local products and events;	Support the development of a marketing task force focused on brand identity, visitor experience enhancement and outreach by integrating targeted marketing initiatives such as itineraries for interest- based travel groups, seasonal promotions, and cross-region collaborations;	Revised to be more actionable.	
(4d)	Encourage the promotion of tourism and recreational opportunities in Clallam County through advertising, signage, brochures, and other informational materials that could be made available, or referenced at public facilities, rights-of-way and websites;	Encourage the promotion of tourism and recreational opportunities in the County through advertising, signage, brochures, and other informational materials strategically placed in regional visitor centers, transportation hubs and event venues;	Revised to be more actionable and to recommend high- traffic areas to focus on.	
(4e)	Support the tourism/hospitality cluster team, in order to establish a strategic regional tourism plan;	Support the tourism/hospitality cluster team in expanding data-driven strategies to improve regional marketing and attraction efforts, optimizing visitor engagement tools, and tracking tourism impact metrics;	Revised to provide action items for county.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
(4f)		Promote the County as an international destination by expanding international marketing efforts, strengthening cross-border tourism collaborations, and targeting niche and relevant travel segments that highlight the county's unique visitor experiences;	Revised 'promote the county as an international destination' policy by providing action items to achieve international destination.	
(4g)	Success of tourism and recreation policies and strategies should be evaluated based on tourism tax receipts, number of lodging night stays, attendance at selected events and attractions, or similar indicators.	Develop and track tourism performance indicators, including tourism tax receipts, lodging occupancy rates, attendance at major events and attractions, and seasonal tourism fluctuations.	Revised to be more actionable and includes mention of seasonal fluctuations	
(4h)	Support efforts to maintain healthy fish stocks, in order to provide stable sport fishing seasons for the tourism industry and economic needs of rural communities such as Clallam Bay and Sekiu;	Coordinate with state and federal agencies to support efforts to maintain healthy fish stocks, ensuring stable sport fishing seasons that benefit the tourism industry and sustain rural community economies such as Clallam Bay and Sekiu;	Revised to include coordination with federal and state agencies to help achieve this.	
(4i)	Encourage tourism boards and Jefferson County to actively promote trail usage such as the Olympic Discovery Trail, events such as the North Olympic Discovery Marathon, commercial bicycle touring to the Olympic Peninsula, and Hurricane Ridge and the coastal camp sites as destinations for distance bicyclists;	Encourage the Clallam County Trails Advisory Committee and Jefferson County to actively promote trail usage such as the Olympic Discovery Trail, events such as the North Olympic Discovery Marathon and commercial bicycle touring to the Olympic Peninsula as	Revised to include updated collaboration opportunities.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
		strategies to expand bike tourism and broader trail networks;		
(4j)	Encourage development of private and public parks, campgrounds, rest areas, convention facilities, overnight facilities and recreational areas designed to accommodate multi-use activities such as biking, hiking, camping, horseback riding, etc.;	Work with the Clallam County Parks and Recreation Advisory Board and Clallam County Trails Advisory Committee to encourage development of private and public parks, campgrounds, rest areas, convention facilities, overnight facilities and recreational areas designed for multi-use outdoor activities such as biking, hiking, camping, horseback riding, etc.;	Revised to include active boards and committee county can collaborate with and action items.	
(4k)	Encourage public access to bodies of water used for recreation by local residents and tourists through signage, maps and public information programs to identify areas and features of interest;	Encourage public access to bodies of water used for recreation by improving accessibility to residents and tourists through wayfinding signage, interactive maps and information kiosks and digital visitor information platforms to identify areas and features of interest;	Revised to provide action items for county.	
(4l)		Collaborate with Olympic Peninsula stakeholders to align events and ensure continuity in visitor engagement from neighboring counties;	Added to ensure regional cohesion and collaboration.	
(4m)	Support development of a comprehensive tourism plan that provides for cooperative planning between industry and government agencies to	Support the development of a Clallam-County specific tourism plan that aligns with the goals and initiatives of	Revised to recommend county specific plan that aligns with overall goals of TMP	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
	prioritize, coordinate and develop tourism throughout the County;	the Olympic Peninsula Tourism Plan while capitalizing on the county's unique assets;		
(5)	(v) Manufacturing and Maritime:	(v) Manufacturing and Maritime:	No revisions - should include why this industry is important to Clallam (similar to forest)	
(5a)		Focus on attracting aerospace products and part manufacturing and software publishers, given projected high growth rates;	Added to align with findings from workforce trends data we pulled.	
