Chapter 6: Economic Development

6.1 Introduction

The purpose of the Economic Development element is to outline the City’s goals and policies for types, intensity, and location of employment, commercial services for residents, and industrial businesses. This chapter also outlines goals for balancing environmental protection and economic growth, creating connections with the business community, and improving the overall economic state of Port Orchard. In addition, this chapter will briefly discuss employment goals in Port Orchard and the potential benefits of the City as an employment center.

The 2004 Port Orchard Economic Development Plan, which was primarily focused on the downtown, also established an economic vision for the future of Port Orchard as a whole:

- Unify the business community.
- Establish investment priorities.
- Plan for a vital sustainable economy.
- Work in concert with current plans and processes.
- Continually strive to promote, attract, and maintain a diversity of jobs and businesses to create and a dynamic, diverse, and vigorous employment and economic base.
- Honor and value Port Orchard’s unique maritime past by preserving the downtown historic district.

This element provides goals and policies to guide development, identify key goals and opportunities, and designate appropriately zoned land for development of primary employment. The comprehensive plan promotes economic development by designating a diverse mix and appropriate range of commercial, office, and residential land uses that, in turn, will provide opportunities for businesses to locate within close proximity to residents and create living wage jobs that contribute to a healthy local economy.

Local economic policy also plays a strong role in balancing the needs of growth and protection of our environment. Areas designated for economic development must have easy access to necessary public facilities such as utilities and highways, yet have a limited impact on environmentally sensitive areas such as streams and wetlands.

6.2 Economic conditions

6.2.x Geographic setting

Port Orchard is well located within Kitsap County. It is only a 10 minute ferry ride or 20 minute drive from the county’s largest city, Bremerton, and the Puget Sound Naval Shipyard, a major military installation tasked with maintaining a variety of naval vessels such as material transports and aircraft carriers. The shipyard employs a large number of Port Orchard residents.
in the trades. Combined with the scenic Olympic Mountains backdrop, the view across Sinclair Inlet toward Bremerton is a unique natural and man-made setting within the Puget Sound region.

Port Orchard has also taken advantage of its many miles of waterfront. Water-dependent businesses include boat building, maintenance, sales, and moorage in several public and private marinas. Additionally, the city is near the county’s largest public airport and industrial center, both overseen by the Port of Bremerton.

Being the county’s southernmost city, Port Orchard is closest to international export terminals at the Port of Tacoma. It is also only a one-hour drive from western Washington’s main international airport in SeaTac. From Bremerton, a one-hour ferry ride lands commuters in downtown Seattle, the economic and cultural center of the Pacific Northwest.

6.2.x Population

The City has been steadily growing ever since its incorporation in 1890. As of 2014, Port Orchard’s population is 13,150. The Kitsap Countywide Planning Policies have allocated the City a share of the region’s expected 20 year growth, amounting to an increase of 8,235 people between 2016 and 2035. This is not a population growth projection, but rather tells the City how many new residents it must plan for by way of zoning regulations and infrastructure capacity. The County’s total allocation is established in Vision 2040 using population estimates derived from the U.S. census.

The Kitsap Buildable Lands Report shows Port Orchard has a capacity for 12,184 more people during the planning period, which indicates a net surplus land supply for 3,949 people. Technically, this surplus means the City is not bound to implement any significant changes to its land use and zoning regulations to accommodate its allocated growth. But if growth continues at the same rate without changes in capacity, the City may have a shortage of residential land during the next planning period. It is prudent to begin planning now so that the City grows responsibly and uses its developable land efficiently.

Another consideration is the population of the Urban Growth Area (UGA), the land around the City that has been designated for eventual annexation into Port Orchard. The Kitsap Countywide Planning Policies show the UGA population in 2010 was 15,044, and the County has allocated it an increase of 6,235 people by 2035. The Buildable Lands Report shows the UGA
has a capacity of 6,297 people through the planning period, only slightly more than the UGA’s allocation.

If the City were to annex all of its UGA by 2035, it would have to provide infrastructure and services for over 40,000 residents, three times Port Orchard’s current population. This has significant implications for the City’s economic development policies and its provision of public services. Even if the city doesn’t annex these areas, many of the residents living in the UGA work, shop, recreate, and travel in Port Orchard. As such, the city must consider the proximity of these areas and impacts to the city from this population when making decisions.

