Summary:

Planning staff have compiled the results of a survey focused on economic development in Port Orchard, and are now updating the economic development element of the comprehensive plan.

The survey provided information from the public that will guide the revisions to the goals and policies of the plan, and it also provided some input on short term capital projects the City is planning. The results of the survey overlap with some questions from earlier surveys and public meetings, and the results are fairly consistent from what we have heard from the public so far when the focus was on visioning, land use, and housing. Respondents are, for example, supportive of diversifying the city’s retail economy, pursuing a center’s approach, and focusing on the downtown core. Respondents also support ongoing capital projects such as the Bethel corridor widening and completion of the Bay Street Pedestrian Path. The full report is attached to this item.

With the survey results in hand, staff are now updating the comprehensive plan’s economic development element (chapter), the 2008 version of which does not provide much substance. Focusing on the downtown is a key part of the element, and some principles from a 2004 downtown economic plan are being borrowed. Once the data are available, the updated element will also have new sections that describe Port Orchard’s employment allocation and growth targets. The draft element will be available for public review within a few weeks, and the most current draft is attached to this item.

Recommendation:

- Review the report on the economic development survey
- Review and suggest revisions on the draft economic development element
- Host a public hearing on the draft economic development element at the next Planning Commission meeting on November 18th

Motion: None.

Attachments:

- Report on economic development survey results
- Draft 2016 Comprehensive Plan economic development element
- Copy of the existing economic development element
Memorandum

To: General Public, Council Economic Development and Tourism Committee, Nick Bond
From: Scott Bonjukian, Intern Planner
Date: October 10, 2014
Re: Report on Economic Development Survey Results

I. Introduction
This survey was administered for the purposes of updating the economic development element of the 2016 Comprehensive Plan (Vision Port Orchard). The nature of some questions can also inform the City’s capital improvement plan and budget. This is the third survey conducted for the Comp Plan update process, the previous ones having focused on overall visioning, land use, and housing.

It is important to consider that the survey respondents are not entirely representative of the population at large. Though this survey did not collect demographic data, the previous survey indicated respondents tend to have higher incomes and are older than the city wide averages. Because this survey was primarily distributed via the same channels (social media and email), it is likely that the most recent respondents follow the same demographic trends. If a more representative sample is desired, more staff effort and funding will be needed to widely distribute future surveys via postal mail, utility bills, schools, telephone, and other means.

II. Results
The survey was conducted in an online-only format on the Google Drive platform. There were a total of 149 responses, about double the 73 responses to the previous survey. Approximately 50 additional people signed up for the Vision Port Orchard email list, pushing the number of subscriptions to 183. There were 28 questions broken up into seven sections, which will be summarized below.

Most of the questions asked respondents to rank a series of answers on a scale of 1 to 5, 5 being best unless otherwise noted. Average scores for the answers were calculated by summing the ranks multiplied by the number of responses for each rank, and dividing by the total number of answers. The figures that display the results of these questions have had their horizontal axes adjusted to better display the difference among rankings.

1 – General
The first three questions inquired about basic information. When asked where they live, 56% of respondents said they live within the city limits and 44% said they live outside the city. When asked where they work, the answers nearly reversed, with 40% saying they work within Port Orchard and 59% saying the live without. Port Orchard serves as the commercial center for a large part of unincorporated Kitsap County, and previous surveys indicate many residents commute to other cities for work, so these results are not surprising.
In an effort to determine whether Vision Port Orchard is adequately reaching the business community, the next question asked about whether respondents are part of a profession. Notable results: 7% said they are “retail merchants”, 5% identified as “restaurateurs”, 24% indicated they work within a “professional service”, and 9% identified as a “landlord”. It appears some business professionals did indeed answer the survey. Full results are in the figure below.

Centers – Data
The next section had four questions on how the City should implement a “centers strategy”, which will be described in the land use element. The public has already commented on this strategy at public meetings and briefly in the previous survey, so the questions assumed that the strategy will eventually go forward.

The first question asked respondents to rank the relevance of various planning and land use actions that could potentially foster the development of centers. The top three responses included upgrading local infrastructure, and the three lowest answers related to adjusted building dimensions and use requirements. Results are summarized in the figure below.
The next question about what the City could do to further attract private development in centers. There is not a large range among the average scores, but the top answer "Increase the marketing presence of Port Orchard". Results are summarized in the figure below.

Another question asked about which transportation modes should be prioritized to connect the centers, most of which border each other. The top answer is "roads". Full results are summarized in the figure below.
Respondents were asked to rank the priority for each center on a scale of 1-10, 10 being the top priority. A map (above) was included to show the location and boundaries of the ten proposed centers. The highest score, by a considerable margin, is Downtown. McCormick Woods ranked last. Full results are summarized below.

**Average score of centers priority**

<table>
<thead>
<tr>
<th>Center</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>McCormick Woods</td>
<td>4.11</td>
</tr>
<tr>
<td>Old Clifton Industrial Park</td>
<td>4.31</td>
</tr>
<tr>
<td>County Campus</td>
<td>4.49</td>
</tr>
<tr>
<td>Tremont Medical Center</td>
<td>5.1</td>
</tr>
<tr>
<td>Upper Mile Hill</td>
<td>5.5</td>
</tr>
<tr>
<td>Sidney Sedgwick</td>
<td>5.77</td>
</tr>
<tr>
<td>Lower Mile Hill</td>
<td>6.03</td>
</tr>
<tr>
<td>Sedgwick Bethel SR-16</td>
<td>6.37</td>
</tr>
<tr>
<td>Lund Bethel</td>
<td>6.6</td>
</tr>
<tr>
<td>Downtown</td>
<td>8.03</td>
</tr>
</tbody>
</table>

**Centers - Written Comments**

At the end of this section, respondents were asked if they had any comments on the centers approach. The 43 comments are a mixture of skepticism and support. General themes include supporting the downtown, improving public transportation (such as with increased foot ferry service and a bus
circulator between the centers), reducing obstacles for small businesses to open and advertise, decreasing the sprawling nature of development, and increasing street maintenance. Others are concerned that the centers strategy is only copying the PSRC and won’t help with economic development, traffic congestion is hampering growth, and increased density will hamper Port Orchard’s small town culture. A complete listing of comments is available at the end of this report in Appendix A.

Employment – Data
The next section asked about employment and industry in Port Orchard. The first question asked respondents to rank which business sectors the City should focus on attracting and retaining. There is not a wide range among the scores, but “retail services” scored highest. Full results are summarized in the figure below.

<table>
<thead>
<tr>
<th>Business Sector</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial</td>
<td>3.47</td>
</tr>
<tr>
<td>Professional services</td>
<td>3.84</td>
</tr>
<tr>
<td>Retail services</td>
<td>4.23</td>
</tr>
</tbody>
</table>

The next two questions asked about industrial development. A map showing the location of the Port Orchard Industrial Park and the South Kitsap Industrial Area was provided (above). Respondents were fairly split between supporting the location of new industrial businesses in Port Orchard or the nearby Bremerton industrial park, and whether Port Orchard should designate additional industrial zones. Results are summarized in the figures below.
Related to centers, respondents were asked if they are supportive of zoning amendments that would allow light industrial uses (e.g. wood shops and microbreweries) next to residential and commercial uses within centers. 75% are supportive. Results are below.

The final two questions asked respondents to rate Port Orchard’s retention and attraction of businesses. Generally, respondents rated these efforts to be low. Results are in the two figures below.
Employment – Written Comments
At the end of this section, respondents were asked if they had any comments on employment and industry. There were 30 written comments. Many respondents emphasized the importance of attracting the type of retail stores that people regularly shop at and are supportive of efforts to bring smaller businesses to the city, especially restaurants and specialty shops. There are concerns about the dependence on military families and the high proportion of residents who commute outside of the city for work. Extended foot ferry service is emphasized for attracting shoppers and high-income Seattle commuters. Most commenters generally did not think attracting industry is a worthwhile pursuit. A complete listing of comments is available at the end of this report in Appendix A.

Environment – Data
This section had one question that asked respondents to rank the actions the City could possibly take to balance economic growth with environmental protection. There is not a large range among the average scores. The top scoring answer is “Encourage businesses to enroll in solid waste recycling and electricity and water conservation programs”. Full results are in the figure below.

Environment – Written Comments
Respondents were asked if they had any comments on environmental protection. The 29 comments had several themes. There is concern that environmental regulations are already too stringent and cumbersome, regulations should be treated as an incentive rather than a punishment, a lack of funding for new parks, and that this survey question (and others) was designed to elicit pre-determined answers. Others are supportive of bringing renewable energy production to the city and encouraging...
non-automotive transportation with improving walking routes and transit service. A complete listing of comments is available at the end of this report in Appendix A.

Public Projects – Data

This section contained three questions that asked respondents to rate conceptual and planned public projects. The first asked about downtown projects proposed by a 2004 economic development plan. The plan contained 20 projects, and for the purposes of the survey these were narrowed down to 14 that the City would realistically have control over. An image was provided that showed the location of 10 of these projects (above). There is not a wide range of scores among the top-scoring projects, which included extending the waterfront path, relocating utility wires to underground, and improving pedestrian paths along and across Bay Street. The two proposals for traffic circles on Bay Street scored the lowest by a considerable amount. Results are summarized in the below figure.
The next question asked respondents to rank the priority of ongoing and planned projects applicable citywide. There is not a large range in the average scores, though the top two related to pedestrian and bicycle infrastructure. “Improved commercial signage regulations” scored lowest. Results are summarized in the below figure.

The final question in this section asked respondents to rate the priority of planned street improvement projects. The question explained that most such projects would widen the street to four vehicle lanes, add bicycle lanes, and improve or build sidewalks. The top ranked project is the “Bethel Avenue widening”, and the lowest is “Port Orchard Boulevard widening”. The results are summarized in the below table.
Public Projects – Written Comments
The respondents were asked if they had any comments on the public projects described in this section. There are 35 comments. Themes include support for street widening on Bethel and Sedgwick, and at the State Route 16 interchanges, to support businesses. Some comments oppose the other street projects because of their lack of income-generating potential and low traffic volumes. There is skepticism of the economic benefit of the conceptual downtown projects and bike and pedestrian networks. There is concern that downtown parking is a large barrier to improving that area, and several suggested building a multi-level garage. Several comments suggested that helping property owners improve the facades of downtown buildings is not worth the cost. A complete listing of comments is available at the end of this report in Appendix A.

Marketing – Data and Written Comments
The final section had six questions about shopping, marketing, and events in Port Orchard. The first asked respondents to identify where they do most of their shopping for goods. The results are summarized in the figure below; the percentages do not add up to 100% because this was a multi-answer question.

