

Chapter 9. Economic Development



9.1 Community Key Goals – Economic Development

Foster a positive economic climate that supports business retention, expansion and recruitment.

- ~~• Promote a strong, diversified, and sustainable local economy, incorporating new technologies and facilities.~~
- Attract appropriate businesses and foster local entrepreneurship that serves **Poulsbo** residents **and as well as the greater North Kitsap community.** ~~non-residents needs.~~
- Support the provision **and expansion** of education **at all levels** and training opportunities, to maintain **and enhance** a skilled workforce.
- **Ensure Poulsbo residents have access to family wage jobs, and employers have access to a talented workforce to assist in retaining and growing their businesses.** ~~Help facilitate the retention and attraction of community-based, living wage jobs for people living in Poulsbo.~~
- **Provide sufficient infrastructure and public facilities necessary to support economic growth.**
- Encourage business activity that takes advantage of technology and promotes alternatives to commuting.
- **Ensure a healthy and beautiful environment, vibrant and thriving community and high quality of life for all Poulsbo residents and businesses.**

9.2 Plan Context

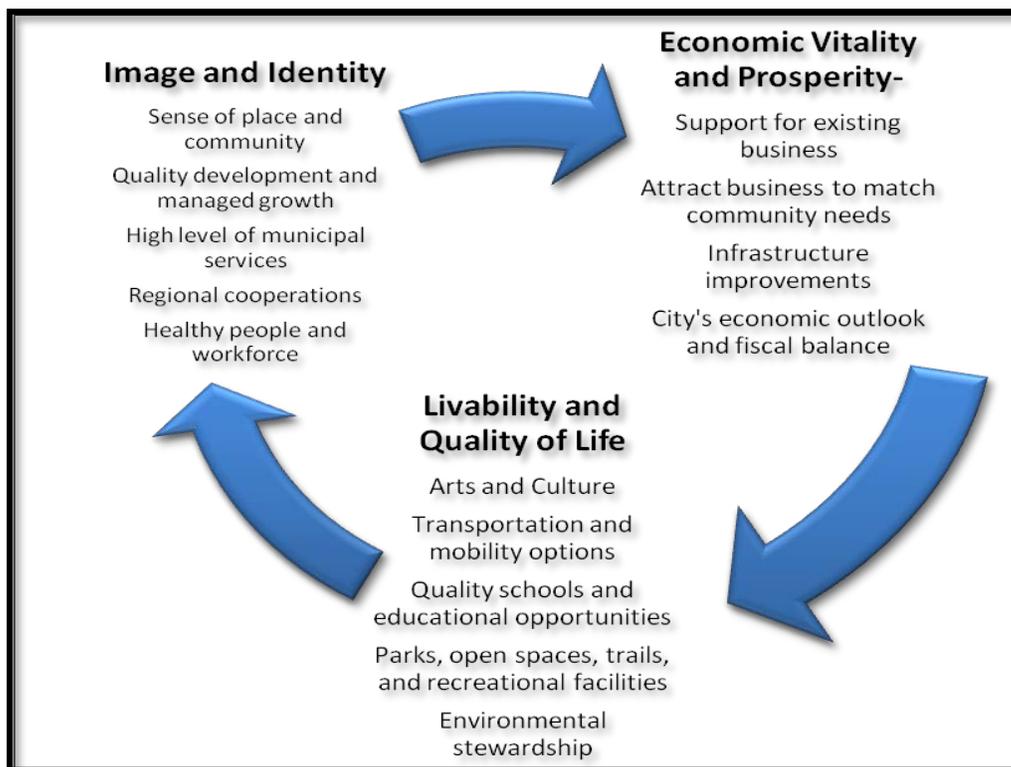
A strong **Economic vitality** is essential for achieving Poulsbo’s vision of the future. This vision has always been to strengthen the community through the expansion of its tax and employment base **and encourages employment opportunities.** ~~This expansion allows the community to support a higher quality of life by improving public services.~~ Ideally, economic development should balance economic **growth** vitality, stability, environmental protection, **efficient use of land,** and preservation of Poulsbo’s **identity and** ~~small town~~ character.

Poulsbo’s economy is largely influenced by the presence of significant Naval bases, its geographic location for a commuting workforce to Seattle and other large cities, as well as an entrance point for access to the Olympic Peninsula. **Poulsbo is ideally situated at the crossroads of West Sound, and it** Poulsbo serves as North Kitsap’s commercial, ~~and~~ employment **and residential** center. ~~and has retained a healthy and stable economy.~~

~~As companies become more mobile, due to the shift from a resource based economy, and advances in telecommunications, quality of life issues will become increasingly important criteria in site selection.~~

Poulsbo’s Economic Development Chapter is built upon the understanding that the City’s economy is intrinsically tied to its quality of life, as well as the identity it presents to others, whether they are visitors, shoppers, residents, developers of employers.

NEW Figure 9-1 Relationship of Livability and Economic Vitality



Poulsbo is home to many small, medium-size and locally owned businesses, as well as national chain retailers. The city provides a positive business climate that supports innovation and attracts business owners to locate here because of the quality of life it offers. An attractive quality of life will continue to become more important for site selection, as companies continue to become more mobile through advances in technology.

To be successful in the future, Poulsbo needs to build on its strong sense of community and shared heritage, while also providing land availability and infrastructure to provide areas where companies can locate to provide living wage employment. The City recognizes that a healthy economy that provides opportunities for diverse segments of the community is important to its residents' quality of life. While the City can lead and participate in economic development and revitalization, it takes effective partnerships with the business community to be successful and retain the livable and economically viable **Poulsbo** community. that Poulsbo has.

