

SECTION A: GOALS AND STRATEGIES



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SECTION A: GOALS AND STRATEGIES

Definitions

These definitions are provided for the reader's convenience and include key technical terms used in Section A of the Subarea Plan.

Bioretention cells	Shallow excavated or natural depressions designed to filter and store stormwater and generally seen as cost effective stormwater management tools. Also known as raingardens.
Clean tech	Business activities that work in clean energy, green building, smart grid, alternative fuels, advanced materials and environmental products, and environmental remediation and pollution prevention.
Eco-industrial development	Emphasizes networks among businesses and communities to optimize resource use and reduce economic and environmental costs.
Foreign Trade Zone	Designated areas in which special customs procedures are accorded to U.S. plants engaged in international trade-related activities. Firms in the foreign trade zone do not pay tariffs on imported raw materials if they are processed, stored, reassembled or otherwise manipulated in FTZs and then re-exported, and duty payment is deferred on items until they are brought out of the FTZ for sale in the U.S. market.
Leadership in Energy and Environmental Design (LEED)	An internationally recognized green building certification system, providing third-party verification that a building or community was designed and built using strategies aimed at improving performance across a range of metrics.
Low Impact Development (LID)	An approach to land development where stormwater is managed as close to its source as possible. LID employs



SKIA's diverse character

principles such as minimizing vegetation clearing and soil disturbance and promoting infiltration of stormwater into the soil. LID reduces the impact of built areas and promotes the natural movement of water within an ecosystem or watershed.

Neighborhood electric vehicles Small, street-legal electric vehicles that can provide mobility around the PSIC site without greenhouse gas emissions.

Sequestration The natural removal and storage of carbon from the atmosphere by the soil and plants

Phytoremediation Use of plants and trees to remove or neutralize contaminants, as in polluted soil or water.

Planned Action A type of action identified in the Washington State Environmental Policy Act and available to local governments planning under the Growth Management Act. The planned action process allows local governments to provide a more streamlined environmental review process at the project stage by requiring more detailed analysis through an EIS during the planning stage. After completing the EIS, the local government designates by ordinance or resolution those types of projects to be considered planned actions, including mitigation measures that will be applied.

Transportation Management Association Association that assists members in establish commute trip reduction programs, identifying carpools, and providing information for other transportation options, such as buses, vanpools, and cycling.

Goals and Strategies Introduction

The Puget Sound Industrial Center-Bremerton (PSIC), located in southwest Bremerton, contains about 3,700 acres planned for industrial development and use (Figure A-1 Vicinity Map). Existing development in PSIC includes the Bremerton National Airport, the Olympic View Industrial Park and scattered other industrial and commercial uses. Much of the area is in managed forest practice and is characterized by forest lands, streams and wetlands. The goals and strategies in this section of the Subarea Plan support a vibrant industrial center that is a model of environmental stewardship and sustainability.

Within the Puget Sound region, PSIC is recognized as an important industrial employment center. The Puget Sound Regional Council's Vision 2040 Plan has designated PSIC as one of eight Manufacturing/Industrial Centers (MICs) in the region. Vision 2040 recognizes MICs as important employment locations that serve both current and long-term regional economic objectives and calls for the provision of infrastructure and services in MICs necessary to serve intensive manufacturing and industrial activity. MICs are given PSRC funding priority both for transportation infrastructure and for economic development.

In 2008, following annexation of the majority of the PSIC subarea, the City began planning for PSIC with an amendment to the Comprehensive Plan to add the "PSIC Manufacturing/Industrial Center (PSIC MIC)" as a new type of center. As stated in the 2008 amendment, the PSIC MIC is "expected to retain a different form of urban development than Bremerton's current regional or district centers. The physical size and location of this center allows strategic focused economic growth and it is expected to receive a significant proportion of Kitsap County's employment growth in the manufacturing and industrial sectors."

In 2010, the City successfully obtained a Climate Showcase Communities Grant from the US Environmental Protection Agency to complete a Subarea Plan and Planned Action Environmental Impact Statement (EIS) for PSIC. Key project objectives include economic development and job creation; protection of natural systems, reductions in greenhouse gas emissions and more sustainable development patterns and buildings; and development of innovative and sustainable infrastructure.

Public Outreach

Public involvement, review, and comment are an important element of the City's PSIC planning process. The public involvement program was designed to meet the following objectives:

- To obtain input from all interested members of the community through all aspects of plan development.
- To encourage two-way communication between the City, its partner agencies, and community stakeholders.
- To develop a Subarea Plan that will have the support of the community and guide development in PSIC over the next 20 years.

The following discussion summarizes public involvement activities that were an integral part of the planning process.

Sustainable PSIC Webpage

The Sustainable PSIC website, located at <http://www.SustainableSKIA.com> on the City’s website, provides information on project status, meeting dates, published documents and analysis, contact people and other key information.



PSIC public workshops

Stakeholder Meetings

In September 2010, the project team conducted interviews with individual stakeholders, property owners, businesses and special interest group representatives. The interviews provided the project team with an expanded understanding of priorities and concerns in the area as well as an opportunity to provide updated project information to those who were interviewed about the planning process.

Scoping and Vision Public Meeting

A workshop was held on October 13, 2010 to invite comments on the scope of the Draft EIS and the Comprehensive Plan vision statement. This meeting included an informal open house, with informational displays and staff available to meet one-on-one with participants, as well as a short presentation and question/answer session.

Advisory Group Meetings

In order to provide input on the planning process, the City created two advisory groups, the Technical Working Group and the Executive Committee. Each is described below:

- **Technical Working Group (TWG).** The TWG was created to review technical information, provide input and recommendations, and work collectively to refine components of the Subarea Plan. This group is comprised of senior technical staff from each of the regional jurisdictions, Port of Bremerton, PSIC property owners, Suquamish Tribe, Port Gamble/S’Klallam Tribe, South Kitsap Economic Development Alliance, Sustainable Bremerton, Kitsap Regional Coordinating Council, Hood Canal

Coordinating Council, and the Puget Sound Naval Shipyard/Naval Base Kitsap.

The TWG met six times over the course of preparation of the Subarea Plan and to review alternatives and provide technical input on aspects of plan development.

- **Executive Committee (EC).** The EC was created to provide policy-level input to the PSIC Subarea Plan project team and City of Bremerton. Relying on the TWG's technical expertise and review of work products before each EC meeting, the EC's focus is to provide input about key decision points, address different views shared by TWG members, and bring EC organizations' interests and concerns to the table. The EC includes elected and appointed officials from the following organizations: Bremerton City Council, Bremerton Planning Commission, Port of Bremerton Port Commission, Kitsap County, Puget Sound Naval Shipyard, Suquamish Tribal Council, Port Orchard City Council, and Naval Base Kitsap.

