

COVID-19 RECOVERY & RESILIENCY PLAN

Economy and Jobs Working Group

October 22, 2020

Preliminary DRAFT



LEAD SECTOR Economy & Jobs

SUPPORTING SECTORS

- Broadband
- Families and Children

COMMUNITY GROUPS

- Jeff Randall, Jefferson PUD Commissioner – Liaison, Chair
- Brian Kuh, Team Jefferson Executive Director – Co-Chair
- Arlene Alen, The Chamber of Jefferson County, Executive Director
- Deborah Stinson, former Mayor and Port Townsend City Council Member
- Kris Nelson, business owner and former Deputy Mayor and City Council Member
- David King, past CFO of Townsend Bay Marine, former Mayor, City Council Member
- Elizabeth Court, Director Olympic Workforce Development Council
- Pinky Mingo, Jefferson County Dept. of Health, Environmental Public Health/Water Quality Director
- Siobhan Canty, Executive Director of the Jefferson County Community Foundation
- Pete Langley, Owner PT Foundry
- Dina Geiszler, Workforce Development, OlyCAP
- Erika Lindholm, Craft 3, VP Senior Business Lender
- Will O'Donnell, Jefferson PUD Communications Director
- Rick Dickinson – Center for Inclusive Entrepreneurship
- Kerry Hastings – Housing Solutions Network
- Will O'Donnell, Jefferson PUD Communications Manager – Staff

SUMMARY OF RECOMMENDATIONS

Jefferson County's economy and job situation has been under stress for decades. Lack of affordable workforce housing, affordable childcare, affordable and available high-speed broadband affect the ability of Jefferson County businesses to attract and retain the workforce needed for their success. Jefferson County residents are dedicated to this place, creative and entrepreneurial. However, these same issues make it difficult to afford to live, work, and thrive here.

This Chapter proposes initiatives that are intended to build on our strengths by addressing these issues in the short term while setting the stage for longer term improvement.

PROBLEM/OPPORTUNITY STATEMENTS

Opportunity statement: We should look at the COVID crisis as an opportunity to seek positive change in our economy and in our community.

- The COVID situation creates opportunities to look for new ways to conduct business where location and distance are not an issue and may be in fact a new normal.
- We should strive to sustain and strengthen the existing economy while recognizing that our environment is evolving (COVID) and seek to diversify our economy to make it more resilient. We need to build on successful parts of our economy (tourism, maritime trades, construction, agriculture and the arts) for a more diversified resilient local economy. We should engage the whole community to get everyone working together to identify and find solutions to community problems such as affordable workforce housing and childcare.

I. **Problem statement:** We need to identify the factors that have prevented us from achieving a **diverse resilient economy** and work on these problems as part of our long-term economic development strategy.

- a. Lack of **affordable workforce housing, childcare, and lack of high-speed broadband county-wide** are barriers to achieving a diverse resilient economy. These issues affect



Jefferson County residents who are seeking work locally as well as the businesses who seek to employ them. Our County was facing a crisis on all these fronts prior to COVID and this pandemic is making it much worse.

- b. Provide a **framework for recruiting** new businesses and residents who will contribute to achieving a diverse resilient economy.
- c. We need to support **growth of existing businesses and creative entrepreneurs that complement and evolves successful aspects of our economy (tourism, marine trades, public sectors, arts and agriculture)**. Match existing **craft-driven culture and scale** in Jefferson County.
 - i. **High speed broadband** is needed for new and existing businesses that will become increasingly reliant on internet sales as well as reliable communication and data exchanges.
- d. Recognize that **our geography isolates our local economy** that in some ways provides advantages and in some ways disadvantages.
 - i. We need to ensure greater resiliency and protection from **global market interruptions and fluctuations in tourism**.
 - ii. We need to promote the production, sale, and purchase **of local products and services** as part of a resilient diverse local economy.
 - iii. The **Gig economy** is expected to grow, technology now allows these and other workers to come to Jefferson County to work remotely.
 - iv. We need to seek to **further diversify our economy by attracting businesses that aren't impacted by transportation distances and delays**.
Examples—software development, arts (literary, music, film), etc. We should capitalize on our existing creative entrepreneurs and expand them into enterprises that would provide livable wages.
- e. We need to find ways to support and **market** this new **diverse resilient economy**.
 - i. Ensure that Jefferson County is known as a place where small- to medium-sized businesses can thrive.
 - ii. Avoid worsening our affordable housing problem through this active promotion of our community.