6.2.x Employment

As of 2013, the Puget Sound Regional Council reports that Port Orchard hosts 6,809 jobs. This data is derived from the Washington State Employment Security Department. The largest share, at 42.2%, is in services, a broad category that includes jobs in technical and scientific services, health care and social assistance, arts and entertainment, and accommodations and food services. Retail jobs makes up the second largest share at 22.1%. Government jobs rank third at 19.9%, which is attributable to Port Orchard being the county seat. The sector breakdown is shown below in Figure 6.x.
Figure 6.x

Port Orchard has also been allocated a set amount of employment growth by the Kitsap Countywide Planning Policies. The City must plan for an additional 3,132 jobs, with 2,571 of those being commercial jobs and 560 being industrial jobs. An estimate of job growth by sector is shown above in Figure 6.1.

Almost two-thirds of the allocated employment growth is based on increased jobs in finance, insurance, real estate, and services. The City must also plan for manufacturing jobs to nearly quadruple, though the actual number is relatively small. Residents have voiced support for enabling light industrial activities in established commercial areas, while there is less support for locating new heavy industrial businesses in Port Orchard. The City should strike a balance
between being open to new industries and encouraging them to locate in the Puget Sound Industrial Center-Bremerton, a nearby industrial park within the City of Bremerton.

The 2014 Kitsap County Buildable Lands Report found that Port Orchard currently has the capacity for 5,569 additional jobs, which is 78% more than the allocation. This indicates Port Orchard has plenty of undeveloped or underutilized land that can support future employment growth.

Jobs capacity is determined by calculating the amount of additional commercial and industrial square footage that can be accommodated within the City. The total developable building area within Port Orchard is over 2.6 million square feet for commercial jobs and nearly 600,000 square feet for industrial jobs. These areas are then divided by the average square feet per employee in Kitsap County to find the total jobs capacity.

6.2.x Wages

Wage data for Port Orchard is not directly available, but the U.S. Bureau of Labor Statistics does collect data for all of Kitsap County. While this can be generally applied to Port Orchard, it should be noted that these numbers may not account for local differences and that wage and employment conditions change over time. However, many Port Orchard residents work outside of the city in Bremerton and other job centers in the county, including numerous military installations. This data is dated May 2013.
The county has higher than average concentrations of those working in: architecture and engineering; life, physical, and social sciences; community and social service; healthcare support; food service; construction and extraction; and installation, maintenance, and repair.

The average hourly wage in the county is $23.59, and the average annual wage is $49,070, both of which are lower than the averages across Washington State but higher than the national averages. The highest paying jobs include those who work in: management; architecture and engineering; computers and mathematics; and healthcare.

With this 2016 Comprehensive Plan update, Port Orchard is adopting a living wage target, defined as an hourly wage that can comfortably pay for the costs of living. Living wages vary between places and may be lower, equal, or higher than local or state minimum wages. The living wage calculator developed at the Massachusetts Institute of Technology defines the following living wages for Kitsap County, as of 2010. [We are waiting for updated info.]

