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## Economic Development Chapter Relationship to Vision

Vision	Economic Development Chapter Concepts
<p><b>County Government.</b> County government that is accountable and accessible; encourages citizen participation; seeks to operate as efficiently as possible; and works with citizens, government entities and Tribes to meet collective needs fairly while respecting individual and property rights.</p>	<ul style="list-style-type: none"> <li>▪ Coordinate economic development goals and policies with the County’s land use regulatory process and efficient building, land use and development procedures.</li> </ul>
<p><b>Natural Environment.</b> Natural ecosystems – including interconnected wetlands, streams, wildlife habitat, and water quality – that are rehabilitated, protected and enhanced and that allow for flexible and innovative development to meet environmental and growth goals. In developed areas, the growth pattern supports conservation of non-renewable energy and minimizes impacts on air quality and climate.</p>	<ul style="list-style-type: none"> <li>▪ Balance business and industrial development with environmental protection.</li> <li>▪ Encourage expansion/recruitment of cluster industries developed by the Kitsap County Economic Development Council and the regional Prosperity Partnership.</li> <li>▪ Avoid concentrating industrial and commercial uses in environmentally sensitive areas and maintain a high quality of life to attract desired businesses.</li> </ul>
<p><b>Housing.</b> Residential communities that are attractive, affordable, diverse, and livable supported by appropriate urban or rural services. A variety of housing choices are available, meeting a full range of resident income levels and preferences. Residents are able to walk between neighborhoods and to community destinations.</p>	<ul style="list-style-type: none"> <li>▪ Promote living wage jobs to assist households to find adequate housing.</li> </ul>
<p><b>Open Space.</b> An open space network – including greenbelts, wildlife habitat, forested areas, and active and passive parks – that is accessible, interconnected, provides opportunities for recreation and defines and distinguishes urban and rural areas.</p>	
<p><b>Urban Areas.</b> Healthy urban areas that are the region’s centers for diverse employment and housing opportunities, all levels of education, and civic and cultural activities.</p>	<ul style="list-style-type: none"> <li>▪ Support efforts to revitalize the county’s cities/urban cores by attracting commercial and housing development to generate additional demand for the services in urban areas.</li> </ul>
<p><b>Rural Areas.</b> Rural areas and communities where unique historical characters, appearances, functions, and pioneering spirits are retained and enhanced. Natural resource activities, such as forestry, agriculture, and mining continue to contribute to the rural character and economy. Rural recreation opportunities are enhanced, including equestrian facilities, trails, and others.</p>	<ul style="list-style-type: none"> <li>▪ Recognize economic development in rural villages and rural commercial and industrial areas.</li> </ul>
<p><b>Cultural Resources.</b> Historical and archaeological resources that are recognized and preserved for future generations.</p>	
<p><b>Economic Development.</b> A stable, prosperous and diversified economy that provides living wage jobs for residents, supported by adequate land for a range of employment uses and that encourages accomplishment of local economic development goals.</p>	<ul style="list-style-type: none"> <li>▪ Expand the county’s business and jobs base to promote a healthy and diverse economy.</li> <li>▪ Ensure an adequate mix and supply of land to facilitate employment growth within all business sectors.</li> <li>▪ Develop partnerships and regular communication among government, private corporations, and nonprofit entities to implement economic development goals and to provide cost-effective capital improvements.</li> </ul>
<p><b>Public Services and Facilities.</b> Public services and facilities – including, but not limited to, parks and recreation, law enforcement, fire protection, emergency preparedness, water/sewer, roads, transit, non-motorized facilities, ferries, stormwater management, education, library services, health and human services, energy, telecommunications, etc. – are provided in an efficient, high-quality and timely manner by the County and its partner agencies. Public services and facilities are monitored, maintained and enhanced to meet quality service standards.</p>	<ul style="list-style-type: none"> <li>▪ Plan public facilities with capacity to adequately serve commercial and industrial development/jobs targets.</li> <li>▪ Improve the effectiveness of capital improvement programs through greater coordination between the County, local governments, and the public and private sectors.</li> <li>▪ Work with the cities, tribal governments, local districts and the private sector to share equitably in the costs and revenue of public improvements.</li> </ul>
<p><b>Transportation.</b> An efficient, flexible, and coordinated multi-modal transportation system – including roads, bridges and highways, ferries, transit, and non-motorized travel – that provides interconnectivity and mobility for county residents and supports our urban and rural land use pattern.</p>	<ul style="list-style-type: none"> <li>▪ Plan public facilities with capacity to adequately serve commercial and industrial development/jobs targets.</li> <li>▪ Improve the effectiveness of capital improvement programs by encouraging greater coordination between the County, local governments, and the public and private sectors.</li> </ul>



## Chapter 5. Economic Development

### 5.1. Plan Context

Kitsap County's economy is largely influenced by three factors: the presence of significant Naval bases and shipyards, its relative geographic isolation from other Puget Sound counties, and proximity to the relatively more resource-based and rural economies of the Olympic Peninsula. The county exhibits many signs of a healthy and stable economy: a median household income slightly above that of the state, a jobs-housing balance among the highest in the region, an unemployment rate consistently about 0.5% below the state average, and a job growth rate of 1.7% over the last decade, which compares favorably to adjacent counties.

