

Economy

A sustainable economy requires collaboration, commitment, and integration among many Thurston Region partners. Economic opportunity cannot outweigh our responsibility to protect people and preserve healthy ecosystems. At the same time, we must recognize that the health of our social infrastructure and natural environment are tied to economic vitality.



In early 2011, the Thurston Economic Development Council (EDC) recruited representatives from local governments, nonprofits, and small and large businesses operating in diverse employment sectors to serve on the Sustainable Thurston project's Blue Ribbon Panel for a Sustainable Economy. The panel — diverse in opinion and experience — conducted a detailed Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis of the Thurston Region that



formed the backbone of a November 2011 sustainable economy white paper. The panel also recommended actions in six broad categories: Coordinated & Efficient Governance; Sector Diversity; Innovation Climate; Physical Infrastructure; Adequate Employment Land Supply; and, Progressive Education System. The goals and actions below underscore that a sustainable community places equal emphasis on people, planet, and profit — the so-called “triple bottom line.”

The EDC and its panel drafted a Sustainable Economy Strategy white paper as a companion to *Creating Places, Preserving Spaces — A Sustainable Development Plan for the Thurston Region*. This regional implementation strategy identifies multiple levels of critical participation and includes economic and community development partners. The strategy also recognizes the unique strengths of both public- and private-sector Thurston Region leaders who must come together to support the economic activity that will create a sustainable economy. Supplementary Sustainable Thurston documents, including the strategy paper and white paper, are available at www.sustainablethurston.org.



Sustainable Thurston Foundational Principles & Policies related to the economy:

- Create an economy that is diverse, can adapt to changing conditions, take advantage of new opportunities, and that supports creativity, arts and culture;
- Acknowledge and seeking opportunities to engage with regional economic drivers such as state government, the Port of Olympia, and Joint Base Lewis-McCord;
- Build a vital economy by offering opportunities for education and entrepreneurial endeavors;
- Provide opportunities for a range of business types to succeed;
- Emphasize polices that support locally owned businesses including home-based, entrepreneurial, and nonprofit businesses and organizations;
- Nurture urban and rural agricultural, and food-oriented businesses, and protecting resource lands; and,
- Connect economic health with personal health and well-being, and with the advancement of environmental health.
- Add incentives for business to demonstrate their environmental sustainability including reduction in greenhouse gas emissions.

Coordinated & Efficient Governance

By presenting a clear vision and cooperating on cross-jurisdictional implementation strategies, the Thurston Region can attract investment and resources that meet the needs of its residents. The region consists of seven municipal governments, a county government, and two tribal governments. Three municipalities in our urban core have taken a regional approach to protecting natural systems and integrating infrastructure systems, without losing their unique local identities. A coordinated and collaborative approach to economic development strategies, initiatives, and efforts would build long-term strength, and attract and retain businesses and jobs.

Challenges & Opportunities

Ever-changing planning regulations and permitting processes discourage investors and employers. Establishing consistent rules, to the extent feasible, would help align development with community values, facilitating the investment we need to provide jobs and generate revenue.

The region has created a number of first-class regional governance and operational structures that support quality of life — and, in turn, economic development. Examples include the LOTT Clean Water

Alliance (comprised of Lacey, Olympia, Tumwater, and Thurston County), Thurston Regional Planning Council (TRPC), and Intercity Transit. However, additional regional collaboration may be required to continue providing high levels of service in other areas, especially within the tri-city urban core.

Looking at the bigger picture, the Thurston Region does not yet have a clear vision to show where we're headed, how we plan to get there, and who will be involved on an organizational partner level. In addition to addressing strategies for economic vitality, the regional vision should address social services, environmental preservation, housing, and other critical components of "great places." Sustainable Thurston represents a positive first step in that direction.

The goals and supporting actions that follow at the end of the chapter can help the region achieve its economic goals and broader sustainable development vision.

Goal EC-1: Coordinate economic development efforts to attract and retain businesses and jobs.

Sustainability Outcomes

Coordinated and efficient governance for the community's residents and businesses yields benefits for both. If jurisdictions regulate businesses in a consistent and even-handed manner, they will flourish and prosper. Successful businesses will increase hiring, as well as provide additional taxes to the community for the development and maintenance of public infrastructure and recreation areas (e.g., parks, swimming pools, playgrounds, and fields). Everyone benefits from coordinated and efficient governance.

Sector Diversity

For many decades, the Thurston Region's economy has been linked with the budget of Washington State — as both an employer and a supplier of contractually-based economic activities. Historically, this kept our unemployment rate several points below the statewide average. Government wages earned in the Thurston Region continue to represent approximately 45-50 percent of total wages. With recent declines in state government, the region has worked to expand economic diversity. A diverse economy builds community "immunity"

— albeit, not completely — against recessionary forces and builds capacity for growing household incomes that supports a larger, more vibrant community. In the years ahead, the region can focus attention and investment in targeted industry clusters to increase local employment, stem imports, and increase the amount of revenue collected and reinvested regionally. It can also take advantage of unique opportunities, including partnerships with regional neighbors, Joint Base Lewis-McChord, and emerging businesses in the health, science, and technology fields.