The next question asked respondents to follow up by answering, “If you don’t do most of your shopping in Port Orchard, what are the reasons that you choose to shop elsewhere?” There were 76 written comments in response. As the previous survey found, many respondents choose to shop elsewhere because of the lack of variety and quality of shopping in Port Orchard. Many respondents said they choose to shop at the mall in Silverdale and Costco or Target in Silverdale and Gig Harbor. Several comments highlighted Gig Harbor’s waterfront, restaurants, and local stores. Lack of clothing and specialty shops was a concern, though some respondents said they mostly shop for food in Port Orchard. Traffic along the Bethel corridor was voiced as a deterrent to shopping in Port Orchard. A complete listing of comments is available at the end of this report in Appendix A.

The next question asked, “If you don’t do most of your shopping in Port Orchard, what could the city do to encourage you to do more of your shopping in Port Orchard?” There were 71 responses to this. Most responses related to the need for more options. Several mentioned the need for traffic congestion relief and better roads, especially Bethel. Some expressed a desire for additional parking, particularly in downtown. Some respondents said the City should directly talk to large retailers about locating here. References were made to the Uptown/Burnham Drive area of Gig Harbor for design guidance of the Bethel Corridor. A complete listing of comments is available at the end of this report in Appendix A.

The next two questions asked about Port Orchard’s marketing of itself. The first asked about Port Orchard’s efforts to attract developers and businesses, and the second asked about efforts to attract...
tourists and visitors. Most rated both efforts in the 2-3 range out of 5. Results are summarized in the two figures below.

The next question asked respondents to identify which downtown events they usually attend. The top answers are the farmer's market, the Cruz Car Show, the Festival of Chimes and Lights, and the Fathoms O’ Fun Parade. The results are summarized in the figure below; percentages do not add up to 100% because this was a multi-answer question.
A follow up question asked respondents, “What other types of events would you like to see in downtown or elsewhere that could positively contribute to economic development?” Respondents submitted 47 comments to this. Some were interested in sporting tournaments, like for soccer, basketball, and softball, waterfront events like kayaking, and exercise-based events like weight competitions and runs. There is interest in more music festivals. Some comments expressed a need for both additional senior-friendly activities and events for youth. Some respondents said they would be interested in food truck events throughout the year, along with wine-tasting or beer gardens. Several suggested designating or creating a position for a citywide event promoter. There are concerns about limited parking for downtown events and lack of driving alternatives. A complete listing of comments is available at the end of this report in Appendix A.

Final Question – Written Comments
The last question asked respondents if they had any additional comments about economic development in Port Orchard, which generated 54 comments. There are several comments expressing the need for better integration between land use and transportation systems. Some respondents reiterated the need for increased downtown parking, suggesting a structured garage. Other themes include attracting more chain restaurants, increasing foot ferry service, more efficient permitting and zoning to attract businesses, controlling the aesthetics of downtown and other new buildings, constructing a regional sports complex, and concern with the number of empty storefronts. A complete listing of comments is available at the end of this report in Appendix A.
III. Summary

This data will be used to revise and update the goals and policies of the 2016 Comprehensive Plan's Economic Development element. Much of the data and written comments are consistent with what staff have heard from the public at community meetings and previous surveys. There is general support for the centers approach and increased spending on local infrastructure, especially for transportation, and a desire to focus economic development efforts in the downtown area. Many respondents said the City should work to attract a larger variety of retailers and organize more downtown events. Many respondents were also concerned about the slow progress on public projects, particularly long-planned street widenings, and whether downtown can improve in the long term without an improved transportation situation.
APPENDIX A

Vision Port Orchard – Economic Development Survey Written Comments
Survey conducted online 8/25/14 to 10/3/2014. 149 respondents.
Centers

Do you have any other comments on the proposed centers approach?

1. Centers need to be centers not sprawling corridors. Allow for smaller centers that are connected with sidewalks and transit routes that are regular and circular.

2. Zoning should accompany these changes so a developer does not have to rezone property to get a permit.

3. No comments.

4. Centers that have the potential to be large income generators, ie, the Bethel Corridor, should be helped along so that development can more easily occur and vehicles can more easily access business along the corridor.

5. Sounds good. Walkability within each center should be a priority. The state of sidewalks and even walking within shopping centers is sad.

6. The centers approach could address some quality of life issues which in turn could attract some primary employers. Other than that it is not going to do much for economic development. I use the term "primary employers" in the broad sense of having most of their customers outside of the local area, not narrowly defined as limited to extraction industries. Attracting more retailers and service providers to compete for the existing consumer dollars will not produce meaningful growth.

7. One word: sidewalks

8. Keep access to downtown centralized in the downtown area. No need for paths that spider out from there.

9. No.

10. Ferry Service (walk on), connecting Seattle, Bremerton & Port Orchard to match the State ferry system.

11. Designated centers did not work in the City of Bremerton. The council repealed Wheaton Way Corridor. Planners utopia does not work in real market conditions.

12. I was not sure how to answer some of the above questions like, setbacks, granting loans, and office space in buildings. Port Orchard has no money to loan. I would assume street setbacks are a standard and how would the city control the amount of office space in a building?

13. I wonder how many more people have to be hurt on Bethel before it's addressed. It's a known issue and I would think a liability (lawsuit) waiting to happen.

14. DON'T ALLOW AN INCREASE IN BUILDING HEIGHTS DOWNTOWN. DON'T ALLOW COUNTY BUILDINGS TO CREEP FURTHER DOWNTOWN. WIDEN BETHEL ROAD AS PROMISED DECADES AGO. PERHAPS A TROLLEY CAR SYSTEM LIKE THE ONE IN GIG HARBOR WOULD WORK WELL HERE.

15. Give space to the homes already existing around the McCormicks woods project. Don't take too much trees. Those homes don't want to live in a neighborhood, don't force them to live directly next to one!
16. No

17. I think it's important to promote and enhance the usage of our downtown center, and primarily because it is the heart of our City and doesn't have the ease of access which is part of the McCormick Woods/Sedgewick Bethel centers. Those areas are going to develop anyway. Port Orchard should focus on trying to increase and redevelop those centers that are existing (i.e. downtown/Lund Bethel/Lower and Upper Mile Hill) but are struggling to maintain footing as sprawl takes over other portion of our county.

18. A lot of it reads like politically correct, regurgitated, "Smart Growth" social engineering.

19. A community center and recreational facility similar to a YMCA would be a draw for families. Many families leave town for rec activities. I would love to see a Target and Trader Joes in town.

20. How can we expect a small business to survive with so many hoops to jump through? Allow businesses to do more marketing. A-boards and banners need to be allowed more than once or twice each year. Sidewalk signs should be allowed (obviously they shouldn't impede walking or pose a hazard). Limits on guerrilla marketing and signage need to be decreased significantly. Permits need to be clear and simple to acquire. The city office should have a trained specialist available for extended hours to answer business questions about the process, meeting the requirements, completing forms, etc. Port Orchard city fees to manage and run a small business need to be limited. Small Mom and Pop shops make the world go round. By requiring so much to get started, businesses are discouraged from moving into Port Orchard. We recently returned to town ourselves and it's sad to see so many businesses open and close quickly. Long standing businesses are closing too. Why? Many 20s and 30s something friends have an interest in seeing our town blossom, let's help small business and stop making regulations that hinder growth.

21. I live off of Olney. I've almost been hit by cars by the veteran's cemetery twice and on Beach Drive once before. It was enough to scare me not to walk around my own neighborhood! The roads around here have overgrowth and grass grows on the street. That looks really bad to me and to anyone that visits. Our area needs a complete overhaul in terms of general beautification. We have too many drug addicts wandering around talking to themselves and too much apathy in regard to yard/grass cleanliness. I wish people cared more for our city. I will say that the new walking paths over off of Jackson look really lovely and it classed up the entire area by the revamped skate park. We need more revamping and street maintenance.

22. that foot/bike path needs to be connected from the Westbay center to downtown ASAP

23. Slow down growth and increase zoning so that the quick growth that has been allowed so far will result in a better looking, more logical city plan.

24. I like the idea. When I am cycling/biking, I am constantly on edge while traveling Bethel from the end of the Bethel-Burley bike 'path/lane' at Fred Myer all the way down Bethel to downtown Port Orchard. Same thing with going to the Jackson Skatepark on my bicycle (except much/some of Jackson Rd, and Lund Rd). I would absolutely LOVE bike lanes throughout Port Orchard in-between retail/grocery/restuarant/park centers. Also, as a (student) Network Engineer and general internet user, I would love to have new network infrastructure in place to have more ISP competition and better/faster/economical internet service options that come with laying some fiber or opening it up for businesses to lay fiber through-out those centers and beyond.
25. I really wish most centers downtown didn't have parking lots on the waterfront. I know this would be expensive, but there is so much wasted valuable land covered by parking lots. (They paved paradise, and put up a parking lot . . .)

26. Improved access needs to have resident's cooperation - incentives need to be there monetarily.

27. Thanks

28. I like the idea of planned centers rather than the way things are now with no planned out ideas. Building just continues with no thought as to traffic impact.

29. Parking downtown is lacking because it is now a Park and Ride for Bremerton and Seattle, which does not benefit Port Orchard merchants.

30. Not one thing has been said about the foot ferry access from PO to Bremerton and extended hours? You can not have a successful town core when the street (water highway) is blocked off after 6pm.

31. This sounds like a great idea. I strongly support more transportation options - especially more bus routes, and sidewalks.

32. Get rid of the gaudy down town lamp post & replace with old victorian charm lamp post! Give character to the city!

33. Each center is very different so a "one size fits all" approach will not work.

34. find a way to make downtown a jewel, its a diamond in the rough now

35. This is nothing more than recycled "Smart Growth" crap. Meanwhile the city is allowing pot growing in the industrial park where there should be manufacturing and other job creators. Pot produces almost no jobs and no tax revenue for the city. Whose bright idea was it to allow them there anyway? Bike lanes are a waste of money unless you plan on licensing bikes - which I think is a good idea even without bike lanes. Bicyclists act like they own the entire road - even though they don't pay one thin dime for it. Downtown should be bulldozed and rebuilt as one massive project on the order of Santana Row in San Jose. Than the rest of this center stuff might make sense. But you'll also have the "do nothing, build nothing, fix nothing loudmouths on Kitsap Street opposing anything you do to rebuild downtown anyway, so why worry about it?

36. Widen the Tremont Corridor to the City, how long do we have to wait? If you can't get people into your town, businesses will not move here. This is why Sedgwick is growing like crazy, easy access. Put in an additional lane in Tremont going both directions. Don't need any bike lanes or landscaping, that can come after people get access to town and spend money.

37. Allow some commercial at Tremont / Pottery so that the working professionals at hospital and other medical facilities can get lunch without having to drive to Bethel.

38. I would just like to say I support the improvement of the above mentioned transportation modes, however, I am STRONGLY against forcing people to sell their homes or businesses for these improvements. I'm referring to the homes on Bay Street, over the water. I will support the home owners if the city tries to force them out.
39. Increased parking is essential to developing downtown.