- II. We need to **engage all the sectors of our economy** in a way that everyone realizes the interconnectedness of the sectors, with each of us as individuals (engaging all of our residents), and that the problems we face (such as workforce housing, child care, etc.) are not siloed problems that affect only some of us, or only some sectors of the economy.
- III. We need to connect existing networks including arts, makers, maritime, food & agriculture, finance, education, housing, etc.
- IV. We are all in this together, recognize the interconnectedness of our economy
 - i. and other support.



BACKGROUND

The issues raised in this chapter are not new. As a rural county with very outstanding natural features and a well-known tourist destination, Jefferson County has long been attractive as a place to retire. While our retirees are generous with their time, expertise and financial resources, they are not reliant on making a living in Jefferson County. This report is focused on the businesses and workforce that Jefferson County needs to be a well-rounded and resilient community. Current trends are making Jefferson County less affordable for local workers. The COVID crisis is accelerating these trends in many ways. If we wish Jefferson County to be composed of real communities, where the businesses are locally owned and the workforce is housed and lives locally, then immediate steps must be taken to address the affordability of workforce housing, the availability of affordable childcare, the provision of additional financial and technical assistance to businesses, increase the economic activity in the marine trades sector which provides some of the best living wage jobs in the County, and provide affordable and available high speed broad band to every home and business in Jefferson County.

RECOMMENDED ACTIONS

PROJECT/INITIATIVE 1

Increase available affordable workforce housing

OBJECTIVES & DESIRED OUTCOMES

- Secure more affordable workforce rental units within existing residences as quickly as possible

OBJECTIVES & DESIRED OUTCOMES

- Secure more affordable workforce rental units within existing residences as quickly as possible
 - Problem statement – “The most critical business issue in Jefferson County is workforce housing, it permeates every sector of our community every day. The challenge is not just about finding people places to live or helping more housing be built, it is finding units that we can turn into housing in the short-term to help bring the long-term development gap to closure.” Arlene Alen, Executive Director – The Chamber of Jefferson County (See addendum)
- OBJECTIVE - Increase available housing that is affordable for our workforce in the near term through a centralized housing “service center” – currently being called “Housing Connections”
 - Provide bridge until larger scale multi-family units can be built
 - Provide a minimum of 25 more affordable rentals per year, serving households of 1-3 people
- DESIRED OUTCOMES:
 - Keep our local businesses viable by keeping existing workers here and ensuring future workers can come to our community
 - Provide resident and community stability through the provision of affordable and safe homes that people can live in for extended periods
 - Provide extra income for those struggling to keep their homes through a new rental income stream



- Provide financial and personal care options for growing number of those seeking to age in place - to avoid health and social isolation risks of congregate living

-

PROPOSED LEAD ORGANIZATION & SUPPORTING ROLES

- LEAD: Housing Solutions Network (HSN)
 - Currently an initiative of Jefferson Community Foundation (JCF)
 - Challenge/Opportunity Statement: <https://housingsolutionsnetwork.org/what-makes-housing-affordable/>
 - Wide range of unique out-of-the-box efforts to address the challenge: <https://housingsolutionsnetwork.org/housing-action-teams/>
 - Emerging vision: Housing Connections - An Affordable Housing Service Center – serving both tenant and landlords
 - See Figure 1 Housing Connections proposal below
- SUPPORT: City and County – Development Services
 - Provide support through funding and/or partner with Housing Connections Project Manager with a Permitting Concierge
- SUPPORT: Peninsula Housing Authority, Habitat for Humanity, OlyCAP, Bayside, Dove House, Homeward Bound
 - Continue partnership with HSN and Housing Connections to coordinate services and resources
- SUPPORT: Business community memberships
 - Allow businesses to help fund this service that is made available to their employees or potential employees

ACTION STEPS and TIMEFRAME

- Action Teams continue current plans and conduct Pilot Projects for small-unit construction (Oct 2020 – ongoing)
 - Provide input to Housing Connections development
 - Provide success stories
- Identify the minimal viable product – lean process to find starting point (Fall-Winter 2020)
- Further define the specifics for each Housing Connections component (Fall-Winter 2020)
 - Deliverables, tasks, skills, staffing, partnerships
- Identify and implement Housing Connections’ appropriate business structure (501c3, etc.) (Winter- Spring 2021)
 - Only needed if/when this growing initiative exceeds the capacity for HSN/JCF to host
- Identify potential funding mechanisms (Winter – Spring 2021)
 - City/County – expedite planning & execution (2021 CARES funds)

