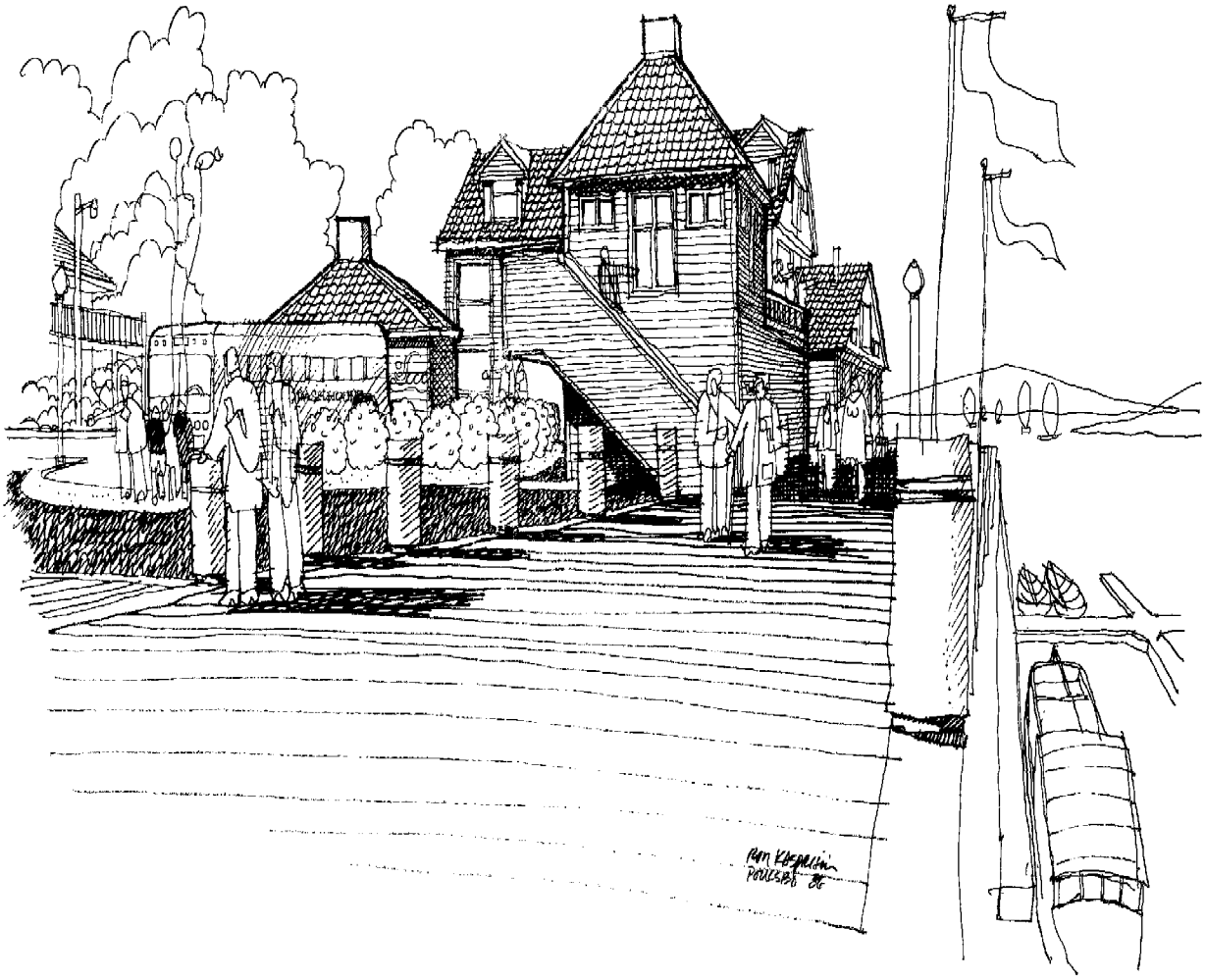
# Downtown Waterfront Redevelopment Plan



## City of Poulsbo

Poulsbo, Washington

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Stonebridge Inc.

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30 June 1986

The Honorable Richard Mitchusson
Mayor, City of Poulsbo
Poulsbo, Washington 98370

Dear Mayor Mitchusson:

The KASPRISIN DESIGN GROUP is pleased to submit the POULSBO DOWNTOWN WATERFRONT REDEVELOPMENT PLAN to the City of Poulsbo, its residents and business community.

This document is a guideline for redevelopment and is presented in a way which we trust will encourage community participation in the recommendations and investigations completed over the last four months. In many cases, the recommendations for improvements are made as more than one option, so that the City residents and business community can make adjustments based on local needs.

The document's objectives were two fold: one, to explore the potential of the downtown waterfront area; and, two, to investigate ways and means to resolve spec.fic design or economic issues confronting the community. Not all of the projects described herein will be implemented as described based on their long range or experimental nature. Other projects are designed and recommended for short term implementation.

In our professional judgment, the City of Poulsbo is well equipped and well managed to deal with its potentials and problems. The City possesses a unique setting on Puget Sound, already having an attractive and well used waterfront park and marina, and is on the verge of consolidating an image and atmosphere which is distinctive, unique and lasting. The City's challenge, as we visualize it, is to stress quality and permanence in your quest for a locally relevant, yet regionally marketable identity.

JUL 1 2 1989

U.S. DEPARTMENT OF COMMERCE NOAA
COASTAL SERVICES CENTER
2234 SOUTH HOBSON AVENUE
CHARLESTON, SC 29405-2413

We trust we have fulfilled the objectives set forth by the City and we look forward to assisting you and your staff in the actualization of many of the ideas presented in the final report.

Sincerely,

KASPRISIN DESIGN GROUP
Ronald J. Kasprisin, AIA, APA
Principal-in-charge

**CITY OF POULSBO**

POST OFFICE BOX 98
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City of Poulsbo

Downtown Waterfront Redevelopment Plan

Kitsap County, Washington

PROJECT COMPLETION REPORT

The preparation of this report was financially aided through a grant from the Washington State Department of Ecology with funds obtained from the National Oceanic and Atmospheric Administration, and appropriated for Section 306 of the Coastal Zone Management Act of 1972.

## PROJECT TITLE

Revitalization Plan for Downtown Poulsbo Waterfront.

## AUTHORS

Ronald J. Kasprisin, AIA, APA, Consultant, Kasprisin Design Group
Dr. Charles Russell, Economist Consultant, Stonebridge, Inc.

## SUBJECT SUMMARY

The City of Poulsbo has studied the downtown Poulsbo waterfront using the Kasprisin Design Group with Stonebridge, Inc. consultants to prepare a Downtown Waterfront Redevelopment Plan. The plan addresses seven major areas of concern that affect the downtown form and function. These areas are described in detail in the abstract.

The plan was prepared with the input of downtown merchants, businesses, and property owners. The consultants gathered public input by attending meetings of the downtown merchants, conducted a business survey, a marketing survey, and holding a design open house for all interested citizens. City input was obtained by working with the Planning Department and City technical staff.

The redevelopment plan will be reviewed in public hearings before the Planning Commission and adopted by the City Council. The adopted plan will serve as a guide for actively pursuing redevelopment of the existing downtown and review of all new development proposals.

## DATE

The project commenced on January 1, 1986 and was completed by June 30, 1986.

## NAME AND PARTICIPATING LOCALITIES

Washington State Department of Ecology
City of Poulsbo

## SOURCE OF COPIES

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**WDOE PROJECT AND SERIES NUMBER**

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**NUMBER OF PAGES**

108

**ABSTRACT**

The City of Poulsbo hired the consulting firm of Kasprisin Design Group, working with Stonebridge, Inc., to prepare a special management plan for the revitalization of the Downtown Poulsbo Waterfront. The plan studies and offers recommendations concerning the redevelopment of the key elements of the downtown environment. The City will use the plan as a guide to pursue redeveloping the downtown with the participation of local businesses, property owners, and other governmental agencies.

**WATERFRONT ECONOMY**

The downtown waterfront economy was studied using an adaptive reuse and retail market analysis to define emerging commercial use potentials. The resulting report found in Section 8.(a) on page 70 of the redevelopment plan will serve as a guide to redefine the economic role of the downtown waterfront business district.

**DOWNTOWN AESTHETICS**

The use of a Scandinavian theme to complement the waterfront setting and promote the downtown economy is studied in Section 3 on pages 11 to 16 of the redevelopment plan. The plan offers a definition of Scandinavian theme, and suggests methods to implement the theme concepts.

**WATERFRONT VISTAS**

Section 4, pages 17 to 24, of the redevelopment plan studies the waterfront vistas in downtown Poulsbo to define the types of vistas and identify who benefits from each vista. Specific recommendations on preserving vistas are provided in the plan.

**WATERFRONT ACCESS AND PEDESTRIAN CIRCULATION**

Section 5, pages 25 to 30, in the redevelopment plan study the location, type and treatment of pedestrian circulation routes and waterfront access points. The plan recommends various options to better integrate the business and waterfront area.

