

# Economic Development Chapter

for a streamlined approval and permit process.

## Introduction

*This Economic Development Chapter is divided into the following sections:*

**The Introduction** describes the intent of the Economic Development Chapter and its relationship to Kitsap County's future vision.

**The Planning Context** discusses the requirements of the Growth Management Act and the Countywide Planning Policy.

**Kitsap County's Economic Base** provides a brief discussion of economic trends and a summary of a land supply and demand analysis performed to identify an appropriate amount of land for desired employment uses.

**The Economic Development Goals and Policies** are divided into the following areas:

- A. Economic Development and Diversity** addresses how Kitsap County can foster diverse economic activities.
- B. Industrial and Business Land Capacity** addresses the provision of sufficient industrial land.
- C. Cooperation and Partnership** addresses for intergovernmental cooperation and private-public partnerships.
- D. Education and Job Training** addresses maintaining and attracting a well-educated population.
- E. Permit Process** addresses the need

A stable and diverse economy supporting family-wage jobs plays a significant role in maintaining the vitality and quality of life within a community. A healthy tax base provides for schools, parks, infrastructure, public safety and other public facilities and services. Economic development activities help to build strong, sustainable communities. At the same time, economic prosperity must not come at the detriment of the natural environment, which itself is an important asset to attract and retain businesses and skilled workers. The balance between the environment and the economy increasingly is called "sustainable economic development."

Activities that seek to nurture a healthy economy involve far more than just business leaders and local governments. Members of labor, neighborhood, social service, environmental, cultural and educational groups are all concerned with how employment and economic vitality affect our daily lives and our community.

The context of economic development itself has changed during recent years. In the past, economic development was a locally or regionally driven process, occasionally affected by state or national concerns. Technological advancements are pushing the world toward a more "global" economy. As communities experience the impacts of this new economy, they must focus some of their business retention, expansion, formation and recruitment efforts upon those industries that are able to respond to global trends or are linked to the global economy and expected to grow. These key industries are predicted to be

the primary generators of basic employment in the future.

Local economic policy and initiative will play an ever-increasing role in shaping the global competitiveness of Kitsap County industry. These policies and initiatives must focus on trade, transportation, communication, skilled labor, research and a regulatory and taxation framework that promotes sound economic expansion.

In addition, Kitsap County's economic development policy requires that we develop, maintain and monitor a streamlined approval and permit process. We must take a proactive stance in attracting suitable industry and commerce to the county, measure our performance, promote intergovernmental cooperation and make a commitment towards consistency and predictability for all parties. By implementing such, we will be recognized and stand out as a leader in economic development in a very competitive market.

The Economic Development Council of Kitsap County (EDC) is a non-profit agency responsible for facilitating and fostering economic development and diversification in Kitsap County. The EDC held an Economic Diversification Summit in March 1993, where 250 community leaders discussed the economic future of Kitsap County. The EDC has begun to implement some of the strategies identified at the Summit to foster economic development and diversification within Kitsap County. The EDC will be an ongoing partner with Kitsap County, its businesses and its citizens to help make the Comprehensive Plan's economic vision a reality.

## **Kitsap County's Economic Needs**

## **Planning Context**

The Growth Management Act, in an attempt to encourage local governments to anticipate, prepare for and respond to different economic trends, requires that jurisdictions' comprehensive plans encourage economic development consistent with other community policies and provide for the economic needs of all citizens, including the unemployed and disadvantaged.

Kitsap County's Countywide Planning Policy also calls for policies to promote economic development. In addition, the Countywide Planning Policy seeks to encourage coordinated economic growth among all jurisdictions within Kitsap County. Kitsap County has prepared this Economic Development Chapter to meet these requirements and community desires for a productive and sustainable economy .

