

5 Economic Development Element

5.1 Introduction

The Economic Development Element provides an overview of Mason County's economy, sets policy direction for economic growth, and identifies strategies, programs and projects to improve the economy.

In alignment with recent updates to the Growth Management Act, Mason County's Economic Development Element integrates strategies to promote climate resilience, equitable economic opportunity, and long-term sustainability. These considerations ensure that economic growth benefits all community members while preparing the County to adapt to emerging challenges such as climate change and shifts in the regional economy.

5.2 Existing Economic Conditions and Trends

As with many Washington state local economies, Mason County's economic history is rooted in natural resources. While this has changed over time, industries such as forest products and aquaculture remain critical to the local economy in Mason County. In recent years, retail and service industries have grown as resource and manufacturing employment has receded. Today, the sector with the greatest immediate growth potential is tourism and outdoor recreation.

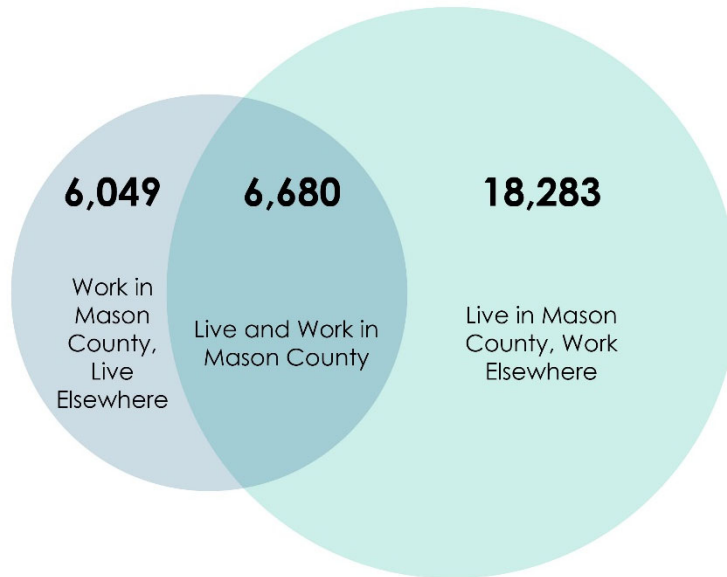
In addition to driving the economy, the natural environment is a foundation of Mason County's identity – water and air quality, scenery, and quiet rural character. Maintaining and improving the County's water and sewer infrastructure is vital to preserving this heritage. While there are many common interests to build upon in these areas, there are also challenges, such as addressing the needs of the County's high portion of small businesses in rural areas as they expand while supporting environmental conservation, for example.

5.2.1 Workforce Profile

People live in Mason County for a variety of reasons, but factors including the beautiful setting, relaxed rural lifestyle, and affordable home ownership are significant. As a result, a high portion of residents commute outside the County, and often travel far. Additionally, a significantly higher portion of Mason County residents' income is earned outside of the county compared to its neighbors. This has impacts on local traffic and the viability of local businesses due to the portion of commuters who make purchases close to their place of work instead of close to home. By extension, this also impacts sales tax in Mason County, a critical source of revenue for public services.

As shown in Figure 5-1, 6,680 of the 12,729 jobs located within Mason County are held by people who also live in the county; the other 6,049 jobs are filled by employees who commute into the county. It is estimated that 18,283 of the county's residents travel outside of the county for work.

Figure 5-1: Worker Inflow-Outflow in Mason County, 2021



Source: U.S. Census OnTheMap, 2021

5.2.2 Major Economic Sectors

Based on the U.S. Census Bureau’s tool, OnTheMap, Mason County had approximately 12,729 total jobs (2021). Additionally, approximately 73.2% of Mason County residents were employed outside the county. Among jobs within the county, 52.5% were held by Mason County residents, with the remainder were held by residents from jurisdictions elsewhere in the Puget Sound region.