**DOWNTOWN PARKING AND VEHICLE CIRCULATION**

Section 6, pages 31 to 42, in the redevelopment plan studies downtown parking and traffic flow. The plan examines and recommends preferred alternative circulation and parking schemes.

**LIBERTY BAY PARK**

The plan offers alternative designs to improve the appearance and function of Liberty Bay Park under Section 5 on pages 26 and 27.

**POULSBO YACHT CLUB SITE**

Section 7, pages 43 to 50, studies the City-owned Poulsbo Yacht Club site to provide alternative use proposals with preferred recommendations for the site. The City will use the plan recommendations for the Yacht Club site in determining a future use when the Yacht Club lease expires in 1990.

**IMPLEMENTATION**

Section 8, pages 51 to 69, addresses implementation strategy and technique for all elements of the plan.

**REPORTS, MAPS, PLANS, EXHIBITS, ETC.**

Published - City of Poulsbo Downtown Waterfront Redevelopment Plan, 1986

Unpublished -

1) Color slides and aerial photographs of downtown waterfront area.
2) Engineer's elevation survey of downtown study area.
3) Large scale drawings of graphics used to accompany published text.

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ECONOMIC ANALYSIS AND SURVEY

# Acknowledgements


## The City of Poulsbo

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## City Council Members

Mary Jean Amend

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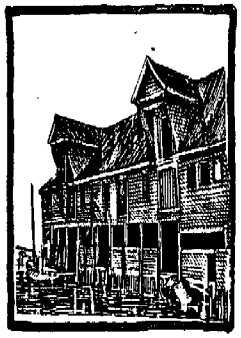
"The preparation of this report was financially aided through a grant from the Washington State Department of Ecology with funds obtained from the National Oceanic and Atmospheric Administration, and appropriated for Section 306b of the Coastal Zone Management Act of 1972".

# 1. PURPOSE AND USE OF THIS DOCUMENT



# Purpose

The City of Poulsbo Downtown Waterfront Redevelopment Plan examines seven key issues identified by the City of Poulsbo as having direct bearing on the economic and physical future success of the downtown waterfront business district. The plan and related documents set forth recommendations for implementation on projects which have consensus, as well as identify options for further considerations and public discussion.

The document investigates issues throughout the downtown waterfront business area focusing on the urban waterfront, its potentials and its public access potential both physical and visual.

# Issues

## waterfront economy

An adaptive reuse and retail market analysis for the downtown waterfront area was desired by the City and business community. The market analysis should define emerging retail and commercial potential for downtown Poulsbo's unique Scandinavian theme and waterfront setting. The market analysis should serve to redefine the role of the waterfront downtown while taking into consideration new retail and commercial developments in the greater Poulsbo area.

## downtown aesthetics

The "Scandinavian Theme" in the downtown Poulsbo marine setting should be defined in a policy document with specific incentives identified to encourage development to go "Scandinavian" and complement the marine setting. Funding mechanisms for a major redevelopment effort will be identified for City and merchant's consideration.

## waterfront vistas

The issue of preserving waterfront vistas should be studied to identify their value, who received the benefits from vistas, and what vistas should be preserved.

## waterfront access and pedestrian circulation

The location, type, and treatment of waterfront access and pedestrian circulation routes in the downtown area should be examined to produce recommendations aimed at increasing the integration of the business area with the waterfront.

## downtown parking and vehicular circulation

The automobile circulation routes and parking lot designs should be studied for ways to increase the number of parking spaces, enhance aesthetics and improve traffic flow. The effect of Anderson Parkway parking lot on integrating the downtown and the waterfront should be studied to identify possible improvements.

## liberty bay park

The existing Liberty Bay Park should be analyzed to assess its function, appearance, and public waterfront access potentials.

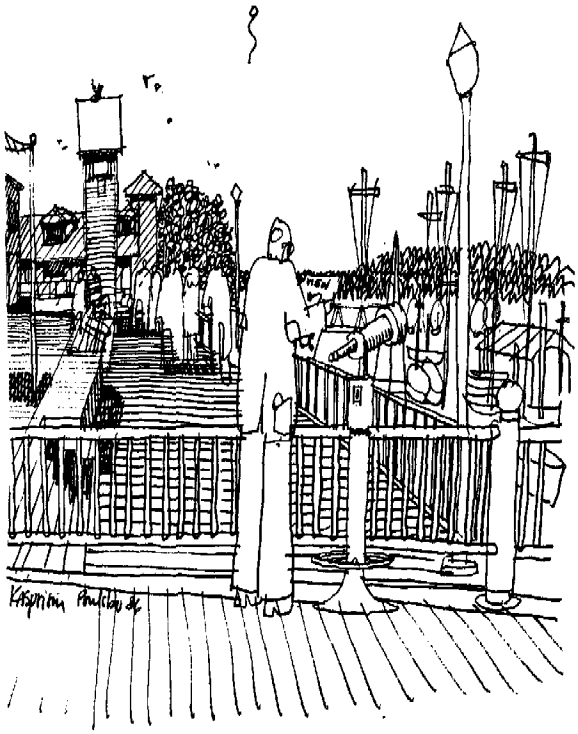
## yacht club site

The existing Poulsbo Yacht Club site will become available for development in four years (1990). The potential of this key waterfront site should be examined in relationship to the development impacts on the downtown business economy and public access.

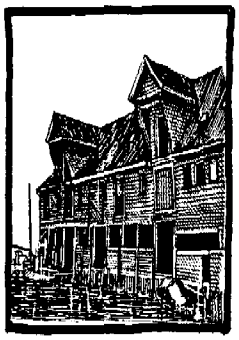
# Use of This Document

This document is designed to provide a background of issues, potentials, and problems followed by recommended actions to respond to the potentials and problems. Numerous options and variations are presented for review, discussion and decisions within the political domain of the City.

The final chapter describes means and methods to accomplish the construction, funding, further analysis, organization or management of identified projects. As in most planning and urban design programs, the development process is an on going one, where management and organization of project implementation play as important a role as do the design plan and concepts.



# 2. URBAN PATTERN ANALYSIS

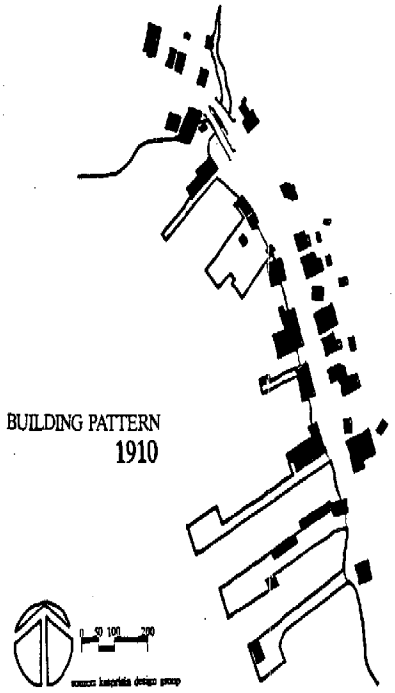


# building pattern

The building pattern evolved from a water's edge linear pattern to a more dense linear configuration on fill along the historic waterfront. The Building Pattern 1910 diagram compares the early development to that of 1986. In 1910, wharves extended out into Liberty Bay for sailing ships and other marine related activities.

# water's edge condition

The downtown Liberty Bay water's edges composed of rock rip rap in the immediate downtown area; timber retaining walls along portions of the boardwalk; and, sand and gravel at the north and south outskirts of downtown. Settling of the shoreline has been reported along the downtown rip rap. Various reasons are suspected for this settlement including the initial fill upon which the parkway is constructed as well as seismic and fresh water infiltration. In any event, any and all new construction in the area should address the problem.

