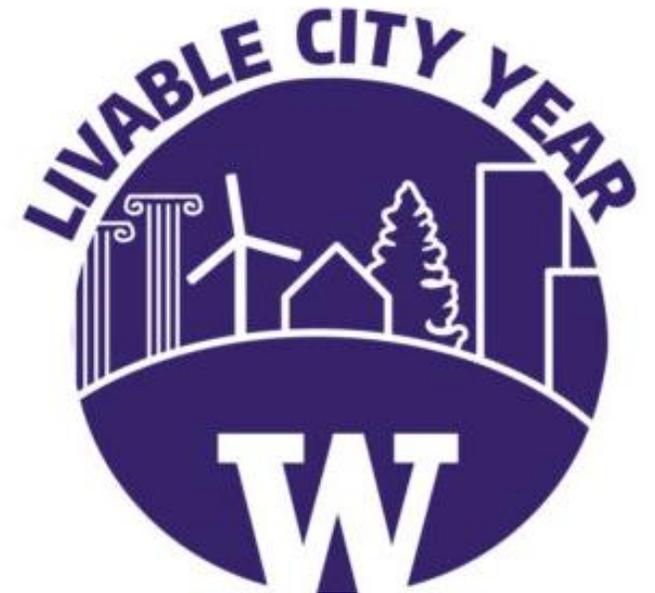
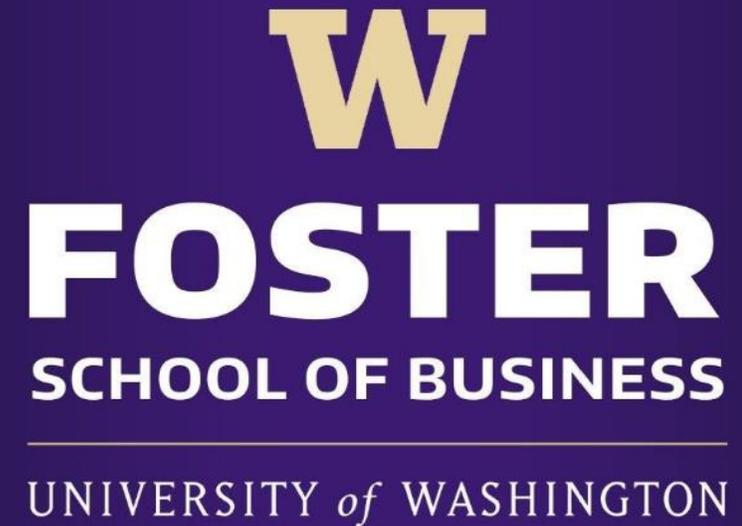


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Pacific County Economic Development Strategy

TEAM & PROJECT BACKGROUND

- Team 5 – UW Foster MBA | Applied Strategy 2026 (Livable City Year)
 - Partnered with the Pacific County Economic Development Council to support 5-year and 20-year strategic planning
 - Sponsored through UW Livable City Year to bridge research and rural economic strategy
 - 10-week engagement (Jan–March 2026) delivering both strategic and technical planning outputs
 - Cross-functional MBA team with experience in strategy, finance, operations, and marketing.



INTRO TO THE TEAM



Alexander Bryant
Atlanta, Georgia



Jordyn Paul
Vancouver, Washington



Mohan Marada
Hyderabad, India



Quinci Mann
San Francisco, California



Udit Raj
Kerala, India

SCOPE OF WORK & METHODOLOGY

Objective: Support PCEDC in the development of the decennial update to their Comprehensive Growth Plan in line with the near-term growth 5-year Economic Plan and long-term growth 20-year Comprehensive Plan (2027-2047)

- Conduct stakeholder interviews across business, municipal, and civic leaders
- Analyze demographic, labor, industry, and infrastructure trends
- Align local priorities with regional and global market trajectories
- Deliver: Economic Opportunity Analysis + 5-Year Strategic Plan Draft + OEDP recommendations



THE CHALLENGE

Pacific County faces demographic pressure: aging population, seasonal workforce concentration, and modest long-term growth

- The economy remains heavily dependent on natural resources, tourism, and small firms — with limited diversification and value-added scaling
- Infrastructure, housing availability, workforce pipelines, and capital access constrain expansion of living-wage industries.
- The 2027 Comprehensive Plan update requires a clear, actionable 20-year economic strategy aligned with the Growth Management Act

The challenge: Identify strategies to support sustainable growth in Pacific County without compromising its rural character and natural resources.



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Thank You

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Economic Context & Key Development Themes

ECONOMIC CONTEXT

Economic Trends in Pacific County are influenced by its seasonal hospitality industry, large senior population, and rural character.

- Historic focus on timber, aquaculture
- Recent focus tourism ecosystem
- Historic retirement destination
- Recent remote work destination
- Opportunity gap for younger workers

Key Demographic Data Comparison

- Median Resident Age
 - > Pacific County: 55 years
 - > Washington: 39 years
 - > United States: 39 years
- Share of Population 65 Years and Over
 - > Pacific County: 33%
 - > Washington: 17%
 - > United States: 18%
- Median Annual Income
 - > Pacific County: \$67k
 - > Washington: \$99k
 - > United States: \$82k

KEY THEMES FOR ECONOMIC DEVELOPMENT

Build systems that support **healthy growth**

- Pacific County Small Business Launchpad
- Housing Capital Partnership Initiative
- Zoning Information Resource Update
- Workforce Enhancement Pathways
- Infrastructure & Regional Alignment

Make places that create **tangible value**

- Nature & Agriculture-Based Tourism Initiative

Support businesses that **broaden economic opportunity**

- “Up For Grabs” Campaign
- Pacific County Blue Marine Economy
- Forest Bio-Economy Program

Tell stories that attract **meaningful investment**

- “Beyond Shoulder Season” Campaign
- Willapa Brand & Artisanal Woodworks Incubator

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Strategic Opportunity Recommendations

PACIFIC COUNTY SMALL BUSINESS LAUNCHPAD

Action: PCEDC to design and launch a countywide Small Business Launchpad that provides a clear, step-by-step roadmap for starting and expanding a business in Pacific County. Convene chambers, merchants associations, banks, and planners to align capital access, siting guidance, and permitting navigation into one coordinated system.

- A “Start Here” Small Business Playbook
- Capital navigation toolkit (local banks + SBA + CDFI pathways)
- Zoning + siting resource simplification
- Chamber & Merchant alignment roundtable (quarterly)
- **Key theme:**
 - > Building systems that support healthy growth

EXPECTED OUTCOMES

- Reduces time-to-launch for new and expanding small businesses
- Creates capital clarity (local banks, SBA, USDA, CDFI pathways)
- Builds a predictable pipeline that increases lender confidence
- Strengthens downtown cores and non-tourism economic diversity
- Low cost, high coordination lift — organizationally feasible within 12 months



ILWACO MERCHANTS ASSOCIATION



HOUSING CAPITAL PARTNERSHIP INITIATIVE

Action: PCEDC to establish a Housing Capital Partnership Initiative that convenes local lenders, jurisdictions, employers, and housing partners to unlock small-scale and workforce housing development. Develop a coordinated housing finance and infrastructure prioritization framework that reduces risk and accelerates site readiness.