Courting the 'Creative Class'

The term "creative class," coined by economist and social scientist Richard Florida, refers to people whose economic function is simply to create new ideas, products, and services. Members of the creative class do a wide range of work in a wide variety of industries — from technology to entertainment, journalism to finance, high-end manufacturing to the arts — Florida wrote in an influential article and book more than a decade ago.¹

They share an ethos that values merit, creativity, individuality, and difference. The key to economic growth lay not just in the ability to attract the creative class, Florida underscored, but to translate it into economic outcomes in the form of new ideas, high-tech businesses, and regional growth.

¹ Florida, Richard. "The Rise of the Creative Class: Why cities without gays and rock bands are losing the economic development race." *Washington Monthly*. May 2002.

Mustering Clusters with Staying Power

The Pacific Mountain Workforce Development Council recently commissioned a study to determine and measure the impact of leading industry clusters within the service region encompassing Grays Harbor, Lewis, Mason, Pacific, and Thurston counties. Clusters were isolated through a rigorous analysis of regional wages, sales, imports and exports, location quotients, and other factors. The resulting Targeted Cluster Identification & Strategic Alignment study (EMSI, J Roberson and Company) outlines a series of data-driven strategies designed to strengthen those core industries and capitalize on economic opportunities within their associated supply chains.

Identified clusters include: Food Manufacturing; Wood Products Manufacturing; Life Sciences; Chemical Products Manufacturing; IT/Telecommunication; and, Tourism/Recreation. The partners can track economic conditions through real-time access to key indicator data, including current/future workforce capacity and demand, changes in wages, growing/declining presence of select occupations and industry types, and import-export ratios. Using custom software, economic development practitioners and training/education planners can pinpoint key trends and respond to emerging opportunities.

Case Example: *Annually, between now and 2016, as many as 6,000 military personnel will likely separate from service at Joint Base Lewis-McChord (JBLM). Workforce and economic development partners in Thurston County are actively determining what percentage of those service members intend to remain in our region and how they might fit into our local workforce. We have compared the military occupation specialties for the first wave of separating service members to civilian occupation codes. We can then compare the number of people trained or experienced in certain occupations with on-the-ground labor demand. We are doing this in two ways: first, by surveying local employers for immediate job openings; and second, by looking at longer-term employment demand forecasts using industry cluster data. At some point, the partners could also choose to identify specific industry development opportunities based on the cluster analysis, and proactively market JBLM and regional labor pools to companies in those selected sectors.*

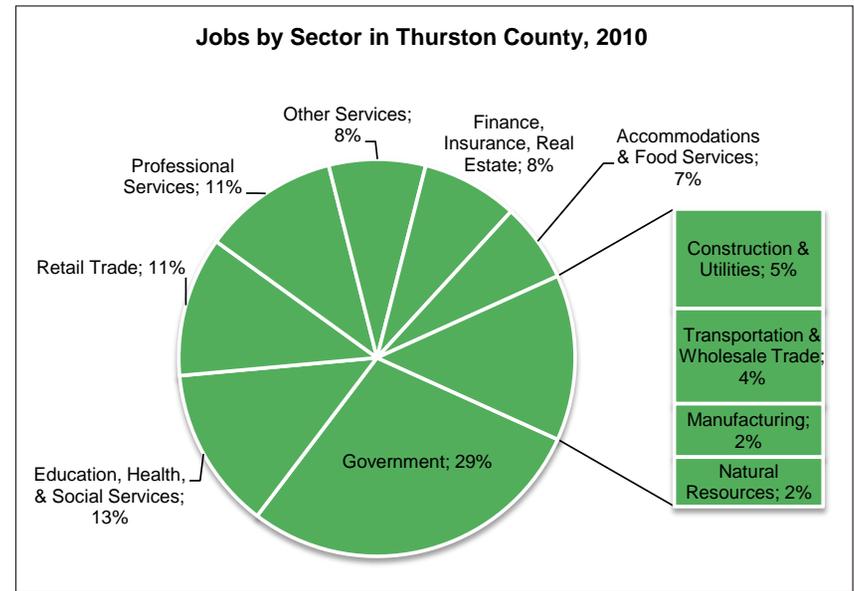
Primary Pacific Mountain Industry Cluster Partners: Pacific Mountain WDC; Lewis Co. EDC; Mason Co. EDC; Pacific Co. EDC; Thurston EDC; Greater Grays Harbor Inc.; Centralia Community College; Grays Harbor Community College; Olympic College; and, South Puget Sound Community College.