The Economic Development Chapter, therefore, provides **a policy framework** policies that will identify how **the community can** to retain successful businesses **while** and to pursue **ing** future **economic development** opportunities. This element includes policies related to:

- **Positive Business** Economic Climate
- **Education and Workforce Development**
- Planning and Infrastructure
- **Economic Implementation** Technology
- Partnerships
- **Livability and Economic Vitality**

Poulsbo faces a number of challenges in continuing to achieve the community's desired land use vision, while accommodating the growth that is expected over the next twenty years. These include:

- Local governments' strong reliance on retail sales tax as a primary source of revenue.
- The median income of city residents keeping up with the costs of housing.
- Retail trade is projected to continue to be the major trade employer for workers in Poulsbo.
- Successfully attracting new businesses that provide family wage jobs, and retaining and expanding existing businesses.

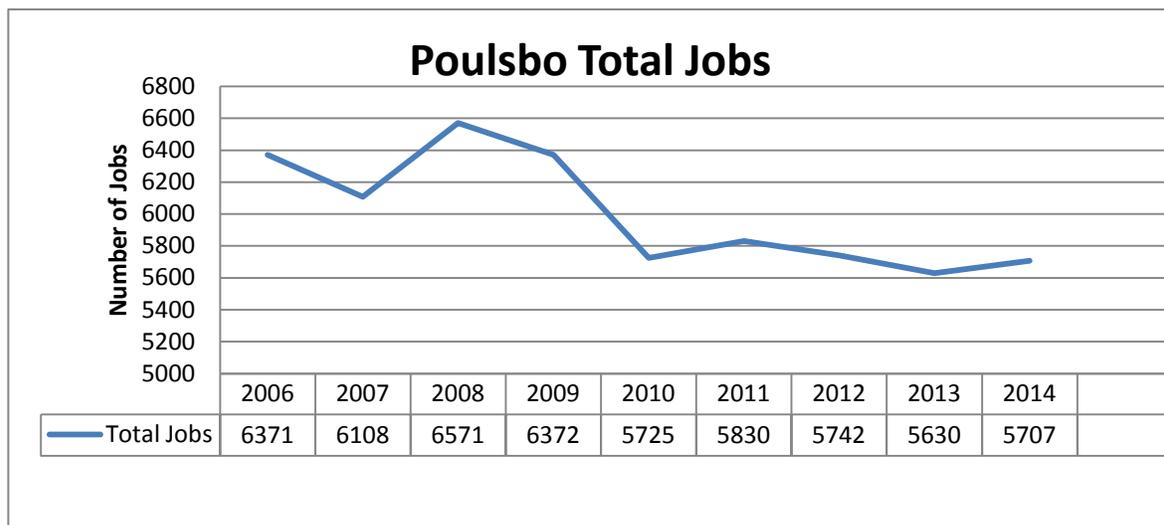
9.3 Today's Conditions and Tomorrow's Employment Targets Forecasts

Today's Conditions

The Puget Sound Regional Council (PSRC) monitors employment for its member jurisdictions by tracking data reported to the Washington State Employment Security Department. The data set is pulled March of each year, as a representative month when seasonal fluctuations are minimized. The unit of measurement is jobs – rather than persons – and includes part time and temporary positions.

While Poulsbo's total number of jobs declined from its peak in 2008, it has remained relatively consistent and steady since 2010. Based on new commercial development in recent years, the City expects increased job growth in the upcoming reporting years.

Table ED-1 Poulsbo Total Employment 2006-2014



Source: Puget Sound Regional Council, Covered Employment Estimates by Jurisdictions, by year

2036 Employment Targets

In 2014, the Kitsap Coordinating Council adopted employment targets that are consistent with the Puget Sound Regional Council's Regional Growth Strategy (a land use policy document which is part of PSRC Vision 2040 Plan), and local employment trends. These countywide employment targets are included in the 2014 Kitsap Buildable Lands Report, and identify job targets for all jurisdictions.

Kitsap County expects to see an additional 46,158 jobs by 2036, with 76.6% as commercial jobs and 23.4% as industrial jobs. The industrial target represents a 6.4% increase in industrial jobs from the previous employment target (2006 Kitsap County Comprehensive Plan). The increased target represents the county and Puget Sound region-wide goals to support the creation and retention of industrial sector employment.

Poulsbo’s 2036 employment growth target is an additional 4,201 jobs, representing 9.1% of the countywide allocation; the commercial sector is projected to grow by 3,651 jobs over the 20-year time period, and the job growth in the industrial sector is expected to be 550 new jobs over the same time period. This employment target represents a growth of approximately 200 new jobs annually; however, similar to the City’s population allocation, whether the job growth actually occurs at the projected rate is dependent on the national, regional and local economic markets.

When the employment target of 4,201 is added to the 2014 Poulsbo jobs of 5,707, the total number of jobs anticipated for Poulsbo in the year 2036 is 9,908.