<table>
<thead>
<tr>
<th>Occupation title</th>
<th>Employment per 1,000 jobs</th>
<th>Location quotient</th>
<th>Median hourly wage</th>
<th>Mean hourly wage</th>
<th>Annual mean wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States Total</td>
<td>132,588,810</td>
<td>16.87</td>
<td>22.33</td>
<td>46,440.00</td>
<td></td>
</tr>
<tr>
<td>Washington State Total</td>
<td>2,827,200</td>
<td>19.67</td>
<td>25.04</td>
<td>52,090.00</td>
<td></td>
</tr>
<tr>
<td>Kitsap County Total</td>
<td>77,850</td>
<td>20.16</td>
<td>23.59</td>
<td>49,070.00</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>2,630</td>
<td>33.73</td>
<td>0.68</td>
<td>46.42</td>
<td>48.07</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>3,850</td>
<td>49.42</td>
<td>0.98</td>
<td>33.38</td>
<td>34.17</td>
</tr>
<tr>
<td>Computer and Mathematical</td>
<td>1,490</td>
<td>19.15</td>
<td>0.69</td>
<td>36.32</td>
<td>37.85</td>
</tr>
<tr>
<td>Architecture and Engineering</td>
<td>4,140</td>
<td>53.18</td>
<td>2.96</td>
<td>39.54</td>
<td>40.05</td>
</tr>
<tr>
<td>Life, Physical, and Social Science</td>
<td>1,010</td>
<td>12.97</td>
<td>1.52</td>
<td>32.82</td>
<td>33.47</td>
</tr>
<tr>
<td>Community and Social Service</td>
<td>1,400</td>
<td>17.93</td>
<td>1.25</td>
<td>18.21</td>
<td>19.89</td>
</tr>
<tr>
<td>Legal</td>
<td>430</td>
<td>5.49</td>
<td>0.7</td>
<td>23.77</td>
<td>30.53</td>
</tr>
<tr>
<td>Education, Training, and Library</td>
<td>4,820</td>
<td>61.92</td>
<td>0.98</td>
<td>23.78</td>
<td>23.96</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media</td>
<td>760</td>
<td>9.81</td>
<td>0.74</td>
<td>21.88</td>
<td>24.24</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical</td>
<td>4,480</td>
<td>57.52</td>
<td>0.98</td>
<td>32.17</td>
<td>36.16</td>
</tr>
<tr>
<td>Healthcare Support</td>
<td>3,010</td>
<td>38.66</td>
<td>1.31</td>
<td>14.70</td>
<td>15.81</td>
</tr>
<tr>
<td>Protective Service</td>
<td>1,700</td>
<td>21.89</td>
<td>0.89</td>
<td>23.88</td>
<td>24.82</td>
</tr>
<tr>
<td>Food Preparation and Serving Related</td>
<td>7,520</td>
<td>96.63</td>
<td>1.08</td>
<td>9.82</td>
<td>11.57</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance</td>
<td>2,330</td>
<td>29.94</td>
<td>0.93</td>
<td>13.29</td>
<td>14.24</td>
</tr>
<tr>
<td>Personal Care and Service</td>
<td>2,240</td>
<td>28.62</td>
<td>0.95</td>
<td>11.04</td>
<td>13.59</td>
</tr>
<tr>
<td>Sales and Related</td>
<td>7,660</td>
<td>98.44</td>
<td>0.93</td>
<td>12.80</td>
<td>15.78</td>
</tr>
<tr>
<td>Office and Administrative Support</td>
<td>11,460</td>
<td>147.25</td>
<td>0.91</td>
<td>17.01</td>
<td>18.23</td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry</td>
<td>100</td>
<td>1,222</td>
<td>0.37</td>
<td>13.10</td>
<td>14.67</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>5,080</td>
<td>65.30</td>
<td>1.7</td>
<td>27.20</td>
<td>27.33</td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair</td>
<td>4,730</td>
<td>60.79</td>
<td>1.57</td>
<td>27.66</td>
<td>27.07</td>
</tr>
<tr>
<td>Production</td>
<td>3,440</td>
<td>44.16</td>
<td>0.67</td>
<td>24.02</td>
<td>23.98</td>
</tr>
<tr>
<td>Transportation and Material Moving</td>
<td>3,580</td>
<td>45.95</td>
<td>0.68</td>
<td>17.67</td>
<td>17.77</td>
</tr>
</tbody>
</table>

The county has higher than average concentrations of those working in: architecture and engineering; life, physical, and social sciences; community and social service; healthcare support; food service; construction and extraction; and installation, maintenance, and repair.

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<table>
<thead>
<tr>
<th>Hourly Wages</th>
<th>1 Adult</th>
<th>1 Adult, 1 Child</th>
<th>1 Adult, 2 Children</th>
<th>1 Adult, 3 Children</th>
<th>2 Adults</th>
<th>2 Adults, 1 Child</th>
<th>2 Adults, 2 Children</th>
<th>2 Adults, 3 Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Living Wage</td>
<td>$8.77</td>
<td>$19.38</td>
<td>$23.60</td>
<td>$30.23</td>
<td>$13.77</td>
<td>$17.15</td>
<td>$18.48</td>
<td>$22.63</td>
</tr>
</tbody>
</table>

Source: http://livingwage.mit.edu/places/5303555785
6.2.x Businesses

Port Orchard has a variety of businesses that serve residents from throughout the greater South Kitsap region. Most shopping areas are characterized by large and recognized chains. Key commercial areas include the downtown waterfront, the Bethel corridor, Mile Hill, and the Sedgwick/SR-16 corridor, where national retailers and grocery stores make up a large part of the city’s tax base.

