Planning & Economic Development Committee

City Hall – 200 NE Moe Street

The meeting will be held virtually. The public is welcome to call in.

Subject	**Meeting Agenda**	**Date**	**March 23, 2022**
Recorder	**Tiffany Simmons**	**Start Time**	**3:30 PM**
Committee Chair	**Britt Livdahl**	**End Time**	**5:00 PM**
Committee Members	**David Musgrove, Britt Livdahl, Ed Stern**		
Staff Present	**Heather Wright, PED Director; Tiffany Simmons, PED Administrative Assistant**		
Phone / Meeting ID:	**1 (253) 215 8782**	**896 4109 8741**	
Zoom Link:	**https://us06web.zoom.us/j/89641098741**		

Agenda		
No.	**Topic**	**Action / Recommendation / Discussion**
1.	**Administrative:**	
	Questions & Concerns of the Committee	
	Agenda and Extended Agenda Review	
	Approval of Meeting Minutes 1/26/2022 and 2/23/2022	
	Next Meeting: 4/27/2022	
Poulsbo is committed to being a welcoming, diverse, and equitable community where all people can access tools and opportunities to improve their quality of life, allowing them to reach their full potential. During its meetings, the Poulsbo City Council will use this lens to inclusively view its discussions and actions.		
2.	**Agenda Items**	
	A. Discuss frequency of meeting - Committee B. Economic Development Element, Comprehensive Plan - HW C. Draft Economic Development Strategy Plan – 2017 – 2027 - HW D. Report on Economic Development efforts - Mayor E. College Town Concept – ES F. Coordination with City, OC, WWU - ES G. KEDA – NK & countywide trends & items – JM & KC H. Current & pipeline housing – HW	
3.	**Committee Reports**	
	General Business Update (Mayor)	
	Long-Term Strategic COVID-19 Recovery Efforts (Mayor)	
	Poulsbo Chamber of Commerce (BL)	
	Port of Poulsbo (DM)	
	Historic Downtown Poulsbo Assoc. (BL)	
	Suquamish Tribe (ES)	
	KEDA/PSRC/EDD (ES)	
	OC/WWU/Collages (ES)	

Future Agenda Items			
No.	**Item(s)**	**Responsibility**	**Meeting Date**

The committee may add and discuss other items not listed on the agenda.

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Planning & Economic Development Committee
City Hall – 200 NE Moe Street

Subject	**Meeting Minutes**	**Date**	**January 26, 2022**
Recorder	**Tiffany Simmons**	**Start Time**	**3:32 PM**
Committee Chair	**Britt Livdahl**	**End Time**	**4:43 PM**
Committee Members	**Connie Lord (Jan 2022), David Musgrove, Britt Livdahl, Ed Stern (Feb 2022)**		
Staff Present	**Heather Wright, PED Director; Tiffany Simmons, PED Administrative Assistant**		
Additional Attendees	**Mayor Becky Erickson, Bob Russell (Public), Jamie Green (POP Commissioner)**		

Agenda		
No.	**Topic**	**Action / Recommendation / Discussion**
1.	**Administrative:**	3:32pm
	Questions & Concerns of the Committee	DM and CL Comment on upcoming changes with staff and committee members.
	Agenda and Extended Agenda Review	DM/CL - All Aye's
	Approval of Meeting Minutes 12/15/2021	Minutes Approved: CL/DM All Aye's
	Next Meeting: 2/23/2022	Discussed/Correction on Next Meeting Date
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2.	**Agenda Items**	
	a. 2022 PED Department Work Plan b. 2024 Comp Plan Work Plan c. Multi Family Tax Exemption – Continued from 01/27/2021	Discussed: A. Director HW displayed the work plan and elaborated on the items. DM added that he would like to hear more about the ED part of PED. B. Director HW displayed the Comp Plan work plan. CL and DM added the desire to be briefed on certain upcoming population reports. DM added the desire to see the definition of BAS as it is presented to the Council. BL asked question on how Survey data is sent and collected. HW added the intent to report back next meeting. C. Director HW displayed the MFTE power point. DM asked brief question on the reports provided to council before/during decision. HW elaborated on some of the many reports that will be provided. Council Members shared some perspectives on the tax implications and incentives for Builders. Mayor BE also shared her perspective as well.
3.	**Committee Reports**	
	Viking Avenue Update	None Discussed.
	Long-Term Strategic COVID-19 Recovery Efforts (Mayor)	None Discussed.
	Poulsbo Chamber of Commerce (Livdahl)	None Discussed.
	Port of Poulsbo (Musgrove)	Discussed: DM and JG added no current report but an upcoming meeting and Bid process to