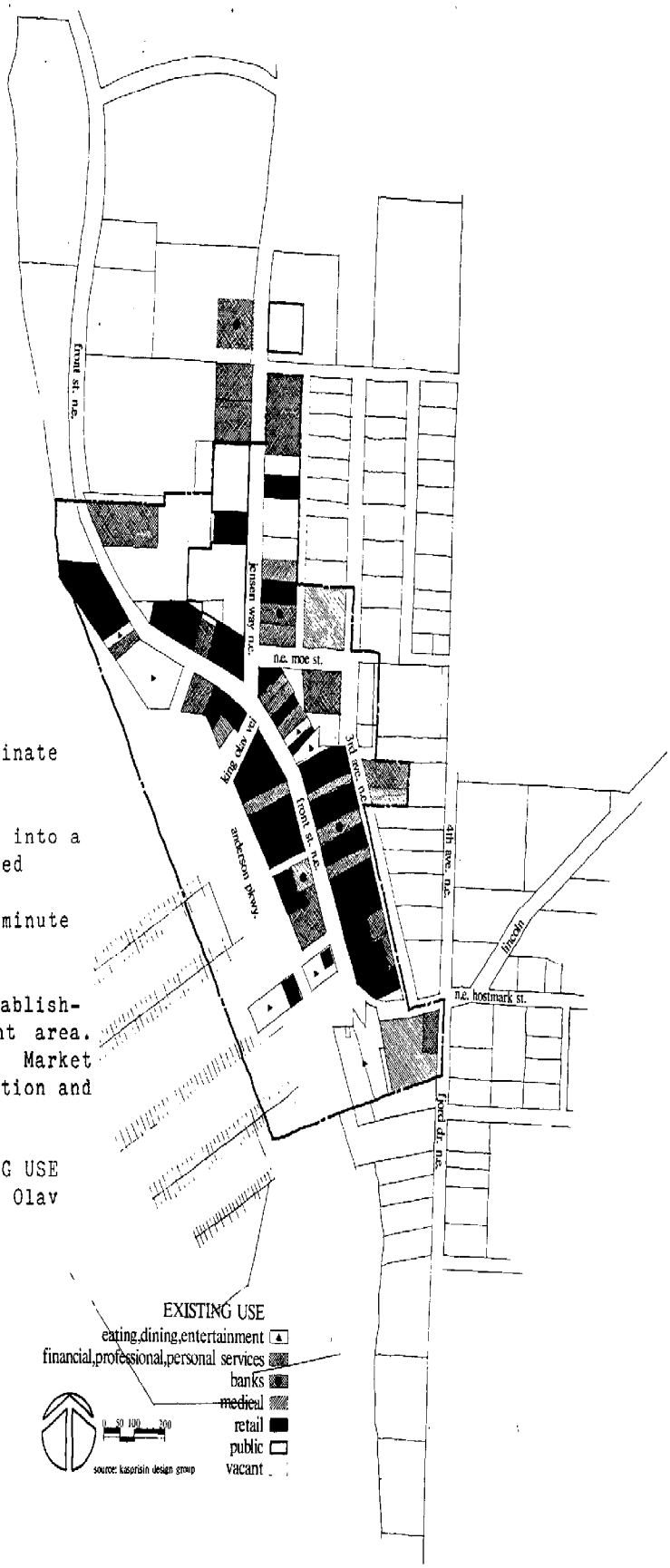


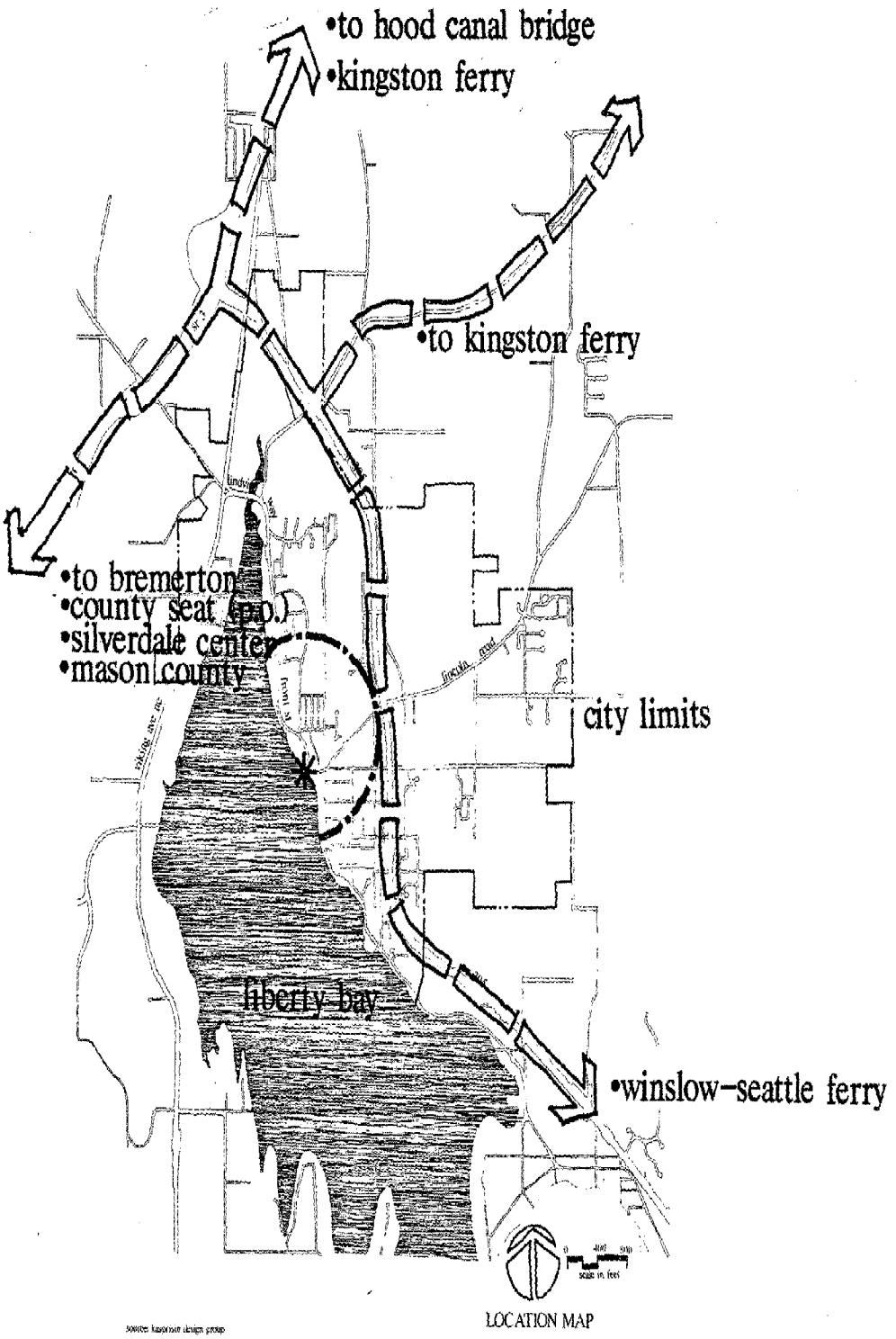
# existing land use and commercial activities

Retail uses, denoted in black, predominate along Front Street, interspersed with professional offices and financial institutions. The uses are organized into a basic and historic linear double loaded corridor arrangement of commercial facilities all within a five to eight minute walk for the normal pedestrian.

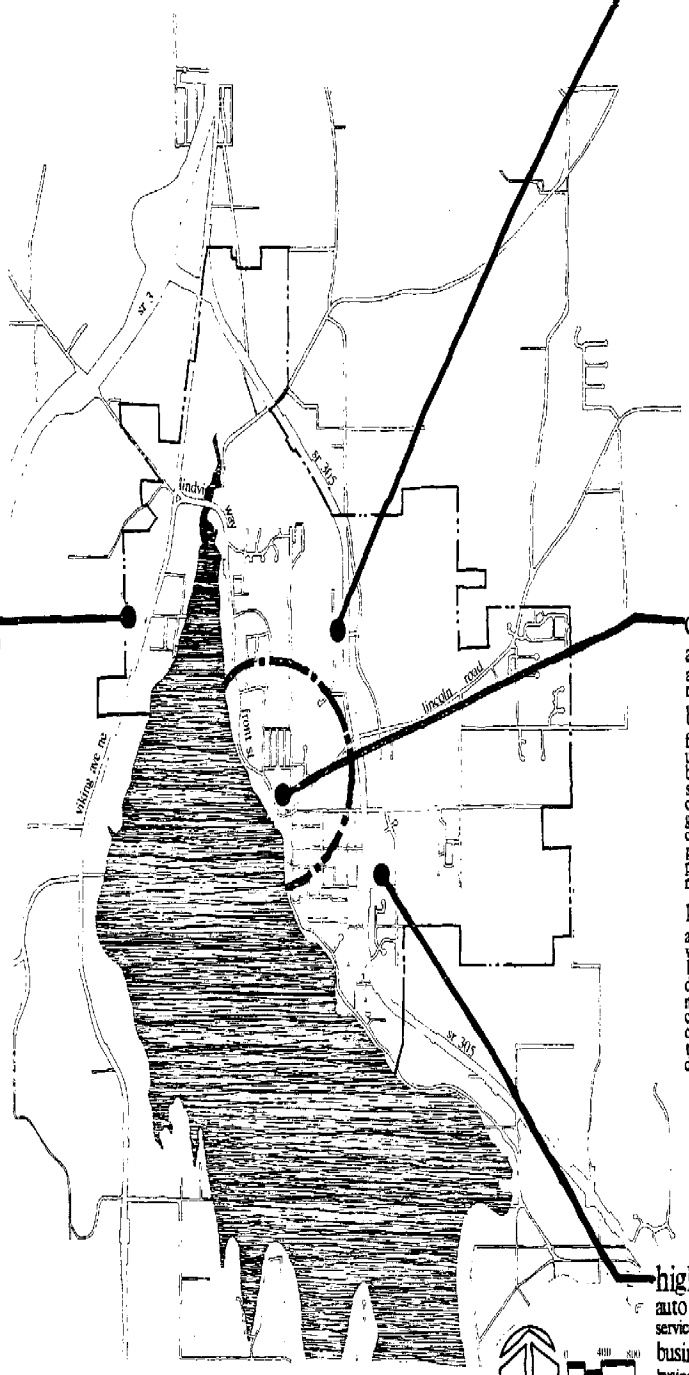
There are eighty-six(86) business establishments within the downtown waterfront area. Refer to Appendix A, Economic Market Analysis, for a more detailed description and analysis.

