

**COMPREHENSIVE PLAN**

**SECTION B, ELEMENT 10**

**Economic Development Element**

**August 28, 2019 DRAFT**

Red strike out / underline: Planning Commission recommended changes

Blue underline: William Appel recommended additions

Adopted by Ordinance No \_\_\_ - 2019

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# ECONOMIC DEVELOPMENT ELEMENT

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1 **10.1 INTRODUCTION**

2 **10.1.A Overview**

3 San Juan County’s share of the global ecosystem is a rich, temperate and increasingly unique niche consisting of  
4 its geology, soils, air, water, and all living organisms. Its internal workings are of a complexity not well understood,  
5 supporting both agricultural and marine productivity. Its aesthetics, novelty of experience and opportunity for  
6 knowledge and contemplation enhance domestic tranquility, ~~our strong experience economy~~ and residents’  
7 health and wellbeing.

8 These non-monetary benefits, more fundamental than money itself, also attract visitors, seasonal residents and  
9 investors who amplify the monetary economy. Preservation of the county’s natural capital<sup>1</sup> as a public good  
10 maximizes its availability for continuing support of the county’s monetary economy, and preserves a high standard  
11 of living coupled with a rural quality of life.

12 The county’s economy is measured in terms of money. The public recognizes that priority of this valuation  
13 inexorably diminishes natural capital and the rural quality of life that holds its inhabitants and draws visitors from  
14 near and far. That said, a high quality of life cannot be maintained without a vibrant economy. Accordingly, this  
15 EDE is the product of the public’s effort to develop and support such an economy in balance with the county’s  
16 natural capital and its consequent rural character; together these provide the county’s increasingly rare high  
17 quality of life.

18 For purposes of this Economic Development Element of the San Juan County Comprehensive Plan (“EDE”), the  
19 term “rural character” refers to the aesthetic and social experience of life in a geographic region that consists  
20 predominantly of agricultural lands, uncultivated open lands, and forests or other natural habitats. It is consistent  
21 with improving the county’s strong educational, economic, technological, and other infrastructure to maintain a  
22 high standard of living. It is understood that inasmuch as the population of the county is rising and expected to  
23 continue to rise, and that Washington State Ferries and other entities (ports, airports) currently serve nearly 2  
24 million visitors and expect passenger increases of 43% in the next 10 years<sup>2</sup>, preservation of rural character will  
25 inevitably require preservation of this aesthetic and social experience, the quality of which will depend upon  
26 achieving the goals of the comprehensive plan as a whole.

27 **10.1.B Overarching Goals**

28 To maintain its share of natural capital and develop its human assets while achieving and enhancing a balanced  
29 county economy, four interrelated goals for this Economic Development Element (EDE) of the county’s  
30 comprehensive plan have been identified. They are expanded upon in section 10.3.B.

31 **Goal 1: CREATE LIVING WAGE JOBS:** Establish and maintain a sound, stable, year-round, and locally based  
32 diversified economy that creates living wage jobs in community and environmentally friendly industries consistent  
33 with rural character.

34 **Goal 2: DEVELOP A BROADLY COMPETENT WORK FORCE:** Train a resident work force to support and attract  
35 diverse businesses (in harmony with the county’s natural resources), perform work otherwise done by labor and  
36 skills sourced from outside the county, and supplement an aging talent pool.

37 **Goal 3: IMPROVE INFRASTRUCTURE AND COMMUNITY ASSETS AND SERVICES<sup>3</sup>:** Improve and maintain  
38 infrastructure such as but not limited to community assets and environmental resources, ferry service, and  
39 telecommunications infrastructure, particularly in support of living wage job creation, the enhancement of

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<sup>1</sup> Natural capital is taken to include all natural elements and processes such as: marine, terrestrial, and freshwater habitats; shorelines, wetlands, water bodies, and aquifers; native biota (flora, fauna, fungi, and microbes); dark skies; clean air; natural sounds capes; soil and bedrock; open spaces.