Agenda		
No.	**Topic**	**Action / Recommendation / Discussion**
		be opening in February.
	Historic Downtown Poulsbo Assoc. (Lord)	Discussed: CL shared an update from the HDPA on not doing a Valentine's event but wanting share other events, Sons of Norway Bonfire on Feb 12th, hosting a Yacht club cruise, a roster of events will be released. Volunteers needed to take down lights on Sun Jan 30th.
	Suquamish Tribe (TBD)	None Discussed.
	KEDA/PSRC/EDD (TBD)	Discussed: JM added a Thank you for discussing the housing incentives and population. JM added some stats on the recent housing Market in the area. DM reiterated that it is important to appeal to market waves for housing.
	Other	Mayor BE added a farmers market update and coordination with the senator. BE added details on some of the upcoming meetings she will be attending.
	Adjournment 4:43pm	DM/CL All Ayes.

Future Agenda Items			
No.	**Item(s)**	**Responsibility**	**Meeting Date**

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Planning & Economic Development Committee
City Hall – 200 NE Moe Street

Subject	**Meeting Minutes**	**Date**	**February 23, 2022**
Recorder	**Tiffany Simmons**	**Start Time**	**3:30 PM**
Committee Chair	**Britt Livdahl**	**End Time**	**5:00 PM**
Committee Members	**David Musgrove, Britt Livdahl, Ed Stern**		
Staff Present	**Heather Wright, PED Director; Tiffany Simmons, PED Administrative Assistant, Karla Boughton, PED Special Projects**		

Full Packet

Agenda		
No.	**Topic**	**Action / Recommendation / Discussion**
1.	**Administrative:**	
	Questions & Concerns of the Committee	Council Member, Livdahl noted the need to elect a chair during section E.
	Agenda and Extended Agenda Review	
	Approval of Meeting Minutes 1/26/2022	Denied due to no video link.
	Next Meeting: 3/23/2022	
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2.	**Agenda Items**	
	a. 2024 Comp Plan – Public Participation Plan	Director Wright discussed the Public Participation Plan (Item A.). Council Member ES shared his appreciation and shared an idea on outreach through utility bills. Council Member DM added some comments on demographics and considerations for accurate survey spread.
	b. Growth Target Discussion – Update & Next Steps	HW then discussed the Growth Target (Item B.). ES shared his coordination with Bainbridge and the opportunity for potential future work with them. DM asked a question on HCT's and the Mayor addressed this question a little further. DM added that there are some additional factors that Silverdale/Kingston could potentially add to the conversation. The Mayor touched on the growth target throughout the City over the growth period. ES asked some questions and discussed the need to change zoning to encourage the market, HW confirmed some potential zoning updates that could help accommodate some growth. DM shared his excitement for the zoning options conversation.
	c. Multi Family Tax Exemption – Update from February 8 Planning Commission meeting	HW discussed the MFTE (Item C.). DM asked a brief question on how/what calculations we plan to use to calculate need and potential percentage would be an ideal starting point, HW shared that the numbers should have a more in-depth update by the March 8th

Agenda		
No.	**Topic**	**Action / Recommendation / Discussion**
		meeting. ES asked for some comparison that might be helpful with Bainbridge as a whole for planning, HW shared some parallels on the MFTE on Bainbridge.
	d. Stormwater Vaults as Parks Discussion	HW discussed the Stormwater Vaults (Item D.). The Mayor shared some additional insight on what her thought process was on these being Public vs. Private. Council member BL asked if there was an average SQFT on the vaults, HW shared some insight. BL asked about limitations on what would be applicable to place on top of the vaults, HW expressed how that is a question in the conversation and Parks Director DS shared that some sports courts would be a great option but permitted uses are up for conversation. ES added some issues with privatizing the amenities placed on top of the vaults. BL pointed the issue with wasted space. DM shared some concerns with the idea of the paying authority being a discussion point. BL asked about next steps and the Mayor gave some guidance on the process. HW was asked to create a set of options to present to Council for study and decision.
	e. Committee Reports - Assignment	ES added some comments on potential changing to the layout of meetings because of the cramping of time. BL and DM agreed to an extent. ES and DM discussed potentially increasing the meeting time to 2 hours or having an additional meeting. ES discussed his opinions on a new Liaison for Collages and the new Chair. DM discussed his feelings on Chairing. BL and DM agreed to address chair in via email later today. Assignments were as follows: Collages Liaison – ES Port – DM Chamber/HDPA – BL KEDA/PSRC – ES Suquamish Tribe/PME - ES HW asked about the Viking Ave update, the Mayor shared that she is responsible and she discussed doing a split on Viking/Olhava. DM asked for a rename and the Mayor decided it will be renamed to “General business updates”.
3.	**Committee Reports**	
	General Business Update (Mayor)	Mayor discussed the food truck court and some additional potential projects popping up on Viking.

