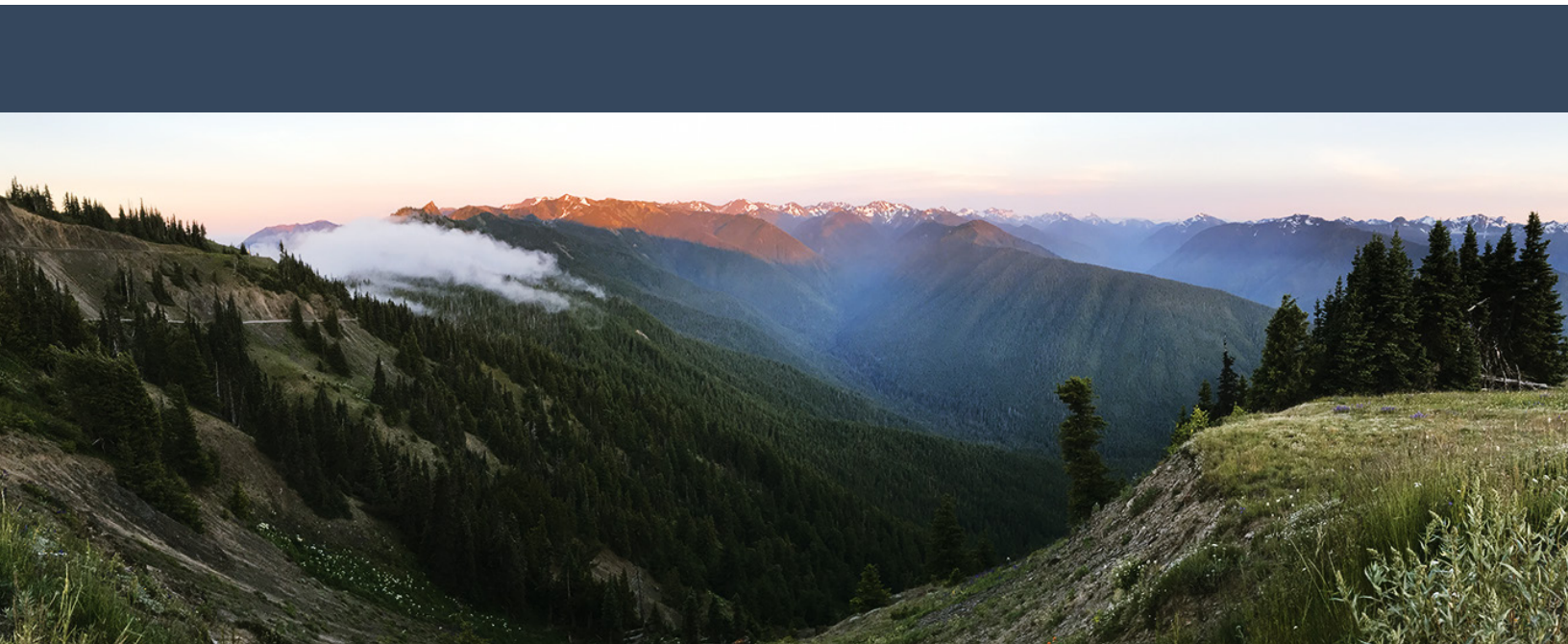


North Olympic Peninsula Comprehensive Economic Development Strategy 2026 – 2030

October 2025

Table of Contents

Executive Summary.....	1
Background and Context	4
SWOT Analysis.....	14
Economic Resilience.....	19
Strategic Direction/Action Plan.....	22
Goal 1: A Diversified, Resilient Economy	23
Goal 2: Opportunity and Prosperity for All.....	28
Goal 3: Strengthened and Sustainable Infrastructure	32
Goal 4: Protected and Enhanced Cultural and Natural Assets	36
Evaluation Framework	39
Appendices	40
Appendix A: Strategy Committee Members	40
Appendix B: NODC Board and Staff	40
Appendix C: NODC Members.....	41
Appendix D: Data Charts & Graphs.....	42
Appendix E: North Olympic Peninsula Economic Recovery and Resilience Planning Survey Questions	43
Appendix F: Links to other economic development reports	47



Executive Summary

The economy and cultures of the North Olympic Peninsula have long been shaped by and dependent upon the abundant natural resources of the area. The natural ports, agricultural soils, rich forests and fisheries of Clallam and Jefferson Counties have provided livelihoods for generations of residents. Olympic National Park, which occupies the center of the Peninsula, has been designated an UNESCO World Heritage Site and International Biosphere Reserve, drawing more than three million visitors to the region each year. The region is part of the traditional lands of the S'Klallam, Makah, Hoh, Quileute, Chemakum, and Quinault peoples and is the current home to the Jamestown S'Klallam, Lower Elwha Klallam, Makah, Hoh, Quileute and Quinault tribal nations. In recent years, fluctuations in the availability of natural resources, impacts from global market forces, extreme weather events and the COVID-19 pandemic have highlighted the need to build a diversified, sustainable and innovative economy that will be resilient in the face of change.

The vision statement of the North Olympic Development Council (NODC), the designated economic development district (EDD) for the two-county region, reflects the importance of building on the many place-based assets of the region:

"Whether drawn by the extraordinary natural resources, the world-class beauty and recreation or the strong sense of community, many people and businesses are here because they want to be here, and that drives a particular kind of investment and engagement. Businesses here are deeply invested in the workers and families they support, in helping their neighbors, in improving schools, in managing resources responsibly. Our vision is to build on this "Connection to Place" to create a thriving and inclusive economy through a collaborative, triple-bottom-line approach resulting in economic, environmental and social prosperity."

From this vision statement come four goals for the region's comprehensive economic development strategy:

1. ***A Diversified, Resilient Economy***
2. ***Opportunity and Prosperity for All***
3. ***Strengthened and Sustainable Infrastructure***
4. ***Protected and Enhanced Cultural and Natural Assets***

Goal 1 builds on the region's strengths while also supporting innovation and diversification. Goal 2 strives to create prosperity for all by connecting individuals to economic opportunity. Goal 3 ensures that the infrastructure underlying the economy is strong and sustainable. Goal 4 builds on the cultural and natural assets to sustain quality of life for all who live in the region.

Connection to place underlies the entire strategy, because it is critical to ensure that all strategies are undertaken with a respect for maintaining this sense of place and ensuring the resiliency of the natural resources on which the economy and community are built.

Implementation

NODC's mission is "to empower the North Olympic Peninsula to pursue and invest in its own economic and environmental destiny."

In pursuit of its mission, NODC plays the following roles:

- Regional Economic Development Planning – produce Comprehensive Economic Development Strategy (CEDS) every 5 years with annual updates in between.
- Support economic development in key sectors identified in the CEDS.
- Support development of physical, economic and social infrastructure in the region such as broadband expansion.
- Act as a convener and implement projects that fill gaps.

Implementation of this strategy will require strong collaboration and partnership, and, in some areas, leadership development and capacity building. Local governments, tribal nations and a variety of organizations and institutions will take the lead on particular strategies that align with their missions.

One challenge is the disconnected approach to planning for, addressing and funding issues that are deeply interconnected. For example, housing development is not in general the role of economic development organizations, or of Economic Development Districts in particular, and yet skyrocketing housing prices and the lack of available workforce housing are major barriers to successful economic development. Workforce development and infrastructure development are not the role of housing organizations, and yet the absence of skilled construction workers or stormwater and wastewater infrastructure are major barriers to increasing housing stock.

Another challenge faced by rural areas like the North Olympic Peninsula is the sheer cost of building infrastructure and affordable housing. Construction costs are at least as high in rural areas as in urban ones, and sometimes higher because of the lack of economies of scale. Rural areas have a much smaller tax base because they serve a smaller population, collecting fewer user fees to cover the costs; as a result, such projects are often less competitive for grant funding than urban projects.

This economic development strategy includes strategies for housing and childcare because of their critical importance to having a sufficient workforce. However, progress on those issues is largely

dependent on the leadership and capacity of local governments and housing and human service organizations.



Resilience

The North Olympic Peninsula has long been vulnerable to economic shocks. From the steep decline in the forest products industry as a result of changing environmental regulations beginning in the 1980s-90s to more cyclical fluctuations, the region has

experienced sudden plant closures with associated job losses. Most recently in September 2024, the McKinley Paper Mill in Port Angeles closed without warning, a loss of 193 jobs. The sudden sinking of the Hood Canal Bridge in 1979 illustrates another regional vulnerability, the limited access by road to the Peninsula. It took three years for the bridge to be replaced, creating major supply chain issues and hitting tourism-dependent businesses especially hard, as well as those dependent on access to outside markets. Specific challenges include geographic isolation, extreme weather and natural disasters, reliance on a limited number of economic sectors, and a vulnerable electric supply.

Strategies to increase resilience to economic shocks include:

- Diversify the economy.
- Improve support systems for local businesses.
- Extreme weather and disaster planning.
- Increase capacity and resilience of local food systems.
- Improve electrical system reliability and resilience.
- Workforce development.
- Pre-disaster recovery planning.
- Establishing information networks and collaborations.



North Olympic Peninsula Recompete Coalition (NOPRC)

In 2024, the North Olympic Peninsula was selected for one of six Distressed Area Recompete Pilot Program grants from EDA, with Clallam County as the lead applicant. The \$34.6 million investment over five years targets the prime age employment gap (PAEG) with the goal of increasing the percentage of the workforce aged 25 to 54 employed in prosperity-wage jobs. The package of six projects funded by the grant will increase job training opportunities, expand job creation, and remove barriers to employment. The Recompete goals are in line with past CEDS goals. With a four-year overlap between the Recompete grant and the timeframe covered by this current CEDS, we expect the goals of each to complement each other.

Background and Context

Background

The North Olympic Peninsula, comprising Jefferson and Clallam Counties, contains over 4,800 square miles of forests, mountains and shorelines of scenic beauty. Most of the 108,000 residents of the Peninsula live in municipalities and tribal communities along the coastline, which is home to working waterfronts and ports. The rural, resource-based history of the area can be seen in farming communities and lumber mill hamlets. Olympic National Park, the 9th most visited national park in the US with over 3.7 million visitors in 2024, is at the geographic heart of the region, with nearly a million acres and 900 miles of hiking trails surrounded by a wide band of National Forest on all sides.

In the center of the peninsula are the Olympic Mountains, to the west are the dense rainforest valleys where rainfall can approach 200 inches a year¹ and 73 miles of Pacific coastline is accessible by car in only a few places. The area is bordered to the north by the Strait of Juan de Fuca with ferry boat access to Victoria, British Columbia, Canada, and to the east by the Hood Canal – a 60-mile-long glacier-carved fjord. US Hwy 101 encircles the entire North Olympic Peninsula, providing the only road access to the area.

The economy of the North Olympic Peninsula is dependent on its natural beauty, natural resources and healthy environment. This is illustrated by the strength of the industries and sectors using working lands and working waterfronts. Agriculture/forestry/fishing/hunting is the 4th highest growing industry and the top industry and top occupation for location quotient in Jefferson County. In Clallam County, it is the 7th highest growing industry, and the top industry and top occupation for location quotient.

The North Olympic Peninsula's ports – including Port Angeles, Sequim and Port Townsend – are home to the region's burgeoning maritime sector, which supports job creation. Port Angeles, for example, with its position on the Strait of Juan de Fuca, its location on a deep-water harbor, the industrial facilities that support marine and air transportation, and access to natural resources creates a robust economic engine. The Port of Port Townsend operates three marinas, a marine trades industrial area, an international airport, and is home to boat building and craftsmen and women. In 2024, the Port of Port Townsend purchased a 250-acre farm property with the intent of helping to keep the land in agricultural production.

The Peninsula also has a robust and diversified, but threatened agriculture sector. In Clallam County in 2022, there were 15,789 acres in agriculture, which is an 8% decline since 2017; the average size of farms, 31 acres, also declined by 6% since 2017². In Jefferson County in 2022, there were 8,717 acres in agriculture, which is a 37% decline since 2017; the average size of farms, 46 acres, is declining as well, by 26% since 2017³. To be more resilient, the agricultural sector needs to find ways to add value to its products to allow for higher wages for farm families. In addition, rapidly rising land prices make it

¹ Olympic National Forest Climate Information. https://www.fs.usda.gov/detail/olympic/about-forest/?cid=fsbdev3_049559

² 2022 Census of Agriculture Profile: Clallam County, WA. https://www.nass.usda.gov/Publications/AgCensus/2022/Online_Resources/County_Profiles/Washington/cp53009.pdf

³ 2022 Census of Agriculture Profile: Jefferson County, WA. https://www.nass.usda.gov/Publications/AgCensus/2022/Online_Resources/County_Profiles/Washington/cp53031.pdf

difficult for new farmers to purchase agricultural property at the same time that many farmers are approaching retirement, creating a need for succession planning and innovative ownership structures.

The North Olympic Peninsula is also home to an array of nature-based recreation opportunities, including Olympic National Park, Olympic National Forest, the 135-mile Olympic Discovery Trail, the Dungeness Spit, and water-based recreation along its coastlines. Over 2.5 million are visiting Olympic National Park alone.

The region's population is currently trending older with fewer young people remaining, due to a lack of career pathways, a lack of affordable housing, and a lack of social and cultural infrastructure to support young families. The region's economy has entry-level opportunities and executive managerial opportunities, with little in between; this makes it hard for those moving beyond entry-level work to find their next career step in the region. As a result, many young professionals feel the need to move out of the region to take their next career step. Building the region's career pathways to allow for career transitions will be key to making the region a place where all ages can find what they need.