Port Orchard is also home to several business clusters. There are a number of healthcare facilities along the Tremont corridor that include Harrison Medical Center and assisted living facilities. Located in the industrial park are manufacturers of building furnishings, electronics, and aerospace parts. The Kitsap County campus above downtown has a large concentration of government jobs, which attracts private firms specializing in engineering and law.

There are also a variety of small businesses. Many residents take pride in that fact nearly all of the businesses on the core stretch of Bay Street are small and locally based. They include restaurants and eateries, a movie theatre, antique shops, and a number of boutique clothing and goods stores. Port Orchard also has many self-employed residents and home businesses in residential areas.

6.2.x Taxes and government revenue

The City operates on an annual budget of $35-40 million ($38.8 million as of 2015). The budget is divided into multiple accounts that have dedicated funding sources, and each must have balanced revenues and expenditures each year. Much of the budget pays for Port Orchard’s streets, water system, sewer system, and stormwater system, which are vitally important to maintaining quality of life and the local economy. The “Current Expense” fund is perhaps the most visible to the public, as this fund is supported by property and sales taxes and primarily pays for the operations of each City department. Other revenue sources for the various funds include utility fees, permits, fines, grants, and intergovernmental transfers.
The City’s sales tax rate is 2.2%, the equivalent of $2.20 on a $100 dollar purchase. This adds to the state’s sales tax rate of 6.5%, for a total of 8.7%. Taxable retail sales indicate consumer spending in Port Orchard is rapidly increasing from the depressed activity that characterized the 2008 economic recession. Part of the increase in sales activity is also attributable to annexations of commercial areas over the last decade, especially the Bethel corridor in 2012.

The City’s annual property tax is 1.69 cents per $1,000 of assessed value. Other property taxes are levied by Kitsap County, the South Kitsap School District, the Port of Bremerton, South
Kitsap Fire and Rescue, a Public Utility District, and the Kitsap Regional Library for a total rate of 11.92 cents per $1,000 of assessed value. [Need to confirm these tax rates.] For a single family home assessed at the area’s median value of $240,000, the total rate is equivalent to $2,860.80 per year.

**6.3 Public Input**

A survey conducted in mid-2014 collected public input on strategies and projects that Port Orchard may pursue to foster economic development over the next 20 years. The results of the survey were used to update this element, evaluate existing goals and policies, and put forward new goals and policies. The survey also provided more detailed feedback on the centers strategy laid out in the land use element, input on some short term capital projects, and the marketing and shopping environment of Port Orchard. A summary report on the survey is included as Appendix X.

**6.4 Joint Land Use Analysis**

A collaborative effort between Kitsap County, the county’s incorporated cities, and the U.S. Department of Defense produced a Joint Land Use Analysis of the impact on local military installations. The Joint Land Use Analysis is adopted by reference as shown in appendix G. The analysis issued several recommendations applicable to Port Orchard and economic development.

**6.5 Downtown Waterfront**

The downtown neighborhood is the historic core of Port Orchard and its business community. It hosts many original buildings, a ferry connection to Bremerton and the greater region, and the local library. Many annual community events take place in downtown, ensuring that it will remain the city center physically and socially for the foreseeable future.

Annapolis is also an important waterfront neighborhood to the east of downtown, connected by Bay Street. It also has a foot ferry connection to Bremerton during weekday commuter hours and a number of local businesses. A future walking and biking path will connect Annapolis with downtown, scenic views, and commercial destinations in-between.

Citizens have had concerns with the economic health and aesthetic value of downtown for several decades. Though new businesses are often opening, many residents believe the downtown needs extra attention with regards to economic development efforts. Many studies and plans have been conducted around this issue.

The most recent is the 2004 Port Orchard Economic Development Plan, which includes a market analysis and proposes specific projects to revitalize the downtown. Based on projected population growth and the number of employees at the adjacent Kitsap County campus, downtown could support a number of new and expanded businesses. These could include more
eating and drinking establishments, specialty shops, and an anchoring grocery store. The analysis also found that downtown could support additional multifamily units, especially in mixed-use buildings, and bed-and-breakfast lodging. Additional office space is also possible. A survey conducted at the beginning of the 2016 plan update collected responses on broad questions related to commercial land use and the downtown. One of the questions is summarized below.