Agenda		
No.	**Topic**	**Action / Recommendation / Discussion**
	Long-Term Strategic COVID-19 Recovery Efforts (Mayor)	
	Poulsbo Chamber of Commerce (BL)	Chamber Director Kathi Forsee shared the meeting dates for the board may be changing to Tuesday in the near future.
	Port of Poulsbo (DM)	DM shared that they selected their contractor bid, Jamie Green (Port Commissioner) shared details on the bid winner and upcoming dates for work and types of work. JG also shared there was a delay on the Kayak racks and a potential for a ship called the Valkarie coming to port sometime.
	Historic Downtown Poulsbo Assoc. (BL)	
	Suquamish Tribe (ES)	
	KEDA/PSRC/EDD (ES)	ES discussed the importance of collages in the near area, the mayor added that the workforce is struggling with skilled workers. Joe Morrison shared a new lead at the county level hoping to strive for stronger education and they expressed a strong approval of the development of Poulsbo and Kitsap county.
	OC/WWU – Collages (ES)	

Future Agenda Items			
No.	**Item(s)**	**Responsibility**	**Meeting Date**
1.	Discussing Additional Meeting Time/options		03/22/2022

Chapter 9. Economic Development






9.1 Community Key Goals – Economic Development

- Guide and enhance Poulsbo's positive economic climate that attracts and supports business retention, expansion and recruitment.
- Attract businesses and foster local entrepreneurship that serves Poulsbo residents, the greater North Kitsap community, and our valued tourists.
- Support the provision and expansion of education at all levels and training opportunities, to maintain and enhance a skilled workforce.
- Support economic development initiatives for Poulsbo residents to have access to family wage jobs, and employers have access to a talented workforce to assist in retaining and growing their businesses.
- Provide sufficient infrastructure and public facilities appropriate to support economic development.
- Encourage business activity that takes advantage of technology and promotes alternatives to commuting, including the increasing trend to work from home.
- Ensure a healthy and beautiful environment, vibrant and thriving community and high quality of life for all Poulsbo residents and businesses.