Much of this stability derives from the military presence that has provided 25 – 35% of the county's job base (both military and civilian employees). In 2004 the military was estimated to either directly or indirectly support 54% of all economic activity within the county. For several decades, the county has worked to diversify its employment base. Current initiatives focus on attracting new clean technology industries, building upon the county's existing marine services industries, and investing in redevelopment of the county's cities to better showcase the county's roughly more than 228 miles of saltwater shorelines and improve the vitality of its urban centers. The bulk of the county's recent employment growth has occurred outside of its cities, illustrating the need to support the county's urban cores and their ability to attract both new jobs and new residents.

### Opportunities for Future Growth and Prosperity: Existing and Emerging Industry Clusters

Currently the economy of the Puget Sound region is dominated by fifteen industry clusters: 1) business services; 2) military; 3) corporate headquarters; 4) life sciences; 5) long-term care; 6) industrial technology; 7) aerospace; 8) boat building; 9) wood products; 10) specialty food; 11) tourism; 12) logistics and international trade; 13) electronic shopping; 14) environment and alternative energy; and 15) sound recording. Of these, the Prosperity Partnership (2006) has identified five industry clusters that hold the most promise for future sustainable economic development activity:

- Aerospace
- Clean technology
- Information technology
- Life sciences
- Logistics and international trade.

The Kitsap Economic Development Council (KEDC) has identified seven existing or emerging clusters that appear most promising for the future economic growth of Kitsap County:

- Administrative services
- Defense
- Health services
- Manufacturing
- Marine-oriented construction and services
- Knowledge-based and information-based technology
- Tourism

## 5.2. Economic Development Goals and Policies

**Goal 1. Continue to maintain and enhance the quality of life in Kitsap County as growth occurs, including the encouragement of a wide variety of cultural, tourism, and active recreational programs with regional and neighborhood facilities.**

Policy ED-1 Balance business and industrial development with environmental protection and the provision of recreational open space.

Policy ED-2 Establish, maintain, expand and support higher educational opportunities to ensure an educated and technically trained work force. Expand opportunities in both new and existing institutions, including vocational, post-secondary and professional training opportunities.



Policy ED-3 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 Kitsap County’s Affirmative Action Plan, continued participation in human resource programs,

and by building on statewide initiatives in education, vocational education and training.

Policy ED-4 Recognize a wide variety of cultural, tourism, and active recreational programs with regional and neighborhood facilities, providing well-rounded recreational and tourism opportunities.

**Goal 2. Promote a healthy and diverse economy that provides for a strong and diverse tax base, encourages business formation, retention and expansion, creates industrial and employment opportunities to attract new industry to Kitsap County, and fosters new industry that is environmentally responsible and consistent with local and regional plans.**

Policy ED-5 Encourage business diversification to reduce dependence on government spending, commuter jobs outside of the county, and to minimize cyclical unemployment.

Policy ED-6 Identify, recommend, implement and monitor potential incentives to encourage existing businesses to expand and to attract new businesses.

Policy ED-7 Develop partnerships and cooperative efforts among government, private corporations, individual and nonprofit entities to plan, finance and implement economic development goals and policies and to efficiently provide cost-effective capital improvements that are needed by commerce and industry.



Policy ED-8 Encourage and give preference to employers providing family wage jobs (with wages 25% higher than the county average, or \$44,500 in 2006).

Policy ED-9 Develop an expedited permit approval process and advocate on behalf of development projects that meet code provisions. Develop, revise and provide for periodic review of development standards, the zoning code and related ordinances to build a streamlined, understandable, consistent and predictable building, land use and development application procedure.

Policy ED-10 Facilitate the development of all utilities to the appropriate levels of service to accommodate the growth that is anticipated to occur in Kitsap County. To the extent feasible, economic development will be concurrent with the existing capacity of required capital facilities.

Policy ED-11 Prepare a market study identifying marketing strategies, state-of-the-art techniques and current and potential cluster opportunities for targeting industries

best suited for local expansion as well as new industries suited for our environment.