(5b)		Improve access to industrial land for new and growing businesses;	Added to address barriers to sector discussed in EDC plan.	
(5c)		Address high material costs through subsidies or negotiated bulk purchase agreements;	Added to address barriers to sector discussed in EDC plan.	
(5d)		Promote investments in port-related transportation networks, including rail shipping routes;	Added to address barriers to sector discussed in EDC plan.	
(6)	(v) Other Sectors:	(v) Other Sectors:	No revisions	
(6a)	Support Clallam netWorks (EDC) efforts to recruit and promote the organization of additional industry cluster teams not yet identified in this document.		No revisions	
	<i>Progress in achieving sustainable economic growth, diversity, and vitality will be measured by increases in overall employment rate, labor force as a percentage of population, average covered wage rates, new business startups, decreases in</i>		No revisions- summary of how county can achieve this goal/ track progress	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
	<i>Medicare/Medicaid reimbursements at Olympic Medical Center, or similar indices reviewed on an annual basis.</i>			
Goal No.	Existing Goal	Proposed Goal	Notes	
Goal 2.	Work to provide the infrastructure and funding necessary to support planned economic development in advance of need, in order to accommodate and attract industrial and commercial operations in appropriate areas of the County.	Provide the necessary infrastructure and funding to support planned economic development in advance of demand, ensuring industrial and commercial operations can expand efficiently in the County. Prioritize infrastructure investments that directly support prosperous, export-driven industries.	Revised to improve language and added to prioritize export driven industries that support prosperity to align with findings from EDC plan.	
Policy No.	Existing Policies	Proposed Policies	Notes/ Reason for Revisions	
Policy 1.	Support preparation of a “Strategic Infrastructure Development Plan” that when implemented, could prioritize capital facilities expenditures for strategic infrastructure investments that accommodate growth and encourage quality housing and economic development within appropriate areas.	Prioritize high-impact capital facilities expenditures for strategic infrastructure investments that accommodate growth and encourage quality housing and economic development.	Revised to be more direct and actionable, shifting focus from preparing a plan to prioritizing high-impact facilities.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
Policy 2.	Identify state and federal funding and other support available for infrastructure projects, as well as resources of local special districts, such as school, water, and sewer districts that can assist in accomplishing community investment goals.	Identify state and federal funding mechanisms for infrastructure projects, including grant programs, tax incentives, and investment partnerships as well as resources of local special districts, such as school, water, and sewer districts that can assist in accomplishing community investment goals.	Revised to provide funding mechanisms the county can look into.	
Policy 3.	Support widening US 101 to four lanes from Port Angeles to the Hood Canal Bridge and/or other appropriate transportation improvements to decrease commercial transportation costs and to improve safety.	Prioritize Infrastructure investments in key transportation corridors, including Highway 101.	Revised to be more encompassing of investments in transportation.	
Policy 4.	Develop joint service agreements and interlocal agreements with other agencies where feasible to co-finance capital projects.	Develop joint service agreements and interlocal agreements with other agencies where feasible to leverage funding sources and align development priorities for co-financing capital projects that support countywide economic expansion, particularly in sectors with positive wage premiums.	Revised to be more specific and to direct policy to positive wage premiums in alignment with EDC findings.	
Policy 5.	Lead the development of job-related public facilities within Clallam County, through utilization of the Opportunity Fund Program (OFP).	Lead the development of strategic, job-generating public facilities within Clallam County, through utilization of the Opportunity Fund Program (OFP) supporting projects that directly support employment	Revised to mention support of elements from EDC plan.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
		growth, workforce training, and key industry expansion.		
Policy 6.	Coordinate regional infrastructure provisions and financing among jurisdictions, developers, business owners and service providers. Facilitate development of a joint plan for infrastructure development to enhance industrial and commercial growth in designated areas.	Coordinate regional infrastructure provisions and financing among jurisdictions, developers, business owners and service providers. Facilitate development of a joint plan for infrastructure development to enhance industrial and commercial growth and ensure regional investments support the expansion of housing to alleviate workforce recruitment barriers.	Revised to align with industry barriers discussed in EDC plan.	