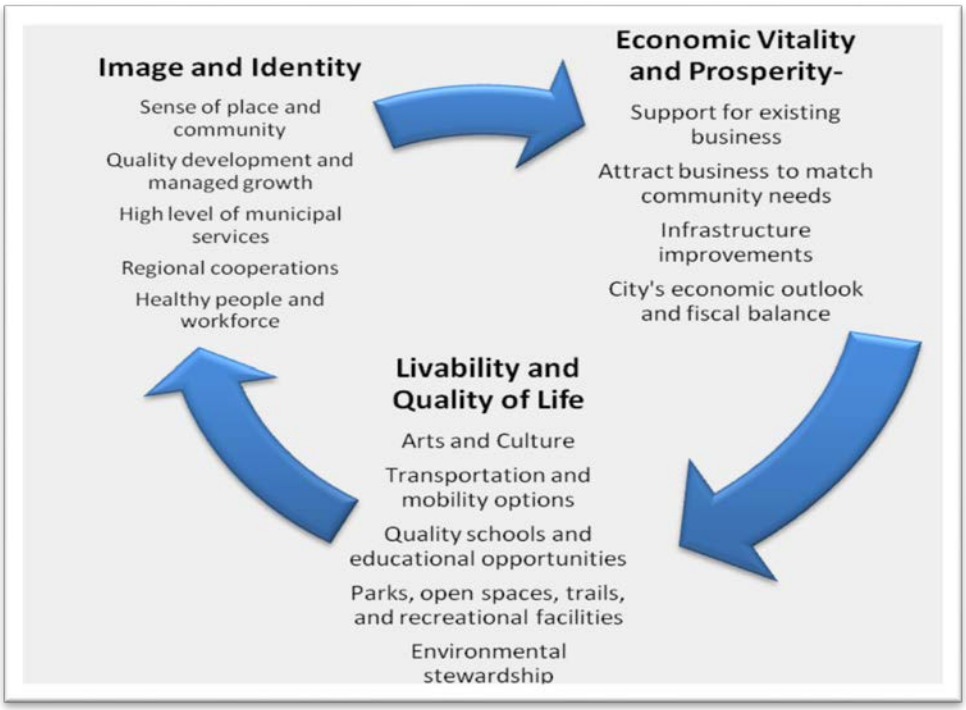
9.2 Plan Context

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. Ideally, economic development should balance economic growth, stability, environmental protection, efficient use of land, and preservation of Poulsbo's identity and 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 serves as North Kitsap's commercial, employment and residential center.

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 or employers.

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 family wage employment. The City recognizes that a healthy economy provides opportunities for diverse segments of the community. 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.

The Economic Development Chapter, therefore, provides a policy framework that identifies how the community can retain successful businesses while pursuing future economic development opportunities. This element includes policies related to:

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

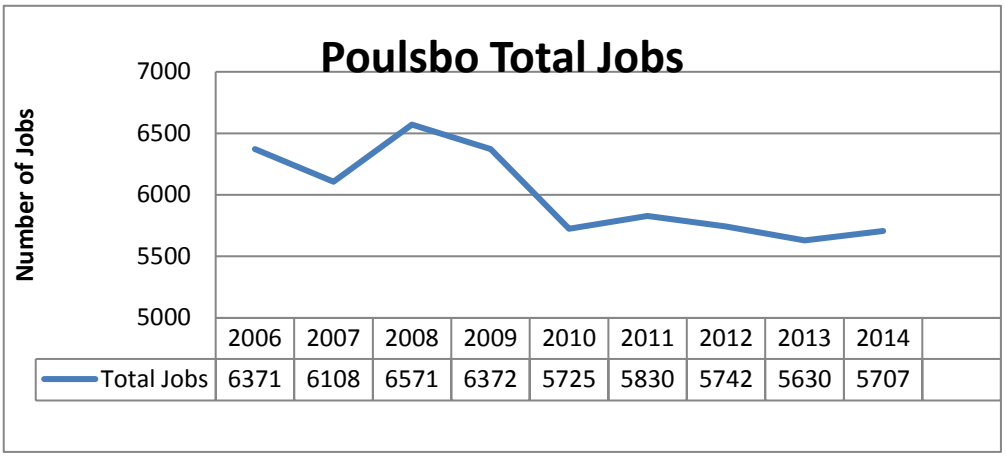
9.3 Today's Conditions and Tomorrow's Employment Targets

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



	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total Jobs	6371	6108	6571	6372	5725	5830	5742	5630	5707

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

2036 Employment Targets

In 2014, the Kitsap Regional 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 employment growth by jurisdiction is shown in Table ED-2:

Table ED-2 Kitsap 2036 Employment Growth Targets by Jurisdiction

	Sector Share Summary		**Growth Allocation: 2010-2036**	
UGA	**Commercial**	**Industrial**	**Total**	**Percent**
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

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.

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. However, there is likely additional capacity within underutilized existing commercial buildings that is sufficient for the capacity deficient which further analysis can substantiate. Additionally, a land use and zoning re-designation of approximately 5 acres of residentially zoned property to a non-residential zoning district would provide sufficient land capacity for the 127 job deficient.

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.

9.4 Challenges and Opportunities

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.



Olympic College/WWU Poulsbo

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.

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. Encouraging 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.

Maintaining Poulsbo's Economic Prosperity

Poulsbo's resilience in the aftermath of the Great Recession (2007-2009) is testimony to a diverse economy. The challenge now is to build on the strengths that economic diversity and innovation can yield, without losing or diminishing the quintessential elements that make Poulsbo, well, Poulsbo.

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:



Entrance into Powder Hill Business Park

- 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, 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

Nurture an economic climate that will attract and retain businesses, and assist in their development, expansion and success.