One of the most significant recent developments for the region's economy is the formation of the North Olympic Peninsula Recompete Coalition (NOPRC), a broad collaboration among local governments, Tribes, higher education, economic development organizations and social service agencies that succeeded in earning an investment of \$34.6 million over five years from the EDA Distressed Area Recompete Pilot Program. The funding aims to move area residents between the ages of 25 and 54 who are not in the workforce into good jobs through a four-fold strategy. NOPRC's strategy is to (1) prepare people to enter the labor force by removing barriers to work via an innovative, person-centric Resource Hub model; (2) provide industry-specific training opportunities focused on skills and abilities needed for Good Jobs; (3) build economic development capacity and programs in Tribal nations and remote distressed communities; and (4) create new jobs within the region's maritime and natural resources industries to address the lack of career pathways ensuring participants achieve good outcomes after receiving support and training through Recompete investments.

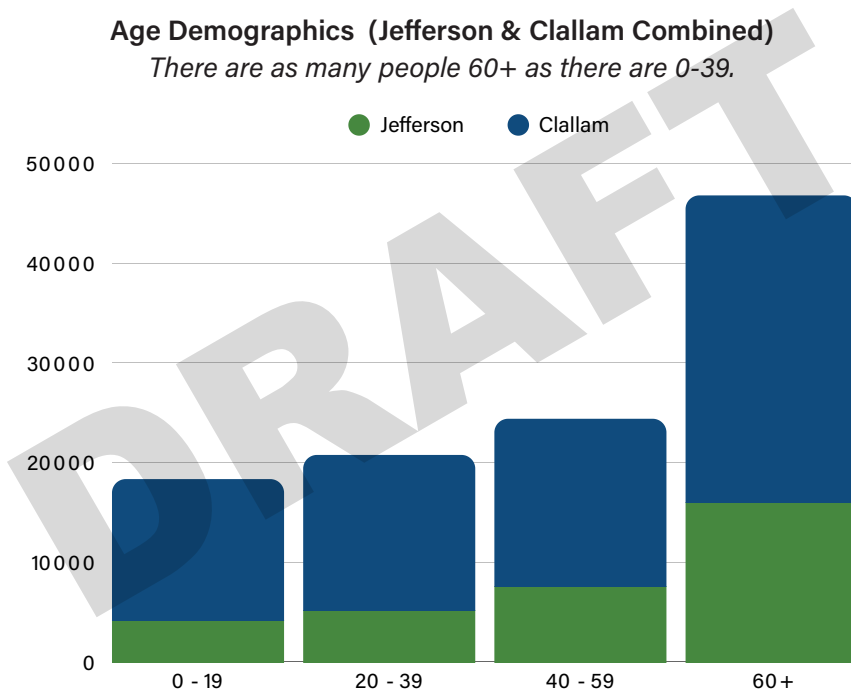
This Recompete investment is supplemented by a separate \$4.2 million grant from EDA's Public Works and Economic Adjustment grant program to support Clallam EDC's Natural Resource Innovation Center (NRIC) that will fund research and development to drive innovation and value-adding in the forest products industry.

The Recompete and NRIC projects align closely with the strategies in this CEDS as well as the 2021-2025 CEDS. Taken together, these investments have the potential to transform the region's economy, creating high-wage jobs and giving area residents who are not in the workforce a path to get and retain employment.

Population & Demographics

Jefferson County	Clallam County
2022 Population ⁴ : 33,350	2022 Population ⁴ : 77,626
Median Age ⁵ : 59.5	Median Age ⁵ : 51.8
2030 Projection ⁴ : 36,226	2030 Projection ⁴ : 81,791
Projected Growth: 8.6%	Projected Growth: 5.4%

The total population of the two-county North Olympic Peninsula region is approximately 110,976. There is a high percentage of older people in the region, where Jefferson County's median age is the highest of any county in Washington, and Clallam County's median age is the sixth highest. The national average for an area this size is 32,967 people 55 or older, while there are 55,062 in this region.



The non-white population in this region is growing slowly but steadily. Diversity in the region increased 29.2% between 2012-2022⁶, while the population who identified as white has decreased from 88.9% of the population in 2012 to 85% of the population in 2022. Approximately 16% of people in the region identify as black, indigenous or a person of color. This is lower than the national average for diversity of 40%.

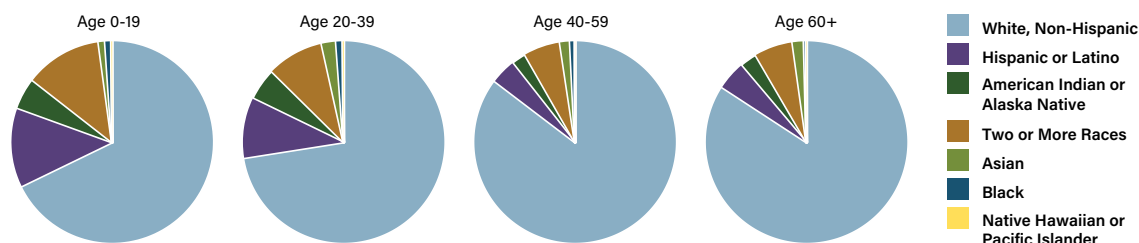
⁴ Washington State Office of Financial Management, Growth Management Act Population Projections for Counties: 2020 to 2050, County Projections, 5-year Intervals, Middle Series

⁵ U.S. Census Bureau. Table B01002: Median Age by Sex. American Community Survey, 5-year estimates, 2023. <https://data.census.gov>

⁶ Simpson's Diversity Index

Diversity⁷ (Jefferson & Clallam Combined)

Younger people are significantly more diverse than older people in the region.



Poverty and Wealth Disparity

The table below shows income inequality for the two counties. It is significantly more unequal in Jefferson County than in Clallam County.

County ⁸	Average annual income of the top 1%	Average income of everyone else	The top 1% makes x more than the bottom 99%
Jefferson County	\$1,103,624	\$47,404	23.3
Clallam County	\$499,025	\$38,184	13.1
WA State	\$1,383,223	\$57,100	24.2
United States	\$1,316,985	\$50,107	26.3

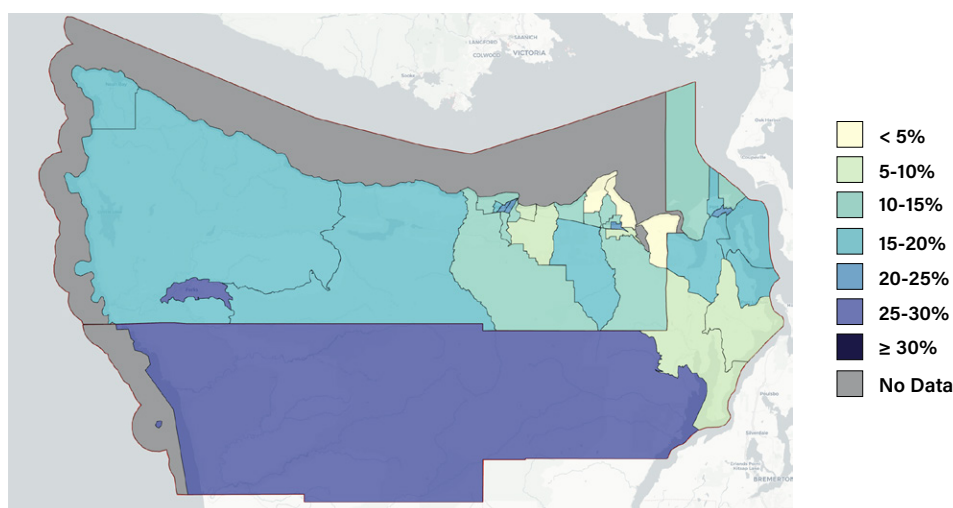
11.2% of people are living at or below 125% of the poverty level in Clallam County, and 12.6% in Jefferson County⁹. However, there are pockets of much higher poverty in each county, particularly in more rural parts of the counties and tribal areas. For Washington State as a whole, the percentage of population in poverty is 9.8%.

⁷ U.S. Census Bureau. B01001A-B01001I: Sex by Age by Race/Ethnicity. American Community Survey, 5-year estimates, 2023. <https://data.census.gov>

⁸ Economic Policy Institute. <https://www.epi.org/multimedia/unequal-states-of-america/#/Washington>

⁹ U.S. Census Bureau. C17002: Ratio of Income to Poverty Level in the Past 12 Months. American Community Survey, 5-year estimates, 2023. <https://data.census.gov>

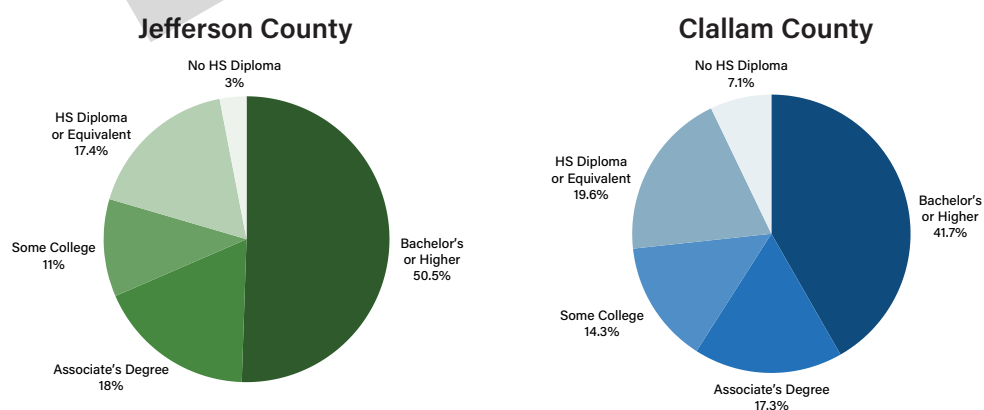
Percent of individuals living at or below 125% of the Federal Poverty level¹⁰



The poverty and wealth disparity reflect the struggle that many people face in securing employment with a livable wage, and in accessing decent and affordable housing, healthcare, childcare, and other services. This poverty and disparity are greater for younger people and people of color and enhances problems related to the aging workforce nearing retirement. Inequality also undermines a sense of equality and results in a disparity of influence over decision-making and use of resources.

Educational Attainment of Adults Age 25+¹¹

The national average for persons completing a bachelor's degree or higher is 37.7%¹², and the state average is 40.5%¹³. Jefferson County exceeds the state average by a difference of 10%, and Clallam County is above the state average by a difference of 1.2%. Many of the more educated individuals in Jefferson County in particular are retirees who moved to the area and are not in the workforce. The working population, therefore, has a lower education level than data including retirees suggests. Although they are not in the workforce, many of these educated retirees add to the community in a volunteer capacity.



¹⁰ U.S. Census Bureau. C17002: Ratio of Income to Poverty Level in the Past 12 Months. American Community Survey, 5-year estimates, 2023. <https://data.census.gov>

¹¹ U.S. Census Bureau. Table B15003: Educational Attainment for the Population 25 Years and Over. American Community Survey, 1-year estimates, 2023. <https://data.census.gov>

¹² U.S. Census Bureau. American Community Survey, 2022

¹³ U.S. Census Bureau (2023 ACS 1-Year Estimates)

Workforce & Employment Data

There are approximately **41,346** people in the workforce in the two counties. From 2018 to 2023, jobs increased by 3% in Clallam County from 28,644 to 29,513 (1.8% lower than the national growth rate of 4.8%), and the labor force participation rate decreased from 49.5% to 47.8%. From 2018 to 2023, jobs increased by 2.3% in Jefferson County from 11,569 to 11,833 (2.5% lower than the national growth rate), and the labor force participation rate decreased from 45.3% to 43.3%. As of 2023, people ages 55+ made up 31% of the workforce in Clallam County and 38% in Jefferson County. The labor force participation rates for both counties are significantly lower than the state average of 65%, which is largely due to the high retiree population but also reflects higher than average numbers of residents of prime employment age (25 to 54) who are not in the workforce.

A significant portion of the workforce is made up of people ages 55+, which presents a high risk in this area for losing workforce. Having a population with a large number of retirees and near-retirees, and not as many younger people, will have implications for finding young workers to fill job vacancies in the future. It is currently difficult to attract professionals with young families to the region, because of housing costs and availability, limited career path options, and limited amenities for families.

Unemployment

As of July 2025, the unemployment rate for the region was 4.5%¹⁴. Over the past 30 years, the unemployment rates in the region have been higher than the state and national averages by up to 4%, with Clallam County's unemployment usually running a little higher than Jefferson County's (see graphs for each county in Appendix D). However, post-Covid, unemployment rates in both counties are showing a reduced gap between the local rate and the state and national rate, possibly indicating a convergence with larger economic patterns.

Top Industries: # of Jobs

The charts below show the top industries in each county by number of jobs. While this information is important, it can be misleading for a few reasons. First, many industries are split up into different industry codes, so they do not show up in the highest rankings even if they provide many jobs. For example, some logging businesses show up in the transportation sector. The maritime sector is split among transportation and warehousing, maintenance and repair and manufacturing. Local government jobs are high, because they include a range of employees such as those in schools and healthcare institutions combined. It's important to recognize that, when taken together, small businesses are the largest employer in the region, but they are dispersed across industry codes and therefore do not show up as a category in the job rankings.