The boundary indicated on the EXISTING USE map denotes the LID boundary for King Olav parking lot.






✳ downtown waterfront area




source: kasprisin design group

## poulsbo village

### auto
none

### business service
djet center
photo
shoe repair
travel

### professional service
chiropractor
dental group

### retail
restaraunt
clothing
hair salon
electronics
books
fabric
records
video
grocery
drug
gift
furniture
home & garden
jewelry

### financial service
realty
mortgage
credit union

### other
research corp.
dept. of lisc.

## viking ave. n.e.

### auto
gas/service
auto dealerships
auto parts
tires
mobile homes

### business service
tv/appliances
cleaners
hair salon
florist
video/video repair
photo
rental
printing
signs

### professional service
doctor
attorney
accountant
engineer/survey
veterinarian

### retail
home & garden
horse supply
drug
gift
lumber
tavern
pets

### financial ser
insurance
bank
real estate

### other
funeral home
storage

## downtown waterfront area

### auto
auto service
motorcycles

### business service
frame shop
upholstering & design
business service
silver repair
computers
general contractor
cleaner
printer
puget power
newspaper

### professional service
accountant
veterinarian
lawyer
doctor
midwife service
counseling
chiropractor
testing labs
dentist

### retail
carpet
restaurant
liquor
appliance
gifts
clothing
drug
jewelry
grocery
hair salon
marine center
furniture
wine
books
gallery
sporting goods
hardware
shoes
bakery
tavern
theatre
florist

### financial service
bank
realty
chamber of commerce
insurance

### other
community center
yacht club
f.b.i.
post office
national guard
police/fire
city hall

## highway strip

### auto
service/gas

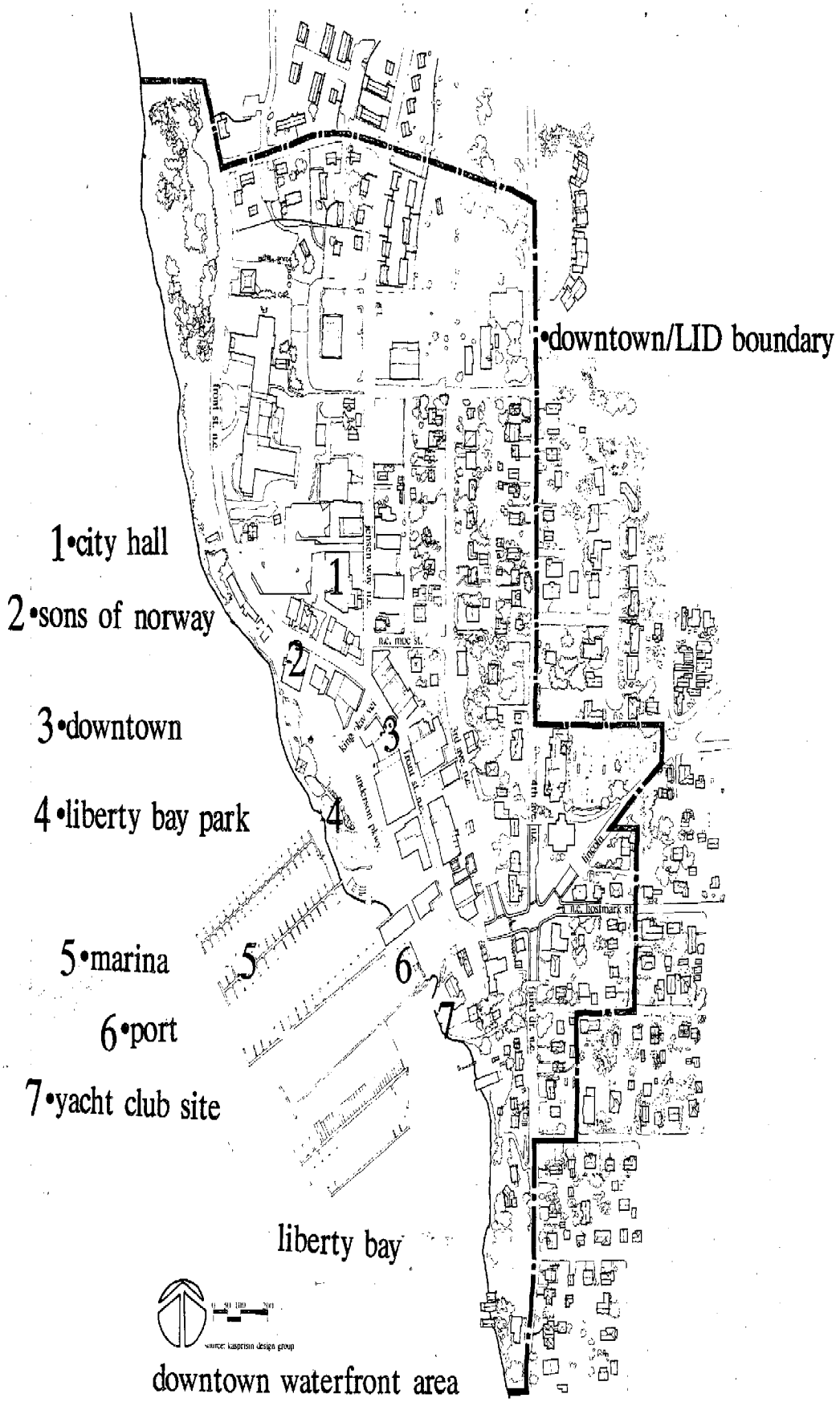
### business service
business systems
copies
travel
locksmith
cleaner
electrical
contractors warehouse
plumbing
electrical data systems

### professional service
accountant
orthodontist
optometrist
dentist
veterinarian
lawyer

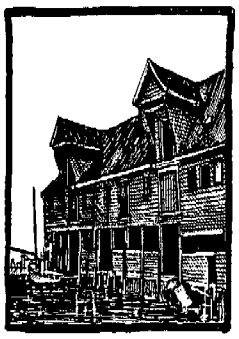
### retail
restaurant
books
video
pools & spas
grocery
kitchen center
bicycles
hardware
tv
prefab homes
hair salon
florist
furniture

### financial service
mortgage
insurance
bank
realty

### other
research corp.
department of licensing


•downtown/LID boundary
1•city hall
2•sons of norway
3•downtown
4•liberty bay park
5•marina
6•port
7•yacht club site
liberty bay
source: kasprisin design group
downtown waterfront area

# 3. DOWNTOWN AESTHETICS



# the issue of "theme"

The term "theme" is used by many communities to describe an architectural subject or topic which is common throughout a district or neighborhood of the community. The topics may be historic or architecturally significant structures which, perceived as a group, represent a consistent and identifiable image or identity. The term has also been used to represent the importation into a district of an architectural topic from another location and/or time and culture. This is the point of departure for much heated debate on the relevance and permanence of imported "themes".

The City of Leavenworth, Washington along State Highway 2 connecting Western and Eastern Washington implemented a "Bavarian" topical theme in the 1960s and 1970s. Regardless of the relative economic success or failure of this Bavarian theme application, the effort in Leavenworth has had a substantial impact on Northwest communities which, experiencing economic and physical declines in the Central Business Districts, have reasoned that a new, different and novel exterior design to building envelopes could stimulate economic and physical revitalization. These adopted themes often are out of local context and short on follow through, resulting in unsatisfactory results.

In considering an architectural theme for a community, many factors affect their success or failure, namely relevancy of the theme, quality of design, consistency of application, and ability to actually follow through with enough application to have a positive impact on the physical character of an area.

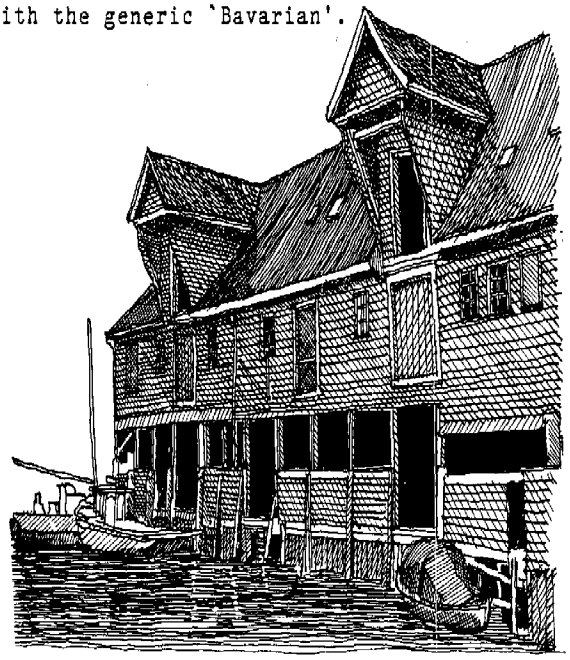
In Poulsbo, a "Scandinavian" theme has been generally agreed upon by the business community and applied with varying degrees of success to downtown waterfront buildings. The City and business community desire to explore the further application of this theme.