- 1,400 units needed by 2047, with heavy affordability skew
- Sewer, water, and infrastructure capacity are binding constraints
- Banks hesitant to finance manufactured, rural, or missing-middle housing
- Housing shortage directly constrains workforce retention and healthcare staffing
- Capital stack complexity stalls small-scale rural projects



Source: Evergreen Coast



EXPECTED OUTCOMES

- Convene a Housing Capital Roundtable to explore loan guarantees and blended finance
- Create an infrastructure-first housing site prioritization map
- Develop small-scale rural housing finance toolkit (ADUs, duplexes, manufactured)
- Align housing strategy with industrial land activation and employer recruitment
- Position housing as economic infrastructure to unlock state and federal funding



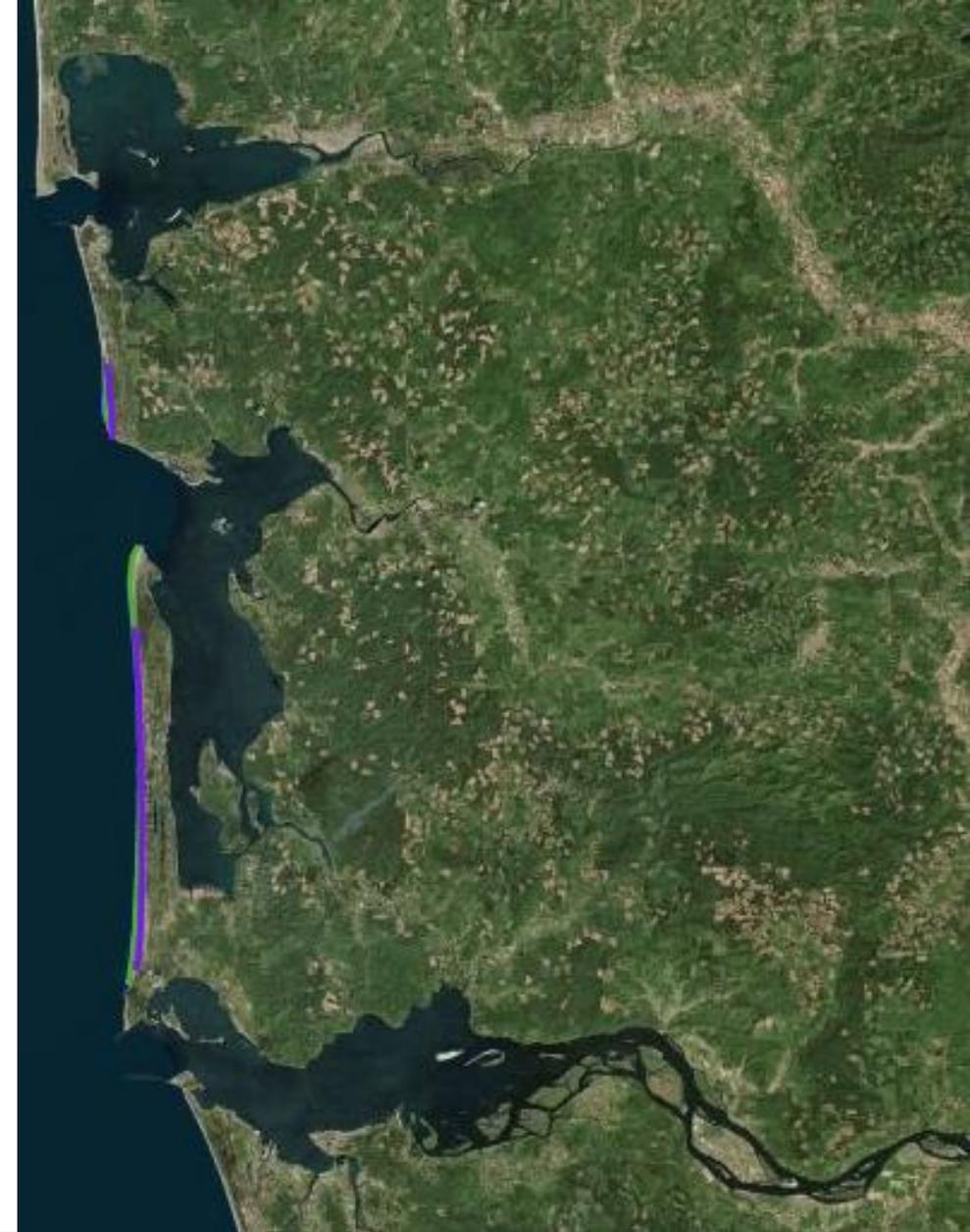
Source: Washington State Parks



ZONING INFORMATION RESOURCE UPDATE

Action: EDC to present and promote a vision for simplified zoning information resources. Act as a catalyst for collaboration between city and county planning departments.

- Recurring theme of difficulty siting new homes, businesses
- Five distinct zoning resource locations
- Leverage existing relationships with decision makers
- Advocate for consolidation with one map tool provider or
- Advocate for city level info to be collocated with county info
- **Key theme:**
 - > Building systems that support healthy growth

