

# KITSAP 2020

## A COUNTY-WIDE VISION AND ACTION PLAN FOR SUSTAINABLE ECONOMIC PROSPERITY

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Kitsap 2020 was a cross-community effort lead by a Steering Committee formed by the Kitsap Regional Coordinating Council to generate a vision, an action plan, and momentum to ensure sustainable economic prosperity for the communities of Kitsap County, now and into the future. The project identified opportunities for the County, and produced strategies, initiatives, roles, and responsibilities to ensure quick wins today and long-term benefits. The clarity and tools that have come from these efforts will help industry and government work together to retain, attract and grow business activity and quality jobs in Kitsap. Now is the time to turn this action plan into reality.

*“A small group of thoughtful people could change the world. Indeed, it's the only thing that ever has.”*

Margaret Mead

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January 2007

To all those interested in economic prosperity in Kitsap County:

### A Vision for the Communities of Kitsap County

Imagine a world where each of the communities in Kitsap County represents a shining spot in a string of pearls. These livable communities with their own unique characteristics bring together culture, history, natural beauty, health and vitality. Strong schools, health care, good transportation, affordable housing, and other life amenities make it easy to live here; quick access to adjacent communities opens up even more opportunities.

Imagine a world where businesses are able not only to survive, but to thrive and grow. Their basic needs for infrastructure, workforce, and services can be met, and they work in partnership with their local governments to bring family wage jobs and revenues into the community. These businesses are good corporate citizens, contributing more to their local communities economically and socially than they demand in services and resources. Private and public organizations work with one another and with the greater community to help build a long term base for prosperity.

Imagine a community where young people grow up safe, healthy, happy, physically active and not involved in drugs or crime. As they reach adulthood, they have local choices and opportunities, as well as paths to new challenges outside Kitsap. Either way, they enter the world prepared and full of confidence. Many of these young people come back to Kitsap after exploring the world with their own families to raise, bringing new ideas and fresh energy back into the community.

The basic underlying purpose of economic development is to bring lasting prosperity to a community's residents. The goals, strategies, initiatives and organization outlined in this document represent an opportunity for Kitsap to step forward and be more deliberate about charting and reaching its true potential as a community.

Now is the time for us to join forces to shape the future of the region and create a legacy of sustainable economic prosperity. We invite you now to join your fellow business and government leaders as we work together to make this happen.

With Regards,

Kitsap 20/20 Steering Committee and Kitsap Economic Development Council Board



# KEDA

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## THE KITSAP 20/20 PROJECT

The Kitsap Regional Coordinating Council originated and funded the Kitsap 20/20 Project. Its Steering Committee was comprised of private and public sector leaders (see Appendix C) who came together to generate a vision, an action plan, and momentum to ensure sustainable economic development and prosperity for the communities of Kitsap County:

**Vision:** Clarify overall goals and build a vision for how to create economic development success to help retain, attract and grow commercial activity and quality jobs in Kitsap. Identify countywide goals, initiatives and action steps that build from each community's unique character and spell out how to leverage our community resources.

**Economic Development Action Plan:** Define how the Cities, County, Ports, Tribes, and private sector can work together in an efficient and effective way to implement the vision and strategy. Ensure that broader economic development functions are aligned with individual resources and roles in a coordinated fashion. Build a plan with clear initiatives, roles and responsibilities, next steps, protocols and coordination mechanisms, and performance measures.

The process involved over 100 business, community and youth leaders throughout Kitsap County with interviews, roundtable discussions, and strategy sessions. It also brought in background research and review of existing strategy and planning, initiatives already underway, market research, infrastructure evaluations, assessment surveys, and previous economic development plans. Along with this research, we conducted a broader overview of the regional and national economic development climate and macro-trends.

This process produced a collection of economic development goals, a strategy, a set of initiatives and a new organizational approach to economic development in Kitsap. Most importantly, it generated awareness and broad commitment by the public and private sector participants to a new path.



## GOALS FOR ECONOMIC DEVELOPMENT

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If economic development is successful in Kitsap County, then what are the outcomes? Establishing these goals is important to target both the strategy and key initiatives, but also because they form the basis for the performance measurements to ensure that the County is on the right track. The set of goals for prosperity in Kitsap County include the following:

1. A Kitsap **Quality of Life** that is preserved and enhanced by planning and overseeing livable communities
2. **Families who are able to sustain themselves** with their desired lifestyle with jobs that can sustain a family (one income/two income/rent/own, depending on what balance they want to strike)
3. **Growing, thriving companies** who are good corporate citizens who contribute to the quality of life in Kitsap, including small companies growing to medium or large companies, expanding businesses staying local and new businesses expanding into Kitsap
4. **Tax base and financial resources** coming from local, state and federal sources to support service levels, community infrastructure and economic development. Also includes the ability to hire and elect qualified people into government
5. **Diversified portfolio** of companies, that involves growing more private businesses and securing more export revenues in addition to local secondary revenues
6. **Money coming in** from outside the region through corporate activities and export of goods and services, outside tourism dollars, commuter salaries and investment capital
7. **Money staying** in the region from local headquarters, personal wealth of corporate executives and retirees, and local procurement from government, businesses and consumers to maximize the return on dollars
8. Sustainable, **longer term resources** to support growth including workforce, support businesses to fill the needs of core businesses and residents, education opportunities and new ideas
9. Healthy **leveraging of capacity**, including our existing natural resources, existing sites and land, plus any new infrastructure built to support businesses
10. **Government and business collaboration** in a true partnership to accomplish all of this

A community that accomplishes these goals on a sustained basis will have near-term economic health, and will also build the foundation for long-term renewal and prosperity. Through the Kitsap 20/20 effort, striving for and monitoring progress toward these goals will provide a good anchor for current and future strategies and initiatives.



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## A STRATEGY FOR ECONOMIC PROSPERITY IN KITSAP COUNTY

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Accomplishing these goals and achieving economic prosperity in Kitsap will be accomplished by active management of three significant pillars:

**Preserving and Enhancing the Quality of Life in Kitsap County.** One of our core economic drivers is the quality of life that is available for those who live in Kitsap and value what we have to offer here. Preserving and enhancing our livable communities is fundamental to success.

**Building an Economic Engine with Lasting Prosperity.** If a community isn't renewing, it is dying. A community's economic engine is key to how it renews itself. Growing the economic engine sectors while keeping quality of life in balance ensures that future generations will have opportunities for health and prosperity as well. It is important that we understand where our economic opportunities are for retention/expansion of existing businesses, new start-ups, and attraction of companies from outside the region - then tailor our strategies to those sectors where we can effectively compete.