There is a danger in adopting a generic "theme"; that is, forms, decorations and materials that are assumed to be of a certain period or history but are actually weak and non relevant decoration loosely applied. In fact, the actual application is simply an interpretation of an inaccurate historical or architectural character. This can be referred to as the 'generic Bavarian' which in many instances is also mislabeled "Scandinavian".

Care must be taken in not only committing to a style, such as "Scandinavian", but also in selecting a period or periods which are not in conflict with one another.

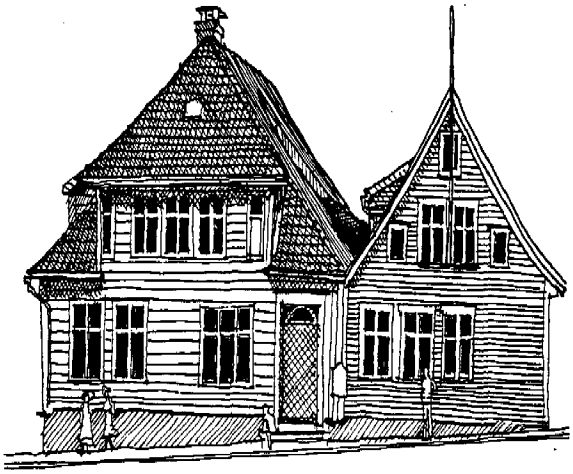
Scandinavian Architecture is typified by wooden construction, most notably heavy timber, plank and board construction. The log, plank and heavy timber construction denoted early methods of construction. Following the introduction of water driven sawmills, half-timber and frame houses began to emerge as the dominant construction type.

The discussions which follow address and recommend the post water-driven sawmill period, i.e. the frame house and half-timber construction types due to its close application to Pacific Northwest conditions and construction types and to avoid confusion with the generic `Bavarian'.



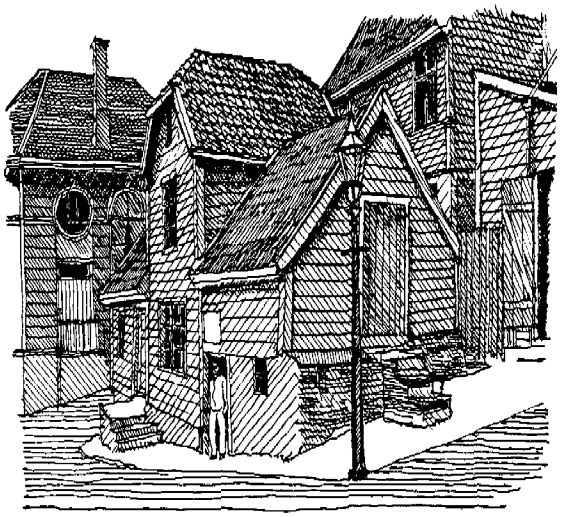
# The Poulsbo Objective

Based on the City of Poulsbo's stated objectives to incorporate a "Scandinavian" theme which relates to a marine environment, this section will identify and describe architectural and urban design components which represent historic architectural elements of Norwegian waterfront towns. The forms and materials are relevant for northwest use (steep roofs, simple yet strong details and of a scale which is compatible with smaller Puget Sound waterfront towns).



## scale of building groupings

The scale of individual buildings should be limited to one, two and two and one half story buildings. The half story scale would be comprised of a partial floor in a roof system.



## building groups

The design of small buildings is often enhanced by the manner in which they are located in relationship to other small buildings. Thus, grouping or clustering is an important design feature, wherever possible. Simple, well articulated design elements, coupled with clustered locations should be used to develop a village scale, pedestrian in atmosphere and typical of historic Norwegian coastal communities.

The following sketches portray the seemingly random, informal yet pedestrian scaled effect which can be obtained through grouping smaller buildings. These examples are from Bergen, Norway and illustrate the composite of different roof forms, siding widths, window and door details. The group scale and character is achieved primarily through close proximity and simple yet strong roof forms all unified by similar materials.

## color

Color and historic/biblical and mystical motifs were often used over doorways and portals. These items would add color, humor and interest.

# facades

Among the more popular theme facades for Scandinavian design are the sateri or chalet style; the ornamental gables on the street side; half timbering facade; and, the second story overhang along the front facade.

Due to legal property ownership issues, life safety issues fire and building codes, the second story overhang will not be recommended as a consistent pattern. While the half timber-stucco facade is popular, alternative clapboard siding treatments with tall and narrow window assemblies are the recommended consistent design, again to avoid generic 'Bavarian'.

# roofs

Roof characteristics for the style of Scandinavian architecture depicted here include:

- steep pitched roofs;
- concave tile roofs;
- hipped gable roofs, small and large;
- major hipped gable with side roof wings;
- truncated hipped gable roofs;
- four sided steep pitch with central chimneys;

# roof materials

Tile is the predominant roofing material recommended for the downtown waterfront area. Consistency in roof materials will unite the multiple scales and forms of the downtown. Views from Third Avenue and above will also be greatly improved. Darker valued hues are recommended in roof tiles, i.e., blues, dark reds, browns.

# roof screens

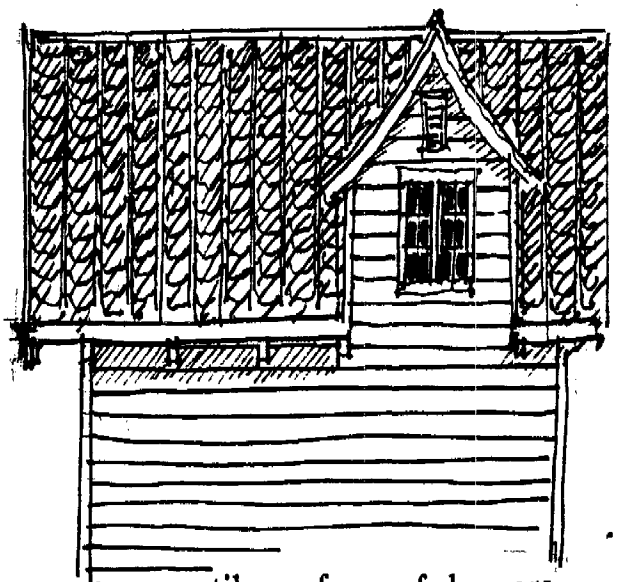
Existing buildings all utilize heating and cooling equipment which are roof mounted. This equipment and supporting systems is unsightly and cluttered, particularly in an area which is striving to develop consistent architectural character.

Roof screens should be coordinated with the roof design where appropriate, or screened with simple low profile wood materials. The steeply pitched Scandinavian style roofs can accommodate mechanical equipment, if proper ventilation is provided. Building codes and service access issues should be referenced.

# dormers

Dormers play an important role as distinguishing design elements on roof forms. Three dormer variations are recommended for adaptation to Poulsbo. The first two are common to northwest architecture and they consist of dormers which provide headroom, light and ventilation to upper stories. Variation one is a dormer which protrudes from the roof form itself as a separate and distinct form on the roof surrounded by roof; variation two is a dormer with a front face which is a continuation of the building facade below, as illustrated in the accompanying sketch. The steep roof pitches can be either straight or concave.

The third variation is a working dormer typical of Norwegian towns and used as a hoist access way for supplies, particularly along the waterfront. This dormer is typified by its projection out over the front plane of the building facade (out over the sidewalk, street or water); a concave dormer roof, and curved sidewalls connecting the bottom of the gable to the edge of the roof.



concave tile roofs, roof dormers

## windows and doors

Window assemblies should be tall and narrow, typically 2/6 panes or equal proportions. Composites of 1/2 panes above 2/6 panes within the same frame are acceptable and worthy variations. Special windows can also be utilized as highlights and can include circular windows from twelve inches to four feet in diameter. Hexagon shapes are also acceptable.

Industrial type Scandinavian windows utilized larger openings as hatchways, often composed of wood in-fill as well as glass.

## trim

Trim at windows, doors and corners was typically wide and deep for working buildings in Scandinavian design. Dimensions can be 1 inch by 4 inches up to 1 inch by 6 inches. This detail should be utilized throughout Poulsbo's downtown, as illustrated in the accompanying sketches.