Policy ED-1.1

Promote and maintain a business climate that supports the retention and expansion of the city's economic base.

Policy ED-1.2

Support the retention and expansion of existing firms by promoting local businesses and locally produced goods and services.

Policy ED-1.3

Proactively recruit new businesses to locate in the City of Poulsbo. Examples of proactive recruitment activities include development of marketing and promotional printed and digital materials, and staffing for implementation activities.



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

Policy ED-1.4

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

Policy ED-1.5

Facilitate efforts of businesses and institutions to train workers, and support and advocate continuing education for Poulsbo's business community.

Policy ED-1.6

Foster a culture of creativity, entrepreneurship and innovation which helps promote new business 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

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.

Policy ED-1.9

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.



Entrance to OC/WWU Poulsbo campus

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.

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," distinction 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

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

Policy ED-2.4

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.*

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.



Marine View Beverage at College Marketplace

The City's commitment to planning ensures that the city's infrastructure, utilities, parks and other resources 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. By doing this basic task well, Poulsbo is able to attract and retain predetermined business types.

GOAL ED-3

Provide a sufficient amount of land for commercial, light industrial, and business uses, the infrastructure and public facilities necessary to support economic growth, and an efficient and timely permit process.

Policy ED-3.1

Maintain an adequate supply of developable employment lands (commercial, light industrial, office commercial industrial, and business park) 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

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.

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

Continue to plan, identify, construct and maintain infrastructure systems and facilities required to and manage 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

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-3.8

Enforce development regulations in a consistent, objective manner.

Policy ED-3.9

Ensure the City's commercial and employment zoning districts provide suitable areas and uses that support the employment needs of the community and provide a variety of siting opportunities.

Policy ED-3.10

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 standards which are consistent with economic development goals and policies.

ECONOMIC DEVELOPMENT IMPLEMENTATION

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

GOAL ED-4

Encourage an economic development strategy that is flexible and nimble, able to respond quickly to market changes and climate.

Policy ED-4.1

Encourage an environment supportive of entrepreneurial activities, evolving business models and emerging work forces.

Policy ED-4.2

Accommodate a mix of jobs, while actively seeking a greater proportion of family 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

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

Support the Kitsap Public Utility District efforts to install telecommunication infrastructure, especially high-capacity fiber optic cable.

Policy ED-4.7

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

Policy ED-4.8

Support development of flexible workspaces where people with shared interests can meet, collaborate and develop their business ideas and products.

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

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

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 *Benaroya I, 5372c*, 3/13/97 Order, at 8.]

Policy ED-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, the potential for retaining and expanding existing industries, and attracting new job opportunities.

Policy ED-5.2

Continue to partner with the Chamber of Commerce and Historic Downtown Poulsbo Association and other organizations to promote and market the city's retail districts. Assist the Chamber and Downtown Merchants in development of community marketing materials.

Policy ED-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-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-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-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. 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.

Policy ED-6.6
Maintain and implement programs specifically designed to improve Poulsbo's community appearance (i.e. graffiti, litter, weed abatement, property maintenance.)

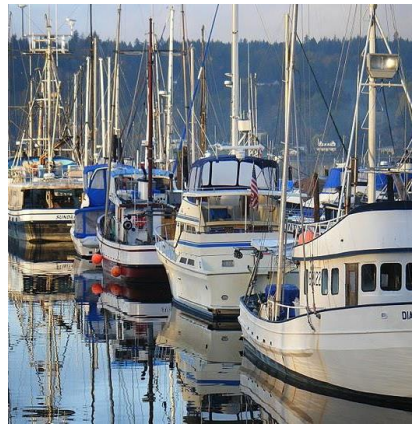
Policy ED-6.7
Encourage and support community, entertainment and evening activities throughout the commercial areas of the city, to broaden the community's choices of things to do after dark.