¹⁴ Washington State Employment Security Department Local Area Unemployment Statistics: <https://esd.wa.gov/labormarketinfo/labor-force>

Clallam County¹⁵

Industry	2017	2022	# Change in Jobs	% Change in Jobs	Average Compensation
Agriculture, Forestry, Fishing and Hunting	1,088	1,236	147	14%	\$71,999.23
Mining, Quarrying, and Oil and Gas Extraction	105	35	-70	-67%	\$69,938.80
Utilities	17	14	-3	-17%	\$48,965.46
Construction	1,983	2,191	208	11%	\$55,275.06
Manufacturing	1,391	1,466	76	5%	\$78,375.08
Wholesale Trade	353	450	97	27%	\$68,452.75
Retail Trade	3,726	3,935	206	6%	\$44,907.89
Transportation and Warehousing	652	815	163	25%	\$63,441.90
Information	242	210	-32	-13%	\$74,179.24
Finance and Insurance	838	926	88	10%	\$89,968.28
Real Estate and Rental and Leasing	1,345	1,513	169	13%	\$41,099.24
Professional, Scientific, and Technical Services	3,232	1,807	-1,425	-44%	\$72,855.37
Admin and Support, Waste Management	1,160	1,343	183	16%	\$57,587.34
Educational Services	240	202	-37	-16%	\$29,407.80
Healthcare and Social Assistance	3,142	3,357	215	7%	\$54,921.89
Arts, Entertainment, and Recreation	686	725	39	6%	\$29,456.07
Accommodation and Food Services	2,805	2,928	123	4%	\$31,837.94
Other Services (excl. Gov't)	1,974	1,955	-19	-1%	\$37,218.15
Government Enterprises	1,108	1,389	282	25%	\$89,527.89
Administrative Government	6,800	6,806	5	0%	\$89,527.89
Total	33,059	33,474	416	1%	\$63,595.59

Jefferson County¹⁵

Industry	2017	2022	# Change in Jobs	% Change in Jobs	Average Compensation
Agriculture, Forestry, Fishing and Hunting	677	631	-46	-7%	\$49,171.57
Mining, Quarrying, and Oil and Gas Extraction	115	74	-41	-36%	\$96,668.82
Utilities	31	47	15	48%	\$182,319.85
Construction	1,216	1,250	34	3%	\$55,386.05
Manufacturing	921	839	-82	-9%	\$83,141.60
Wholesale Trade	242	249	7	3%	\$72,275.06
Retail Trade	1,330	1,441	111	8%	\$43,943.98
Transportation and Warehousing	153	178	26	17%	\$64,304.88
Information	206	139	-67	-33%	\$56,144.07
Finance and Insurance	403	431	28	7%	\$80,632.90
Real Estate and Rental and Leasing	795	805	10	1%	\$51,470.64
Professional, Scientific, and Technical Services	1,117	1,269	153	14%	\$96,940.13
Admin and Support, Waste Management	573	753	180	31%	\$57,223.23
Educational Services	306	316	9	3%	\$35,061.39
Healthcare and Social Assistance	1,175	1,129	-45	-4%	\$45,160.04
Arts, Entertainment, and Recreation	683	471	-212	-31%	\$34,470.64
Accommodation and Food Services	1,045	1,214	169	16%	\$31,837.41
Other Services (excl. Gov't)	1,231	1,457	226	18%	\$47,370.71
Government Enterprises	232	279	47	20%	\$133,792.41
Administrative Government	2,126	2,123	-4	0%	\$95,676.93
Total	14,476	15,094	517	4%	\$65,083.98

¹⁵ IMPLAN Group, LLC. (2017 & 2022). Employment and compensation data (546 industry scheme). IMPLAN. Retrieved August 2025, from <https://implan.com>

Clallam County¹⁶

Industry	Wage and Employment	Employee Compensation	Avg Employee Compensation	Location Quotient
Management	1,445	\$183,773,284	\$127,215	0.84
Business and Financial Operations	1,222	\$104,685,516	\$85,691	0.73
Computer and Mathematical	454	\$46,550,209	\$102,581	0.52
Architecture and Engineering	241	\$25,308,719	\$104,994	0.56
Life, Physical, and Social Science	242	\$23,135,222	\$95,711	0.9
Community and Social Service	544	\$35,870,028	\$65,931	1.23
Legal	158	\$18,516,380	\$117,252	0.8
Educational Instruction and Library	1,296	\$92,710,395	\$71,526	0.97
Arts, Design, Entertainment, Sports, and Media	200	\$12,342,543	\$61,725	0.57
Healthcare Practitioners and Technical	1,838	\$204,554,090	\$111,312	1.24
Healthcare Support	1,476	\$52,303,304	\$35,446	1.3
Protective Services	968	\$74,137,043	\$76,601	1.76
Food Preparation and Serving Related	2,516	\$74,964,449	\$29,793	1.13
Building and Grounds Cleaning and Maintenance	943	\$31,118,821	\$33,003	1.15
Personal Care and Service	631	\$18,737,074	\$29,682	1.2
Sales and Related Occupations	1,930	\$82,783,705	\$42,885	0.96
Office and Administrative Support	2,846	\$144,930,768	\$50,931	0.93
Farming, Fishing, and Forestry	458	\$30,759,243	\$67,153	2.47
Construction and Extraction	1,204	\$68,277,432	\$56,691	1.14
Installation, Maintenance, and Repair	1,227	\$74,332,412	\$60,576	1.08
Production	1,044	\$64,404,234	\$61,695	0.72
Transportation and Material Moving	2,111	\$111,662,286	\$52,891	0.92
Military	539	\$47,847,354	\$88,802	1.63

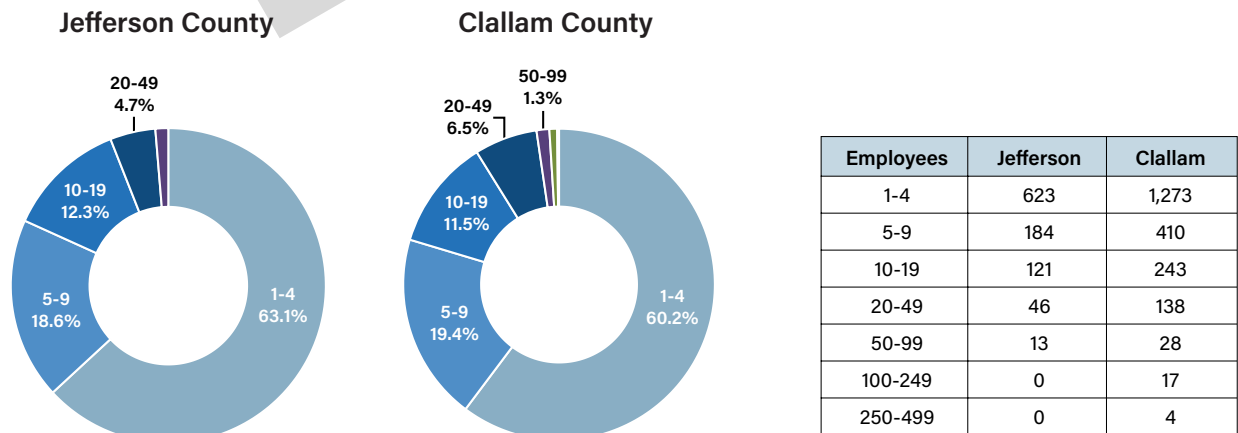
¹⁶ IMPLAN Group, LLC. (2022). Occupation data: Employment, compensation, and demographics by SOC code. IMPLAN. Retrieved August 2025, from <https://implan.com>

Jefferson County¹⁷

Industry	Wage and Employment	Employee Compensation	Avg Employee Compensation	Location Quotient
Management	603	\$78,464,736	\$130,167	0.91
Business and Financial Operations	504	\$43,892,945	\$87,108	0.79
Computer and Mathematical	201	\$23,437,229	\$116,882	0.6
Architecture and Engineering	103	\$12,495,159	\$121,548	0.62
Life, Physical, and Social Science	89	\$8,286,701	\$93,067	0.87
Community and Social Service	280	\$18,591,180	\$66,509	1.65
Legal	50	\$7,839,752	\$155,736	0.67
Educational Instruction and Library	153	\$63,115,057	\$79,880	1.55
Arts, Design, Entertainment, Sports, and Media	206	\$8,672,560	\$60,605	1.06
Healthcare Practitioners and Technical	403	\$39,481,782	\$110,935	0.62
Healthcare Support	795	\$16,562,885	\$34,865	1.09
Protective Services	408	\$29,562,930	\$72,545	1.93
Food Preparation and Serving Related	977	\$27,917,909	\$28,573	1.14
Building and Grounds Cleaning and Maintenance	395	\$12,214,339	\$30,954	1.25
Personal Care and Service	244	\$6,113,775	\$25,073	1.21
Sales and Related Occupations	702	\$31,730,132	\$45,203	0.91
Office and Administrative Support	1,014	\$53,603,026	\$52,885	0.86
Farming, Fishing, and Forestry	129	\$5,616,460	\$43,407	1.82
Construction and Extraction	543	\$30,907,511	\$56,881	1.34
Installation, Maintenance, and Repair	491	\$36,030,537	\$73,361	1.13
Production	467	\$32,029,415	\$68,646	0.84
Transportation and Material Moving	717	\$43,038,666	\$60,029	0.82
Military	124	\$8,428,295	\$67,915	0.98

Business Size

There are approximately 3,100 businesses registered in the region. The graphs¹⁸ below reflect the size of these businesses and the important role that smaller businesses play in the region. Some of the larger businesses may be headquartered in the region, but have locations and employees outside of the region.



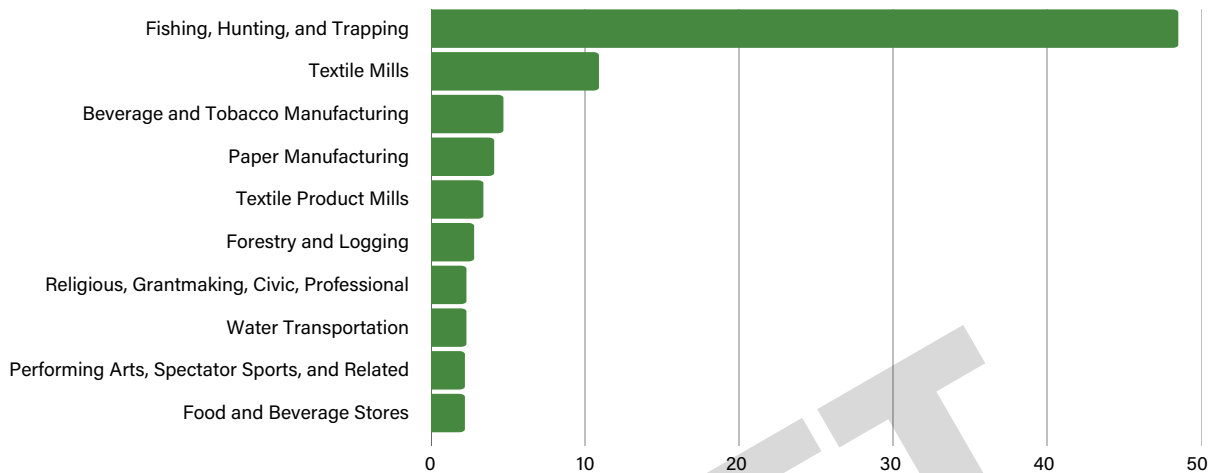
¹⁷ IMPLAN Group, LLC. (2022). Occupation data: Employment, compensation, and demographics by SOC code. IMPLAN. Retrieved August 2025, from <https://implan.com>

¹⁸ U.S. Census Bureau (2023). CB2300 County Business Patterns. Retrieved August 2025, from <https://data.census.gov>

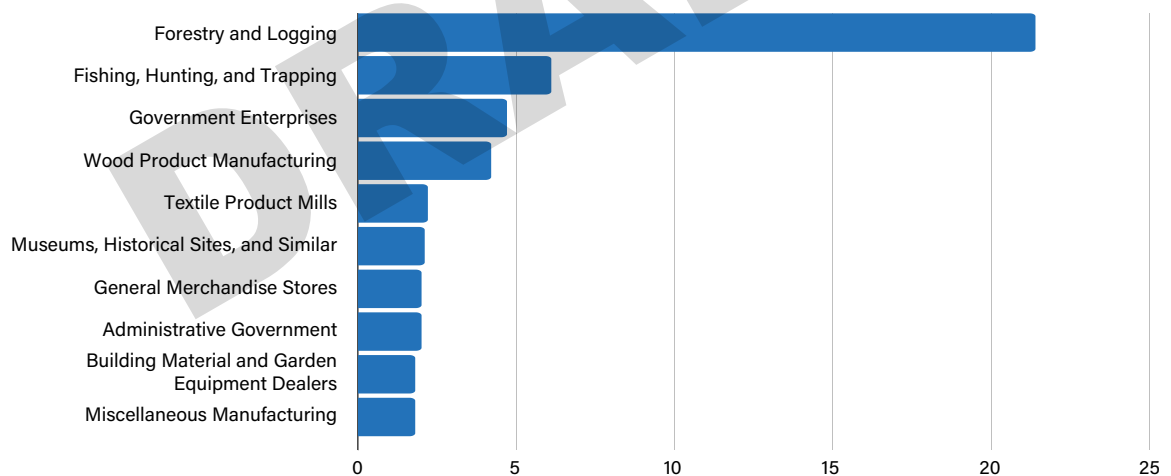
Location Quotient

Location Quotient represents the regional industry concentration relative to the national average. These graphs reflect the area's richness in natural resources and corresponding concentration of related industries.

Jefferson County Location Quotient



Clallam County Location Quotient



SWOT Analysis

"I'm looking at characteristics that attract residents and visitors and hold them here, rather than passing through." – Survey Respondent

The CEDS is built around the strengths, weaknesses, opportunities and threats specific to this region.

Below, we show how 203 respondents surveyed during the CEDS process assessed the strengths (assets), weaknesses, opportunities, and threats. The Strategic Direction / Action Plan section of this document aims to provide a path to build on the strengths and opportunities identified through the survey while mitigating the weaknesses and threats.