The EC met seven times over the course of preparation of the Subarea Plan and EIS to review alternatives and overall plan direction.

Several TWG and EC meetings were conducted jointly. This had the benefits of an expanded discussion of key issues and sharing of different perspectives. Please see Section B of this Subarea Plan for a discussion of implementation strategies that have been developed in response to TWG/EC recommendations.

Draft EIS and Subarea Plan Meeting

On June 16, 2011, the City of Bremerton hosted a public meeting on the Draft EIS and Subarea Plan. The meeting included an open house, presentation, question and answer session and additional time for one-on-one discussion with City of Bremerton staff and consultants. Twenty-three individuals completed the meeting sign-in sheet.

The open house included the following information stations: Project Overview, Subarea Plan, EIS, Land Use, Infrastructure, Sustainability, Natural Environment, and Economic Development.

Following the open house portion of the meeting, the project team presented a slide show overview of key Subarea Plan and EIS elements and noted that the public comment period would be open until July 21, 2011. The presentation can be viewed at www.sustainableskia.com.

Draft Subarea Plan Public Meeting

On May 7, 2012, the City of Bremerton hosted a public meeting to present the revised Draft Puget Sound Industrial Center (PSIC) Subarea Plan and Planned Action EIS. The meeting included an open house, presentation, question and answer session and additional time for one-on-one discussion with City of Bremerton staff and consultants. Following the presentation, participants were encouraged to post comments related to key strengths and weaknesses that they saw in the plan. Fifteen individuals completed the meeting sign-in sheet.

On June 19, 2012, the Bremerton Planning Commission conducted a public hearing and made their formal recommendation to the City Council. Please see the project website at www.sustainableskia.com for additional information.

Appendix A contains additional information about public meetings, including meeting materials and summaries.

Vision

In 2030, PSIC is a vibrant and lively industrial employment center, distinguished for success in recruiting, growing, and retaining industrial employment in an attractive and sustainable setting. The vision for PSIC encourages industrial uses, clean tech uses and green industrial development. By embracing a diverse range of industrial activity, the PSIC industrial employment center has assured its long-term viability and significantly expanded employment opportunities for residents throughout Kitsap County and beyond.

The City's commitment to environmental stewardship has ensured long-term sustainability as well as an attractive and healthy environment. Critical areas have been retained and enhanced and new development is located and constructed to ensure long-term energy efficiency. Over time, development in PSIC has been successful in minimizing greenhouse gas emissions, reducing energy costs to businesses and creating an attractive work environment.

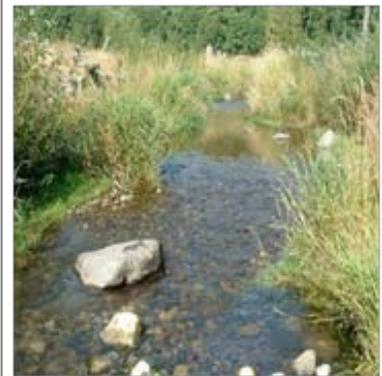
SKIA's industrial development demonstrates that an integrated approach to economic development and environmental sustainability can achieve a successful industrial center.

Goals and Strategies Overview

The next few pages provide an overview of the plan goals and strategies. Following the vision statement, pages A-8 and A-9 list the goals contained in the plan. Following this overview, each goal is introduced, with an expanded description of supporting strategies. The following goals are not listed in order of priority and are intended to be equally weighted.

Goals and strategies are organized under the following headings:

- Natural Environment
- Economic Development
- Land Use
- Transportation
- Greenhouse Gases
- Utilities
- Capital Facilities



Shared Vision, Shared Direction

This plan lays out a set of integrated goals and strategies to achieve the PSIC vision. Plan elements recognize and build upon each other for a robust interdisciplinary approach to achieving the vision.

Please look for the Shared Vision, Shared Direction text boxes that highlight this integrated shared approach.

SUMMARY OF GOALS

Natural Environment



- NE 1.** Promote sustainability of ecosystem functions through protection, restoration, and enhancement of native vegetation, waterways, wetlands, and buffers.
- NE 2.** Promote sustainability of ecosystem functions through protection of aquifer recharge areas.

Economic Development



- ED 1.** Establish PSIC as a leader in sustainable industrial initiatives in the West Sound region.
- ED 2.** Recruit, grow and retain a wide spectrum of industrial employment opportunities in PSIC.
- ED 3.** Track performance and celebrate success.

Land Use



- LU 1.** Promote a compact intensive industrial land use pattern and development phasing to minimize impacts on natural systems, maximize returns on infrastructure investment, and reduce greenhouse gas emissions.
- LU 2.** Restrict uses that are incompatible with intensive industrial development, encourage compatibility with airport operations, and ensure consistency with regional planning policies and criteria for designated Manufacturing/Industrial Centers.
- LU 3.** Provide clear development standards and incentives.

Transportation



- T 1.** Develop a complete transportation system that supports all modes of travel and all potential users of the site.
- T 2.** Develop a transportation system that is financially feasible.

Greenhouse Gases

- GG 1.** Manage vegetated areas to promote reduced greenhouse gas emissions.
- GG 2.** Coordinate transportation and land use planning to reduce greenhouse gas emissions from vehicles.
- GG 3.** Adopt site and building standards that contribute to reduced greenhouse gas emissions and result in more sustainable development.
- GG 4.** Develop public capital infrastructure that supports reductions in greenhouse gas emissions.

Utilities

- U 1.** Water and wastewater systems should conserve resources and maximize efficiency.
- U 2.** Ensure new development does not negatively impact surface and ground water quality.
- U 3.** Promote innovation, safety, reliability, and cost effectiveness in the delivery of utility services.

Capital Facilities

- CF 1.** Use capital improvements as an economic development measure to encourage private business investment in PSIC.
- CF 2.** Seek funding for public facilities that are needed to support development in PSIC.



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NATURAL ENVIRONMENT

Goal NE 1

Promote sustainability of ecosystem functions through protection, restoration, and enhancement of native vegetation, waterways, wetlands and buffers.

Native vegetation. Much of PSIC is in managed forest practice lands. However, remaining areas that contain native vegetation provide value to fish and other wildlife. Maintaining connections between natural habitats can be important for preserving ecosystem functions and existing habitats with native vegetation can be incorporated into design to support sustainable development.