The allocation of ~~2036~~ 2005-2025 forecast net employment growth by jurisdiction is shown in Table ED-2:

NEW Table ED-2 Kitsap 2025 2036 Employment Growth Targets Forecasts by Jurisdiction

	Sector Share Summary		Growth Allocation: 2010-2036	
	Commercial	Industrial	Total	Percent
UGA				
Bainbridge Island	1,984	823	2,808	6.1%
Bremerton	13,493	4,509	18,003	39%
Bremerton UGA	962	422	1,385	3%
Central Kitsap	1,030	171	1,200	2.6%
Kingston	437	163	600	1.3%
Port Orchard	2,571	560	3,132	6.8%
Port Orchard UGA	1,712	134	1,846	4%
Poulsbo	3,607	548	4,155	9%
Poulsbo UGA	44	2	46	0.1%
Silverdale	6,679	2,427	9,106	19.7%
Total Urban	32,521	9,760	42,281	91.6%
Rural	2,817	1,060	3,877	8.4%
Total New Jobs Urban and Rural	35,338	10,820	46,158	100%

*Source: Table 5-1 2014 Kitsap Buildable Lands Report p. 53
Kitsap County and BERK and Associates*

Unlike population, there is no specific employment goal for Kitsap County or its jurisdictions identified in the Kitsap Countywide Planning Policy. However, based on observed employment trends and employment forecasts from Puget Sound Regional Council (PSRC), a countywide jobs forecast was developed by Kitsap County as part of its 2006 Comprehensive Plan update.

The 2025 countywide employment forecast indicates a net projected growth of about 49,000 new jobs countywide during the planning horizon.

Further, the 2006 Kitsap County Comprehensive Plan update allocated the 2005-2025 countywide employment forecasts to individual jurisdictions based on a variety of sources, including individual city comprehensive plans, PSRC employment forecasts, and Washington Employment Security Department data. The methodology, forecasts and allocations are set forth in Appendix D of 2006 Kitsap County's Comprehensive Plan.

The allocation of 2005-2025 forecast net employment growth by jurisdiction is shown in Table ED-1:

Table ED-1 Kitsap 2025 Employment Forecasts by Jurisdiction

Employment Sector Growth by Jurisdiction	Bremerton	Bainbridge Island	Port Orchard	Poulsbo	Unincorporated Kitsap County
Industrial Sector					
<i>Construction/Resources</i>	176	163	57	87	2,835
<i>Manufacturing</i>	-1,888	73	4	13	10,939
<i>Warehousing/Transportation/Utilities</i>	631	195	107	9	238
Total Industrial Employment	-1,081	431	168	109	14,012
Commercial Sector					
<i>Retail</i>	2,475	1,469	239	594	387
<i>Finance/Insurance/Real Estate/Services</i>	4,577	490	1,992	2,904	18,266
<i>Government/Education</i>	1,627	500	374	296	0
Total Commercial Employment	8,679	2,459	2,605	3,794	18,653
Totals	7,598	2,890	2,773	3,903	32,665

Source: Kitsap Buildable Lands Report 2007 based upon data from Kitsap County Comprehensive Plan 10 Year Update 2006 and Appendix D: Employment Capacity.

The commercial/industrial land supply for the cities and unincorporated Kitsap County was calculated based on agreed land capacity methods, and are included and described in the 2014 Kitsap Buildable Lands Report Chapter 5 and Appendix C. The summary of the land capacity analysis for commercial/industrial land supply for each jurisdiction is reported in Table ED-3.

NEW Table ED-3 Commercial/Industrial Land Supply and Demand Analysis through 2036

	Growth Allocation 2036		Total Capacity	Difference	Capacity/Demand Ratio
UGA	Total	Percent	Total Job Capacity	Total Capacity Minus Allocation	Ratio
Bainbridge Island	2,808	6.1	2,941	1,363	1.04
Bremerton	18,003	39.0	19,182	1,179	1.06

Bremerton UGA	1,385	3.0	1,383	-2	1
Central Kitsap UGA	1,200	2.6	1,012	-188	0.84
Kingston UGA	600	1.3	638	38	1.06
Port Orchard	3,132	6.8	5,569	2,437	1.78
Port Orchard UGA	1,846	4.0	3,634	1,787	1.97
Poulsbo	4,155	9.0	4,010	-145	.97
Poulsbo UGA	46	0.1	64	18	1.39
Silverdale UGA	9,106	19.7	6,409	-2,697	0.7
Total Urban	42,281	91.6	44,842	3,774	1.181
Rural	3,877	8.4	N/A	N/A	N/A
Total Urban and Rural	46,158	100	N/A	N/A	N/A

Source: Table 5-9 2014 Kitsap Buildable Lands Report p. 59
Kitsap County and Kitsap Regional Coordinating Council

Based upon the capacity analysis utilized by all jurisdictions, there is sufficient land capacity to meet the countywide growth target of 46,158 jobs. Poulsbo has sufficient available employment land to meet 4,074 of its 4,201 job target, representing a small land capacity deficient of 127 jobs.

While the economic market will dictate whether the targeted number of jobs allocated to Poulsbo is actually realized, additional land for commercial and light industrial will most likely need to be provided in the future. The City should continue to evaluate the availability of commercial and light industrial land annually and through the required buildable land reporting intervals.

Kitsap County has established that Poulsbo’s employment forecast is for 3,903 new jobs for Poulsbo and its urban growth area by year 2025. Of these new jobs, 97% are in the commercial sector, primarily in finance/insurance/real estate/services occupations.

Poulsbo’s employment target by sector was derived utilizing the mid-point of the PSRC 2020 and 2030 employment forecasts for Poulsbo. To calculate the increment of change, 2004 Employment Security sectoral data was reduced one year to a 2003 baseline using a constant rate of change, by sector, to the interpolated PSRC forecast. (Methodology from Appendix D 2006 Kitsap County Comprehensive Plan).