40. There is not enough parking in downtown. Over development is detrimental to any area. Roundabouts are far superior to traffic lights. As the abandoned commercial buildings testify, they won't necessarily come if you build it. It's too bad that prior planning from a long time ago and the topography get in the way of a village common. Stuffing too much stuff into a small area serves to eliminate any charm and tends to drive people away from places.

41. Need more detail on mix of commercial, industrial and residential. Does the industrial amount of property in city limits meet future needs?

42. East side is dying. Quit spending money to prop up hard to reach, congested less viable neighborhoods and compete with Silverdale and Poulsbo in fresh nice neighborhoods by making walkable bike-able neighborhoods with living spaces, parks and schools.

43. This is straight out of the PSRC text book. It is not going to happen in Port Orchard. Quit dreaming and get real. Fix the existing roads and get on with life.

Industry
Do you have any other comments on industry in Port Orchard?

1. Industry wants a great retail environment and PO can not bring industry or new business to PO, when the foot ferry system shuts down so early. start with bringing people to town, ( OPEN THE FOOT FERRY SERVICES BACK UP ) then you will have successful small business, then you are attracting people, once industry sees a vibrant economy then they will also want to be here too.

2. Tax incentives and a good plan for attracting manufacturing. Use the advice and references of businesses already in operation and create an assertive plan.

3. There is no economic development plan to attract anyone, and the Mayor wouldn't know a prospective economic development opportunity if it bit him in the butt.

4. No comments.

5. Small commercial business has maintained steadily over the past 20 years. It has employed a small population in our town. However, retail is where people spend their money. Without retail options, people will continue to shop in Bremerton and Gig Harbor, taking the necessary income elsewhere. Bring in more dining options, breweries, and entertainment and I bet Port Orchard begins to see growth. Give residents a reason to shop in their own town. The people here want to support locally but our options are very limited. Beauty, auto, and clothing options are available, but big box stores like Walmart, do not drive the kind of financial stability we need to grow our community. Let's encourage family fun like Jackson Park, the bowling alley and the skate rink. Bring in better dining options and spas, encourage pampering and fun.

6. We need income from another source then military families. This will bring in higher incomes to support all the proposals. Need to have people and income in area that can support any growth.

7. It is to small to rate and needs to be developed to provide local jobs other than Navy/Government.

8. No.
9. We desperately need increased internet bandwidth and increased coverage areas. We also need improvement in cellular phone coverage. Modern business cannot operate without these services.

10. I assume the last 2 questions are the current retention/attraction, which is poor. I think light industry could certainly be placed in the Port Orchard Industrial Park, but heavier industry should be outside the city limits, especially those with the potential to contaminate our groundwater with poor housekeeping practices.

11. This is a bedroom community, you need to focus on retail and restaurant businesses and not industrial.

12. Predictable permitting process is necessary to encourage expansions and relocations.

13. Seems relatively nonexistent, but may be limited by transportation infrastructure.

14. Spurring economic development is the primary responsibility of port districts.

15. Thanks.

16. Restaurants and merchants don’t seem to last very long in town. Part of the problem is families commute to other areas for recreation and work and take care of their eating/shopping while in those other areas. More options in PO would mean more dollars staying in PO.

17. The need for industrial/manufacturing locations is critical to tax revenue collection (Duh!). For the City to allow marijuana production in the ONLY industrially zoned land we have is downright stupid. Marijuana generates zero revenue for the city.

18. Industry sectors should be matched to employee skills; can Port Orchard effectively take advantage of defense contractors or companies who may wish to relocate or expand from North Pierce County and North Mason County?

19. Port Orchard is a largely a residential community.

20. KEEP IT IN BREMERTON!

21. Do not locate near residential neighborhoods.

22. Port orchard needs much more marketing efforts to tourists to visit from Seattle and better marketing of events like the Cruz. That was very poorly marketed and politics were sooooo obvious. Some vendors and volunteers from fathoms of fun were NOT a good representation of the community I’m proud of. There should be separate independent consultant to coordinate and market via a much better website and news coverage.

23. As a resident, I know that the winds mostly travel up from the west/southwest towards the east/northeast. Having industrial parks further away so that the potentially hazardous waste emissions travel toward the shipyard instead of downtown Port Orchard is a good idea. But making it bigger might bring more generation of emissions.

24. A ferry that connects Seattle, Bremerton & Port Orchard would do more than anything stated here, but not just to service the shipyard. We need service to match the state ferry and attract workers and
people who want to live here but work there. Our residential house rentals do not attract good paying
people that work outside Port Orchard, because the ferry does not allow them the flexability to come
and go when needed. This has been a big problem that is not being addressed?

25. Too much restriction and its too difficult for small businesses to even start let alone succeed.

26. Light industrial has too many definitions. Light industrial definition includes pot production and other
noisy stinky uses. How about making Pot Orchard not the garbage dump of Kitsap County. It's bad
enough that the only standing traffic jam in Kitsap bars the way home and to work from Port Orchard
and that our waterfront smells like poop from 2 sewage treatment plants when no other waterfront is
blighted. Want to go shopping at the farmer's market only to spend 30 minutes with an overwhelming
stench of poop? Come to Poop Orchard. Clean up the industrial that is here. Prove you can bring in
"right fit" light industrial instead of just pot production. Then your residents will trust you to bring in
more industry.

27. 

28. I do not see a push for industry, only professional, retail.

29. Let Bremerton and the Port of Bremerton go after industry... let's focus on building the support
infrastructure such as professional services for that industry. Port Orchard should not compete for the
industry rather we should support the Port of Bremerton's efforts in their pursuit of industry and offer a
wonderful community for the industry executives and professionals that work those businesses.

30. There is nothing to say on this, Port Orchard has little to not industry and very little professional
businesses. Unless you consider bail bondsmen and second hand stores.

Environment
Do you have any other comments on balancing economic development and the environment in Port Orchard?

1. Way too much restriction already. We were warned away from Kitsap and PO when we looked at
moving there because of the excessive restrictions and need to permit (Read that generate income)
EVERYTHING.

2. Make business adoption of environmentally friendly building and operating an incentive rather than a
weapon; see SKIA incentives for building green (reduction of building permit fees);

3. No comments.

4. Require all businesses to construct rain gardens if appropriate for their location. Require recycling.

5. Current restriction are sufficient, anymore will have a negative impact while doing little to negate any
potential impact. Rather than forcing extraordinary compliance that will actually keep businesses away
due to inaffordability, offer incentives and work as a team to assist in improved building standards that
are voluntary.

6. PORT ORCHARD SHOULD BE MORE OF A GARDEN COMMUNITY AND LESS OF AN INDUSTRIAL
COMMUNITY.

7. No.
8. Smart growth does will not work in Port Orchard

9. It probably doesn't go in this section, but some of your questions on this survey are double pronged. Meaning the two items included should be separated. I voted no or low several times because one of the items mentioned I didn't agree with. I am finding more of these types of questions on surveys when I feel surveyors are trying to get the results they want from the survey.

10. It would be nice to see renewable sources highly encouraged. We have a great incentive program here in Washington for Washington made solar panels and inverters. Not only are you using a great source for energy but you are also supporting Washington made products. I believe there is a lot of wasted space with all these businesses with flat roofs. Seeing solar panels being used in port orchard would be great.

11. The above omit a more appropriate option: allow development in wetland/sensitive areas where zoning and geography would support such while requiring mitigation for these impacts in reasonable locations which would support in-perpetuity functions. Also, development in wetland/sensitive areas that are not consistent with zoning or practical considerations should be prohibited. In addition, a wetlands inventory should be conducted to identify sensitive areas and included in the designation of community "centers".

12. I have no idea where you people get the ideas for these surveys. Is it allowed today to build on wetlands and steep slopes? Don't most businesses recycle? I am sure that they try to conserve water and electricity due to cost if nothing else.

13. Instead of trying to control industry, make it easier for private developers and investors to want to be here. They are the catalyst that will bring people, and money follows people. Focus on traffic flow and make it easier for people to want to live, work or spend here.

14. Nothing in Port Orchard is bikable or Walkable. Relieve congestion and car pollution by adding at least shoulders. I invite the council to try to walk from McCormick area to anywhere. There aren't even shoulders. McCormick village park isn't even accessible from The Ridge by foot. No path. No shoulder. 45 mph road. Elementary School access is even worse.

15. Protecting the environment is important, the city should have requirements for maintaining some natural balance. Charging for the loss of a tree is a poor thought. Make them plant more trees, and maintain those trees until they are strong enough, confers not desiduace trees. Excuse the spelling.

16. I cannot imagine a place more environmentally restrictive than Kitsap County and its cities. Increasing restrictions will only send the continuing ongoing drum beat that development is not wanted here. I wouldn't add any more restrictions. You have plenty already.

17. I think we should consider environmental impact in every decision.

18. While I am very concerned about the environment, I believe our current restrictions are adequate. I would love to see more parks and paths in Port Orchard, that would encourage families to come recreate in our city, in turn increasing the likelihood of purchasing food and other items.

19. Incentivize vs encourage. Without incentives, all the encouraging in the world won't make a dent.
20. The green idea is trendy and not necessarily based on good science or reality.

21. Thanks

22. There is a common sense approach between development and the environment. Too many restrictions will deter new business from coming to port orchard.

23. The city needs bike paths so that residents can get around easily. Also, with the addition of businesses and the current influx of low-income housing, the city needs to ensure it can sustain providing its citizens water without privatizing. We need to encourage green technology and water conservation. This is a beautiful area being over-run with cheap housing and apartment complexes. It is embarrassing to drive through this town.

24. By encouraging solar energy you reduce the electric and gas consumption in the winter, reduce mold growth (unhealthy condition), and increased sunlight which is healthy for people and their vegetable gardens. All healthy things leading to healthy populations and happy workers. When one persons trees block the sun to a neighbors property and blocks the views of all the neighbors it has a negative impact on the neighborhood, its people and the health of the community.

25. A foot ferry service that matches the state run ferry boats allowing people to not use their cars, but park, shop and want to come through Port Orchard

26. Reading this list sounds like more of the recycled smart growth material. Requiring more restrictions in environmentally sensitive areas is redundant to what’s already spelled out in the code, the comp plan, county, state and federal regs. Process for permitting needs to be fast and certain if the city wants to encourage economic development. Too many environmental restrictions - like paying for the loss of trees - will discourage companies from considering Port Orchard. Unless I’m mistaken, LID was incorporated in the building code under the last mayor. As for more parks - unless the city is ready to step up and actually make parks a financial priority, acquiring more land for them is pointless.

27. Let more solar and smaller wind energy generation to develop. I remember when there was a proposed ‘green’ building downtown on Bay street that would’ve had wind and solar, but the height bothered residents. I would have liked for that to have happened, but maybe some wind and solar can be added to some of the centers (at first).