Waterways. Fish passage barriers include gradients (natural barriers), culverts, and dams. Potential areas of habitat improvement in PSIC waterways include improvements to gradients, stormwater control structures, erosion control features and culverts in Gorst Creek and tributaries, the Northeast Fork Union River and an unnamed tributary to Coulter Creek. These features are described in more detail in the PSIC Subarea Plan EIS (2012).

Wetlands. Wetlands can be both sources and sinks of greenhouse gas, depending on age, hydrologic, vegetative, and climate conditions. According to published estimates of greenhouse gas emissions from constructed and natural wetlands, emission fluctuations from constructed wetlands are higher than those from natural wetlands, and natural wetlands have more carbon sequestration capacity. Protection of existing wetlands and buffers assist in maintaining water quality and likely sequester more carbon than created wetlands. Restoration and enhancement of degraded wetland systems and buffers would support water quality and sequestration services.

Desired Outcomes

- As new development occurs, native vegetation is preserved in critical habitat areas.
- The integrity of habitat corridors is preserved and, where needed, enhanced or restored.
- Wetlands, stream and buffers and associated habitat are preserved, restored and enhanced.



Shared Vision, Shared Direction

See goals LU1, GG1, and U2 and their supporting strategies for related actions to support protection of habitats, native vegetation, and aquifer recharge.



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Gorst Creek restoration



Natural habitat area

Strategies

- NE 1.1 Establish site planning and design standards to minimize impacts to native plants.
- NE 1.2 Apply landscape architectural standards applicable to native vegetation protection.
- NE 1.3 Enhance vegetated areas by replacing invasive plants/noxious weeds with native plants.
- NE 1.4 Require a comprehensive vegetation management plan during and after construction to ensure the vegetation remains healthy and free of invasive/undesirable plants. Encourage development to incorporate Integrated Pest Management (IPM) into landscape plans.
- NE 1.5 Promote appropriate planting of trees and shrubs in stream buffers to provide inputs of large woody debris into stream systems for fish and wildlife habitat.
- NE 1.6 Improve fish access through redesigned culvert crossings of roads with existing fish passage barriers.

Goal NE 2

Promote sustainability of ecosystem functions through protection of aquifer recharge areas.

Groundwater from aquifers provides a source of potable water and contributes to stream discharge and flow. Critical aquifer recharge areas are also susceptible to contamination and are regulated under the Critical Areas chapter of the Bremerton Municipal Code.

Desired Outcomes

- Aquifer recharge areas are protected from contamination.
- Aquifer recharge for supply of potable water and stream flows is maintained or improved.

Strategy

- NE 2.1 Incorporate Low Impact Development (LID) stormwater features as a means to manage stormwater and optimize the local hydrologic cycle. Examples of LID stormwater measures include underground injection control, bioretention cells, bioswales, porous pavement, green roofs, rainwater harvesting, stormwater dispersion, sustainable site planning and layout, and phytoremediation.

ECONOMIC DEVELOPMENT

Successful economic development does more than just create jobs, it also increases wealth, promotes education, expands economic diversification and provides for long-term economic and environmental sustainability. The economic development goals and strategies for PSIC pursue a successful economic development program through focus on three general themes: 1) support for existing industries 2) recruitment of traditional industrial sectors, and 3) development of an evolving and entrepreneurial clean tech industrial sector.

These themes are not mutually exclusive and should be pursued in an integrated and coordinated manner. The following goals and strategies seek to support existing assets, attract new general industrial opportunities and conceptualize the creation and attraction of a clean tech sector, all with the objective of creating jobs and establishing a sustainable, vibrant economy.

Goal ED 1

Establish PSIC as a leader in sustainable industrial initiatives in the West Sound region.

Desired Outcomes

- A positive community image of PSIC as a successful industrial center.
- Increased regional awareness of PSIC as an attractive industrial center.

Strategies

- ED 1.1 Partner with existing agencies and groups as a forum to develop and implement a coordinated PSIC marketing plan.
- ED 1.2 Incorporate PSIC branding and recruitment into the City's broader communications strategy.
- ED 1.3 Create a targeted, comprehensive marketing campaign for both regional and national audiences which can include: designing a web portal expressing the Sustainable PSIC vision, advertising available land opportunities, performing branding for the area, and sponsoring educational events.



Shared Vision, Shared Direction

See section LU1, CF1 to see how capital improvements can be planned to support economic development.



PSIC available land for development

- ED 1.4 Research, develop and encourage the implementation of sector specific green innovation initiatives. Examples of innovative initiatives include use of recycled water and waste products, shared energy and other measures. See the Case Studies in Section B for additional ideas.
- ED 1.5 Conduct outreach to the Washington State legislative delegation to identify possible state incentives to promote sustainable industrial development.
- ED 1.6 Develop and implement a coordinated outreach program and incentives targeted to existing industrial uses to support energy efficiency and conservation to make PSIC businesses industry leaders in energy conservation.

Goal ED 2

Recruit, grow and retain a wide spectrum of industrial employment opportunities in PSIC.

Desired Outcomes

- Demonstrated progress toward 10,000 PSIC employees in the future.
- Demonstrated progress toward a long-term goal of 20,000 PSIC employees, as established by the PSRC MIC designation.
- Expanded tax base to support necessary infrastructure improvements to support continued growth.

Strategies

- ED 2.1 As part of a regional economic development initiative, provide a focused balance on traditional industrial activity and the expanding clean tech sector. Identify and target specific industries for recruitment.
- Ed 2.2 Promote small business growth through incentives, recruitment and other forms of start-up support.
- ED 2.3 Collaborate with the Washington State Department of Commerce, the Kitsap Economic Development Alliance and local and regional academic institutions to recruit clean tech/eco-industrial development.
- ED 2.4 Identify and implement incentives that would encourage new development to locate in PSIC. Incentives can be packaged as site-specific strategies as well as industry-specific strategies. For example, site-specific strategies may include tax increment



PSIC businesses

financing (pending legislative action and eligibility), land acquisition, transfer or write-downs, special improvement district financing, industrial revenue bonds (IRBs) and capital improvements such as infrastructure, parking garages, and amenities. Industry-specific incentives may include debt financing, grants for pre-development studies, and below-market interest rates. Incentive packages may also include regulatory assistance, such as creation of a 'green industrial team' to expedite approvals, and reduced permit processing times.