## roof overhangs

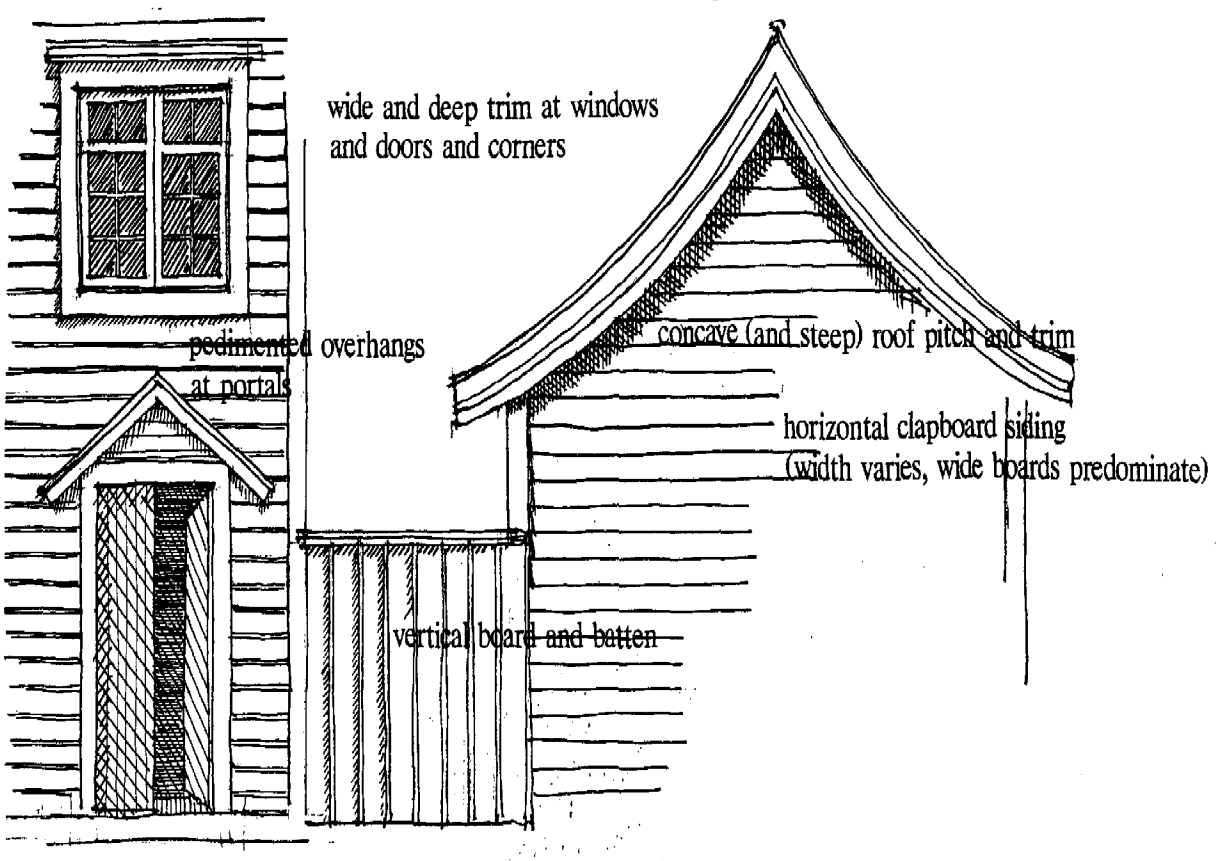
Roof overhangs should be substantial, particularly at the rake and eave. This is appropriate for the Northwest and adds a distinguishing form to simple buildings.

Pedimented overhangs are recommended over portals (doors, entries), again with substantial overhangs, straight or concave tile roofs, within existing code requirements.

## siding materials

Siding materials should be horizontal lapboard siding with varying widths. While wide boards (6 and 8 inches) may predominate, narrow boards (3 and 4 inches) can reduce the scale of larger buildings and add a more articulated horizontal pattern to simple buildings and increased consistency among buildings.

Vertical board and batten, while used in historic Scandinavian Architecture, was not widespread and is not recommended in Poulsbo.



hipped gable, tall and narrow window assemblies

## Recommendations

1. The City of Poulsbo should incorporate a "Scandinavian" image for the downtown waterfront business area which meets the following criteria:

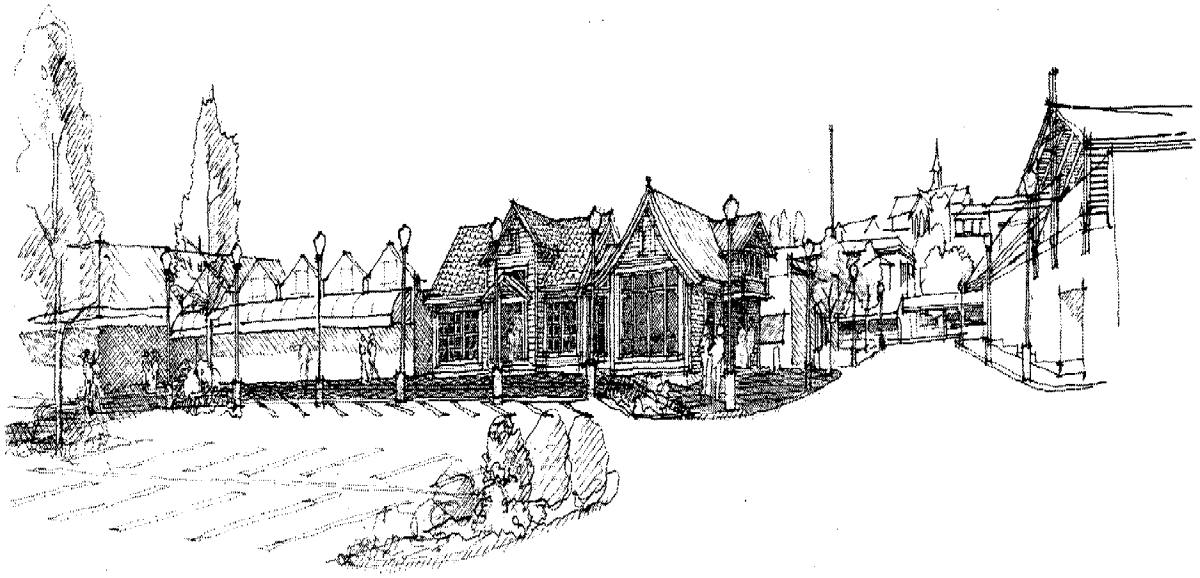
   a. The architecture or building component represents authentic coastal scandinavian architecture, using Bergen, Norway as a model (see "The Poulsbo Objective", this chapter).

   b. The architecture or building component is relevant to the northwest climate and temperature;

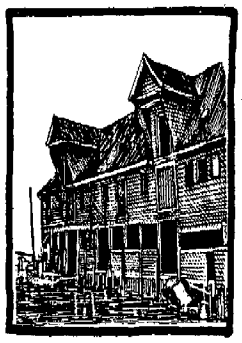
2. The new buildings should be designed as a total building image, where possible, rather than a facade treatment only using roof forms and other details described in "The Poulsbo Objective".

3. The "Scandinavian" image, once selected, should be applied based on accurate research into authentic architectural characteristics and other distinguishing building forms. The City and building owners are referred to "Det Gamble Bergen", 1955 By J.W.W. Eides Forlag, Bergen, Norway; City of Poulsbo has copies available for review and reference.

4. Existing buildings should incorporate as many recommended scandinavian components as possible, striving for an overall image with adjacent buildings in a cluster effect, representing the informal small scale of Norwegian coastal towns.



# 4. WATERFRONT VISTAS



## Background

Visual access to the waterfront from strategic vantage points is important for both the local quality of life of residents and the overall image and marketability of the downtown commercial core. Each vista benefit deserves consideration as remodeling, new construction or other improvements are incorporated within the downtown Townscape.

What are vistas? Vistas are distant views, either narrow or wide which are observable from specific locations. Their importance in urban areas is more than mere 'view' or appearance, their value lies in the link or connection they provide between an observer within a close compact urban area and a distant, 'outside' element such as natural scenery, dominant buildings, or, as in Poulsbo, Liberty Bay, the Kitsap Peninsula foothills and the Olympic Mountains.

Closing those vistas off to the urban observer could be similar to boarding up a window in a house, shutting off the light and visual access to outside, causing the space to lose its visual connection to the outside.

Vistas and localized views will both be discussed.

# quality of life vista benefits

Quality of Life vistas normally benefit residents of a community, qualitatively providing enjoyment, visual access to the 'outside' scenery, and contributing to the monetary value of a house and/or piece of land.

In Poulsbo, residents along the eastern bluff of Liberty Bay, above and to the north and south of downtown waterfront area enjoy vistas of Liberty Bay, the western bluff of the bay, and the Olympic Mountains.

Residential Vistas through the downtown waterfront area should be retained. As a guideline, no more than (70%) seventy percent of an existing vista should be obstructed by construction. Partial blockage should be evaluated on a case by case basis and the benefits to the obstructing use must be weighed against the benefits of the obstructed view.

## Downtown Image/Market Views

Downtown Image Views are those which contribute not only to the quality of life but also to the physical impressions of visitors as to image, thus becoming market tools for the business community. Visual and Physical Access to the waterfront from the downtown is essential for consumer attractions.

