



# Community Plans Summary

## November 2007

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## Introduction

As an initial step in the Grays Harbor 2020 Vision and Action Plan, the consultant team obtained and reviewed thirty-five community plan documents related to past and current economic development efforts within Grays Harbor. Key goals and strategies and other important observations were then summarized and incorporated into a running “community plans table” to be used as one of many planning resources. The purpose of this effort is to ensure that Grays Harbor 2020 planning participants are aware of and build on the work that has been completed prior to the current effort.

The summary table, which begins on the following page, will be used in conjunction with input from key stakeholders and an analysis of data to identify a series of proposed “focus areas” upon which the community can build a Vision and Action Plan. The table does not include all plans completed in Grays Harbor County, but does provide a broad cross-section. The table will be updated periodically as additional plans are forwarded to the project team.

While the review of existing economic development strategies is helpful in understanding community values and individual organizational priorities, very little information is available to help determine the status of these various efforts. Additional research, to be conducted as part of the Focus Team planning process, will be required to determine where additional attention should be directed in the remainder of the planning effort.

## GRAYS HARBOR VISION 2020: SUMMARY OF EXISTING ECONOMIC DEVELOPMENT STRATEGIES

Year	Document Name	Organization	Key Strategies	Notes
2007	Transit Development Plan	Grays Harbor Transportation Authority	<p>The Grays Harbor Transportation Authority provides value and service in transporting community member of all ages within and outside of Grays Harbor. 2007 Service Objectives include:</p> <ol style="list-style-type: none"> <li>1. Preserving Service such as having upgraded its Paratransit software;</li> <li>2. Safety – new stations at Ocean Shore sand Elma will provide an ADA accessible and safe environment for passengers;</li> <li>3. Economic Vitality – continue to support transportation systems that enhance tourism such as the pedestrian only ferry and docking cruise ships; and</li> <li>4. Mobility – providing connections to other systems in other counties.</li> </ol>	<p>It is important to note that the Grays Harbor Transportation Authority provides 10 connections to other Western Washington systems, including a summer, passenger only ferry for the cities of Ocean Shores and Westport.</p> <p>A public hearing on the Transit Development Plan was held in May 2007, no comments or recommendations were received.</p>
2007	US 101 Regional Circulation Project – Final Report	Grays Harbor Council of Governments and WSDOT	<p>The highway networks of US 101, US 12 and State Route 109 are significant to the cities of Aberdeen, Hoquiam and Cosmopolis, providing an economic link between the region and the rest of Washington State.</p> <p>Utilizing corridor studies completed over the last 14 years, evaluating over 150 individual projects and seeking the input of stakeholders, the following 5 projects were identified as top priorities.</p> <ol style="list-style-type: none"> <li>1. Full Truck Route Alternative;</li> <li>2. Tri-City Operational Improvements, provides more than 20 needed and visible short term improvements;</li> <li>3. Wishkah Mall Access Improvements to alleviate traffic problems;</li> <li>4. Intelligent Transportation Systems, utilizing technology to assist in traffic mitigation such as changeable message signs and enforcement cameras; and</li> <li>5. Improve Port Industrial Road, thereby providing traffic flow, capacity and safety.</li> </ol>	<p>Developed in response to the 2005 Washington State Legislative Session in which \$500,000 was earmarked for a regional planning study to reduce congestion on US 101 in the vicinity of Aberdeen, Hoquiam and Cosmopolis.</p> <p>Port Industrial Road is identified as a top priority further supporting the 2006 Port Industrial Road plan.</p> <p>Document and letter provided to Washington State legislators representing Grays Harbor for the 2007 legislative session.</p>
2007	Grays Harbor County Regional TIP 2008-2013		<p>A detailed overview of all planned and secured funding projects within Grays Harbor County over the next 6 years. Highlights include downtown corridor improvements (e.g. street widening, lighting, sidewalks on Heron St.); bike pathway on South Aberdeen Trail; construction of pedestrian /bike bridge over SR 12;</p>	

