



Five Year Strategic Plan – 2025

*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 Investor Relations 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 (2025)

A. NEW BUSINESS DEVELOPMENT

Tactics & Objectives	Timing
<p>1. Survey. Assess Kitsap's potential for existing business expansion and new firm attraction (industrial, commercial) by first understanding its available land and buildings for growth, via a survey product.</p> <ul style="list-style-type: none">a) Deliverable: 1. Produce study 2. Executive Summary on recommendations for county, cities and community• b) Debrief county, cities, and community on survey, implications on business expansion and attractionc) Identify next steps / recommendations to pursue as guided by KEDA Board and Investors	<p>Q1 2025 (Done) Q1-Q2 2025 Q1-Q3 2025</p>

Tactics & Objectives	Timing
<p>2. Comprehensive Plan.</p> <ul style="list-style-type: none"> • Comment on Silverdale Subarea Plan in 2025. Comment on any other comprehensive plans at jurisdictions as needed/requested, focusing economic development, land use, infrastructure. Suggest code revisions if requested/appropriate. 	2025
<p>3. Port of Bremerton / Puget Sound Industrial Center (PSIC)-Bremerton. Ready area lands for development along the Highway 3 corridor. Substantial development of the lands at maturity could yield an additional 1,250 jobs, \$375M in labor income, \$490 million in local business and \$1.28 billion in regional income (estimate based on 2023 economic impact analysis, WPPA 2021 Job Creator of the Year).</p> <p>a) Port of Bremerton. Per annual contract, market Port assets:</p> <ul style="list-style-type: none"> • Meet with Port staff to identify their properties/priorities for marketing. Update 1-Pager for Kitsap. • Conduct 16 related outbound outreach/recruitment efforts • Work on prospects' five-year needs (Help identify what POB can do to be ready for long-term opportunities) <p>b) Convene Southside Working Group (Kitsap + Mason/Belfair)</p> <ul style="list-style-type: none"> • Drive semiannual public/private working group meetings that align comprehensive plans between private landowners, City and Port of Bremerton, Mason County and others to bring southside lands to market / development per owner interests as rapidly as possible. Collaborate on and monitor sewer and power progress. Aid in associated policy / infrastructure. Determine if additional regional subarea planning is needed / can occur <p>4. SIOP Expertise, Facilitation and Economic Opportunity Pursuit. Function as the area private sector expert in the Shipyard Infrastructure Optimization Program ("SIOP"), doing everything possible to provide opportunity for maximum positive economic impact in the community from the planned federal investment. This includes regularly communicating opportunities to the private sector, providing guidance via KEDA's APEX program for contracting opportunities, communicating challenges to Navy and Congressional Delegation partners, and facilitating most SIOP-related discussions across the community in the interest of enhancing economic outcomes.</p>	<p>Q2 2025 Q1-Q2 2025 Q3-Q4 2025</p> <p>Begin Q2-Q3 2025</p> <p>Ongoing</p>

B. WORKFORCE

Tactics & Objectives	Timing
<p>1. Navy workforce. Create a program for Kitsap employers to access Navy transitioning personnel and family members, adding to the strength of our community's workforce.</p> <ul style="list-style-type: none"> a) Hire Economic Developer with Workforce responsibilities in their portfolio b) Research feasibility, best examples, and stakeholders participation requirements with community, Navy, industry and others c) Deliverable: Design, Pilot effort and evaluate performance d) Launch/scale full program e) Produce qualified workers for committed stakeholders, KPIs determined during program 	<p>Q1 2025 2025 2025 - 2026 2027 2028</p>
<p>2. Health Care. <i>Multi-year Priority: Partner and advocate to help deliver the proposed OC Poulsbo Campus Allied Health Center.</i></p> <ul style="list-style-type: none"> a) Join and contribute to the talent recruitment group led by Kitsap Public Health. Further launch or partner on business or talent recruitment programs (as appropriate) for healthcare, informed by needs and data. b) Co-Lead Site Visit to Spokane's University Health District to learn best practices c) Promote new facilities, increased access to care and campus expansion. 	<p>Q1-Q4 2025 Q1 2025 (Done) Ongoing</p>
<p>3. Publish Top 10 Necessary Jobs. Maintain inventory of targeted top 10 unfilled jobs: occupations, skills, pay. Update semiannually.</p>	<p>Q1 2025</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) Support the effort to build an Early Learning Center in Bremerton c) Apply for WA Commerce Child Care Partnership Grant (if available) 	<p>2025 2025 Q2 2025</p>

C. BUSINESS RETENTION AND EXPANSION

Deliverable	Timing
1. APEX Accelerator: Help Washington small and micro businesses obtain government contracts. <ul style="list-style-type: none"> KPIs: 44 Training Sessions, 118 Total Clients, 50 New Clients, 430 Counseling Hours 	Q2 2025 to Q1 2026
2. Deliverables per Washington Department of Commerce contract (Interaction Requirements). <ul style="list-style-type: none"> a) 2025 KPIs: 110 Business Retention and Expansion; 32 Recruitments; 20 Startups; 8 Export Assistance; 35 Trainings b) Note: 2026 KPIs will be determined in Q2 2025 in partnership with Commerce. 	Q3 2025 to Q2 2026
3. Microbusiness Accelerator. Reproduce and/or scale if grant or other funding allows. Function as fiscal agent and strategic lead that funds/facilitates two cohorts of this accelerator, training 24 businesses, and impacting 147 unique businesses with workshops and lightning talks.	Q1-Q3 2025
4. Business Visitation Program. Visit key employers to identify firm opportunities, risk of departure from Kitsap, and provide or connect to necessary business/technical assistance. KPI: 50 Visits.	2025