Policy 7.	Recognize that barge transportation with accompanying upland support facilities needs to be explored to support transportation network.	Recognize that barge transportation with accompanying upland support facilities is a key component of reducing supply chain constraints. Explore feasibility studies and funding sources to support infrastructure investments in this sector and to ensure this component can be sustainably implemented.	Revised to align with industry barriers discussed in EDC plan.	
Policy 8.		Create incentives for businesses to invest in housing assistance for employees.	Revised to align with industry barriers discussed in EDC plan.	
Policy 9.		Form public-private partnerships to collaborate with local governments, non-profits, and private firms to fund and	Revised to align with industry barriers discussed in EDC plan.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
		manage affordable workforce housing initiatives.		
	<i>Progress in meeting this goal and its policies will be measured by annual progress towards completion of projects listed in the Capital Facilities Budget, Six-Year Transportation Improvement Plan or similar documents.</i>			
Goal No.	Existing Goal	Proposed Goal	Notes	
Goal 4.	Communication and Outreach. Establish and maintain productive relationships with the public, other government agencies and industry clusters. Promote and utilize multiple modes of communication and outreach.	Communication and Outreach. Establish and maintain productive relationships with the public, other government agencies and industry clusters. Promote and utilize targeted engagement strategies to increase awareness, participation, and collaboration through multiple modes of communication and outreach.		
Policy No.	Existing Policies	Proposed Policies	Notes/ Reason for Revisions	
Policy 1.	Participate with local business leaders and organizations like the Economic Development Council, chambers of commerce, real estate professionals, permit advisory boards, downtown associations, industry cluster teams, and other groups to address current	Engage with local business leaders and organizations like the Economic Development Council, chambers of commerce, real estate professionals, permit advisory boards, downtown associations, industry	Revised participate to engage.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
	and changing business and job requirements.	cluster teams, and other groups to address current and changing business and job requirements.		
Policy 1.	Continue to solicit public input and review recommendations from advisory committees, focus groups and others.	Continue to solicit public input and review recommendations from advisory committees, focus groups and others through expanded use of digital forums, surveys, and public meetings to increase accessibility and engagement.	Revised to include action items to solicit public input.	
Policy 1.	Engage tribal governments in economic development initiatives and conduct outreach to tribal communities.	Engage with tribal governments in economic development initiatives and conduct outreach to tribal communities.	Minor language revision.	
Policy 1.	Use local and regional media, in cooperation with other economic development agencies or groups, to improve perceptions about Clallam County as a good place to locate a business or industry.	Leverage local and regional media, in cooperation with other economic development agencies or groups, to promote Clallam County as a good place to locate a business or industry.	Minor language revision.	
Policy 1.	Continue to improve the County's website and provide links to other local sites hosted by other entities such as cities, tribes, chamber(s) of commerce, and the EDC to promote economic development opportunities within Clallam County.	Continue to ensure the County's website is regularly updated with relevant business incentives, permit processes, and emerging industry opportunities.		
Policy 1.	Explore the possibilities of providing permit, licensing, tax and fee payments, and other transactions available to the public on-line.	Expand online government services, such as providing permit, licensing, tax and fee payments and other transactions	Language revisions.	

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
		available to the public online, to streamline business operations and improve accessibility for entrepreneurs and developers.		
Policy 1.	Continue to support an industry cluster approach to economic development by assisting the Economic Development Council and others with efforts to improve community knowledge and understanding of the industry clusters, facilitating connection of resources between clusters, and supporting cluster group initiatives.	Continue to support an industry cluster approach to economic development by assisting the Economic Development Council and others with efforts to improve community knowledge and understanding of the industry clusters, facilitating connection of resources between clusters, and supporting cluster group initiatives.	No revisions.	
Policy 1.	Continue participation in the development of an economic development marketing strategy for the community.	Continue to participate in the development of an economic development marketing strategy for the community Establish key performance indicators to measure success, including businesses engagement rates, public participation levels, and media reach.	Revise to mention key performance indicators.	
	<i>Progress in meeting this goal and its policies will be measured by increased public participation in County activities, positive media coverage, increased public-private and intergovernmental cooperative economic development efforts, and wider use of secure Internet</i>			

Goal/ Policy No.	Existing Goal/Policies	Proposed Policies	Notes/ Reason for Revisions	Staff Comment
	<i>transactions by customers doing business with the County.</i>			