<sup>2</sup> <https://www.wsdot.wa.gov/NR/rdonlyres/F5735A06-1A07-44A6-83B8-76FE997785EA/0/AnacortesPreDesignPkg.pdf>, page 6

<sup>3</sup> *Community assets include natural, social, or built systems/features within the County that benefit the San Juan County community.*

- 1 economic, environmental, and community resilience, and to protect environmental services and natural assets as
- 2 consistent with rural character.
- 3 Goal 4: ENHANCE ECONOMIC RESILIENCE: Enhance economic resilience to natural and economic perturbations,
- 4 both rapid (natural disasters, drought, recessions, etc.) and long-term (climate change, resource limitation, long-
- 5 term economic or industry shifts, changing property values).



1 **10.2 AUTHORITY, PURPOSE, and OTHER ELEMENTS**

2 **10.2.A Authority**

3 This EDE is adopted pursuant to RCW 36.70A.070 (7) of the Washington Growth Management Act (GMA) which  
4 mandates that the county’s comprehensive plan include: “[a]n economic development element establishing local  
5 goals, policies, objectives, and provisions for economic growth and vitality and a high quality of life.” This is subject  
6 to an overarching instruction preceding this mandate relating specifically to the economic element: “Encourage  
7 economic development throughout the state that is consistent with adopted comprehensive plans, promote  
8 economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, and  
9 encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state’s  
10 natural resources, public services, and public facilities.” RCW 36.70A.020(5). For purposes of this EDE, this  
11 language regarding biological resources is interpreted to include and encourage only those activities or industries  
12 whose impact on those resources does not impair their sustainability.

13 **10.2.B Purpose**

14 The purpose of this EDE is to execute the legislative mandate set forth above by setting goals and establishing  
15 policies, objectives, and actions to attain economic growth and vitality consistent with the distinctive quality of  
16 life in the county.

17 Economic development is the specific and concerted expenditure of time and money by communities and policy  
18 makers in order to create and maintain the economic viability of a region. Sound economic development seeks  
19 to foster sustainable wealth by creating jobs and infrastructure that sustain and enhance the quality of life of the  
20 populace without net cost to the county’s natural capital.

21 Proactive economic development seeks out business development opportunities based on an area’s competitive  
22 advantages, market characteristics, and community values. Smart economic development recognizes that  
23 prosperity both depends upon and is coupled with benign reliance on the county’s natural capital supporting its  
24 quality of life. In turn, sustaining the current structure, nature, and diversity of the county community will depend  
25 on maintaining and nurturing a successful economy.

26 Economic resilience is essential to the wellbeing of county residents. Its elements are: diversification of industries  
27 (particularly those less reliant on fluctuations in the local, regional, and national economy); planning for  
28 foreseeable changes in the local and national economy, in population, in technology, and in the environment; and  
29 readiness for likely disasters. Economic resilience supports social resilience and the public peace. Economic  
30 resilience expressly includes provision for low-income housing for “unemployed and low-income persons” as  
31 mandated by RCW 36.70A.020(5).

32 The economy of the San Juan Islands is inextricably linked to its environment. Inasmuch as any enterprise that  
consumes or threatens to consume nonrenewable natural resources upon which the county's economy depends constricts or  
threatens to constrict the economic future of the county, the county’s treatment of economic development is necessarily  
selective. The county’s economic plans are

33 driven by county residents’ goals for the future of the community itself as set forth in the Vision Statement of this  
34 comprehensive plan (<https://www.sanjuanco.com/1306/Comprehensive-Plan-Elements>).

35 **10.2.C Relationship to Other Comprehensive Plan Elements**

36 This EDE is intended to integrate with and govern the economic aspects of the other elements of this  
37 Comprehensive Plan. In addition, this EDE also provides a stand-alone action plan that recognizes that economic  
38 development affects the entire county including its marine areas, and that implementation responsibilities may  
39 be shared among the Town of Friday Harbor, San Juan County, and many other quasi- (e.g. ports, OPALCO) and  
40 non-governmental (e.g. private sector, non-profit) partners, while recognizing that the comprehensive plan’s legal  
41 mandate is upon the county alone.