The largest industries in terms of the number of jobs held by workers in Mason County businesses are:

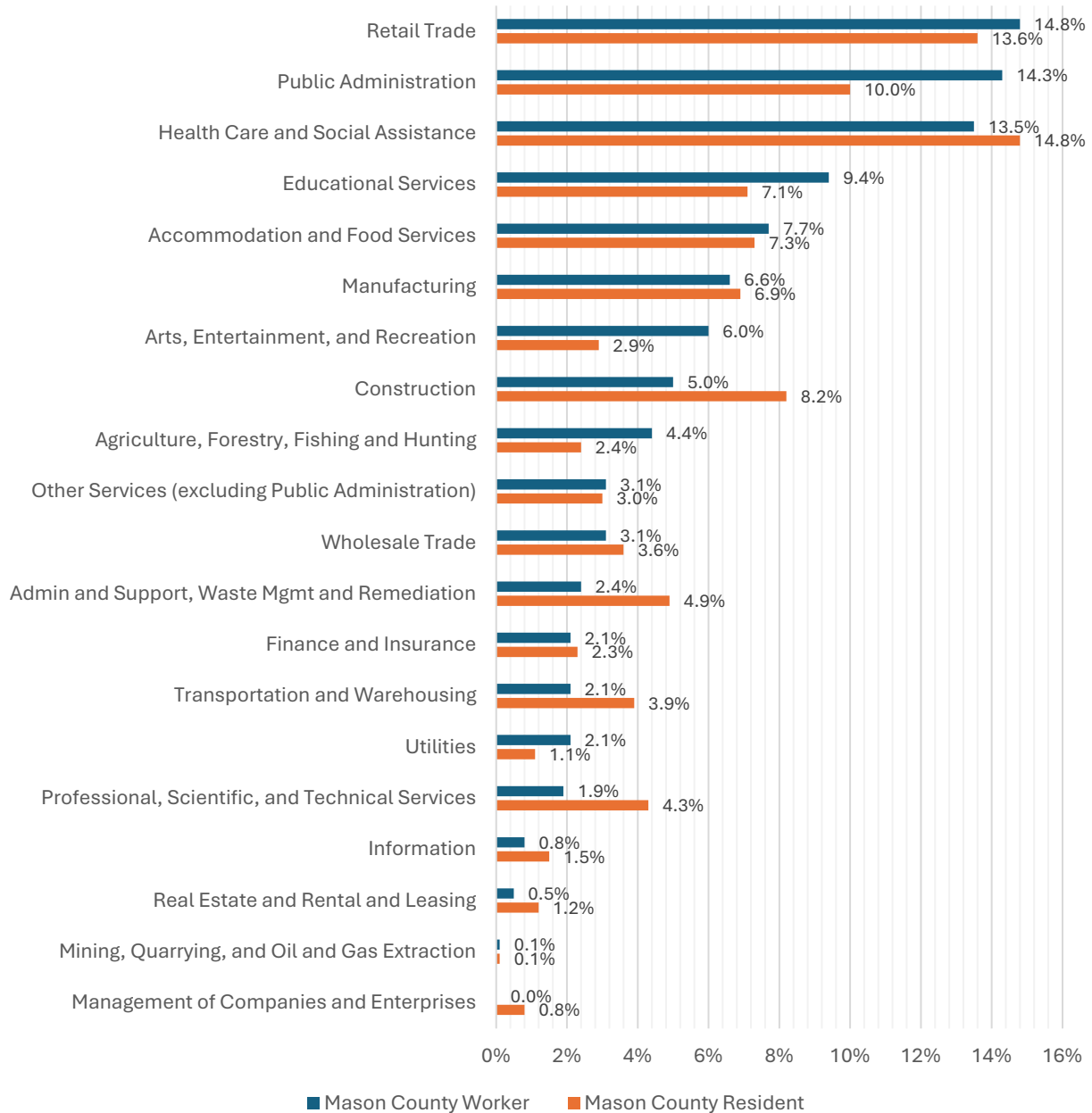
- Retail Trade – 1,890 jobs (14.8%)
- Public Administration – 1,816 jobs (14.3%)
- Health Care and Social Assistance – 1,717 jobs (13.5%)
- Accommodation and Food Services – 982 jobs (7.7%)
- Manufacturing – 845 jobs (6.6%)

Mason County residents work primarily in the following industries, which are both inside and outside of the county limits:

- Health Care and Social Assistance – 3,691 jobs (14.8%)
- Retail Trade – 3,400 jobs (13.6%)
- Public Administration – 2,496 jobs (10.0%)
- Construction – 2,043 jobs (8.2%)
- Accommodation and Food Services – 1,815 jobs (7.3%)

Figure 5-2 shows the distribution of jobs by industry for workers working inside of Mason County, as well as for Mason County residents working inside and outside of the county. Retail trade is the biggest industry for those working in Mason County, while health care and social assistance is the largest industry employing Mason County residents.

