

POLICY STATEMENT

A strong diversified economy provides a high quality of life for the citizens of Benton County and the region. This in turn, generates the resources through which local governments provide for the health, safety, and welfare of its citizens. Therefore, as a local government entity, Benton County shall promote economic development, along with public health and safety, social services and environmental quality.

INTRODUCTION AND PURPOSE

Provide Synthesis and Focus For The Economic Vision

The overall purpose of this element is to synthesize the various components within the Comprehensive Plan that relate to current and emerging land use, growth and economic issues, into a few pages of text from which deliberate and sustained actions toward economic objectives can be formulated and pursued.

The Economic Development Implementation Plan (EDIP)

This element supports, and is in turn supported by the Economic Development Implementation Plan (EDIP), which is an administrative mechanism not adopted as a part of the Comprehensive Plan.

A principal function of the EDIP is to annually direct the mobilization, allocation, and integration of county resources, at the Department level, to accomplish specific development objectives. These objectives may include capital projects already scheduled in the Capital Facilities Element or special projects such as studies and analysis related to economic development issues. These in turn can form the basis for amending the Capital Facilities Element with additional projects.

VISION

A strong diversified regional economy supported by Benton County through its excellence in providing basic regional services and infrastructure in cooperation with local, state, and federal economic development organizations and the private sector.

-Board of County Commissioners

The EDIP is updated annually by the County’s Economic Development Coordinator working with appropriate department directors, and coordinating with various extra-county economic interests such as the Ports, Public Utility Districts, Economic Development Associations, and adjacent cities and counties. The EDIP is presented to the County Board of Commissioners annually as part of its budgeting process.

Toward the accomplishment of its overall purpose this Element does the following:

Benton County Comprehensive Plan
focuses the abstract Vision and Policy statement referred to on page 7-1 on specific economic sectors or issues which are identified in this plan as priorities for the county;

- identifies specific locations in the county where priority economic sectors and issues are at play, and where the commitment of county resources will benefit growth objectives;

- in conjunction with the Capital Facilities Element: provides a basis for the EDIP to define project related work tasks and schedules; integrate inter and extra-county roles; quantify the total amount of county resources necessary to accomplish specific objectives.

This Element does not repeat the various land and resource inventories and analyses contained within the Land Use, Rural and Capital Facilities Elements of this Plan. Those Elements provide an integrated framework for supporting the current economic base and facilitating economic growth within the county. For example, Table 4.0 in the Land use Element summarizes the various provisions of the Plan which are "strategies" for beneficially accommodating current and emerging economic conditions and trends. Capital projects listed in Tables 9.0 and 9.1 of the Capital Facilities Element of this plan are those projects to be funded and carried out in the near term and have direct lineage to the economic development priorities identified on page 7-3.

Regional Economic Development Plans Within the regional context, this Element, in conjunction with other principal comprehensive plan elements (e.g., Land Use and Capital Facilities), is consistent with and provides direction and specific actions that forward many of the goals and objectives in the "Economic Development Strategy" of the 1996 Overall Economic Development Plan prepared by the Benton-Franklin Economic Development District.

Regional Context
The county is a "regional service provider" in fact, as well as by intent (see Vision above). As required by state planning law, the focus within this Element is on "regional" and even global economic issues (see Chapter 1, for "Scope of Plan" re: global considerations).

Notwithstanding the local effects of the Hanford Site, the regional focus is a natural one for this county. The local and regional history (the custom and culture) has been one of resource based commodities trade (fisheries, fur, livestock, agriculture, minerals, and hydroelectric power), and related regional road, water, and rail, transportation.

In the main, the custom and culture is the same today, except that some technologies have evolved into their own industries (e.g., irrigation systems and technology), and productivity has
increased. The transportation systems that move these products have also undergone changes in technology and scale; they now serve global markets.

Within the last decade there have been local economic spin-offs (e.g., agri-tourism) from these traditional economic activities, and new regional economies (visitor serving commercial and recreation), which have expanded economic opportunities locally.

Most recently, the current mission on the Hanford Site offers new economic opportunities that simply did not exist under the old mission which lasted from 1943 to 1989. However, due to the unpredictable tenure and nature of the current federal administration of the Hanford Site, there is at present a lack of clarity relative to the timing of these opportunities, as they would affect county lands and economic activities in the short and medium terms.