1 **10.3 ECONOMIC VISION, FRAMEWORK, & GOALS**

2 **10.3.A Economic Vision & Framework**

3 **Economic Vision**

4 Strategic economic development provides a crucial mechanism for maintaining and enhancing community vitality  
5 and prosperity for the long-term, consistent with the community ethos (defined as the guiding beliefs, culture,  
6 and spirit within a community) embodied in the Vision Statement of the comprehensive plan (*ibid*). Initiatives to  
7 strengthen infrastructure, training programs, transportation, and communications networks benefit business, as  
8 well as resident and visitor populations. Efforts to create more high-quality employment opportunities are not  
9 only about creating jobs but also about enhancing a rich social network of healthy families and active community  
10 members.

11 Economic development must also sustain and strengthen the county’s natural assets. These assets do not vote  
12 but do provide, ~~without charge~~, significant environmental benefits and services that residents, visitors, and  
13 businesses depend upon. These components of the county economy require continuous balancing of the interests  
14 involved as conditions – natural, human-caused, and in combination – change over time. The comprehensive plan  
15 of which this EDE is a part looks only twenty years ahead. Planning with respect to natural capital requires a far  
16 longer planning horizon than monetary economics. The failure to plan and regulate the use of the county’s natural  
17 capital may take many generations to repair, while extinctions are irreparable with as-yet unknown future  
18 consequences.

19 **Economic Development Framework**

20 The County seeks to retain and enhance an economy that reinforces the county’s diverse character and allows  
21 both capitalization on and conservation of its assets, including: pristine natural beauty, diverse agricultural  
22 activities, history and heritage, and the high educational attainment, diverse skills, cultural creativity, can-do  
23 attitude, and problem-solving skills of its residents. The county seeks to maintain or encourage sustainability,  
24 the county’s rural quality and natural resources, and its historical agricultural and maritime industries.  
25 The goals and actions proposed below are founded in a core set of assumptions, as follows:

- 26 1. Most county residents would see economic growth as a controllable means for maintaining economic  
27 vitality and a high quality of life, while preserving what is dear: the rural character and natural  
28 characteristics of their county. All elements of the environment and the best qualities of the economy  
29 must be nurtured because together they determine the quality of life. Quality of life is defined as the  
30 general wellbeing of individuals and communities, particularly in ecology, inclusiveness of economic  
31 opportunity, health and welfare, openness and civility of political society, and breadth and depth of  
32 culture.
- 33 2. The purpose of this EDE is to guide regulatory policy, decision-making, and private and government  
34 investment. Therefore, proposed strategies should be designed with the county, the Town of Friday  
35 Harbor, the ports, potential business investors, proposed urban growth areas, and hamlets as the principal  
36 audience. Implementation of this EDE will entail participation by many entities and private sector partners  
37 in addition to the various municipal jurisdictions, all in a manner intended to benefit the people of the  
38 county.
- 39 3. Proposed economic development strategies must be based on island realities and be designed holistically,  
40 with a view to keeping an island-scale economy and the preservation and enhancement of each island’s  
41 quality of life, rural character, and precious natural resources. In adopting policies consistent with these  
42 strategies, emphasis should be placed on the most promising, wage-generating, and locally appropriate  
43 economic emphasis areas consistent with the ethos embodied in the Vision Statement (*ibid*) and  
44 consistent with the character of the respective islands.

- 1 4. The San Juan County Council recognizes the limits of its authority to direct economic development, and  
2 further recognizes that economic development is ultimately determined by the tolerance for risk on the  
3 part of those with access to capital sufficient to start and maintain a business, however small. This EDE  
4 confirms the county's government's intention to cooperate with all toward developing an economy  
5 consistent with the Vision Statement.

### 6 **10.3.B Economic Goals, Policies & Actions**

7 The following goals, policies and their execution by the actions set forth below are intended to be consistent  
8 with the Vision Statement:

#### 9 **GOALS (10.3.B.1-4)**

##### 10 **GOAL 1: CREATE LIVING WAGE JOBS**

11 **Goal:** Establish and maintain a sound, stable, year-round, and locally based diversified economy that creates living  
12 wage jobs in community and environmentally friendly industries consistent with rural character.