Preparing and planning for the anticipated new jobs is to ensure available land for Poulsbo’s employment forecast. Like Poulsbo’s population allocation that must be translated into new housing units to be accommodated on available residentially zoned land, employment forecasts must translate into available commercial and industrially zoned land. Therefore, the total number of jobs expected to locate in Poulsbo must be quantified. This quantification was also completed in Kitsap County’s 2006 Comprehensive Plan Update, in Appendix D. Kitsap County developed a methodology that identified assumptions regarding employee space needs, net/gross acre conversions, land market factors and other features of the

commercial/industrial land development process. These assumptions were held constant for determining commercial/industrial land demand across all Kitsap County jurisdictions.

The methodology identified in Appendix D of Kitsap County’s Comprehensive Plan was further applied in Kitsap County’s 2007 Buildable Lands Report, which reviewed all of Kitsap County’s jurisdictions’ employment forecasts, converting the jobs into acreage demand, which was then compared to available net industrial and commercial acreage by jurisdiction. This analysis was performed consistently for all the cities by Kitsap County. The 2005–2025 forecast net employment growth by jurisdiction is shown in Table ED-2.

Table ED-2 Commercial/Industrial Land Supply and Demand Analysis

Jurisdiction	Industrial (Net Acres)			Commercial (Net Acres)		
	2005-2025 Demand	2005 Capacity	Surplus or Deficit	2005-2025 Demand	2005 Capacity	Surplus or Deficit
Bremerton	-14	265	279	232	265	33
Bainbridge Island	32	35	3	77	83	6
Port Orchard	23	13	-10	67	43	-24
Poulsbo	26	26	0	99	92	-7
<i>Totals</i>	67	339	272	475	483	8
Countywide Land Supply/Demand Ratio	5.05			1.02		

Source: 2007 Kitsap Buildable Lands Report

Note: Land Supply/Demand Ratio: 1.0 or above demonstrates sufficient supply for demand. See 2007 BLR for additional discussion on supply/demand ratios.

The 2007 Kitsap Buildable Lands Report evaluates the demand of jobs to the supply of land as a total of all the cities collectively, with the results demonstrating that combined, the land capacity for both industrial and commercial zoned land exceeds the forecasted employment demand for the planning period.

However Poulsbo’s industrial and commercial zoning land is identified as minimally providing sufficient capacity for the planning period. While the economic market will dictate whether the expected number of jobs to Poulsbo is actually *realized*, additional land for light industrial and commercial development may need to be provided sometime in the future.

The City should continue to evaluate its light industrial and commercial land availability through the Buildable Lands Report(s) process, as designed and set forth by RCW 36.70A.215. Permitted commercial and light industrial gross square footage shall be monitored and reported to Kitsap County for analysis during the five-year intervals of the Buildable Lands Report. Based upon the results of the analysis, additional light industrial and commercially designated land may be necessary to ensure sufficient land is available for Poulsbo’s future employers and employees.

9.4 Challenges and Opportunities Strengths and Weaknesses of City Economy

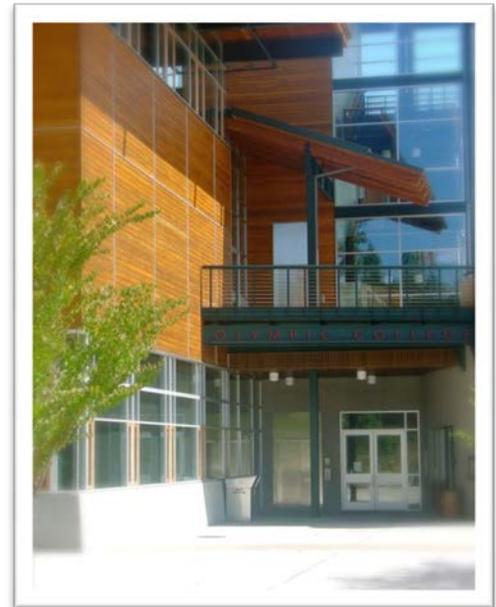
Poulsbo is strongly positioned for continued economic vitality; however, the City will need to respond to key challenges and opportunities as it continues to expand as a competitive city.

Promoting innovative and entrepreneurial development:

Innovation and entrepreneurialism are keys to success in an evolving economy, and Poulsbo will need to be competitive to attract and retain the talent that thrives on innovation. The City and community can do more to cultivate an environment that supports entrepreneurialism by building on the local education system and expanding the presence of the existing higher education institutions, recruiting innovative companies that are a good fit for Poulsbo, and promoting affordable and flexible workspace that attract innovative talent, start-ups and niche businesses.

The Built Environment:

Poulsbo needs diverse business zoning districts and building types to attract new development, adjust to market trends, and remain attractive to key commercial and industrial sectors. The Land Use Chapter, zoning and development regulations must provide for the land use and building types necessary to achieve the City's economic development goals. Moreover, the City will need to ensure the necessary infrastructure is planned, funded and built to support these commercial centers.



Olympic College/WWU Poulsbo Campus

Mobility Challenges:

Population, employment and tourism growth have increased the movement of people and goods traveling on the local and regional transportation system. Economic success in Poulsbo will require a range of multimodal transportation options. This will require both local and regional resources to ensure that the region's transportation network is able to maintain the movement of people and goods in an efficient and timely manner.