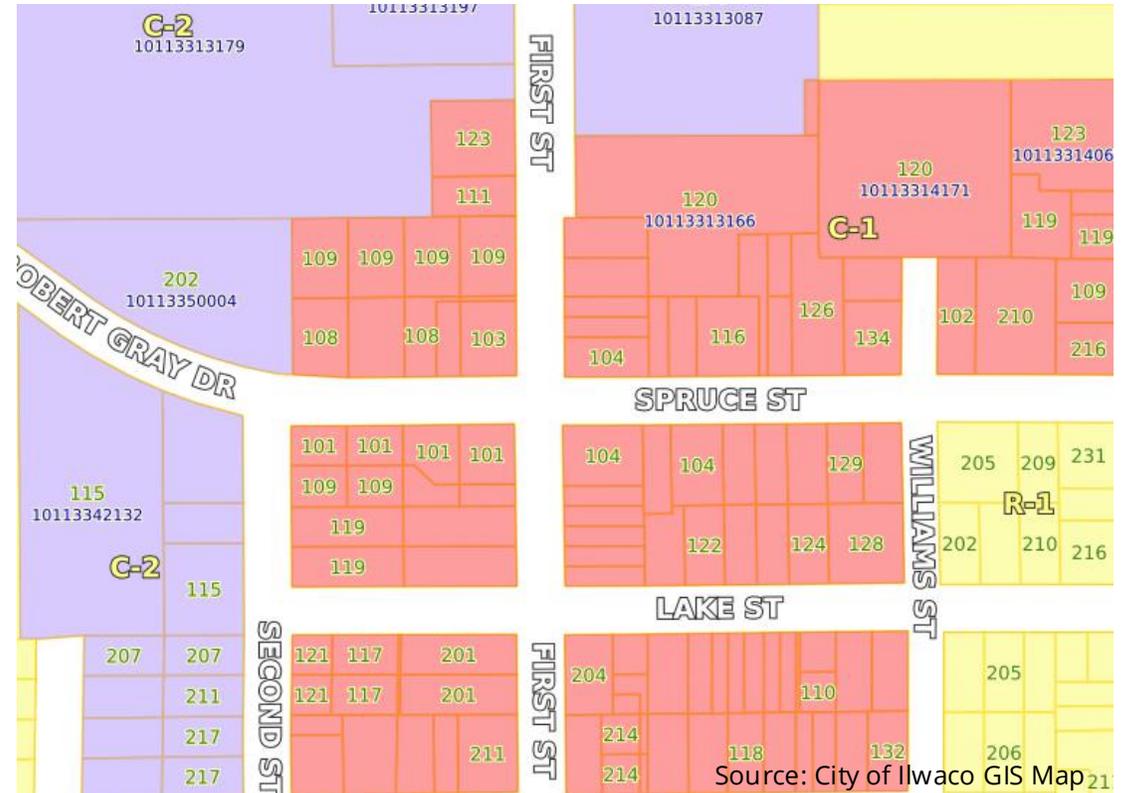


Source: Pacific County MapSifter



EXPECTED OUTCOMES

- Simplified investor and developer research
- Facilitate conversations about zoning impact
- Identify cost-saving opportunities through collective negotiation with mapping vendors
- See Zoning Simplification Initiative in appendix



Dynamic zoning info for Ilwaco with parcel level data.

“UP FOR GRABS” CAMPAIGN

Action: PCEDC to generate and maintain a running list of missing but desired businesses and amenities in Pacific County. Promote list to existing businesses and outside investors as appropriate.

- Absence of amenities that enable secondary growth
- Capitalize on EDC’s position as first stop for businesses
- Prioritize ideas that enable lower risk business ventures
- Promote novel ideas based on community need
- **Key theme:**
 - > Support businesses that broaden economic opportunity



Source: Alexander Bryant



EXPECTED OUTCOMES

- Written record of existing community desires
- Provide continuity around previous efforts
- Foster ongoing business community conversations
- Inspire local entrepreneurs and outside investment

Example Ideas

Commercial kitchen

- Rentable community usage
- Micro value-add food production
- Support wedding economy caterers

Industrial equipment and supplies co-op

- Support existing maritime businesses
- Lower tool access barriers for next generation of tradespeople

Maker space and seasonal public studio

- Foster local arts community
- Support micro e-commerce businesses
- Target hobby-business interface

“BEYOND SHOULDER SEASON” CAMPAIGN

Action: EDC to promote a vision for the ongoing effort to extend the hospitality season. Serve as a conversation leader to support collaboration between local businesses and as a thought partner with the Evergreen Coast DMO.

- Some local businesses shut down for the winter
- Boost tourism without compromising local quality of life
- Leverage relationships with business owners, DMO partner
- Support expansion of shoulder-season tourism events
- Support expansion of off-season events for locals
- **Key theme:**
 - > Tell stories that attract meaningful investment



Source: Alexander Bryant



EXPECTED OUTCOMES

- Encourage and support efforts around large-scale annual events that can be featured on the State of WA Tourism website under their “Major Annual Events + Festivals” page in partnership with the Evergreen Coast DMO.
- Foster conversation around new events, such as annual birdwatching events in October that follow bird migrations.
- Continue to encourage business participation in localized “Restaurant Month” and “Museum Month” efforts that encourage tourists to visit and engage the local community.
- Align businesses around local efforts including Sou’wester Arts Week and the new Long Beach Creative District.