D. ENTREPRENEURSHIP & INNOVATION

Tactics & Objectives	Timing
1. Publish entrepreneurial ecosystem map to KEDA website.	Q2-Q3 2025
2. FIFA 2026. Partner with community on efforts to capitalize on FIFA 2026 Fan Zone, particularly for small business. Aid in providing necessary technical assistance (might be Uber, VRBO/AirBnb, or Fall Forum related).	Q3 2024-Q1 2026

E. WAV-C: WASHINGTON AUTONOMOUS VEHICLE CLUSTER

Key Tactics & Objectives	Performance Goals & Metrics / Timing
<p><i>Priority: WAV-C is funded through April 15 2025; new funding needed. Items 2 and 3 are “funding permitting.”</i></p> <ol style="list-style-type: none"> 1. Apply for Innovation Cluster Accelerator Program 3 (Washington Department of Commerce) to Fund Operations. 2. Hold June event (funding permitting) 3. Conduct ongoing cluster development / assistance. As possible move forward efforts regarding tire clean up, water access / range, intercoastal ferry. 	<p>Q1 2025</p> <p>Q2 2025</p> <p>Ongoing</p>

F. RESEARCH

Key Tactics & Objectives	Performance Goals & Metrics / Timing
<ol style="list-style-type: none"> 1. Economic reports. <ol style="list-style-type: none"> a) Economic Profile b) Top Employers Report c) Kitsap One Pager – Economic Info 	<p>Q4 2025</p> <p>Q2-Q3 2025</p> <p>Q2-Q3 2026</p>
<ol style="list-style-type: none"> 2. Warehouse local economic data. <ol style="list-style-type: none"> a) Cost of Living Index (COLI) via Western Washington University Obtained b) Median apartment and housing costs by Kitsap jurisdiction/region c) Housing starts under permit at Kitsap jurisdictions Need to obtain d) Commercial/Industrial under permit at jurisdictions Need to obtain 	<p>Q1-Q2 2025</p>

G. COMMUNICATIONS & EVENTS

Key Tactics & Objectives	Timing
<ol style="list-style-type: none"> Execute economic development events for Kitsap and community <ol style="list-style-type: none"> KEDA Annual Meeting and Economic Forecast BIPOC Business Forum Investor Business Briefings (2) Kitsap Industrial Readiness Summit Fall Forum 	<p>Q1 2025</p> <p>Q2-Q3 2025</p> <p>Q2 & Q4 2025</p> <p>Q3 2024</p> <p>Q4 2024</p>

H. ORGANIZATIONAL CAPACITY

Tactics & Objectives	Timing
<ol style="list-style-type: none"> Investor Relations Committee meets tri-annually to monitor and evaluate One Kitsap progress. <ol style="list-style-type: none"> January meeting: Evaluate previous year's performance according to plan, adjust upcoming year's plan Other meetings: Increase touch points between board, current and potential investors. New investor recruitment goal: 4 	2025
<ol style="list-style-type: none"> Diversity, Equity and Inclusion <p>Continue to bring a lens to economic development that grows opportunity for all people in Kitsap.</p> <p>Increase outreach to small and microbusinesses.</p> <p>Deliverable: BIPOC Business Forum (as above, in events).</p> 	Q2-Q3 2025
<ol style="list-style-type: none"> Board Retreat. Collaborate and move forward One Kitsap agenda. 	Q3 2025
<ol style="list-style-type: none"> Economic Development Manager obtains Certified Economic Developer credential (CeCD) from International Economic Development Council. 	Q4 2025

STEP 1. Review past 2024 performance (Section I).

GOALS NOT MET	REASON(S)	ADJUSTMENT
C4. Business Visitation Program (44 visits held vs. goal of 50)	Bandwidth, Year-End Capacity	Retain Goal for 2025, New Hire will Help with Achieving
E3. WAV-C Maintain 50 or More Members	Challenging transition from free to paid memberships in program	If program continues, set new baseline in 2025 with consultant

GOALS/ACTIVITIES REVISED	REASON(S)	ADJUSTMENT
A1. Kitsap Industrial Land and Buildings Survey	Complexity, Vendor Timelines	Q1 2025 Meetings into Q2 (Done)
B3. Publish Top 10 Necessary Jobs	Priorities, Bandwidth	Q1 2025 (Done)
F1. Economic Reports	Slow Revision of Product with Partner, Priorities	Q1 2025 (Economic Profile, Done) Q2/Q3 2025 (One Pager)
F2. Warehouse Local Economic Data	Bandwidth, Intern Delayed	Q2 2025

STEP 2. Approve coming year's 2025 plan (from Section II)

KEDA BOARD APPROVAL

Signature

Date