- Grants (some already in the pipeline)
- Fees for services – sliding scale
- Consultation services for other communities (longer term)
- Launch Housing Connections (Spring – Summer 2021)
 - Hire staff and/or recruit volunteers
 - Develop marketing materials and begin County-wide promotion
 - Soft launch while still under COVID-19 restrictions/limitations
 - Full launch ready once restrictions/limitations lessened or lifted

ASSESSMENT: Tangible, Fundable, Legal, Able to Implement, Address COVID-19

- Project meets these guidelines based on findings from a solid year of work conducted by various Housing Action Teams
 - Tangible: Substantial interest level demonstrated through focus groups, offered trainings, project proposals – all with limited advertising (e.g. 80+ people attended HSN’s free How to be a Good Landlord training)
 - Fundable: One or two paid staff, initially grant funded and later through sliding scale fees, memberships and consulting fees
 - Legal: No barriers discovered to date
 - Able to Implement: Demonstrated success in other communities and our own local community response indicate viable approach
<https://housingsolutionsnetwork.org/rural-models-that-work/>
 - Addresses COVID-19 due to the increased pressure on housing, both by anticipated rental evictions and demonstrated increased demand for housing by those moving here to work remotely

LEGISLATION/ADVOCACY required at State, Federal or Local levels

- Anticipate occasional review and adjustment for local permitting to create units that cannot meet existing regulations

ADDRESS LONG-STANDING ISSUES

- Lack of affordable housing has been identified as a barrier to economic and community health for well over a decade. The problem has grown in recent years and this pandemic is escalating the issue to crisis levels.
- This proposal was developed by coordinating with existing housing entities, resulting in a project that is unique and complimentary to current housing programs.

FUTURE WORK and ACTIONS to address longer-term Community Needs by this or similar/enhanced group in 2021

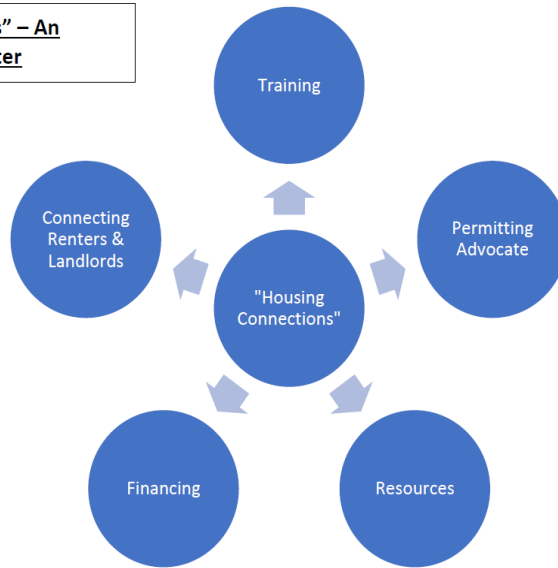
- *None in addition to Action Steps and Timeframe (see above)*

PRIORITY PROJECTS/USES for any Future Federal Funding in 2021

- \$50,000 to oversee the planning and execution but not to fund the ongoing staffing (Project Manager, Permit Navigator, etc).
- Ideally, City & County each fund 25-50% FTE ongoing for the Permit Navigator position. Minimally, City & County dedicate 25% in-house FTE to Permit Concierge until such time that the role is no longer needed.

Figure #1:

Vision for "Housing Connections" – An Affordable Housing Service Center



Training = This would include information on any upcoming trainings, such as the Rental Connections’ “How to Be a Good Landlord” training, Tiny Home Community trainings, as well as trainings provided by other NGOs.

Permitting Advocate = This is a resource that many have called for, which would be a person who can individually walk someone through the permitting process. Could be a subsidized fee-for-service effort where a local contractor visits the site, application support, etc. Could be eligible for public funding.

Resources = Information on topics such as tiny homes, local builders, a check list for permitting process, etc.

Financing = A possible funding mechanism through the Neighborly Rentals HAT.

Connecting Renters and Landlords = A way to “match” renters and landlords. Could outsource to an existing resource like silvernest.com (focused on home-sharing with older adults).

Addendum

Problem Statement:

The most critical business issue in Jefferson County is workforce housing, it permeates every sector of our community every day.