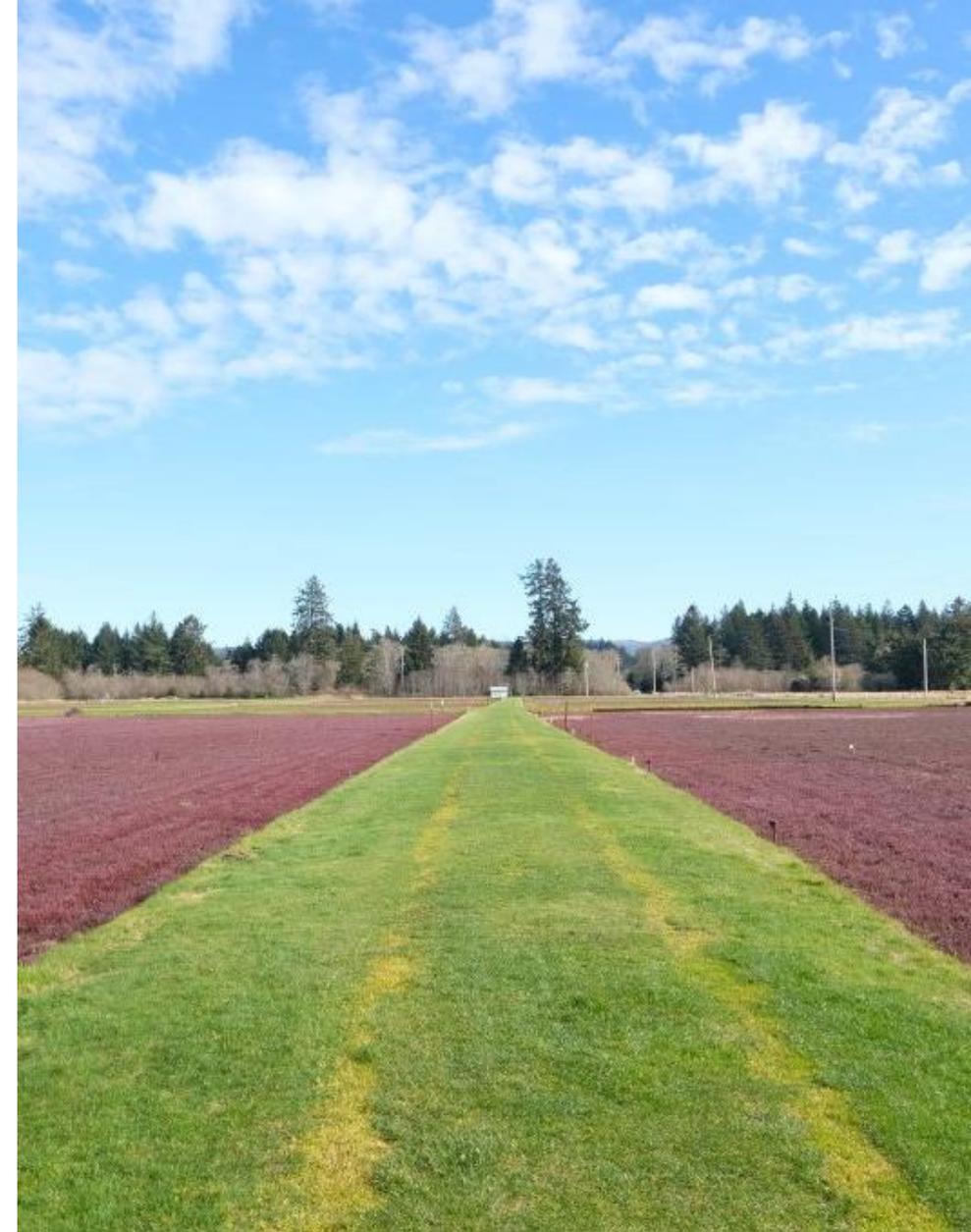
Source: Sou’wester Lodge



NATURE & AGRICULTURE BASED TOURISM

Action: Use the natural and agricultural resources Pacific County has to offer, to attract high value tourists that want local high-quality goods and experiences.

- Increases tourism outside of summer months
- Capitalizes on unique agriculture experiences
- Appeals to niche hobbyists that are willing to return
- Encourages families to visit for educational experiences
- **Key theme:**
 - > Tell stories that attract meaningful investment



Source: Evergreen Coast, Cranberry Museum



EXPECTED OUTCOMES

Support collaboration between businesses and DMO to:

- Promote the county as a 'bird watching destination'
- Offer "working landscape" tours of cranberry bogs, aquaculture environments, other farms that bring tourists further inland to non-coastal towns.
- Encourage RV park and campground businesses to host events that motivate tourists to visit Pacific County
- Encourage adoption and postage of the Project DART Trail map throughout local businesses and community spaces throughout the county to encourage exploration on bike and by foot



Source: US Fish Wildlife Service



WORKFORCE ENHANCEMENT PATHWAYS

Action: Partner with Grays Harbor College and local employers to develop targeted workforce training programs across industries.

- Addresses critical workforce shortages by expanding applicable training for high-demand careers in the Hospitality, Marine, and Timber industries.
- Creates localized career development opportunities and increases access to industry-aligned training for individuals to obtain while staying within the community.
- Strengthens partnerships between education providers and local industries
- **Key Theme:**
 - > Build systems that support healthy growth



Source: Grays Harbor College



PACIFIC COUNTY BLUE MARINE ECONOMY

Action: PCEDC to explore a "Marine Resource Utilization Hub" to facilitate studies on:

- **On-site Chitosan Production:** Processing waste shells into high-grade industrial and medical products. Promote fresh players to enter the market.
- **Organic Fertilizers:** Converting fish waste into fertilizers enriched with seawater minerals, supporting both the marine and agricultural sectors
- **Sea Ranching and Genetics:** Investigating the sea ranching of salmonids and breeding oysters for ocean acidification tolerance to stabilize long-term yields.
- **Key Theme:**
 - > Support businesses that broaden economic opportunities



Source: Ocean Park Chamber of Commerce, Willapa Bay Interpretive Center



MARINE RESOURCE UTILIZATION HUB

This hub would serve as a bridge to enable value-added marine production.

- Centralized facility to extract high-value biochemicals (e.g. chitosan) and nutrients (e.g. organic fertilizer) capturing 30–50% of biomass currently lost to external markets, increases revenue per organism.
- **Explore** value-added processing by developing cooked, canned, convenience products, etc. to reduce seasonality impacts.
- Leverage the skilled workforce (enabled by the enhancement program) to support on-site production and expand access to regional and export markets.



1. HARVEST

- Wild-caught (cod, salmon, shrimp) | Sustainable practices.



2. PROCESS

Cleaning, sorting, scaling, quality control, initial preparation.



3. VALUE-ADD

- Marinating, cooking, ready-eat meals, protein processors, canning, smoking.
- Seasoned, packaged, convenience foods.



4. MARKET

- Premium product placement |
- Market expansion |
- Consumer choice.

EXPECTED OUTCOMES

- Maximize the economic value of seafood products while simultaneously reducing environmental waste.
- **High-Value Byproducts:** Research into "100% Fish Utilization" suggests that seafood byproducts (like shells for chitosan or organs for oils) can significantly increase the total revenue generated per organism.
- **Market Expansion:** Processing waste shells into medical and industrial products (chitosan) moves the county beyond traditional food markets into higher-value sectors.
- **Reduced "Economic Leakage":** By processing waste and creating specialized products locally, the county can capture a larger share of the seafood economy that is currently lost to external markets.



FOREST BIO-ECONOMY PROGRAM

Action: PCEDC to support byproduct valorization by connecting producers to high-growth natural/clean product markets.

- **Willapa Essentials Brand:** Cedarwood and Douglas Fir essential oil market valued at ~\$499M (2025), 6.8–9% CAGR.
- **Wood Pellet Exports:** Global biofuel pellet market at \$16.68B with a 10.5% CAGR until 2030; Port of Willapa Harbor and Port of Ilwaco are prime deep-water export hubs to Europe and Asia.
- **Biorefinery Revenue:** Betulin extract (used in skincare products) from low-quality hardwood can offset costs of silvicultural treatments, making sustainable forestry profitable.
- **Funding:** USDA REAP grants cover biomass processing equipment; PCEDC provides grant-writing support to SMB's.
- Key Theme:
 - > Support businesses that broaden economic opportunities