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2007	Economic Development Planning	City of Hoquiam	<p>Outlines comparative demographic and economic data, fiscal implications of land use alternatives, a summary assessment and potential city vision elements.</p> <p>Summary of overall situation assessment: Hoquiam is transitioning to an economy based on a mix of wood products, transport and services. Greatest potential is in industrial and residential growth with retail to follow.</p> <ul style="list-style-type: none"> <li>• Retail strategy – focus on downtown and the Simpson strip</li> <li>• Downtown and riverfront are key strengths for the downtown – live, work and play.</li> </ul> <p>Stakeholder conversations contributed to the following (abbreviated) list of potential city vision elements; A strong sense of community and a widely known identity; public-private partnerships that support and attract business; a vibrant, actively used riverfront; a diverse and vital economy with strong retail, industrial and a green industry cluster; a high quality of life and an active arts and culture community to celebrate Hoquiam's heritage.</p>	<p>Information, data and input compiled in this document serve the purpose of informing development of the City's Economic Development Strategic Plan (Hometown Hoquiam Phase 2). This information was scheduled to be presented and discussed at a Council study session and public forum on July 23, 2007 and represents the beginning of a new phase, focused on strategy development and the writing of a draft plan.</p>
2007	Comprehensive Economic Development Strategy for the Columbia –Pacific Region	Columbia – Pacific Resource Conservation & Economic Development District	<p>An update from the 2006 CEDS, the following are planned improvements:</p> <p><b>Satsop Development Park:</b> Investment in building improvements, construction, water and sewer infrastructure to retain and increase family wage jobs, new industrial tenants and associated annual sales.</p> <p><b>Port of Grays Harbor:</b> Port Industrial road safety and mobility improvements; harbor dredging to receive new increased vessel sizes; construction of export facility storage, Westport shipyard expansion.</p> <p><b>Grays Harbor County and Inter-city Infrastructure Projects:</b> PUD capital improvements, North Beach groundwater study; traffic studies, construction and planning such as the efforts to develop the Hidden Coast Scenic Byway.</p>	<p>Grays Harbor County recognized the following economic development efforts:</p> <ul style="list-style-type: none"> <li>• Tourism increases 4 million in 2006</li> <li>• Westport Shipyard plans \$5M expansion at Port of Grays Harbor</li> <li>• Community Hospital completed new \$175M emergency facility.</li> <li>• High school, and college growth/renovation</li> <li>• Transit Authority awarded \$3M in grants to purchase new busses / vans</li> </ul> <p>Public Development Authority and the Port of Grays Harbor note extensive accomplishments</p>
2007	Satsop Development Park – Draft Master Plan	Grays Harbor Public Development Authority	<p>Overarching goals of the Master Plan are to:</p> <ul style="list-style-type: none"> <li>• Optimize development and use of the park</li> <li>• Prime site to be major economic driver</li> <li>• Simplify the regulatory restrictions applied to development of the park</li> <li>• Ensure the PDA is economically and</li> </ul>	<p>A 20-year plan that will replace the 1990 Wildlife Mitigation Agreement and provide policy direction and development regulations for all Grays Harbor PDA's properties within the Park.</p> <p>Referred to as Master Plan, Phase 2, it is a</p>

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			<p>environmentally sustainable</p> <ul style="list-style-type: none"> <li>Leverage Park's assets while ensuring longer-term sustainability of its unique qualities.</li> </ul> <p>The plan includes a vision statement, goals &amp; objectives, and an implementation plan.</p>	<p>follow-up to earlier efforts completed during Phase 1, 2003-2004, in which a conceptual master plan was developed.</p>
2006	Annual Report	Confederated Tribes of the Chehalis Reservation	<p>Overview of departments/programs specific to economic development:</p> <p>Planning</p> <ul style="list-style-type: none"> <li>Continued implementation of the Master Facilities Plan; design and installation of South Anderson Water Main project; plan, develop survey instrument and conduct a three year community assessment.</li> </ul> <p>Natural Resources – Realty</p> <ul style="list-style-type: none"> <li>In 2006, the Chehalis Tribe purchased approximately 330 acres of new land created an approximate total of 1,100 held in fee and trust status.</li> </ul> <p>Housing</p> <ul style="list-style-type: none"> <li>Approval received for the ninth year – Indian Housing Block Grant valued at \$689,529.</li> </ul>	<p>Chairman David Burnett notes accomplishments for 2006: Getting land near I-5 into trust status; moving forward with Great Wolf Lodge project; completing the clinic building, and a significant investment in infrastructure.</p>
2006	Long Range Transportation Plan	Confederated Tribes of the Chehalis Reservation	<p>Describes the Tribe's transportation needs and outlines strategies to meet those needs. The plan serves as a blueprint to guide the Tribe's transportation development over the next 20 years.</p>	<p>This plan was developed through an extensive public involvement process spanning 3 years.</p>
2006	Final Report – Port Industrial Road	Port of Grays Harbor Grays Harbor Council of Governments	<p>Developed to increase mobility and safety along Port Industrial Road, the plan speaks to existing conditions, 2025 Forecasts and includes 4 short term, intersection-type improvements and offers 3 options at various costs, a for long term project, specific to mitigating the impacts of the at-grade interaction of the train and vehicular traffic.</p>	<p>The plan notes the significance of the Port Industrial Road corridor to the community as well as the importance of the movement of freight via rail.</p>