Summary Of Economic Development Priorities

Items 1 through 9 on the following pages are currently the highest priorities for the commitment of county resources toward the objective of economic growth and development.

Though the items are shown as discrete economic activities, many in fact are naturally interrelated. For example, "agriculture", "agri-tourism", and "visitor serving recreational and commercial" are mutually supportive and related, especially when located in the same geographic area of the county (e.g., the Tapteal Greenway and Red Mountain Wineries). These symbiotic relationships should be identified, facilitated, and encouraged for economic growth.

Each of the priorities listed is a "regional" activity. For example, vineyards and wineries dot the regional landscape of Benton, Franklin and Yakima counties; therefore the construction of a Viticulture Center within Benton County to showcase regional wines and wineries would be an appropriate project for County involvement.

All the priorities listed below should be pursued simultaneously, with the overall level of effort allocated to each at any point in time being a reflection of its timeliness and cost/benefit outlook. For example, the local opportunities and demands of an expanding rail and waterborne transportation system for global commerce, and linked to area agricultural commodities, is currently significant and will likely continue to increase, i.e., the opportunities are now.

Conversely, Vernita Terrace recreational access and the "B" Reactor Museum are issues just emerging. They are not yet "ripe" for a major effort, but sufficient effort must
be steadily applied for them to move forward until they are ripe.

Where appropriate, "partnering" with local jurisdictions, and other private, public, and governmental entities for planning, public processes, and financing capital improvements is preferred.

1) Commodities, Trade, and Transport

Engage other public entities (e.g., the State of Washington, the federal government re: Hanford and the Columbia River, and local Port and Utility Districts) in planning for the provision of land and infrastructure capacities that anticipate the expanding demands of commerce, trade, and transport.

**Locations:** Opportunities for enhancing local employment through this economic sector exist in:

- the south Finley industrial area (discussion of Finley Industrial area in Chapters 4 and 5);
- the southern plain area of the Hanford Site within and north of the City of Richland

2) Agriculture, Processing And Value Added Industries

Assure through coordination with other public entities (e.g., the State of Washington, the federal government re: Hanford and the Columbia River, and local Port and Utility Districts), that the complex of land and infrastructure resources necessary to support the expanding demands for agricultural products and food processing and value added industries exists. Essential components are all season farm to market roads, utilities service, and multi-modal transportation access to processing, shipping and storage areas; water resources for irrigation and processing, and industrial waste disposal facilities.

**Locations:** Opportunities to meet these needs exist in:

- Prosser and Finley industrial areas, (see Chapters 4 and 5)
- The north Richland area into Hanford

Locational requirements that can be integrated with those of Priority #1 above should be fully maximized.

3) Agri-tourism

Work with agricultural and related interests whose focus is on visitors and tourism (e.g., specialty retail, wineries, breweries, bed and breakfasts, farmers markets, etc.) to assure that zoning, development standards, and improved road access facilitate such activities.

**Locations:** Commercial agriculture in Benton County is ubiquitous over the landscape; any farmer or resident may seek to engage in agri-tourism enterprises. There are however locations that provide
notable opportunities because of such considerations as location and the stated intent of the farmers to engage in agri-tourism. These are:

- the Prosser area, Wine Country Road and Wittkopf Loop;
- east of Benton City, in the Red Mountain vineyards and wineries;
- south Finley vineyards and orchards (once access via the intertie is provided);
- Paterson area vineyards and wineries.

4) Visitor Serving Recreation And Commercial

Develop county owned recreational lands and facilities, and implement recreational plans of the Comprehensive Plan, which will improve the quality of life for local residents, and "spin-off" economic benefits to the local community from the regional visitor serving and recreational economic sectors. Integrate and connect county facilities with those of the cities, e.g., Rivershore Enhancement and the Tapteal Greenway.

**Locations:** Along over 100 miles of shoreline extending from Vernita bridge on the Columbia and Benton City on the Yakima to Hover Park in south Finley and further down river to Plymouth in south Benton County:

- the Tapteal Greenway in the lower Yakima River has the potential to connect Columbia Point to Benton City and Red Mountain via West Richland and Horn Rapids County Park (see discussion of the Tapteal Greenway in Chapter 6).
- Hover Park in South Finley, with Intertie access, could bring visitors to south Finley orchards and vineyards;
- at Two Rivers Park in Finley;
- at Vernita Terrace and through the Hanford Reach (Hanford Reach Protection and Management Plan)
- an island partially owned by the Port of Kennewick off the rural community of Plymouth in south county;
- on lands zoned Agriculture and Rural for such as Resort Destinations and guest ranches.