- ED 2.5 Continue to foster partnership with the US Navy local installation to pursue complementary sectors for their expansion.
- ED 2.6 Create a federal advocacy team to pursue and respond to federal site searches and to provide congressional delegation and national organizations with information and marketing materials emphasizing SKIA's competitive advantages for future military installation growth.
- ED 2.7 Expand outreach to the business community, including a regular program of face-to-face meetings with business owners and managers, ongoing outreach to industry organizations, and continued contact with area business associations.
- ED 2.8 Promote regional workforce skills and consumer capacity as an economic development recruitment tool.
- ED 2.9 Foster and enhance a culture of entrepreneurship by generating collaboration among researchers, venture capitalists, academics and experienced start-up business executives.
- ED 2.10 Recognize and support the Bremerton National Airport's potential as a significant economic driver in the region. Seek shared opportunities to recruit complementary industries.
- ED 2.11 Leverage the PSIC Foreign Trade Zone (FTZ) designation to encourage import/export industrial activity in PSIC.

Goal ED 3

Track performance and celebrate success.

Desired Outcomes

- Increased understanding of success measures to evaluate achievement of established goals.
- Greater public recognition of successful businesses in PSIC.



Planes landing at the Bremerton National Airport

Strategies

- ED 3.1 Develop a PSIC Scorecard that establishes benchmarks for economic development in terms of industry diversity, new employment, employment retention, measures of sustainability, lead generation and capture performance based on recruitment and marketing efforts.
- ED 3.2 Develop initiatives to encourage businesses to improve their environmental performance, achieve cost savings and increase competitiveness.
- ED 3.3 Recognize companies that improve the City's environment and reduce their ecological impact.

LAND USE

Goal LU 1

Promote a compact intensive industrial land use pattern and development phasing to minimize impacts on natural systems, maximize return on infrastructure investment and reduce greenhouse gas emissions.

Approximately 50% of the land area in PSIC is undeveloped managed forest land, with wetlands, streams, ravines and other natural features. A key challenge is to minimize impacts on natural systems by accommodating intensive planned industrial growth in a compact land use pattern, with improvements sited, shared, clustered and constructed using low impact development techniques.

Development phasing and restrictions on speculative clearing preserves vegetative cover and wildlife habitat and minimizes impacts on the broader environment. Compact development can be served more efficiently by roads, rail, waterlines and sewer systems, reducing overall infrastructure costs and energy consumption. A compact, intensive industrial land use pattern with small scale services located within and near employment areas will help reduce vehicle miles traveled and greenhouse gas emissions.

Retaining areas of natural vegetation between and within development pods, preserving significant native landscaping and limits on effective impervious surface are key strategies related to this goal.

Desired Outcomes

- PSIC is developed with a compact mix of industrial development and compatible uses.
- Job densities within PSIC are sufficient to achieve identified job targets over time, with a target of 10 jobs or more per developed acre for new growth.
- Land uses are clustered and sites are designed and integrated in a manner that makes walking, cycling and transit feasible.
- Return on infrastructure investment is maximized because roads and utilities are designed and located to efficiently serve multiple users.
- Functional native habitat areas in and around PSIC are maintained, including habitat corridors through PSIC, to minimize overall impact of industrial development on plants, habitat, and fish and wildlife.



Shared Vision, Shared Direction

See goals GG2, GG3 and U1 and supporting strategies for sustainable development standards.



Compact development pattern

Why promote a compact mix of uses?

A compact, intensive industrial land use pattern with small scale services integrated within employment areas will minimize impacts on natural areas and help reduce greenhouse gas emissions.



Kitsap County Public Works Annex retained existing trees

By allowing transfer of development potential within PSIC, the overall development potential of the MIC can be maximized while preserving valuable critical areas.

Strategies

- LU 1.1 Promote development of environmentally suitable sites near existing and planned infrastructure.
- LU 1.2 Support standards and incentives to promote compact development with strong pedestrian connections and amenities.
- LU 1.3 Promote a business park design with shared parking, loading and outdoor storage areas located to the rear and sides of buildings where possible.
- LU 1.4 Conserve and enhance areas of native vegetation along public roads, between development clusters and within and between critical areas, while recognizing the operational needs of industrial uses and site limitations.
- LU 1.5 Prioritize specific areas for near term development that are served by existing and planned roads, including the Olympic View Industrial Park, underused portions of the Bremerton National Airport, and properties served by the PSIC Connector and SW Lake Flora Road.
- LU 1.6 Encourage compact development and protection of critical areas through a program that allows transfer of development capacity within PSIC. For example, areas with significant critical areas or other constraints could send their development capacity to suitable receiving sites that can be served by existing or planned infrastructure.
- LU 1.7 Within the designated MIC, encourage limited small scale retail, restaurant, child care and other supporting uses near employment and connected to the non-motorized transportation network, in order to provide convenient services and reduce vehicle miles traveled by employees and customers in PSIC.
- LU 1.8 In the area south of Lake Flora Road and outside of the MIC, promote a broader range of employment uses, including office, light industrial, larger retail development, and essential public facilities as defined in RCW 36.70A.200.

Goal LU 2

Restrict uses that are incompatible with intensive industrial development, encourage compatibility with airport operations, and ensure consistency with regional planning policies and criteria for designated Manufacturing/Industrial Centers.

PSIC is targeted for focused regional employment growth and is one of

eight Manufacturing/Industrial Centers (MIC) designated by the PSRC for intensive industrial development and priority funding for transportation improvements and economic development. Residential uses and large non-related retail and office uses are generally incompatible with these purposes based on PSRC policy and criteria for MIC designation and Subarea Plan certification because they can negatively impact and displace industrial uses. Restrictions on incompatible uses within PSIC and buffering industrial uses from incompatible uses outside of PSIC with setbacks, vegetative screening and other methods will address potential incompatibilities.

Bremerton National Airport is a critical asset and its continued viability and growth are central to the success of the PSIC Subarea Plan. The airport should be protected from incompatible uses and structures that pose a safety concern to airport operations, including those with impacts as described in C.3.050(b). The City will determine whether proposed land uses are compatible with airport operations, based on individualized study of proposals, input from the Port of Bremerton, and relevant technical guidance documents.

Desired Outcomes

- Bremerton National Airport achieves the development envisioned in the Airport Master Plan and development in adjacent areas of PSIC is compatible with aircraft operations.
- PSIC continues to be designated as a Regional Manufacturing/Industrial Center and receives priority funding for transportation infrastructure.
- PSIC achieves its full potential as a regional scale industrial center that provides a significant percentage of countywide employment growth and family wage jobs.
- PSIC is recognized as an important center for jobs and innovation in the traditional industrial and clean-tech industrial sectors.