Figure 5-2: Employment by Industry



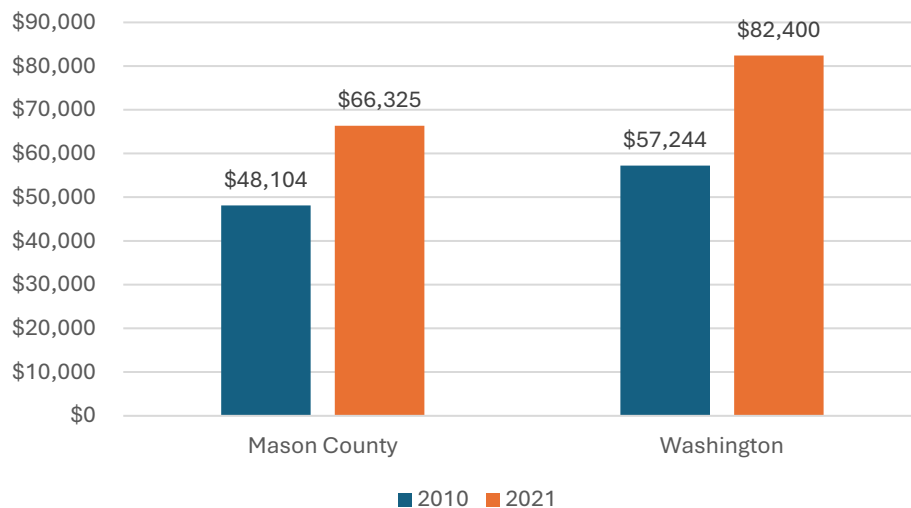
Source: U.S. Census OnTheMap, 2021

County residents have a lower education level compared to the region and state. At the same time, there are local opportunities for growth in the skilled trades. Mason County will continue to emphasize education, and help students to understand the full range of educational opportunities and training available for today’s in- demand professions. The County should continue to work with local schools, the Olympic College, and other training providers to expand available opportunities and connect them with local employers.

5.2.3 Income and Wages

Households in Mason County have a median household income of \$66,325 (Figure 5-3), which is significantly lower than that of Washington as a whole (\$82,400). Washington’s median income levels increased by approximately 43.9% between 2010 and 2020, while Mason County’s median income levels increased by 37.9% during the same period.

Figure 5-3: Median Household Income

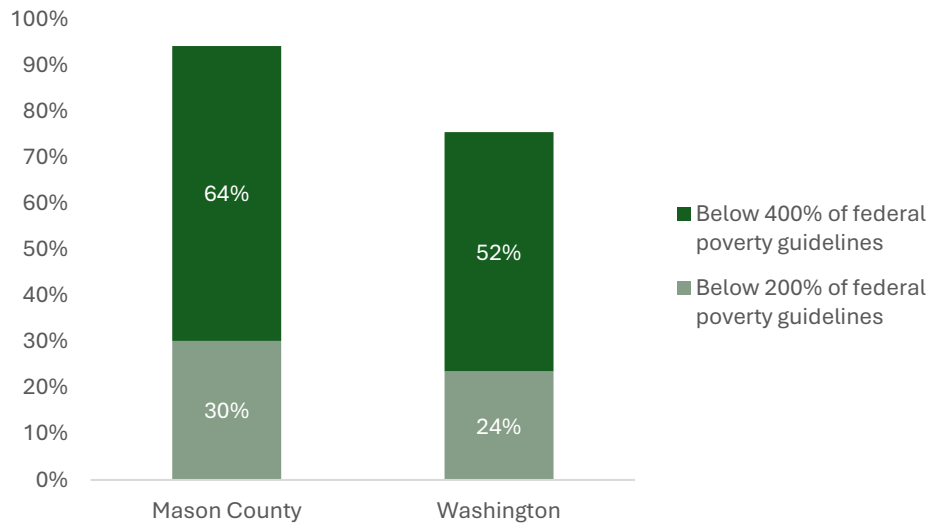


Source: U.S. Census Bureau, American Community Survey 2021 5-Year Estimates, S1901