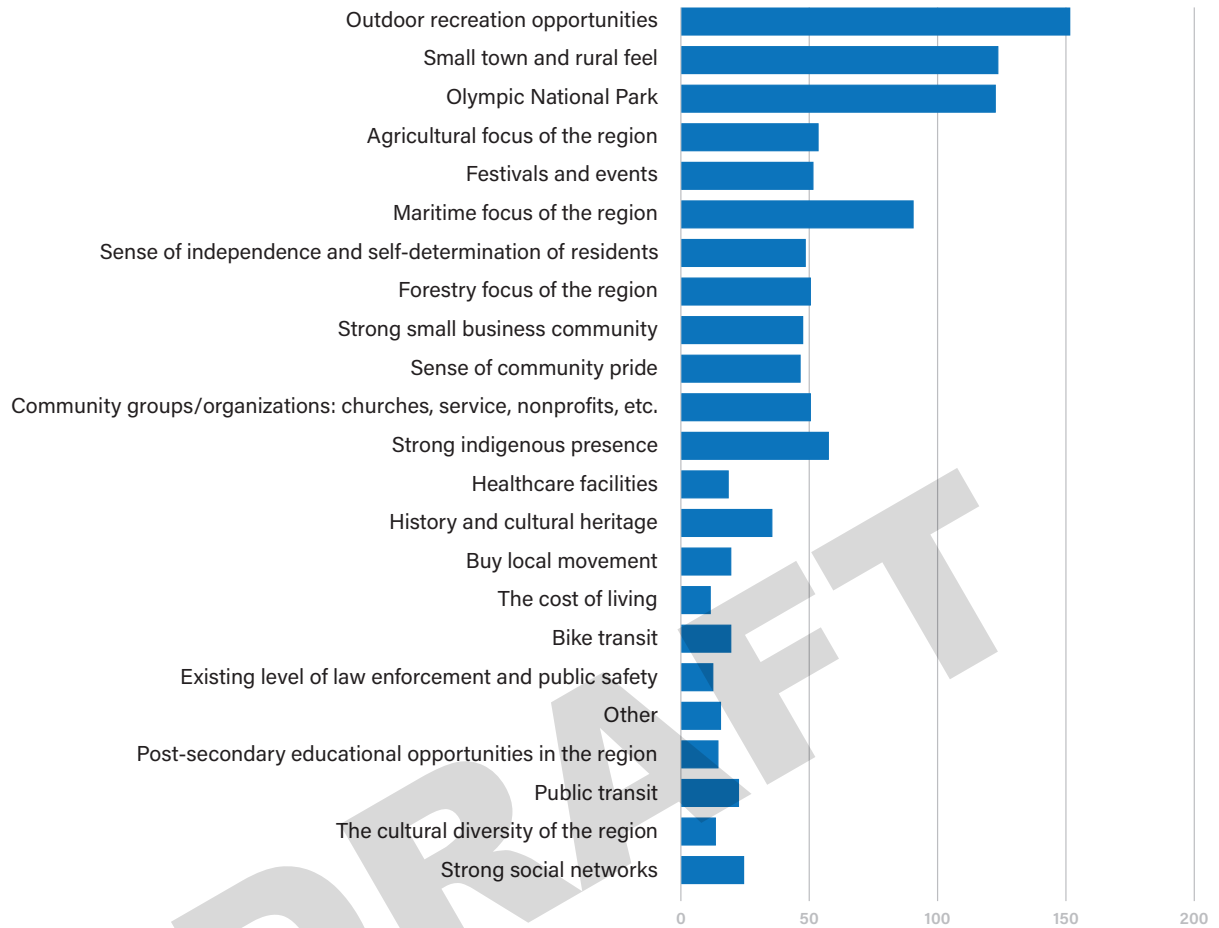
Of the 203 respondents to our CEDS 2025 Survey:

- 73.4% live in Clallam County and 24.1% in Jefferson County
- 24.1% are retired, 3.4% are currently unemployed, and the remainder are employed or elected officials
- 53% identify as female, 42.4% as male, 0.5% as non-binary, and 4% preferred not to answer
- 31.5% are over 65, 26.4% are 55-64, 23.4% are 45-54, 13.7% are 35-44, and 5% are 18-34

In reviewing the data, there were differences between the answers from retired people compared to people in the workforce or of workforce age, but these differences were minor. The biggest difference in the top five responses across the SWOT categories was in the question about the biggest threats. Retirees ranked "Political division" and "Crime" as their top-two threats; those answers were numbers nine and ten for non-retirees. Even in the threat category, retirees ranked the top five for all respondents and non-retirees as numbers three through seven, behind "Political division" and "Crime." The only other high-ranked issue that was significantly different was under the greatest changes needed, where "Childcare availability" ranked number three for non-retirees, number five overall, but only 14th for retirees. There was slightly more variation in the bottom five choices depending on employment status/age, but again, the differences in ranking were small.

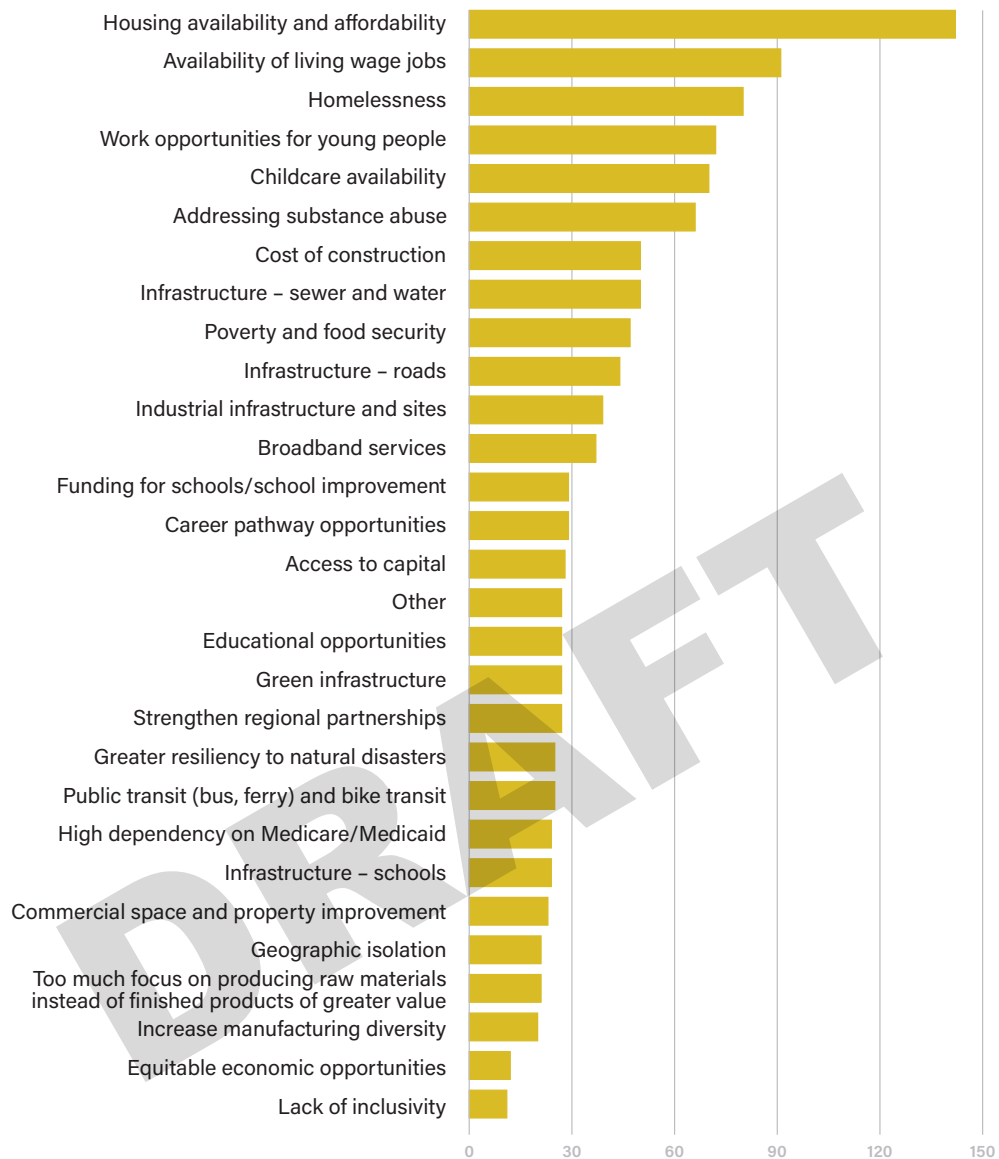
Strengths (Assets)

What are the greatest assets and characteristics of the North Olympic Peninsula?



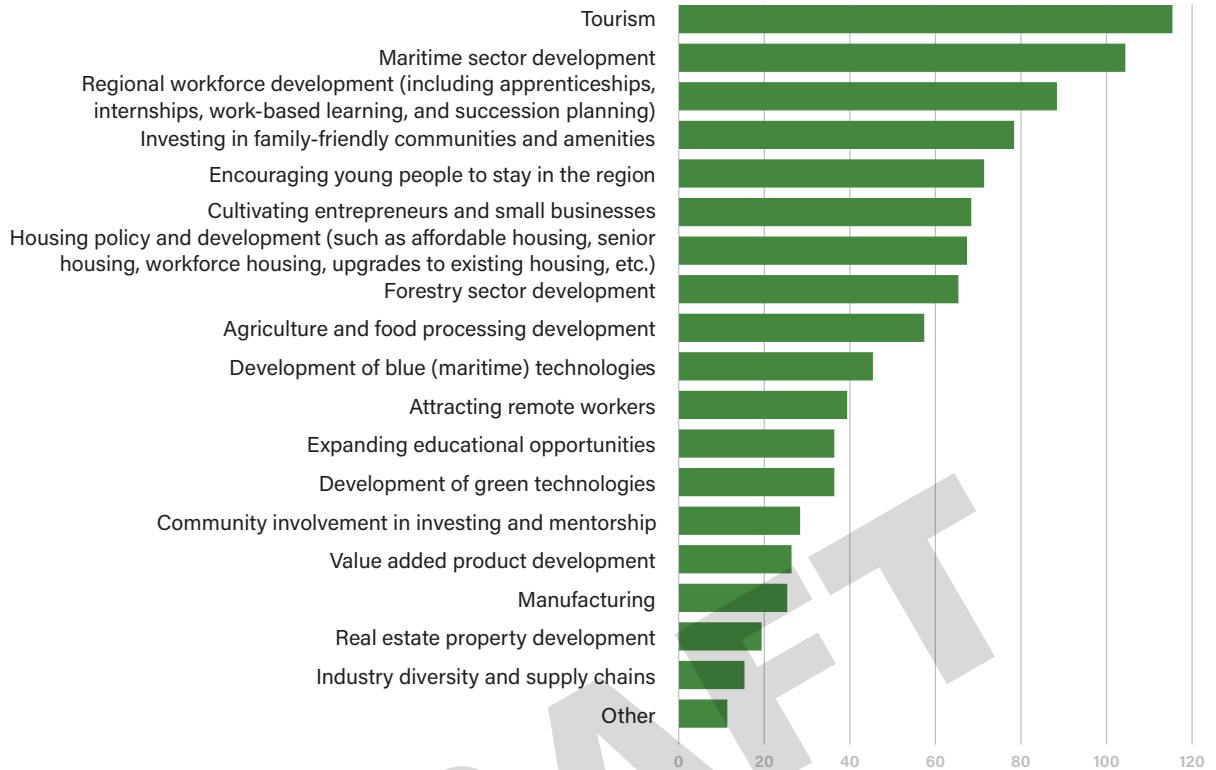
Weaknesses

What do you think most needs to be changed or improved in the North Olympic Peninsula region?



