

31.02.620 Economic development goals. Clallam County recognizes that economic vitality is the cornerstone of our quality of life. A strong economy creates new jobs, expands the tax base, enhances purchasing power, promotes economic diversity, and revitalizes communities. Accordingly, Clallam County has established the following goals, policies and measurement indicators to foster economic development in our community.

Goal 1. Economic Vitality. Increase economic activity in areas specifically designated for business, commercial, industrial and mixed uses.

It is the County's policy to:

- 1.1 Develop and maintain updated land use plans and regulations which encourage business location and retention in designated areas including urban activity centers; community, neighborhood and smaller retail centers; business parks; and other planned business and industrial locations as designated within this Comprehensive Plan and identified on the County Zoning Map.
- 1.2 Adopt specific plans for accommodating the population, housing, and jobs increases forecast to occur, and to adjust annually, as necessary, to meet higher demands.
- 1.3 Make continuous, concerted efforts to retain local industries and to facilitate expansion of our existing industrial and business base.
- 1.4 Assist in the development of and be an active participant in public-private business partnerships involving the economic development council, cities, Port, Chamber of Commerce, tribes and business interests to provide area businesses with business assistance, planning, financial management aid, grant assistance and business mentoring.
- 1.5 Pursue strategies, in cooperation with other economic development interests, to attract small- to medium-sized employers paying wages which exceed the County average annual wage and providing health care benefits.
- 1.6 Target emerging industries, especially those which strengthen and diversify the economic base, create family wage jobs, provide health care benefits, and operate in a manner which promotes and protects the environment.
- 1.7 Encourage compatible, mixed uses, such as housing, retail, and public facilities, where possible, in order to ensure a balance of jobs and housing.
- 1.8 Balance the number of new jobs with the appropriate level of new housing.

Success of this goal and its policies will be measured by increases in overall employment rate, labor force as a percentage of population, average covered wage rates, businesses by sector, new businesses by sector, and decreases in Medicare/Medicaid reimbursements at Olympic Medical Center, or similar indices reviewed on an annual basis.

Goal 2. Adequate Infrastructure. Provide the infrastructure necessary to support economic development.

It is the County's policy to:

- 2.1 Provide adequate infrastructure in advance of need in order to attract industrial and commercial operations to locate in developed industrial sites.
- 2.2 Coordinate infrastructure provision and financing among jurisdictions and service providers to ensure that commercial and industrial lands are given priority for public or private facilities and services, and facilitate development of a joint plan for infrastructure development to enhance industrial and commercial growth in designated areas.
- 2.3 Maximize infrastructure investment by:
 - a. Prioritizing capital facilities expenditures for strategic infrastructure investments that accommodate growth and encourage quality housing and economic development;
 - b. Creating tax investment areas where community revitalization projects and programs encourage private development;
 - c. Obligating future general tax revenue flows for building new and replacing existing infrastructure;
 - d. Identifying state and federal funding 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; and
 - e. Work with other agencies such as the Port, cities, PUD, and Tribes to co-finance capital projects where appropriate.
- 2.4 Encourage installation of advanced telecommunication systems, utility and public infrastructure, including extension of the fiber optic link through the County, necessary to allow our residents and businesses to participate fully in 21st century.

Success of this goal and its policies will be measured by annual progress towards completion of projects listed in the Capital Facilities Budget, 6-Year Transportation Plan or similar documents.

Goal 3. Environmental Stewardship. Responsibly manage and protect the natural environment and utilize renewable resources for long-term, sustainable economic development.

It is the County's policy to:

- 3.1 Make environmental protection a business opportunity by marketing our pristine environment as an ideal location for the conduct of environmental research.
- 3.2 Encourage the expansion of agriculture and farmers' markets, particularly for local products.
- 3.3 Implement cooperative and coordinated surface and groundwater management policies contained in the watershed policies of the Comprehensive Plan.
- 3.4 Continue working with the Port and cities to develop storm water management plans to assist future development.
- 3.5 Perform programmatic environmental impact statements in advance to determine the cumulative impacts of potential projects within established industrial parks and/or other subareas designated for commercial or industrial uses thereby streamlining permit review processes for those areas.
- 3.6 Meet or exceed Clean Air and Clean Water goals as established by applicable state and federal entities.

Success of this goal and its policies will be measured by increases in research activities, farmers' market attendance and revenues, and compliance with applicable local, state and federal environmental standards.

Goal 4. Fostering Entrepreneurship. Become a community of creative solutions where government, education and business recognize, appreciate and adopt an entrepreneurial spirit.

It is the County's policy to:

- 4.1 Promote an industry cluster approach to economic development whenever possible 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.
- 4.2 Continue partnership with the Port to use Opportunity Fund to promote expansion of local businesses.
- 4.3 Serve as a conduit for grants or other financing which facilitate industry research, business incubation efforts, public development authority activities, workforce training, and similar economic development efforts.
- 4.4 Encourage home-based businesses and small-scale home-based industries as long as they do not detract from the residential character of the surrounding area or result in nonresidential clusters or strips.

- 4.5 Permit home-based industries in lower density residential and rural areas of the County where objectionable impacts can be minimized. Standards for home-based industries should address such issues as screening, buffering, noise, air and water pollution, lighting and increased setbacks to assure compatibility with neighboring properties. Standards should also provide for considerations of safety on private roads and equitable sharing of private road maintenance costs.
- 4.6 Allow small-scale bed and breakfasts in all residential zones as long as design and operational guidelines covering appearance, signage, parking, length of stay, permitted activities and sewage disposal are met.