Tourism and Visitor Experiences:

Poulsbo has strong and attractive tourism and visitor experiences, continuing to be named one of the best small cities in Washington State to visit. Cohesive, cooperative and more comprehensive marketing of Poulsbo presents many exciting opportunities for improvement.

Workforce Housing

To support a healthy economy, there is a need for housing options for workers at all income levels. Promoting housing affordability will be a challenge as Poulsbo continues to grow.

STRENGTHS

——— *A Strong Work/Live Community:* Poulsbo residents have generally found jobs near where they live. Census data show that a majority of the City's workforce has found employment near where they live. Certainly the easy commute to Bangor military base, the commercial opportunities of Silverdale and the variety of opportunities on Bainbridge Island have provided Poulsbo residents with many employment options.

——— *Encouraging Employment Forecasts:* Kitsap County and Puget Sound Regional Council's future employment forecasts for the Poulsbo area are encouraging. The forecasts predict growth in finance/insurance/real estate/services occupations. The anticipated new jobs created will continue to provide opportunities for Poulsbo residents.

Strong Tax Support: Poulsbo has provided adequate commercially zoned land where retail businesses can locate and thrive. The revenue generated from sales tax significantly supports the City's budget. Large stores and numerous unique and interesting shops contribute to the strong retail trade occurring in Poulsbo. In 2008, Poulsbo ranked sixth in Washington's top 50 cities, for strongest retail sales growth rate for the past five years. This sales tax support is a strength that many residential communities who rely on property taxes as their major revenue support, do not enjoy.

College MarketPlace: College MarketPlace provides an interesting and exciting mixture of uses all in a master planned development. The Olympic College campus opened in early 2004 with its first students. Large commercial retailers have located within this area along with numerous smaller businesses. The remainder of the development is zoned business park and residential, providing opportunities to live, work, learn and shop all within the 216-acre development.

Quaint Downtown: Poulsbo's downtown is a tourist destination by land and sea. Groups of families and friends visit downtown Poulsbo shops and restaurants year round. The Historic Downtown Poulsbo Association members are creative and always searching for new ways to market and promote Downtown Poulsbo.

WEAKNESSES

Reliance on Retail Sales Tax: Retail Sales Tax is a major contributor to the City's tax revenue. This strength is also a weakness, as retail sales fluctuate with national and global economic trends. If the economic market experience swings, the revenue the City relies on to support its general fund may decrease. Continued identification and implementation of a diversified revenue sources are necessary for the City to help provide stability during the unpredictable turns of economic trends.

Median income not keeping pace with housing prices: Data from Census 2000 states that the median income of Poulsbo residents was \$38,875. More recent estimates prepared by

Washington State (using 2000 Census and updated using CPI percentage for inflation) places Poulsbo's median income projected at \$50,298. While Poulsbo's median income appears to be growing, housing prices in Poulsbo's are among the higher priced homes in Kitsap County.

Retail trade continues as major employer: The majority of the City's workforce is employed in retail trade. The wages typically earned in the retail trade will not be able to support the trend of increasing housing prices.

Aging infrastructure and necessary new improvements: Much of the City's utility infrastructure is planned to be replaced significantly during the 2025 planning horizon. In addition, new infrastructure will be necessary to support the City's projected population growth. The City's ability to fund, or legally require others to pay for these improvements, will be a challenge.

9.5 Goals and Policies

POSITIVE BUSINESS CLIMATE

A positive economic climate is the creation of a supportive environment for business retention and expansion through the efficient delivery of governmental services, a cost-effective tax, fee and regulatory structure, and effective partnerships with agencies that engage in direct economic development activities. A positive economic climate is a major factor in business location decisions, and is comprised of a number of factors that the city directly controls or influences:

- **Desirable quality of life;**
- Reasonable, predictable, and stable land use regulations;
- High quality public services and facilities;
- Competitive tax rates;
- Diverse and affordable workforce housing opportunities;
- Excellent public education system, along with continuing education and job training opportunities;
- A sense of innovation and openness to new businesses, people and ideas.

When these factors are aligned, a community has a powerful advantage in the marketplace. Poulsbo is in a strong position on many of these fronts to achieve this, **and should take a facilitative approach to encourage business investment, and committed interest in business growth.** For example, the city has for years had a tax policy that has been deliberately restrained, with a focus on maintaining excellent services within existing resources.

A positive economic climate cannot be accomplished without the sustained efforts of numerous parties. Many factors are beyond the city's control, such as ~~the~~ educational resource allocation **ed** by the North Kitsap School District, or the housing investment decisions made by the private sector. Given a community willingness to maintain a strong economy, the City can act in a leadership role to communicate the importance of a positive economic climate and work with others to achieve it.

GOAL ED-1

To build and Nurture an positive economic climate that will attract and retain businesses, and assist in their development, expansion and success. high quality firms.

Policy ED-1.1

Promote and maintain a business climate that supports the retention and expansion of the city's economic base. ~~Encourage long-term employment opportunities for community residents so our children can remain in the community if they choose, by providing sufficient family waged jobs.~~

Policy ED-1.2 14

Support the retention and expansion of existing firms ***by promoting local businesses and locally produced goods and services.*** ~~and recruiting activities for businesses of all types and sizes which demonstrate a commitment to protecting the environment and enhancing the quality of life in the community.~~



Mora Ice Cream at Eagle Harbor Business Park on north Viking Avenue



Entrance into Powder Hill Business Park

Policy ED-1.3 5

~~Engage in~~ ***Proactively*** recruitment for new businesses to locate in the City of Poulsbo and support expansion of existing business. Examples of proactive recruitment activities include development of marketing ***and promotional printed and digital*** studies and materials, and staffing for implementation activities.