**Pursuing Community-Specific Economic Formulas.** Each community in the region is unique, and each will renew and maintain economic health in different ways. These differences will be recognized and embraced as part of our collaborative strategy to move forward.



## 1. Quality of Life in Kitsap County

“Kitsap is the kind of place where you can live a high quality life. We leverage the best of the environment, people, culture and history to build a solid foundation for prosperity. We will leave a strong legacy for future generations.”

Quality of Life	Elements to preserve and enhance
<b>PEOPLE &amp; VALUES</b>	<b>Values:</b> Innovators/strivers for excellence/achievers, value balance, family-oriented, youth-oriented <b>History &amp; Heritage:</b> Community stories, sense of history, sense of place, Native American heritage
<b>PROSPERITY:</b>	<b>Economics:</b> Quality jobs with benefits (family/living wage), fair & sustainable tax structure
<b>PLACE:</b>	<b>Social/cultural/urban settings:</b> Art, history, music, good libraries, community celebration around social, business, cultural success; youth activities, <b>Healthy and Lower Stress Lifestyles:</b> Recreational opportunities, quality parks & open spaces, transportation systems that work <b>Unique &amp; livable neighborhoods:</b> Value unique character of each community, urban, suburban, rural; Safe communities, Neighborhood (non-motorized) connections (trails, water), visual and physical access to waterfront, <b>Natural Resources:</b> Trees, vistas, water, clean, outdoor/ environmental beauty and activities; Focus on Clean Kitsap (reduce, re-use, re-cycle)
<b>PROXIMITY</b>	<b>Metropolitan access:</b> Close to Seattle with access to the larger metro area attributes without the crime and large city challenges <b>International access:</b> Close to Vancouver and Canada, proximity to Pacific Rim
<b>PERSONAL:</b>	<b>Life Services:</b> Continuing, lifelong education; Quality medical care

There are also areas to enhance. During the interviews, roundtable discussions, and strategy conversations, several key issues were identified that should be incorporated into any future economic prosperity plans:

- ∞ Need for more youth activities and educational opportunities locally
- ∞ Need to address crime, drugs and mental health to a more aggressive degree
- ∞ Need for better transportation access to Seattle
- ∞ Need the kind of quality of life that would attract and keep younger people who want a more active community, or more established people who need more significant economic benefit than some local salaries might afford
- ∞ Need to be vigilant about maintaining and improving our natural environment, even in the face of growth

Overall, the quality of life remains the foundation for prosperity in Kitsap.

## **2. County-Wide Economic Engine**

The economic engine in Kitsap is currently driven primarily by two large lynchpins:

1. The military that brings individuals and families to locate here for temporary or permanent stays
2. The quality of life, which draws people to work or grow businesses here, live here and commute to work elsewhere, or retire here

Within this context, these residents need life services like education, housing, banking, and healthcare. Residents also spend money on retail and leisure activities, along with professional services.

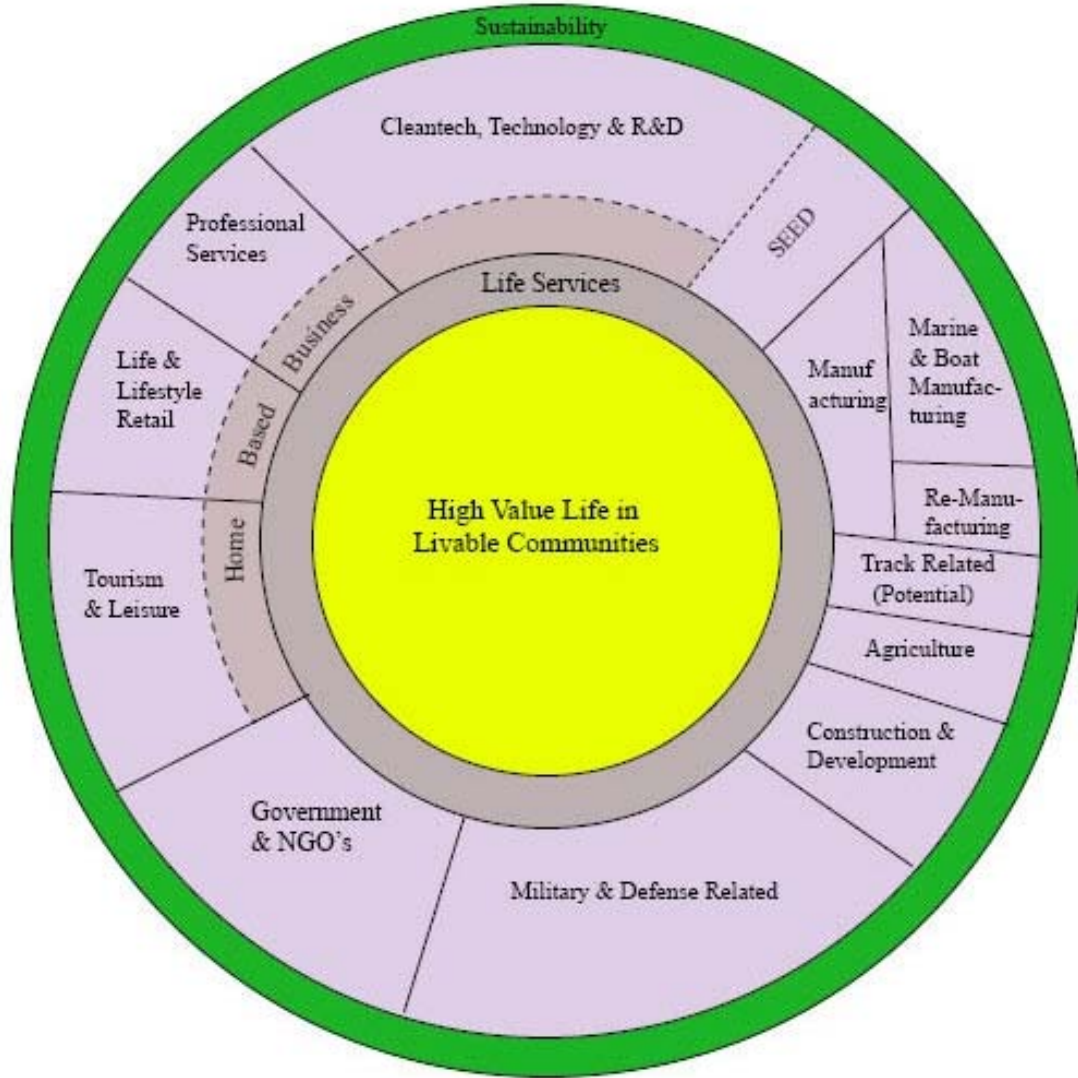
The presence of the military also creates opportunity for defense-related contracts, and the workforce expertise represented by the military has led to ship-related opportunities.