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### **Economic Development Goals, Trends and Needs**

Background information in Appendix A of this Comprehensive Plan, which is summarized below, provides an overview of

Kitsap County's economy; objectives for economic diversification; and an assessment of land supply and demand. Important input to this information included an *Industrial Land Market Analysis* published by the EDC in 1994; this was reviewed and adapted as appropriate to meet the needs of the

- X focuses on economic diversification to reduce dependence on military employment;
- X emphasizes attracting and expanding living wage basic jobs, including an increase in the County's proportion of light industrial and high technology jobs (from its current 2.9 percent to 9 percent by 2015); and
- X provides, through Comprehensive Plan designations, an adequate supply of land to accommodate targeted employment growth.

This should include a variety of site types and sizes to meet the varied economic needs of small and growing businesses.

These principles are incorporated into the Comprehensive is Plan's goals and policies and reflected in land use map designations.

Kitsap County's economy relies heavily on employment by the federal government at five military installations and facilities and by military-related businesses. In 1995, these facilities employed approximately 33% of the total work force in Kitsap County. Non-military employment is led by professional services, retail and services, and public administration.

Employment in non-agricultural jobs within the county has increased at a slower rate than the work force, indicating an increase in the number of people working outside of Kitsap

Comprehensive Plan.

Consensus developed at the 1993 Economic development Summit sponsored by the EDC resulted in recommendations and a marketing strategy that:

County. The average number of people commuting out of the county for work in the first seven months of 1995 was 17,857, or 20.8% of the employed work force. This is a slight increase from 1994 figures (16,530 or 19.5%). Overall, the percentage of people working outside of Kitsap County has stayed relatively steady at approximately 19% since 1990.

Use of natural resources, such as forestry, fishing and agriculture, have historically been a significant source of economic stability in Kitsap County. Although there are still viable employment opportunities to be found in Kitsap County's natural resources, the economic vitality of this sector has been decreasing since 1980.

The most significant employment growth between 1980-90 occurred in retail and services, while manufacturing of durable goods and communications had slight decreases in employment. Manufacturing (not including military-related manufacturing) has accounted for only 2.5% of the Kitsap County employment since 1991, compared to the Washington state average of 16%. Kitsap County's tourism and recreation-related industries have benefitted from local population growth.

(For more detail on Kitsap County's economic conditions and trends, see the Economic Development Appendix.

## Employment Trends

The Puget Sound Regional Council estimates that an additional 33,967 employable people will reside in Kitsap County in 2012. The

Employment Security Department of Washington State reports that the available work force (those residents either employed or seeking employment) in Kitsap County in 1992 was approximately 88,900. This results in a total of 122,867 employees working in Kitsap County in the year 2012. This is the number of jobs Kitsap County will need to plan for over the 20-year period of this comprehensive plan.

Over the next 20 years, jobs within the service and retail sector are expected to continue to grow -- mirroring a national trend toward economic dominance of the service sector. Government employment and manufacturing are predicted to increase only slightly or remain stable.

However, significant reductions in the federal work force would have major impacts on these employment forecasts. That's because the economic base of an area consists of those activities which provide basic employment (therefore income) on which the rest of the economy depends. This dichotomy is often characterized as basic (or export) and non-basic (or local) economic activities. For example, local expenditures generated from such basic activities as Puget Sound Naval Shipyard attract non-basic (local) businesses such as retailers and service firms. Basic industry employment opportunities provide living-wage jobs, attract job-seekers from the outside, and encourage the start-up of non-basic businesses. Economic diversification and success is measured in terms of new basic jobs and the resultant income creation.

In Kitsap County, the only non-military-related basic jobs are in manufacturing. The county's low (2.5%) percentage of manufacturing, however, is indicative of the county's historical reliance on the military employers for basic jobs. If significant reductions in military employment do occur, the Kitsap County economy will suffer greatly, not only in the loss of basic jobs, but

in its ripple effects on the dependant service and retail industry.

# Land Capacity Analysis

## Employment Land Supply & Demand

Appendix A of this Comprehensive Plan also contains a detailed analysis of the projected demand and supply of land for employment uses in Kitsap County over the next 20 years. It describes the approach and methodology relied on in the Comprehensive Plan to designate an appropriate amount, location and distribution of commercial, industrial and business park lands. The general approach is to: identify forecast jobs (using Washington State Employment Security Department data and local goals); estimate land needs based on typical building configurations and use patterns; calculate appropriate deductions and market factors to compensate for land constraints and market effects; and use these

data as the basis for Comprehensive Plan land use designations.