Challenges & Opportunities

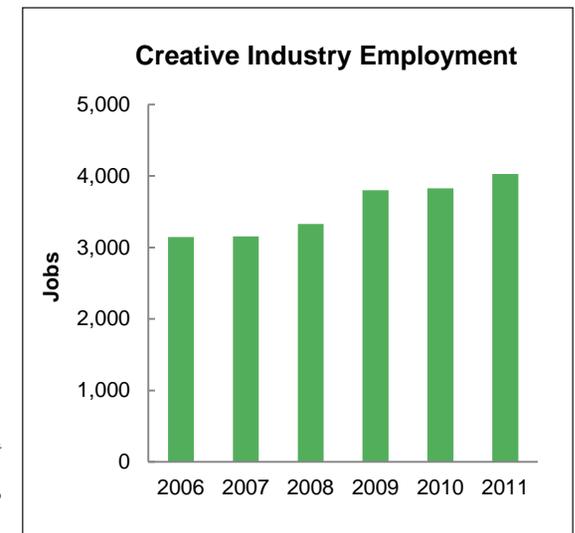
Local economic sectors outside of state government have gained an increasing share of employment over the last 10 years, although at a relatively slow pace. The health care sector continues to be the largest private-sector employer in both wages and number of individuals employed. These jobs generally pay at the higher end of the wage spectrum. Retail — the next-largest sector employer — usually consists of lower-wage jobs.

Manufacturing has declined as a percentage of local employment and revenue, although several recent success stories indicate a potential resurgence. This is important because manufacturing provides a variety of jobs at all wage levels and helps to make a community a net importer of capital.

The region maintains a relatively high number of employees who are paid to think and solve problems — the so-called “creative class” (See sidebar, pg. 88). State government, and jobs that directly support state government, employ the majority of these individuals. The growing arts sector still represents a relatively small percentage of overall employment.



Jobs by Sector in Thurston County, 2010. Source: Bureau of Economic Analysis.



Between 2006 and 2011, creative sector employment grew by 900 jobs, about 200 of which were added in 2011 despite the reduction in State employment. Source: WESTAF, EMSI – Complete Employment 2012 courtesy Economic Development Council.

Goal EC-2: Foster industry clusters to create jobs, and increase revenue circulation locally.

Sustainability Outcomes

By definition, a sustainable economy is one that contains a variety of jobs and businesses. If we want to see our region retain its educated and trained young people, we need to focus on supporting existing community core sectors or being open to new business expansion. Through this strategy, we can supply a variety of jobs to our residents. By offering a variety of job sectors, our community prosperity will not only stabilize, but it will also improve through increased employment, with corresponding improved tax collections from both residents and businesses.

“B”-ing a Better Corporate Citizen

Start a community garden. Open a neighborhood tool library. Carpool. There are plenty of ways residents can become sustainability leaders, but what about companies? How can businesses balance people, planet, and profit and spur other companies to follow? Enter the B Corporation concept. In less than a decade, the Pennsylvania-based nonprofit B Lab has certified almost 800 companies from 27 countries and 60 industries as B Corps. The firms — which range from the outdoor apparel-maker Patagonia Inc. to Seattle’s A&R Solar — meet rigorous standards of social and environmental performance, accountability, and transparency. Each company must earn 80 out of 200 points on what’s known as the B Impact Assessment, which measures impacts on stakeholders. The assessment varies depending on the company’s size, sector, and location of primary operation. Once B Lab reviews the assessment and supporting documentation, the company may use its certification as a green marketing tool. To learn more about B Corps, visit www.bcorporation.net.

Innovation Culture

Innovation, entrepreneurship, and sustainability are essential components of wealth creation. Growth of industries in any sector depends on the ability to create new products and processes, start up new lines of business or methods of distribution, and offer items and solutions that are environmentally friendly in design and implementation. The Thurston Region can attract and grow economic vitality by offering support for young innovators, becoming an early adopter of new technologies and operational systems, and fostering a cultural shift that encourages a spirit of entrepreneurship.

Challenges & Opportunities

The region's well-established network supports entrepreneurs and start-up businesses. These resources can be found at the Thurston County Chamber of Commerce small business incubator, EDC's Business Resource Center (technical assistance), Enterprise for Equity (advocacy, curriculum, and micro-fund), and the Olympia-Lacey-Tumwater Visitor & Convention Bureau (technical assistance and joint marketing for tourism-based business), to name a few. In addition, the South Puget Sound Community College Small Business Development Center (technical assistance for established business), and four-year higher-education institutions offer training for managers and entrepreneurs. The Thurston County Asset-Building Coalition provides training and resources to emerging

entrepreneurs, while New Market Skills Center's array of vocational training programs is the envy of the region. Unfortunately, these organizations face a challenge in that they rely on highly leveraged fiscal resources. While private-sector support has been strong, public-sector investment has been inconsistent. As a result, successful service programs lack sustainability.