Policy ED-1.4 9

*Facilitate the collection, analysis and dissemination of information that ***promotes*** ~~contributes to~~ ***existing and new*** economic activity.*

Policy ED-1.5 11

*Facilitate efforts of businesses and institutions to train workers, ~~for today's and tomorrow's jobs,~~ and support ***and advocate*** continuing education ~~in~~ ***for Poulsbo's business community.*** ~~the community.~~*

Policy ED-1.6

Foster a culture of creativity, entrepreneurship and innovation which helps promote job creation and job growth.

Policy ED-1.7

Encourage infill and redevelopment of existing or underutilized commercial and light-industrial areas.

Policy ED-1.8 15

*In developing and implementing City policies and programs, decision makers should **take into consideration the effects on business and the economic benefit to the community.** ~~seek to enhance small business opportunities and reduce potential negative impacts on small businesses.~~*

Policy ED-1.9 10

The City Council shall consider and weigh the impacts of the city's policies regarding taxes, fees and utility rates on Poulsbo's economic development goals, while recognizing the balance between economic development, the maintenance of high quality services, and the financial health of city government.

Policy ED-1.2

~~Encourage new businesses that build upon the City's strong foundation as an educational and medical hub. New cutting-edge clean/green businesses should be encouraged to located in Poulsbo.~~

Policy ED-1.3

~~Encourage business diversification to reduce dependence on governmental spending, commuter jobs outside of the city, and to minimize cyclical unemployment.~~

Policy ED-1.4

~~Consider preparing or cooperate in the development of a market study identifying marketing strategies and opportunities to target business and industries best suited to locate in Poulsbo.~~

Policy ED-1.6—MOVE to Policy ED-4.5

~~Seek grant opportunities or other funding sources for the City to develop an Economic Strategic Plan to consider the opportunities and challenges citywide of a healthy economic climate, retention and expansion of existing businesses and successful recruitment of new businesses.~~

Policy ED-1.7

~~Continue to provide high quality and cost efficient city services and facilities, and promote this as one of Poulsbo's outstanding economic development assets.~~

Policy ED-1.8—MOVE to Policy ED-3.8

~~Maintain an efficient, timely, predictable and customer focused permit process, conducted in a manner that integrates multiple city departments into a coordinated entity.~~

Policy ED-1.12—SEE Partnership Section

~~Cooperate and coordinate with local and regional government and economic agencies to implement the Kitsap Countywide Economic Development policies.~~

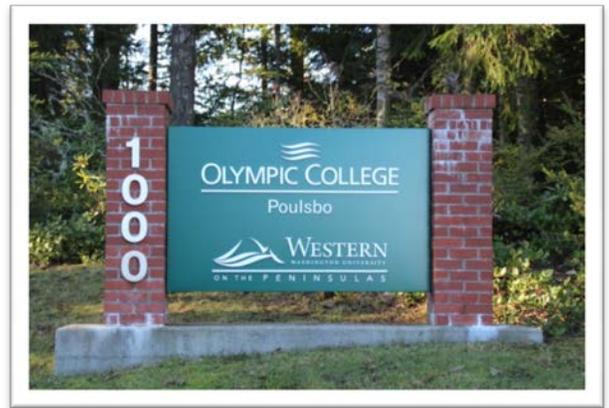
Policy ED-1.13 Move to Policy ED-2.5

Promote economic development by working with educational institutions to maximize resources and improve the quality of life for both city residents and students. Support and collaborate with Olympic College, North Kitsap School district, and other education institutions to:

- Maintain and enhance the quality of education at all grade levels;*
- Maintain and expand the programs of the Olympic College Poulsbo campus;*
- Encourage the development of programs that meet the changing needs of employers and employees; and*
- Encourage educational institutions, governments, and businesses to provide opportunities for youth to see and experience a variety of employment and business opportunities.*

EDUCATION AND WORKFORCE DEVELOPMENT

Poulsbo is home to several primary, secondary and higher education institutions. When combined, they contribute new ideas and innovations, cultural offerings and training opportunities that benefit students and businesses. Exceptional education provides quality of life benefits, and prepares the next generation of workers to build and maintain an innovative and creative economy. By promoting educational opportunities for residents and workers of all ages and backgrounds, the City lays the foundation for a resilient local economy that attracts outstanding talent.



Entrance to OC/WWU Poulsbo campus

GOAL ED-2

Commit to academics, affordable educational options, career training and lifelong learning.

Policy ED-2.1

Encourage expansion of the OC/WWU presence in Poulsbo and the desire to become a “college town,” by supporting:

- Increased 4-year degree programs;**
- Increased facilities to be more campus-like and less satellite-college;**
- Increased community-oriented classes and lectures;**
- Provision of dorms/student housing;**
- Provision of student union/recreation center;**
- Improved nightlife, entertainment and evening activities; and**
- Provision of student jobs.**

Policy ED-2.2

Continue to support the provision of high-quality primary and secondary education by the North Kitsap School District and private schools.

Policy ED-2.3

Ensure a commitment to lifelong learning which drives innovation, strengthens and diversifies existing workforce, and attracts talented new workers.