In addition to having leisure opportunities for its own residents, Kitsap is also a tourism and visitor destination, both for those inside and outside the Pacific Northwest Region. They are drawn to its livable communities, its marinas, and many other attractions.

Kitsap also has an emerging technology sector, including information technology, telecommunications, and some clean technology companies.

The government itself is a source of economic stimulation, in that it provides many people with jobs and income.





## Current & Potential Economic Engine in Kitsap County

Going forward, it will be important to be more deliberate about opportunities in the key sectors represented locally. In each of these sectors, there is the opportunity to pursue existing business growth, new business start-ups and new business attraction in key sectors through coordinated strategies.

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For the purposes of Kitsap 20/20, the sector targets for potential initiatives include:

- ∞ **Clean tech/sustainable industries**—this is a huge growth sector, and through the Port of Bremerton’s Sustainable Energy and Economic Development (SEED) initiative and promotion of our livable cities, Kitsap could attract more businesses and grow the pioneering firms already here.
- ∞ **Technology & R&D:** IT, medical, etc.—many communities in Kitsap are good candidates to attract and grow this sector.
- ∞ **Military & defense-related**—we should be leveraging the base presence here as much as possible, and should work through information resources and outreach to businesses to increase the percentage of contracts that benefit local companies
- ∞ **Tourism and leisure: destinations, events, boating, marinas, etc.**—with more coordinated packaging and cross-promotion, we can increase our share of wallet and value from each visitor, necessary elements to leveraging ISC or other opportunities that may arise.
- ∞ **Life services: education, medical services**—we can enhance the livability of our own communities and in some cases build centers of excellence that draw non-residents into the county to use the services.
- ∞ **Lifestyle retail**—with some forethought and outreach, we can enhance the attractiveness of our communities to targeted demographics, and increase our retail tax base in parallel
- ∞ **Agriculture**—this is a budding opportunity in Kitsap in growers, wineries, nurseries and other agriculture-based products and services that would benefit from promotion and attraction activities
- ∞ **Construction and development**—this growth industry continues to be a source of growth in the county, and will benefit as local firms pursue opportunities here and outside the county
- ∞ **Small-medium manufacturing related to these other segments**—a vision for SKIA and coordination with existing business parks will enable us to identify and pursue specific manufacturing business opportunities in each of these targeted sectors
- ∞ Others as identified



### **3. Community-Specific Formulas**

Within this economic engine, each community has its own unique set of strengths and plans for enhancement and renewal.

#### **Bainbridge Island**

Bainbridge Island offers a unique place for individuals to live, work, raise families or retire. The Island offers a rural feel while providing sophisticated amenities through a thriving downtown area, a vibrant cultural scene, one of the top school systems in the state, and easy travel to downtown Seattle via Washington State Ferries (a 35 minute run). The Island has a number of local professional services businesses, as well as some clean tech and technology firms. Other local businesses support life and lifestyle services for local residents as well as visitors. Bainbridge has some additional capacity for businesses such as entrepreneurial startups in the high-tech field, small architectural or marine design firms, marketing, consulting, legal and financial services, personal service agencies (including health maintenance and life enhancement), technical and engineering development. It also has a thriving home based business community, and has opportunities to graduate some of those emerging growth companies into retail space either on the Island or in nearby Poulsbo. The Island is home to several distinguished educational institutions, such as Islandwood and the Bainbridge Graduate Institute, and many independent elementary and secondary schools. Visitors are attracted by the historic Bloedel Reserve, Bainbridge Gardens, and outdoor recreation opportunities provided by over 2,000 acres of open space, several harbors offering boating activities, and extensive walking and cycling trails. The completion of the Nidoto nai Yoni Memorial at Pritchard Park, which will honor the experiences of Japanese Americans interned during World War II, is expected to provide an additional draw in the near future.

#### **Bremerton**

The growing urban center of Kitsap, Bremerton is promoting downtown renewal, including enhanced living spaces, open spaces, marina, walkable downtown and waterfront access. The revitalization of Bremerton will attract young urban professionals, commuters, families, and retirees. Life and lifestyle retail growth will follow, along with start-ups, expansion and attraction of companies in professional services, clean tech and tech, marine and boat, and defense-related industry. As urban renewal strengthens the core, suburban renewal will follow.

#### **Kingston**

Kingston is a small rural community moving toward revitalization and development to build a downtown that would be a draw for singles, families and retirees looking for a rich life in a natural setting. Efforts to draw ferry traffic up to Kingston would pull some of the inter-peninsula traffic away from the now-constrained transportation lanes between Bainbridge and Poulsbo and would bring more exposure to the town.

#### **Port Gamble**

Founded in 1853, Port Gamble is the last company-owned mill town on Puget Sound and is a National Historic Landmark. Recently Port Gamble has been revitalized through the advent of destination retail and a robust event business. The town hosts hundreds of thousands of local, state, and international visitors each year. Olympic Property Group, a Pope

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Resources company, is currently crafting a long-term revitalization plan that will usher in a new era for the town. Historic Port Gamble will serve as a hub for learning, culture, and progressive community development with a focus on marine science, community supported agriculture, and the arts.

## Port Gamble S'Klallam Reservation

The Port Gamble S'Klallam Reservation is located on the northern tip of the Kitsap Peninsula in Washington State. It is situated on Port Gamble Bay, for generations an important natural resource for Native Americans. The population of the Port Gamble S'Klallam Tribe is currently 1,100 enrolled Tribal members. About half the Tribal members reside on the reservation, along with other Native Americans and non-Indians. The Port Gamble Development Authority, the Tribe's business corporation, was chartered in 1986 to play a primary role in carrying out long-range economic plans and development projects for the Tribe. The mission of the PGDA is to create jobs, retain existing jobs, expand business operations, and promote new business and employment opportunities for the community. The Tribe can offer unique tax advantages as well as close proximity to major Puget Sound cities, government facilities, airports, and colleges. They can provide construction financing options and build-to-suit facilities to almost any type of business user, including those clients needing high-speed broadband services. They can also provide architectural and engineering services. In addition, employment and work force services are available through the Tribe. The Tribe's current economic development initiatives focus on Tourism & Leisure destinations, Technology and IT related businesses (like our own PGDAccess.com), and Construction & Development opportunities in a planned 80 acre economic zone on the Reservation.

## Port Orchard

Port Orchard is at a crossroads of renewal. Already a popular destination for cross-sound marina tourists, bicyclists, antique auto lovers, and golf aficionados, Port Orchard is poised to enhance and improve its ability to extend the stay and shopping experience of visitors to its region through clever packaging and promotion. A cultivation of the B&B capacity in Port Orchard will increase the opportunity for more revenue from heads in beds, as well as support of local lifestyle retail. Future economic development opportunities exist for expanded City Center residential living and office employment development along with support businesses for local residents as the area expands.