While no formalized technology-transfer program currently exists at the higher-education institutions, local leaders have expressed considerable interest in the potential value such programs could create. Desirable factors include leveraging local institutions, creating home-grown enterprises, and using private-sector expertise to bring research products to market.

While the region is making strides in creating vital urban places, it lags behind other major metropolitan areas. Puget Sound and nearby natural amenities clearly create a draw, and the range and quality of local arts and entertainment continues to evolve. However, we do not yet have the highest-caliber or quantity of 18-hour destinations — "third places" where people can convene outside of work and home — found in nearby peer communities (Tacoma, Seattle, Kent, Portland). We also lack a vital "innovation culture," where highly skilled, creative-class professionals can come together and find encouragement and capital to develop new ideas and products.

Goal EC-3: Create an innovation culture to encourage entrepreneurship.

Sustainability Outcomes

What does it mean to create and support innovation? While creating “innovation” in a person may be problematic, we do know that innovative and creative people share similar expectations about where they choose to live and work. Therefore, taking the right tangible steps to create an innovative environment can help create community wealth. Many people enjoy the natural environment, but innovative and creative people also seek out the built environment. This includes opportunities to live in activity centers close to amenities such as Olympia's Percival Landing with its walkway and businesses. Support of the arts in the region also will help attract an innovation culture adjacent to the boardwalk and support local artists. Financial support of innovation carries risks, but our region will prosper if it can support the ventures of those individuals with an inclination to create.

Sustainability Activities Already Underway Turning a Good Idea Into a Great Company

South Puget Sound Community College (SPSCC) and the Thurston Economic Development Council (EDC) have entered into a collaborative agreement to establish an entrepreneurial center at the future Rowe Six campus of SPSCC on Sixth Avenue in downtown Lacey. As part of its expansion, SPSCC will move the functions of its entire Hawks Prairie Campus to the new site, which consists of five existing office buildings totaling 100,000 square feet. In addition, the Thurston EDC will also move its entire operations to the campus, allowing both organizations to capitalize on the strengths of the other to ensure that the highest-quality business resources are provided to Thurston County.

The concept for this collaboration is the outgrowth of conversations that executive staff at SPSCC and Thurston EDC — along with partner organizations City of Lacey, Thurston Chamber of Commerce, Saint Martin's University, and leaders at Joint Base Lewis-McChord — have had on how to best move forward as a community to support industry cluster development and entrepreneurial growth. The EDC and SPSCC have complimentary long-term objectives to visualize a model for sustainable regional economic development, and they are actively envisioning the scope of the new facility and its offerings.

SPSCC plans to develop academic programs that would support the entrepreneurial and innovation center. The Thurston EDC will provide high-value services to the business community, including business counseling, government contracting, and a variety of business-development resources to continue efforts to recruit, retain, and expand market opportunities for businesses and entrepreneurs throughout the region.

The college is embarking on an \$8 million renovation of the first building on the Rowe Six property. The renovation of the 50,000-square-foot structure is slated to be complete by the end of 2014, with both organizations moving into the space soon thereafter.

Physical Infrastructure

Historically, the region's economy has relied heavily on infrastructure to generate and support economic activity. Essential infrastructure components for a sustainable economy include housing, roads/bridges, utilities (water/sewer/electricity), rail, port facilities, and fiber telecommunications. Infrastructure will be no less important in the future. The region should proactively plan for, fund, and implement infrastructure improvements that stimulate investment, facilitate the movement of goods and services, and reduce our dependence on natural resources and our carbon footprint. With adequate infrastructure and strategic investment in our employment base, we can reduce the number of vehicle trips people take out of the community to work, facilitate economic investment, and capture additional revenues to fund essential services.

Challenges & Opportunities

Our region fared better than many comparable communities in the Pacific Northwest during the recent recession. The metropolitan planning organization — TRPC — has an excellent track record of building consensus on regional transportation infrastructure funding priorities. In an era where traditional transportation funding sources have become scarce, regions like ours that have identified priorities score higher than those that have not prioritized or created consensus.

There is continued concern that, although there is a strong telecommunications framework throughout the region, some necessary connections are still not available for private-sector business.

The Port of Olympia is important to long-range economic diversification, because it increasingly serves as an economic engine for the entire South Puget Sound region. A countywide district, the Port serves communities beyond the core urban area and provides a crucial link to international markets dependent upon deep-water access. This access needs to be maintained and supported.

Other utility infrastructure, such as power lines, telecommunications, and natural gas, are vital to the economic sustainability strategies of job retention and innovation support. Without these elements, sustaining economic activity would be difficult. We should strongly support the growth of infrastructure elements.

Goal EC-4: Provide robust infrastructure to support economic development.