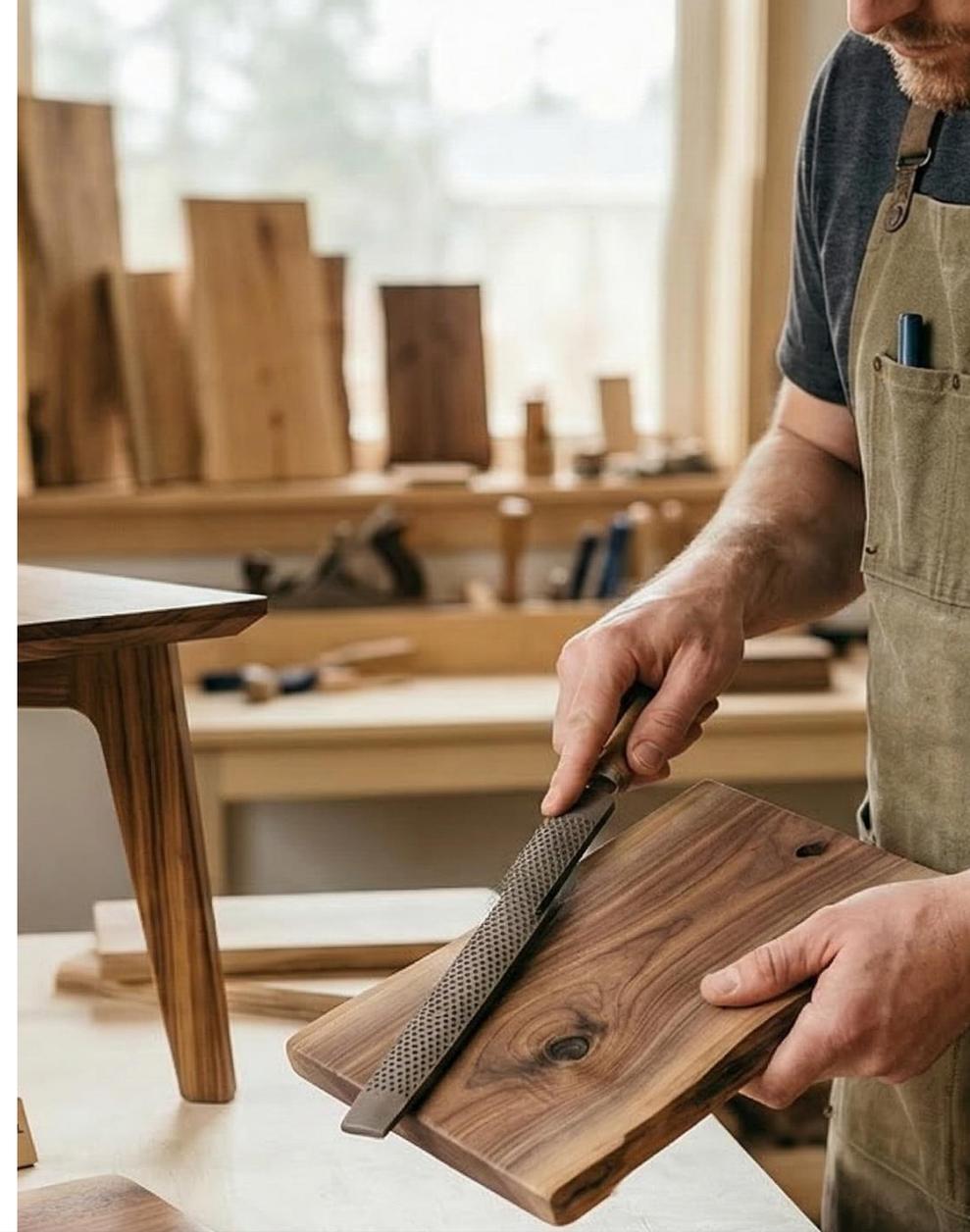
Source: Washington State Parks



WILLAPA BRAND & ARTISANAL WOODWORKS INCUBATOR

Action: PCEDC to run a 'Willapa Bay Eco-Woodworks' incubator program helping connecting local artisans to premium markets via e-commerce.

- **Brand Equity:** Willapa brand already proven in seafood (Oysterville Sea Farms, Willapa Wild) replicate in wood artisanal works: furniture, cutting boards, architectural elements.
- **Premium Pricing:** Consumer research confirms 'naturalness' and visible origin markers (grain, knots) drive willingness-to-pay among furniture buyers.
- **Target Markets:** Luxury homeowners, green builders, wellness facilities aligns with Clatsop County healthcare/wellness cluster for medical furniture.
- Key Theme:
 - > Tell stories that attract meaningful investment



INFRASTRUCTURE & REGIONAL ALIGNMENT

Action: PCEDC to encourage infrastructure investments and regional partnerships that expand Pacific County's forestry economy.

- **Fiber Broadband (FTTP):** Prioritize fiber expansion in Raymond and Long beach industrial corridors, prerequisite for advanced manufacturing and workforce attraction. Helps increase AI adoption for SMB's.
- **Permitting Efficiency:** Establish an expedited 'Green Wood' review track through County Community Development (target: 1-3 year implementation).
- **Port & Transport:** Advocate for improvements of Hwy 101 and Hwy 6 for enhanced connectivity of the 4 ports in Pacific County.
- **Key Theme:**
 - > Build systems that support Healthy Growth



EXPECTED OUTCOMES: PACIFIC COUNTY FORESTRY STRATEGY

The coordinated PCEDC interventions transform Pacific County from a raw-log exporter into a high-margin, climate-resilient wood innovation economy.

- **Job Creation:** The Wood Innovation is anticipated to create new family-wage jobs.
- **Revenue Retention & Diversification:** Forest bio-economy programs (Willapa Essentials oils, wood pellets) create high-margin revenue streams beyond timber, keeping added revenue dollars in the county.
- **Workforce & Market Readiness:** FTTP broadband and Wood Innovation apprenticeships build 20-year advanced manufacturing capacity.



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Thank You!!
Q&A

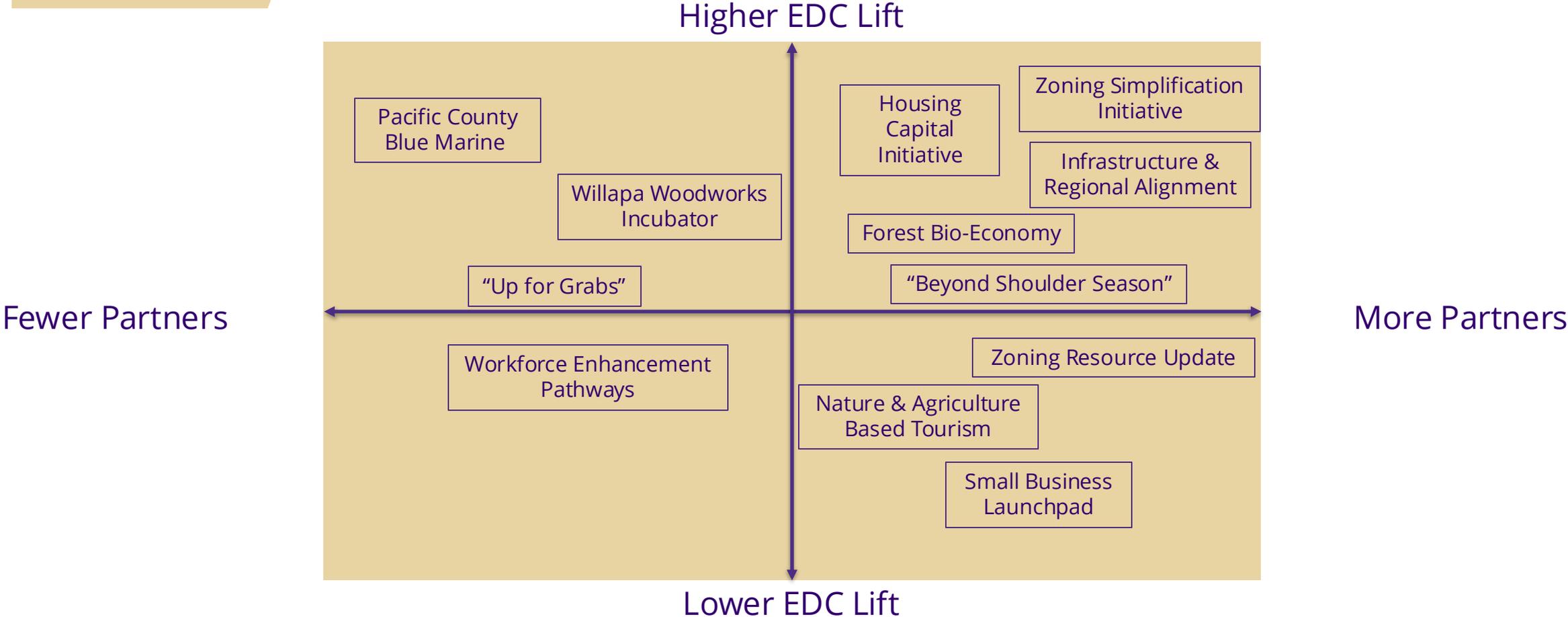
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Prioritization Framework