28. Isn’t putting parks in environmentally sensitive areas where people can tromp all over them counter productive? The city can't take care of the parks it has now. Where will the $$$ come from for more of them? Increasing restrictions is counter productive to economic development, so from reading this stuff, it appears the city is trying to talk out of both sides of its mouth on this issue. Lip service doesn't create jobs or generate revenue. Talk is cheap.

29. Use green building and operating standards as incentives (reduction in fees as an example) vs. disincentive (extra cost; fines)

Public Projects
Do you have any other comments on public projects in Port Orchard?

1. Widen Bethel <<<
2. Add old Victorian lamp poles throughout downtown PO, Bethel, & Sedgwick. Make it inviting & yet traditional with trees, Victorian lamp posts, art designs, etc!

3. Sedgwick going up hill to Bethel, DEFINITELY needs more lanes to help the huge back ups going up the hill!!! Bethel NEEDS to be widened with all the businesses going out there....DEFINITELY needs repaving...its ruining our vehicles!!!

4. thanks

5. The free flow of traffic is a very attractive feature.

6. Please fix the streets before allowing any more development. Don't ignore the long-time residents by not fixing all the streets. Don't add more taxes...it is unfair that the long-time residents pay for all the new development without any benefit.

7. Although I think improving Treemont Street is important as a main entrance into the City, it doesn't have the commercial income generating potential that the Bethel Corridor does. Sedgwick is equally important as a main access to the City, and if done properly, could be the best first impression newcomers would have to our town.

8. NONE of the stuff in the first group of questions has ANYTHING to do with creating economic development. Whoever wrote those idiotic questions obviously knows zip about economic development. Aside from the question about expanding sewers and infrastructure in the second group, none of that stuff pertains to economic development either. Trials and bike lanes to attract economic development? Get real. As far as the third group of questions. Widening Bethel is the key, as it is for Pottery/Sidney and Sedgwick/Sidney. The city has stupidly allowed massive residential development in the area best suited for commercial development because of its access to the freeway - Sedgwick/Sidney. P.O. Blvd will never develop commercially because of the terrain, so there's no point in widening it.

9. No.

10. Storm water and upgrading of Perry Ave N. really needs help. There is no storm water piping along Perry Ave., only spot drains because of landslide. I get water from 5 residences all running down the street and then down onto my property; I am being forced to assimilate all the oils, dirt and grim from the roads! Very unsatisfactory...

11. Quit trying to bring pedestrians from east areas west into downtown. There is NO safe access from west Port Orchard across the highway. There is money west of HWY 16, but it can't get downtown. Berry Lake, no shoulder, narrow 45 mph. Old Clifton, no shoulder, narrow 40 mph. Through the back to Lake Flora to ...no way. There is no safe walk or bike route and parking downtown is absolutely horrible. Keep telling your most vibrant residential areas that you don't want their residents downtown at your peril.

12. Widening the streets at both freeway access points (Sedgwick and Tremont) is a must.

13. We need to slow and reduce traffic for the down town area.. my family walk and do events often and it isn't as PUBLIC WALKING friendly as most towns are... we also need pet only area's I hate sitting/walking in any grassy area that the animals urinate and defecate in,( not everyone picks up their animals waste) in the summer when it gets hot.. it smells terrible down along the waterfront.. EEWW How attractive is that? and please put little bits of info along the waterfront walk ways either.. being temporary signage
for plant names .. trivia bits... for the city people, boats, animals. what about exercise area's along the Mosquito fleet trail ... that introduce a easy exercise or strretch... many other cities have this too.. lets make downtown a destination not just a pass through or somewhere to just do business and leave... lets have a place to stay and hang out...and be PROUD OF.

14. We need to not use band-aid solutions for the dilapitated buildings on Bay Street. They need to be renovated similar to the new Public Market. Our roads need to be improved. Getting off the freeway on Sedgwick at commuting hours is congested and needs to be improved. My vision of this city is to have parks, bike trails, sidewalks, and clean neighborhoods. We need improved retail spaces, upgraded schools, and standards for homeowners. The overall design of the city is a complete mystery. The over-congested tiny home lots like on Goldenrod and Flower needs to stop. This city is getting drug into mud. There is nowhere for kids to play, nowhere for people to park, the streets are overcongeetsted, and the noise level is unbearable.

15. Let locals bid on projects and create mentor youth programs that give our kids work experience.

16. Bay Street is a State highway. Any enhancements will have to be approved by the state. Creating a Traffic Circles at Bay and Kitsap Streets, and Bay and Bethel is spending massive amounts of money to solve non-problems. Widening P.O. Blvd is another case of solving a non-problem. There will never be any commercial or residential development there. It's primarily a shortcut between downtown and the freeway. I fail to see how trails and bike lanes are going to encourage economic development - I mean, really?? I just back from Middleburg, VA. Perhaps someone should look at that as a model for Bay Street. Also, Santana Row in San Jose is a perfect example of what is possible for Bay Street and downtown - except the same small group of vocal opponents led by the residents of Kitsap Street will kill any project down there - just as they always have.

17. Still there is no comments for the most important highway into and out of our local business core ( The water highway ), which connects us directly to Bremerton & downtown Seattle? Someone has totally missed the boat here! People who work in Seattle currently live 2 hours north of seattle or even east over the cascades to live in nice communities, avoid traffic jams, congestion and we have a (OUT OF ORDER) sign posted on our front door??

18. If you want more people downtown, do something about the parking. There is not enough. Build a multilevel parking structure or something, but the parking IS an issue. We don't need traffic circles, we need PARKING SPOTS. A huge reason why people won't shop around in the rain is DIRECTLY due to lack of parking and lack of CLOSE parking. Fix parking, you'll fix a lot of your problems.

19. Sedgwick between the highway and Bethel Road Widening

20. Need business downtown that will make people want to come to Port Orchard. Making the sidewalks better and removing wires won't make the people want to come ot PO

21. Why are you asking these questions? Port Orchard has no money, can't get grants and screwed up the grants that they did get. Now the city is stuck either having to give back money or kick people out of their homes. There is no reason to as about other projects, the city has no money.

22. Tremont has to be expanded. Same with Bethel.

23. Sedgwick needs to be 4 lanes from Hwy 16 to Bethel.
24. **DO NOT FORCE PEOPLE OUT OF THEIR HOMES FOR PUBLIC PROJECTS.**

25. Property owners need to be responsible for the upgrading of their facility, not a loan or guarantee from the city. Wider streets do little for the economic development of a city, eg: west side of Poulsbo, nice wide 5 lane street with very few businesses. Bike paths would be nice it would also be nice if bicyclists were helping pay for the associated costs.

26. Improvements, including street widening for both Bethel and Sedgwick, are both long overdue. The traffic bottlenecks and poor road surfaces need to be addressed now. We can't build economic development in Port Orchard when the roads into and out of town are so difficult to traverse.

27. Traffic is really increasing. road widening/improvements have not kept up.

28. Build a downtown parking garage and turn the waterfront parking lot into a park and encourage water facing businesses along bay street.

29. Widening main street would be truly expensive and difficult-the logistics would be a nightmare to work with, I think. And as for the facades, clearly those that have suggested this have not seen how awful the buildings are and that redoing them would be prohibitively expensive and for some, a lost cause. A new facade would be ideal-one that is themed, creating visual harmony that invites a more appealing view of the entire main street-and be cheaper than redoing building fronts!

30. If you are hoping to increase traffic and business to downtown, need to address increased parking spaces -- not just making the parking spaces look nicer. Poulsbo did a nice job in increasing parking with their waterfront lot redesign; as well as having the underground parking at city hall available for no fee

31. Sedgwick is the most bang for your buck and where a great deal of bottlenecking occurs. We rejected buying a house anywhere the connected to Sedgwick due to the traffic problems, and choose other longer routes to get around this problem area when we want to shop out there. It's a high priority.

32. roundabouts in those places would cause massive waits for people coming from the less used streets during rush hour what do we mean by 'improved' signage? more or less restrictive?

33. Bethel Avenue is a substantial priority, along with the creation of parking downtown and the return of the waterfront parking area to public/open space/private development.

34. Need to continue balance between environment, social infrastructure and business infrastructure

35. The Bay Street path should take down those houses. They should also open up and install stairs in the rights-of-way that are unopened. Public works should maintain existing sidewalks better, especially along the Lund Bridge, Lower Bethel, and Sidney. They're terrible. Don't grant exemptions for sidewalks to developers.

**Marketing**
If you don’t do most of your shopping in Port Orchard, what are the reasons that you choose to shop elsewhere?

1. Costco is in Gig Harbor.
2. Aside from Fred Meyer, there are no good places for clothing and organic goods. The other grocery stores are subpar, and we refuse to shop at Walmart. Silverdale has Trader Joes and Target, and the mall.

3. Can't take a ferry to Bremerton or Seattle, only during the day. If we stay to late we get trapped with no way home. So we go South by car.

4. number of stores

5. different stores

6. Poor selection of merchants in PO

7. Costco and the Silverdale Mall area influence our shopping.

8. What I need isn't available here - like things from Costco

9. Lack of availability

10. More choices in retail services; Costco, Marshall's, HomeGoods, Blazing Onion, downtown Gig Harbor activities. Kayaking rental, jog/walk pathway, etc..

11. We shop for food in PO, but shopping for clothing is done outside of PO. There is no variety, and no real options for teens/young adults.

12. Access to stores that provide the most value for my dollars

13. There is no one to shop. I do my grocery shopping at POPS, Collelos, and Fred Meyer. Everything else is done outside of the city. WalMart is dirty and offers nothing but low-end junk. We need some options for people who want to buy quality goods.

14. Only food shopping in Port Orchard, nothing else because the lack of items offered. There is one exception, Ace Hardware on Mile Hill which I use a lot! Friendly and helpful people.

15. THE USUAL REASON I WOULD SHOP ELSEWHERE IS BECAUSE EITHER THE PRODUCT IS UNAVAILABLE IN PORT ORCHARD OR OVERPRICED.

16. PO doesn't have the variety of retail choices

17. Variety and quality of products/shops.

18. More shops to suit needs in Gig Harbor by far. Can't do clothes shopping at all here

19. I don't live there; work in Bremerton and live in NK. Navigating Gorst after work to do any shopping is not desirable.

20. better selection
21. I shop in Port Orchard when what I need is available in our city. Unfortunately, many things require me to leave. I also shop Costco, because I approve of their business practices. When I can't find my needs in either place, I generally shop online before I travel to Silverdale.

22. More choices, Bigger stores, variety of restaurants and entertainment options.


24. More choices and proximity to choices.

25. more store and restaurant choices

26. Gig Harbor for Costco shopping because it is the closest to Port Orchard. However, I do shop the Kitsap Mall in Silverdale because it offers stores I visit often such as Barnes and Noble, Penneys, etc., stores which are not in Port Orchard. I do shop for groceries in Port Orchard, mainly Albertson's and Fred Meyer. For other needed items, I shop Port Orchard's Wal-Mart.