## Poulsbo

Where the past meets the future, Poulsbo stands poised for opportunity. This community is enhancing and preserving its core downtown and position as a regional/national destination. Beyond its downtown, Poulsbo is experiencing significant growth, and will work to ensure that planned development looks beyond the present to build the community in which people continue to want to live, to work, and to learn. As part of the educational/community opportunities, Olympic College Poulsbo offers technical, medical, and life-long learning courses. Tourism and life and lifestyle retail will continue to be strong, along with increased opportunities in professional services, clean tech and medical support services. Tech opportunities abound with Poulsbo astride the largest public fiber-optics broadband 'backbone' in the United States, the B.P.A.-derived NOA-Net system. As a hub in Western Washington for the unrolling of this important infrastructure project, Poulsbo fashions its focused economic development efforts around promoting applications for this 'transportation alternative', including family-wage community-based jobs utilizing telework



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and telecommuting alternatives, with home-office and remote-office incubator/hoteling as a central theme.

## Silverdale

The major retail commercial center for Kitsap County, Silverdale has a number of major retail stores and professional services, including a large number of national chain stores, financial and real estate firms. Silverdale is also a center for youth and family-oriented recreation and sports activities. As a principal goal for economic development, Silverdale seeks to complement its role as a regional retail trade and service center by expanding and diversifying the local economic base, particularly through expansion of wealth-generating businesses and enhanced educational opportunities such as a four-year college. Another goal for the community is to enhance the character of the downtown commercial core.

## South Kitsap Industrial Area (SKIA)

The 4350 acre South Kitsap Industrial Area centered on the Port of Bremerton's Bremerton National Airport is the largest industrially zoned holding in the county. The vast majority of the property is owned by the Port and a small number of private parties. SKIA is an untapped Puget Sound Regional Council designated "regional manufacturing/industry center". This area currently has some built infrastructure capacity at the Port's industrial park and airport including the runway systems, main line rail, and small municipally operated water and sewer systems. To realize its potential there is a critical need for the rest of the infrastructure to be developed. Projects like Kitsap SEED, ISC/NASCAR, and other business park and industrial possibilities represent opportunities for development of these properties.

## Suquamish

Suquamish, the largest community on the Port Madison Indian Reservation in North Kitsap County, provides residents and visitors alike with awe inspiring scenic beauty, vibrant cultural heritage, affordable living in culturally diverse neighborhoods and thriving economic resurgence offers. Today, the Tribe is leading the community into economic and cultural vitalization, envisioning a downtown core of retail businesses, restaurants, cultural and educational institutions, and recreational opportunities that capitalize on the scenic waterfront and rich history of the Suquamish Tribe. The development of a self-sustaining hub of downtown retail and professional services will compliment existing tribal and non-tribal businesses in helping to create living-wage local jobs in healthy, non-polluting industries. Leveraging capital generated from the Suquamish Clearwater Casino Resort, other tribal enterprises, and other governmental and private support, the Tribe will kick-start this effort, with federal, state and private support, by building a new dock, expanding its museum and completing a new community house in downtown Suquamish by 2010. To ensure a diverse economy in North Kitsap County, the plans also include an expansion of the community's international seafood exports, heritage and eco-tourism, convention and wedding services, defense-related contracting, and entertainment opportunities. Tribal and local leaders are committed to growing in a way that will not compromise the area's natural beauty or the small town atmosphere that Suquamish residents presently enjoy.



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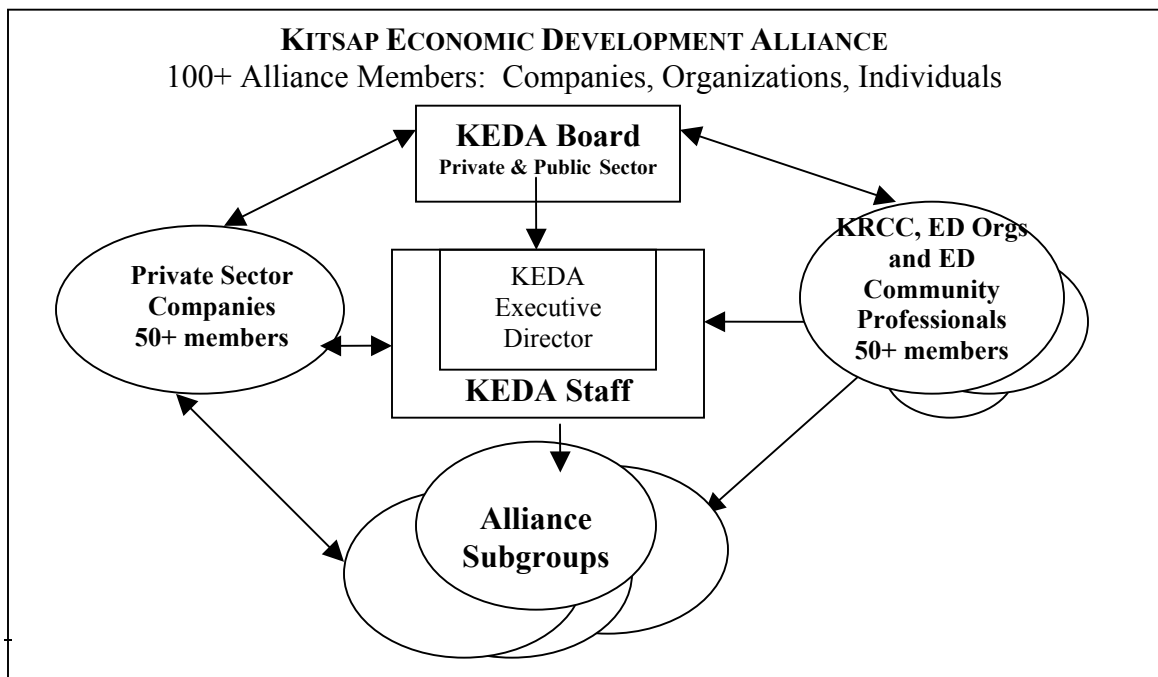
## THE KITSAP ECONOMIC DEVELOPMENT ALLIANCE

One of the challenges addressed by Kitsap 20/20 was how to organize and coordinate economic development activity across Kitsap County. Recognizing that economic prosperity is everyone's job on some level, the goal was to put together a true public/private partnership in the form of an alliance that would carry forward the strategies, initiatives and momentum generated by the Kitsap 20/20 process. Starting out, the basic elements of this Alliance would consist of the following:

**Goal/Focus:** Create and support a common strategy and coordinated private and public sector efforts around sustainable economic development for economic prosperity

**Initial Strategy:** Pursue existing business growth, new business start-ups and new business attraction in key sectors through coordinated strategies and key near-term initiatives.