Respondents were asked to rate their desire for different types of features and amenities related to land use, activities, and transportation in downtown. The top desires were for renovation of buildings, more retail shopping, more restaurants/eateries, more activity on the street, and more parking capacity. Respondents were generally in support of city involvement, waterfront access, and grocery stores.

Respondents were more neutral or had no desire to change things like traffic and boater amenities. There is less desire for traffic, bars and nightlife, and office/professional services.
29 respondents submitted written comments for the question, “do you have any other comments about downtown and the waterfront?” Many comments were about the visual state of downtown buildings and the need for aesthetic improvements by business owners, with some suggesting new city ordinances. Many respondents also discussed the issue of limited parking availability and the need to reconfigure parking along the entire waterfront. Some said that walkways between different sections of downtown don’t exist or are unsafe. However, others commented on positive changes such as the pedestrian path and several recent business openings. Some respondents said they want improved access to the water itself.

The 2004 Economic Development Plan also introduced ten principles for Port Orchard’s downtown:

**Principle #1: Provide Committed Leadership**
Economic development is a long process that requires visionary leaders who are willing and able to stay the course. Communities that are now thriving tried for many years to make major improvements to their downtowns. In some cases, cities have to reject inappropriate development in order to wait for the right developer or the right project to appear.

**Principle #2: Provide Public Investment to Stimulate Private Reinvestment**
Developers have many choices of where to invest their funds. Cities who are investing in the public infrastructure needed to support new development and aesthetic improvements to their downtown will send a clear signal to developers. Public investment demonstrates to the developer that city leaders know what they want, are willing to make a financial commitment, and are willing to partner with the developer to achieve it.

**Principle #3: Develop Downtown Management**
Since the advent of the shopping malls in the early 1960s, downtowns have had formidable competition from retail stores that band together for common promotions and the economy of scale for parking and advertising. While downtowns, such as Port Orchard, have the clear advantage of authenticity, human scale, variety of architecture, and a dramatic and attractive setting, small business owners may also have limited experience in merchandising, advertising, and business operations. A downtown manager can coordinate the individual merchants, arrange for common advertising and promotions, and can provide training.

**Principle #4: Provide Effective Events and Promotions**
The City needs to continue and expand its events and promotions. Successful events such as the Saturday Farmer’s Market, the Seagull Calling Contest, Concerts by the Bay, the CRUZ, the Festival by the Bay, and Fathoms o’ Fun attract new people to Port Orchard and bring residents to downtown. Even if the merchants and restaurants do not realize increased sales during these events, the visitors are likely to return if they see attractive and interesting shops and alluring restaurants that warrant another trip. Other events that emphasize the role of downtown as the heart of the community will also make it the “place to be” for local residents.

**Principle #5: Make Continuous Small Changes**
Downtown redevelopment requires many changes to achieve success. The process can build on its own momentum if small changes are made continuously. Residents and visitors to downtown notice those changes and will come back to see the changes as they progress. Local leaders and business owners can gain experience through the process of small changes and will be well-equipped to handle the bigger projects when they come.

**Principle #6: Think Quality/Enhance Identity**
To attract quality investment, City improvements also must demonstrate the level of quality that is desired. Landscaped areas must be lushly planted and well-tended. Streetscape furniture (benches, planters, signs) must be of high quality materials and well-designed to convey a consistent image that reflects both quality and community responsibility.

**Principle #7: Foster New Development and Remove Obstacles**
The City can work with property owners to determine their interest in redevelopment and provide guidance on suitable financing or locating reputable developers. Additionally, the City can take steps to remove obstacles by reviewing and revising, if needed, City development regulations, zoning requirements, and the permit approval process.

**Principle #8: Enhance Downtown as the Center of Activity**
In addition to private development, City-led initiatives and public projects can ensure the downtown remains the focus of social and civic activities. Creating vertically mixed-use development, like with residents above ground-floor stores, can generate pedestrian activity. Relocating and redesigning the library as an attractive destination can also draw visitors.

**Principle #9: Attract Interest with Education and Interpretation**
Adding education, interest, and interpretation opportunities to the downtown can further draw people for recreation and nearby retail. Several projects offer opportunities for visitors and residents to learn more about the city and the natural environment and to appreciate the City’s art and culture. These projects involve additional signs and artwork in the downtown area and should be coordinated through an overall effort.