27. Traffic on Bethel is HORRIBLE, I avoid it at all costs. Plus GH has nice areas of small, local businesses all together. We can go to ONE location, shop at multiple stores, eat a nice meal and never have to move the car.

28. More choices and better convenience.

29. We don't have a Costco and I hate Silverdale.

30. Better variety of shops and more restaurants

31. Parking and types of businesses

32. selection & variety

33. Other places were able get the best retail businesses, such as Costco, sears, etc. All we have here is a couple of food stores and the rest is junk that comes and goes every other week.

34. selection

35. Costco is in Gig Harbor

36. Lack of desirable products.

37. I would prefer to do all of my shopping in Port Orchard. I prefer organic produce and go to Trader Joe's when able. No decent clothing stores in Port Orchard. I do frequent Ace Hardware and prefer them to Lowe's and/or Home Depot.

38. More options in Gig Harbor and Silverdale

39. there are no retail shops for children other than walmart fred myers.

40. Port Orchard doesn't have Costco.
41. Fred Meyer is the only place to buy decent clothing, I am petite and they do not carry my size.

42. We shop at Walmart and Fred Meyer mostly in Port Orchard.

43. Costco and target

44. Costco

45. I do not like Walmart and there is no other store like it in Port Orchard (Target, etc.)

46. We shop at stores that carry products we trust. We ask if they bring them to town thats where we buy them if not we go where they are.

47. There isn't a Costco in Port Orchard and the variety of clothing stores is very limited.

48. More selection, more retailers to choose from, easy access, and good parking.

49. Costco is not in Port Orchard.

50. Variety

51. Needing things from Target and Costco take me to Gig Harbor a lot and I do most of my shopping there.

52. Traffic is terrible.

53. Gig Harbor has more options - Costco and Burnham Dr. and the Uptown area. Movie Theater is much better than what is in PO. Better and more attractive dining choices

54. Costco and target Better variety of restaurants

55. I shop at grocery stores like Trader Joes, Whole Foods, PCC, Harbor Greens, Central Market, etc. There is no such option in Port Orchard though I wish there was. I also shop at Costco for certain items and there is no option in Port Orchard for that. I would NOT use a Sam's Club as I do NOT support the WalMart business model. Other shopping at Target which doesn't have an option in Port Orchard. I use Home Depot over Lowes and there is not an option in Port Orchard. Online shopping is often easier for some items.

56. Because Port Orchard doesn't have the stores to shop in.

57. I do most of my food shopping at central market in Poulsbo. To get organic healthy choices in town I would have to travel to several businesses and even then I may not get what I want. At central market I can count on finding what I need.

58. More variety. We won't shop at Walmart, so there aren't many options. We do shop at Fred Meyer though. Gig Harbor has roundabouts, landscaping, signage, and design guidelines that make shopping a lot more pleasant.

59. I don't shop at walmart

60. Parking.
61. Live closer to the other locations; no stores like Central Market, Trader Joe's or Costco in Port Orchard. For gifts and "fun" shopping, not enough diversity in downtown like Poulsbo or Gig Harbor.

62. Gig harbor-Costco mainly!

63. Costco for most of our food and sometimes Home Depot in GH. (although Lowes in PO gets our business as well as McClendons H'ware…and Albertson's) There's not anything in the downtown area to shop for unless you need antiques or a bail bond.

64. I shop in Silverdale during holidays for Christmas shopping. They have a better variety of stores.

65. Better stores in Gig Harbor.

66. They have stores I want to go to, ie Kohl's, Panera Bread, Applebees.

67. Shorter drive.

68. For things you can't find in the city.

69. No shopping stores or eclectic stores to look thru. Current stores are pretty much old, dirty, musty stuff that r worthless…, meaning yardsale type stuff, knick knacks, not interested!

70. variety.

71. As local business owners we support our local enterprises as much as possible.

72. I do shop a lot in Port Orchard (Walmart and Joann fabrics,) But Silverdale I shop MORE often, because of the availability of everything there (Bigger hardware stores, costco, costco gas, Bigger Joann Fabrics, Michaels, Pet supplies (Petco.) The mall for clothing and gifts,

73. Costco in either Gig Harbor or Silverdale and Winco in Bremerton I do use Walmart in Port Orchard for odds and ends if need be but my bulk is done at Costco. More variety.

74. I am older. Thing I need are not what I purchased 20 - 30 years ago. Mostly food, pet products, gardening products, and minimal amount of clothing.

75. Traffic to bethel corridor is terrible. No costco. Walmart is small and tough to access due to traffic. Downtown can't be accessed because parking is horrible and there is no way to bike or walk from the west side. The waterfront smells of sewage.

76. My store of choice is Trader Joe's. The closest is Silverdale. I also shop at Costco, but we don't have one here.

Marketing:
If you don't do most of your shopping in Port Orchard, what could the city do to encourage you to do more of your shopping in Port Orchard?

1. Knowing that my money goes to the community.
2. More big box stores; i.e. Target, Costco, Home Depot, etc.

3. Need better stores and less congestion on the main roads (bethel, sedgwick, etc.)

4. more options

5. Something like uptown gig harbor, poulsbo shops, more restaurants.. Love the PO market!

6. Not sure that is city's job to do that

7. If there were more clothing options like Kohl's or Marshalls, we would shop local.

8. Get more businesses here in PO, the only chained restaurant in Town is Dickeys. Not fast food.

9. Fix the roads, entice more local businesses to nice shopping areas with good restaurants.

10. Encourage stores that provide value for my dollars to move here.

11. Fix the bethel corridor so that other large retailers can build and compete against walmart.

12. Encourage more retail shops to locate in the City.

13. Improve parking and traffic flow.

14. Help attract commercial investment

15. encourage and work with businesses to come to our town.

16. More options that aren't Albertons, Safeway, WalMart, etc. Better access to those stores when they are the easiest option for last minute items.

17. better downtown parking

18. Not much as the dynamic of consumer purchasing in stores has changed so drastically. Fred Meyer is actually doing the best job (with Walmart) at capitalizing on the trend of one-stop shopping. Port Orchard needs to retain these stores already in place and invest in the alternative in the tourist-related and industrial areas.

19. More shops. There is little variety in PO, especially for shoes and clothing.

20. Open the ferry system link to and make it easier to come through downtown. You'll be amazed at how much more traffic and business downtown would generate.

21. Work with Target and Costco to open store locations in Port Orchard.

22. A variety of options in retail and restaurants. Chain stores as well as local businesses

23. Put some bigger retail stores, SAMS CLUB would be awesome, we need something besides Walmart for clothing and gifts (Baby and weddings) Better craft supply store. etc.
24. I hear too many comments about "shop local" meaning small business, not big box store but I am unable to do so to meet all of my needs. I have shop Wal Mart, Fred Meyer, Lowes for my basic household needs then out of the area for clothing. Those needs cannot be met by local small businesses.

25. To shop Wal-Mart, the city needs to widen Bethel Road. The would be my first priority. The driving becomes a nightmare with only that two-land heavily used road. That would be such an improvement for all of my shopping concerns.

26. More clothing outlets and fun places for kids to go when its raining.

27. Incentives and variety. Parking options.

28. Make sign requirements more like Gig Harbors. Provide ample landscaping and parking. Attract retailers like Target & Costco.

29. Make Port Orchard more clean and as smoke free as possible. Chewing gum on the sidewalks, cigarette butts everywhere and people standing outside businesses smoking, leaving a cloud that permeates everything is no incentive to go there. Look at Westbay Center, a totally underused piece of property even with plenty of parking! Why is that?

30. Have multiple types of retail closer together, so I don't have to drive to several different locations.

31. Attract some stores such as TJ Maxx, craft stores, etc.

32. Bring in more retailers

33. Get more stores, and I mean real stores like Costco, Sears,

34. Widen Bethel so more retailers will want to be there. Developing Sedgwick/Sidney on the order of Gig Harbor North was a golden opportunity the city squandered by allowing all those apartments there.

35. More chain stores for clothing

36. Great variety of stores and services

37. Create a real downtown group dedicated on creating a destination shopping location

38. Make the town a destination. Take advantage of outdoor action sports.

39. widen Bethel. Give the residents more variety than Walmart vs. Fred Meyer. Fill up the many empty ghost-town shopping centers.

40. nothing

41. Better shops/better options.

42. better big box and restaurant choices, more appealing downtown

43. Get a YMCA and a Costco here and I'll stick around. Also, I am a military spouse, I have to shop at the commissary for most items because the PRICES are obscene, but that's a Washington state problem, not
a locality problem. I only shop our stores for big sales because I simply cannot afford to feed my family with the cost of food in our local grocery stores.

44. Bring Trader Joe's to Port Orchard.

45. Encourage a more vibrant commercial core that would entice more retail. This is a process of the City providing infrastructure and good roadway systems that remove access and flow restrictions.

46. Actively work to zone land for a major retail complex - Sedgwick & Sidney? - that would attract major upscale retailers. It could be done on Bethel as well - but the widening project will have to happen first.

47. Develop Bethel like a smaller version of Burnham Dr. and Uptown Gig Harbor.

48. Get some businesses.

49. Locating more diverse business would do it. I shop Target and Costco, neither of which are here. I refuse to shop at Wal-Mart due to their business practices.

50. Large retailer like Target and Costco. I would love to see an Uptown Port Orchard area developed like GH.

51. I shop alot at thrift stores since I retired for cheaper products. I've done very little shopping at Lowes. More at McLendons. There aren't any nurseries close. Purchased plants up in Sequim two weeks ago. Use Costco for quantity items, paper towels and toilet paper. Fred Myers, too much traffic to get there and seems way out of my way. Pick up things in Silverdale when I go to doctor's appointments. If I drive very far I have more than one reason to go to the place. That was just an eye opener for me. Doctor appointments seem to determine where I do most of my shopping so that I save on gas. I also shop in Shelton more than here because of again when participating in activities I shop there since I drove there for another reason and the stores are located closer together, saving me gas money.

52. Attract a broader array of merchants, including some higher-end options (Eddie Bauer, Crate & Barrel, etc.)

53. Not much..unless Costco could build nearby...

54. centralized location variety

55. Foot Ferry services that extend to 2 am to match that of the state ferry boats

56. It is too late we lost most businesses to Gig Harbor and Silverdale. To many restrictions on downtown buildings, makes are city feel "old".

