



FINAL DRAFT Five Year Strategic Plan – 2026 Deliverables

*About: This plan was created from feedback provided by more than 60+ Kitsap stakeholders from 2022 – 2023, including confidential 1-to-1 interviews, group work sessions, and individual economic development work. It was then funded by KEDA investors, most of whom made five-year funding commitments to see this plan executed from 2024 – 2028. It is a regularly updated plan, maintained by KEDA and its Executive Committee, which approves all changes and communicates such to the Board of Directors. This **One Kitsap** plan reflects what stakeholders want in Kitsap’s regional economic strategy.*

What is ONE Kitsap?

- A five-year strategic economic development initiative
- Public/Private Partnership
- Intentional
- Aligned with Kitsap’s economic development needs and opportunities
- Key characteristics:
 - Results-oriented
 - Long-term thinking with near-term and ongoing execution
 - Accountable to public and private stakeholders
 - Goals rooted in economic vitality, prosperity, and sustainability: Jobs, Incomes and GDP
 - Collaborative with relevant agencies, organizations, institutions, and comprehensive plans

Why now?

- KEDA has been evolving since the pandemic with new leadership, staff, programs and capabilities. As a result, now is the time to invest in KEDA as an entity that’s the “go to, one voice, one place” where stakeholders come together to plan, direct, and execute Kitsap’s economic future.
- This plan is a platform for Kitsap to be more “self-determining” instead of defined by Greater Seattle, the State of Washington, and the Federal Government.
- In Puget Sound and nationwide there’s intense competition for jobs, investment, companies and talent. For Kitsap to realize our best economic future, we need a robust, impactful, best-in-class economic development organization.

Who?

- Led by a re-focused, re-energized KEDA
 - Targeted economic development orientation based on studies, analyses, and plans
 - Increased private sector influence and direction
 - Focus and resources directed by strategic plan
 - Investor-led and directed
- **Partners & collaborators**
 - Private employers
 - County, municipalities, neighboring counties
 - Tribal nations and corporations
 - Education (Olympic College campuses, university partners, K-12 system/districts, trade schools)
 - Port of Bremerton and Other Industrial Parks
 - Real estate: Developers, builders, associations
 - Chambers of Commerce and Community nonprofits

Additional Notes about One Kitsap:

- Funded and delivered as a five-year initiative, this plan is intended to establish capacity for KEDA to deliver solutions, impact, and value for many years in the future. The first few years will focus on building new organizational capacity.
- Stakeholders, investors, and community leaders will be deployed through ad hoc and committee tasks as needed to supplement KEDA staff capacity and advance the collective agenda effectively.
- KEDA staff will be encouraged to pursue appropriate professional development opportunities.
- Implementation of One Kitsap requires investments in research capabilities and data acquisition & analysis. Research will include identification of best practices in other communities that can be emulated in Kitsap.

Five-Year Goals & Outcomes:

This plan is intended to directly help produce the outcomes below for Kitsap with regard to commercial space, vacancies at major employers and GDP. The Kitsap Economic Development Alliance's actions will directly help produce the following outcomes by 2029:

- Increase overall industrial and commercial inventory (+350,000 square feet in buildings)
- Decrease vacancy rate at major employers by 25% from 2022 highs
- Increase GDP in Kitsap County by 3%

**Part I:
Near-Term Strategic Initiatives (2026)**

A. NEW BUSINESS DEVELOPMENT

Tactics & Objectives	Timing
<p>1. Recruitment Focus: Maritime Work with Kitsap maritime firms to identify desired out of state suppliers and synergistic firms to locate here. Make 10-16 associated recruitment calls.</p>	Q1 – Q2
<p>2. Defense Opportunities a. Continue networking efforts with the Maritime Industrial Base proposal (if moving forward) b. Identify if there are any relevant similar submarine efforts c. Evaluate rebuild of the Washington Military Alliance or other proactive Defense-oriented economic development</p>	2026
<p>3. Sewer Impact Study: Alongside Mason EDC, produce study on economic impact of sewer extension into Kitsap. Message to impactful stakeholders regarding regional economic impact.</p>	Q1 – Q2
<p>4. Silverdale: Support development / redevelopment of Silverdale in line with comprehensive and center plan goals. Comment on final draft of Silverdale Center Plan. Respond to county requests related to Silverdale economic development, partnering with Greater Kitsap Chamber where appropriate.</p>	2026
<p>5. Empty Storefronts Plan: Produce report and plan on a) successful economic development efforts that have filled empty storefronts in urban cores, growing retail; b) subsequently tailor a plan for Kitsap cities; c) Include in plan a budget for a program of sufficient scope that would reverse the status quo. Other potential considerations may include incentives, urban blight matters.</p>	2026
<p>6. Highway 3 Corridor / Port of Bremerton: Ready to bring corridor lands to market.</p>	Q1 - Q2