**Membership and Structure:** A broad-based dues based membership, focused on securing over 100 key members from the private and public sector. The board will consist of 18 members each from the private and public sector, and will work with the Kitsap 20/20 outputs each year to guide the actions of the KEDA director and staff, and hold members of the Alliance accountable for their efforts. The organization will be a not-for-profit, and will become the economic development organization on record with the state for Kitsap County.



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**Major KEDA Initiatives in 2007-08:** The Kitsap 20/20 process developed a set of initiatives that addressed several key areas necessary to advance economic development in Kitsap. The full list of initiatives is listed in Appendix B and C, but they can be roughly summarized into six main focus areas:

- **Enhance Public/Private Partnership Success:** Strengthen the approach to economic development through successfully establishing a new economic development alliance that represents a true private-public partnership; then institutionalize an annual priority-setting process to set economic development goals and initiatives for the organization and alliance members each year, implement those initiatives, and measure progress.
- **Create Sector-Specific Strategies and Initiatives:** Build on the initial strategies outlined in Kitsap 20/20 in Appendix A, and continue to explore and pursue specific opportunities.
- **Enhance Economic Development Functions:** Develop a cross-county promotion and outreach effort and, in parallel, improve our outreach to new businesses, our response to economic development leads, and our support of existing businesses.
- **Strengthen Public-Sector Economic Development Tools:** Increase the value from the government as a partner by streamlining and enhancing permitting processes, evaluating government procurement from local suppliers, reviewing business incentives, and evaluating the effectiveness of current business zones.
- **Provide the Direct Infrastructure Businesses Need to Thrive:** Enhance the direct physical infrastructure, transportation and workforce available to support businesses in our targeted sectors.
- **Make our Communities World-Class Places to Live, Work and Play:** Strengthen our livable communities through key education initiatives, advances in housing, and improvements to the health, safety and environment of our communities.



**Roles and Responsibilities in the Alliance:** For the Alliance to accomplish its agreed-upon goals, strategy and initiatives, it is critical that there is broad engagement, real commitment, sufficient resources, and follow-through. This is required not just from those who work directly in the KEDA organization, but from those who serve on its Board of Directors and those participate more broadly as members. The table below describes the needed commitments from the key groups and individuals participating in the Alliance.

	Role & Responsibilities in the Alliance
<b>KEDA Executive Director and Staff</b>	<ul style="list-style-type: none"> <li>∞ Support the overall mission of the Alliance by coordinating ongoing internal communication and collaboration</li> <li>∞ Set a strong tone around information sharing and performance expectations</li> <li>∞ Deliver on and be held accountable for the economic development enhancement initiatives and any others where the organization is chosen to lead</li> </ul>
<b>Private sector companies and individuals</b>	<ul style="list-style-type: none"> <li>∞ Engage in a way that is good for the broader sectors they represent, as well as the communities and county overall</li> <li>∞ Engage, collaborate and provide resources and other support on key initiatives agreed to by the group</li> <li>∞ Work to deliver and be held accountable on any initiatives where their particular company or private sector organization is chosen to lead</li> <li>∞ Provide input and feedback to community leaders about policies and procedures designed to support ED</li> <li>∞ Be ambassadors into the private sector more broadly, and participate in efforts to promote the community inside and outside the county</li> </ul>
<b>Public Sector</b>	<ul style="list-style-type: none"> <li>∞ Conduct economic development planning in their communities in a coordinated way</li> <li>∞ Capacity build and educate their staff to support the sector strategies</li> <li>∞ Establish community-specific economic goals and priorities and communicate those</li> <li>∞ Enhance the livability of their communities and the overall attractiveness of the county, will work to enhance the government as a partner to the private sectors economic development efforts</li> <li>∞ Commit resources to the agreed upon initiatives, will work to enhance the key economic development functions</li> <li>∞ Use their networks to respond to leads in a timely fashion</li> <li>∞ Strengthen the business environment for existing businesses</li> <li>∞ Deliver on and be held accountable for any initiatives where their particular organization is chosen to lead</li> </ul>
<b>KRCC and other ED Organizations</b>	<ul style="list-style-type: none"> <li>∞ Pursue economic development in a coordinated and collaborative way among ED organizations</li> <li>∞ Pursue agreed upon initiatives in partnership with the private sector</li> <li>∞ Deliver on any initiatives where their particular organization is chosen to lead, and will be held accountable for initiatives undertaken and resources received from the public and private sector</li> </ul>

**Priorities by Quarter:** As the initiative list on the previous pages and in Appendix A illustrates, there is considerable work to be done to move economic development forward. Prioritizing efforts is critical to success. The tables on the next pages show the initiatives and activities by quarter.