5) Industrial Development

Work with the Port and Utility Districts, Washington State Department of Transportation, and owners of industrially zoned land to provide lands zoned for industrial uses with transportation access and power (gas and electric). Work with municipalities or the state and local Health Districts to provide water and waste treatment capabilities sufficient to render industrial zoned lands marketable for industrial uses. Notable locations of such lands in the unincorporated county are:

- on all agriculturally zoned lands
for agri-related industries (Chapter 5, Agricultural Lands);

- over 1280 acres of industrial zoned lands in south Finley (Chapter 5, Finley Rural Planning Area);
- approximately 85 acres of industrial zoned land at the I-82/Badger Road Interchange (Chapter 5, Red Mountain Rural Planning Area);
- 1453 acres of industrial zoned land at Plymouth in the south county (Chapter 5, Paterson-Plymouth Rural Planning Areas);
- 260 acres of industrial zoned land at Paterson in the south county (Chapter 5, Paterson-Plymouth Rural Planning Areas);

6) Agricultural Water Resources

Maintain a primary role in the preparation and implementation of the Yakima Watershed Plan, work with agricultural interests to define future water needs, work with the broad range of water using interests to identify and obtain additional supplies and improve water quality for all uses (see discussion on agricultural water resources, Chapters 4 and 5).

Locations: The geographic areas within which this effort should be pursued are as follows:

- Basin-wide in conjunction with Yakima and Kittitas counties;
- Within Benton County for those water supply/quality objectives which can be accomplished unilaterally;
- On the Hanford Site regarding pre-Hanford water rights, as well as potential use of the existing functional water pumping and delivery systems previously used for production reactors.

7) Hanford Site Industrial & Medical Energy, national defense and nuclear medicine are among the opportunities and emerging issues on the Hanford Site:

Locations: Within the Industrial and Research & Development Zones of the Hanford Site, anchored by existing rail, road, energy and nuclear infrastructure:

- Medical isotope production by the FFTF in the Hanford Site’s 400 Area;
- Tritium production for nuclear weapons triggering devices at FFTF;
- Hanford Energy Park, the Port of Benton has an MOU with local PUDs, the REA, City of Richland, Benton County and WPPSS to develop an industrial energy park in the Industrial zone of the Hanford Site.

8) Resource Use at Sustainable Levels

Coordinate with local jurisdictions and state and federal resource agencies
to manage and conserve natural and biological resources at sustainable levels in order that local economic growth be sustained. This requires that it be based on a broad array of sustained resources:

**Locations:** Generally within land features identified as "critical areas" (Chapter 4), but also relating to resource issues which transcend specific areas, such as ground and surface waters, air quality, and species survival:

- Along the main-stems and tributaries of the Yakima and Columbia Rivers and their associated riverine wetlands and near-shore uplands;
- Within the Hanford Reach and on the Hanford Site which combined represent a biological resources "bank" within Benton County;
- Within Benton County's jurisdictional portion of the Yakima River watershed relative to conservation of ground and surface waters.

9) **Law and Justice**

The quality of life and economic growth of an area are fundamentally influenced by the actual conditions and perception of public safety and welfare. These perceptions are held by residents, visitors, and prospective new business and industry. The documented shortfall of facilities and overcrowded conditions at the county jail and court are not favorable to economic growth. Additionally, the extended utilization of local government energy and resources in the effort to remedy these conditions detracts from the more productive pursuits of economic growth and prosperity. This condition requires action and closure.

**Locations:** At the County Justice Center in Kennewick.

- Undertake the capital projects necessary to expand the county jail and court facilities sufficiently to accommodate existing and future demands.

**Existing Conditions**

In order to focus with clarity on the future, it is essential that the "past," as the basis of the current condition, be known.

In large measure, current trends at the regional level indicate growth and resurgence of the region's historic economies (agriculture and food processing, water and rail transportation for commerce).

Additional trends that are related to historic activities and the natural resource base of this area are agri-tourism, anchored by an emerging viticulture (wine), industry and specialty crop farming and retailing; visitor serving commercial and recreational activities, with the center attractions being the riverine environments at the confluence of the Snake, Columbia and Yakima Rivers in
the Tri-Cities. The trend on the Hanford Site is to open the site for a much broader range of uses and activities than what was permitted under the old Cold War mission of weapons grade plutonium production, which ended in 1989.