Our economy cannot thrive without people to staff our businesses and they need a place to live and to recreate. Recreation abounds in Jefferson County, a community imbued with history, culture and outdoor experiences that provide a fabulous quality of life and a great desire to participate.

Businesses with open positions, whether current staffing or growth roles, may have skilled needs not found in our current local job pool. There are generally many qualified candidates from outside Jefferson County who would be ready, willing, and able to relocate, at their own expense, to take on a given job opportunity. Unfortunately, even if they could find housing, there are few jobs with salaries that can support over \$2000 per month for a small ADU, at best.

Businesses are forced to hire geographically. They need to fill a role in their operation and must hire the best person who lives in Jefferson County to fill the position. That person may be far from the best qualified and may/may not rise to the occasion. If they do not, that business has lost opportunity, they have exhausted funding resources and now may have to separate someone from a job they cannot do and again go through the same process, often with the same repetitive negative result.

Business attraction is virtually impossible without housing for a workforce that meets the scale and scope of the operation. Here, almost no housing is available and what little there is does not approach what prospective employees/residents might be willing or able to habit.

The challenge is not just about finding people places to live or helping more housing be built, it is finding units that we can turn into housing in the short-term to help bring the long-term development gap to closure. Without this, all the long-range planning and diversification efforts of so many people in the community, including our nonprofits' and city and county government efforts, will not be enough to provide us with a sustainable model for the future.



Arlene Alen, CPM, IOM
Executive Director
The Chamber of Jefferson County

PROJECT/INITIATIVE #2: Jefferson County Business Survey

OBJECTIVES & DESIRED OUTCOMES

Quantitative measure of COVID impact to Jefferson County businesses.

IDENTIFICATION OF LEAD & SUPPORTING ROLES

EDC Team Jefferson, with support from the Chamber of Jefferson County, Center for Inclusive Entrepreneurship, PT Main Street Assoc., PT Marine Trades Assoc., North Hood Canal Chamber of Commerce, and others.

PROPOSED ACTION STEPS:

1. Develop a brief online survey that solicits revenue and employment data from businesses who have been impacted by COVID. Include questions to identify business sector, and longevity of operations.
2. In collaboration with supporting agencies, distribute link to survey broadly to businesses throughout Jefferson County, including the south and west ends. Consider using unique URL to link directly to the survey. Outreach via email lists, publication in agency newsletters, press releases for local media, and sponsored social media posts.
3. After 60 days, compile results of survey and present to Economy & Jobs Committee for subsequent ICC review. Use survey to inform future CARES or similar funding allocations. Provide survey results to WA Dept. of Commerce for statewide assessment.

PROJECT/INITIATIVE 3: Initiative Recommendation: Investing in Local Creative Entrepreneurs

DESCRIPTION: Mitigate the impacts of the pandemic on our local economy by connecting, supporting and marketing a subset of our business community: our large, existing local creative entrepreneurs – unique makers and service providers whose products can be purchased and delivered virtually.

To achieve this, we propose to build a network of organizations that will:

1. Identify local creative entrepreneurs and connect them with each other regularly to share resources and support.
2. Identify communion obstacles, opportunities and gaps to inform programming.
3. Create a County-wide brand for Jefferson County as a home of creative entrepreneurs, partnering with the work of the Creative District team.
4. Create an online portal to facilitate increased sales locally and nationally
5. Create and launch local and national marketing programs
6. Mobilize a network of pro-bono experts (primarily local retirees) to work side-by side with creative entrepreneurs as they navigate their growth.

7. Connect youth job training opportunities – scholarships, apprenticeships, etc. – to future careers as creative entrepreneurs and business owners.

OBJECTIVES & DESIRED OUTCOMES

1. Objectives

- a. Strengthen our existing community of local creative entrepreneurs that are not dependent on physical space or visitors.
- b. Strengthen our local economy by adding to a diverse range of development strategies that are local and sustainable.
- c. Increase sales of local creative entrepreneurs from online markets outside of Jefferson County and make it easier for part- and full-time residents of Jefferson County to source their purchases locally.
- d. Attract new creative entrepreneurs to relocate here.
- e. Increase tourism by attracting high-end shoppers and visiting creative entrepreneurs.
- f. Create new training and employment pathways for local youth.