**Principle #10: Enhance Greenspace and Walkability**
Many of the catalyst projects are specifically designed to improve pedestrian access or enhance the appearance of pedestrian spaces. In addition to encouraging pedestrians to use the downtown, these projects also serve to reduce the need for parking as they will encourage visitors to park once and walk the entire downtown, rather than move to another parking space. Unlike auto-oriented shopping areas, a pedestrian friendly space can foster spontaneous purchases as shoppers see other items of interest.
6.6 Goals and policies

**Goal 1. Support a vital diversified economy that provides living wage jobs for residents, supported by adequate land for a range of employment uses, and that encourages accomplishment of local economic development goals.**

Policy ED-#. The City shall provide create an adequate supply of land to accommodate targeted employment growth.

Policy ED-#. The City shall enable the establishment of new businesses and the expansion of existing businesses through fair, consistent, and timely permitting processes.

Policy ED-#. The City should encourage new economic development opportunities that utilize regional infrastructure, including highway, rail, aviation, and marine links between Port Orchard, the Puget Sound Industrial Center-Bremerton, the Port of Tacoma, and the greater region.

Policy ED-#. The City should encourage business opportunities that maximize the availability of a highly skilled workforce and geographic proximity to military facilities.

**Goal 2. Encourage new commercial development to occur within designated centers of activity near housing, multi-modal transportation connections, and urban services.**

Policy ED-#. The City shall designate compact centers of activity where job opportunities and a diverse mix of retail and office activities are concentrated.

Policy ED-#. The City, through changes to the land use code, shall encourage mixed use developments within commercial centers that will enhance the visual, economic, and environmental quality of these areas and improve the transition between commercial and residential districts.

Policy ED-#. The City shall encourage pedestrian orientation for non-residential uses and the locating of office or residential uses above ground floor retail uses.

Policy ED-#. The City shall discourage strip-commercial development patterns and signage through changes to the land use code, landscaping code, and signage code.

Policy ED-#. The City shall prioritize the downtown waterfront for economic development efforts. Secondary priorities for economic development efforts shall be the Lund-Bethel-Sedgwick commercial areas and the Lower Mile Hill area.
Policy ED-. The City shall review the Downtown Overlay District regulations for opportunities to streamline design review and facilitate new development.

Policy ED-. The City should encourage the continuation of downtown events and holiday festivals, and market them as unique experiences in Port Orchard to both residents and visitors.

Policy ED-. The City shall design and implement a citywide wayfinding system that directs residents and visitors to civic and commercial centers of importance.

Policy ED-. The City should encourage the co-location of new commercial spaces with new housing units.

Policy ED-. The City shall enable and encourage low-impact light industrial uses, such as artists’ studios, commercial kitchens, and small-scale manufacturing, to locate within mixed-use commercial centers through changes to the land use code. Live-work opportunities should also be explored.

**Goal 3. Encourage economic growth and diversification that minimizes unemployment, decreases dependence on the national defense industry, and improves the opportunity for residents to work and live in the same community.**

Policy ED-. The City shall implement long-term economic policies support the needs of employers while meeting diversification and employment objectives and improving the City’s tax base.

Policy ED-. The City shall improve economic competitiveness by developing incentives for business growth, expansion, and relocation.

Policy ED-. The City should adopt an employment target for the creation of one new living wage job for every new household forecasted through the 2035 planning period.

**Goal 4. Increase the number of primary jobs, which produce goods or services principally sold to clients outside of the City, to support the creation of secondary jobs, which produce goods or services principally sold to clients within the City.**

Policy ED-. The City should increase the amount of retail and service sales occurring with Port Orchard by promoting locally-produced goods and unique services.

Policy ED-. The City should increase its marketing presence to retailers in order to encourage more residents to shop locally.

Policy ED-. The City shall support implementation of downtown projects identified in the 2004 Port Orchard Economic Development Plan.
Goal 5. Promote and support a healthy, diverse economy that provides for a strong and diverse tax base, encourages expansion of business, and maintains an industrial base in Port Orchard.

Policy ED-#. Recognize the arts as a contribution to the economic diversity of Port Orchard. Prefer local artists for public art commissions.

Policy ED-#. Recognize tourism as a contribution to the economic diversity of Port Orchard. Encourage participation in selected community events and destinations by visitors with multiple-day stays.

Policy ED-#. Encourage small business enterprises and cottage industries, and allow traditional home occupations as permitted by local regulations.

Policy ED-#. Establish Port Orchard as a unique and significant waterfront destination with recreational and retail opportunities for tourists and residents.