Strategies

LU 2.1 Maintain restrictions on large scale retail, residential and other non-industrial uses within the MIC that are incompatible with intensive industrial development.

LU 2.2 Support a broad range of employment uses in the Mixed Employment zone south of Lake Flora Road, including large office and retail uses that should be located outside of the MIC.



Compatible development will support the continued viability of the Bremerton National Airport.

Access to rail corridors and roadways for industrial uses should be maintained, traffic mitigation and access restrictions should be considered and buffers provided.



Rail corridor

- LU 2.3 Consistent with FAA and WSDOT guidance, promote controls on land uses and development that are incompatible with Bremerton National Airport.
- LU 2.4 Ensure traditional office development does not displace existing or potential industrial development in the MIC, while recognizing the hybrid nature of certain uses and goals for encouraging high job densities and living wage employment.
- LU 2.5 Ensure that large recreation, entertainment and other non-industrial uses are located, designed and operated in a manner that does not adversely impact industrial uses.
- LU 2.6 The freight rail corridor should be reserved for industrial uses to promote the movement of materials and finished goods by rail.
- LU 2.7 Maintain transition area(s). Transition areas will help buffer adjacent residential development and provide additional services for PSIC and the surrounding area.

Goal LU 3

Provide clear development standards and incentives for projects.

The City has designated PSIC as a "Planned Action" area pursuant to the State Environmental Policy Act. A Planned Action is an innovative, incentive technique that combines subarea planning with up-front environmental review as a means to simplify and expedite land use review and permitting for implementing projects. The Planned Action is a tangible incentive for potential applicants to develop their projects in PSIC.

The review of land use permit applications in Washington is circumscribed by State law, which includes, among other things, time limits for review and limitations on the number of public hearings. Within this framework, however, local review procedures may still express a jurisdiction's attitudes toward providing service to applicants, and its desire to encourage economic development. Clear permit standards, streamlined review processes, expedited review and other incentives for projects that embody key Subarea Plan objectives will help demonstrate the City's commitment to and priorities for the PSIC Subarea.

In addition to these procedural incentives, the City has also committed to providing a financial incentive to projects that fully embrace SKIA's sustainability goals. Through a pilot program that provides a partial building permit rebate to qualifying projects, the City is expressing its

willingness to be a partner with developers in creating a sustainable PSIC. The City has selected PSIC for this demonstration pilot program in recognition that the upfront costs of sustainable development may be somewhat higher than traditional development, that sustainable development practices may be unknown or uncertain for some developers. Because much of PSIC is not developed, there is great potential for future development to have a significant impact on sustainability and greenhouse gas reductions. The City will monitor this pilot program and, if successful, consider expansion to other areas in the City.

Desired Outcomes

- PSIC is recognized as a location that actively encourages new industrial activity and compatible development.
- Standards for development, regulatory incentives, for sustainable features and the approval process are clear and objective.
- PSIC offers a competitive advantage with streamlined review and approval for compliant projects, standards that ensure compatible development, and a progressive image as a sustainable business location.

Strategy

- LU 3.1 Establish a prioritized land use and building permit process for development in PSIC that meets specified criteria for sustainable development.
- LU 3.2 Monitor and update the optional building permit fee rebate pilot program to provide incentives for sustainable development. The City has developed this program as a way to express commitment to PSIC sustainability goals and to support those who undertake sustainable development endeavors. This pilot program will be assessed in the future for its merit as a citywide program.
- LU 3.3 Monitor and update development standards and guidelines to make sure that standards and guidelines continue to (1) provide flexibility in defining industrial uses and (2) emphasize performance thresholds, such as emissions, noise, glare, stormwater run-off, instead of regulating specific uses.

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TRANSPORTATION

Goal T 1

Develop a complete transportation system that supports all modes of travel and all potential users of the site.

The transportation system is more than the infrastructure to move employees and goods, it can be a vital public amenity for the PSIC site. A complete transportation network that serves all modes of travel (walk, bicycle, transit, automobiles, and trucks) is critical to develop a vibrant and sustainable employment center for the region.

Desired Outcomes

- A robust active transportation system that encourages walking and bicycling.
- Ambitious mode split goals for commute trips are achieved.
- Freight rail is used to ship goods to and from the site.
- Trucks are accommodated throughout the site to efficiently transport goods.
- Future public transit service can be accommodated.

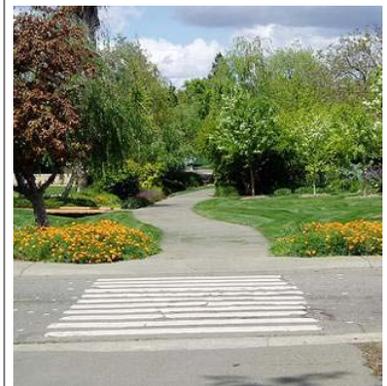
Strategies

- T 1.1 Develop an off-street trail network that directly connects clusters of development to encourage walking and cycling between development areas in PSIC. The concept is for the network to be a "loop trail" at full build-out, making connections throughout PSIC.
- T 1.2 Develop a Neighborhood Electric Vehicle plan to encourage alternative modes of internal site transportation and an alternative link between more distant portions of the site.
- T 1.3 Develop commute trip mode split goals for the site and conduct regular surveys to monitor progress.
- T 1.4 Build on the region's successful vanpool program.
- T 1.5 Establish a Transportation Management Association for PSIC that can monitor commute trip patterns, coordinate vanpool, carpool, and other transit services, and provide information and assistance to PSIC employers.



**Shared Vision,
Shared Direction**

See goals LU1, GG2 and GG4 and their supporting strategies for compact, sustainable development standards and transportation related greenhouse gas reduction measures.



Off-street trails are separate multi-use bicycle and pedestrian paths that can more directly link areas of development than the roadway network.



Freight and rail access



Railroad crossing

T 1.6 Use the freight corridor efficiently to move materials and finished goods.

Goal T 2

Develop a transportation system that is financially feasible.

Transportation infrastructure can be costly to build and maintain. It is important that the City work with regional partners and property owners to share the cost of new infrastructure and develop an efficient transportation system that minimizes maintenance costs.

Desired Outcomes

- New transportation facilities are constructed based on a land use plan that concentrates growth around existing infrastructure.
- New transportation facilities are designed with the intent of minimizing long-term maintenance costs.
- Development pays its fair share toward new transportation infrastructure.