## General KEDA Staff Priorities by Quarter:

	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Org Structure & Transition	<ul style="list-style-type: none"> <li>Roll out KEDA to ED organizations &amp; Kitsap 20/20 participants for validation &amp; modifications</li> <li>Clarify transition strategy and fund EDC through transition with specific scope</li> <li>Converting Kitsap 2020 process participants into initial Alliance members and choose KEDA board</li> </ul>	<ul style="list-style-type: none"> <li>KEDA officially established and new ED staff structure in place</li> </ul>	<ul style="list-style-type: none"> <li>KEDA ED position posted</li> </ul>	<ul style="list-style-type: none"> <li>KEDA ED in place</li> <li>Budgets for 2008 set in alignment with key initiatives and roles/responsibilities</li> </ul>
Planning	<ul style="list-style-type: none"> <li>Roll out strategy at the decision-makers breakfast</li> <li>Continue sector discussions to refine strategies</li> </ul>	<ul style="list-style-type: none"> <li>Sector strategies presented to alliance gathering</li> </ul>	<ul style="list-style-type: none"> <li>Kitsap 2020 planning process for 2008 begun</li> </ul>	<ul style="list-style-type: none"> <li>Kitsap 2020 process sets strategy &amp; initiatives for 2008</li> </ul>
Sector specific pursuits	<ul style="list-style-type: none"> <li>Support SEED promotion</li> <li>Identify packaging and cross-promotion opportunities for tourism</li> <li>Establish a subgroup to analyze ISC</li> <li>Explore opportunities to get greater access for local defense industry to contracting opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Support SEED promotion</li> <li>Continue Exploration of ISC</li> </ul>	<ul style="list-style-type: none"> <li>Support SEED promotion</li> <li>Continue Exploration/Resolution of ISC</li> </ul>	<ul style="list-style-type: none"> <li>Support SEED promotion</li> </ul>
County-wide Marketing	<ul style="list-style-type: none"> <li>Establish promotional subgroup that includes key expertise from the private sector and representation from developers, community, etc. (live, work, play reps)</li> <li>Identify any 2007 marketing dollars available</li> </ul>	<ul style="list-style-type: none"> <li>Define regional messaging strategy with promotional subgroup</li> </ul>	<ul style="list-style-type: none"> <li>Issue RFP for marketing or establish another other mechanism to reward local expertise (or in previous quarter, if 2007 budget exists)</li> </ul>	<ul style="list-style-type: none"> <li>Establish marketing budget for 2008 (assumes a smaller \$\$ amount available in 2007, but depending on funding some efforts in 2007 could happen)</li> </ul>
Lead Response & Outreach Enhancement	<ul style="list-style-type: none"> <li>Scope and evaluate lead response and outreach enhancement</li> <li>Develop strategy for enhanced reporting around existing lead response activities</li> <li>Work with communities to identify their ED ombudsman &amp; cross-community efforts (N Kitsap)</li> </ul>	<ul style="list-style-type: none"> <li>Enhancements to business lead and business support process announced and rolled out</li> </ul>	<ul style="list-style-type: none"> <li>Identify targeted business for outreach and attraction consistent with sector strategies and strategize packaging</li> </ul>	<ul style="list-style-type: none"> <li>Develop an outreach task force and begin outreach to targeted businesses with new messaging &amp; packages</li> </ul>
KEDA Website & Information tools	<ul style="list-style-type: none"> <li>Begin website/materials revamp framing</li> <li>Change name/logo consistent with new mission</li> <li>Evaluate InPLAN as a potential tool</li> <li>Generate analysis to support sector discussions</li> </ul>	<ul style="list-style-type: none"> <li>Website revamp#1 done to support lead enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Generate analysis to support performance metrics</li> </ul>	<ul style="list-style-type: none"> <li>Website revamp #2 done to support county-wide and individual community messaging</li> </ul>
Government & Community Planning	<ul style="list-style-type: none"> <li>Support KRCC in identifying private sector roles in the Government as Partner process</li> </ul>		<ul style="list-style-type: none"> <li>Aid in the roll-out of Government as Partner Implementations</li> </ul>	<ul style="list-style-type: none"> <li>Participate in discussions around Website revamp # 3 scoped to support integration of community and county sites</li> </ul>

## General Public Sector Priorities by Quarter:

	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Org Structure & Transition	<ul style="list-style-type: none"> <li>Roll out KEDA to ED organizations, those involved in Kitsap 2020 for validation &amp; modifications</li> <li>Clarify transition strategy and fund EDC through transition with specific scope</li> <li>Converting Kitsap 2020 process participants into initial Alliance members and Choose KEDA board</li> </ul>	<ul style="list-style-type: none"> <li>KEDA officially established and new ED staff structure in place</li> </ul>	<ul style="list-style-type: none"> <li>KEDA ED position posted</li> </ul>	<ul style="list-style-type: none"> <li>KEDA ED in place</li> <li>Budgets for 2008 set in alignment with key initiatives and roles/responsibilities</li> </ul>
ED Planning	<ul style="list-style-type: none"> <li>Roll out overall ED strategy at the decision-makers breakfast</li> <li>Continue participating in sector discussions</li> </ul>	<ul style="list-style-type: none"> <li>Sector strategies presented to Alliance gathering</li> </ul>	<ul style="list-style-type: none"> <li>Kitsap 2020 planning process for 2008 begun</li> </ul>	<ul style="list-style-type: none"> <li>Kitsap 2020 process sets strategy &amp; initiatives for 2008</li> <li>Individual communities explore their own ED goals and initiatives as part of preparation for Kitsap 2020 annual planning process</li> <li>Identify budget for ED activities</li> </ul>
Government and Community Planning	<ul style="list-style-type: none"> <li>Through KRCC, scope the Government as Partner process, both in individual communities and county-wide</li> <li>Work with KEDA to identify opportunities to secure private sector input in process to enhance permitting</li> <li>Begin discussions around individual community plans related to livable communities: health &amp; safety, education, and environment, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Provide interim progress report on Government as Partner related to the permitting work undertaken</li> <li>Scope &amp; begin review of business incentives</li> </ul>	<ul style="list-style-type: none"> <li>Roll-out of Government as Partner implementations around permitting</li> <li>Scope &amp; begin review of zones</li> <li>Review recommendations from life &amp; lifestyle discussions and identify those areas where individual communities can make commitments</li> </ul>	<ul style="list-style-type: none"> <li>Progress report on zoning evaluation efforts</li> <li>Progress report on business incentive evaluation</li> <li>Self-Report card on livable cities for each of the communities and identification of priorities for 2008 for input to Kitsap 2020 process</li> </ul>
Sector specific pursuits	<ul style="list-style-type: none"> <li>Support SEED promotion</li> <li>Support cross-promotion opportunities for tourism</li> <li>Continue exploration of ISC and define the scope of analysis that would be supportive (County lead)</li> <li>Support efforts to get greater access for local defense industry to contracting opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Support SEED promotion</li> <li>Continue Exploration of ISC</li> <li>Other initiatives as identified by subgroups</li> </ul>	<ul style="list-style-type: none"> <li>Support SEED promotion</li> <li>Continue Exploration/Resolution of ISC</li> <li>Other initiatives as identified by subgroups</li> </ul>	<ul style="list-style-type: none"> <li>Support SEED promotion</li> <li>Other initiatives as identified by subgroups</li> </ul>
County-wide Marketing	<ul style="list-style-type: none"> <li>Identify any 2007 marketing dollars available for community promotion</li> </ul>	<ul style="list-style-type: none"> <li>Review reg'nl messaging strategy identified by promotional subgroup</li> </ul>	<ul style="list-style-type: none"> <li>Review RFP for marketing or other mechanism to reward local expertise (or in previous</li> </ul>	<ul style="list-style-type: none"> <li>Identify funds available for a marketing budget for 2008</li> </ul>