A presentation of the history of the County’s economic foundations of natural resource trade and commerce as it has evolved, and as it may be applicable to emerging economic opportunities and trends in Benton County and the region, occurs in the Land Use Element (Chapter 4, page 4-4).

**Hanford’s Impact On Today’s Economy**

The economic base of Benton County prior to the establishment of Hanford in 1943 was “uni-modal”, i.e., it was almost singularly based upon agriculture. This was not atypical for the times, most if not all local and regional economies during the nation’s westward expansion began with a relatively singular reliance upon an indigenous natural resource; the fur trade mining, agriculture, river transit, etc. However, those other regional economies which thrived and are vibrant and growing today, typically evolved over time to more diverse and complex socioeconomic environments with integrated melds of light and heavy industrial sectors, commercial retail, service, science, education, entertainment, banking/finance and insurance, tourism, retail, research and development etc. This was generally accomplished by successive generations of small and family business enterprises who invested and stayed committed to an area because they had some assurance of the continuity of growth and stability. Eventually the aggregate of such enterprise forms a platform from which an economy diversifies and expands beyond its locality.

**Hanford Nuclear Reservation**

The establishment of the Hanford Reservation in 1943, just a decade or so after irrigation and reclamation district water began to make a difference in farming profitability, instantly transformed the local economy from uni-modal to “bi-modal,” i.e., agriculture outside the site, and defense related construction and activities on the site.

At first glance, this instant transformation to a bi-modal economy in 1943 would appear to be a real “pump primer” for the more complex and diversified urban economies that naturally grow out of resource based communities. However, the reality is that the circumstances of the development of the Hanford Reservation, such as the secret and hazardous nature of its federal projects, the non-exportability and limited marketability of its product, its transient work force, chaotically inflating and deflating funding cycles, and the high wage and benefits scale of Hanford workers relative to private sector employment, actually served to discourage local private sector investment (not
dependent on Hanford), for other than housing and retail/service.

Consequently, for the almost 50 years of Hanford's nuclear defense mission, the non-farm leg of the local economy did not grow much beyond its narrow beginnings as a federally funded public works project with its off-site "bedroom" communities and a service sector. The typically gradual processes whereby urban communities weave a rich and stable socio-economic fabric did not occur in the non-farm sector during the Cold War years.

This situation remained until the cataclysmic dissolution of the USSR and the end of the Cold War in the late 1980s made the old Hanford defense mission an anachronism. The end of the Cold War enabled a new mission of cleanup of the Hanford Site. The new mission of waste cleanup is fundamentally different in scope, purpose and effect. It is pursued openly; its challenges drive new science and technologies that potentially will be in demand and marketable worldwide.

With the veil of secrecy lifted from the Site, its resources and infrastructure can be considered as opportunities. Its legacy of waste has in effect become a mine-able resource. The lines of a discernable weave, perhaps the beginnings of the rich socio-economic fabric similar to other communities, have begun to emerge from the historically stark patina of the area's non-farm economic base. This is not to say that the strains on the local economy from Hanford are gone. For example, a Hanford work force of approximately 12,000 in 1990 ballooned to 18,100 workers in 1994. This accounted for 19.5% of Tri-Cities employment and 38% of all payroll income in the Tri-Cities (SWOT, 1996). Economic pressures on the non-Hanford (employed) local population become extreme: housing prices soared at the second highest rate in the nation, vacancy rates were at zero, new housing construction was at the high market end; schools became over crowded; prices soared. The medium income of Benton County was the second highest in the state, behind only the Boeing and Micro-soft driven areas of the Puget Sound. At the same time, a large indigenous population lives at the low and poverty income levels.

Beginning in 1995, a reverse trend occurred: the Hanford work force was precipitously cut to 13,500. In early 1997 it is 12,269 (10,089 on-site and 2180 in enterprise companies off-site. Hanford employment is likely to decline further in the near future.

There are however recent events which though portending a gradual reduction in the Hanford work force over time, do also provide reason to expect a stable rather than chaotic decline. Principal among these is the Tri-Party Agreement (TPA). Signed in its original form in 1989 by the State of Washington, the Environmental Protection Agency and the U.S. Department of Energy, it has been
amended numerous times. This document sets forth Site cleanup objectives, projects and milestones, which if funded by congress annually, do extend but gradually reduce Hanford employment levels as cleanup is achieved over time.