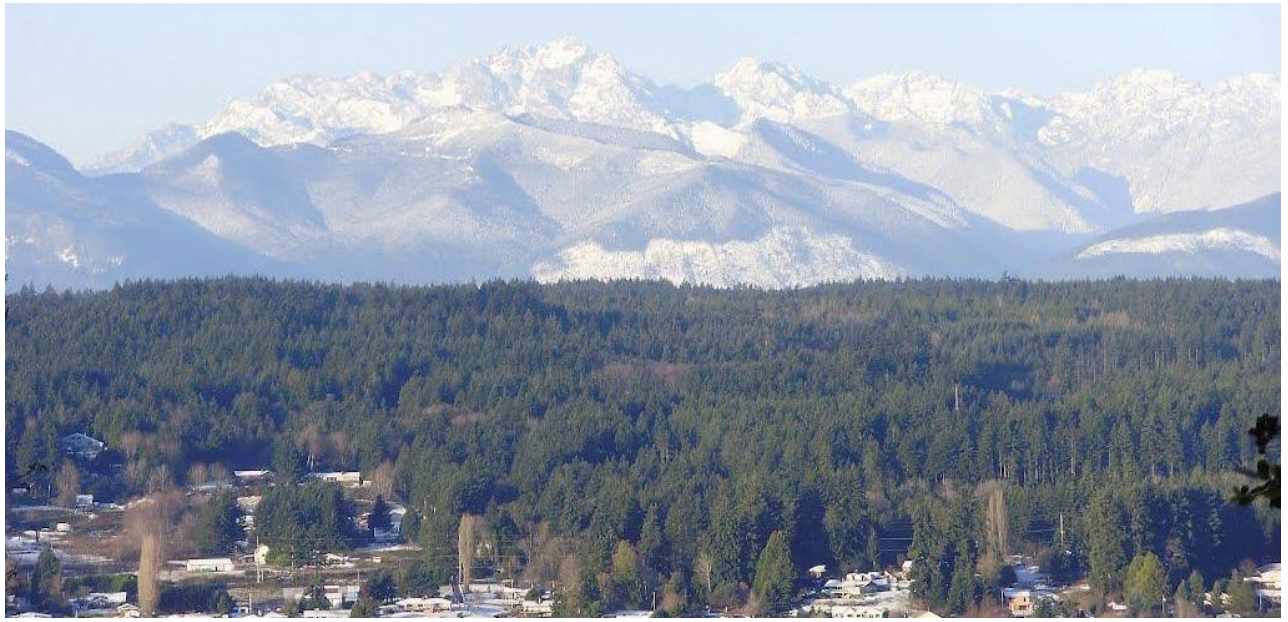
Economic Development Strategy Plan

Poulsbo | 2017 - 2027









POULSBO
AT THE CROSSROADS OF PUGET SOUND

The following is an Economic Development Implementation Plan for the City of Poulsbo. It has been created in acknowledgement that economic development is vital to the growing prosperity and improvement in the quality of life of Poulsbo's citizens.

Poulsbo's greatest strength is its underlying quality of life and unique character, contributing to its continuing recognition as a highly desirable community in which to live, work, and visit. It is especially important for Poulsbo to recognize, support, and enhance the fundamental qualities of place that make Poulsbo unique and desirable for investment and growth; these include education, parks, waterfront, downtown, neighborhoods, and the geographic and cultural heritage of the City. These assets enable Poulsbo's economic development efforts to attract and grow businesses and support residents and workers. In turn, a strong economic environment enables the City to support and sustain these quality of life assets.

This plan provides a roadmap for success in Poulsbo's future economic development. Rather than recreate the recent efforts regarding the City's economic development, this plan builds on the 2016 update to the City's Comprehensive Plan, specifically Chapter 9, Economic Development.

This implementation plan is meant to be a living document to guide policies, programs, and actions within the City.















MULTI-USE AND VIBRANT DOWNTOWN

- Encourage residential development to increase year-round and evening activity.
- Develop 3rd Ave NE as a unifying feature of a pedestrian-oriented Downtown.
- Provide additional signage from SR305 to Downtown to improve wayfinding.
- Promote entertainment activities, especially those after 5:00 in the evening.
- Place public art at the boundaries of downtown to serve as entranceways.
- Consider a partnership with HDPA for a Downtown Ambassador Program.
- Evaluate parking requirements and adjust consistent with best practices.
- Consider the development of a Façade Improvement Grant Program.
- Establish a wayfinding system that is distinctive to the district.
- Promote downtown as an Arts and Entertainment District.
- Consider establishment of an evening farmers market.
- Consider establishment of a MainStreet Program.