## General Public Sector Priorities by Quarter:

	QUARTER 1	QUARTER 2	QUARTER 3 (quarter, if 2007 budget exists)	QUARTER 4
Lead Response & Outreach Enhancement	<ul style="list-style-type: none"> <li>• Provide input to KEDA for enhanced reporting around existing lead response activities</li> <li>• Identify the ED ombudsman(s) for each community</li> <li>• Clarify cross-community efforts (e.g. North Kitsap)</li> </ul>	<ul style="list-style-type: none"> <li>• Support the roll-out of enhancements to the business lead and business support process</li> </ul>	<ul style="list-style-type: none"> <li>• Review outreach plans and provide input</li> </ul>	<ul style="list-style-type: none"> <li>• Some elected officials and others participate in outreach to targeted businesses with new messaging &amp; packages</li> </ul>
Website and Information tools	<ul style="list-style-type: none"> <li>• Provide input to KEDA website/materials/naming revamp to support lead enhancement</li> <li>• Begin scoping community-specific website retooling consistent with countywide strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Review the roll-out of KEDA website</li> </ul>	<ul style="list-style-type: none"> <li>• Review analysis generated to support ED performance metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Review roll-out of KEDA website done to support county-wide and individual community messaging</li> <li>• Individual communities explore their own Website revamp scoped to support integration of community and county sites with Government as Partner</li> </ul>

## APPENDIX A: HIGHLIGHT OF CURRENT STRATEGIES FOR THE CHOSEN SECTORS

	<b>CLEAN TECH &amp; HIGH TECH</b>	<b>TOURISM</b>	<b>LIFESTYLE &amp; LIFE SERVICES</b>	<b>DEFENSE CONTRACTING</b>	<b>MANUFACTURING</b>	<b>AGRI-CULTURE</b>	<b>CONSTRUCTION &amp; DEVELOPMENT</b>
<b>Target Opportunity</b>	Attracting new companies and start-ups, seeing existing companies grow in an emerging (clean tech) and maturing (tech) sector	Bringing in more regional and international tourism to better leverage existing capacity, generate higher share of wallet, and increase conversion rate	Attract key businesses and help local businesses thrive that bring more livability to our communities or create a destination for tourism attraction	Expand volume of contracts serviced by local suppliers and find all new ways to leverage infrastructure	Building a successful base of fitting manufacturers in a timeframe that is realistic	Growth in high value-added plant products, local wineries, farm-to-table relationship for animal products & business activity	Cultivate more local contractor opportunities inside the county and in the immediate region
<b>Major Strategies</b>	SEED as magnet, in parallel with community-wide marketing and specialized education	Cooperative marketing and packaging, with some potential additions to the draw (e.g. ISC or others)	Develop clear idea of what is necessary, and work collaboratively with local government to catalyze it.	Local procurement enhancement through regulation and relationships with primes; New opportunities with Cruise ship re-fits, WSF Ferry Yard to Naval Base Kitsap	Build a vision for SKIA that provides a base for manufacturing growth opportunities that arise out of these other sectors	Major strategies to be determined based on exploration of opportunities	Work to enhance how projects are allocated, and the underlying infrastructure available for development

Groups from each of these categories met to generate preliminary ideas about opportunities and strategies that would move each sector forward in the county. The table above and the notes below represent their initial thoughts, along with inputs from the consultant. These discussions are ongoing, and will continue to refine and kick-off initiatives within the context of the Kitsap Economic Development Alliance.

## ❖ Clean tech/Sustainable Industries/Technology & R&D

**Demand Creation:** Develop local government policies that promote the use of clean tech and tech in government buildings, transportation, and community infrastructure choices; Leverage these government policies and investments to promote the community and build awareness of clean tech.

**Education/Workforce Initiatives:** Specialized training, Awareness programs at K-12, Build linkages between local companies and Seattle workforce markets.

**Marketing Initiatives:** County-wide marketing of Kitsap as Sustainability Corridor; Begin marketing existing business parks for clean tech & high tech; Market SEED and Kitsap Clean tech more broadly; Hold a Kitsap Clean tech event and invite Seattle Mayor Greg Nickels to keynote

**Physical infrastructure initiatives:** SEED Initiative; Tailor other business parks under development.

## ❖ Military & defense-related

**Demand Creation:**

1. Local procurement support--Lobby WA State for Boeing rule for aerospace (tax exemption), include 8a requirement in development of RFP's, Cultivate all federal legislators, Embrace Prime contractors

2. Support local sub-contractors--Provide expertise in Navy contracting regs, Broker to prime contractors

3. Champion new uses for facilities:

- Cruise ship re-fits
- WSF Ferry Yard to Naval Base Kitsap

**Physical Infrastructure:** Look at light industrial manufacturing zoning within proximity to PSNS to support more prime contractors

## ❖ Tourism and leisure: destinations, events, boating, marinas, etc

**Demand Creation** through Enhance Tourism sites—some opportunities

- NASCAR: 100% room occupancy (vs. 87-92%) with increased revenue per stay
- RV campgrounds : (Suquamish Tribe 2 years , NASACR – 3200 sites 6-10 years):
- Suquamish Tribal Museum, Longhouse, New dock for transient moorage
- Enhanced Bremerton Marina
- Youth: rock concerts? Admiral Theater?

**Marketing:** More pooling of resources and coordinate regional tourism marketing and PR around a couple of key themes, Work more packaging and cross-promotion, Outreach to regional hotels, Enhance websites of individual attractions and city/county level promotion

**Physical & Legal Infrastructure to Build bed capacity:** Study current and required bed capacity for growth in tourism scenarios (including expirations), B&B's: check zoning & building requirements in each community

## ❖ Lifestyle retail (e.g. clothes, food) and Life services (education, medical services)

**Demand Creation:** Develop and promote innovative communities like those planned for Port Gamble that reinforce the attractive sustainable economic lifestyle that Kitsap can develop; continue to cultivate key areas in healthcare and education that enhance our communities

**Marketing:** Market out to high end retiring community, young urban professionals and other targeted segments

**Physical Infrastructure:** Develop live/work units in urban areas.

**Business Support:** Sponsor “how to” restaurant clinics, emphasize “buy local”

## ❖ Agriculture

**Demand Creation:** Identify forums to discuss ways to support local agriculture

- Identify the incubation paths towards agriculture-based economic activity: growing own food – CSA’s – Farmers Market vendor – supplier to local restaurants – supplier to local grocery store (and recognize that the “full path” may or may not be advantageous to the farmer) Also note that the focus on Agribusiness seems to obliterate the sense many small scale farmers have of the human element – it’s a life style, a way of being... just what people do! The amount of money that some will spend for supplies and services is a generator within the farm community.
- Identify and support high value-added plant products...mushrooms, maples for musical instruments, brush-picking, botanicals
- Explore incubating local wineries: right soil, climate, but most of the grapes are imported anyway.... It’s primarily a processing business.
- Identify and support farm-to-table relationship for animal products & business activity (meat, fiber, eggs, breeding, shoeing...)