PRIORITIZATION FRAMEWORK

- Partnership Dimension
 - Is this something the EDC can do by itself?
 - Is this something that can be done one stakeholder at a time?
 - Is this something that will require multiple groups of stakeholders' multiple times?
- Organizational Lift Dimension
 - Is this project measured in weeks, months, years?
 - Is this project a discrete item or an ongoing conversation?

PRIORITIZATION FRAMEWORK



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Performance Metrics and Monitoring

PERFORMANCE METRICS AND MONITORING

Measure recommendation impact using tangible, observable outcomes like:

Build systems that support **healthy growth**

- Zoning resources aligned
- Training partnerships formed
- Training certificates awarded
- Businesses started with *Launchpad*

Make places that create **tangible value**

- Housing units constructed or protected
- Zoning code alignment or simplification

Support businesses that **broaden economic opportunity**

- Second order jobs created
- Industry expansion into new products

Tell stories that attract **meaningful investment**

- Novel marketing campaign partnerships
- Novel local and tourism events

PERFORMANCE METRICS AND MONITORING

| Strategic Theme | Targeted Initiatives | Key Performance Metrics (KPIs) |
|---|--|---|
| Build systems that support healthy growth | <ul style="list-style-type: none"> • Zoning Information Resource Update • Workforce Enhancement Pathways | <ul style="list-style-type: none"> • Alignment and consolidation of zoning resources • Number of training partnerships formed with educational providers |
| Support businesses that broaden economic opportunity | <ul style="list-style-type: none"> • “Up For Grabs” Campaign • Blue Marine Economy • Forest Bio-Economy Program | <ul style="list-style-type: none"> • Written record of community-desired business ideas • Revenue generated from value-added marine/forest byproducts |
| Tell stories that attract meaningful investment | <ul style="list-style-type: none"> • “Beyond Shoulder Season” Campaign • Willapa Brand & Artisanal Woodworks Incubator | <ul style="list-style-type: none"> • Increase in off-season tourism events and participation • Number of local artisans connected to premium e-commerce markets |
| Make places that create tangible value | <ul style="list-style-type: none"> • Housing Capital Partnership Initiative • Nature & Agriculture-Based Tourism | <ul style="list-style-type: none"> • Number of workforce housing units constructed • Increase in visitor engagement for "working landscape" tours |

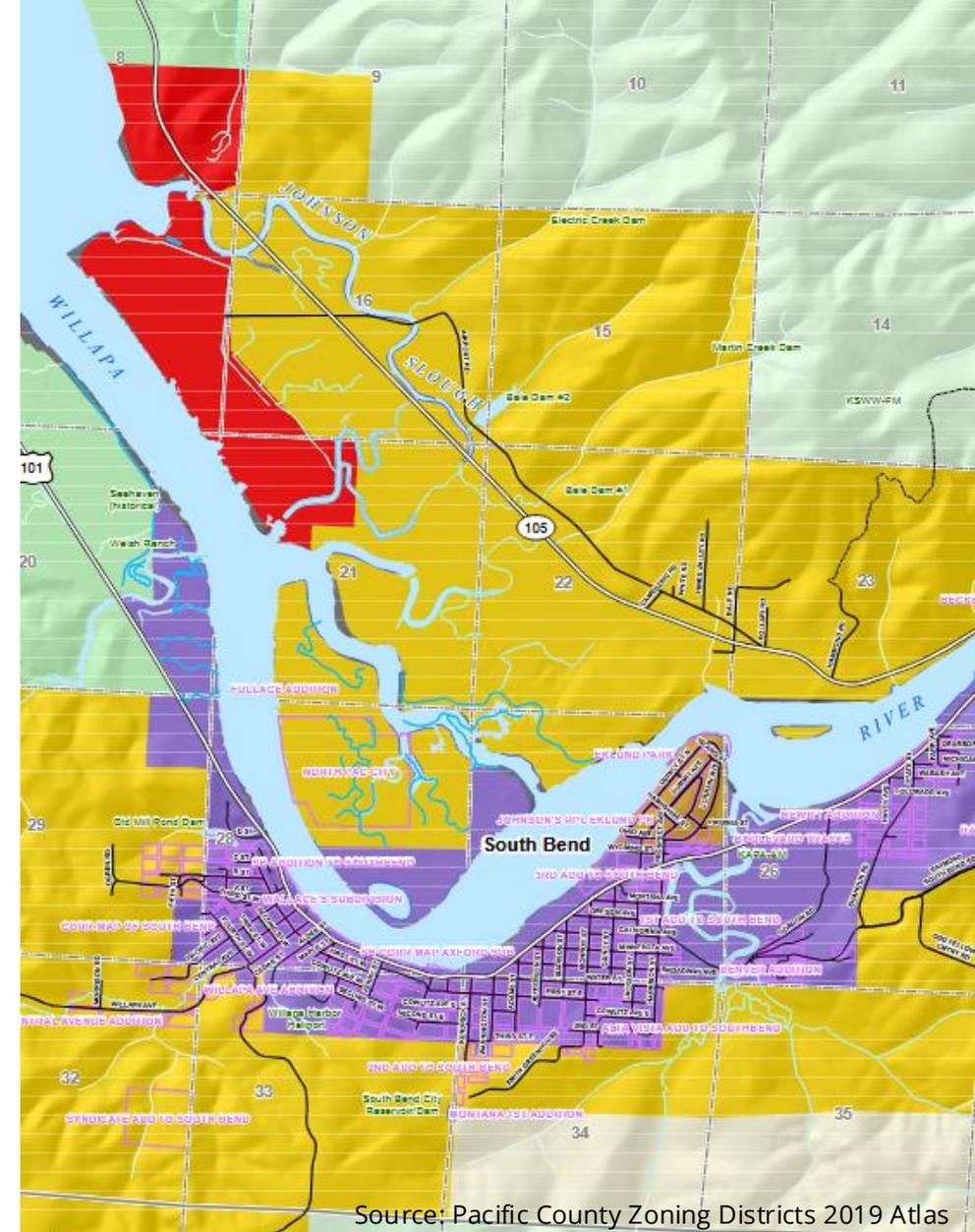
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Additional Strategies