Policy ED-#. The City shall value and preserve its historic commercial district to create a visible link to its unique maritime past.

Policy ED-#. The City shall study the need and feasibility of designating a limited number of waterfront properties for future light industrial development. Such designations shall be consistent with the goals and policies of the Shoreline Master Program.

Policy ED-#. The City shall support the full utilization and build out of industrially zoned properties in the Port Orchard Industrial Park.

Goal 6. Increase residents’ access to healthy living opportunities, such as locally produced food, nearby grocery stores, parks and open space, and safe streets for walking and bicycling.

Policy ED-#. Promote urban agriculture and community gardens through changes to the land use code and subdivision code and identifying public properties that could be used for such purposes.

Policy ED-#. Encourage the continuation and expansion of the Port Orchard Farmer’s Market into a year round event, and identify other sites around the City that could be used for additional farmer’s markets.

Policy ED-#. Support the local food economy and its capacity to grow, process, and distribute food within Port Orchard and through the South Kitsap area, and promote local restaurants and food retailers to buy and sell local products.
Policy ED-#. Link local food production to a local distribution network. Explore economic development opportunities related to local agriculture, and assess and plan for community-supported agriculture programs, local food processing/wholesaling/distribution facilities to connect local agriculture to markets such as retailers, restaurants, schools, hospitals, and other institutions.

Policy ED-#. The City shall encourage development within mixed use centers to contain neighborhood grocery stores and healthy restaurants, and discourage the development of fast food restaurants and convenience stores, though changes to the land use code.

Policy ED-#. The City shall prioritize bicycle and pedestrian facility improvements that connect grocery stores, healthcare facilities, and general commercial centers with surrounding residential areas.

Goal 7. Balance business and industrial development with environmental protection in a manner that enhances quality of life in as Port Orchard grows.

Policy ED-#. The City shall encourage new heavy industrial uses to locate in the Puget Sound Industrial Center-Bremerton.

Policy ED-#. The City should consider minimum density requirements to ensure that commercial development uses land efficiently, both citywide and in mixed-use centers. Such limits may take the form of minimum number of floors or building heights, floor-area-ratios, and lot coverage, and maximums on street setbacks and parking spaces.

Policy ED-#. Encourage the use of “green” materials and techniques in all types of construction. Adopt the US Green Building Council, Leadership in Energy and Environmental Design (LEED) certification and evaluation process for public projects.

Policy ED-#. Encourage solid waste reduction and recycling. Develop and utilize methods to help businesses find markets for surplus materials, byproducts and waste.

Goal 8. Coordinate economic expansion that is concurrent with capital facilities, multi-modal transportation networks, and urban services, especially within designated centers of economic activity.

Policy ED-#. Encourage the full utilization and development of designated commercial and industrial areas. Promote revitalization within existing developed areas to take advantage of the significant investments in existing buildings and infrastructure.
Policy ED-#. The City should conduct a downtown parking study to assess supply and demand and any needed changes in parking policies that encourages greater activity for downtown businesses.

Policy ED-#. The City should support increased Kitsap Transit foot ferry service during evenings and weekends year round.

**Goal 9. Foster and facilitate partnerships and cooperation among government, private corporations, and nonprofit entities to promote the economic development goals and.**

Policy ED-#. As appropriate, work with other Jurisdictions and agencies such as state and federal agencies, tribes, the Port of Bremerton, the cities, the Kitsap Economic Development Council (KEDC), Chamber of Commerce, and the Kitsap County Public Utilities Districts, in marketing and developing the City of Port Orchard.

Policy ED-#. The City shall, in collaboration with the Port of Bremerton and the City of Bremerton, study supporting the development of Puget Sound Industrial Center-Bremerton with sewer service to be provided by the city of Port Orchard.

Policy ED-#. Collaborate with tribal governments, ports, and other special districts to identify innovative development methods such as public and private partnerships and community development assistance financing to increase economic vitality.

Policy ED-#. Encourage Kitsap County and the KEDA to actively recruit new employers to locate within the City of Port Orchard and encouraging existing employers to expand their businesses.

**Goal 10. Attract new educational institutions and improve, and expand existing educational institutions that provide vocational and postsecondary programs to assure a highly skilled work force.**

Policy ED-#. Encourage development of higher education institutions while promoting further expansion of existing educational institutions.