- Policy ED-12 Encourage a jobs-housing balance above 1.0 for unincorporated Urban Growth Areas.
- Policy ED-13 Kitsap County will make a commitment to diversifying its economic base by striving to increase employment in primary jobs.
- Policy ED-14 Kitsap County will allocate funding for long-term economic development. Kitsap County recommends a cooperative partnership among the County, cities tribal governments, port and local districts, the KEDC, and the private sector, to share in costs relating to industrial and commercial recruitment. Kitsap County recommends that each agency increase and prioritize its recruitment activities. Examples of priority activities are marketing studies and materials, promotion, and staffing for implementation activities.
- Policy ED-15 Kitsap County will encourage business and industry incubation by offering special incentives to encourage participation in the countywide KEDC Business Incubation System. Potential incentives may include adjusted fees, tax abatement and referral, special development considerations, business incubator facility, and financing.

**Goal 3. Identify a sufficient amount of land and variety of sites for residential, commercial and industrial land uses that are reasonably scaled to the needs of the County and communities within the County.**

- Policy ED-16 Provide a diverse mix and appropriate range of commercial, industrial and business land uses that will encourage economic activity capable of providing living-wage jobs and reasonably scaled to the needs of the community.
- Policy ED-17 Establish employment projections for the 20-year planning period consistent with a countywide manufacturing target of 9% jobs distribution.
- Policy ED-18 Encourage mixed use developments within commercial districts that will enhance the visual, economic, and environmental quality of these areas and improve the transition between commercial and residential districts.
- Policy ED-19 Commercial and industrial development in rural areas may locate in designated rural villages and communities if utilities and other services permit, to provide employment, shopping, services and housing opportunities and to reinforce the health of these communities and convenience for rural residents.



- Policy ED-20 Rural areas of more intensive development should be identified and designated.
- Policy ED-21 Focus most commercial growth within Urban Growth Areas where most of the County's future population growth will be guided and where public services and facilities will be focused.
- Policy ED-22 Encourage full utilization and development of industrially and commercially zoned areas; promote revitalization within existing developed industrial and commercial areas.
- Policy ED-23 Develop standards for industrial and commercial development that identify appropriate site size for different types of centers, appropriate types of uses, and guidelines for design that encourage attractive and efficiently functioning centers.
- Policy ED-24 Protect surrounding residential uses from significant impacts from increased commercial and industrial development.
- Policy ED-25 Ensure an adequate supply of housing affordable by most of the wage earners in the County and those persons with special needs.

**Goal 4. Kitsap County will provide adequate land for development of large-parcel economic opportunity projects to further the County's economic diversification goals.**

- Policy ED-26 Kitsap County recognizes the need to provide opportunities for the siting of urban industrial, commercial and recreational projects that provide economic benefits to the County. Due to the varying size and character of these projects, additional large-tracts of land in consolidated ownership should be designated for inclusion within the urban areas of Kitsap County. For this purpose, Kitsap County designates an Industrial Multi-Purpose Recreational Area (IMPRA) and Urban Holding Area within the South Kitsap Industrial Area's urban growth area.
- Policy ED-27 As the size and scale of the economic opportunity is currently unknown, any approved development within the IMPRA, and the jobs associated with it, would be adopted as an addition to the countywide employment projections.

**Goal 5. Provide a transportation system that will expand and improve transportation systems and facilities and support economic development.**

- Policy ED-28 Encourage multi-modal transportation planning and services that encourage travel patterns and mode choices that use available physical, financial, environmental, and sustainable energy resources to efficiently manage growth and promote economic development.

- Policy ED-29 Encourage travel patterns and mode choices that efficiently use available physical, financial, environmental, and energy resources and that help manage growth.
- Policy ED-30 Support and enhance mass transit and alternative transportation modes and develop a public transit-supportive transportation system.
- Policy ED-31 Site design shall be supportive of transit services and its patrons.
- Policy ED-32 Design roadways that can accommodate and enhance use by public transportation and transit vehicles.
- Policy ED-33 Preserve the County’s existing aviation facilities such that they are able to retain and augment their role in the regional, national and international transportation system. Cooperate with entities within the county to establish an air transportation system appropriate to serve the residents, businesses and military activity within the community.

**Goal 6. Foster and facilitate partnerships and cooperation among government, private corporations and nonprofit entities.**

- Policy ED-34 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 that best use the airport’s remaining undeveloped and underutilized areas.
- Policy ED-35 Cooperate and coordinate efforts of the County and cities’ staff and resources to ensure that plans are implemented in a timely manner.
- Policy ED-36 Improve the effectiveness of capital improvement programs by encouraging greater coordination between the county, local governments, and the public and private sectors.
- Policy ED-37 Cooperate with the cities, tribal governments, local districts and the private sector to share equitably in the costs and revenue of public improvements necessitated by new private development.
- Policy ED-38 Encourage utility providers to make additions to and improvements of facilities that provide adequate capacity for future planned growth.





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