ZONING SIMPLIFICATION INITIATIVE

Action: EDC to present and promote a vision for zoning simplification. Act as a catalyst for collaboration between city and county planning departments.

- Extension of previous recommendation
- County and cities have distinct zoning laws
- Leverage existing relationships with decision makers
- Advocate for language alignment between existing codes or
- Advocate for simplification of existing zoning codes
- Key themes:
 - > Building systems that support healthy growth
 - > Making places that create tangible value



Source: Pacific County Zoning Districts 2019 Atlas

ZONING SIMPLIFICATION INITIATIVE

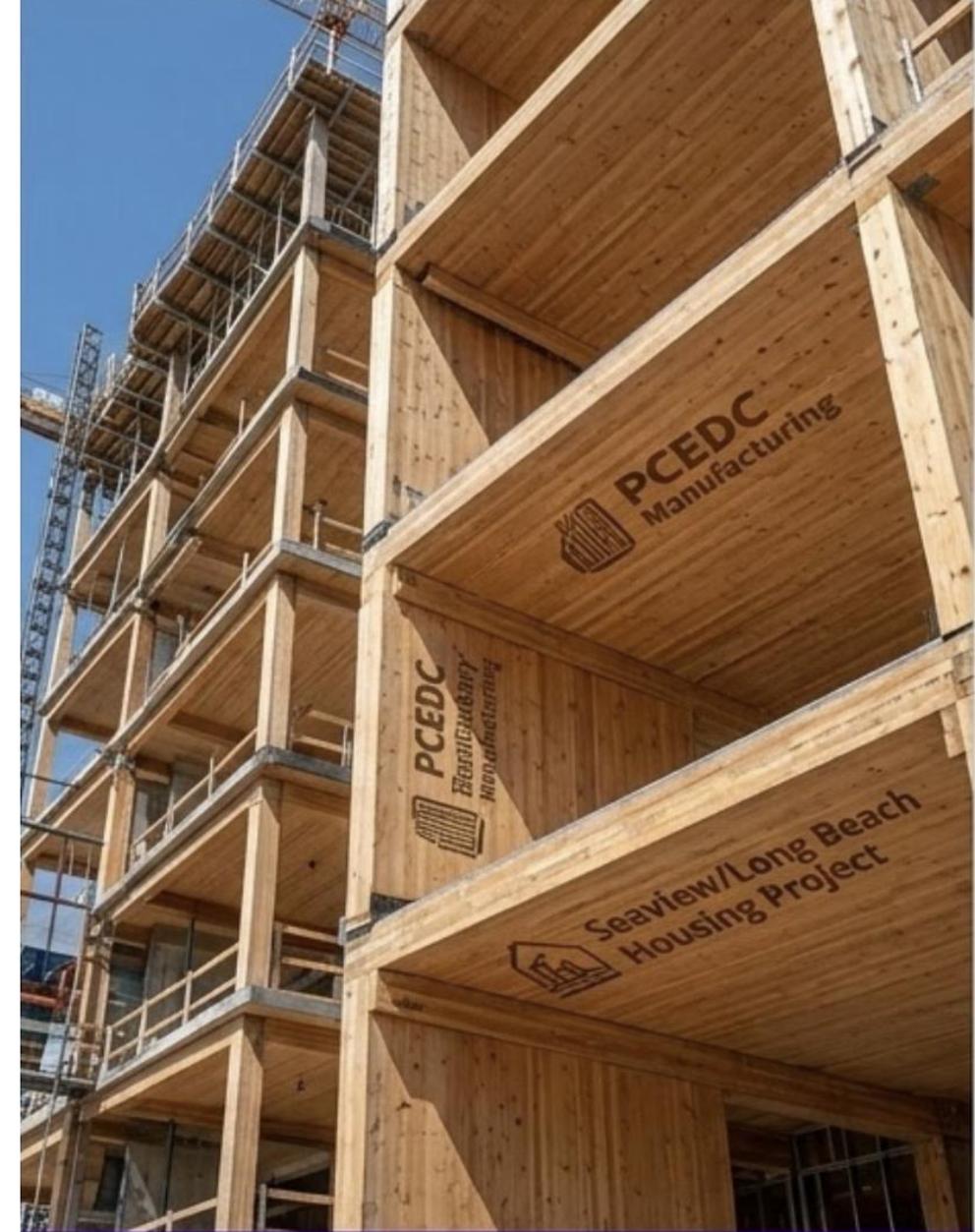
| Code | Description | Code | Description | Code | Description |
|------|---|------|--------------------------------------|------|--|
| R1 | Single-family residential district | OT | Old town district | S1 | Shoreline single-family residential district |
| R1R | Single-family residential restricted district | OTW | Old town west district | S2 | Shoreline multi-family residential district |
| R2 | Two-family residential district | RC | Residential commercial district | S3 | Shoreline resort district |
| R2R | Two-family residential restricted district | AC | Accommodations district | S3R | Shoreline resort restricted district |
| R3 | Multi-family residential district | C1 | Commercial district | S3M | Shoreline resort mixed use district |
| R3R | Multi-family residential restricted district | C2 | Commercial retail warehouse district | PR | Parks and recreation district |
| P | Public district | L1 | Light industrial district | S4 | Shoreline conservancy district |

Distinct zoning codes within Long Beach, Washington

ADDITIONAL STRATEGIES: MASS TIMBER BUILDING CODES & SECONDARY MANUFACTURING

Action: PCEDC to advocate for county adoption of mass timber building codes. Cross-laminated timber (CLT) industry is expected to grow at CAGR 8.2% until 2033. An opportunity for a SMB to explore CLT production within the county.