5.2.4 Poverty and Unemployment

The federal poverty guidelines are an economic measure to determine the income level for households to qualify for certain federal benefits and programs, such as Medicaid, food stamps, family and planning services, Children’s Health Insurance Program (CHIP), and National School Lunch Program. The poverty threshold defines what poverty is and provides statistics on the number of Americans who live in poverty. Per the ACS 2021 5-Year Estimates, approximately 30% of Mason County residents lived below 200% of the federal poverty level in 2019 (which is considered to be significant poverty), compared with 22% statewide. In other words, 30% of Mason County residents earned less than 200% of the federal poverty guideline, and 64% of residents earned less than 400% (Figure 5-4). As an example of what this means: a household of four in 2019 would earn less than \$51,500 to be considered living below the 200% federal poverty guideline and would earn less than \$103,000 to be considered living below the 400% federal poverty guideline.

Figure 5-4: Share of Population Below 200% and 400% Federal Poverty Guidelines, 2021



Source: U.S. Census Bureau, American Community Survey 2021 5-Year Estimates, S1701

According to the ACS 2021 5-Year Estimates, the unemployment rate in Mason County is 6.3%, which is higher than that of Washington state (5.1%).

5.2.5 Challenges and Opportunities

Prior to the economic recession of the early 2010s, growth in Mason County may have been characterized by “drive to buy” home buyers drawn by relatively low housing costs. Today, Mason County has an opportunity to reposition itself as a lifestyle choice community where one can also comfortably afford to live, rather than just an affordable place to live.

Continued placemaking efforts in communities around the County, particularly Shelton, Allyn and Belfair, can help reinforce this identity. These placemaking efforts also extend to addressing differences between the north and south County – celebrating unique assets while addressing geographic limitations. Continuing to rally around the Hood Canal as a regional identity is a good foundation.

In order to achieve these goals, there are a number of livability challenges to address. Downtown revitalization, crime reduction, and improving access to health and social services, including mental health, should all remain top priorities. Developing close connections between EMS, fire, medical providers, and social services has been an effective tool in many areas for identifying and serving “heavy users” of these systems. The County also has a relatively high share of older adults, and must plan for an aging population. This has implications for housing type and location, along with transportation and healthcare.

As a rural county, it is not unusual that Mason County’s housing stock is predominantly composed of single family homes. Depending on the types of companies that may come to the County and who they employ, there may be a need for greater housing diversity in terms of type, size, and

tenure. Mason County has unique challenges due to the lack of urbanized area where more intensive development can take place. At the same time, displacement of current residents should be prevented.

A great challenge moving forward will be in accommodating change. New uses and residents may not always be compatible with existing uses, such as conflicts between beachfront vacation homes and commercial shellfish farming. These uses can coexist and thrive, but careful planning must take place to identify potential friction points and how to address them. There is also a challenge in reconciling different visions for the County's future, including what “rural character” means as Mason County grows and diversifies.

In recent years, Mason County’s government has been an effective leader in working with new employers to become established here. When united around a common cause like bringing back the sawmill in Shelton, the community has shown great drive. While the focus of this Element is broad overall, it will also highlight those priority areas where the County should mobilize this energy immediately.

5.3 Economic Development Partnerships and Regional Coordination

5.3.1 Connections to the Community

The Skokomish Tribe and Squaxin Island Tribe are critical partners in Mason County’s economic development. However, as separate sovereign nations, tribes are self-governing and levy their own taxes to fund their own public services. As US Citizens, tribal members still pay federal taxes as well.

The communities of Skokomish and Kamilche are on tribal lands within Mason County and feature a number of significant local employers, including casinos and resorts. These establishments provide local employment for non-tribal members in the area and draw visitors to the region, but do not contribute to Mason County's tax base. This reinforces the need for greater nontribal economic development efforts to support Mason County's tax base and fully fund necessary public services and infrastructure. These tribal investments draw people to Mason County and provide an opportunity to build upon in nontribal sectors for mutual benefit.

Mason County remains committed to fostering strong partnerships with the Skokomish and Squaxin Island Tribes to support mutual economic development goals. Opportunities for collaboration include expanding workforce training opportunities and promoting sustainable tourism that benefits tribal and non-tribal communities alike

Mason County has five separate port districts – the Port of Shelton, Port of Allyn, Port of Grapeview, Port of Hoodspout, and Port of Dewatto. Ports can serve as critical agents for economic development, with a number of abilities under state law that are not available to cities. The County should strive to work with the ports toward a common vision, while also allowing the ports to work in ways that best serve their differing jurisdictions.