Strategies

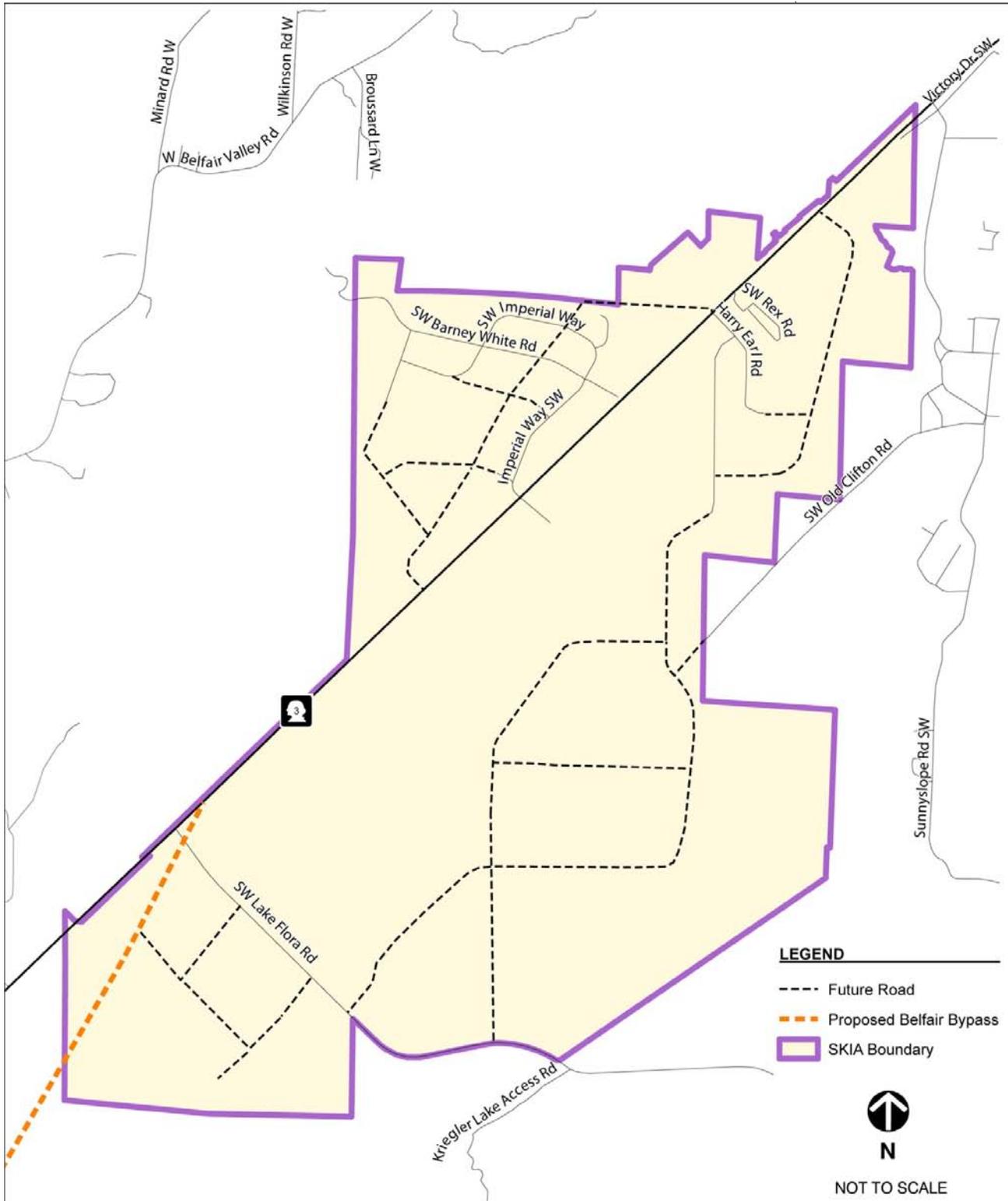
- T 2.1 Seek funding for transportation infrastructure in a manner that provides a financial incentive to locate adjacent to existing infrastructure.
- T 2.2 Minimize paved parking areas through measures that use parking areas as efficiently as possible.
- T 2.3 Develop an efficient roadway circulation plan, as shown in Figure A-2. This plan is conceptual and precise roadway alignments and specific site access details will be provided as development occurs. Roadway design details (e.g., number of lanes required to serve traffic flows) will also be determined as the site develops.
- T 2.4 Review and maintain level of service (LOS) standards that do not require the construction of large roadway facilities to accommodate short-term congestion issues.
- T 2.5 Incorporate low-maintenance transportation infrastructure such as roundabouts and LED lighting.

Encourage shared parking, review and revise parking standards to meet average rather than peak demand and to reflect changing technology, etc.



Cross SKIA Connector roundabout

Figure A-2: Conceptual Roadway Network



Note: This map illustrates a conceptual plan for a preferred future roadway network in PSIC. Actual street alignments may vary depending on development proposals and project review and approval by the City.

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GREENHOUSE GASES

Global climate change is a change in the average weather of the earth, which can be measured by wind patterns, storms, precipitation and temperature. Greenhouse gases, such as carbon dioxide, methane, and nitrous oxide, trap heat in the atmosphere and contribute to climate change. In the Pacific Northwest, some potential consequences of climate change associated with a continuation of greenhouse gas emission trends include decreased snowpack and water for irrigation, changes in salmon migration and reproduction, changes in forest growth and species diversity, increase in forest fires, increased coastal flooding, increased landslides, and permanent inundation of some areas. Reductions in greenhouse gas emissions can help to slow or reduce the magnitude of these impacts.

In addition, reduction of greenhouse gas emissions provides many public benefits, including supporting improved air quality, supporting efficient use of scarce public resources, reducing traffic, reducing dependence on uncertain energy sources, and invigorating the economy by helping the region become a center for the emerging clean energy industry.

Recognizing these benefits, the reduction of greenhouse gas emissions by approximately 30%, compared to traditional industrial development, is one of the primary goals of this Subarea Plan. This is an ambitious goal that calls for a vigorous and coordinated approach by the City, the business community and residents. As described in the *PSIC Environmental Impact Statement (draft June 2011)*, compact development and green building standards could achieve over 75% of the City's greenhouse gas reduction goal. Other actions that contribute to the remaining reduction include greater use of renewable electricity, additional housing near PSIC, implementation of a commute trip reduction program, use of energy efficient outdoor lighting, expanded vanpool/transit service, location of nearby support retail and services, and implementation of efficient transportation design standards. If implemented in a coordinated manner, these measures work together to achieve the City's greenhouse gas reduction goal for PSIC. Through a variety of incentives, the City supports development that incorporates these measures (also see Goal LU 3 and supporting strategies).