## Employment Land Demand

The demand for employment land is a function of the number and types of jobs projected to occur in Kitsap County; the characteristics of that future growth (in terms of the likely densities of different types of employment uses and buildings); and land characteristics that will affect how land will be utilized (e.g. deductions for critical areas and a reflection of market conditions). These considerations were compiled in a

mathematical model or formula that was used to estimate how many acres of land are needed to accommodate expected jobs.

**Future Employment Targets.**

Washington State Employment Security Department’s employment projections (through 2020) have been used as the starting point for planning. These were adjusted to reflect the local economic development objective of increasing Kitsap County’s share of manufacturing jobs over the next 20 years from its current 2.9 percent of total non-agricultural jobs to 9 percent over 20 years. The jobs forecasts for the manufacturing sector have been increased to achieve this target. The adjusted forecasts result in targets of approximately 26,000 new jobs between 1992 and 2012, and an additional 7,000 new jobs by 2017.

**Building Types/Configurations.** Based on observations in the market place (regional and local), some portion of jobs that may be categorized as commercial will actually locate in industrial zones or buildings (e.g. a business consulting firm located in an industrial park); the same applies to jobs categorized as industrial in nature. An adjustment was made to more accurately reflect the type and amount of employment land and space that will be needed considering the types of buildings that businesses are likely to locate in.

**Translating Employment Projections into Land Demand**

The number of projected new employees in commercial and industrial categories was converted into gross acres of land using a number of ratios and factors. The ratios – which include estimates of square feet per employee and lot coverage -- were developed based on examination of the approaches of other jurisdictions in the region and research into national trends

The square feet per employee factor indicates

the typical average number of square feet of building area devoted to each employee for each type of use. A weighted average of space requirements per worker -- calculated at 969 square feet per employee -- was developed to reflect different industrial use categories (business parks, light industrial, warehouse distribution and heavy industrial). Based on a survey of ratios of commercial space per employee used by other jurisdictions in Washington, an average of 500 sq. ft. per employee average was identified as an appropriate ratio for retail, office and service business uses in Kitsap County.

Lot coverage refers to the percentage of land that is covered by buildings, parking areas, outside storage and other impervious surfaces. Permitted lot coverage for different types of uses is generally determined by zoning regulations. Research of Puget Sound jurisdictions development standards (King, Snohomish, Pierce and Clark counties) and an analysis of industrial developments built in Kitsap County over the last four years yielded an average of lot coverage of 38 percent. A similar analysis of other jurisdictions and recent development was performed for commercial development. A similar survey of jurisdictions and analysis of local development practice yielded an average of 32 percent for commercial development.

**Calculating Developable Land**

To account for the complexities and uncertainties of development markets, land capacity analyses typically identify a number of factors – referred to as discount, reduction, deduction and market factors – that are used to arrive at a more accurate calculation of needs. Discounts are typically made for land that is constrained by or used for critical areas, road right-of-way, and public facilities such as parks. The market or safety factor acknowledges that it is impossible to accurately predict how real estate markets will actually function over a 20-year period; some

margin of safety – expressed as an addition to supply -- is appropriate to ensure that adequate developable land is available.

**Redevelopment.** The industrial and commercial reduction factors differ somewhat from those identified for residential lands. Assumptions regarding redevelopment, for example, are different. Over the next 20 years, redevelopment of currently developed but underutilized commercial and industrial land in unincorporated Kitsap County's was not considered likely. Future disposition or reuse of U.S. Government properties is unknown, speculative and not amenable to estimation as a proportion of land likely to redevelop over the planning horizon. Additional data, gathered through ongoing monitoring of development activity, is necessary to determine how to account for redevelopment in the future.