The Port of Shelton operates Sanderson Field, Mason County’s only public airport. Sanderson Field can accommodate commercial, corporate, and recreational aircraft. The site also features a light industrial park with tenants in aerospace manufacturing, vibration dampening equipment manufacturing, and micro technology manufacturing.

5.3.2 Connections to Other Elements

Economic development is closely related to other elements in the comprehensive plan. There are important connections to land use, in ensuring that there is adequately zoned land to accommodate anticipated commercial and industrial activity. There must also be adequate infrastructure in these areas to attract new development, and to prevent polluting infrastructure failures that would negatively impact the County’s forests and waters.

Economic development is one of the fundamental goals under the GMA. The purpose of the Economic Development Element is to merge the efforts of the public and private sectors—the public sector has the ability to mold and influence development, but it is often the private sector that implements the community vision through private investment. Moreover, the GMA stipulates that the Economic Development Element promote economic opportunity for all citizens, particularly individuals who are unemployed or otherwise disadvantaged. Lastly, the GMA also prescribes a balance between economic growth and the efficient use of land and natural resources, which means that economic development efforts must be based in sustainable planning paradigms.

5.4 Economic Development Goals and Policies

The goals and policies presented in the following section present actions to be pursued by Mason County’s government agencies, businesses, and residents. This section provides introductory context for each focus area, as organized in the following section.

Focus Area One: Infrastructure and Capital Improvements

Infrastructure is the foundation for economic growth in all economies. Public infrastructure supports private investment. Private investment is necessary for public revenues to provide public services.

Key infrastructure needs in Mason County include water and sewer systems (including septic tank management); transportation; and broadband connectivity.

Focus Area Two: Permitting and Regulation

Permitting and regulation is a key concern heard from residents through the public engagement in producing the draft element. The County will continue to manage the regulatory environment to provide the predictability and dependability required for business and residential investments.

Focus Area Three: Education, Training, and Business Development

The Mason County Economic Development Council works closely with Mason County government to nurture business growth and opportunities for workforce and education in Mason County.

Focus Area Four: Community Development and Quality of Life

Mason County's community assets include public gathering places and commercial centers. At the same time, the County understands that a great place to work depends on being a great place to live. Investments in quality of life at the place of residence and place of doing business will serve the County's interest in business development and recruitment.

Focus Area Five: Key Industries

Mason County has several established industries and industries with great potential. Investments to help these industries grow will provide much needed revenues – public and private revenues – to improve quality of life and overall management of the county.

Goals and Policies

Focus Area One: Infrastructure and Capital Improvements

Vision: Mason County's utilities and transportation networks fully support future commercial, industrial and residential growth while preserving the natural environment and community character.

GOAL 1.1: Ensure that infrastructure is adequately sized or expandable to accommodate current needs and projected growth.

Policy 1.1.1: Identify and implement priority improvements to basic infrastructure capacity with preference given to projects that support local employment.

Policy 1.1.2: Support and encourage the extension of utilities, transportation, and other facilities to areas designated for industrial and commercial use in advance of need.

Policy 1.1.3: Evaluate the return on investment of select infrastructure projects aimed at countywide economic expansion.

Policy 1.1.4: Collaborate with the Mason County EDC to prioritize infrastructure needs at available development sites with strong marketable assets.

Policy 1.1.5: Prioritize infrastructure projects that incorporate renewable energy, green building practices, and low-impact development standards.

GOAL 1.2: Ensure reliability and redundancy in infrastructure critical to Mason County communities.

Policy 1.2.1: Encourage the extension of cell phone coverage to rural areas and locations underserved by telecom services.

Policy 1.2.2: Expand high speed internet access to all Mason County residents (cable, fiber, or other).

Policy 1.2.3: Collaborate with state and private broadband providers to expand high-speed internet access to underserved rural areas, supporting remote work, education, and telehealth.

GOAL 1.3: Ensure safety and efficiency for all modes of travel on County roadways, particularly between key economic and place-based assets.

Policy 1.3.1: Address mobility along the Highway 3 corridor and focus on improving travel times for commuters and freight between locations in Mason County and the City of Bremerton.

Policy 1.3.2: Enhance pedestrian and bicyclist safety at key locations in both rural and more urbanized areas.