57. More store choices.

58. Convince Costco to make a location here.

59. Improve downtown.

60. Encourage Trader Joe's to open a store in Port Orchard.
61. Bethel is pothole city by Walmart.


63. Encourage businesses to expand

64. Increase availability of parking. Attract better stores.

65. It’s a matter of location for me. I also love going to quaint downtowns; I don’t believe Port Orchard is quite there (bail bonds, pawn shops, lots of vacancies)

66. Get better more stores and good parking

67. Recruit a Costco or a Winco.

68. Fix access along Sedgwick to Fred Meyer. Alleviate congestion between hwy 16 and port orchard on tremont by removing lights/ adding round about. Create access downtown from west port orchard by creating bike/walkable route along Old Clifton and a cut through down the hill to bike/walk route along west bay street to down town.

69. Fix the streets and traffic problems.

70. More choices, Bigger stores, variety of restaurants and entertainment options

71. Bring box brand businesses. Port Orchard has become a swap meet shopping center with limited food dining choices. It could be so much more. Look to Gig Harbor as a planning example.

**Marketing**
What other types of events would you like to see in downtown or elsewhere that could positively contribute to economic development?

1. The events are great, I think they are a fantastic way to contribute economic growth to our city. Once summer is over, we have limited places for these types of events. Better large event space could well increase those types of events throughout the year, contributing to more growth. The current event spaces we have for larger events are dingy and not attractive on the whole. Port Orchard is hungry for redevelopment in a way that retains character but updates the buildings (see the Public Market)

2. Lot's of local sports tournaments. We need a good quality quilting store here in Port Orchard, with parking close by since a great deal of quilters are more mature. Contrary to what is being pushed many of your older population don't or can't walk extended distances and carry much. That's why malls are so popular.

3. Kayaking/waterfront events

4. I'd love to see more Music Festivals Also more activities available at Library More activities for Seniors Also.. A Real and productive Senior center. PO is a wonderful place for SENIORS....everything is within close range...more attention to encourage PO as a wonderful place to retire.

5. Free movies at the waterfront. Also, the firework show needs something all day long, like a vendor, food truck show. There is nothing to keep you occupied during the day.
6. Cedar Cove

7. Skatepark competitions

8. thanks

9. there are way to many antique shops. there needs to me a good mix of different shops. clean it up too

10. Dog parade, ck out the annual dog parade that Alexandria, Virginia has! Its really awesome! Part of the christmas festivals

11. The type of events hosted are fine. The vendors and commodities offered at these events needs to be improved. Most importantly - shops need to be held to standards for cleanliness and design. The shops are unattractive and uncomfortable. Juliana’s and Lagniappe are rare examples of beautiful shops. The outdated signage laws in this town need to be revised.


13. Summer festival similar to Blackberry festival or Whaling Days. No Fathoms of Fun does NOT count. A completely lame offering masquerading as "small town charm". An artwalk worth enjoying. The Bremerton option is more appealing because there are stores and shops to go in that aren't antique stores.

14. make the farmers market more.. I go to the Davis Farmers Market and they have everything there..from food trucks and wagons to charities to bounce houses and family entertainment .. wall/rock climbing, face painting, and its not just fruit and veggies u can find eggs, baked goods, gluten free stuff, jam, honey, nuts,,,, and everyone is super friendly, and engaging to the passer by. and its nto just on Saturdays its also on Wednesdays. we could do a partial on Thursday with concerts by the bay.. don't just have fathoms food tent.. have a food court and other artists esp local.. create some more reason to spend the $$ downtown... use what we have already...

15. Beer tasting

16. Other charity options.

17. Expand and support the farmers market.

18. The more the better

19. Red Bull Soap Box Derby or similar, bring back the Dingy Derby. Some towns have events every month, like Gig Harbor.

20. Have another Cedar Cove event.

21. More events for kids. The library used to host events in the summer and I was bummed when there wasn't any this year.

22. Book events, possibly?
23. On land and in-water boat shows and events. Carnivals.

24. Bay st strongman competition. You can have local gym vendors and healthy eating options to promote healthy living. What better way for a city to say we care about you then having a city sponsored event that promotes exercise and healthy eating. We have a chocolate festival which is nice but doesn't say we care about you.

25. beer festivals and maybe local farmer festivals.

26. writer’s retreat to highlight the famous authors residing here annual art show, similar to the Gig Harbor Arts Fest more combined festivals with Bremerton

27. How about a conference center that was an adjunct of the one in Bremerton? It would allow Bremerton to compete for larger events which they don't have room to accommodate currently. The foot ferry could shuttle attendees between venues, and with new restaurants downtown, it would spur tax revenue collections as well

28. These events do not contribute to economic development. Do you even know what economic development is? Did you know that in most cases economic development as defined by people like you does more harm to the average citizen than it does good?

29. More 5K runs.

30. develop a public/private partnership with amanapour (the seattle guy who owns half of downtown) to build a parking garage on the north side of Bay between Sidney and ?Frederick surrounded by retail/residential buildings.

31. More festivals

32. Adding smaller events into the main events listed above.

33. Sporting conventions like softball tournaments, soccer tournaments, and horseshoe events.

34. Not an event - but a solid business plan for economic development. Events aren't going to attract businesses downtown. Parking and cost competitive space coupled with proper zoning, easy, fast and certain permitting will.

35. A wine walk like in Poulsbo

36. Well known soccer and basketball tournaments throughout the state bring in lots of revenue to those cities. We have a great high school with two gyms and some pretty nice soccer facilities although jackson/lund park would need some serious improvements to host a big soccer tournament.

37. Business showcases

38. Events that are aimed to engage young people

39. New festivals
40. None. There are enough. The town itself needs to improve parking and venues before we should be looking at adding more events.

41. PARKING. FOR ALL OF THESE EVENTS. I love the events, it makes our town great but the parking situation downtown is abhorrent. We need more parking. Period.

42. The ones that don't involve trying to drive anywhere near downtown while the events are taking place.

43. The more events the more people spending money

44. Strongman competition

45. expand current ones- Festival of lights and chimes is way underpromoted, I know people that come from all over for it. Offer a Christmas craft and vendor sale beyond Delilah's plaza. Open up the back area to tents and really advertise-a HUGE moneymaker for the city is possible. Nothing like it in the Sound that week-end Farmer's market can also be improved big time-it has a stifled approach to being open to new vendors and true farmers. Not flexible and often not even nice to work with.

46. Collaborate with Seattle more so they refer folks to us. Have a tour manager that creates fun excursions people can sign up for

47. None. First I have to be able to get here. If I can't get there without a car or park the car I have to take, I won't come.

**Final Question**

Do you have any final comments on economic development in Port Orchard?

1. Homes in the woods don't want to live in city life. Don't force them to.

2. Think of where people are going to be and connect them to where you want them to shop. We don't need a million am/PM developments like Jackson and Lund. We need paths and sufficient capacity roads and parking to get across our city and access parks, downtown, etc. so we can enjoy the venues that exist. Haphazard sprawl with no infrastructure plan created a mess. Beautifying a downtown I can't access is stupid.

3. Need to determine "look and feel" Port Orchard wants to convey re tourism; you have the nicest marina in Kitsap County. Capitalize on that. You have access to great golf courses. For economic development, you have one of the nicer industrial parks in the county, but don't hear much about it. Is there room for expansion at that site -- location is ideal for those needing to access Port of Tacoma.

4. Support new and better restaurants.

5. We need park improvements. And non trail running spaced. Running races is a huge trend and brings in lots

6. Maybe try doing something. It's just a sad city.

7. you guys are slow.. pick up the pace.. I have lived with in a mile of downtown for 34 yrs. and I am so sad to see it the way it is and how the powers that be treat it. We have a Special Gem here ( why I live here along the water) don't allow this Gem to be a ugly little town anylonger.. and don't tell me we don't
have the $$$.. and please don't allow any more lower income rental property in.. that's not where you can make $$ yes we need areas to accommodate the lower income but don't put it in/ or near my waterfront view property. and please forgive the grammar and spelling errors I have had a terrible headache all day and am lucky its not a migraine. BUT I wanted to do this for my city and my family.

8. We need to expand our thinking beyond what has always worked. This city is stuck in the past and caters to low-income residents. Rise up your heads and realize that there is a diverse community. We need options for folks in all walks of life.

9. No.

10. As a downtown merchant the most common complaint I hear is how limited the parking is. I would love to see the city's most recent purchase of the mexican restaurant being demolished and converted to a parking garage. In addition discussions should be carried out between the city and Kitsap Bank of the possibility of a contract of some sort to make Kitsap Banks parking lot available to the public after bank hours.

11. Love Port Orchard but would like to see businesses go into all the vacant buildings, especially Myhres and the other bldg that housed the Mexican Restaurant and Chinese Restaurant. Would like to see a variety mall similar to the Sydney Village (I believe it was called). Used to shop a lot there.

12. Sell the foot ferry service boat to the state so it can be run more effective. This would bring so many more people, jobs, and revenue to our city. Widening of Sedgwick from Highway to Bethel. Widening of Bethel Road. The city should focus on the things that bring private industry and people, the private sector and people wanting to live here will bring the revenue in the form of taxes to justify these changes.

13. How about a parking garage somewhere really close to downtown Port Orchard?

14. The downtown area needs to be revitalized. It is unappealing - old buildings with telephone wires dangling everywhere - no real place to park other than behind Myhre's. It is not user-friendly so to speak. The sidewalks need to be revamped too. Making downtown Port Orchard like a European-style cafe decor would greatly enhance Port Orchard because a city's downtown 'main street', so to speak, is what attracts businesses and customers. Perhaps looking at Poulsbo's downtown area should be an example of attracting more business too.

15. The city is moving by annexing. Stop trying to fix downtown, and concentrate on developing the Hwy 16/ Sedgwick area. Move more public buildings out of downtown and allow commercial development with proper zoning there for more tax revenues. Move the library to a more central location. Knock down a few of the old, worthless buildings downtown, and have dedicated short-term parking in these lots. It's the only way to bring me downtown more.

16. This is a very unique area and a pleasure to reside in. Although I want to see the city succeed in bringing in new employers to improve the economic development, I'd hate to see too much growth make it an unpleasant area to reside in.

17. Our city resides in the most beautiful section of the peninsula. It could really be a place where we don't need to venture from if planned correctly. I will be honest and state that out of all the nearby cities Gig Harbor is by far the best sustainable living area to visit. Unfortunately they too are succumbing to over populating their living spaces. Don't do that. Good luck and look forward to a new vision.
18. I think there are good things happening that point in a positive direction for the City. Still, some tough decisions have to be made for the benefit of the City. I hope our leadership is prepared to do so.

19. Port Orchard certainly has it's work cut out for them in order to promote economic development, due mostly to its layout.

20. More chain-type restaurants (Chilis, TGI Fridays, Olive Garden, Red Robin types). Local restaurants are great, but chain restaurants will bring in more visitors and encourage more, especially combined with a new movie theater/art house, etc. Copy/Mimic, on a smaller scale, Uptown Gig Harbor or the new Silverdale development. Bethel would be a great place to have this development.