Sustainability Outcomes

The support and maintenance of a strong physical infrastructure helps our community and its residents through the consistent flow of communication, goods and services, energy, and transportation. Both businesses and residents expect an infrastructure system that functions smoothly and efficiently. If this system is not maintained and expanded to meet new demands, then community wealth will decrease through population loss and a loss of expansion opportunities.

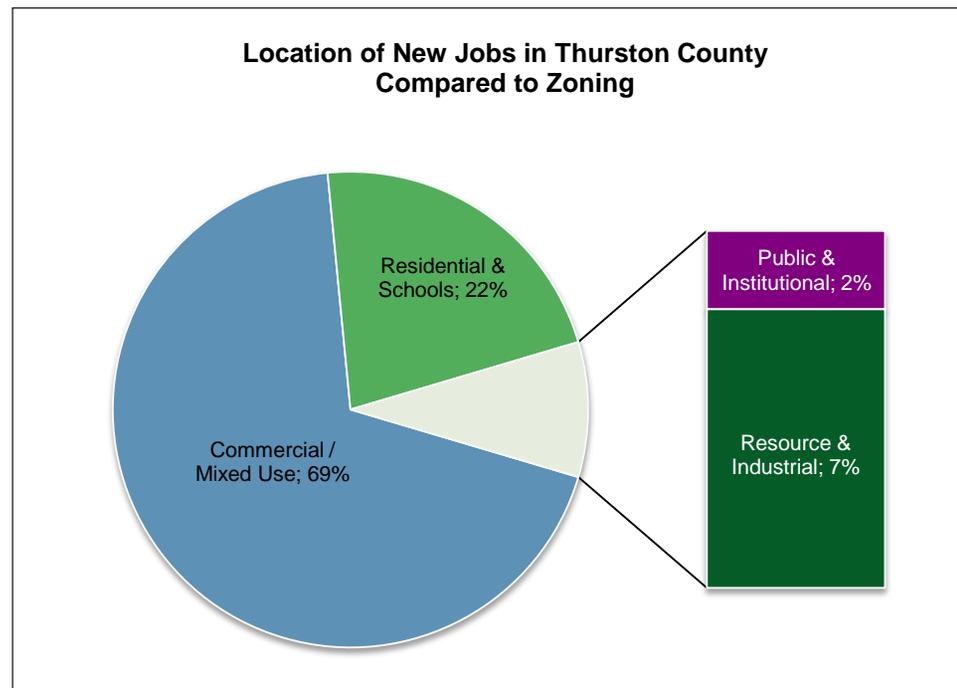
Employment Lands Supply

A region’s ability to manage its growth and potential for growth extends beyond the regulatory environment. The Thurston Region must adopt a strong, consistent approach to protecting land for future employment as a component of long-term health. The region can help ensure economic vitality and a high quality of life for years to come by ensuring the availability of an adequate shovel-ready inventory of land along primary transportation corridors, as well as by investing in redevelopment of underutilized industrial and commercial properties.

Challenges & Opportunities

Since the late 1970s, TRPC has produced estimates of the buildable land supply in Thurston County, and it provides data to cities and towns that identify the densities and availability of land necessary to accommodate planned growth. Based on policies adopted in 2012, TRPC concludes there is sufficient land supply to accommodate 20 years of projected population growth in the urban areas.

TRPC also projects that, by 2035, under moderate growth scenarios, the county will create 60,000 new jobs — located throughout the region. Current projection models indicate that 22 percent of the new jobs will be in areas zoned for residential or school zones, 69 percent in commercial or mixed-use zoning, 7 percent in industrial or resource zoning areas, and 2 percent in public- or institutional-zoned lands.



People often think of jobs locating in industrial or commercial areas, but residential areas contain about a quarter of the jobs in the Thurston Region today, and such areas will get about 22 percent of the new jobs between now and 2035. Most of these jobs will be in schools, churches, and home-based employment. Source: Thurston Regional Planning Council.

The latest buildable lands evaluation indicates there is enough vacant, partially used, and re-developable land to support the projected job growth. By design, the estimate does not address key investment decision factors such as location relative to economic activity and transportation access, suitability for development given environmental constraints, distance of development sites to critical infrastructure connections, and other factors. Anecdotal feedback from employers looking to locate or expand here suggests some level of additional investigation may be required to understand the amount and quality of available development sites.

Goal EC-5: Ensure adequate supply of shovel-ready land along primary transportation corridors and invest in commercial and industrial redevelopment.

Sustainability Outcomes

By maintaining an adequate supply of land to offer businesses the opportunity to expand or relocate their facilities here in the Thurston Region, the community avoids the loss of jobs and businesses to other counties or states. In addition, this assures companies from outside the area considering the region as an expansion location that there are opportunities to site their business. This results in community wealth through a stable employment tax base and funds for local government public services.