GOAL 1.4: Ensure the long term supply of high quality water in Mason County.

Focus Area Two: Permitting and Regulations

Vision: Zoning allows new development consistent with this Comprehensive Plan and the GMA to support business and industry expansion. Conflicting uses are addressed openly through an appropriate public process. The permitting process is clear, predictable, accessible and efficient.

GOAL 2.1: Maintain Mason County’s rural character.

Policy 2.1.1: Identify clear benchmarks to test the compatibility of commercial and industrial uses in rural parts of Mason County.

Policy 2.1.2: Use adopted code and development review processes to ensure compatibility between adjacent uses and to coordinate urban and rural transitions.

Policy 2.1.3: Coordinate land use activities with the Skokomish Tribe and Squaxin Island Tribe, and tailor regulations for lands adjacent to reservation lands.

GOAL 2.2: Work with the UGAs to ensure an adequate supply of developable and redevelopable land suitable for a range of uses, development types, and economic development activities.

Policy 2.2.1: Ensure that regulations are supportive of the development of hospitality and event space at key tourism nodes in Mason County.

Policy 2.2.2: Align zoning and other regulations with market needs for continued growth in the industrial sector.

Policy 2.2.3: Continue to provide flexibility in the interpretation and application of zoning requirements to encourage adaptive reuse and compatible commercial/industrial development.

Policy 2.2.4: Ensure that regulations on residential and mixed-use development anticipate and reflect current and future workforce characteristics.

GOAL 2.3: Foster an open, collaborative climate for business.

Policy 2.3.1: Ensure that the permit process is predictable, efficient, and timely; where possible, provide relevant materials online for easy access.

Policy 2.3.2: Coordinate with the City of Shelton on permitting and planning requirements.

Policy 2.3.3: Help new residents and businesses understand the heritage and importance of natural resource industries in Mason County while mitigating potential nuisance conflicts.

Policy 2.3.4: Develop informational material that explains how and which County services and investments come from taxable activity and assets related to business growth.

Focus Area Three: Education, Training, and Business Development

Vision: Mason County's workforce is prepared for the opportunities of today and tomorrow. The local business environment welcomes innovation while supporting existing employers.

GOAL 3.1: Leverage unique local assets to identify and recruit synergistic industries to Mason County.

Policy 3.1.1: Develop targeted outreach to firms based on Mason County's assets including unique properties, access to natural resources, affordability, and recreation.

Policy 3.1.2: Cultivate a presence for Mason County at regional trade shows and other economic development forums to disseminate marketing materials and information about the County's assets.

GOAL 3.2: Retain the existing base of living wage employers in Mason County, while preparing for future innovations and opportunities.

Policy 3.2.1: Maintain communication with current business leaders about existing and emerging needs.

Policy 3.2.2: Recruit diversified and value-added manufacturing activities, firms, and industries to mitigate resource and commodity-based industry vulnerabilities.

Policy 3.2.3: Facilitate expansion of existing business activities in Mason County, when consistent with the predominant rural character and environmental protection goals.

Policy 3.2.4: Explore the formation of cooperative business services such as distribution aggregators or accounting services to enhance the competitiveness of local producers.

Policy 3.2.5: Leverage the EDC and other resources to implement innovative tools for business expansion and retention.

GOAL 3.3: Expand local vocational training, offerings, and certifications and connect programs with local employers for maximum utility.

Policy 3.3.1: Work with workforce development partners to focus on the skills demanded by existing and future industries.

Policy 3.3.2: Support public-private partnerships with local education and training providers to develop an educated, skilled work force; partners may include Olympic College, WSU Extension Mason County, and the public school districts.

Policy 3.3.3: Continue to expand awareness of the skilled trades as a strong career option along with college and university programs.

Policy 3.3.4: Advocate for expansion of the Olympic College Shelton Campus, and the development of relationships with County businesses.

Policy 3.3.5: Create an online clearinghouse to centralize resources and information related to workforce training and development programs available in Mason County.

Policy 3.3.6: Partner with regional educational institutions and industry leaders to develop workforce training programs tailored to clean energy and advanced manufacturing industries.

GOAL 3.4: Connect local and emerging entrepreneurs with skilled workers attracted to Mason County's natural beauty and other assets.

Policy 3.4.1: Leverage the talents of seasonal-resident executives, consultants, and entrepreneurs for local small business consulting services, networking, investment, and resource mapping.