**Critical Areas.** A 32 percent reduction for critical areas was identified through the East Bremerton study area analysis for residential land uses (see Appendix 4). Unlike the residential land capacity approach, no adjustment was made to reflect potential on-site density transfers. Given the size, lot coverage and footprint of typical commercial and industrial buildings, it is not likely that on-site density transfers would be practical nor do existing code provisions permit transfers of non-residential density.

**Road Right-of-Way.** A 17 percent reduction was used for road right-of-way; this is the low end of the range used in most Puget Sound jurisdictions.

**Public Facilities.** A 15 percent deduction for public facilities was applied to account for land that will be used parks, schools, utilities and similar uses.

**Market/Safety Factor.** Land capacity studies typically include a market or safety factor which represents an amount of land that

is added to supply to account for uncertainties in operation of land markets. It provides a margin of safety to ensure that land supply is not constrained. The market factor also acknowledges that urban land markets are complex and imperfectly understood. An oversupply is intended to avoid disequilibrium in land markets, which can adversely effect land costs.

Most of the discussion of market factors – in planning literature and Hearings Board decisions – has occurred in a residential context. Following a recommendation in a CTED report on residential land capacity methodology, the Central Puget Sound Hearings Board has established a 25 percent market factor as a “bright line” for residential capacity in Urban Growth Areas.

Kitsap County is preliminarily using a 50 percent market factor for industrial and business park uses and a 25 percent factor for commercial uses in the 1998 Plan. Based on the County's research, it is recognized that there is no empirical evidence strongly supporting the use of any specific market factor percentage; the literature identifies recommended market factors ranging from zero to 300 percent.

The context of Kitsap County economic development activities warrants use of a market factor higher than 25 percent for business park and industrial uses. The County's economic performance, particularly in basic employment categories, has been weak relative to state averages. The historical dependence on military employment leaves the County extremely vulnerable. It has also developed clear economic diversification objectives and an aggressive marketing program. A greater supply of and choice among industrial and business park sites – particularly suitably located larger sites -- is believed to be necessary to help jump start economic development, to provide the County with a competitive tool at this stage of its

planning for economic growth, and to enable it to effectively market and attract targeted businesses.

The 50 percent market factor is also intended to address two issues regarding availability. First, the discount and reduction factors used in the industrial land methodology does not include a separate factor for unavailable lands; a factor of 15 percent was used for residential lands. The higher market factor for industrial lands incorporates consideration of unavailability. Second, a significant portion of estimated supply – specifically the Port of Bremerton’s industrially zoned land – is limited to lease tenure and cannot be sold to individual users. This limitation is likely to limit the attractiveness of this land for certain types of users by some degree; the higher market factor is also intended to compensate for this situation.

Land supply and demand will be monitored through the monitoring and evaluation program established pursuant to this plan. The market factor may be revised in the future, as appropriate, based on the findings of the monitoring program.

**Allocating Employment Demand Among Jurisdictions.** Currently, there are no agreed upon regional or local policies that address how future employment should be allocated among jurisdictions from a regional perspective. The Kitsap Regional Coordination Council (KRCC) intends to take this matter up in the near future. In the interim, this Comprehensive Plan makes a provisional allocation of future employment growth to ensure that economic development is addressed county-wide.

The current ratio of developed industrial land in the region’s jurisdictions (based on assessor’s data) was used as a guide to allocate future industrial employment growth. As a result, 11 percent of industrial jobs was

allocated to the Cities and 89 percent to the County. For commercial employment categories, a 45 percent City/55 percent County split was applied to mirror the population City/County population allocation reflected in the County-wide Planning Policy.

## Comprehensive Plan Designations

The 1988 Comprehensive Plan map relied on the above data and methodology to review and designate a sufficient quantity of land for commercial, industrial and business park uses. The Plan map designates a total of 2,780 acres of vacant land for industrial and business park uses and 567 acres for commercial activities to reflect demand for the 1992-2017 planning period. The map reserves 1,904 acres of the designated industrial land for the employment needs of the 2013-2017 period; this land is designated Urban Reserve to preserve planning options until the appropriate Comprehensive Plan amendments can be made.