13 *Comment:* Living-wage jobs may include (among others) trades jobs that serve residents, or high tech, engineering,  
14 scientific, or "knowledge work"<sup>4</sup> that brings in income from outside the County. However, this goal is not intended  
15 to diminish any existing business, enterprise, or trade. This category also includes the self-employed and the  
16 home, office, or shop that may or may not have additional employees, and to that extent, this goal overlaps with  
17 GOAL 2, "DEVELOP A BROADLY COMPETENT RESIDENT WORK FORCE," below.

18 A living wage is defined as net income that can meet a worker's basic needs for food, housing, child care, and  
19 other necessities, ~~as defined by livingwage.mit.edu (Accessed June, 2019).~~ We categorize jobs that exceed this  
20 threshold – so as to maintain a safe, healthy, and decent standard of full-time living within the community – as  
21 living wage jobs.

#### 22 **Policies (10.3.B.1, 1 – 8)**

- 23 1. Consider how changes in regulatory, permitting, and zoning affect businesses and natural resources to  
24 maximize business opportunities while preserving and enhancing natural capital.
- 25 2. Seek to create an environment conducive to long-term job growth that encourages the creation of new  
26 businesses, and retention and expansion of existing businesses, within a framework that preserves and  
27 enhances the natural assets and rural character of the county.
- 28 3. Encourage locally-focused retention and expansion of the county's business and employment base rather  
29 than seeking mainland or nationally-franchised businesses to (1) emphasize the county's distinctive  
30 economy and lifestyle that attract visitors and hold its inhabitants, and (2) to avoid the "leakage" that  
31 occurs when profits and royalties are paid to out-of-county businesses and franchisors.
- 32 4. Encourage diversified and sustainable practices in the tourism and construction industries to reduce the  
33 negative impacts that these industries may have on the natural assets that they, other industries, and  
34 residents depend upon.
- 35 5. Encourage workforce development (GOAL 2) to enhance the capacity of county inhabitants to attract and  
36 meet the needs of clients wherever located.
- 37 6. Address the local insufficiency of long-term healthcare to meet the needs of the increasingly large  
38 percentage of elderly among the population, resulting in an economy that fails to involve a growing  
39 segment of the county population, and so evicts from the county both the infirm and the attendant jobs.
- 40 7. Encourage agricultural enterprises and activities in order to enhance agricultural viability and create a  
41 thriving local food economy.

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<sup>4</sup> "Knowledge work" includes jobs (programming, writing, editing, scientific consulting, and many others) that can be done remotely  
N:\LAND USE\LONG RANGE PROJECTS\PCOMPL-17-0001 Comp\_Plan\Public Record\Eco Dev\Current Draft\2019 Eco\_Dev\_Element\_PC\_Changes\_VC\_MVD.docx

*because they do not involve making a physical product or require in-person contact.*

- 1 8. Encourage cottage industries enterprises in order to enhance arts and small-scale, low-impact
- 2 manufacturing viability and create a thriving local arts, crafts, value added agricultural products, small
- 3 scale manufacturing, and tech economy.