Policy 3.4.2: Encourage and support the entrepreneurship activities of seasonal and second-home owners.

GOAL 3.5: Connect and raise awareness among County businesses and entrepreneurs of available business development resources and funding streams, including grant, loan, and assistance programs.

Policy 3.5.1: Increase awareness of and applications for USDA Rural Business Development Grants on the part of rural small businesses in Mason County.

Policy 3.5.2: Connect local small businesses to the Economic Development Council of Mason County for free training and business development services and resources.

GOAL 3.6: Nurture priority partnerships for the mutual advancement of Mason County's communities.

Policy 3.6.1: Continue to work with the Skokomish Tribe and Squaxin Island Tribe to achieve better integration of the tribal and non-tribal economies.

Policy 3.6.2: Coordinate the County's Ports and their Comprehensive Schemes to align with County economic development goals and initiatives.

Focus Area Four: Community Development and Quality of Life

Vision: Mason County's communities are healthy, pleasant places to live. Local communities have character and clear identities.

GOAL 4.1: Expand health and wellness resources in Mason County communities.

Policy 4.1.1: Anticipate the needs of the growing portion of residents over age 65 and the growing portion of residents with disabilities.

Policy 4.1.2: Develop aging in place support/safety nets for seniors to ensure workers to not need to leave the workforce to care for aging parents.

Policy 4.1.3: Identify and communicate all resources available for mental health counseling and long term treatment of mental health issues in Mason County.

Policy 4.1.4: Consider a partnership to enhance coordination among multiple systems, including law enforcement, EMS, medical, and social service agencies to reduce the impact of chronic utilizers of these systems and develop effective plans for improving their living conditions.

Policy 4.1.5: Prioritize investments in historically underserved communities to expand access to jobs, infrastructure, and quality-of-life improvements.

GOAL 4.2: Invest in local placemaking and beautification efforts along and in key commercial corridors, County and town gateways, and tourist nodes.

Policy 4.2.1: Track and periodically report on the progress, results, and return on investment of specific placemaking interventions and programs.

Policy 4.2.2: Investigate specific investments that could support community livability and increase visitorship.

Focus Area Five: Key Industries

Vision: Mason County's economic base is diverse and robust, offering a wide range of employment opportunities, goods, and services.

Advanced Manufacturing

GOAL 5.1: Identify and market sites suitable for advanced manufacturing development.

GOAL 5.2: Identify strategies to address transportation challenges related to Mason County's distance from interstate highways.

Aquaculture

GOAL 5.3: Continue to build on Mason County's natural advantage for shellfish production.

Policy 5.3.1: Continue to expedite the process to secure development and environmental permits for new and/or expanded aquaculture operations.

Policy 5.3.2: Support emerging aquaculture opportunities and methods (e.g. seaweed farming).

GOAL 5.4: Protect water quality and productive aquaculture growing areas.

Policy 5.4.1: Continue to work with neighboring counties, tribes, community, and government partners to protect Hood Canal from environmental degradation.

Policy 5.4.2: Evaluate and adopt low-impact development regulations for areas in proximity to shellfish growing areas and key water resources.

Policy 5.4.3: Ensure adequate boater pump out, toilet, and pet waste facilities are provided for shoreline and marine water recreation to minimize water quality impacts.

Forest Products

GOAL 5.5: Encourage the conservation of productive forest lands and maintain provisions that ensure compatibility between resource lands and adjacent land uses.

GOAL 5.6: Stabilize and diversify environmentally-responsible logging and timber industries and associated infrastructure in Mason County.

Policy 5.6.1: Support emerging wood products trends such as cross laminated timber (CLT).

Health and Human Services

GOAL 5.7: Identify, periodically reevaluate, and fill gaps in services by working with Mason General Hospital and community health and non-profit organizations to develop a profile of Mason County resident health needs that are not currently being met locally.

GOAL 5.8: Attract and recruit new health and human services providers and work with existing providers to fill existing gaps.

Policy 5.8.1: Work with vocational partners to expand local training in healthcare and human services.

Policy 5.8.2: Explore new telehealth options, and work with public health partners to expand community awareness of these services.

Information Technology

GOAL 5.9: Leverage connectivity and natural beauty in Mason County to lure tech and software firms and telecommuters.