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2006	City of Westport Comprehensive Park and Recreation Plan 2006-2011	City of Westport	<p>The plan is a reflection of the park and recreation needs and desires of the Westport community. Serving as a policy document to guide development, operations and maintenance activities, the plan identifies the following community goals:</p> <p><b>Community Pride</b> Promote community pride and strengthen neighborhoods by providing quality park and recreation opportunities and programs in Westport.</p> <p><b>Youth</b> Expand and improve Westport's park and rec facilities in order to engage Westport's youth community.</p> <p><b>Aging Population</b> Provide passive recreational opportunities for Westport's growing aging population.</p> <p><b>Tourism</b> Accommodate needs of tourists recreating in Westport.</p> <p><b>Existing Facilities</b> Raise community awareness of existing recreational opportunities in Westport.</p>	<p>Local related planning efforts noted: 1998 City of Westport Comprehensive Plan, City of Westport Shoreline Master Program 1998, Grays Harbor Estuary Management Plan, and Grays Harbor Regional Bike Plan 1981.</p> <p>Resolution adopted April 2006 by the Port Commission of the Port of Grays Harbor.</p>
2006	Grays Harbor College 2006-2009 Strategic Plan – Year Two	Grays Harbor College Institutional Research	<p>Identified strategic directions: <i>(some abbreviated)</i></p> <ol style="list-style-type: none"> <li>1. Evaluate program offerings, scheduling and resources across the district in order to formulate a comprehensive plan to meet the needs of our students and communities while promoting educational excellence in teaching and learning in accordance with the Desired Student Abilities.</li> <li>2. College climate and staffing – evaluate and enhance the college climate by providing effective leadership and promoting productive and satisfying relationships among constituencies.</li> <li>3. Communication and outreach – Develop and implement a plan to increase student and community access and enrollments, and to communicate a positive image of the college to the communities it serves.</li> <li>4. Resources and budget – Align budget, resource allocation, operations and decision-making with Strategic Plan and mission.</li> <li>5. Student services – Develop and implement a plan for the enhancement of student services</li> </ol>	<p>Report dated 10/23/07 – Year two of the strategic plan.</p>

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			<p>and programs to support success for current and prospective students.</p> <p>6. Technology/Equipment/Facilities –Develop and communicate a comprehensive, college-wide vision for the integration of technology, equipment and facilities including appropriate training for all staff.</p>	
2006	Regional Aviation Needs Study – Public Workshop Handouts	Port of Grays Harbor	The workshop was conducted by the Port Commission and staff as part of an overall community assessment of aviation needs in the region based on current conditions and projected future need of airport facilities in general and how they may relate specifically to Bowerman Airfield.	A series of stakeholder meetings with several local groups and organizations were conducted July – September 2006 to seek input on Bowerman Airfield’s role in aviation and economic development in the region.
2005	Parks and Recreation Comprehensive Plan 2005-2009	City of Hoquiam	Highlight of key recommendations: 1) Recreation Site Recommendations, included pursue waterfront acquisition, focus on implementing the Downtown Waterfront Redevelopment Plan 2)Recreation Facility Recommendations, included the Development of a multi-use facility, completion of the Historic Hoquiam Rail Depot, and development of pathways, scenic bikeway and skateboard facility 3) Recreation Program Recommendations, including continued coordination with private and public organizations to provide a variety of recreational opportunities for all age groups.	Parks and recreation is an asset to the community and this plan speaks to the community’s objectives, needs and priorities. The plan calls out several local, city adopted plans which speak to recreational activities and were taken into consideration, such as: City of Hoquiam Comprehensive Plan Update – 1996, Hoquiam School District Facilities Study, Shorelines Management Master Program for the City of Hoquiam and Grays Harbor Estuary Management Plan.
2005	Hometown Hoquiam – A Report on the Community Development Needs	City of Hoquiam	<p>A grass roots community assessment included community and business outreach. The Business District created a practical vision and a series of strategic directions. The <b>Listening to our Neighborhoods</b> meetings resulted in the following 9 strategies:</p> <ul style="list-style-type: none"> <li>• Building Community Pride,</li> <li>• Developing our Assets and Resources</li> <li>• Creating and Maintaining a Strong Local Economy</li> <li>• Improving Traffic Flow</li> <li>• Embracing Tourism</li> <li>• Enhancing the Quality of Life for all Citizens</li> <li>• Establishing Efficient and Accountable Government</li> <li>• Providing a Safe Community</li> <li>• Having Quality Affordable Housing</li> </ul>	223 community participants at seven neighborhood workshops. Over 100 business owners participated. Identified timeline, action plan and sponsors for each action identified.