2. Outcome:

- a. Create a master list of unique, craft-driven makers and service providers in Jefferson County whose products can be purchased and delivered virtually.
- b. Host a series of monthly virtual gatherings to facilitate networking and the sharing of knowledge that relates specifically to craft-driven makers.
- c. Develop sales platforms and support for shipping and delivery.
- d. Create a brand for Jefferson County as a home to creative entrepreneurs.
- e. Connect existing makers and services providers to a network of like-minded business leaders and experienced volunteers
- f. Hold a retreat to identify the greatest obstacles and opportunities they face in order to inform the development of the Business Service Hub (A separate proposal being submitted)



SUGGESTED LEAD & SUPPORTING ROLES

Proposed Network Lead/Admin: Jefferson Community Foundation

Potential Network Members:

Marketing: Chamber of Commerce, Creative District

Business Resources & Ed: Economic Develop Council, Northwind Art, Ft Worden

CE Financing: Port of Port Townsend, LION, Craft3

PROPOSED ACTION STEPS, TIMEFRAME, FUNDING NEEDS

| ACTION | TIME FRAME | FUNDING | NOTES |
|---|--|--------------------------------|---|
| Create a Master list of Creative Entrepreneurs | First draft complete in 4 weeks | Staff only | See Support Staff line below |
| Hold Monthly Gatherings and Needs Assessment Sessions | Ongoing | \$1,200 | Zoom & incidental costs |
| Establish a website that lists and links to local creative entrepreneurs who have goods or services sold via the internet. | 3 months | \$7,500 | Web Development |
| Establishment of a brand for Jefferson County businesses (“Maker County” or “Buy Quimper”) Develop and implement a two-pronged marketing program, one for local audience, one for national. | 3 months for design. Ongoing campaign. | \$35,000 - \$150,000 | Contract Professional Marketing Firm. Cost here is dependent on parameters of contract and appetite for risk. |
| Establish a data management and matching systems for pro bono experts and apprentices | 3 months | \$1,200/yr | Probably off the shelf. |
| Recruit and match pro bono experts | Ongoing | Staff only | |
| Facilitate apprenticeships | Ongoing | Staff only | |
| Overall Staffing | Ongoing | \$80,000/yr | 1 FT leader at \$55,000 1 PT support at \$25,000 |
| TOTAL FUNDING | | Min \$125,000 Max \$240,000 | |

ASSESSMENT

- This is highly tangible, fundable, and able to be implemented. The legal issue that needs to be researched are those related to volunteering and youth engagement. This strengthens and helps sustain a large existing community of local creative entrepreneurs at a time when our traditional driver of economy – tourism – is weakened by the pandemic.



NEEDED LEGISLATION/ADVOCACY

- None needed.

PROJECT/INITIATIVE 4 - Enhancement of Jefferson County Business Resource Center

a. OBJECTIVES & DESIRED OUTCOMES:

i. Objectives: Provide seed funding for a project management position that

1. Manages and maintains a network of programmatic, third party, and volunteer resources for which the Jefferson BRC acts as a “concierge service” of sorts.
2. Works to support other community-driven “target industry” initiatives (such as Marine Trades, Creative entrepreneurs, Main Street, etc) by seeking to identify and facilitate coordination of programming and resources in support of these target industries.
3. Develops diversified funding streams (program fees, corporate sponsorship, grants, in-kind service) to support ongoing program and project management/concierge services.
4. Develops multi-channel small business certification programs in conjunction with existing educational components of EDC Team Jefferson & The Chamber of Jefferson County plus integrating educational offerings of partner agencies within this program.
5. Migrate Chambers Entrepreneurial Expo 2020 (postponed for COVID) to this merged platform to provide an ongoing educational, marketing and resource platform for small business as well as a path to future engagement and funding resources.

ii. Outcome: Jefferson County Business Resource Center becomes

1. Building on the City and Counties plan for the BRC at inception to become more robust to handle the increasing demand for services and support that existing businesses will need to survive the COVID-related economic downturn and likely slow recovery.
2. A critical resource to supplement any future CARES funding directed to small businesses since grant funds will never be “all that a business needs” to survive.
3. A sustainable resource that community driven targeted economic development efforts can access to support the initiatives over the long term.
4. A symbol of the broader community’s support of small businesses making East Jefferson County an attractive location for entrepreneurs to grow roots.

b. IDENTIFICATION OF LEAD & SUPPORTING ROLES

- i. LEAD entities: EDC Team Jefferson and The Chamber of Jefferson County
- ii. SUPPORTING ROLES:

1. Jefferson Community Foundation
2. Port Townsend Main Street program
3. Center for Inclusive Entrepreneurship
4. Washington Small Business Development Center
5. LION
6. Craft3
7. PT Marine Trades
8. Skillmation
9. Jefferson County School Districts
10. Peninsula College (Internship/apprentice programs)
11. WA State Microenterprise Association

c. PROPOSED ACTION STEPS & TIMING & FUNDING NEEDS:

| STEPS (not necessarily in order) | TIME FRAME | FUNDING NEED | COMMENTS |
|---|-------------------|---------------------|--|
| Update inventory of existing local, regional and national resources (both \$\$ and technical) for which JeffCo businesses are eligible. | Q4 2020 | \$0 | staff/volunteer time has an associated expense, but step considered essential regardless of supplemental funding accessed. |
| Create job description for part-to-3/4-time project manager for the “BRC Project Manager” (or other name) | Q4 2020 | \$0 | The first-year scope of the job description should include the preparation of a BRC sustainability plan |
| Hire a BRC Project Manager | Q1 2021 | \$75k | Est \$65k salary plus benefits |

ASSESSMENT

- Tangible,
- Fundable,

- Legal,
- Able to Implement, Address COVID-19
-

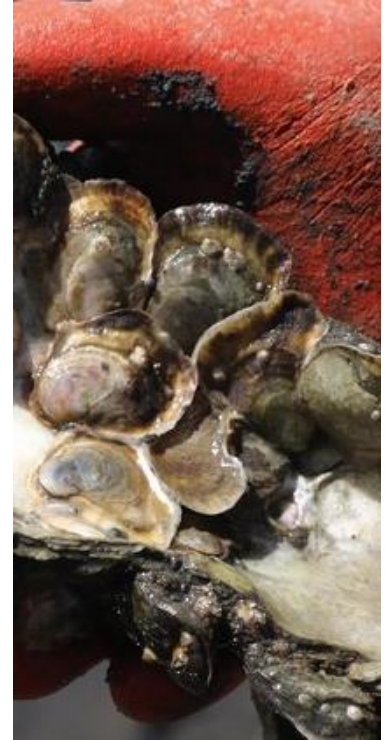
Project meets these guidelines based on findings from a solid year of \$100,000 operation including planning and execution as well as funding of part-time position, web and digital media creation/marketing resources, and management. Goal would be to be self-sustaining beyond year 1 of operation and continue leveraging the resources of The Chamber of Jefferson County and EDC Team Jefferson.

BRC, Business Resource Center, while there is a physical footprint, is a concept, not a location and thus can function virtually as well as integrating with some physical space as time and circumstances necessitate.

NEEDED LEGISLATION/ADVOCACY

N/A

THE FUTURE



PROJECT/INITIATIVE 5 Creative District - Complete Professional Arts and Culture Study

OBJECTIVES & DESIRED OUTCOMES: Develop a year-round economy through employment and entrepreneurship in the creative industries, divided into the following 5 sectors: Literary, Culinary, Performing, Makers, and Visual arts. Goals of the study include:

- Creating an artist registry and determining the needs of each sector;
- Developing a plan for sustainable funding;
- Developing a single source for information between artists and for audiences;
- Developing a comprehensive Arts and Culture plan for our community which will lay out a road map on best ways to proceed. Formal boundaries for the creative district are currently defined as uptown commercial, downtown commercial, and Ft. Worden PDA, as was necessary to obtain initial State of WA grant funds to narrow the scope of the project. **However it is important to note the Creative District promotion of creative industries would apply to all of east Jefferson County.**

LEAD & SUPPORTING ROLES: Port Townsend was designated by Arts/WA at the beginning of 2020 as a creative district along with 8 other statewide communities. The creative district is currently under the Port Townsend Main Street umbrella and is run by a group of 7 diverse community individuals with a larger committee of 20 partners, artists, and community leaders supporting them.