#### 4 **Actions (10.3.B.1, 1 – 24)**

- 5 1. Work with all three county ports, the Washington State Department of Commerce, Department of
- 6 Ecology, and other entities to help support the development of underutilized and abandoned commercial
- 7 properties.
- 8 2. Alone, or in cooperation with the Town of Friday Harbor or any other entity, study and execute a plan to
- 9 enable the financially feasible development of one or more long-term healthcare facilities.
- 10 3. Increase the county's commercial intangible assets by funding initiatives to expand access to local and
- 11 regional markets, such as the Island Grown and the San Juan Islands Made programs. Promote efforts to
- 12 distinguish the county's historical agricultural character and create a market for its agricultural products.
- 13 4. Enact feasible tax breaks, code and zoning allowances, or other regulatory changes to encourage startup
- 14 or expansion of low-impact business activities, such as light manufacturing (in appropriate locations),
- 15 cottage industries enterprises, value added agricultural product production, software/online/remote
- 16 businesses, freelancing/consulting, small-scale farming/market stands, food trucks, call centers, childcare
- 17 services, aging-in-place services, etc.
- 18 5. Clarify, streamline, and eliminate redundancy in the application and permitting of home occupation and
- 19 cottage industry enterprise related to growing the local economy.
- 20 6. Support initiatives such as Launch San Juan Islands and Startup Washington that support and encourage
- 21 startup entrepreneurship.
- 22 7. Recruit entrepreneurs including remote workers.<sup>5</sup>
- 23 8. Work to develop "encore entrepreneurs" – helping retired island entrepreneurs to create new businesses
- 24 that would result in broader hiring and on-the-job training.
- 25 9. Work with the San Juan County Economic Development Council, the San Juan Islands New Economy Fund
- 26 and other entities to improve the health of existing small businesses, including for example, creation of a
- 27 resource center for small businesses.
- 28 10. Work to streamline the permitting process to make it easier and less expensive for businesses and
- 29 contractors to plan and execute projects.
- 30 11. Permit more sustainable and environmentally friendly construction methods (e.g. LEED or similar green
- 31 building) than standard or minimally required construction methods in order to both mitigate effects of
- 32 construction on natural assets and encourage innovations that could be exported from the county.
- 33 12. Implement those zoning and regulatory changes that would benefit quality of life and the natural
- 34 environment, consistent and balanced with the economy envisioned in this EDE; review and update
- 35 enforcement mechanisms to encourage compliance regardless of financial means.
- 36 13. Implement loan and grant programs or tax incentives for new business creation or existing business
- 37 expansion when business creation/expansion is done in a manner that preserves and protects both
- 38 natural assets and rural character.
- 39 14. Foster, develop, and/or financially support programs to enhance cooperation within and among industries
- 40 (in particular scientific/technological and knowledge work, agricultural, trades, and manufacturing

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<sup>5</sup> While attraction of outside entrepreneurs and skilled labor is necessary, this action must be matched by additional affordable housing for existing low and middle-income residents who will otherwise be priced out of the market for shelter. This EDE is expressly intended to prioritize the welfare and quality of life of county residents and natural assets over monetary increase in the county economy for its own

sake.

1 industries) through: information and contact sharing; land, infrastructure, facilities, or tool sharing; peer  
2 mentoring; events/programs to encourage permanent and seasonal residents and visitors to meet; and  
3 maker or incubator spaces.

4 15. Invest in the balanced long-term health of the primary economic sectors – construction and tourism – as  
5 consistent with preservation of natural capital and rural character of the locale involved.

6 16. Assist new farmers in acquiring access to capital, agricultural land, housing, equipment, knowledge, and  
7 farm infrastructure, and encourage their success by supportive commissions.

8 17. Identify and implement policies that facilitate the expansion of genetically modified organism (GMO)-free  
9 seed and crop production in the islands.

10 18. Allow agricultural activities as defined by RCW 7.48.310 (1) <sup>6</sup>.

11 19. Foster economic growth through allowing accessory uses identified in RCW 36.70A.177 Section (3)(b)(i) <sup>7</sup>,  
12 that enhance or preserve the overall agricultural use of the property applicable to ARL, RFF.

13 20. Support the expansion of the Cottage Food Operation laws and passage of food freedom legislation  
14 introduced in WA State.

15 21. Harmonize San Juan County Code with WA RCW to clarify that marijuana is not an agricultural product  
16 and create a regulatory framework in San Juan County for marijuana production that does not negatively  
17 impact local food and fiber production or natural resources such as shorelines, wetlands, and forests.

18 22. Enact zoning and regulatory changes that address farm labor and farm succession issues consistent with  
19 rural character and encourage locating housing in clusters with existing development or on non-prime  
20 agricultural soils.