The Plan map designates several large industrial/business park sites as Urban Joint Planning Areas (with an Industrial/Urban Reserve Plan designation). These sites are considered provisionally suitable for inclusion in the Urban Growth Area and for non-residential development. However, there are outstanding issues concerning service provision or governance that must be resolved through dialogue between the County and Cities. Please refer to the Land Use Element of this Plan for a discussion of Urban Joint Planning Areas.

Consistent with the policy of treating employment land as a resource that needs to be protected, Kitsap County is also using Urban Reserve designations in the Comprehensive Plan to identify and preserve industrial and business park land for the needs of the 2013-2017 planning period. The land capacity monitoring and evaluation program

committed to in this Comprehensive Plan will track employment land absorption and market activity over time and make any necessary adjustments to supply.

Kitsap County intends to guide most future commercial and industrial growth to designated Urban Growth Areas. Existing industrial and commercial development in the Rural Area is recognized on the Plan Map. Some future growth of these existing areas may be permitted in the context of designating “limited areas of more intensive development” in the Rural Area; please refer to the discussion in the Plan’s Rural Element.

# Goals and Policies

Economic development will be implemented through the goals and policies in this chapter, as well as in the Land Use Chapter and map designations adopted as part of this plan.

## A. Economic Development & Diversity

Kitsap County should create and encourage a business environment that is supportive of a variety of economic uses in order to diversify the local economy and reduce its reliance upon the federal government. Kitsap County government can help by supporting the EDC’s efforts of enlisting state and federal agencies, the cities, the chambers of commerce, port districts, public and private utilities, labor organizations, industry and private sector entrepreneurs, educators, U.S. Navy bases, tribes, environmental groups and other interested stakeholders to assist in creating a

business environment that will foster a healthy and diverse economy.

However, Kitsap County recognizes that it is virtually impossible to plan a community’s future without an examination of its economic base and its tax base. Therefore, the County endorses the need for a subsequent market study to identify industries best suited for local expansion.

### Goals

1. To continue to maintain and enhance the quality of life in Kitsap County as growth occurs.
2. To promote and support a healthy, diverse economy that provides for a strong and diverse tax base, encourages expansion of business, industrial and employment opportunities to attract new industry to Kitsap County, and fosters new industry that is environmentally responsible and consistent with Kitsap County’s Comprehensive Plan Land Use Chapter and its policies.
3. To encourage economic growth and diversification to minimize long-term and short-term cyclical unemployment and to become less economically dependent on government spending and commuter jobs outside of Kitsap County.
4. To implement long-term economic policies which will encourage and assist planners in developing an economic and market analysis and strategy to support employers and their needs, and thus meet diversification and employment objectives and improve the county’s tax base.
5. To improve competitiveness in economic development by encouraging and developing incentives for business growth, expansion and relocation.
6. To support and coordinate economic

expansion and diversification with the development of capital facilities, public and mass transit and transportation, urban governmental services and balance business and industrial development with environmental protection. Consider both public/private costs and benefits in guiding the location of development (See Kitsap County Comprehensive Plan, Part II, Chapter 2, Section 1.5.2.E and Chapter 4, Strategic Economic and Investment Plan).

7. To recognize a wide variety of cultural, tourism, and active recreational programs with regional and neighborhood facilities, providing well-rounded recreational and tourism opportunities.

8. Economic development will be concurrent with the existing capacity of required capital facilities.

**Policies**

**ED-1 Kitsap County shall encourage and support the retention, formation and expansion of enterprises, including home-based businesses and existing businesses, as well as fostering an environment that invites entrepreneurial innovation.**

**ED-2 Kitsap County shall encourage and assist local industries to diversify, identify and attract new industries that will provide economic expansion and employment growth.**

**ED-3 Kitsap County will plan public facilities with capacity to adequately serve commercial and industrial development in order to promote diversification and improve employment opportunities.**

**ED-4 Kitsap County will utilize the recommendations of the internal or contracted economic studies matching land use planning to**