Tactics & Objectives	Timing
<p>a. Infrastructure: Hold a public/private meeting to understand state of play for sewer, water, power, broadband and road access. Consider comprehensive plan alignment between entities, aid in associated policy / infrastructure and whether more subarea planning is needed. Stakeholders include city, port, counties, private landowners, utilities and others.</p> <p>b. Conduct 16 related outbound outreach/recruitment efforts to benefit the Port of Bremerton</p> <p>c. Work to identify recruitment prospects’ potential five-year needs (Hold a focus group or get survey data) (Help identify what the POB can do to be ready for long-term opportunities)</p> <p>d. Development Field Trips – Discuss with Kitsap stakeholders industrial / commercial / housing mixed+ developments in analog communities, either in person or online via guest speakers. Potential sites: Lacey, Battle Ground, Vancouver, Spokane, Tri-Cities.</p> <p>7. SIOP Expertise, Facilitation and Economic Opportunity. Maintain KEDA as the private sector expert in the Shipyard Infrastructure Optimization Program (“SIOP”). If possible, identify placement of 2025 real estate awards, plan for 2026 and beyond. Advocate for build to suit approach.</p>	<p>Q1 - Q2 Q1 – Q3</p> <p>Q2 – Q4</p> <p>2026</p>

B. WORKFORCE

Tactics & Objectives	Timing
<p>1. Navy workforce. Deploy tactics to grow Kitsap employers’ access to Navy transitioning personnel and family members, strengthening Kitsap’s workforce. Consider additional strategies/tactics (e.g., Skillbridge or further promoting such) / for implementation, increasing collaboration with Navy where possible.</p>	2026
<p>2. Career & Technical Training (CTE). Work with CTE providers to identify 2-4 strategies / tactics to increase certificated graduates from CTE programs in high schools, emphasizing trades and other careers in Kitsap that do not require 4-year college degrees. Compile.</p>	2026
<p>3. Health Care. Multi-year Priority: Partner and advocate to help deliver the proposed OC Poulsbo Campus Allied Health Center.</p> <ul style="list-style-type: none"> a) Early Win Priority: Build a repeatable Healthcare Playbook, creating a clear, public-facing guide to where healthcare jobs exist and the pathways to get there, potentially a process reusable for other industries. b) Continue working with KCHP group on talent recruitment and web presence. Note the above may include a minimum-viable web product that promotes healthcare recruitment to Kitsap. c) Continue to partner with Olympic College on Phase 2 of their Healthcare Expansion Project. d) Promote Corpsman to Nurse program at OC to US Navy 	<p>Q2 - Q3</p> <p>2026</p>
<p>4. Child Care.</p> <ul style="list-style-type: none"> a) Regularly convene ongoing childcare task force in partnership with Kitsap County b) Early Win Priority: Produce toolkit to grow childcare businesses. Meaningfully distribute. 	<p>Q1 – Q2</p> <p>Q2 – Q3</p>
<p>5. Retain and Grow Western Washington University in Kitsap. Hold Quarterly meetings with WWU staff on WWU opportunities/challenges. Support new contemplated hire for Peninsulas.</p>	2026
<p>6. Housing: Participate in community dialogue on housing to advance workforce solutions. Advocate for increased housing of all types to decrease costs of living.</p>	2026
<p>7. Workforce Roundtable – Coordinate a small group of C-Suite and HR leaders to discuss major issues they are encountering with workforce today and strategize on solutions.</p>	

C. BUSINESS RETENTION AND EXPANSION

Deliverable	Timing
<p>1. APEX Accelerator: Help Washington small and micro businesses obtain government contracts.</p> <ul style="list-style-type: none"> Achieve the following goals from April 1, 2026 - March 31, 2027: 115 clients, 410 Counseling Hours, 50 New Clients, 44 Classes/Trainings/Events 	<p>Q2 2026 to Q1 2027</p>
<p>2. Deliverables per Washington Department of Commerce contract:</p> <ul style="list-style-type: none"> Achieve the following goals for interaction requirements from July 1, 2026 to June 30, 2027: 120 Business Retention and Expansion; 32 Recruitments; 60 Community Engagements; 9 Export Assistance; 22 Startups; 38 Trainings. 	<p>Q3 2026 to Q2 2027</p>
<p>3. Transportation Priorities: Continue to support Gorst investment; request in person updates from WSDOT for the KEDA board regarding progress toward design. Advocate for forward movement on Highway 3 Freight Bypass, SR 104 Realignment.</p>	<p>2026</p>
<p>4. Business Visitation Program. Visit 50 key employers to identify firm opportunities, risk of departure from Kitsap, and provide or connect them to necessary business/technical assistance.</p>	<p>2026</p>