Progressive Education System

Key factors cited by the private sector when locating or expanding operations include access to qualified labor and availability of quality education for employees' families. Prospective businesses do not question the size of the labor pool, but rather the availability and readiness of both technical and professional skills necessary for their operations. A progressive education system is critical to maintaining a high quality of life for residents. Educational attainment begets higher community participation, lower crime rates, and an overall higher standard of living. The Thurston Region can become a net importer of students and learners by offering targeted employment training, top-tier K-12 education for working families, and STEM (Science, Technology, Engineering and Math) programming for all ages. If successful, the region can advance opportunities to recruit new industries, encourage a culture of innovation, and ensure our children are trained to fill the jobs we intend to grow here.

Challenges & Opportunities

Despite its modest size, the Thurston Region boasts a four-year state college, private university, and a community college located within 10 miles of each other. Our K-12 education system consistently produces test scores at or above state averages for achievement, and new residents and employers often cite "good schools" as one of the primary factors in their choice to locate here. Nontraditional educational opportunities abound as well, headlined by New Market Skills Center and Pacific Mountain Workforce Development Council job-training programs.

There also is growing awareness and support for early-childhood learning programs within the community. Organizations such as the United Way of Thurston County and the Boys & Girls Club of Thurston County have championed these programs in both rural and urban areas. We can improve these programs, however.

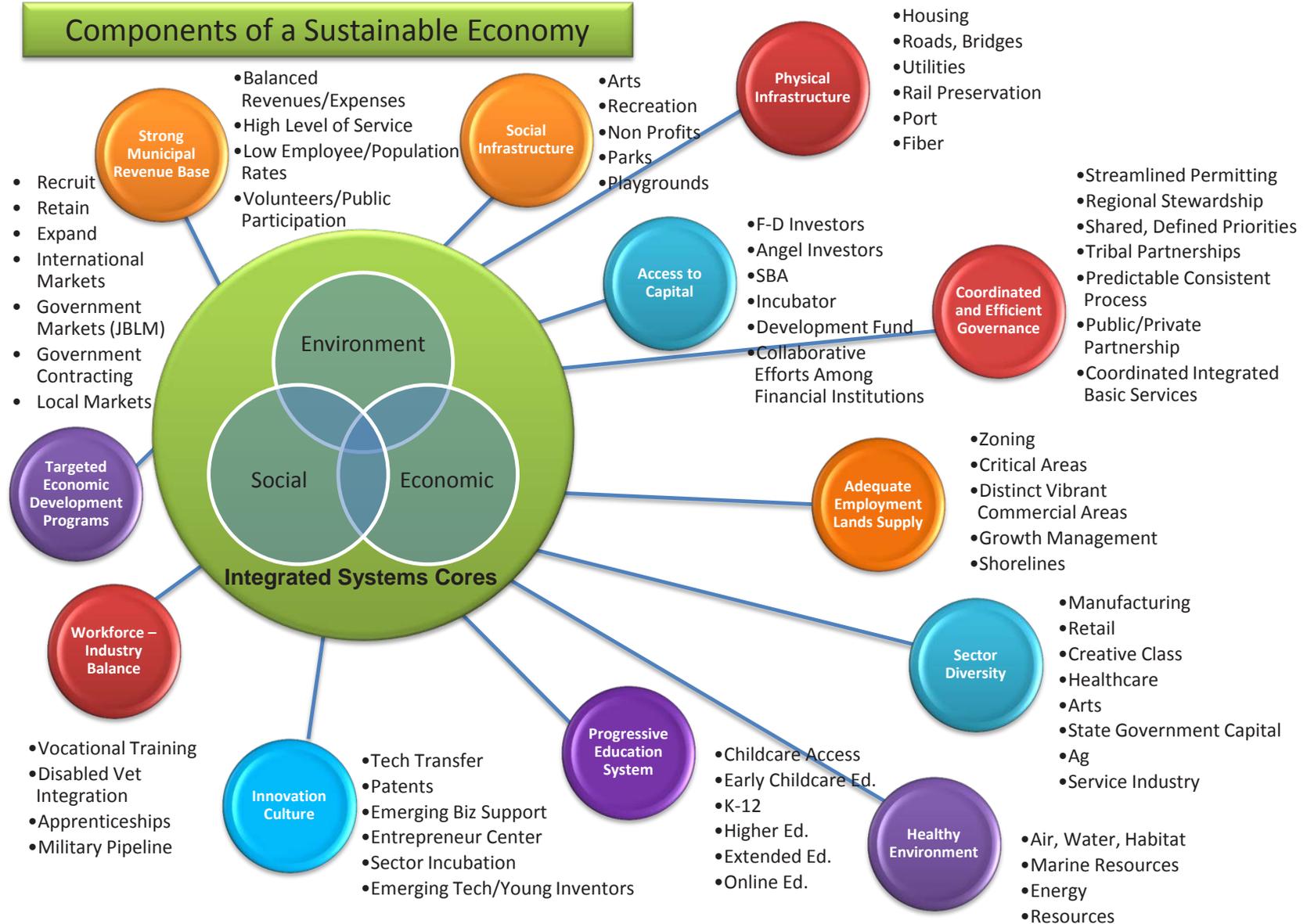
Few internship, apprenticeship, or high-technology training opportunities for youth exist here. We can develop technology-transfer systems, whereby educational institutions and private-sector partners collaborate to bring research products to market and grow locally sourced industry. It is imperative that we promote the value of vocational training. Not every student will go to a four-year college, and most high-paying jobs (most common among innovation and manufacturing employment) require some degree of hands-on training. The community must work to eradicate the stigma around vocational training and promote it as one of many career pathways available to our youth.