21 23. ~~Identify drivers of high rent and land prices – such as the high percentage of properties used as seasonal,  
22 recreational, or occasional use properties or investment properties and the low inventory of multi-family  
23 housing (see Housing Needs Assessment draft<sup>8</sup> in this Comprehensive Plan) – and adopt policies and  
24 actions to reduce or compensate for those drivers;~~ Engage an independent study of the economic and  
25 environmental risks and benefits of vacation rental businesses. ~~– including, but not limited to, emergency  
26 services and disaster management, visitor and owner spending, effects on the long term housing market,  
27 and water and infrastructure use – to inform future decision making regarding VRBO classification,  
28 regulation, permitting, and fees.~~

24 Regulate and avoid direct or indirect encouragement of commercial and recreational enterprises whose  
actions or planned actions entail consumption or harmful effects upon nonrenewable resources of or within the county  
upon which the county economy depends.

## 29 **GOAL 2: DEVELOP A BROADLY COMPETENT RESIDENT WORK FORCE**

30 **Goal:** Train a resident work force to support and attract diverse businesses (in harmony with the county’s natural  
31 resources), perform work otherwise done by labor and skills sourced from outside the county, and supplement an  
32 aging talent pool.

33 *Comment:* This goal is a necessary counterpart to Goal 1, “CREATE LIVING WAGE JOBS,” above, as out-of-county  
34 labor causes “leakage” of local dollars. An untrained, unemployed/underemployed local population reduces  
35 economic productivity and drains public resources.

### 36 **Policies (10.3.B.2, 1-7)**

37 1. In all industries, local workers need to continually hone their skills to adapt to changes in the economy,  
38 climate, natural resources, and technology; therefore, support the education, training and counseling of

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<sup>6</sup> Revised Code of Washington: <https://apps.leg.wa.gov/RCW/default.aspx?cite=7.48.310>

<sup>7</sup> Revised Code of Washington: <https://app.leg.wa.gov/rcw/default.aspx?cite=36.70A.177>

<sup>8</sup> Kuller, L. & Zack, A, (2019). *Housing Needs Assessment, Draft 3*. [https://www.sanjuanco.com/DocumentCenter/View/18231/2019-03-28\\_DCD\\_DRAFT\\_HNA\\_PC\\_04-19-2019](https://www.sanjuanco.com/DocumentCenter/View/18231/2019-03-28_DCD_DRAFT_HNA_PC_04-19-2019)

1 county residents to expand their professional opportunities, emphasizing those areas of trade or practice  
2 currently served by imported talent.

3 2. Support the education, training and counseling of county residents toward internships in existing high  
4 wage local trades to supplement and replace an aging talent pool.

5 3. Support the study and analysis of areas of economic activity to target specific activities or employers the  
6 initiation or expansion of whose activities would be environmentally benign and economically beneficial  
7 to the community.

8 4. Support the training of county residents in those areas of high wage trade or practice in areas of economic  
9 activity targeted for initiation or expansion within the county.

10 5. Develop and sustain an infrastructure that enables low- and middle-income people to work and reside  
11 within the county [and see Goal 3: IMPROVE INFRASTRUCTURE AND COMMUNITY ASSETS & SERVICES].

12 6. Support the education, training and counseling of county residents toward internships in agriculture to  
13 supplement and replace an aging talent pool.

14 7. Support educational training programs and business development for agriculture and value-added  
15 processing of local agricultural products.

16 **Actions (10.3.B.2, 1-8)**

17 1. Map gaps in small businesses' needs in order to create new jobs (e.g., do businesses collectively need  
18 more bookkeepers?).

19 2. Provide financial or other support for job skills training, and mentoring, counseling, educational support  
20 – including for necessary licensing – to county residents, or to training facilities, to strengthen existing  
21 businesses and attract new industries and entrepreneurs.

22 3. Prioritize workforce training programs that support sustainable practices and either fill critical existing  
23 needs of local businesses and residents (e.g. construction and repair trades, marine transportation/tech,  
24 or gaps identified in Goal 2, Action 1) or support development of low-environmental impact businesses  
25 that produce exportable products or services (e.g. in light manufacturing, sustainable agricultural or  
26 natural resource industries, sci/tech, or information/knowledge work industries).

27 4. To provide or improve workforce training opportunities, work with and fund as appropriate those  
28 organizations that support workforce development; such organizations may include local libraries, local  
29 colleges and educational providers (e.g. Skagit Valley College, local schools, Friday Harbor Labs), trade and  
30 community organizations (e.g. the San Juan County Economic Development Council, the Workforce  
31 Council, the San Juan County Trades Foundation, and San Juan County New Economy Fund), and other  
32 organizations.