The Contemporary Farm Economy
“Agriculture is an immensely important segment of the Tri-Cities economy. It employs many workers and generates a large payroll. The number of jobs in the sector has been growing every year. In 1999 there were approximately 10,409 workers (8,701 in crop production, 1,708 in livestock or services). Approximately 52 percent of these were employed in Benton County and 42 percent in Franklin County” (Tri-Cities Profile, WA State 4/99).

“Jobs in food processing have increased over the last year and growth in wine production has also provided new jobs throughout the area”, reported Dean Schau Regional Labor Economist, TriCity Herald, June 2006. In 2003, the fastest growth rates in all industries were the following:

**Fastest Growth in Employment**
- Healthcare 52.9%
- Wineries 45.9%
- Professional & Technical 41.9%
- Entertainment 39.7%
- Finance & Insurance 29.1%
- Construction 24.3%

The growth trends in the agricultural sector are likely to continue. The end of the Cold War has also enabled the international community to refocus its resources and aggressive energies from a preoccupation with ideological and military confrontation, to economic enterprise, trade, and growth.

As a result, the local and regional farm economy has enjoyed an unprecedented growth of global markets during the 1990s. Locally irrigated acreage within the county has expanded significantly and continues to expand (estimated between 20,000 and 40,000 acres since 1985, with the bulk of that occurring in the 1990s).

New specialty crop plantings have increased, along with innovations in harvesting, storage and transport. Viticulture and agri-tourism are emerging as new players in the agricultural economy. New value added processing plants, as well as cold storage and transport facilities have been constructed.

Both the county and its farm products are advantageously situated to serve expanding and potentially huge Asian markets (a more complete discussion of agriculture in Benton County occurs in Chapter 4).

**Current Economic Base and Condition General**
“The Tri City area has a fundamentally strong economy supported primarily by agriculture, food processing, and related industry on one hand and government related industry on the other. While the nuclear work at Hanford continues to fluctuate in the
midst of some downsizing, the project is a long-range effort that will employ substantial amounts of people for years to come. Agriculture is growing at a fast rate with employment increasing each year. The trade and services sectors are large and growing; construction has recently taken a sharp upturn; and the government sector has a large and stable work force. Along with a good infrastructure of plants and irrigation, the area has ports on the Columbia River with access to the Pacific Rim, as well as an excellent rail system"(Tri-Cities Profile 1997 & 2001).

State and Regional Growth
The Pacific Northwest region of the country is experiencing rapid growth of population and economy. The state of Washington is growing at 100,000 persons per year and is projected to continue that pace. Eastern Washington communities from Yakima to the Tri-Cities, Moses Lake, Othello and Spokane are experiencing high levels of growth. Regionally, the farm economy has been very strong, with steady increases in "farm gate" and "value added" dollars, as well as employment numbers.

Table 7.0 following, presents population and economic indicators in Benton County and adjacent eastern Washington counties. Major increases have occurred in all of the counties in the 1990's, Benton and Franklin Counties standout.
7.0 POPULATION GROWTH AND ECONOMIC INDICATORS

<table>
<thead>
<tr>
<th>County</th>
<th>Population$^1$</th>
<th>Civilian Labor Force$^2$ (in thousands)</th>
<th>Housing Units$^1$</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1990</td>
<td>2000</td>
<td>2005</td>
</tr>
<tr>
<td>Benton</td>
<td>112,560</td>
<td>142,475</td>
<td>158,100</td>
</tr>
<tr>
<td></td>
<td>60.9</td>
<td>76.3</td>
<td>90.3</td>
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<tr>
<td></td>
<td>44,877</td>
<td>55,963</td>
<td>62,897</td>
</tr>
<tr>
<td>Franklin</td>
<td>37,473</td>
<td>49,347</td>
<td>60,500</td>
</tr>
<tr>
<td></td>
<td>19.0</td>
<td>23.0</td>
<td>28.5</td>
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<tr>
<td></td>
<td>13,664</td>
<td>16,084</td>
<td>20,313</td>
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<tr>
<td>Grant</td>
<td>54,798</td>
<td>74,698</td>
<td>79,100</td>
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<td></td>
<td>27.0</td>
<td>35.7</td>
<td>38.6</td>
</tr>
<tr>
<td></td>
<td>22,807</td>
<td>25,204</td>
<td>31,453</td>
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<tr>
<td>Yakima</td>
<td>188,823</td>
<td>222,581</td>
<td>229,300</td>
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<td></td>
<td>102.3</td>
<td>113.4</td>
<td>119.5</td>
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<tr>
<td></td>
<td>70,861</td>
<td>73,993</td>
<td>82,748</td>
</tr>
</tbody>
</table>