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2005	Comprehensive Economic Development Strategy for the Columbia –Pacific Region	Columbia – Pacific Resource Conservation & Economic Development District	<p>Since the 2004 CEDS, infrastructure in Grays Harbor County made significant strides throughout the county as investment topped \$1 billion. Additional key accomplishments include:</p> <ul style="list-style-type: none"> <li>• Tourism up 10% over 2003</li> <li>• Retail sales increased 20%</li> <li>• Westport Shipyards expanded</li> <li>• Sierra Pacific's \$40M mill is now in operation</li> <li>• Westport and Ocean Shores growing rapidly</li> <li>• Hogan's Corner adjacent to Ocean Shores – a mixed use plan with \$330M worth of expansion</li> <li>• Near Elma, a \$800K expansion on the Fairgrounds is completed and a new \$3M Microtel Hotel is developed</li> </ul>	An update to the 2004 CEDS plan.
2005	Port Cities of Grays Harbor Corridor Vision Plan	City of Aberdeen, City of Cosmopolis, City of Hoquiam and Grays Harbor Chamber of Commerce	<p>Using the WSDOT document, the plan reviews the transportation corridors of State Routes, 12, 101, 105, 107, and 109.</p> <p>Common goals identified in the Corridor Vision Plan include:            Improve the aesthetic appearance of our Main Streets;            Enhance the street environment, particularly for pedestrians;            Minimize conflicts between the highway users;            Encourage through traffic to stay on highway;            Encourage drivers to drive at the desired speed;            Provide alternate routes for local traffic and increase the economic vitality of our communities.</p>	2001 WSDOT Route Development Plans: The Olympic Region Process was used to provide direction for this plan.
2004	Seaport Landing Master Plan	Grays Harbor Historical Seaport Authority	<p>Outlines a 12-month timeline to gather data, conduct site tours, public outreach, finalize drawings and begin work. A creative approach was utilized by identifying 9 teams, each with a specific mission, to divide up the data collection and input process. The teams identified were; Heritage, Infrastructure, Waterway &amp; Boatyard Development, Southside Business Development; Education; Accessibility, Fundraising, Planning &amp; Design.</p>	Plan notes a public Design Charrette and Master Planning process will take place November 2004.
2001	Comprehensive Economic Development Strategy	Columbia – Pacific Resource Conservation & Economic Development District	<ol style="list-style-type: none"> <li>1. Diversify the economic base of the region to stabilize and increase employment</li> <li>2. Develop renewable resources of the region (forestry, fisheries, ag) and continue the development of industries which use these to</li> </ol>	This report includes several updates to the June 2000 plan.

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			<ul style="list-style-type: none"> <li>provide a permanent base for employment.</li> <li>3. Strengthen existing business to maintain economic activities and provide or increase growth in jobs and income.</li> <li>4. Protect the environment of the region, increasing the attractiveness of the area to industry, tourists, and local youth to provide a permanent, desirable environment for both living and earning a living.</li> <li>5. Effectively manage growth to optimize the benefits and minimize the costs, which may arise from development activities.</li> <li>6. Encourage Partnerships between business, labor, and government to promote economic and community development.</li> </ul>	
2000	Comprehensive Economic Development Strategy	Columbia – Pacific Resource Conservation & Economic Development District	<ul style="list-style-type: none"> <li>1. Diversify the economic base of the region to stabilize and increase employment</li> <li>2. Develop renewable resources of the region (forestry, fisheries, ag) and continue the development of industries which use these to provide a permanent base for employment.</li> <li>3. Strengthen existing business to maintain economic activities and provide or increase growth in jobs and income.</li> <li>4. Protect the environment of the region, increasing the attractiveness of the area to industry, tourists, and local youth to provide a permanent, desirable environment for both living and earning a living.</li> <li>5. Effectively manage growth to optimize the benefits and minimize the costs, which may arise from development activities.</li> <li>6. Encourage Partnerships between business, labor, and government to promote economic and community development.</li> </ul>	This report represents a revision of extensive Overall Economic Development Plan analysis and reports initially prepared and submitted to the EDA in 1994 and subsequent updates in 1996 and 1997. This plan addresses multiple counties including Grays Harbor.
2000	Commercial / Industrial Site Assessment	Grays Harbor County	Assessment of the top priority development sites in Grays Harbor County, with regard to utility capacity and development constraints. Two priority sites selected: Port Blakely and the East County site.	Note: The report includes additional sites and their assessment done later in the year. The Industrial Development District and South Shore Properties.
1998	A Highway between the Bays – A Management Plan for the State Route 105 Corridor	Communities of the SR 105 Corridor (WSDOT)	Primary purpose of the plan: Document community interest in corridor enhancement and guide enhancement projects; Promote partnerships for enhancement and conservation; Bring new resources to	Management plan process included interviews; meetings and workshops. Public input on goals included: Maintain the Waters' Edge Way of Life; Welcome Visitors to the Region; Tell the