Goals and strategies below focus on the natural environment, transportation systems, land use and development, and infrastructure services as means to reduce greenhouse gas emissions.



Shared Vision, Shared Direction

See goals NE1, LU1, LU3 and U1 and their supporting strategies for measures to support reduction in greenhouse gas reduction.



Forest plants and soils can store carbon

Online tools for quantifying greenhouse gas emissions and sequestration from various sources include:

World Resources Institute/World Business Council for Sustainable Development - <http://www.ghgprotocol.org/>

IPCC Emissions Factor Database - <http://www.ipcc-nggip.iges.or.jp/EFDB/main.php>

The Climate Action Reserve - <http://www.climateactionreserve.org>

U.S Department of Energy 1605b - http://www.eia.doe.gov/oiaf/1605/reporting_tools.html

U.S Forest Service Carbon Lookup Tables - <http://nrs.fs.fed.us/pubs/8192>

Source: Washington



Industries with short shipping distances, such as to PSNS, contribute to reduced greenhouse gas emissions

Goal GG 1

Manage vegetated areas to promote reduced greenhouse gas emissions.

Plants are a source and sink of carbon dioxide and they sequester carbon dioxide from the atmosphere in above ground and below ground biomass. Sequestration occurs during plant growth, but release of carbon occurs through decomposition of woody debris, plant material as litter, and respiration. As plant materials decay, the stored carbon is released over time as carbon dioxide and methane. Forest soils also sequester carbon, and can also be a source of accelerated carbon emissions upon disturbance/clearing, which removes carbon inputs and speeds decomposition. The vegetated areas within PSIC should be considered in minimizing and/or mitigating carbon emissions from development.

Desired Outcomes

- Use of vegetated areas to assist in mitigating for carbon emitted from construction and operations of development in PSIC.

Strategies

GG 1.1 Outside of managed forest practice areas, promote and/or develop a City-approved forest/vegetation management program quantifying current carbon sequestration and anticipated growth for meeting carbon sequestration goals.

GG 1.2 Incorporate a City-approved carbon accounting program for efforts in minimizing carbon emissions through sustainable design techniques, construction methods, and operations.

Goal GG 2

Coordinate transportation and land use planning to reduce greenhouse gas emissions from vehicles.

The transportation sector is a major contributor to a development's greenhouse gas emissions. Coordinating transportation and land use planning strategies can lead to substantial reductions in transportation-related greenhouse gas emissions.

Desired Outcomes

- Land uses are clustered to increase the viability of walking, cycling, and transit.
- Within the industrial development clusters, include key support services such as retail, banking, and child care.

- Incentives are provided to encourage the development of support retail and service uses, which will reduce greenhouse gas emissions related to goods movement.
- The transportation system design incorporates best practices related to energy conservation and greenhouse gas emissions reductions.

Strategies

GG 2.1 Maximize opportunities for shared parking.

GG 2.2 Coordinate with adjoining jurisdictions to encourage housing development on compatible properties outside of the MIC boundary that do not conflict with FAA standards for airport operations.

GG 2.3 Support development of support services and retail within major employment areas, consistent with the MIC designation for PSIC.

GG 2.4 Target recruitment to industries that have relatively short shipping distances (e.g., local suppliers to the Navy and other major entities in the area).

GG 2.5 Implement greenhouse gas emissions reducing transportation design features wherever feasible. Examples include roundabouts and LED traffic signals while retaining market competitiveness.

GG 2.6 Require the use of energy efficient lighting technologies for roadways, trails, parking areas, and loading facilities.

GG 2.7 Develop and implement access (driveway spacing) standards that minimize conflicts with pedestrians and cyclists.

GG 2.8 Support the use of fuel-efficient and alternative fuel vehicles.

Goal GG 3

Adopt site and building standards that contribute to reduced greenhouse gas emissions and result in more sustainable development.

Sustainable development refers to compact development that is resource and energy efficient, results in reduced greenhouse gas emissions, and protects and sustains the natural environment. This Subarea Plan promotes development that is environmentally responsible and resource-efficient throughout a building's life-cycle: from siting to design, construction, operation, maintenance and reuse or demolition. It also promotes LID native landscaping, alternative energy and water reuse.

The International Green Construction Code is a model code focused on green building design and performance.

ASHRE Standard 189.1 addresses site sustainability, water use efficiency, energy efficiency, indoor environmental quality, and the building's impact on the atmosphere, materials and resources.

Desired Outcomes

- At least 50% of new private buildings are recognized as high performance, efficient buildings.
- New site development adheres to sustainable development standards, including LID guidelines.

Strategies

GG 3.1 Adopt energy conservation goals for new development in PSIC.

GG 3.2 Adopt the International Green Construction Code, including the American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRE) Standard 189.1, as a voluntary pathway for public and private development. Over time, consider making this standard a minimum requirement.

GG 3.3 Maximize implementation of green building and LID in PSIC through landowner outreach, incentives, specific technical information targeted towards permitting clients, advanced staff training and adoption of an ordinance that allows innovative pilot projects.

GG 3.4 Encourage the adoption of new technologies that reduce greenhouse gas emissions.

GG 3.5 Work with Puget Sound Energy to monitor the energy usage of the PSIC site and determine if energy conservation goals are being met.

GG 3.6 Periodically update climate change goals and policies to respond to changes in technology, best management practices, and building techniques.

Goal GG 4

Develop public capital infrastructure that seeks to reduce greenhouse gas emissions.

Desired Outcomes

- New public infrastructure adheres to sustainable development standards, including Low Impact Development guidelines.

Strategies

GG 4.1 Utilize LID in the development of public roadways and pathways to the maximum extent practicable to serve as models and signature elements for PSIC.

GG 4.2 Look for grant opportunities to bring renewable power generation to PSIC.

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UTILITIES

Goal U 1

Water and wastewater systems should conserve resources and maximize efficiency.

The water and wastewater systems selected should use the latest technology in sustainable treatment approaches to maximize the efficient use and reuse of water. Similarly, techniques to support energy conservation should be encouraged. Recognizing that portions of PSIC have been designated as critical aquifer recharge areas, the stormwater systems should maximize groundwater recharge. These systems should also be managed and operated in such a way as to promote the conservation and reuse of resources through policies and rate and fee structures.

Desired Outcomes

- Water and energy is conserved
- Groundwater recharge is maximized
- Total water usage in PSIC is reduced by 50% compared to similar industrial areas and uses.
- In new development, primarily non-potable sources are used for non-potable applications (e.g. rainwater catchment, reclaimed process water and grey water reuse for industrial activities, toilets and irrigation).