GOAL 5.10: Explore community broadband best practices to expand access to reliable high speed data for homes and businesses in Mason County.

Tourism and Recreation

GOAL 5.11: Protect and expand Mason County's open space, parks, and trails offerings.

GOAL 5.12: Continue to plan, develop, and manage new trails and water-based recreational amenities for growth in tourism.

GOAL 5.13: Expand outreach to vacation home owners.

Policy 5.13.1: Promote buy local campaigns in Belfair and Shelton.

Policy 5.13.2: Maintain a welcoming attitude and clear communication channels with vacation and second-home owners.

GOAL 5.14: Prioritize bicycle tourism throughout the County.

Policy 5.14.1: Ensure that road shoulders provide safe routes for cyclists.

Policy 5.14.2: Promote cycling routes around the county.

GOAL 5.15: Expand marina, campground, and RV park offerings.

GOAL 5.16: Capitalize and expand upon events like Oysterfest and Geoduck Festival.

GOAL 5.17: Develop and market individual identities and offerings across the County's variety of communities.

Policy 5.17.1: Coordinate on developing and marketing Mason County's distinctive subarea identities around unique assets.

Policy 5.17.2: Continue to promote the Hood Canal as a base for recreation.

Policy 5.17.3: Develop marketing and incentives to attract and capture stopover from travelers passing along Highway 101.

Policy 5.17.4: Partner with recreation organizations to ensure tourism growth aligns with conservation and community goals.

GOAL 5.18: Expand awareness of non-summer tourism and recreation opportunities throughout Mason County, and seek out additional options.

Value-Added Agriculture

GOAL 5.19: Encourage the conservation of productive agricultural land and discourage incompatible uses.

GOAL 5.20: Minimize barriers to entry into farming and value-added agriculture and enhance the viability of existing farms.

Policy 5.20.1: Leverage the WSU Extension's Mason County Small Farms Program to connect family farmers with technical assistance, educational opportunities, economic opportunities, and a direct link to state and federal resources.

GOAL 5.21: Expand cooperative resources to help develop economies of scale for small producers.

Policy 5.21.1: Work with partners to develop critical facilities that could include a local USDA Farm Slaughter Facility (whether mobile or fixed), cold storage, processing facilities, commercial kitchen, and related infrastructure.

Policy 5.21.2: Explore the concept of aggregators to cooperatively distribute locally-made products from Mason County businesses to larger metropolitan markets.

Policy 5.21.3: Develop and solicit membership in a "Made in Mason County" organization that certifies and supports local products and technology.

GOAL 5.22: Expand agritourism by developing connections between farms and the tourism industry.

Priority Actions for Economic Development

The following actions offer possible next steps to begin implementing the goals and policies contained in the Economic Development Element.

Action A1: Launch a comprehensive Mason County Shellfish Initiative following the model of the Washington Shellfish Initiative.

Action A2: Maintain and regularly update an inventory of available properties with catalytic industrial or commercial development potential.

Action A3: Facilitate a series of community design charrettes aimed at identifying and developing separate, clear branding identities for Mason County's communities.

Action A4: Recruit or develop pilot facilities for innovative practices in aquaculture.

Action A5: Recruit or develop pilot facilities to augment timber processing and accelerate or incubate innovative methods and products.

Action A6: Work with Washington State agencies to identify dedicated funding sources to address nonpoint pollution.

Action A7: Work collaboratively with local jurisdictions to develop a strategic plan to address gaps in critical health and human services.

Action A8: Initiate conversations with relevant broadband providers to identify concrete steps toward broadband expansion.

Action A9: Enhance bicycle tourism by adding signage for motorists to accommodate cyclists, painting bicycle access markers on the pavement along key cycling routes, and ensuring a regular program of sweeping and cleaning shoulders is maintained.

Action A10: Work with Explore Hood Canal to identify ways to expand Mason County's presence and visibility for visitors to the Hood Canal area.

Action A11: Work with Washington State DNR, RCO and other actors to expand programming and amenities at upland camping areas and trailheads.

Action A12: Develop a countywide Clean Energy Strategy to identify potential sites for renewable energy development and recruit related industries.

Action A13: Collaborate with local broadband providers to secure funding and implement high-speed internet expansion projects in underserved areas.

Action A14: Conduct an equity audit of economic development programs to identify gaps in services or funding for underserved populations.