33 5. Whenever feasible, hire county residents at apprentice or trainee level to establish a pool to replace  
34 resigning or retiring members of the county work force.

35 6. Whenever feasible, issue contracts providing for or permitting apprentice or trainee participation on the  
36 work contracted for.

37 7. Seek approval from the appropriate union to authorize local apprenticeships in needed trades and  
38 encourage local sponsorships toward that end.

39 ~~8. Seek necessary funding to supplement wages below state mandated minimum wage in cases where a~~  
40 ~~employer is contributing training to nonunion apprentices or trainees whose room and board are~~  
41 ~~otherwise provided for.~~

1 Support efforts of the San Juan County Health Department to encourage a healthy workforce through  
2 workforce wellness programs, community vaccination outreach, walkable spaces projects, mental health  
3 programs, and other programs.

#### 4 **GOAL 3: IMPROVE INFRASTRUCTURE AND COMMUNITY ASSETS AND SERVICES**

5 **Goal:** Improve and maintain infrastructure such as but not limited to community assets and environmental  
6 resources, ferry service, and telecommunications infrastructure, particularly in support of living wage job creation,  
7 the enhancement of economic, environmental, and community resilience, and to protect environmental services  
8 and natural assets as consistent with rural character.

9 **Comment:** This goal overlaps with Goal 4: ENHANCE ECONOMIC RESILIENCE with respect to infrastructure and  
10 services. This goal also treats the county's natural capital as essential infrastructure much of which is owned or  
11 regulated by the county, the state of Washington, or the federal government.

#### 12 **Policies (10.3.B.3, 1 – 11)**

- 13 1. Encourage provision of adequate infrastructure that is supportive of a healthy economy and environment  
14 while preserving those unique features valued by inhabitants and the subject of interest and pleasure to  
15 visitors, as well as those natural elements that underlie and support those features.
- 16 2. Analyze the costs of constructed infrastructure additions and improvements; determine whether the cost  
17 of the work would be subsidized by residents, in favor of tourists and visitors (thereby evidencing the net  
18 economic burden of tourism), or whether the cost would be subsidized by tourist and visitor income  
19 (evidencing the net benefit of the tourist economy).
- 20 3. Support development of reliable high-speed (100 Mbps or higher, or the current standard for urban  
21 regions of the U.S., whichever is higher) broadband infrastructure that enables the creation of jobs and  
22 improved educational opportunities for islanders, and increased competitiveness for the county.
- 23 4. Encourage Washington State Ferries to improve San Juan Islands ferry service, vessels, and infrastructure  
24 including by encouraging the training and licensing of the necessary personnel and investing in new,  
25 quieter, and more efficient ferries for the San Juan Islands route.
- 26 5. Support alternative energy and energy storage capability, and increased redundancy of both power and  
27 telecommunications infrastructure, and in so doing, create a long-term, sustainable energy plan to offset  
28 increases in electric rates and promote energy independence and resilience.
- 29 6. Support improvements in programs to manage solid waste locally and efficiently.
- 30 7. Encourage cooperation with US Customs and Border Patrol and other agencies to increase commerce and  
31 transportation between the county and Canada, including without limitation, scheduled flights, coupled  
32 with regulatory scheduling to prevent over-intensive surges of visitors.
- 33 8. Foster a thriving local food economy by investing resources in the development of supporting  
34 infrastructure.
- 35 9. Recognize the ecosystem services performed by healthy soil as fundamental and essential county assets  
36 and support regenerative stewardship activities.
- 37 10. Recognize the critical necessity of the preservation and restoration of fragile and essential ecological  
38 assets as economic assets – such as False Bay tidelands, Garry Oak habitat, and our dark skies – assets  
39 which can provide sustenance to iconic San Juan Islands species such as the Southern Resident Killer  
40 Whales and Island Marble butterflies.
- 41 11. Work within the bounds of state and federal law to implement code that ensures protection of wildlife  
42 and ecological systems within the county.