**projected employment increases.**

**ED-5 Kitsap County will encourage business and industry incubation by offering special incentives to encourage participation in the county-wide EDC Business Incubation System. Potential incentives may include adjusted fees, tax abatement and referral, special development considerations, business incubator facility, and financing.**

**ED-6 Kitsap County will encourage, assist resident labor force, including dislocated workers from Department of Defense layoffs.**

**ED-7 Kitsap County will allocate funding recommends that each agency increase and prioritize its recruitment activities. Examples of priority activities are marketing studies and materials, promotion and staffing for implementation of activities. (See Kitsap County Comprehensive Plan, Part II, Chapter 2, Section 1.5.2.E. and Chapter 4, Strategic Economic and Investment Plan).**

**ED-7a Incentives should be developed and implemented at the federal, state and local levels. The marketing study can identify, compare, recommend and monitor potential business incentives.**

**ED-8 Developments which contribute to community improvements (i.e., contributions to culture, recreation, tourism, public improvements, business incubator system facilities, open space and other community projects) will receive development**

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incentives that, at a minimum, economically match the contribution or otherwise create the necessary incentives required for capital formation and investment.

**ED-9** Kitsap County will make a commitment to diversifying its economic base by striving to increase employment in primary jobs (such as manufacturing and high tech) to: 5% by 2000; 8% by 2010; and 9% in 2015.

## B. Industrial Land Capacity

The following goals and policies address the county's need to provide for sufficient industrial land to meet estimated demand.

### Goals

**9.** To provide a variety of adequately and strategically located industrial planned areas, within designated urban growth areas. Industrial development in the Rural Area may be increased consistent with provisions in the Rural Element of the Plan for allowing limited growth in existing areas of more intensive development.

**10.** To provide additional urban industrial-zoned lands to further the economic diversification goals and needs of Kitsap County.

**11.** To cooperate with the Port of Bremerton in developing investment strategies for the Bremerton National Airport to support and enhance its role as a general aviation and industrial commercial facility consistent with the Airport Master Plan and to facilitate planning for capital facilities which best use the airport's remaining undeveloped and underutilized areas.

### Policies

**ED-10** Kitsap County will promote and environmental protection.

**ED-11** Kitsap County will support designation of a sufficient supply of industrial land in urban growth areas. Development of industrial land outside urban growth areas may be appropriate provided that the industrial use is consistent with rural character and consists of infill, development or redevelopment of existing areas of commercial or industrial development, is a small-scale industrial use, or serves rural or resource activities. Such areas will be designated according to the process defined in the Rural Element of the Plan. Existing industrial uses in the Rural Area may continue but may not be expanded except pursuant to such process.

**ED-12** Kitsap County shall provide industrial-zoned lands in the urban area to accommodate and encourage industrial development in the county, thereby furthering the economic diversification goals and needs.

**ED-13** Kitsap County may provide land for employment activities in the rural area to provide jobs for rural residents provided that such growth is compatible with surrounding rural areas and rural character.

**ED-14** Kitsap County will seek to minimize conflicts between residential and non-residential uses by protecting future needs and identifying potential sites for commercial, industrial, institutional and public uses. Criteria for sites should be based on adopted standards, access to existing or planned

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transportation improvements and existing or potential utility provisions.

**ED-15 Kitsap County will work with cities, local districts and the private sector to establish a common, ongoing method to monitor the supply of developable commercial and industrial sites, and to improve opportunities for the expansion of existing facilities and the establishment of new economic enterprises. The Kitsap County Geographic Information System may be used as a regional data base for this information.**

**ED-16 Kitsap County will zone lands identified in the Comprehensive Plan for industrial and commercial use. To achieve this, criteria will be developed through economic and market studies to identify and reserve suitable sites for industry and commerce.**

**ED-17 Kitsap County will encourage the full utilization and development of industrially and commercially zoned areas, will promote revitalization within existing developed industrial and commercial areas to take advantage of the significant investments in existing buildings and infrastructure, and will endeavor to minimize economic impacts of revitalization on existing businesses.**

**C. Cooperation and**

Kitsap County’s economic development policy requires that we promote intergovernmental cooperation and public-private partnerships.