Strategies

- U 1.1 Incentivize green building standards, including certain water efficiency performance requirements, for new buildings
- U 1.2 Where public reclaimed water infrastructure is nearby, encourage dual plumbing of buildings. Many industrial users could have a need for reclaimed water treated to Class A standards (as regulated by the Washington State Department of Health and Ecology) for certain manufacturing processes. New development in nodes identified to have a reclaimed water plant should be plumbed to reuse this water. Buildings outside of these node areas should be dual plumbed to make use of rainwater for these non-potable uses.
- U 1.3 Provide reclaimed water distribution infrastructure when streets are built or sewer lines are laid.



Shared Vision, Shared Direction

See goals LU1, T1 and T2 and supporting strategies for sustainable infrastructure measures.

Most buildings can achieve up to 30% water conservation over a code compliant typical building simply by using efficient fixtures.

Many commercial buildings use over 50% of their water use (outside of any process water use) in non-potable uses such as toilets, cooling tower make-up, and irrigation.

- U 1.4 Promote Membrane Bioreactor (MBR) wastewater treatment. MBR treatment uses membrane micro- or ultra-filtration and biological reaction to treat wastewater and can produce effluent with sufficiently high quality as to be reused as reclaimed water.
- U 1.5 Allow rainwater reuse in areas where reclaimed water is not available. Industrial buildings tend to have very large roof areas relative to the number of occupants making them ideal candidates for cost-effective rainwater catchment systems. These systems should be encouraged for use in areas where reclaimed water is not available for non-potable supply.
- U 1.6 Consider modification of the stormwater utility fee to promote low impact development, calibrate for true system impact and environmental cost, and encourage natural drainage improvements.

Goal U 2

Ensure new development does not negatively impact surface and ground water quality.

The wastewater collection, treatment and reuse/disposal systems should minimize the release of pollutants into the environment (i.e. groundwater & surface water). The stormwater management systems should employ the latest technology in LID Best Management Practices (BMPs) to provide high levels of stormwater treatment.

Desired Outcomes

- Water quality is measurably improved.

Strategies

- U 2.1 Maximize the implementation of LID stormwater treatment as a cost effective method for stormwater treatment and disposal to the greatest extent feasible under current market conditions. Where soils are conducive, infiltration can be used in lieu of traditional conveyance, detention, and flow control. Even in areas where the soils do not infiltrate well, the use of bioretention for stormwater treatment in landscape areas is a relatively inexpensive and effective stormwater treatment approach.



LID Stormwater Control

U 2.2 Limit hazardous material or hazardous waste storage on pervious pavement or LID areas to structures that are enclosed and protected from the weather, Ensure the containment system with prevent any release to the environment.

Goal U 3

Promote innovation, safety, reliability, and cost effectiveness in the delivery of utility services.

Utility services should be implemented by the City to encourage or allow the use of innovative sustainable on-site water systems by tenants and owners within PSIC. The water, wastewater, and stormwater systems should be provided such as to meet the industry standard levels of reliability and safety and at a reasonable economic cost.

Desired Outcomes

- The PSIC industrial center is a recognized leader in innovative sustainable infrastructure.
- Life safety and reliability expectations for the utility system are maximized.

Strategies

U 3.1 Design infrastructure to meet the expected performance levels. Sustainable infrastructure should be designed to meet comparable industry standard performance and reliability standards of the remainder of the City's infrastructure.

U 3.2 Encourage innovative sustainable development measures on projects

U 3.3 Create a water, wastewater, and stormwater connection and usage fee structure to encourage innovative and ultra high performance water conservation. Establish a water rate structure to cover projects that have ultra high performing water conservation systems such as 100% rainwater for building uses but rely on fire flow by the City of Bremerton system.

Special water rate structures to encourage water conservation may only be able to be in place outside of nodes where higher levels of service are available.

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CAPITAL FACILITIES

Goal CF 1

Seek funding for public facilities that are needed to support development in PSIC.

Capital facilities should support the location of industrial uses that will benefit the local economy. Such facilities should include transportation, utility, and other capital facilities that support the types of uses and building types desired in PSIC.

Desired Outcomes

- Sustainable businesses are attracted to PSIC
- Development levels support high quality and innovative infrastructure

Strategies

- CF 1.1 Prioritize future capital improvements that serve businesses committed to locating and staying in PSIC.
- CF 1.2 Provide levels of service that are appropriate to present and future businesses in PSIC and consistent with the City's levels of service.
- CF 1.3 Provide a range of utility service levels to support a range of uses. To the extent possible, encourage uses with similar utility needs to cluster together. For example, heavy industrial uses that have a high demand for process water could locate in proximity to each other so that infrastructure could be tailored to these needs.
- CF 1.4 Street standards should be "self mitigating" for stormwater when certain soil conditions are present and with certain sizing factors developed that could ease the design and use of these standards.
- CF 1.5 Create visitor information centers at innovative capital facilities. For example, a visitor information center at a MBR wastewater plant could reinforce the sustainability brand and promote development of similar facilities.



Shared Vision, Shared Direction

See goals ED1, ED2, ED3, T2, U3, and GG4 and supporting strategies for sustainable infrastructure measures.

Goal CF 2

Use capital improvements as an economic development measure to encourage private business investment in PSIC.

Businesses are attracted by realistic plans that clearly identify and plan for the necessary infrastructure to support industrial growth.

Desired Outcomes

- Build infrastructure that is financially feasible.
- Minimize cost of ongoing maintenance of infrastructure.

Strategies

CF 2.1 Use local funding to leverage other resources, such as grants, public/private partnerships, and investments by businesses locating in PSIC.

CF 2.2 If sources of revenue are available that can be committed to future debt payments, use debt to enable early completion of priority capital improvements and to amortize the cost over the life of the public facility.

CF 2.3 In recognition of current constraints on City government funding, rely on grants and private developer funding for provision of capital facilities. Over the long term, seek to establish a public/private partnership program for the provision of capital facilities to serve the area.

CF 2.4 Provide public facilities that minimize operating and maintenance costs of the facility.

CF 2.5 If projected funding is inadequate to finance needed capital facilities that provide adequate levels of service, the level of service, the planned growth, and/or the sources of revenue will be adjusted to maintain a balance between available revenue and needed capital facilities.

CF 2.6 Provide and seek opportunities to partner with the Port in funding of infrastructure.



Development pad with available water service