D. ENTREPRENEURSHIP & INNOVATION

Deliverable	Timing
1. Microbusiness Accelerator and Matchstick Lab. Partner with KREDC Foundation and Matchstick Lab for a \$21,250 Microbusiness Accelerator; continue to support Matchstick Lab where possible to further Kitsap entrepreneurship.	2026
2. FIFA World Cup. a. Partner with KREDC Foundation to deploy \$20,000 to further support FIFA world cup. b. Partner with Olympic College to deliver a “vacation rental” and “rideshare” webinar. Make that information available online.	Q1 – Q2

E. RESEARCH

Deliverable	Timing
1. Economic reports. a) Top Employers Report – annual b) Economic Profile – annual c) Employment Report – quarterly	Q1-Q2 Q2-Q3 Q1-Q4
2. Data to Website Deploy data gathered in 2025 to KEDA website according to the following schedule *Cost of Living Index – All KEDA historical data to website at summary level, no comments. *Median Apartment and Housing Costs – Quarterly, with regional and national comparisons. *Housing starts under permit at Kitsap jurisdictions – Annual.	Q1

F. COMMUNICATIONS AND EVENTS

Deliverable	Timing
<p>1. Hold economic development events for community</p> <ul style="list-style-type: none"> a) KEDA Annual Meeting and Economic Forecast b) BIPOC Business Forum c) Investor Business Briefing d) Kitsap Industrial Readiness Summit e) Fall Forum f) Policy Lunch (in partnership with GKC and West Sound STEM) 	<p>Q2 Q2 Q2 Q3 Q4 Q4</p>
<p>2. Redesign and Update KEDA Website Potential special inclusions: Industrial inventory from KILBIS; Healthcare Talent.</p>	<p>Q2 – Q3 2026</p>
<p>3. Tell the Kitsap Story. Launch new tactics to market Kitsap and KEDA. Consider local (e.g., Kitsap Business Journal) and regional (Puget Sound) media. Ideas include: Develop entrepreneurship feature highlighting Kitsap in PSBJ or similar regional media to position Kitsap as a strong destination for entrepreneurs. Consider target market demographics (e.g., laid off, high net worth, industry, skill sets).</p>	<p>2026</p>
<p>4. Industrial 1-Pager. Include on the back of the current Kitsap Quick Facts some discussion of the industrial market, availability, SIOP, expected growth and federal investment.</p>	<p>Q1 2026</p>

G. ORGANIZATIONAL CAPACITY

Deliverable	Timing
<p>1. One Kitsap + Investment / Revenue Growth</p> <ul style="list-style-type: none"> a) February meeting: Evaluate previous year’s One Kitsap performance according to plan. Finalize upcoming year’s plan for Q1 board vote. b) Recruit 4 New Investors c) Apply for two or more private grants (including Wells Fargo foundation if possible) d) Evaluate ideas to diversify revenue streams via investment activity / deal facilitation / non traditional means. 	<p>Q1 2026</p>
<p>2. Diversity, Equity and Inclusion</p> <p>Continue to bring a lens to economic development that grows opportunity for all people in Kitsap. Deliverable: BIPOC Business Forum (as above, in events)</p>	<p>2026</p>
<p>3. Staff Education and Certification</p> <ul style="list-style-type: none"> a) Classes: All KEDA mainline staff take Economic Development 101, Artificial Intelligence classes. Others as needed. b) Conferences: As budgeted, attend WEDA, APEX, and IEDC conferences. c) Economic Development Manager obtains certification (either Entrepreneurship Development Professional and/or Certified Economic Development Professional) from International Economic Development Council. d) Economic Development Principal deploys a merit-based summer intern program e) Board receives one 15-30 minute instance of economic development education per meeting, potentially to include—how to connect with small businesses; economic development fundamentals; how to talk about & promote KEDA. Continue to offer IEDC training to board. 	<p>All 2026 Intern: Q1-Q2</p>
<p>4. Public Development Authority. Evaluate Kitsap County Community Development Corporation’s operational status. Determine if that or another Public Development Authority can positively affect Kitsap broadly by deploying financing tools.</p>	<p>Q2</p>
<p>5. Software. Capture nearly all KEDA EcDev activity / client work in HubSpot CRM software. Report to partners using it.</p>	<p>Q1</p>
<p>6. Board Retreat. Collaborate and move forward the One Kitsap agenda.</p>	<p>Q3</p>