**Marketing:** Buy Local, Buy Fresh marketing campaign

- Support to local CSA’s and Farmers Markets (of which there are a high number in Kitsap County...Port Orchard, Poulsbo, Silverdale, Kingston, Bainbridge, Bremerton, Hansville, Port Gamble)
- Recognize and promote the link between tourism and agriculture and look for cross-promotion opportunities

**Physical and legal Infrastructure Availability:**

- Evaluate recent legislation that allows Farmers Markets to sell home-brewed beer and wine for take-away (not on-site consumption)
- Evaluate potential for (mobile?) commercial kitchens; explore tie-in with emergency management
- Review land use policies such as: State policy re: right – to – farm; possibly local as well – tied in with the conversion of forest land to farming/housing, Local thresholds for income generated from farm activities to receive property tax below highest use (e.g. allowable zoning)

**Education/Workforce:** Entrepreneurial education tailored to agricultural activities; expand Washington State University’s existing geographic reach.

## ❖ Construction and development

**Demand Creation:** Improve the federal and local governments’ procurement processes, to support local contractors.

- Champion for alternatives to federal designation of a few key contractors (usually very large) for large projects [challenge is that they are designated every 5+ years, effectively closing out growing locals];
- Explore alternatives to school districts’ low thresholds on projects that can be given to firms on their Small Job Rosters.
- Look at local procurement policies that monetize the additional value of keeping contracts local

**Physical Infrastructure Initiatives:**

- Develop infrastructure to industrial areas.
- Improve the permitting process at County (in particular) and Cities, including some focus on the Urban Growth Areas having the same zoning as in the associated City, and a coherent joint management of permitting in those areas.

**Education/Workforce:** Explore those jobs that are currently under-capacity in the market and establish collaborative programs with the education programs.

## ❖ Small-medium manufacturing related to these other segments

**Physical infrastructure initiatives:**

- Develop SKIA strategy with ISC/without ISC
- Conduct preliminary EPA studies of SKIA

## APPENDIX B: MAJOR INITIATIVES FOR THE KEDA MEMBERS IN 2007-08

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**A. Institute public-private partnership approaches to ED in Kitsap County by implementing an ongoing, county-wide approach to economic development and establishing the KEDA organization and staffing functions.**

**B. Pursue specific sector & company opportunities:**

B1. Promote and support the Kitsap SEED initiative to establish a Clean tech incubator and related business parks at SKIA

B2. Work to increase the local procurement for defense industry and successful subcontracting to keep more base project dollars in the community

B3. Evaluate ISC and structure the negotiation appropriately based on desired outcomes

B4. Create tourism packaging and pursue collaborative marketing and cross promotion for existing and new tourism/leisure opportunities

B5. Explore and leverage the Bremerton Enterprise Zone designation

Others as defined throughout 2007 in agribusiness, tech, & other sectors identified above

**C. Enhance the way we are attracting and supporting companies:**

C1. Promote the county as a great place to live, work & play and position us in front of the next wave of high value, low impact

C2. Retool websites and materials initiative to better facilitate

C3. Enhance the way we are following through on leads

C4. Increase our collaboration around support to small and larger businesses

C5. Do more aggressive outreach to targeted sector companies in Seattle area, California, elsewhere and enhance the way we package and promote incentives

C6. Communicate and empower more “buy local” among businesses

C7. Increase the market research we have available to support economic development

C8. Leverage the information we get from business interviews to better support existing businesses

**D. Increase the value of Government as Partner in Economic Development to new and existing businesses:**

D1. Enhance how governments are permitting and interacting with business

D2. Evaluate how governments might be able to do more local procurement as a component of their procurement & contracting

D3. Review business zones for how they could be a better tool for economic development

D4. Evaluate the incentive packages that communities might make available to targeted businesses

**E. Increase the Direct Business Infrastructure Available to New and Existing Businesses**

E1. Continue implementing the Broadband Initiative

E2. Leverage the existing development underway of New business parks

E2. Establish a clear SKIA strategy and Initiatives

**F. Enhance the Transport options and transportation systems on/to/from the Peninsula to support workers and business:**

- F1. Establish a comprehensive transportation plan and speak with a united voice
- F2. Champion Passenger-only ferry service initiative
- F3. Evaluate traffic diversion from ferry dock alternatives
- F4. Pursue the SR3 Hwy 16 study evaluation
- F5. Pursue 305 congestion relief

Others as identified by the comprehensive transportation plan

**G. Enhance the Education System available to workers' families and enhance the workforce available to businesses:**

- G1. Develop a Strategy for Workforce Development that supports the sector strategies
- G2. Pursue the 4 year education program initiative
- G3. Establish an initiative around career diversity that promotes trade and engineering opportunities to young people
- G4. Pursue a Cradle to grave education that extends our education offering earlier and later in life to support families and retirees

**H. Ensure that Housing and new community growth is an asset rather than a liability to economic development:**

- H1. Evaluate the ability of existing codes to support innovation in Housing
- H2. Evaluate the current availability of housing for workforce at various income levels
- H3. Track the new large scale housing development across the county and its impact on attracting specific segments and sectors

**I. Enhance Health & Safety & Culture to create livable communities that will attract workers and businesses:**

- I1. Establish more positive activities for the youth segment
- I2. Enhance the health and safety of our communities around crime, drugs, and other indicators
- I3. Continue to enhance the healthcare available across the country
- I4. Pursue strategies that will attract more singles and young professionals

**J. Preserve and enhance the environment to reinforce the livability of the community to attract businesses:**

- J1. Address shoreline and near shore issues
- J2. Continue initiatives around watershed planning
- J3. Champion the Hood Canal initiative
- J4. Participate in the Puget Sound Initiative
- J5. Focus on Clean Kitsap (reduce, re-use, re-cycle)



## APPENDIX C: MEMBERS OF THE KITSAP 20/20 STEERING COMMITTEE

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<i>Kitsap County</i> Chris Endresen Jan Angel Patty Lent	<i>Port of Bremerton</i> Mary Ann Huntington
<i>City of Bremerton</i> Cary Bozeman Nick Wofford	<i>Naval Base Kitsap</i> Tom Danaher
<i>City of Bainbridge Island</i> Darlene Kordonowy / Chris Snow	<i>WA State University</i> Arno Bergstrom
<i>City of Poulsbo</i> Kathryn Quade / Ed Stern	<i>Kitsap Economic Development Council (Board)</i>  Chris Rieland Dwight Sutton Greg Kahler Virgil Hamilton
<i>City of Port Orchard</i> Kim Abel	
<i>Suquamish Tribe</i> Leonard Forsman	
<i>Port Gamble S'Klallam Tribe</i> Phil Dorn	
<p><b>Staff Team:</b></p> <p>Mary McClure, Executive Director, Kitsap Regional Coordinating Council          Ken Attebery, Chief Executive Officer, Port of Bremerton          Kathy Cocus, Interim Exec. Director, Kitsap Economic Development Council          Cris Gears, Administrator, Kitsap County</p>	