Policy ED-2.4 ~~1-13~~

*Promote economic development by working **Partner** with educational institutions to maximize resources and improve the quality of life for both city residents and students. Support and collaborate with Olympic College, **Western Washington University**, North Kitsap School District, and other education institutions to:*

- *Maintain and enhance the quality of education at all grade levels;*
- *Maintain and expand the programs of the Olympic College **and Western Washington** Poulsbo campus;*
- *Encourage the development of programs that meet the changing needs of employers and employees; and*
- *Encourage educational institutions, governments, and businesses to provide opportunities for youth to see and experience a variety of employment and business opportunities.*



Marine View Beverage at College Marketplace

PLANNING AND INFRASTRUCTURE

One of the City’s critical economic development roles is to plan and prepare for the land uses, design features, and utility and transportation infrastructure that support the city’s continued development. By adopting a land use vision, implementing regulations to accomplish it, and investing in the necessary infrastructure to support this desired land use, the City’s **infrastructure funding and development efforts are directly linked to and supports the City’s economic development program.** lays a foundation upon which development can occur.

The City’s commitment to planning ensures that the city’s infrastructure, utilities, parks and other **resources** needs are able to respond to changing development pressures and needs. This allows the city to grow gracefully, to meet the needs of both existing neighborhoods and new development.

The City also undertakes planning activities to help Poulsbo adjust to changing market conditions. As Washington’s market conditions change, new challenges and opportunities arise, and the City will need to undertake planning activities to help Poulsbo adjust. By doing this

basic task well, Poulsbo **is able to attract and retain predetermined business types.** will be able to use planning and infrastructure development to help attract and retain the specific types of economic development desired.

GOAL ED-3 2

Provide a sufficient amount of land for commercial and business uses, the infrastructure and public facilities necessary to support economic growth, and an efficient and timely permit process. through a supportive Land Use Plan and development regulations.

Policy ED-3.1

Maintain an adequate supply of developable employment lands to accommodate the forecasted growth and accomplish the City's economic development goals.

Policy ED-3.2

Review land use regulations and development standards to ensure that vacant or underutilized employment lands can be used as efficiently as possible. Identify and remove barriers to redevelop underutilized and/or vacant land and buildings.

Policy ED-3.3 ~~2.10~~

Continue to Monitor Poulsbo's light industrial and commercial land availability annually and through the recurring Buildable Lands Report(s) process, as designed and set forth by RCW 36.70A.215. Based upon the results of the BLR's analysis, additional light industrial and commercially designated land may be necessary to ensure sufficient land is available for Poulsbo's future employers and employees.

Policy ED-3.4

Continue to provide adequate and efficient community infrastructure such as roads, water, sewer, storm water management, parks and recreation, and other public facilities and services.

Policy ED-3.5 ~~2.3~~

Continue to plan, identify, construct and maintain infrastructure systems and facilities required to accommodate ~~promote~~ and sustain a positive economic climate. Anticipate needs and coordinate City infrastructure investments with economic development opportunities.

Policy ED-3.6

Encourage and support the development of technology and telecommunications infrastructure citywide.

Policy ED-3.7 ~~2.8~~

Provide public services and capital facilities necessary to support the City's planned urban growth at its adopted levels of service. Implement level of service and concurrency management systems which are consistent with economic development goals and policies.

Policy ED-3.8 1.8

Maintain an efficient, timely, predictable and customer-focused permit process, conducted in a manner that integrates multiple city departments into a coordinated entity.

Policy ED-3.9

Enforce development regulations in a consistent, objective manner.

Policy ED-2.1

Provide a mix of uses that allows for the daily needs of residents to be met within Poulsbo.

Policy ED-2.2

Maintain and update the City's land use, transportation and utility plans on a regular basis to guide the future of the city's major commercial areas and help them respond to change.

Policy ED-2.4

Encourage businesses to expand or locate in Poulsbo in which:

- *Are already in the City;*
- *Support existing businesses and industries;*
- *Fill existing or future gaps in the goods and services available within the City;*
- *Provide jobs to local residents with family or high level wages.*
- *Redevelop underutilized commercial areas.*

Policy ED-2.5

Encourage opportunities for small business enterprises and home based businesses that are compatible with residential neighborhoods. Limit signs, parking and deliveries and manage other potential impacts. Provisions shall be included in the City's Zoning Ordinance.

Policy ED-2.6

Continue efforts to implement electronic systems to make permit status information available online.

Policy ED-2.7

Encourage mixed use developments within commercial districts that will enhance the economic quality while providing housing opportunities

Policy ED-2.9

Encourage business and industry incubation to encourage participation in Kitsap Economic Development Alliance's Business Incubation System. Consider identifying incentives and/or flexible development standards to encourage incubator businesses to locate in Poulsbo. Such incentives could be tax abatement and referral, special development considerations, business incubator facility identification, and financing.

Policy ED-2.11

Encourage the use of shared parking, carpooling and the establishment of transit incentive programs within commercial projects.

Policy ED-2.12

The City may provide opportunities through zoning, for the concentration of complementary businesses that can attract increased customers, provide needed services or producer and/or consumer goods for surrounding uses.

ECONOMIC IMPLEMENTATION TECHNOLOGY

Economic development is a dynamic field, and to remain competitive, Poulsbo will need to implement its economic development strategy.

~~Poulsbo's ability to provide relevant and current telecommunications will be an asset for the City to attract talent and employers to the city in the foreseeable future. In the world of technology, it is difficult to see far into the future; therefore, the City will need to partner and promote keeping the city's technology current and competitive.~~

GOAL ED-4 3

Ensure that Poulsbo's economic development strategy is flexible and nimble to respond quickly to market changes and climate.