21. Take down the out of order sign in PO, open the ferry system back up to run late and coordinate with the state ferry system. Let's get people back into and through downtown.

22. Glad to see this underway! Contact Jan Angel, she paid to have a plan drawn up for the city eons ago by the same group that created Fisherman's Village in Sand Diego. Their dynamic was identical to Port Orchards and what they have now is so successful. Btw, they did Poulsbo's themed plan.

23. Market Port Orchard as a boating destination. Promote downtown restaurants and weekend entertainment worth travelling to. Leverage the Port Orchard tie-in with Cedar Cove.

24. You need more lipstick for your pig!

25. Try to focus on using space better while cutting trees and environment/wildlife down less.

26. A huge upside awaits, with positive and visionary thinking and attitudes the sky is the limit! The Port Orchard Bay Street Association (POBSA) is part of the solution and future, and the PO Chamber of Commerce is doing most of the heavy lifting for tourism and external communications. More LTAC funds should be directed to those who actually make a difference and are committed to the overall interests of the community and economic growth.

27. If this survey is any indication of how the city is approaching economic development, it's obvious to anyone in business that the city is basically clueless about what makes economic development happen. It isn't bike lanes. It's business-friendly policies, available land zoned correctly, fast permitting, and someone out actively selling and marketing the city and its advantages to the business community. Perhaps the city should consider hiring the former mayor to do economic development. He did a pretty good job of it while he was there.

28. Yes, whoever is on this committee or whatever you call it should get a life. Quit the day dreaming and look around. The streets are falling apart, the water system is too small, the sewer rates just went up for some reason. Instead of dreaming about all this fluff and feel good crap why not focus on real life issues that the city has like roads, water, sewer. Flowers and junk maybe can come later.

29. Our best asset is our waterfront. We have to focus on redevelopment of that area first in order to attract people and money. The traffic issues are the other main item I see that is hampering development in this city.

30. I would like any new buildings to be built with character and to blend into the community, not stand out as concrete globs or other eyesores.
31. Make the waterfront attractive rather than an asphalt parking lot with an alley type feeling behind the downtown businesses.

32. You need a by-pass above downtown by punching Kitsap Street through to 166, moving downtown up the hill, turning the current downtown into more of a village center with more parking.

33. Make it beautiful! Get rid of the cowboy scene! Move on to what is now classic

34. Remove the Park and Ride and use the waterfront for Port Orchard.

35. Thanks

36. Add an "uptown"

37. Promo the use of the foot ferry for people from Bremerton to come to Port Orchard for events, dining, etc.

38. I truly disagree with the concept of allowing developers to come into our little downtown area and destroy the quaintness of this area. It is the bread and butter of our tourist industry and you'll lose that if our downtown becomes nothing but high rise condo's.

39. We have to increase our infrastructure to attract larger developers. Our roads are insufficient to accommodate larger businesses. However, we need to have some restrictions on blocking views. Townhouses downtown would be great, however if it goes "up" to affects views of long time residence.

40. the extended foot ferry hours need to be permanent and not just for the summer more marketing needs to happen in the entire region to bring people from Seattle PO has wonderful gardens around the Marina, we could be known for our gardens if that were extended further, including the Delilah garden on the hillside next to the Bay Street Bistro. Hanging baskets on Bay Street could be much more appealing, like the ones in Port Townsend and of course, there needs to be lots more parking available to business owners and commuters, so they are not taking up spaces that should be available to shoppers who might be spending money in local stores

41. Port Orchard is a great place to live. We don't need to become something else, we just need to be true to who we are. It is not fancy it is just plain plain.

42. Build a large baseball or soccer complex to attract sports tournaments, there is nothing like this in the peninsula. Build an indoor/outdoor waterpark, the closest one is on Bainbridge Island and it's old and run down.

43. We need a teen center and something or some place for kids to exercise in the winter. Maybe a covered or indoor community track or something. This place is absolutely depressing in the winter and makes me want to hole up in my house and never leave. I've also had a problem in general with store owners being absolute ass wagons when I come into their shops. I don't want to shop somewhere when the store people act like snobs and are outwardly aggressive like I'm actually bothering them being there. An overall atmosphere of hospitality is very much lacking here.
44. You've done a wonderful job with having events and making PO a nice place to visit. But the ghost town downtown, plus the confusing and outdated connectivity of the streets, makes it less attractive.

45. Focus on taking advantage of the outdoor action sports offerings this City has and can offer. The skate park, bike path, Sinclair Inlet, Bremerton Airport are all here and available to be utilized to bring huge outdoor action sports participants and companies here to hold events as well as business to sell and promote those industries. City Hall an Council as well as the Chamber of Commerce need to be more progressive and have a better pulse on today's society and what is successful. The old guard as it were are to status quo and do not think forward or are to tied to existing local bureaucracies and unwilling to bite the hands that feed them as it were.

46. Getting there but still a long ways to go. The Port Orchard public Market is beautiful and makes downtown so inviting, just so sad that practically next to it still stands the old Myhres building that looks terrible.

47. How about working to turn Bay Street into a "restaurant row" with major chains and larger independents locating there and making it a destination for both Kitsap County locals as well as tourists and conference attendees.

48. Quit allowing so many apartments and housing developments and concentrate on more retail/restaurants/stores etc. There are way too many apartments and residential areas going in, especially over on the west side of Port Orchard by burger King and Albertsons at Sidney and Sedgwick, now they are talking 360 plus homes too?!?!? NO NEED for this here!!!

49. Need increased and improved options for parking downtown for shopping and events

50. See above

51. I don't see any of these schemes working. Where will the money come from for all of these grand plans? Port Orchard can not get money to fix Bethel or Tremont, the streets are getting worse everyday with no fix in sight. The city is currently full of empty business buildings and more leaving all the time. So any plan to develop areas outside of the existing core is just plain silly. There is little to nothing to shop for in Port Orchard except food unless you want to shop in a big box store. There is nothing here. All the talk about bike trails, big sidewalks, walking paths to nowhere is nonsense if there is nothing else here.

52. Adding more parking would be great. Also, the marquee needs to come down, as do the overhead power lines. Pedestrian access should be improved on unopened right-of-ways, and as you’re heading out of town on Bethel & Bay. Forbidding pole signs, backlit, and electric signs would be good as well. The Fire Dept. signs basically tell you the time and temperature, which most people would have access to in their cars. Not worth it for the visual clutter.

53. Port Orchard Public Market, best thing to happen to downtown in years

54. Hire an outside independent marketing consultant and someone to create a better website and mobile version.
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, improving the economic state of Port Orchard’s downtown. In addition, this chapter will briefly discuss employment goals in Port Orchard and the potential benefits of the City as an employment center. The State of Washington has recognized the need to promote economic competitiveness in community planning efforts.

The 2004 Port Orchard Economic Development Plan established an economic vision for the future of Port Orchard:

- 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 values Port Orchard’s unique maritime past by preserving the downtown historic district.

Toward that effort this element strives to create and encourage a business environment that is supportive of a variety of economic uses in order to diversify the local economy.

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 plan promotes economic development by providing a diverse mix and appropriate range of commercial, office, and residential 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. This will be implemented through the goals and policies of this element; as well as those goals and policies of the land use element and map designations adopted as part of this Comprehensive Plan.

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 Employment Allocation, Capacity, and Targets

[To be filled in at later date]

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.

6.4 Joint Land Use Analysis

A collaborative effort between Kitsap County and its incorporated cities produced a Joint Land Use Analysis for the impact on local military installations. The Joint Land Use Analysis is hereby adopted by reference. The analysis issued several recommendations applicable to Port Orchard and economic development.

6.4 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.

However, citizens have had concerns with the economic health and aesthetic value of downtown for several decades. Though new businesses are often opening, citizens 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 of the neighborhood 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 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 largest “much more” answer was for “renovation of buildings”. Most other answers received a fairly strong “more” rating, with the top ideas being “retail shopping”, “restaurants/eateries”, “people doing their shopping”, and “parking”. Respondents were generally in support of “city involvement”, “waterfront access”, and “grocery stores”. Respondents have a clear desire for a more lively downtown.

Respondents were more neutral or had no desire to change things like “traffic” and “boater amenities”. Notable desires for “less” were “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.

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 send a clear signal to developers. The 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 City residents to the 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 reflect both quality and community responsibility.

**Principle #7: Foster New Development - 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 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.

### 6.3 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.

**Goal 2.** Encourage economic growth and diversification that minimizes unemployment, decreases dependence on the national defense industry, and improves the ability of residents to work in the community where they live.

**Goal 3.** Increase the number of primary jobs, which are jobs producing goods or services that are principally sold to clients outside of the City, that in turn enable the creation of secondary jobs, which are jobs that produce goods or services that principally serve clients within the City.
Goal 4. Promote and support a healthy, diverse economy that ensures a strong and diverse tax base, encourages expansion of business, and maintains an industrial base in Port Orchard.

Goal 5. Encourage the concentration of commercial and residential development within identified local centers throughout the City, and especially in the downtown.

Goal 6. Provide a diverse mix and appropriate range of commercial, industrial, and business park uses within Port Orchard.

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

Goal 8. Ensure that economic development will be concurrent with the existing capacity of required capital facilities.

Goal 9. Support and coordinate economic expansion and diversification through the development of capital facilities, multi-modal transportation, and urban services.

Goal 10. Make use of the strategic location of Port Orchard to attract new employers to the City and allow existing employers to expand.

Goal 11. Attract and expand educational institutions and that provide vocational and postsecondary programs to ensure a highly skilled and resident work force.

Goal 12. Foster partnerships and cooperation among government, private corporations, and nonprofit entities to promote economic development goals and policies.

Policy ECON-1 The City shall provide, through sub-area & comprehensive plans, zoning, & land use designations, an adequate supply of land to accommodate targeted employment growth.

Policy ECON-2 The City shall implement long-term economic policies that will develop a strategy to support the needs of employers while meeting diversification and employment objectives and improving the City’s tax base.

Policy ECON-3 The City shall improve competitiveness in economic development by encouraging and developing incentives for business growth, expansion, and relocation.

Policy ECON-4 The City should work to improve the City-wide jobs/housing balance.

Policy ECON-5 The City shall adopt an employment target of the creation of one new living wage job for every new household forecasted through the 2035 planning period.

Policy ECON-7 The City should increase the amount of retail and service sales occurring within the City by concentrating on locally-produced goods and unique services. (3, 6)

Policy ECON-8 The City shall support implementation of the 2004 Port Orchard Economic Development Plan.

Comment [N1]: Is this an empty promise? Just what exactly can we do?
Policy ECON-9 Encourage and support the creative arts as a growing contribution to the economic diversity of Port Orchard.

Policy ECON-10 Encourage and support the economic contribution of tourism to the economic diversity of Port Orchard. Encourage visitors’ participation in community events and destinations with multiple-day stays.