Success of this goal and its policies will be measured by increases in overall employment rate, labor force as a percentage of population, average covered wage rates, businesses by sector, new businesses by sector, new home-based business licenses issued, or similar indices reviewed on an annual basis.

Goal 5. Tourism and Recreation. Actively support tourism, recreational, cultural, heritage and social activities as a significant element in expanding employment opportunities.

It is the County's policy to:

- 5.1 Promote the County as an international destination, install multilingual signage and identify resources for on-call interpreters to aid foreign tourists.
- 5.2 Support cultural, heritage and social activities emphasizing natural attractions, places and activities unique to our area.
- 5.3 Encourage development of private and public parks, campgrounds, rest areas, convention facilities, recreational areas and overnight facilities.
- 5.4 Provide public access to waterbodies used for recreation by local residents and tourists.
- 5.5 Continue working with the City of Port Angeles to attract a downtown conference center facility.
- 5.6 Support Clallam Transit and City of Port Angeles efforts to construct the Gateway Project.
- 5.7 Encourage 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.
- 5.8 Encourage the development of appropriately located and designed golf courses.

- 5.9 Lead efforts aimed at achieving a stable sport fishing season for the tourism industry and economic needs of rural communities such as Clallam Bay and Sekiu.
- 5.10 Support literary, performing and visual arts, historic and scientific museums, science and marine laboratories, and art museums.

Success of this goal and its policies will be measured by increases tourism tax receipts, number of lodging night stays, attendance at selected events and attractions, or similar indicators.

Goal 7. Communication and Outreach. Establish and maintain productive relationships to improve economic development efforts and effectiveness.

It is the County's policy to:

- 7.1 Participate with business leaders and organizations like the economic development council, chambers of commerce, real estate professionals, builders and developers, downtown associations, industry cluster teams, and other groups to address current and changing business and job requirements.
- 7.2 Continue to solicit public input and to review recommendations from advisory committees, focus groups and others.
- 7.3 Engage tribal governments in economic development initiatives and conduct outreach visits to tribal communities.
- 7.4 Use local and regional media, in cooperation with other economic development agencies or groups, to improve perceptions about this area as a good place to locate a business or industry.
- 7.5 Support legislative actions which encourage and support economic development.
- 7.6 Work with other government agencies and tribes to expand opportunities within Clallam County.
- 7.7 Continue to improve web site and utilize links and other internet advertising opportunities.
- 7.8 Explore and implement e-government opportunities to make permit, licensing, tax and fee payments, and other transactions available to the public on-line.

Success of 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 transactions by customers doing business with the County.

Goal 8. Regulatory Framework. Clallam County should develop regulations which are consistent, fair, predictable and timely.

It is the County's policy to:

- 8.1 Enact regulations and standards which encourage development of appropriate commercial, business and residential areas, and regularly review such regulations to enhance their consistency, predictability, timeliness and to decrease cost.
- 8.2 Integrate regulations, guidelines, infrastructure plans, and funding packages with other public entities and communities in the urban growth area.
- 8.3 Work with real estate and development interests toward common goals that are profitable to the developer and beneficial to the community, and review projects in a spirit of collaboration.
- 8.4 Provide a one-stop permitting system with simultaneous review of permits, administrative review and action, a single staff contact assigned to coordinate all reviews for a particular applicant, and contracted review of applications, where necessary.
- 8.5 Encourage pre-application meetings with planning staff to identify problems before significant resources have been invested in a project proposal.
- 8.6 Fast-track permit procedures within designated development areas, especially those projects initiated through industry cluster initiatives.
- 8.7 Assume responsibility for issuance of State permits such as hydraulics or water quality permits whenever possible, and work with the State to ensure applications for water rights are processed in a timely manner, while protecting the resource.
- 8.8 Establish mandatory timelines for issuance of each type of permit.
- 8.9 Avoid requiring conditional use permits, relying instead on more uses by right and performance standards which allow flexibility within certain limits.

Success of this goal and its policies will be measured by reduced permit processing time, reduced permit appeals, and increases in building permit activity.

Goal 9. Improving Accountability.

- 9.1 Include representatives of organizations such as the economic development council, chambers of commerce, real estate professionals, builders and developers, downtown associations, industry cluster teams, and other groups involved in economic development efforts as stakeholders in reviewing the success of these economic development goals.

- 9.2 Articulate specific measures with which to gauge progress in meeting our community's local economic development, housing, and construction goals.
- 9.3 Help coordinate and participate in semi-annual Economic Development Forums where participants monitor the economic progress of the County and the Comprehensive Plan, reporting goal progress to elected and appointed economic development officials.
- 9.4 Assist in developing an economic development marketing strategy for the community and to participate, as appropriate, in accomplishing the tasks identified.

Success of this goal and its policies will be measured by (1) active participation of economic development council, chamber of commerce, real estate, building and development, downtown association, and/or industry cluster team representatives on appropriate county boards, committees, task forces or other work groups involved in economic development, infrastructure, environmental protection or other activities described within this section; (2) active participation in Economic Development Forums; and (3) measurable progress toward accomplishing all the implementation tasks outlined in the annual work plans.