BUSINESS DEVELOPMENT AND EXPANSION

- Partner with Poulsbo businesses to develop a Poulsbo shoppers program discount card.
- Conduct outreach to owners of vacant buildings to determine how to encourage infill.
- Develop a “Business Ambassador Program” to discuss businesses needs and interests.
- Promote the creation of commercial flex spaces to accommodate a range of uses.
- Support the creation of a business improvement district (BID) on Viking Way NW.
- Work with property owners to complete the build out of the Olhava Master Plan.
- Assist in the redevelopment of Poulsbo Village as a regional retail destination.
- Research opportunities to identify a food truck district within the City.
- Evaluate the inclusion of artisan manufacturing as an allowed use.
- Identify barriers to the use of existing spaces for new businesses.
- Identify a strategy to catalyze development on Viking Way NW.
- Support the creation of a Viking Way Business Association.
- Support and promote SR305 as a regional healthcare hub.
- Develop a buy local program to support small businesses.









COMMUNITY CHARACTER AND HIGHER EDUCATION

Community Character

- Investigate implementation of Crime Prevention through Environmental Design (CPTED).
- Evaluate funding opportunities to expand the City's parks, open spaces, and trail system.
- Support neighborhood events, such as National Night Out and Summer Parkways.
- Continue efforts to promote the City as a safe place to live, work, shop, and visit.
- Treat the City's parks and open space system as a strategic economic asset.
- Consider the prevalence of families when evaluating City policies.

Higher Education

- Support new high quality residential projects that can serve college students.
- Seek out new ways to engage with college students to encourage them to live, work, play, and shop in Poulsbo.
- Continue to support expansion of higher and continuing education opportunities.









IDENTITY AND TOURISM

- Market Poulsbo as an accessible destination at the crossroads of Seattle and Olympic Mountains.
- Explore the feasibility of a hop-on/hop-off tour or shuttle that runs between NK communities.
- Develop branding that celebrates the character of each of Poulsbo's commercial districts.
- Launch a collaborative community marketing campaign to raise Poulsbo's profile in the region and state.
- Develop an Economic Prospectus to distribute to regional partners as a marketing tool.
- Explore opportunities for a winter craft brewery festival hosted by local breweries.
- Compile testimonials from satisfied customers to distribute in marketing materials.
- Regularly create talking points for community leaders and partner organizations.
- Encourage and support indoor events during the rainy season, such as a film or theatre festivals.
- Actively recruit the development of independently owned mid-level lodging.
- Extend the Poulsbo brand to wayfinding and urban design improvements.







ADMINISTRATION AND CUSTOMER SERVICE

Administration

- Request an increase in the Planning and Economic Development professional services budget.
- Explore opportunities to share regional economic development resources in North Kitsap.
- Maintain a culture supportive of economic development among the City organization.
- Coordinate with KEDA to increase Poulsbo's web presence regionally.

Customer Service

- Review existing design guidelines to ensure existing policy facilitates quality development.
- Review emerging incentive programs to promote commercial/mixed-use development.
- Review and amend existing zoning codes for ease of enforcement and understanding.
- Engage in transparent and frequent communications with the business community.
- Continue to improve and enhance permitting and code compliance functions.
- Evaluate and implement improvements to the city's change of use process.
- Continue to update and distribute the New Business Welcome Packet.
- Review existing applications and handouts; update as necessary.
- Continue to expand and improve the online permitting system.
- Maintain an attractive and informative web presence.
- Provide customer engagement training for staff.







SUMMARY OF STRATEGIES



Multi-Use and Vibrant Downtown.

Encourage residential development.

Develop 3rd Ave NE as a unifying feature.

Provide additional signage from SR305 to Downtown.

Promote entertainment activities after 5pm.

Place public art at the boundaries of downtown.

Consider a Downtown Ambassador Program.

Evaluate parking requirements.

Consider the creation of a Façade Improvement Grant Program.

Establish a wayfinding system that is distinctive to the district.

Promote downtown as an Arts and Entertainment District.

Consider establishment of an evening farmers market.

Consider establishment of a MainStreet Program.

Business Development and Expansion.

Develop a Poulsbo shoppers program discount card.

Conduct outreach to owners of vacant buildings.

Develop a “Business Ambassador Program.”.

Promote the creation of commercial flex spaces.

Support the creation of a BID on Viking Way NW.

Work to complete the build out of the Olhava Master Plan.

Assist in the redevelopment of Poulsbo Village.

Research opportunities to identify a food truck district .