A Lack of Economic Diversity/ A Need For Industry "Clusters"

"The reduction of federal support will force a shift in the Tri-Cities toward an economy comprised of more private enterprise than the region has today. As the Tri-Cities undergoes this inevitable transformation, the regional economy is likely to first contract, and then level off to a smaller overall size. The challenge to regional leaders and stakeholders is to redefine their vision of the Tri-Cities economy and accelerate the transition to a more diverse and sustainable future" (SWOT: The Tri-Cities' Challenge, a Strategy for Economic Transformation, Strengths, Weaknesses, Opportunities, Threats;

DRI/McGraw Hill, Feb. 15, 1996). A strategy of the SWOT analysis is that healthy economies are characterized by "clusters" of related industries within a defined region, wherein “each cluster relies on a wide range of regional resources such as training, financing, technology, and communications”. SWOT notes that successful clustering occurs in regions where local and private institutions supply "economic infrastructure" resources to their industries in ways which can create competitive advantages.

SWOT notes that by harnessing its regional assets, the Tri-Cities has the potential to develop in six strategic directions (cluster development areas)

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$^1$ Washington State Office of Financial Management

$^2$ Washington State Employment Security Department
with strong projected growth in U.S. output. These are:

- Environmental Services Equipment and Resources.
- Computer and Information Technology
- Energy and Energy Systems
- Advanced Materials
- Medical Technology
- Agri-business and Food Processing

SWOT indicates that the above cluster development areas build primarily on three existing clusters within the Tri-Cities region, which are:

- Agriculture and food processing
- Energy, Environmental Engineering and R&D
- Specialty Metals

SWOT notes that "most of the six development areas that represent the future economy are technology driven clusters selected as strategic directions because of the unique competencies identified at Hanford."

It would appear that of the six development areas, the one with the least direct connection to "Hanford competencies" is that of Agri-business and food processing, though even here there are potential opportunities for beneficial technology transfer from Hanford, given that the increasing productivity of modern agri-business from soil preparation and irrigation through harvesting, processing, and shipping is science and technology driven.

To this point in time however, the agri-business and food service cluster within Benton County and the region has prospered and grown absent significant contributions of science and technology from Hanford, and in the main is likely to continue to do so as long as market conditions favor growth. There are however, a few subject areas currently identifiable where Hanford techno-science capabilities may be useful to regional agriculture, such as in hydrogeology (groundwater monitoring and characterizations).

Agriculture -Food Processing Cluster is the only Viable Cluster Today

SWOT notes that within the region "the agri-business and Food Products Cluster is the only sizeable industry cluster that currently exists in the Tri-Cities region." The other two existing clusters (Energy and Environmental Engineering and R&D and Specialty Metals) are underdeveloped and not independent of Hanford.

The County's Role In Economic Development and Diversification

The county's role is identified in its vision and policy statements at the top of this chapter, it promotes economic development by providing basic regional services and infrastructure, where such provisions will promote economic development, public health and welfare, and environmental quality. The Economic Development Policies and the project related actions in Chapter 3 of the Plan are the bridge that connects the
county’s vision to the local and regional economic assets, resources, and activities that are managed and applied by the Benton County residents and business interests.

Planning And Infrastructure
Though the range of regional service responsibilities of the county is broad (See Chapter 9), within the context of economic development, the principal responsibilities are:
• long range planning,
• productive coordination with other jurisdictions and interests, and
• the provision and/or operation, and maintenance of infrastructure necessary to support the current economic base and provide competitive advantages to attract new economic growth.

Depending upon the circumstance, the county may fulfill these responsibilities unilaterally, or in partnership with other entities such as the Port Districts, private industry and business, the state, other local and regional political jurisdictions, etc. For any given issue or project, the county’s contribution may range from direct capital expenditures to in-kind services, to coordination, integration and facilitation.