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			the corridor; Support application for National Scenic Byway or All-American Road designation if local jurisdiction seeks it.	Stories of the Region; Provide for a safe and pleasant journey. Strategies, implementation details and funding resources are listed.
1996	Aberdeen Landing Master Development Plan	Port of Grays Harbor	Recommended development plan identifies 3 primary development areas: Aberdeen Landing, Seaport Square and City Landing. The plan is based on a series of actions over a five year time frame. The plan separates each area and details components specific to physical development and includes drawings/ maps.	Plan notes that its vision was built on central principles identified in past studies.
1993	Urban Services Study – Law Enforcement Report (committee notes)	Grays Harbor Chamber of Commerce	Urban Services Study Committee developed a report to provide information, data and clarity related to an organizational structure of a model police department capable of providing law enforcement services to the Cities of Aberdeen, Hoquiam and Cosmopolis.	
1992	Downtown Revitalization - Timber Communities Assistance Program Application (WA State program)	City of Aberdeen	Application to Timber Communities Assistance Program to assist in revitalizing downtown Aberdeen by funding a downtown coordinator position, supporting implementation of planning projects already underway such as the Old Aberdeen Waterfront District.	No indication re: the result of this application.
1992	Aberdeen School District Strategic Planning Project	Aberdeen School District	A multi-phased strategic planning process spanning four months. The final strategic plan includes a revised mission statement, belief and five year visionary goals that include: 1) Learning 2) Learning Environment 3) Technology 4) Home, School and Community.	Superintendent will assume responsibility for the implementation of the strategic plan.
1991	East Aberdeen Waterfront Walkway	N/A	The purpose of this plan is to: <ol style="list-style-type: none"> <li>1. Provide the City of Aberdeen with detailed design concepts and preliminary plans for the development of a waterfront pedestrian pathway/promenade which will physically inter-relate shoreline features.</li> <li>2. Improve E. Aberdeen Shoreline setting for recreational enjoyment while accommodating and facilitating water-dependent industry, commercial/retail, and civic redevelopment.</li> <li>3. Upgrade visual identity so it is a source of pride for locals and an attraction to visitors.</li> <li>4. Identify and provide preliminary site design for a riverfront boat launch facility with related supporting features.</li> </ol>	This plan references the Old Aberdeen Waterfront District Design Plan and the Grays Harbor Historical Seaport Master Plan.
1990	Historical Seaport Master Plan	Grays Harbor	Master plan intended to serve as the conceptual basis and guiding document for the physical redevelopment of the Historical Seaport site and the East Aberdeen area as well as providing a framework for other	A detailed land use design and master plan, detailing a unified vision of three project areas – The Seaport Square; Heritage Place and Wishkah River Quay - including