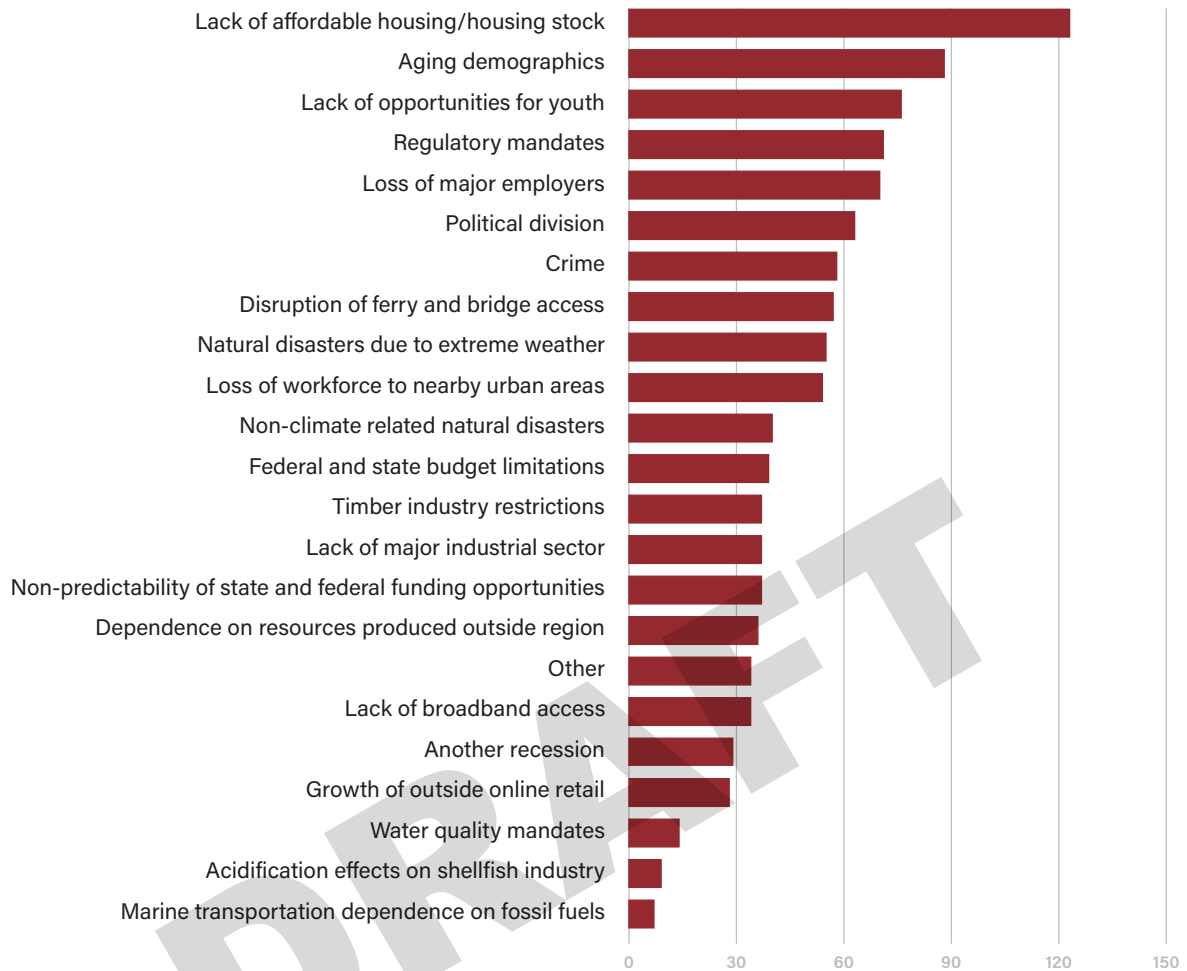
Opportunities

What do you see as the most promising opportunities in the region?



Threats

What do you see as potential threats to the long-term resilience of the regional economy?



Economic Resilience

"Related to the 'Independence' answer above, I think there's a local spirit of ingenuity and resilience that's really special." – Survey respondent

Economic resilience is "an area's ability to prevent, withstand, and quickly recover from major disruptions (i.e., 'shocks') to its economic base," according to the US Economic Development Administration. These shocks may be caused by a downturn in the national or international economy; a downturn in an area's critical industries; or other external shocks like natural disasters. Resilience to these economic shocks requires both steady-state and responsive actions.

Steady-state initiatives help communities withstand or avoid a shock. These could include comprehensive planning like hazard mitigation plans; diversifying an area's economic base; or zoning that keeps new development out of hazard zones like floodplains or tsunami zones. Responsive initiatives create systems of communication and coordination before they are needed. Establishing procedures for reporting post-disaster business sector needs to state and federal agencies before a disaster occurs is an example of responsive resilience.

Potential Vulnerabilities

The North Olympic Peninsula has long been vulnerable to economic shocks. From the steep decline in the forest products industry as a result of changing environmental regulations beginning in the 1980s-90s to more cyclical fluctuations, the region has experienced sudden plant closures with associated job losses. Most recently in September 2024, the McKinley Paper Mill in Port Angeles closed without warning, a loss of 193 jobs. The sudden sinking of the Hood Canal Bridge in 1979 illustrates another regional vulnerability, the limited access by road to the Peninsula. It took three years for the bridge to be replaced, creating major supply chain issues and hitting tourism-dependent businesses especially hard, as well as those dependent on access to outside markets. Here are some of the identified regional vulnerabilities:

- Geographic isolation and limited road access to and within the Peninsula: in addition to the vulnerability to loss of the Hood Canal Bridge or other connection to the mainland, there are only two major roads connecting communities on the Peninsula and they are vulnerable to flooding, landslides and collapse of bridges in an earthquake.
- Extreme weather and natural disasters: Many low-lying communities, including business districts, are vulnerable to tsunamis, earthquakes, and rising sea level, while others are vulnerable to river and stream flooding and winter storms. In addition, water supplies are vulnerable to drought and shifting precipitation patterns.
- Tourism dependence: Unpredictable events like the COVID pandemic or a global recession can cause a sharp downturn in tourist visits, which has ripple effects for the hospitality, retail, and outdoor recreation industries.
- Natural resource dependence: The forest products and fisheries industries are highly-regulated. Additional regulations at the state or federal level could further reduce harvests. These industries are also vulnerable to global market forces and to declines caused by changing weather patterns or disease.

- Vulnerable electric supply: Electricity on the Peninsula relies on a single transmission line extending from the mainland along Hood Canal and from there across the Peninsula from east to west. In a major earthquake, projections are that the Peninsula could be without power for up to a year. Portions of the transmission line extend through rural, heavily forested areas. As a result, windstorm-felled trees cause frequent outages on the west end of the Peninsula.

Resilience Next Steps

The Peninsula has taken a number of steps to improve steady-state resilience, though more remains to be done:

- Diversify the economy. Leaders in the region have begun building on the strengths of the region by driving innovation and diversification within existing sectors such as the marine trades, forest products, agriculture and food systems and tourism. Projects such as the Natural Resource Innovation Center (NRIC), the Composite Recycling Technology Center's thermally-modified wood products using lumber from the Makah Tribe's sawmill, and the Port of Port Angeles Marine Trade Center are examples of this ongoing work. A strong, diverse economy will be better able to survive and even thrive in the face of an economic shock such as a plant closure or economic downturn, better able to pivot to take advantage of changing circumstances.
- Improve support systems for local businesses. Small businesses form the basis of the North Olympic Peninsula economy. This has highlighted the need for training and support systems for entrepreneurs. Training and coaching on business growth, succession, contingency planning and risk management is a high priority, along with flexible alternative financing and assistance with online marketing. Creating local and regional markets for local products is another important aspect of this work.
- Extreme weather and disaster planning. The region has multiple hazard mitigation plans for the counties and Tribes. Coordinating across jurisdictions is happening more frequently in recognition that weather events and disasters often cross geographic boundaries. NODC convened an extensive regional planning effort around preparation for and mitigation of natural disasters and extreme weather events from 2020-22 that engaged local government, Tribes, economic development organizations, non-governmental organizations and state and federal agencies and this work is ongoing.
- Increase capacity and resilience of local food systems. Because the Peninsula is at risk of being cut off by an extreme weather event or disaster, increasing the ability of the region to produce and store food is important to resilience. Jefferson County formed a Food System Resiliency Task Force that has made a number of immediate and longer-term recommendations to ensure that food is available for area residents in the event of a disaster or another pandemic. One key recommendation was support for local agricultural producers and for food processing facilities to help preserve food that is grown here. Jefferson Landworks Collaborative, Clallam AgWorks and the Peninsula Food Coalition all bring together multiple organizations and agencies to address these issues.
- Improve electrical system reliability and resilience: To build reliability and resilience into the system, efforts are continuing to harden and improve transmission infrastructure, build redundancies, and increase local generation capacity. These improvements will increase the ability of the system to survive extreme weather events while also providing the steady, reliable power needed for economic expansion.

- **Workforce development:** For the region's economy to diversify, a workforce development system is needed that provides workers with the skills needed by industry. This begins in middle and high school with Career Connected Learning in the schools and career experience opportunities like those provided by the Northwest Maritime Institute in Port Townsend. Peninsula College has built a variety of programs to prepare students for careers in the natural resources, health care, construction, the marine trades and a number of other fields through flexible certificate and degree programs. The Northwest School of Wooden Boat Building prepares students for jobs in the marine trades through degree and diploma programs in Boat Building and Marine Systems and short-term Intensives. Through Recompete, new mobile training programs, short-term training and on-the-job training programs will be developed to meet the needs of students and employers.

Work is also progressing on responsive economic resilience, but there remains much more to be done:

- **Pre-disaster recovery planning:** The region has done extensive work on pre-disaster planning for natural disasters, including the Cascadia Rising Scenario Exercise 2022, Community Wildfire Plans, and Hazard Mitigation Plans. However, these plans have less consideration of economic and business impacts and recovery than is needed and that should be an additional focus going forward.
- **Establishing information networks and collaborations:** The region has built a number of systems for sharing information across jurisdictions and sectors in order to be responsive to changing circumstances and systemic shocks. Examples include:
 - The North Olympic Peninsula Recompete Coalition (NOPRC) is a broad collaboration that includes local governments, Tribes, higher education, economic development organizations and social service agencies. It meets regularly to discuss progress on the Recompete projects and the economic conditions that affect the region.
 - Washington Sea Grant's regional economist for the area convenes a monthly Economixer meeting that brings together Economic Development Districts and Economic Development Corporations (EDCs) from five coastal Washington counties including Clallam and Jefferson for information sharing and discussion about economic conditions.
 - NODC convenes an annual Energy and Environmental Resilience conference that brings together more than 100 participants from local governments, public utilities, Tribes, research institutions, emergency management, technical assistance providers, and state and federal agencies to learn from each other and collaborate on projects to improve resilience to extreme weather and natural disasters.

Both steady-state and responsive resilience strategies are built into the strategic directions and action plans that follow.

Strategic Direction/Action Plan

This section lays out a plan of action to guide the region toward its vision. Outcomes and strategies are organized under four deeply interrelated and mutually reinforcing goals:

1. *A Diversified, Resilient Economy*
2. *Opportunity and Prosperity for All*
3. *Strengthened and Sustainable Infrastructure*
4. *Protected and Enhanced Cultural and Natural Assets*

This strategy aims to build on the competitive advantages of the region that are embodied in its natural resources and beauty and the sectors that have developed and are rooted in this place. There is a strong focus on diversification of sectors, within sectors and of business sizes and models, and on generating higher wage jobs and business ownership opportunities.

Historically, this region was primarily dependent upon forestry, fisheries and agriculture. As some resources have become less available over time due to a combination of regulation and overharvest, the economy has transitioned, becoming more dependent on tourism and the service sector, which often pay lower wages, as well as local government and health care jobs.

Strategies in the natural resource area focus on preserving working landscapes through continued sustainable harvests; creating additional higher wage jobs through value-added processing and manufacturing; and improving revenues, profitability and wages by providing technical assistance and support for area businesses at all growth stages.

Key sectors highlighted in the strategy, including the maritime, forestry, and clean technology sectors, have the potential to create more higher paying jobs. While agricultural enterprises in our region don't typically pay high wages, the agriculture and food systems sector is included as a focus because of its importance to the resiliency of this geographically-isolated region and because there is potential to increase profitability and wages through the strategies recommended in the CEDS. Agriculture also supports businesses at all stages of the value chain, such as farm supply and service businesses, value-adding and processing businesses, distributors and retailers, with a robust multiplier effect. Tourism is included in the strategy because it already provides 20% of the region's jobs, and intentional development of the sector has a better chance of enhancing economic opportunity and wages while reducing negative impacts.

Cross cutting themes include innovation, alternative business models, value-added processing (which includes various types of manufacturing), and sustainable technology. Supporting entrepreneurs, micro- and smaller businesses is also central to the strategy. To build on the connection to place that is central to the CEDS, there is a focus on recreation, arts and conservation. Critical to all of these sectors is building and supporting the infrastructure to allow for business and industry expansion, which in turn supports more job opportunities.

Creating an Enabling Environment

Many issues around human needs arose during the process of developing the CEDS, including access to healthcare, homelessness, mental health issues, food insecurity, and substance abuse. While the CEDS does not directly address these challenges, it is important to recognize that these factors are

deeply connected to the economic health of the region. Income disparities as well as insufficient living wage jobs and economic opportunities contribute to these challenges; these challenges are closely intertwined with housing, childcare, education, workforce, and transit, and deeply affect the vibrancy of the economy and the well-being of individuals and the community overall.

CEDS Development Process

Content for the strategic direction was developed through a review of municipal, tribal, and other strategic and economic development plans from across the region; a survey of key stakeholders and rightsholders; a series of interviews and focus groups; and two in-person and three virtual community workshops. Together, these workshops engaged 42 people, with an additional 203 involved through the survey and 6 in interviews. Participants included local government, economic development, non-profit, industry, tribal, business, and community representatives. NODC received additional input from strategy committee members and NODC members who were unable to attend workshops.

Goal 1: A Diversified, Resilient Economy

Strengths:

Abundant natural resources (that support forestry, marine, agriculture, and fisheries sectors;

An extensive and historic port system that supports transportation, industry, local culture, and tourism;

A culture of innovation and forward-thinking leaders that generates solutions in areas such as agriculture, business, and forestry, energy, and manufacturing;

Significant market access to the I-5 corridor (built capital), which is within two to three hours of most of the region, and ports provide some connections to global markets;

Strong commitment to businesses in the form of businesses supporting each other, organizations supporting businesses, and locals supporting local businesses.

Weaknesses:

Limited industry transportation options and constrained access to the I-5 corridor, because the region is on a peninsula and road connections are limited;

Insufficient living wage job and business ownership opportunities in diverse sectors;

Inadequate access to skilled workforce; and

Insufficient broadband to support industry growth and innovation.

Opportunities:

Growing a culture of innovation around natural resource and environmental products and services, and branding the region to reflect this focus;

Value-added product innovation and development, particularly for small to mid-sized businesses, in the agriculture, forestry, fisheries, energy, manufacturing, and other sectors;

Cultivating entrepreneurs and growing small- to medium-sized businesses in natural resource and sustainability sectors;

Piloting new and innovative business models such as employee-owned enterprises, cooperatives, and other models that enhance ownership options.