Goal EC-6: Foster a progressive education system to match worker skills with employer needs.

Sustainability Outcomes

A progressive education system that offers varying levels of education and training for its residents will result in reduced unemployment rates and increased community prosperity due to the variety of jobs at all levels of ability and training. In addition, a well-trained labor force that matches job requirements will provide local businesses the opportunity to expand their operations. An education system that supports early-childhood education benefits the community in two ways: Parents can enroll their young children in classes that will encourage and help their education, and those parents can return to the workforce earlier than anticipated.

Components of a Sustainable Economy



The following table includes Economy goals and actions, as well as the timeline, lead, and partners for each action. Timeline definitions are as follows: Underway, Short (1-3 yrs); Medium (3-10 yrs); Long (10-20 yrs). See Appendix for lead and partner acronyms and explanations.

ECONOMY				
Goals and Actions		Timeline	Lead	Partners
GOAL EC-1	Coordinate economic development efforts to attract and retain businesses and jobs.			
Action EC-1.1	Develop an intergovernmental collaboration and coordination panel focused on sustainability and aligned with economic development organizations. Use existing resources and build on successful organizations.	Medium	EDC; Chambers	Cities/towns; IT
Action EC-1.2	Establish and update a matrix of development processes — and publish a white paper as the guidepost for comprehensive plan updates and local land use issues.	Medium	Chambers	Cities/towns; County; EDC; Tribes; TRPC
Action EC-1.3	Recognize the importance of continuing regular meetings with regional partners to identify and pursue shared economic opportunities.	Underway	TRPC; EDC	
Action EC-1.4	Review and make recommendations to zoning along inter-jurisdictional urban corridors.	Short	Cities/towns	Chambers; EDC; TRPC
Action EC-1.5	Coordinate within and across jurisdictions to advocate for permitting vision, clarity, and predictability.	Short	Cities/towns	Chambers; EDC; TRPC
Action EC-1.6	Promote development of urban corridors that interconnect across municipalities.	Underway	EDC	Cities/towns; Chambers; IT
Action EC-1.7	Create a community-wide vision and action plan for coordinated and efficient governance that enlists multiple organizations in the implementation of defined community priorities and goals.	Short	TRPC	Cities/towns; Chambers; County; EDC; Tribes; TRPC; LOTT; Port; IT

ECONOMY

Goals and Actions		Timeline	Lead	Partners
GOAL EC-2	Foster industry clusters to create jobs, and increase revenue circulation locally.			
Action EC-2.1	Utilize the Regional Cluster Analysis and Market Report, and identify and then focus increased market presence of significant clusters (food, wood, IT/Telecom, life sciences, chemical production).	Underway	EDC	Chambers
Action EC-2.2	Commit to workforce diversity, and maintain innovative workforce training and education programs.	Short	Higher Ed; School districts	Chambers; EDC
Action EC-2.3	Establish a local angel investor network. An angel investor is typically a wealthy individual who invests his or her money in start-up companies in exchange for an equity share of the businesses.	Underway	EDC	Chambers
Action EC-2.4	Establish a strategic economic development fund that would provide bridge capital as an incentive to “closing the deal” with new critical employers for development of their facilities.	Short	EDC	Chambers
Action EC-2.5	Explore establishment of endowment programs for educational funding.	Medium	Higher Ed	Chambers; School districts
Action EC-2.6	Generate support in the Washington State Legislature for creation of business tax incentives/credits — e.g., “Main Street.”	Medium	Chambers	Cities/towns; County; TRPC