- **WA Building Codes:** Updated codes now permit mass timber structures up to 18 stories. PCEDC should formalize adoption of using CLT in county development plans.
- **Performance Advantage:** CLT is 10x more thermally efficient than concrete, 20–50% faster to construct and carries a net-negative carbon footprint.
- **Circular Housing Economy:** Use locally produced CLT for planned housing in Seaview and Long Beach, It keeps every dollar of value inside the county.

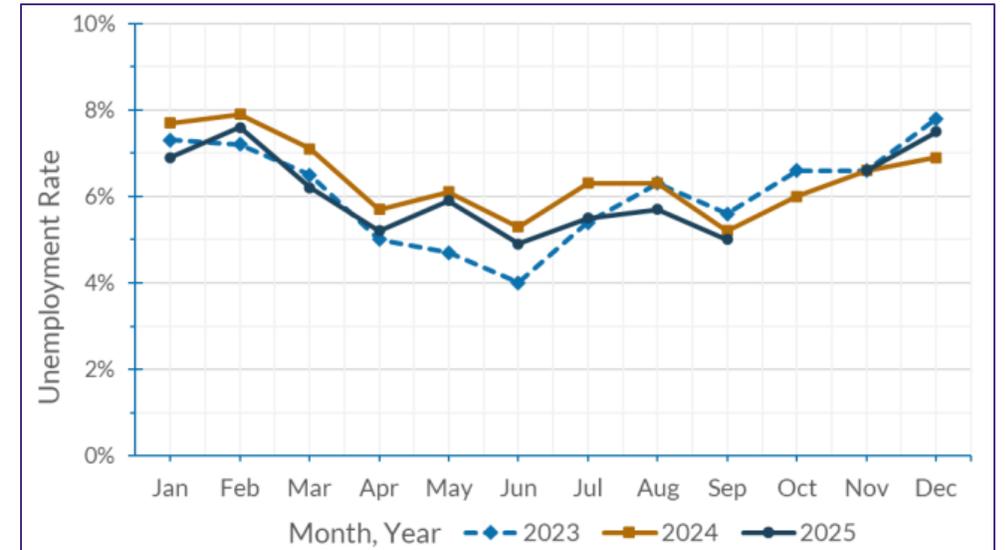


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Industry Cluster Analysis

TOURISM AND VISITOR ECONOMY

- Extremely seasonal, primarily May to September
 - Leads to employment issues, businesses staying afloat during off-season
 - Previous efforts to extend season have been successful with sustainable results
 - Seasonal business closures less common than in years past
- Funding for infrastructure improvements/expansions is limited.



Pacific County Unemployment Trends

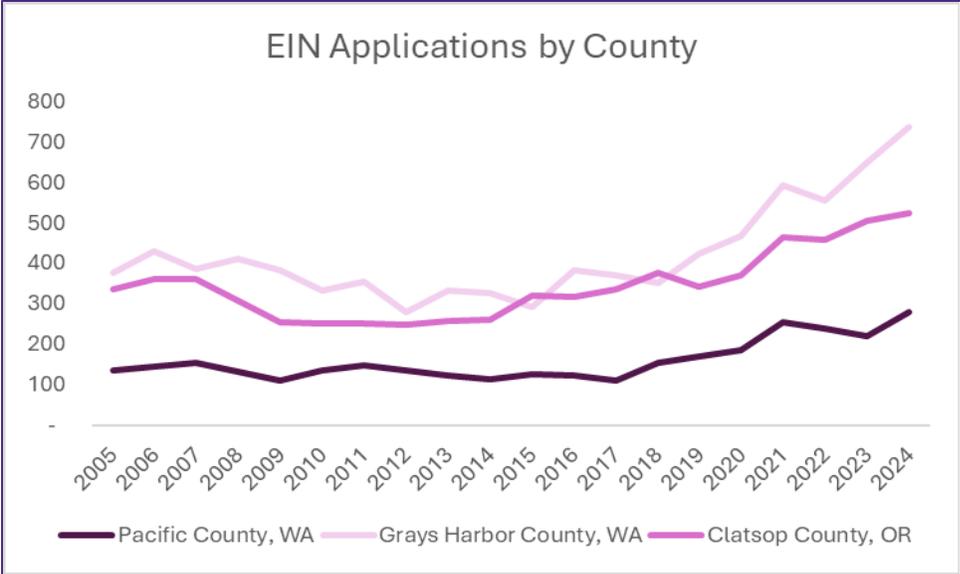
Source: Employment Security Department, Pacific County Profile

SMALL BUSINESS AND ENTREPRENEURSHIP

- Strong local tradition of small business and entrepreneurship
- Over 50% of businesses in Pacific County have less than 5 employees per Census Bureau
- Over 75% have fewer than ten employees
- Small business formation at parity with neighboring counties when controlling for population

| County | 2024 Population | EIN Applications | Applications per Capita |
|-------------------------|-----------------|------------------|-------------------------|
| Pacific County, WA | 23365 | 278 | 0.012 |
| Grays Harbor County, WA | 75636 | 738 | 0.010 |
| Clatsop County, OR | 41072 | 524 | 0.013 |

Small Business Formation Trends
 Source: United States Census Bureau



Small Business Formation Trends
 Source: United States Census Bureau

BANKING AND CAPITAL ACCESS

- Pacific County's financial ecosystem is dominated by **community banks and small credit unions**, limiting access to growth capital for scaling businesses.
- Many entrepreneurs rely on **personal financing or informal capital**, particularly in tourism, seafood, and small manufacturing sectors.
- Programs through the U.S. Small Business Administration and **CDFIs (Community Development Financial Institutions)** remain underutilized by local entrepreneurs.
- Stakeholder interviews suggest that **financial literacy, loan navigation, and technical assistance** are barriers to accessing available capital.
- Strengthening partnerships between banks, chambers, and business support organizations could improve **capital flow to small businesses and new ventures**.

HOUSING AND RESIDENTIAL DEVELOPMENT

- Pacific County faces **limited housing supply**, particularly for workforce and middle-income households.
- • Seasonal tourism demand and second-home ownership create **pressure on available long-term housing stock**.
- • Construction costs and infrastructure constraints make **new residential development difficult in smaller municipalities**.
- • An aging population increases demand for **senior housing, healthcare access, and supportive services**.
- • Expanding housing availability is essential to **attracting workforce talent and supporting business growth**.

LAND CAPACITY AND DEVELOPMENT

- Developable commercial land is constrained by **zoning complexity, infrastructure availability, and environmental regulations.**
- • Much of Pacific County's land base is **forestland or resource land**, limiting areas available for commercial expansion.
- • Smaller municipalities often lack **shovel-ready development sites**, which can deter outside investment.
- • Stakeholders report that **permitting timelines and regulatory uncertainty** create barriers for developers considering projects in the region.
- • Strategic site identification and infrastructure planning could help position the county for **targeted investment and business attraction.**