Threats:

Loss of working forests and agriculture lands;

Extreme weather and natural disaster impacts that affect livelihoods (such as wildfires, flooding, droughts and heatwaves);

A large percent of the workforce near retirement age and few younger people to replace them;

Insufficient funding through grants and low-cost long-term financing for maintaining marine infrastructure and electrifying the waterfront to support industry.

A. THE REGION'S BLUE ECONOMY¹⁹

.....
"The focus should be on sustainable and maintainable infrastructure that adds to the Ports' resiliency, with resilience being broadly defined." – Workshop Attendee
.....

Strategies:

1. Proactively support regional economic development initiatives to expand the local marine trade and maritime employment base.
2. Invest in maintaining, upgrading, and expanding port infrastructure to support the current and future needs of the blue economy, encourage business and energy innovation, improve energy efficiency, and reduce ecological impacts.
3. Increase resilience of ports and working waterfronts to earthquakes, tsunamis, king tides, energy disruptions, and rising sea levels.
4. Increase the availability of technical assistance, access to capital and services to support maritime, fisheries, aquaculture, and related businesses at all lifecycle stages from new and beginning to retirement and succession.
5. Provide workforce training to new and existing workers in the sector to meet the current and future needs of employers

Key Partners: Ports, NODC, NW School of Wooden Boat Building, Northwest Maritime Center, Port Townsend Marine Trades Association, PNNL Marine and Coastal Research Laboratory, Peninsula College, Tribes, county Economic Development Councils, industry representatives, local government, Washington Maritime Blue, Craft3

Metrics:

- \$ invested in port infrastructure (grants, loans, reserves)
- # of workers trained through workforce programs related to the maritime sector
- % of jobs that pay a wage higher than the county average

¹⁹ The Blue Economy includes a wide range of economic activities related to oceans, seas and coasts, interlinking established and emerging sectors of the ocean economy to create growth opportunities in coastal regions. The Blue Economy is a vital part of the North Olympic Peninsula's current economy, with hundreds of small and mid-sized businesses generating thousands of high-paying jobs and over \$400 million in direct revenue annually. The Olympic Workforce Development Consortium's 2020-24 Integrated Workforce Plan lists jobs in the maritime trades as the number one high-wage, high demand sector for both Jefferson and Clallam Counties

B. AGRICULTURE & FOOD SYSTEMS

.....
"Develop a food resilience plan for the Olympic Peninsula." – Workshop Attendee
.....

Strategies:

1. Increase the availability of technical assistance, access to capital and services to support farmers and fishers at all stages from new and beginning to retirement and succession.
2. Develop a resilient regional food system by:
 - i) Improving affordability and accessibility of farmland to farmers from diverse backgrounds by investigating innovative land sharing models;
 - ii) Working with regional land trusts and other partners to conserve working agricultural lands;
 - iii) Exploring innovative small and medium scale solutions for value-adding, fish, and meat processing infrastructure; and
 - iv) Creating thriving local and regional markets for area food producers.
3. Support efforts to improve Tribal food sovereignty and access to First Foods.
4. Advocate for and work towards sustainable funding for programs that assist low-income and elderly residents in accessing locally-produced food.
5. Elevate the Peninsula as a leading agritourism region in the Pacific Northwest.

Key Partners: WSU Extension, NODC, Jefferson Land Trust, North Olympic Land Trust, County Conservation Districts, local governments, Jefferson Landworks Collaborative, Clallam AgWorks, Washington Farmland Trust, Eat Local First, Peninsula Food Coalition, food banks, farmers markets, Craft3, farmers associations

Metrics:

- # of farms, # of acres in farmland
- # of acres of conserved agricultural land
- \$ value of local food purchased by food banks, schools and institutions
- % of farms hiring labor

C. FORESTRY

.....
"Develop innovative uses and transportation for biomass and poor-quality wood."
"Wildfire resilience – YES! All forestry strategies should include recognition of this."
– Workshop Attendees
.....

Strategies:

1. Protect privately owned working forest lands.
2. Improve the health and wildfire resistance of forests across ownership categories.
3. Encourage innovative forestry approaches that expand economic opportunities.
4. Incentivize approaches that align with conservation and build resilience.
5. Support and invest in innovative product development and value-added processing in forestry businesses and value chains to expand living wage jobs for skilled workers.

6. Promote research and development of necessary infrastructure to support value adding and sustainability such as additional kilns and equipment for biomass utilization and thermal modification.
7. Promote understanding of the benefits of the forestry sector in the region.
8. Develop infrastructure and systems to connect forestry to maritime transportation.

Key Partners: Industry representatives, land trusts & community forests, Jefferson Timber Cooperative, NODC, Natural Resource Innovation Center, County Conservation Districts, Natural Resource Conservation Service, Olympic Natural Resource Center, WSU Extension, the 10,000 Years Institute, The Nature Conservancy, Tribes, Economic Development Councils

Metrics:

- # of initiatives that combine conservation with economic opportunity
- # acres of working forest protected from conversion to other uses
- Increase in infrastructure to support value added activities
- # of workers employed
- Median wage

D. INNOVATION ECONOMY

"Incorporate technical training into local high schools that will promote the growth of these green industries." – Workshop Attendee

Strategies:

1. Invest in piloting and scaling sustainable infrastructure such as local renewable energy generation options and electric vehicle infrastructure, in collaboration with the Pacific Northwest National Laboratory and other regional partners.
2. Support, expand, and incentivize sustainable industry efforts and opportunities across the region in maritime, manufacturing, agriculture, construction, forestry and other sectors.
3. Provide education in high schools and workforce training to new and existing workers in the sector to meet the current and future needs of employers

Key Partners: Pacific Northwest National Laboratory, Tribes, Ports, NODC, County EDCs, Peninsula College, Composite Recycling Technology Center, Natural Resources Innovation Center, Jefferson Timber Cooperative, State of Washington, CleanTech Association, industry that is already involved in recycling and manufacturing, Craft3, automobile dealers/industry

Metrics:

- # of sustainable infrastructure pilots and programs

E. TOURISM

.....
"The Olympic National Park, sport fishing, and hiking are the foundation for a growing tourism industry.... Combined with the cultural diversity and ferry access to Canada, [the NOP] has much to offer and much to gain from our natural resources" – Survey Respondent
.....

Strategies:

1. Support regional public-private collaboration to create a more consistent, sustainable, and vibrant year-round visitor economy, with an emphasis on increasing visitor spending in spring, fall, and winter.
2. Invest in recreation- and eco-tourism infrastructure such as the Olympic Discovery Trail and other trail systems.
3. Support tourism and recreation infrastructure and activities that highlight the region's natural, cultural, maritime, and historical amenities.
4. Prioritize culturally-appropriate visitor experience development at Tribal enterprises and venues such as the Makah Museum, 7 Cedars, Quileute Oceanside Resort, the upcoming Lower Elwha Hotel and Longhouse, Hoh eco-tourism, and Tribal entrepreneurial businesses.
5. Support development of an electric vehicle (EV) charging station network and EV maintenance facilities around the Olympic Peninsula and expansion of public transit to tourist attractions.
6. Support development of additional lodging options while restricting growth of short-term rentals..

Key Partners: Olympic National Forest, Olympic National Park, Olympic Coast National Marine Sanctuary, State Parks, State Forests, Olympic Peninsula Visitor Bureau, local and county governments, Chambers of Commerce, WSU Extension, NODC, County Economic Development Councils, recreation businesses, user groups, tribes, Black Ball Ferry, Olympic Peninsula Tourism Commission, County parks, lodging businesses

Metrics

- \$ invested in Infrastructure development for recreation tourism

F. BUSINESS GROWTH AND EXPANSION

.....
"Find and focus on products or solutions that benefit our region [and create] a circular economy including as many components as possible." – Workshop Attendee
.....

Strategies:

1. Increase the availability and accessibility of technical assistance, support and access to capital are available for businesses at all stages of growth from start-up through retirement and succession and for businesses of all sizes, including incubators/accelerators where there is need.
2. Increase the availability of local investment into local businesses and of innovative, flexible

investment vehicles by promoting Community Development Financial Institutions, investment clubs, business plan competitions and other models.

3. Encourage alternative business ownership models such as cooperatives, ESOPs, B-Corps, community-owned enterprises, and social ventures.
4. In alignment with the region's Recompete Plan, support businesses that pay greater than the annual average wage, particularly in the maritime, forest products, manufacturing and construction sectors.
5. Promote "Buy Local" campaigns to support locally-owned products and services.
6. Investigate shared-services models to provide HR, IT, accounting, and legal services to small businesses.

Key Partners: County Economic Development Councils, SBDC, NODC, WSU Extension, Center for Inclusive Entrepreneurship, Enterprise for Equity, Craft3, NDC, Business Impact NW, PTAC, Impact WA, Dept. of Commerce (Scale Up Program), local government, Tribes, Chambers of Commerce, LION, COIN, Pacific Northwest National Laboratories, The Nature Conservancy Accelerator Program

Metrics:

- # of business clients assisted by service providers
- Amount of new capital raised for local businesses

Goal 2: Opportunity and Prosperity for All

Strengths:

Exceptional skills, including machine, construction, timber, fishing, milling, metal-working and other operational skills that can be adapted to new sectors;

Strong entrepreneur and business support, and interest in models of business that encourage worker ownership.

Weaknesses:

Not enough living wage jobs, particularly for young people;

Limited career path opportunities;

An insufficient number of people in building trades and childcare;

A limited number of young and middle-aged workers;

Insufficient housing options and family amenities to attract and retain a broad range of workers; and

Limited educational opportunities that connect with living wage job opportunities in the region.

Opportunities:

Entrepreneurship and micro-enterprise development in a wide variety of sectors.

Explore and test social ventures and alternative business models such as ESOPs and cooperatives;

Develop internship and apprenticeship opportunities for young people in maritime, manufacturing, green energy, conservation, and other sectors.

Workforce development in electric vehicle infrastructure and other green economy and green infrastructure fields.

Development of housing with a focus on environmental sustainability, use of local materials, and as a vehicle for workforce development in trades;

Create pathways for building trade careers;

New business models for childcare; and

Attract and develop the childcare workforce.

Threats:

A loss of workforce and/or low quality of life for workers because of the cost of living, which is interrelated with a reliance on a low paid workforce in services jobs, a high level of income inequality, and insufficient housing. These factors and the lack of career opportunities for young people reinforce an imbalanced workforce largely near retirement age.

A. WORKFORCE & EDUCATION

"Identify occupations or skills that are consistently recruited from out of the region and create programs that grow them locally." – Workshop Attendee

Strategies:

1. In alignment with Recompete Plan, expand post-secondary education, applied training and other pathways for career development to place prime-age adults in high-wage, high-job-growth sectors such as marine trades, forest products, manufacturing and marine trades.
2. Support area Tribes in strengthening Tribal Employment Rights Ordinance (TERO) policies and programs and workforce training.
3. Strengthen and expand career-connected learning in area school systems to improve job opportunities for youth, including promoting dual-credit programs leading to certifications.
4. Foster demand-driven skill attainment aligned with current and future demand of industries through short-term training, certificate and degree programs; on-the-job training and apprenticeship programs; and paid and unpaid work experience.
5. Support reaching individuals in rural and remote areas with significant barriers to ensure equitable access to education, employment, and support services through targeted outreach and engagement.
6. In alignment with Recompete Plan, provide vouchers for childcare, transportation and other supports in order to remove barriers to accessing training and education programs.

Key Partners: City/county/state government, WorkSource, Peninsula College, NW School of Wooden Boat Building, NW Maritime Center, larger employers, school districts, trade unions/associations, tribes, WSU Extension, high schools, Recompete Coalition, Olympic Peninsula YMCA, Olympic Communities of Health

Metrics:

- # of graduates of certificate and degree programs
- # of new certificate and degree programs to meet emerging needs
- # of applied training programs and tailored skill trainings in partnership with local industry
- # grants or other incentives that support workforce development

B. MICROENTERPRISE DEVELOPMENT

.....

"How do we publicize the small businesses/services that are needed in the area so if someone wants to start a business, they can see where the opportunities are?"

– Workshop Attendee

.....

Strategies:

1. Ensure availability of expert coaching and mentoring.
2. Explore the creation of shared spaces and services including HR, IT, accounting, and legal.
3. Increase the availability of local investment vehicles and flexible capital aligned to the needs of microenterprises.
4. Encourage the establishment of maker spaces, small business incubators, and shared-use commercial kitchens.

Key Partners: Center for Inclusive Entrepreneurship, Enterprise for Equity, SBDC, NODC, NDC, Business Impact NW, SBDC, CIE, Craft3, local government, Tribes, LION, Community Biz, COIN)

Metrics:

- # of microenterprise business clients assisted.
- Amount of capital formed and investment identified into new microenterprise businesses

C. CHILDCARE

.....

"I questioned my sanity in buying a house here after realizing that I could not find childcare, and had to stop working at first, even though I had an MBA (meaning skills to provide and debt to pay off)." – Survey Respondent

.....

Strategies:

1. Provide support for development of new childcare centers and a variety of childcare business and microenterprise types to increase the number of childcare slots, particularly for children under five.
2. Develop and pilot innovative methods to attract, train and retain the childcare workforce, including pathways starting in high school.
3. Explore and disseminate options for employer-based childcare and family-friendly workplace policies.