Policy ECON-11 Encourage small business enterprises and cottage industries, and allow traditional home occupations as permitted by local regulations.

Policy ECON-12 Encourage the provision of space for small-scale low-impact enterprise developments to contain non-retail business uses that have minimal impacts on the environment and surrounding uses such as artists’ studios, computer software development, commercial kitchens, and small-scale manufacturing. Creative ways of providing affordable commercial space should be considered, and live-work opportunities should be explored.

Policy ECON-13 Establish Port Orchard as a unique and significant waterfront destination with recreational and retail opportunities for both residents and tourists.

Policy ECON-14 The City shall value and preserve its historic commercial district to create a visible link to its unique maritime past.

Policy ECON-15 Encourage mixed use developments within commercial districts that will enhance the visual, economic, and environmental quality of these areas and improve the transition between commercial and residential districts.

Policy ECON-16 Encourage pedestrian orientation for non-residential uses and the creation of office or residential uses above ground floor retail uses.

Policy ECON-17 Discourage commercial strip development patterns and signage, and concentrate commercial/office development into nodes or pedestrian friendly village-type developments.

Policy ECON-18 Provide for the location of environmentally responsible light industrial, manufacturing, commercial, and high technology firms within Port Orchard.

Policy ECON-19 Encourage the use of “green” materials and techniques in all types of construction. Adopt the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) certification and evaluation process.

Policy ECON-20 Encourage solid waste reduction and recycling. Develop and utilize methods to help businesses find local markets for surplus materials, byproducts and waste.

Policy ECON-22 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.

Comment [s2]: For public projects only? Or into the building code for everyone?

Comment [N3]: I’m not sure what the implications of this action would be, but I have a feeling that Council would not support this even for public projects.
Policy ECON-23 Prefer the rehabilitation and expansion of existing commercial facilities over the building of new commercial facilities.

Policy ECON-26 Encourage economic development opportunities utilizing new and the existing development infrastructure, as well as aviation, rail, marine, and transportation infrastructure connecting Port Orchard and the South Kitsap Industrial Area.

Policy ECON-27 Encourage business opportunities that maximize the availability of a highly skilled workforce and geographic proximity to military facilities.

Policy ECON-28 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 ECON-29 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 ECON-30 Encourage Kitsap County, and the KEDC in actively recruiting new employers to locate within the City and in encouraging existing employers to expand their business within Port Orchard.

Policy ECON-31 Encourage development of higher education institutions while promoting further expansion of existing institutions.
Chapter 6. Economic Development

6.1. Plan Context

The purpose of this chapter is to outline economic development goals and policies for the City and to describe conceptually the anticipated types and intensity of employment projected within the planning area. In addition, this chapter will discuss briefly employment goals in Port Orchard and the potential benefits of the City of Port Orchard as an employment center. The State of Washington has recognized the need to promote economic competitiveness in community planning efforts.

6.2. Economic Development Vision

The Washington State’s Growth Management Act includes an Economic Development component for Comprehensive Plans and this element incorporates the community vision and goals to provide guidance to that end. The Port Orchard Downtown Economic Development Plan works in concert with the City’s Comprehensive Plan. This vision for the future of Port Orchard, as articulated in the Port Orchard Economic Development Plan (2004),

- Unify the Business Community,
- Establish Investment Priorities,
- Plan for a Vital Sustainable Economy, and
- Work in Concert with Current Plans and Processes.
- Continually strives to promote, attract, and maintain a diversity of jobs and businesses thereby creating and maintaining a dynamic, diverse, and vigorous employment and economic base.
- Honors and values its past heritage through the preservation of its historic commercial district which creates a visible link to Port Orchard’s unique maritime past.

Toward that effort and in support of the local vision of the City of Port Orchard, this Comprehensive Plan element strives to create and encourage a business environment that is supportive of a variety of economic uses in order to diversify the local economy and reduce its reliance upon the federal government as well as support the vision of the community.
This Comprehensive Plan includes the City’s economic development by providing for goals and policies to guide development, identify key goals and opportunities, and designate appropriately zoned land for development of primary employment. The plan promotes economic development by providing a diverse mix and appropriate range of commercial, office, and residential 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. The economic development element will be implemented through the goals and policies in this chapter; as well as in the Land Use chapter and map designations adopted as part of this Comprehensive Plan.
The Port Orchard Comprehensive Plan incorporates these goals with another major Comprehensive Plan goal, that of balancing business and economic development with environmental protection. Local economic policy plays a strong role in balancing the needs of growth and protection of our environment. Areas designated 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. This plan incorporates goals and policies that address both growth and environmental protection.

**6.3. Economic Development Goals and Policies**

This plan addresses Economic Development in several categories, each with associated goals and policies for economic development identified for Port Orchard as they provide the primary foundation for this Economic Development element, supporting both the overall vision of the Comprehensive Plan and the needs and desires of the community.

**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 ECON-1 Provide, through sub-area & comprehensive plans, zoning, & land use designations, that create an adequate supply of land to accommodate the targeted employment growth.

**Goal 2.** Encourage economic growth and diversification that minimizes long-term and short-term cyclical unemployment, decreases dependence on the national defense industry and decreases dependence upon the income of residents who commute out of the city.

Policy ECON-2 Implement long-term economic policies that will encourage and assist in developing an economic market analysis and a strategy to support the needs of employers, thus meeting diversification and employment objectives and improving the City’s tax base.

Policy ECON-3 Improve competitiveness in economic development by encouraging and developing incentives for business growth, expansion, and relocation.

Policy ECON-4 Improve the Jobs/Housing balance on a City-wide basis.
Policy ECON-5  Adopt an employment target for the creation of one new living wage employment or job opportunity for every new household population growth forecasted through the 2025 planning period.

Policy ECON-6  Encourage office development to increase Citywide share of office space.

**Goal 3.** Increase the number of primary jobs, which are jobs producing goods or services that are principally sold to clients outside of the City, that in turn enable the creation of secondary jobs, which are jobs that produce goods or services that principally serve clients within the City.

Policy ECON-7  Recapture a percentage of retail and service sales occurring within the City. Concentrate on local community goods, unique services, and an emphasis on quality and service.

Policy ECON-8  Support implementation of the City of Port Orchard Economic Development Plan and complement economic growth of the City of Port Orchard.

**Goal 4.** Promote and support a healthy, diverse economy that provides for a strong and diverse tax base, encourages expansion of business, creates industrial and employment opportunities to attract new industry to Port Orchard, and fosters new industry that is environmentally responsible and consistent with the Comprehensive Plan.

Policy ECON-9  Recognize the arts as a growing component of the South Kitsap economy. Encourage and support the creative and economic contribution of the arts as an ongoing economic contribution to the diversity of Port Orchard.

Policy ECON-10 Recognize tourism as a growing component of the South Kitsap economy. Encourage and support the economic contribution of tourism as an ongoing economic contribution to the diversity of South Kitsap. Encourage participation in selected community events and destinations by visitors with multiple-day stays.

Policy ECON-11 Encourage small business enterprises and cottage industries, and allow appropriate and traditional home occupations as permitted by local regulations.

Policy ECON-12 Encourage providing space for small-scale low-impact enterprise developments to allow for non-retail business uses that have minimal impacts on the environment and surrounding uses, including, but are not limited to, artists'
studios, research and development, computer software development and manufacture, commercial kitchen for value-added farm product processing, duplicating services, and small-scale assembly. Creative ways of providing affordable commercial space should be considered, and live-work opportunities should be explored as a component of the development.

Policy ECON-13  Establish Port Orchard as a unique and significant waterfront destination with recreational and retail opportunities for tourists and residents.

Policy ECON-14  The City shall value and preserve its historic commercial district creating a visible link to its unique maritime past.

**Goal 5.** Provide a diverse mix and appropriate range of commercial, industrial, and business park uses within Port Orchard and South Kitsap area that will provide living wage jobs.

Policy ECON-15  Encourage mixed use developments within commercial districts that will enhance the visual, economic, and environmental quality of these areas and improve the transition between commercial and residential districts.

Policy ECON-16  Encourage pedestrian orientation for non-residential uses and office or residential uses above ground floor retail uses.

Policy ECON-17  Discourage strip commercial development type patterns and signage, and concentrate commercial/office development into “nodes” or pedestrian friendly village-type developments.

**Goal 6.** Balance business and industrial development with environmental protection and continue to maintain and enhance the quality of life in Port Orchard as growth occurs.

Policy ECON-18  Provide for the location of environmentally responsible light industrial, manufacturing, commercial, and high technology firms within Port Orchard.

Policy ECON-19  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.

Policy ECON-20  Encourage public sector solid waste reduction and recycling. Develop and utilize methods to help businesses find markets for surplus materials, byproducts and waste.
Policy ECON-21 Encourage local enterprises to participate in programs such as the Solid and Hazardous Waste and EnviroStars programs of the Bremerton-Kitsap County Health District and the Green Works program of the Kitsap County Public Works Department, which recognize and assist business efforts to protect the environment.

Goal 7. **Support and coordinate economic expansion and diversification through the development of capital facilities, multi-modal transportation and urban services.**

Policy ECON-22 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 ECON-23 Rehabilitation and expansion of existing commercial facilities should be encouraged in preference to building of new commercial facilities.

Goal 8. **Ensure that economic development will be concurrent with the existing capacity of required capital facilities.**

Policy ECON-24 Development plans shall consider, in addition to other infrastructure, a technology infrastructure component depicting the type and siting of technology infrastructure, including fiber optic or other high-speed data links, provisions for reserve capacity and future expansion, such as reserve space inside planned conduits.

Goal 9. **Make use of the land use and strategic location of the Port Orchard to attract new employers to the City and allow existing employers to expand.**

Policy ECON-25 Encourage the cooperation of agencies and groups interested on economic development of the sub-area in developing a campaign to attract new businesses, while retaining existing ones.

Policy ECON-26 Encourage economic development opportunities utilizing new and the existing development infrastructure, as well as aviation, rail, marine, and transportation infrastructure connecting Port Orchard and the South Kitsap Industrial Area.

Policy ECON-27 Encourage business opportunities that maximize the availability of highly skilled workforce and geographic proximity associated with existing military facilities.

Goal 10. **Foster and facilitate partnerships and cooperation among government, private corporations, and nonprofit**
entities to promote the economic development goals and policies of the Comprehensive Plan.

Policy ECON-28 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 ECON-29 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 ECON-30 Property Owners and the Chamber of Commerce will encourage Kitsap County, adjacent cities, and the KEDC in actively recruiting new employers to locate within the City of Port Orchard and in encouraging existing employers to expand their business within the City of Port Orchard.

Goal 11. Attract new educational institutions and improve, and expand existing educational institutions that provide vocational and postsecondary programs to assure a highly skilled, technically trained resident work force.

Policy ECON-31 Encourage development of a state or private 4-year university, or promote further expansion of existing educational institutions.