PROPOSED ACTION STEPS: Hire a consultant to complete the study to more quickly and decisively make an impact in strengthening and growing our creative economy. Two consultants do this work in Washington State. Based upon interviews with these consultants and a review of their work, the estimated cost to complete the plan would be \$15,000-

\$17,000. This project is already underway but needs funding to be completed. During these challenging economic times impacted by COVID-19, we need to use all the creativity and tools we have to weather this storm and emerge stronger. Study



goals would be to connect audiences with artists and unify our strategic efforts to grow these sectors of our County's economy. Implementation steps would include enhancing the flow through the Creative District with marketing, signage, imaginative way-finding and transportation strategies. Additional goals include supporting work-live housing strategies for artists and partnering with schools to develop options for young adults wanting to stay in the area and work in the creative industries.

4 PART TEST: TANGIBLE, FUNDABLE, LEGAL AND ABLE TO BE IMPLEMENTED THAT ADDRESS RECOVERY IN THIS SECTOR; IDENTIFY HOW EACH PROJECT MEETS THE ESTABLISHED FOUR PART TEST

Tangible: Fully vetted project by over 20 community partners and State sponsor

Fundable: One-time cost (15-17k) to develop plan similar to those already successfully executed in other communities

Legal: State sponsored initiative

Lobby: Already complete

COVID: Small entrepreneurial businesses in our creative industries are some of the most at-risk post COVID yet provide some of the most potential grow and strengthen our local economy.

PROJECT/INITIATIVE 6 – Support Jefferson County marine trades – Purchase a hydraulically operated trailer to increase capacity of haul out facilities.

Objectives and Desired Outcome: Purchase of a hydraulically operated trailer that can locate boats more closely together than is possible with the marine lifts in current use. Result will be a 20% increase in useable shoreline hard stand space within the Port. More boats serviced is more work for marine trades businesses.

IDENTIFICATION OF LEAD AND SUPPORTING ROLES: Port of Port Townsend

PROPOSED ACTION STEPS: Will require funding of approximately \$300,000.

Long Standing Issues – Primary objective is to provide more work for marine tradespeople by increasing the size of the yard by 20% which allows for more work to be scheduled in Port Townsend. Also, optimizes use of Port upland property and increases Port revenue as more boats are placed on Port property.

Legal/Legislation required - Approval by Port Commission.

The Future – This will encourage the construction and use of buildings and other enclosures as the trailer does not require the width and height of a marine lift. Moving more of the work inside will help the Port and marine trades businesses comply with environmental regulations. The technology required is well understood as trailers of this kind are used in the Northeast where most boats are hauled out every year to avoid ice in the winter (SeaMarine operates a smaller one in Port Townsend and larger versions are in use in Anacortes).



4 PART TEST: TANGIBLE, FUNDABLE, LEGAL AND ABLE TO BE IMPLEMENTED THAT ADDRESS RECOVERY IN THIS SECTOR; IDENTIFY HOW EACH PROJECT MEETS THE ESTABLISHED FOUR PART TEST

Tangible = the project is defined in scope and cost.

Fundable = the Port has the capacity to match grant funding for this proposal; grant funding opportunities have not yet been identified.

Legal = the port is authorized to own and operate equipment to serve its boat yard.

Recovery = active work yard space is what allows marine trades to go to work every day. Adding 20% capacity to the yard, increases available potential work by the same. Growing the marine trades adds community resiliency to a significant sector of Jefferson County's economy.

PROJECT/INITIATIVE 8 - Commercial lease relief (rent, utilities, taxes). Support local businesses through temporary rent reduction (idea based on Canada Emergency Commercial Rent Assistance CECRA program).

OBJECTIVES & DESIRED OUTCOMES – Temporary support of businesses who are struggling to pay rent. Shared burden between local government, state, and landlord to subsidize/reduce rents paid by businesses for a temporary period.

IDENTIFICATION OF LEAD & SUPPORTING ROLES: TBA

PROPOSED ACTION STEPS

- Reaching out to commercial landlords, is there any meaningful subsidy that can, subsidy for commercial rents. Possibly combine with assistance from state or local governments?
- Main Street sent letters to landlords asking if they could reduce, defer rent. Some of them did, a bulk of them did not. Some gave deferrals.
- In Canada, state gave a break, landlords gave a break, Canada Emergency Commercial Rent Assistance (CECRA) for small businesses provides **relief** for small businesses experiencing financial hardship due to COVID-19
- This idea that we are all in this together

4 PART TEST: TANGIBLE, FUNDABLE, LEGAL AND ABLE TO BE IMPLEMENTED THAT ADDRESS RECOVERY IN THIS SECTOR; IDENTIFY HOW EACH PROJECT MEETS THE ESTABLISHED FOUR PART TEST