~~Implement Poulsbo's economic development goals, while supporting a business climate that responds to market changes. Encourage the expansion of telecommunications to provide widespread access to broadband capabilities within the City.~~

Policy ED-4.1

Encourage an environment supportive of entrepreneurial activities and emerging business models.

Policy ED-4.2

Accommodate a mix of jobs, while actively seeking a greater proportion of living wage jobs that will benefit a broad cross-section of Poulsbo residents.

Policy ED-4.3

Consider the use of organization and financial tools or investment, including public-private partnerships where appropriate, to catalyze or leverage private sector and other resources, to accomplish Poulsbo's economic development goals.

Policy ED-4.4

Encourage economic development through a mix of incentives, economic and planning data, business assistance services, and strategic investments that support the City's adopted plans.

Policy ED- 4.5 1.6

Seek grant opportunities or other funding sources for the City to develop an Economic Strategic Plan to consider the opportunities and challenges citywide of a healthy economic climate, retention and expansion of existing businesses and successful recruitment of new businesses.

Policy ED-4.6 3.1

Coordinate Support ~~local installation of city utilities with the Kitsap Public Utility District efforts~~ to install telecommunication infrastructure, especially high-capacity fiber optic cable.

Policy ED-4.7 3.3

Monitor trends in telecommunication and technology, ensuring that new infrastructure will be in place or available for the future businesses.

Policy ED-3.2

Identify and then offer incentives to encourage the establishment of “telework” stations throughout the city.

PARTNERSHIPS

For a community like Poulsbo that has a variety of business types and strong education partnerships, the foundations for effective economic development are the firms that are already here. Retaining these firms, continuing to meet their needs and assisting them as they grow and expand, is of paramount importance. A second source of economic development is the recruitment of new firms or businesses. Recruitment runs the gamut from nurturing small business start-ups to attracting large firms.

Poulsbo is fortunate to have some very capable organizations that play major roles in marketing, retention and recruitment - including the Chamber of Commerce, **Poulsbo Marketing Coalition, Kitsap Peninsula Tourism, North Kitsap Tourism Consortium,** and the Historic Downtown Poulsbo Association. Other partners include the Port of Poulsbo and the Kitsap Economic Development Alliance.

For continued success in retention and recruitment, Poulsbo needs effective leadership that coordinates and promotes the best efforts of all the complementary players. It needs to focus its economic development efforts with a clear and coordinated strategy.

GOAL ED-5 4

Foster partnerships with local businesses, civic clubs and government agencies to build upon and expand Poulsbo’s economic base.

Policy ED-4.1 5.1

Continue to participate with and support the Kitsap Economic Development Alliance as a primary resource to provide advice and data on economic development issues ~~needs~~, the potential for retaining and expanding existing industries, and attracting new job opportunities.

Policy ED-4.2-5.2

Partner with the Chamber of Commerce and Historic Downtown Poulsbo Association to promote and market the city’s retail districts. Assist the Chamber and Downtown Merchants in development of community marketing materials.

Policy ED-4.3-5.3

Cooperate with Kitsap County, state agencies, and the private sector, to ensure that public improvements necessitated by new private development are funded equitably.

Policy ED-4.4-5.4

Continue working with the Port of Poulsbo to provide and promote Poulsbo as a destination for the boating community, and to assist the Port where feasible, to improve their facilities including additional parking for port use.

Policy ED-4.5 5.5

The City Council’s Economic Development Committee shall continue to work to build these partnerships, support the Poulsbo business community, and identify programs and policies to enhance and build Poulsbo’s economic diversity.

Policy ED-4.6 5.6

Encourage public and not for profit organizations to enter into partnership arrangements with private business interest to facilitate economic development projects that would not otherwise occur without cooperation of both the public and private sector.

LIVABILITY AND ECONOMIC VITALITY

The quality, character and richness of place has become a key driver of the economic competitiveness of cities and regions. High-speed telecommunications allow talented workers and businesses to locate anywhere, increasing the importance of livability factors such as high quality built environment and urban design, environmental protection, parks and recreation opportunities, cultural attractions and entertainment. Quality of life also requires recognizing the importance of affordable and diverse housing options that provide workers with opportunities to live close to their jobs.

GOAL ED-6

Continue to support and invest in the quality of life attributes that provides Poulsbo with a competitive advantage in attracting business interests.

Policy ED-6.1

Recognize the economic benefits of city and private sector investments in urban amenities like arts and culture, open space and recreational facilities, and high quality urban design.

The GMA imposes an affirmative duty upon cities to give support to, foster, and stimulate (encourage) urban growth throughout the jurisdictions’ UGAs within the twenty-year life of their comprehensive plans. [CPSGMHB Benarova I. 5372c. 3/13/97 Order. at

Strengthen the City's assets in these areas as an explicit component of the City's economic development strategy.

Policy ED-6.2

Maintain development standards that ensure high quality design and urban amenities for public and private development.

Policy ED-6.3

Provide a range of housing options to accommodate Poulsbo's diverse workforce.

Policy ED-6.4

Support efforts that promotes tourism, hotel, retail and arts businesses.

Policy ED-6.5

Facilitate the redevelopment and re-invigoration of older commercial areas. Work with property owners and stakeholders to transform such areas into dynamic retail/mixed use commercial areas that also provide a gathering place.