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			related development throughout the County. Four identified goals: (abbreviated) 1) Develop economic base, opportunities and sustainable income for Grays Harbor Historical Seaport Authority 2) Improve community appearance and facilities 3) Celebrate local history and provide educational programs 4) Develop unified coherent design character.	drawings, budget and actions. The appendix includes 40 concept ideas developed by plan participants.
1990	Highest and Best Use Study	Port of Grays Harbor	The study includes an economic overview; site analysis and assessment of the following markets: tourism, lodging, commercial office, retail and condominium. Study suggests a mixed-use project would constitute the highest and best use of the subject site. Tourist-related development, that complements Historical Seaport, offers greatest potential for success. Additional recommendations included development of a rooms-only hotel offering 50-75 quality guest rooms, an adjacent dining facility and a 1,000 -1,500 sq. ft. meeting space with design theme complimentary to the historical seaport. A portion of the site should be for carefully selected boutique retailers and potentially space and tenants for commercial office space.	The study Examines the potential uses for the Port's 4.7 acre parcel of property between the Wishkah Mall and the Tall Ships Project and includes the 600 feet of frontage along the Chehalis River. Is an overview market analysis and references it is for the use of the East Aberdeen task force to review.
N/A	Old Aberdeen Waterfront District – Design Plan, Phase 1	City of Aberdeen	Recommendations based on planning analysis and public preferences, this redevelopment plan outlines a series of public works improvements and regulatory policies. Key elements include, 1) design guidelines and development controls that produce more unified, efficient development 2) Urban design improvements that are cost effective and take advantage of programmed capital improvement 3) Recognizing the unique problems and potentials of subareas while visually and functionally unifying the district as a whole. 4) Involve the East Aberdeen Community.	This design plan builds on the “Old Aberdeen Waterfront District Recommendation for Development” February 1990 (below) and to complement the on-going planning of the Grays Harbor Master Plan, the E. Wishkah St. improvements, “F” Street redevelopment and Morrison Park access improvements. Notes that Phase II will occur in the summer of 1990?
1990	Old Aberdeen Waterfront District – Recommendations for Development	City of Aberdeen	Policy recommendations regarding development potential for the waterfront district utilizing three identified districts: 1) East Aberdeen 2) South “F” Street 3) Downtown Aberdeen. Task force efforts to “Create the ambience of an ‘Old Aberdeen Waterfront District’ that will provide opportunities for: Commercial/tourism development; recreational activities; enhancing the community’s quality of life. Three main categories of goals and objectives were identified: 1) Concept development; Physical	This report notes that it is the first phase of the appointed task force’s efforts re: this project. Report includes detailed list of goals, objectives and implementation schedule.

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			improvements and Economic Opportunities.	
1989	Overview of the Lodging Market	Grays Harbor Economic Development Council	Recommended areas of further study or notes: 1) new lodging development in Aberdeen/ Hoquiam focus on the Historical Seaport 2) Research centrally located beachfront sites in the commercial district of Ocean Shores and of other more isolated sites with scenic views and beach access. 3) Westport may benefit from more bed and breakfast type establishments promoting the city's attractive setting 4) South Beach area may find it preferable to focus on expanded recreational vehicle parks 5) Lake Quinault – consideration of expanding the existing lodge.	Specifics related to zoning, development sites, licensing requirements were not considered in this report.
1989	Port of Grays Harbor Economic Impact Study	Port of Grays Harbor	Objective: To determine the total economic impacts of the Port and a part of the Port's overall goal to encourage economic growth in the county. Five operations were identified for this study: public marine terminal operations, private marine terminal operations, activities of businesses that use or rely on Westport Marina, the activities of tenants located on port-owned property in Aberdeen and Hoquiam, and the operations of the Bowerman Field Airport.	Primary goal of the Port of Grays Harbor is to broaden and strengthen the economic base of the County by 1) constructing and operating modern public marine and air terminals, 2) acquiring and improving industrial sites for existing and new industry, 3) supporting the construction and maintenance of port facilities and operations, 4) assisting in stabilizing the county's natural resources and 5) working cooperatively with others to promote Grays Harbor for new business.
1988	Retail Study	Grays Harbor County	Objective: To provide communities and individual business owners with information with which to strengthen the retail sector, thereby better serving the needs of Grays Harbor County residents. A mailing of 1,300 surveys was sent to a random sampling of county households.	Based on the results of the survey, a questionnaire was developed asking retailers as to what they would be willing to do, specific to the recommendations, to impact customer retention.
1988	Workshop with the State of Washington Tourism Industry Assessment Committee		N/A	Overview of Washington State Tourism workshop.
1986	Downtown Waterfront Redevelopment Plan	City of Hoquiam	Assessment of current existing conditions specific to the city's urban waterfront. Utilizes a design district approach; identified 8 design districts along the waterfront, providing for incremental progress, phased construction, allowing immediate visibility while serving as a part of a larger overall improvement master plan. Noted implementation plan consists of 17 actions that require infrastructure; land use acquisition and/or change in use as well as establishment of an LID, general bonds.	The Hoquiam Shoreline Master Program is the local management plan and regulation for the riverfront. The plan includes Recommendations for Shoreline Master Program Amendment Review to assist in making the plan successful. A table of applicable funding programs provided for suggested implementation plan.



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