Evaluate artisan manufacturing as an allowed use.

Identify barriers to the use of existing spaces for new businesses.

Identify a strategy to catalyze development on Viking Way NW.

Support the creation of a Viking Way Business Association.

Support and promote SR305 as a regional healthcare hub.

Develop a buy local program.



Character and Higher Education

Community Character

Investigate implementation of CPTED Program.

Evaluate opportunities to expand parks, open spaces, and trails.

Support neighborhood events.

Promote the City as a safe place to live, work, shop, and visit.

Treat parks and open space system as an economic asset.

Consider the families when evaluating City policies.

Higher Education

Support new high quality residential projects.

Seek out new ways to engage with college students.

Continue to support higher education opportunities.

SUMMARY OF STRATEGIES

Identity and Tourism



Market Poulsbo as a central location.

Explore a hop-on/hop-off shuttle between NK communities.

Develop branding that celebrates each of Poulsbo's commercial districts.

Raise Poulsbo's profile in the region and state.

Develop an Economic Prospectus.

Explore opportunities for a winter craft brewery festival.

Compile testimonials from satisfied customers.

Create talking points for community leaders and partner organizations.

Encourage and support indoor events during the rainy season.

Actively recruit mid-level lodging.

Extend the Poulsbo brand to wayfinding and urban design improvements.

Administration and Customer Service

Administration

Request an increase in the PED professional services budget.

Explore opportunities to share economic development resources.

Maintain a culture supportive of economic development.

Coordinate with KEDA to increase Poulsbo's web presence.

Customer Service

Review existing design guidelines to ensure quality development.

Review emerging incentive programs.

Review and amend existing zoning codes.

Engage in frequent communications with the business community.

Continue to improve permitting and code compliance functions.

Implement improvements to the city's change of use process.

Update and distribute the New Business Welcome Packet.

Review existing applications and handouts; update as necessary.

Expand and improve the online permitting system.

Maintain an attractive and informative web presence.

Provide customer engagement training for staff.



City of Poulsbo

Planning & Economic Development

To: Planning and Economic Development Committee
From: Heather Wright, Planning and Economic Director
Date: March 18, 2022
RE: Pipeline Residential Projects

Pipeline Residential Projects

To quantify the total amount of pipeline residential projects, two tables are provided that include projects under land use review and those with a land use approval but not under construction.

There are a total nine projects that are currently under land use review that will ultimately provide 928 residential units. Of those projects, five will provide 651 multifamily units and three will provide 277 single family units for a total of 928 residential units.

Projects Under Land Use Review		
Name	**No. units/lots**	**Location**
Blue Heron Final Plat	85 single family lots	Noll Road
Noll Terrace Final Plat	85 single family lots	Noll Road
4th Avenue Apartments	72 multifamily units	4th Avenue
Westry Village	66 multifamily units	NW Reliance Street
Winslow Ridge	86 single family lots	Rhododendron Lane NW
Oslo Bay Apartments	464 multifamily units	SR-305
Musick Multi-family	29 multifamily units	Viking Avenue NW
Blackmore Multifamily	20 multifamily units	Viking Avenue NW
Lincoln Cottages	21 single family lots	Lincoln Road NE
	Total Single Family	277
	Total Multifamily	651
	Total Residential	928

In addition, there are eight projects that have recently received land use approval that are not under construction. Of those projects, five will provide for 190 multifamily units and three will provide for 73 single family units for a total of 263 residential units.

Projects Approved for Land Use (not under construction)		
Name	**No. units/lots**	**Location**
Poulsbo Place Division 8	49 multifamily units	Poulsbo Place
Torval Townhomes	27 multifamily units	Torval Canyon and 1st Avenue
College Marketplace Apartments	90 multi-family units	College Marketplace
Harborview Apartments	4 multi-family units	Torval Canyon
Johnson Ridge PRD/Pre-plat	61 single-family lots	Johnson Parkway
Liberty Landing Pre-plat	8 single-family lots	Hamilton Court NE
Haugen Short Plat	4 single-family lots	NE Haugen Street
Blackmore Multifamily	20 multi-family units	Viking Avenue NW

Total Single Family	73
Total Multifamily	190
Total Residential	263

Collectively, the projects under review and those approved for land use but not under construction total 914 multifamily units, 350 single family units for a total of 1,191 residential units.