**Goal**

**12.** To provide capital improvements, as needed by commerce and industry, through intergovernmental cooperation and public-private partnerships (See Kitsap County Comprehensive Plan, Part II, Chapter 2, Section 1.5.2.E and Chapter 4, Strategic Economic and Investment Plan).

**Policies**

**ED-18 Kitsap County shall improve the effectiveness of capital improvement programs by encouraging greater coordination between local governments and between the public and private sectors in their capital improvement investments, (e.g., water resource development, sewage treatment, transportation and utility corridors and coordination of private development with those programs).**

**ED-19 Kitsap County will work with the assistance financing, will be encouraged to keep costs down.**

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**D. Education and Job Training**

A well-educated workforce is important to remain competitive in the global marketplace. The following policies are directed at maintaining and attracting a well-educated population.

**Goals**

**Partnerships** shall, maintain and support higher educational opportunities, in addition to educational facilities and curriculum in local education institutions, to provide a quality work force of trained, re-trained, skilled, educated and motivated employees.

- 14. To ensure an adequate supply of housing affordable by most of the wage earners in the county.
- 15. To recognize the value of a culturally diverse population.

**Policies**

**ED-20 Kitsap County shall improve employment opportunities for minority groups, Department of Defense (DOD) dislocated workers and the disadvantaged as a result of a physical handicap, lack of training, or educational opportunity, through implementation of the County's Affirmative Action Plan, continued participation in human resource programs, and by building on statewide initiatives in education, vocational education and training.**

**ED-21 Kitsap County will support efforts by educational institutions to improve and expand vocational, post-secondary and higher education programs to assure highly skilled, educated and technically trained resident work force.**

**E. Permit Process**

Kitsap County's economic development policy requires that we develop, maintain and monitor a streamlined approval and permit process. We must evaluate and revise our system, take a proactive stance in attracting suitable industry and commerce in the county, measure our performance and make a commitment towards consistency and predictability for all parties.

- X provision of new infrastructure or payment of impact fees;
- X implementation of transit oriented site planning and traffic demand

**Policies**

**ED-22 Kitsap County will develop a dedicated per**

**ED-23 Kitsap County will revise and provide**

**F. Major Industrial Developments**

The Growth Management Act permits counties to establish, in consultation with cities, a process for reviewing and approving major industrial developments outside designated Urban Growth Areas. Major industrial developments are defined as master planned locations for a specific manufacturing, industrial or commercial business that requires a large parcel of land not available within an Urban Growth Area; or a resource-based industries requiring a location proximate to natural resource activities.

**ED-24 Kitsap County will work with the region's cities to develop a process for considering the siting of major industrial development, as that term is defined in RCW 36.70A.365, outside of Urban Growth Areas.**

**ED-25 Review and approval of major industrial development outside the Urban Growth Area shall include consideration of at least the following criteria:**

- management programs;
- X adequate buffering of adjacent rural areas;
- X establishment of development

- regulations that prevent urban growth from occurring in rural areas;
- X mitigation of adverse impacts on designated resource lands;
- a. consistency with adopted critical area regulations; and
  - b. demonstration, pursuant to a developable land inventory, that a suitable site is not available within an Urban Growth Area.

## G. Implementation Strategies and Programs

**1. Economic Development Summit.** In cooperation with the private sector, Kitsap County will sponsor an economic development summit. The summit will seek broad participation and the input of Kitsap County businesses and residents regarding the rate and nature of future economic growth. A purpose of the summit will be to confirm and/or amplify, as appropriate, the industries and numerical targets that are the focus of public and private economic development marketing activities. Based on the results of the summit, the County will review the assumptions in its Comprehensive Plan regarding employment forecasts and land capacity, and consider any appropriate changes. The results of the land monitoring and evaluation program established pursuant to this plan and the Growth Management Act will also be considered. *Target Date: 1998.*