ECONOMY

Goals and Actions	Timeline	Lead	Partners	
GOAL EC-3	Create an innovation culture to encourage entrepreneurship.			
Action EC-3.1	Promote the Thurston Region as a “hub” for innovation with higher-education as the nucleus.	Medium	Higher Ed	Chambers; EDC; School districts; TRPC
Action EC-3.2	Develop a technology/knowledge-transfer process between the Thurston Region and state government.	Medium	Higher Ed	State; School districts; EDC
Action EC-3.3	Explore public-private partnerships for creation of a community artist’s center as a place for arts to exist and interact.	Underway	Nonprofits	Cities/towns; Chambers; EDC
Action EC-3.4	Encourage community foundation and philanthropic organizations to fund innovation.	Short	EDC	Chambers; Nonprofits
Action EC-3.5	Support business incubation and research.	Underway	Chambers	EDC; Higher Ed; School districts
Action EC-3.6	Evaluate the potential for creating a South County telework center, perhaps co-located with a small business incubator, library, or other appropriate use.	Underway	TRPC	South County cities/places; Chambers; EDC
Action EC-3.7	Recruit arts and entertainment service providers to increase “third-place” opportunities that create vital urban places that make community an exciting place to live and attract young innovators.	Short	Chambers; EDC	Nonprofits; Cities/towns

ECONOMY

Goals and Actions	Timeline	Lead	Partners	
GOAL EC-4	Provide robust infrastructure to support economic development.			
Action EC-4.1	Preserve economic/transportation functions at key transportation nodes.	Short	TRPC	Port; North County cities; EDC; IT; Chambers
Action EC-4.2	Support/preserve long-term investment in multimodal transportation.	Medium	Port	Cities/towns; TRPC; IT
Action EC-4.3	Advocate for Port of Olympia infrastructure development to support shipping operations and long-term maintenance of shipping lanes, shoreline access, and essential transportation distribution logistics (TDL) function.	Medium	Port	Chambers; EDC; TRPC
Action EC-4.4	Support and encourage diversity in Port of Olympia functions as allowed by state law.	Long	Port	Chambers; EDC; TRPC
Action EC-4.5	Build capacity in telecommunications and fiber networks for commercial & industrial properties/business parks and employment centers.	Medium	Utilities	Cities/towns; County; Chambers; EDC; PUD; Port; EDC
Action EC-4.6	Require local governments to identify telecom/infrastructure gaps in the network, and place conduit during public works construction projects.	Medium; Long	Cities/towns	TRPC
Action EC-4.7	Explicitly consider “last mile” freight delivery needs when developing site design and ingress/egress requirements, street standards, and neighborhood – commercial circulation. “Last mile” refers to freight delivery in the local street network to individual businesses.	Medium	Cities/towns; County; TRPC	Chambers; EDC; Port
Action EC-4.8	Advocate for sustainable funding mechanisms.	Underway	TRPC	All

ECONOMY

Goals and Actions	Timeline	Lead	Partners	
GOAL EC-5	Ensure adequate supply of shovel-ready land along primary transportation corridors and invest in commercial and industrial redevelopment.			
Action EC-5.1	Assess buildable land availability/readiness.	Medium	EDC	Cities/towns; Chambers; County; PSE; Tribes; TRPC
Action EC-5.2	Advocate for protection of employment-bearing property.	Medium	Chambers	EDC; TRPC
Action EC-5.3	Protect employment-bearing lands and ensure an adequate supply to match target industries (medical, manufacturing, food, chemical).	Short	EDC	Chambers; TRPC; Cities/towns; County; Port
Action EC- 5.4	Advocate for an adequate supply of shovel-ready development sites and mitigate where necessary.	Short	EDC	Chambers; TRPC; Port
Action EC-5.5	Complete the last-mile infrastructure to available commercial lands (for priority employment clusters). Last-mile infrastructure in this context could refer to completing the telecommunications grid or making local street improvements to create investment-ready areas.	Medium	Various	Chambers; EDC; PUD; Port; PSE; Utilities; Developers
Action EC-5.6	Support brownfield clean-up strategies/planned actions for development and redevelopment.	Medium	Cities/towns; County; EDC	Chambers; TRPC; Port

ECONOMY

Goals and Actions	Timeline	Lead	Partners	
GOAL EC-6	Foster a progressive education system to match worker skills with employer needs.			
Action EC-6.1	Support New Market Skill Center programs for technology, innovation, and manufacturing.	Underway	School districts	Higher Ed; EDC; Chambers
Action EC-6.2	Support nimble/agile education systems through public/private partnership — e.g., robotics, math. Engage entrepreneurs around the community in the educational resources, entrepreneur center.	Underway	School districts; EDC	Higher Ed; Chambers
Action EC-6.3	Identify and promote internship opportunities and apprenticeship programs.	Short	Chambers	EDC; Higher Ed; School districts
Action EC-6.4	Explore greater use of public buildings (schools) for community members to learn — e.g., night classes.	Long	School districts	Higher Ed; Chambers
Action EC-6.5	Develop a technology-transfer program with the region’s higher education institutions. Technology-transfer is the process of transferring skills, knowledge, technologies, methods of manufacturing, samples of manufacturing and facilities among governments or universities and other institutions.	Medium	Higher Ed	Chambers; EDC; TRPC; JBLM
Action EC-6.6	Promote the value of and raise the profile of vocational education.	Short	School districts	Higher Ed; Chambers; EDC