Key Partners: OlyCAP, First Step for Families, childcare agencies (YMCA, Boys & Girls Club), William Shore Memorial Pool, local governments, Tribes, Jefferson Healthcare, Peninsula College, NW Cooperative Development Center, Center for Inclusive Entrepreneurship, county Economic Development Councils

Metrics:

- Increase in available childcare options
- # of people trained in childcare provision
- # of families served by childcare

D. HOUSING

.....
"A HUGE emphasis on affordable housing. If I could have selected this one six times, I would have. This is a huge issue for the region." – Survey Respondent

*"Economic development and job creation are tied to housing. Construction and trades are strong employers. Exploring what is hindering the development of local housing could unlock employment opportunities and value-added manufacturing using local forest products."
– Workshop Attendee*
.....

Strategies:

1. Align counties, cities, and public-private partnerships around strategies for affordable and workforce housing and explore a variety of housing solutions using zoning, regulation, taxes, developer incentives, and innovative capital funding.
2. Build the capacity and support needed for the nonprofit sector to engage in housing development using the full range of state, federal and private funding, and innovative development models.
3. Support development of multi-household dwellings and other housing affordable to the general workforce in areas close to shopping, employment, services, education and training facilities, and public transportation.
4. Build the capacity of families through education/strategies on home buying and budgeting to ensure families have the tools to successfully stay in their home by building family wealth.

Key Partners: Local governments, Tribes, Peninsula Housing Authority, OlyCap, Bayside Housing Services, Habitat for Humanity, Olympic Housing Trust, Sarge's Place, Serenity House, Dove House, Peninsula Behavioral Health, county economic development councils, North Peninsula Builders Association (NPBA), Housing Solutions Network, State of Washington, private sector builders, Makah Tribe/CRTC collaboration

Metrics:

- # of new housing units developed
- # of new affordable and workforce units developed
- # of new multi-family housing developed

E. HEALTHCARE

.....
Focus on recruitment of people who value living on the peninsula more than they value a King-County-level wage” – Workshop Attendee
.....

Strategies:

1. Work with area hospitals, medical centers and Tribal health clinics to ensure availability of and access to quality healthcare, including primary care, specialists, urgent and emergency services, throughout the region.
2. Develop innovative strategies to meet the workforce needs of the healthcare industry, including “grow your own” strategies beginning in high school.
3. Develop place-based recruitment efforts that highlight the lifestyle benefits of living on the Olympic Peninsula.
4. Support good mental health and resilience through supportive services and promotion of social connections.

Key Partners: Local governments, Tribes, Peninsula Behavioral Health, Jefferson Healthcare, Olympic Medical Center, North Olympic Healthcare Network, Peninsula College, school districts, Chambers of Commerce

Metrics:

- # of health care graduates from Peninsula College
- # of healthcare job vacancies

Goal 3: Strengthened and Sustainable Infrastructure

.....
“Taxpayers need to be willing to support building/improving infrastructure that permits affordable, middle-class, and working-class housing.” – Workshop Attendee
.....

Strengths:

Strong social networks and community organizations; capable transportation agencies and organizations that work together to use minimal resources to maximum effect.

Olympic Discovery Trail, a premier non-motorized touring trail that supports tourism, alternative transportation, and community health.

Weaknesses:

Deteriorating public infrastructure;

Insufficient housing;

Insufficient affordable broadband;

Limited and underutilized bike and public transit options;

Dependence on the state to properly maintain roads and bridges;

Inability of sewer and water system infrastructure to support housing densification;

Energy infrastructure and power requirements along with pricing are not competitive for industry; and

Insufficient childcare options.

Opportunities:

A focus on green infrastructure such as electric vehicle infrastructure, with unprecedented funding at state and federal levels for electric vehicle and other zero-emissions vehicle investments.

Better integration of local and regional plans.

Threats:

Effects of natural disasters and climate change on already fragile infrastructure;

Limited availability of funding for expensive rural infrastructure that has a low-density utilization rate;

Insufficient tax base to support investments that would attract multi-family housing developers;

Political polarization;

Lack of understanding, policies, and funding at federal and state levels in response to what is needed in rural communities; and

Capacity threats exist, in that it is challenging to find the organization(s) that are equipped to take the lead on some of these strategies, and there is currently limited collaboration and funding across silos.

A. WATER / WASTE WATER / STORM WATER

.....
"Wastewater and stormwater are one of the biggest impediments to development [on the NOP]." – Workshop Attendee
.....

Strategies:

1. Invest in maintenance, repair, and expansion to meet basic needs and increase resilience to extreme weather and natural disasters.
2. Develop and implement strategies to ensure sufficient urban services are in place to support future housing and business needs across a range of allowable densities, including water, sewer, transportation infrastructure, storm water, and emergency services.
3. Lower barriers to rural housing and business development by pursuing demonstration and pilot projects that document the safety and reliability of innovative technologies for water supply and wastewater treatment.
4. Invest in projects that improve the quality of stormwater runoff from public and large private properties, exemplify best practices, and facilitate compliance with complex permits.
5. Engage in long-range, cross-jurisdictional analysis and planning to inform future development and anticipate needs based on changing precipitation patterns.

Key Partners: City and county governments, county EDCs, NODC, Department of Ecology, Public Works Trust Fund

Metrics:

- \$ grant funding
- \$ low-cost long-term financing
- \$ invested in infrastructure and innovative infrastructure
- # of projects completed and # served by those projects

B. BROADBAND

.....
"Focus on the rural and remote need [for broadband] for economic capacity-building."

– Workshop Attendee
.....

Strategies:

1. Pursue broadband solutions that fit our rural, remote, and mountainous needs, including fiber-backed towers, to increase availability of broadband for economic capacity.
2. Support efforts to provide broadband access for all by encouraging internet service providers to participate in programs that subsidize costs for low-income households.
3. Support digital literacy efforts to improve access for all.

Key Partners: Local governments, Public Utility Districts, Broadband Action Teams, NODC, Internet Service Providers, State Broadband office, Economic Development Councils, Ports, Tribes

Metrics:

- Connectivity meets or exceeds WA State broadband goals
- # of new fiber-to-the-home connections
- % of households with available broadband services
- % of households accessing broadband services
- \$ grant funding and \$ low-cost long-term financing
- \$ invested in infrastructure

C. TRANSPORTATION

.....
"Make it really clear that public transit serves the workforce and make sure it fits their needs."

– Workshop Attendee
.....

Strategies:

1. Invest in maintenance and improvement of highway and road system for greater resilience, economic development, and housing construction.
2. Improve and expand public transit options to ensure the workforce can access jobs, including jobs outside a typical 9-5 workday, and all people can access basic necessities and other destinations.
3. Expand development of clean energy and electric vehicle infrastructure.
4. Increase the use of non-motorized transportation through development of more walkable and bikeable communities, including completion of the Olympic Discovery Trail.

5. Optimize use of marine and air options to enhance transportation effectiveness and resilience, especially to rural and remote parts of the peninsula.
6. Implement emergency planning related to transportation, to build in redundancy and prepare for natural disasters.
7. Enhance the North Olympic Peninsula's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment

Key Partners: Peninsula Regional Transportation Planning Organization (PRTPO), Jefferson and Clallam Transit, WSDOT, local governments, automobile dealers/industry, Tribes

Metrics:

- \$ invested in new infrastructure
- Increase in transit options
- # of electric vehicle charging stations
- Miles of trail development
- Investments in walkable and bikeable infrastructure

D. ENERGY

"Create energy resilience with microgrids and battery storage and redundant sources of power." – Workshop Attendee

Strategies:

1. Ensure that rural and remote communities, including the region's sovereign Tribes, have consistent, reliable energy.
2. Engage technical assistance in developing options for meeting energy needs, particularly of high single-use operations.
3. Leverage state and federal funding to 1) upgrade and expand energy systems, and 2) develop and support a local workforce to build, maintain, and repair these systems.
4. Promote development of clean energy production and cost competitiveness to become a comparative advantage for the region, including partnering on pilot programs to test alternative approaches.
5. Implement redundancy in critical systems and backup power sources to minimize service disruptions during outages or emergencies.
6. Develop additional local power generation, especially for west end communities, to reduce dependence on vulnerable transmission lines.

Key Partners: Pacific Northwest National Laboratories (PNNL), Public Utility Districts, Ports, Local Businesses, Tribes, manufacturing industry, emergency management planners, Bonneville Power Administration, State of Washington, energy workforce programs, EDCs, Chambers

Metrics:

- \$ of external dollars invested in energy infrastructure
- # of pilot projects
- Increase in renewable energy portfolio

Goal 4: Protected and Enhanced Cultural and Natural Assets

Strengths:

Natural beauty, including the Olympic National Park, that supports quality of life as well as the tourism industry;

The Olympic Discovery Trail supports mobility and sustainable transportation, while also offering tourism and recreational opportunities;

Strong support for a place-based economy with a commitment to growing and sustaining local businesses and local markets;

Limited impact of climate change, since the region is predicted to be less affected by climate change than most;

Conservation organizations, such as regional and local land trusts and conservation focused nonprofits, that are leaders in environmental protection and restoration;

A unique artisan culture underpinned by the Northwest School of Wooden Boat Building and the Port Townsend School of Woodworking.

Weaknesses:

Limited educational, internship and job opportunities in the conservation sector;

Challenges valuing natural resources in a way that supports conservation activities.

Opportunities:

Building on the presence of the Olympic National Park and Olympic Discovery Trail: Small communities around those assets can leverage their proximity to help realize aspirations related to transportation, infrastructure, and business opportunity;

Economic opportunities related to conservation, including carbon sequestration, and jobs and internships in conservation;

Economic opportunities related to arts and culture, and building thriving downtowns.

Threats:

Negative impact and loss of natural environments due to unmanaged growth, tourism, and recreation activity;

Climate change impacts on natural environments (marine, fresh water, forest, agriculture, and park land);

Climate immigration that increases rate of growth.

A. NATURAL ENVIRONMENT

.....
"The area is a place of beauty to be appreciated and provides lots of outdoor opportunities in the Olympic National Park and many other state parks." – Survey Respondent

"Create value-added opportunities to create more revenue/jobs from the same/less extraction of natural resources." – Workshop Attendee

"We moved here not for a job, but because of its access to the mountains and sea, specifically around the park." – Survey Respondent
.....

Natural Environment Conservation

Strategies:

1. Preserve working agricultural and forest lands from conversion to other uses.
2. Create educational opportunities, internships, certifications, and training in restoration, conservation, and traditional stewardship practices, particularly for youth.
3. Explore and support incentives for resilient management of working forests/ocean/ag land.
4. Support initiatives to restore and protect critical local ecosystems, including watershed areas, and encourage public-private collaboration for long-term environmental protection.
5. Protect and enhance the natural resources in the usual and accustomed areas of sovereign Tribes on the Olympic Peninsula, including supporting Tribal fish hatcheries.
6. Encourage economic development that sustains natural resources and open spaces, protects environmental quality, encourages non-motorized recreation and transportation, and enhances the North Olympic Peninsula's overall quality of life.

Key Partners: Land trusts, Tribes, local governments, County Conservation Districts, National Park, National Forest Service, Washington Department of Natural Resources, Timber industry and other natural resource businesses, Land owners, WSU Extension, 10,000 Years Institute, Strait ERN

Metrics:

- # of new programs in restoration and conservation
- # of acres of agricultural and forest land preserved/conserved

Outdoor Recreation

Strategies:

1. Collaborate across the tourism and outdoor recreation sector to inventory assets; identify gaps and opportunities; develop a shared recreation and recreation-tourism plan; and explore shared services to provide year-round jobs with benefits for the region.
2. Support new businesses and infrastructure within the sector such as eco-tourism, cultural tourism, e-bikes, gear manufacturing, outdoor wellness experiences, etc.
3. Support the development of coordinated marketing and promotion efforts to brand the Olympic Peninsula as a premier recreational- and eco-tourism destination.
4. Complete the Olympic Discovery Trail, expand other trail systems and develop bicycle infrastructure linking communities to trails.
5. Promote, support, and diversify small business development, especially in communities

located along the Discovery Trail to capitalize on critical mass of economic activity.

6. Develop day-trip and weekend itineraries to direct tourists to natural areas and local businesses, including itineraries using public transit.

Key Partners: Local governments, Tribes, County Conservation Districts, National Park, National Forest Service, Department of Natural Resources, WSU Extension, Blackball Ferry, Tourism Businesses, Cyclists, Olympic Peninsula Visitor Bureau, the Olympic Peninsula Tourism Commission, State Parks and County Parks.

Metrics:

- # of new marketing/promotion efforts
- \$ invested in Infrastructure development for recreation tourism
- # of miles and # of continuous miles of trails completed

B. PLACEMAKING

.....
"Many events are sort of pop-up with just a few people getting together to make amazing events happen, without relying on an entity to host. People here make things happen, and it's a good sign of a thriving community." – Survey Respondent
.....

Strategies:

1. Encourage collaboration among arts and culture organizations, possibly including local and regional branding to market artisan culture and learning opportunities.
2. Identify and promote opportunities for technical assistance, support and access to capital for art and artisan businesses, including those in the creative arts and connected to Tribes.
3. Support downtown districts, creative districts, Maritime Washington National Heritage Area, and Main Street organizations to develop and implement plans for creating vibrant, walkable downtowns, mixed-use districts, and working waterfronts.
4. Engage community members and arts organizations in planning and decision-making around placemaking and community development.
5. Expand collaboration between Tribal communities, local governments and other organizations to protect and improve natural and cultural resources for Tribal citizens and to support development of Tribal arts, culture, heritage, and culinary experiences for the community at large.

Key Partners: Arts/culture organizations, county Economic Development Councils, WSU Extension, Tribes, Schools, Colleges, County/local governments, Main Street organizations, Downtown organizations, business associations, Chambers of Commerce, community foundations, Creative districts, Historical societies, Museums, Racial Justice Collective, Northwest School of Wooden Boatbuilding, Northwest Maritime Center.