## View Classification

The classification of views is recommended as follows:

1. Distant Vistas
   - a. Olympic Mountains
   - b. distant foothills
   - c. Liberty Bay
2. Close-in Views
   - a. Liberty Bay
   - b. Marina and boat activity
   - c. Liberty Bay Park
3. Special Views
   - a. Downtown Townscape
   - b. Lutheran Church

# View Benefits

The process of prioritizing is based on deciding who benefits and who is negatively impacted. For the purpose of future evaluation, two levels of priority or benefit regarding views will be established. They are:

1. Residential View Benefit

   Residential views of buildings adjacent to the downtown waterfront area include Distant Views as priority one; and, Special Views as priority two. Views of the marina are included in the Liberty Bay Distant Views category due to the difficulty of ensuring neighborhoods substantial views of the immediate waterfront area.

2. Downtown Business District Occupant Views (Workers and Visitors)

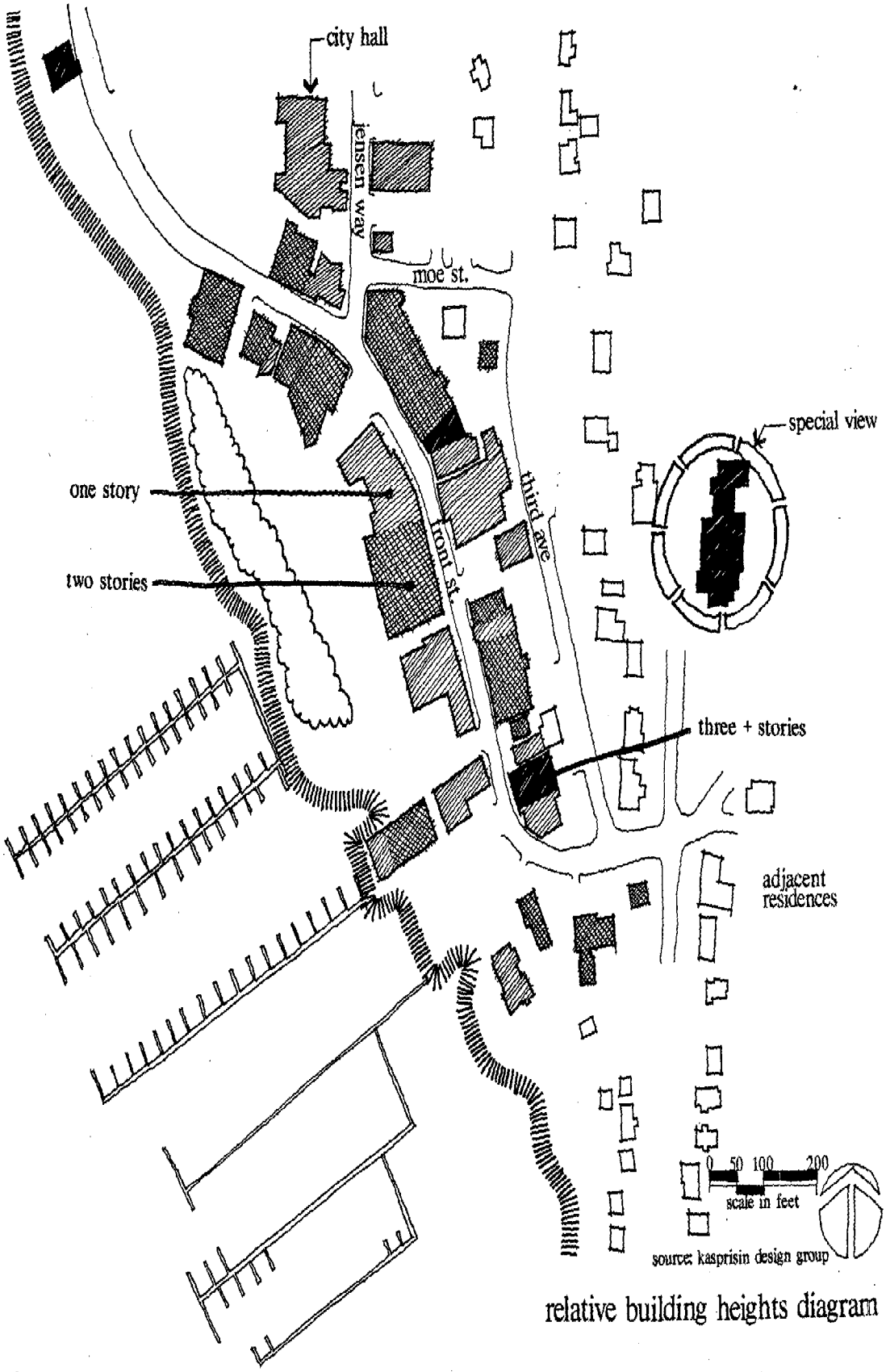
Views from the downtown waterfront area include the Close-in Views and the Special Views as well as Distant Views.

The Relative Building Heights diagram illustrates the height of downtown buildings relative to Front Street. A two story building on Third Avenue is indicated as a three story plus- height. This diagram also depicts the majority of adjacent residences most likely impacted by height changes in the downtown area.

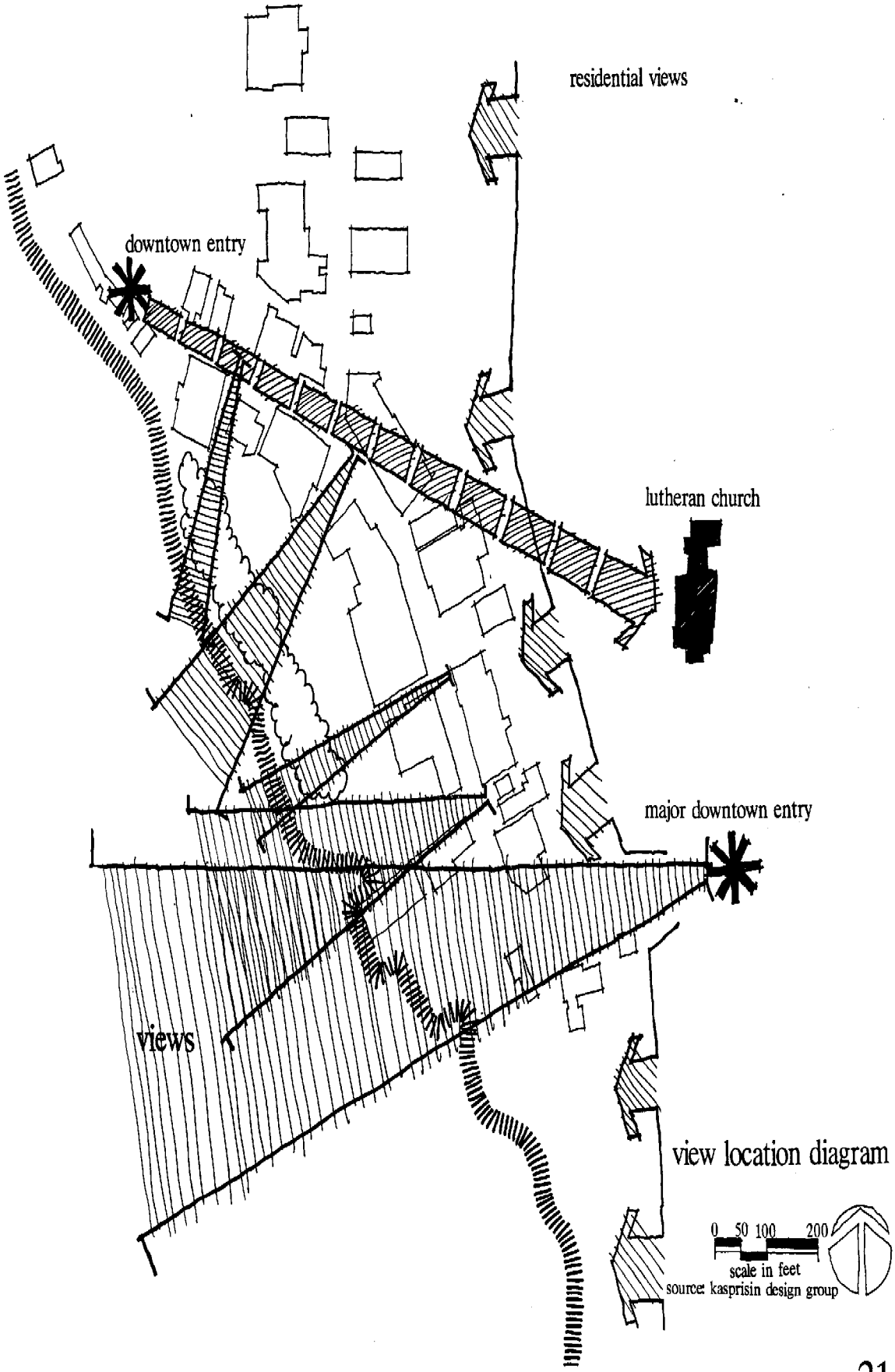
The View Location Diagram summarizes the major views over, from and through the downtown Townscape. The primary entry view or vista is from the intersection of NE Hostmark Street, Fjord Drive and Fourth Avenue. This is an important entry view to Poulsbo and is related directly to the City's image to visitors.

The views from Front Street west to the park, waterfront and beyond are important for the visitors' overall impression of the Poulsbo downtown as a waterfront commercial area.