Metrics:

- # of new public arts projects

Evaluation Framework

Measuring progress is critical to evaluating the success of different strategies and actions in improving the economy of the region over the next five years. The COVID pandemic demonstrated how quickly the economic world can change. Without reflection and adaptation, these strategies may not meet the community's economic needs. The following methods will be used for evaluation:

1. Annual review of progress on action strategies with modifications made as necessary. We will rely on the results of the reviews described below to assess the success of the action strategies and make changes as required by changing circumstances.
2. Tracking and review of metrics identified in each strategy section. We will track metrics through press releases in local newspapers and partner newsletters; funding agency grant announcements; census and other government data sources; presentations to the NODC monthly member meetings; and formal and informal surveys of relevant partners.
3. Tracking and review of Recompete metrics, including job creation, workforce training and job placement. These metrics are being collected by project leads and sub-awardees under the Recompete grant on a quarterly basis. Clallam County, as the lead applicant, is collecting and collating data from all projects and will be able to provide metrics on a regular basis. While these data will only cover residents between the ages of 25 and 54, success in closing the prime age employment gap will be a good proxy for other economic successes.
4. Tracking and review of overall economic measures for the region, including:
 - Unemployment rates in each county as compared to state and national rates
 - Median household income
 - Average wage
 - Poverty rates by census tract

Appendices

Appendix A: Strategy Committee Members

Bill Dowling	Olympic Workforce Development Council
Hawk Grinnell	Jamestown S'Klallam Economic Development Authority
Maria Lopez	Hoh Tribal Council
Cynthia Toop	Hoh Tribe
Heidi Eisenhour	Jefferson County Commissioner
Mike French	Clallam County Commissioner
Darrell Jenkins	1st Security Bank
Clea Rome	WSU Clallam County Extension
Caleb McMahon	Port of Port Angeles
Drew Schwab	Port Angeles City Council

Appendix B: NODC Board and Staff

NODC BOARD

Mark Ozias
Clallam County
President

Heather Dudley-Nollette
Jefferson County
Vice President

John Mauro
City of Port Townsend
Treasurer

Navarra Carr
City of Port Angeles
Secretary

Nicole Gauthier
Jefferson Transit

Ricky Johnson
Jamestown S'Klallam Tribe

Eron Berg
Port of Port Townsend

Phyllis Bernard
Clallam PUD

Paul Jarkiewicz
Port of Port Angeles

NODC STAFF

Karen Affeld
Executive Director

Gwyn Bachtle
Recompete Program Manager

Angela Glore
Community Development Program Director

Amy Nash
Administration and Finance Coordinator

Appendix C: NODC Members

10,000 Years Institute

1st Security Bank

Center for Inclusive Entrepreneurship

City of Forks

City of Port Angeles

City of Port Townsend

City of Sequim

Clallam County

Clallam County EDC

Clallam County PUD

Clallam Transit

Craft3

EDC Team Jefferson

First Fed Bank

Habitat for Humanity of Clallam County

Jamestown S'Klallam Tribe

Jefferson Community Foundation

Jefferson County

Jefferson County PUD

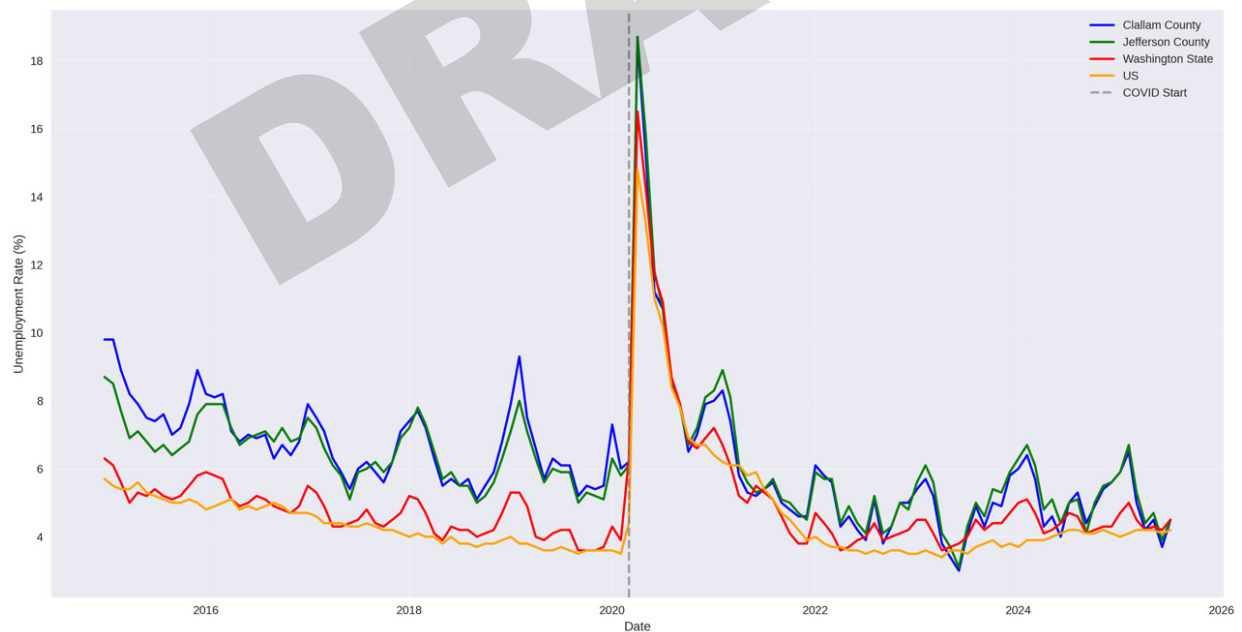
Jefferson Healthcare

Jefferson Land Trust

Lower Elwha Klallam Tribe
North Olympic Land Trust
Northwest Maritime Center
Northwest School of Wooden Boatbuilding
Pacific Northwest National Laboratory
Peninsula College
Port Angeles Business Association
Port of Port Angeles
Port of Port Townsend
Sequim Dungeness Valley Chamber of Commerce
The Food Co-op of Port Townsend
WSU Clallam County Extension

Appendix D: Data Charts & Graphs

Unemployment Rate Trends (Last 10 Years)



Appendix E: North Olympic Peninsula Economic Recovery and Resilience Planning Survey Questions

Strengths (Assets)

What are the greatest assets and characteristics of the North Olympic Peninsula?

- Sense of community pride
- Small town and rural feel
- Strong social networks
- Sense of independence and self-determination of residents
- Community groups/organizations: churches, service, nonprofits, etc.
- Strong Indigenous presence
- Outdoor recreation opportunities
- Olympic National Park
- Agricultural focus of the region
- Forestry focus of the region
- Maritime focus of the region
- Post-secondary educational opportunities (colleges and trade schools) in the region
- Healthcare facilities
- Public transit
- Bike transit
- The cultural diversity of the region
- Existing level of law enforcement and public safety
- The cost of living
- Arts and cultural opportunities
- Strong small business community
- Buy local movement
- Thriving downtowns
- Festivals and events
- History and cultural heritage
- Innovation
- Other

Weaknesses

What do you think most needs to be changed or improved in the North Olympic Peninsula region?

- Housing availability and affordability
- Childcare availability
- Infrastructure – sewer and water
- Infrastructure – roads
- Infrastructure – schools
- Green infrastructure (electric vehicle charging stations, renewable energy, energy efficiency, waste management)
- Industrial infrastructure and sites
- Public transit (bus, ferry) and bike transit
- Commercial space and property improvement
- Access to capital
- Broadband services
- Educational opportunities
- Poverty and food security
- Homelessness
- Addressing substance abuse
- Greater resiliency to natural disasters
- Career pathway opportunities
- Work opportunities for young people
- Availability of living wage jobs
- High dependency on Medicare/Medicaid
- Geographic isolation
- Lack of inclusivity
- Equitable economic opportunities
- Too much focus on producing raw materials instead of finished products of greater value
- Increase manufacturing diversity
- Strengthen regional partnerships between counties, cities, tribes, and non-profits
- Other

Opportunities

Based on these assets, what do you see as the most promising opportunities in the region?

- Tourism (shoulder seasons; higher-wage sectors; ecotourism; recreation tourism, etc.)
- Agriculture and food processing development
- Forestry sector development
- Maritime sector development
- Manufacturing
- Value added product development
- Real estate property development
- Attracting remote workers
- Industry diversity and supply chains
- Regional workforce development (including apprenticeships, internships, work-based learning, and succession planning)
- Housing policy and development (such as affordable housing, senior housing, workforce housing, upgrades to existing housing, etc.)
- Encouraging young people to stay in the region
- Investing in family-friendly communities and amenities
- Expanding educational opportunities
- Cultivating entrepreneurs and small businesses
- Community involvement in investing and mentorship
- Development of green technologies
- Development of blue (maritime) technologies
- Other

Threats

What do you see as potential threats to the long-term resilience of the regional economy?

(Community resilience is the sustained ability of communities to withstand adversity, adapt to change, and evolve new systems in the face of change.)

- Non-climate change related natural disasters (earthquakes, tsunamis)
- Natural disasters due to extreme weather (drought and reduced water flow; forest fires; increasing storm severity)
- Lack of broadband access
- Aging demographics
- Loss of workforce to nearby urban areas
- Growth of outside online retail
- Regulatory mandates
- Federal and state budget limitations
- Another recession
- Loss of major employers
- Marine transportation dependence on fossil fuels
- Disruption of ferry and bridge access
- Timber industry restrictions
- Lack of affordable housing/housing stock
- Water quality mandates
- Non-predictability of state and federal funding opportunities
- Political division
- Acidification effects on shellfish industry
- Lack of opportunities for youth
- Crime
- Dependence on resources produced outside region (food, fuel, manufacturing/industrial inputs, etc.)
- Lack of major industrial sector
- Other

Appendix F: Links to other economic development reports

NODC 2020 CEDS

<https://www.noprce.org/copy-of-comprehensive-economic-development-strategy>

Clallam County Comprehensive Plan – Economic Development (draft 2025 update)

<https://www.cityofpa.us/DocumentCenter/View/16984/03-Economic-Development---Draft-20250530-BB>

Clallam Economic Development Council 5 Year Plan (2023)

<https://www.clallam.org/5-year-plan>

Clallam PUD Strategic Plan

<https://www.clallampud.net/about-us/financials-plans/strategic-plan/>

City of Forks 2016-2035 Comprehensive Plan

<https://forkswashington.org/wp-content/uploads/2019/09/2019-2039-Forks-Comprehensive-Plan-FINALv2.1a.pdf>

City of Port Angeles Comprehensive Plan (draft 2025 update)

<https://cityofpa.us/937/Vision-2045-Comprehensive-Plan-Periodic>

Port of Port Angeles Waterfront ODT Plan, Housing Plan, Financial Plan

<https://www.cityofpa.us/145/Current-Projects-and-Plans>

Port of Port Angeles Comprehensive Scheme of Harbor Improvements

<http://www.portofpa.com/DocumentCenter/View/429>

Port of Port Angeles 2025-2026 Strategic Plan

<https://portofpa.com/wp-content/uploads/2024/11/2025-2026-Strategic-Goals-Port-of-PA-11.04.2024-r8.pdf>

Port of Port Angeles Analysis of the Wild Olympics Economic Impacts & Opportunities

<https://www.portofpa.com/DocumentCenter/View/20/Analysis-of-the-Wild-Olympics?bidId=>

City of Sequim 2016 Tourism Marketing Plan

<http://wa-sequim.civicplus.com/DocumentCenter/View/7948>

City of Sequim 2017 – 2022 Capital Improvement Plan

<http://www.sequimwa.gov/DocumentCenter/View/8397>

Jefferson County Comprehensive Plan – Economic Development

<https://www.co.jefferson.wa.us/578/Jefferson-County-Comprehensive-Plan> <https://www.co.jefferson.wa.us/578/Jefferson-County-Comprehensive-Plan>

2018 with amendments

City of Port Townsend Howard Street Corridor Economic Feasibility Study

<https://static1.squarespace.com/static/5674414c9cadb6ac8da46f0b/t/57e0628a29687f1cc763f2cf/1474323127386/Feasibility+Study+%28Final+1-30-15%29.pdf>

City of Port Townsend Draft 2025 Comprehensive Plan Update

(Not yet available online)

City of Port Townsend 2024 Strategic Workplan

https://cityofpt.us/sites/default/files/fileattachments/administration/page/7368/2024_strategic_workplan.pdf

Port of Port Townsend 2025-2030 Strategic Plan

<https://portofpt.com/wp-content/uploads/2025-StrategicPlanUpdate.032525.pdf>

Marine Trades of Jefferson County Economic Impact Study

<http://ptmta.org/wp/economic-impact>

Olympic Workforce Development Council 4 Year Strategic Plan (2024)

Washington State Maritime Sector Economic Impact Study

https://www.maritimefederation.com/uploads/2/9/9/6/29962189/cai.wmf.maritime_cluster_study_2017_update.2017_0413.pdf

Port Angeles Chamber of Commerce ELEVATE PA 2026 Kickoff Survey

<https://chambermaster.blob.core.windows.net/userfiles/UserFiles/chambers/886/CMS/VISIONING-WORKSHOP-ANNOUNCEMENT.pdf>

Jamestown S’Klallam Tribe

https://jamestowntribe.org/wp-content/uploads/2018/05/Comprehensive_Plan_Revised_in_2016_Final.pdf

The Economic Impact of Jefferson County Marine Trades – 2018

<http://ptmta.org/wp/wp-content/uploads/2018/05/2018-Jefferson-County-Marine-Trades-Impact-Report.pdf>