The view south along Front Street from the northern entry to the business district is important as a Townscape view as well as a distant view of the Lutheran Church.




relative building heights diagram




view location diagram

# Recommendations

1. Application of view criteria should be consistent for all properties in a given block.

2. Retain and protect critical vistas as described below:

   a. on Hostmark Street at the Third-Fourth-Fjord intersection looking west and incorporating the Olympic Mountain, Kitsap Peninsula foothills on the west bank of Liberty Bay, Liberty Bay, the Poulsbo Marina and waterfront, and limited localized building views;

   b. on Front Street immediately north King Olav Vei looking southeast along Front Street and focused on the First Lutheran Church, with the Front Street localized view in the foreground.

3. General criteria are recommended as follows:

   a. established adjacent residential areas not recommended for zoning changes to commercial should have priority vista protection where that vista is over and/or through the downtown waterfront area;

   b. existing second level views from commercial buildings should be safeguarded where feasible.

4. Existing vistas subject to change:

   a. from the upper stories of east Front Street looking west at the Kitsap Peninsula foothills, Liberty Bay and the waterfront;

   b. from Third Avenue between NE Moe Street and Hostmark Street looking west at the Olympic Mountains, the Kitsap Peninsula foothills, and Liberty Bay.

5. Ideal vista protection:

   Barring all economic considerations, and to maximize the vistas for the majority of store fronts, the following options would apply:

   a. west Front Street would be one story (this assumes that the rear of these buildings facing Anderson Parkway have actual or potential view access to the west);

   b. east Front Street would be two stories;

   c. west Third Avenue would be one story from the Third Avenue grade level;

   d. east Third Avenue would be two stories from the Third Avenue grade level;

   e. west Fourth Avenue would be two residential stories maximum.

6. Realistic vista/view option

   Based on existing zoning and building height regulations, both sides of Front Street and Third Avenue can be developed to thirty (30) feet. If the City desires to regulate view obstruction in the downtown, a priority evaluation could be established. The following criteria are for discussion purposes only and do not represent a proposed view ordinance.

   1. all first story or grade level non-residential uses are not protected from view obstruction under this criteria;

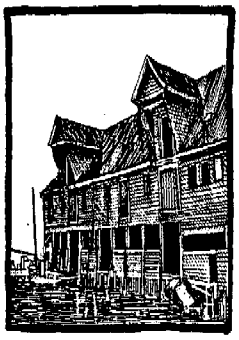
   2. proposed view obstructions could be evaluated by the following chart:

# example vista evaluation chart

| Vistas/Views | View Recipient | Reason For Obstruction | Recommendation | Evaluation Criteria | Bonus Not To Obstruct |
|---|---|---|---|---|---|
| I. Hostmark St. View West | public | N/A | preserve | N/A | N/A |
| II. Front St. View South (Church) | public | N/A | preserve | N/A | public benefit |
| III. Residential Vistas South of Hostmark St. | residents | increased square footage | preserve | N/A | setback variations |
| IV. Residential Vistas North of Hostmark St. | residents | increased square footage | evaluate | -permit obstruction if res. zoning is to change to commercial<br>-permit obstruction if view is only partially (50% or less) obstructed and obstruction does not exceed 30' from grade level<br>-deny obstruction if residential use is stable-to-remain and view is wholly obstructed | -setback variation<br>-1/2 story maximum additional in roof structure |
| V. Third Ave West Vistas | business | sign | deny | N/A | N/A |
| | | decorative | deny | N/A | N/A |
| | | increased square footage | Evaluate | -deny if obstructing use is water attractive (hotel, restaurant etc.)<br>-permit if no potential obstructed building exists along 3rd ave. | LID Adjustments |

| Vistas/Views | View Recipient | Reason For Obstruction | Recommendation | Evaluation Criteria | Bonus Not To Obstruct |
|---|---|---|---|---|---|
| | | | | -deny if obstructed building is oriented towards vista<br>-permit if obstructed building is oriented toward 3rd Ave. w/ minor orientation to vista | LID Adjustments |
| VI. Front St. East Side Second Level West Vistas | Business | increased square footage | evaluate | N/A | N/A |
| VII. Front St. West Side West View | Business | vegetation | deny | N/A | N/A |
| | | sign | deny | N/A | N/A |
| | | decoration | deny | N/A | N/A |

# 5. WATERFRONT ACCESS AND PEDESTRIAN CIRCULATION



# Waterfront Access

Liberty Bay Park is a well used park on the downtown waterfront consisting of grassy areas, shelters, trees, walkways and restrooms.

This community asset is utilized by downtown employees, local shoppers and visitors, and as such is successful in its functions.

At issue is the perceived isolation of the park from the business community from the main shopping corridor along Front Street. This isolation is created by Anderson Parkway, a public parking area between the Front Street shops and the park waterfront. Inadequate provisions are made for a clear and separated route for pedestrians across the parkway (east/west directions). The park is directly accessible only from the north via the boardwalk and along the Sons of Norway building; and, from the south in the vicinity of the Visitor Marina restrooms.

To improve the comfort and safety of pedestrian connections to the waterfront, pedestrian walkways are recommended through Anderson Parkway at four locations:

1. In the vicinity of the Jensen Way NE extension west of Front Street between Front and the Parkway, and continuing west to Liberty Bay Park;

2. At the existing pedestrian walkway between the former supermarket building presently undergoing reconstruction and the bank/drug store complex.

3. A limited facility at the east end of the parkway between Bergs Auto and Captain K's restaurant.

4. The alley connecting Anderson Parkway to the south parking lot.

## materials and design elements

The basic elements which should be provided within the walkway for appearance, safety and continuity reasons include the following:

1. A distinct and separate surface material which could include paving blocks or patterned concrete forms and textures;

2. Landscaping, particularly low shrubs and bushes which would soften the appearance of the parking area, identify where the walkways are from a distance, and separate, without obstructing the visibility, the walkways from the parking areas;

3. Pedestrian lighting to provide safe attractive lighting as well as functioning as another continuity element between the Front Street area and the park;

4. Directional signs which locate the pedestrian and orient he or she regarding the location of downtown amenities.

Liberty Bay Park pedestrian area Options One and Two illustrate the parkway crossings.

# Liberty Bay Park

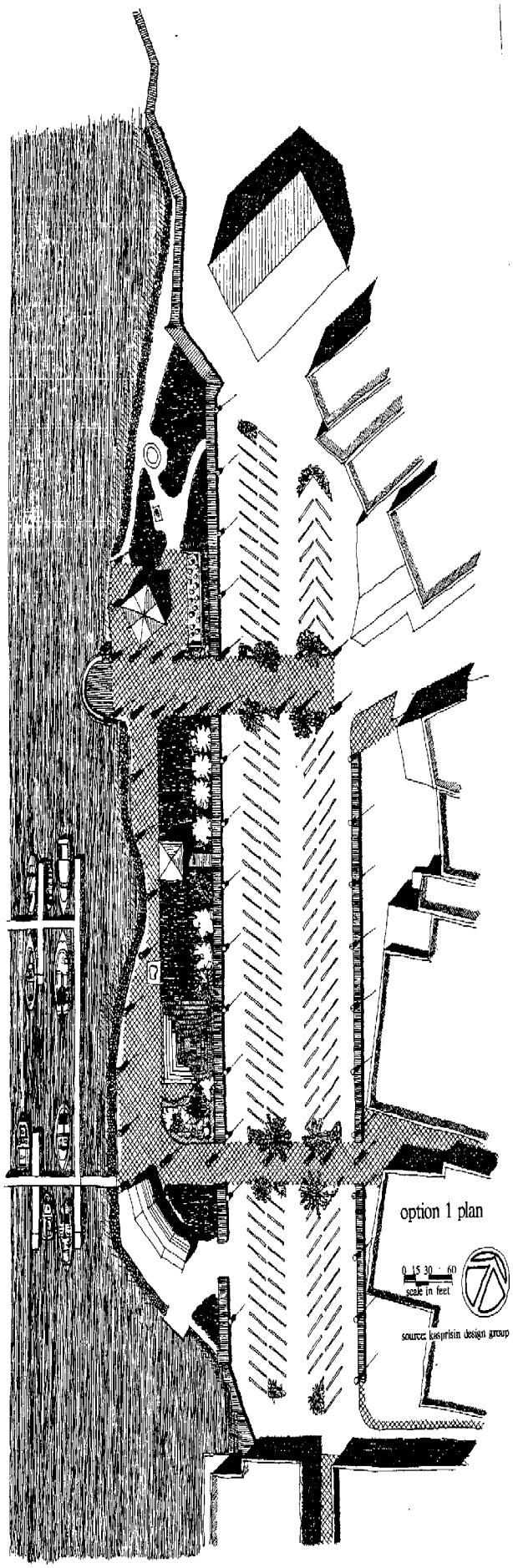
Modifications to Liberty Bay Park are designed to retain the green, passive nature of the park while providing more activity space for exhibits, downtown business community use and festival activities; as well as to increase visual and physical access to the park and the waterfront edge.

The recommendations reflected in each park option include:

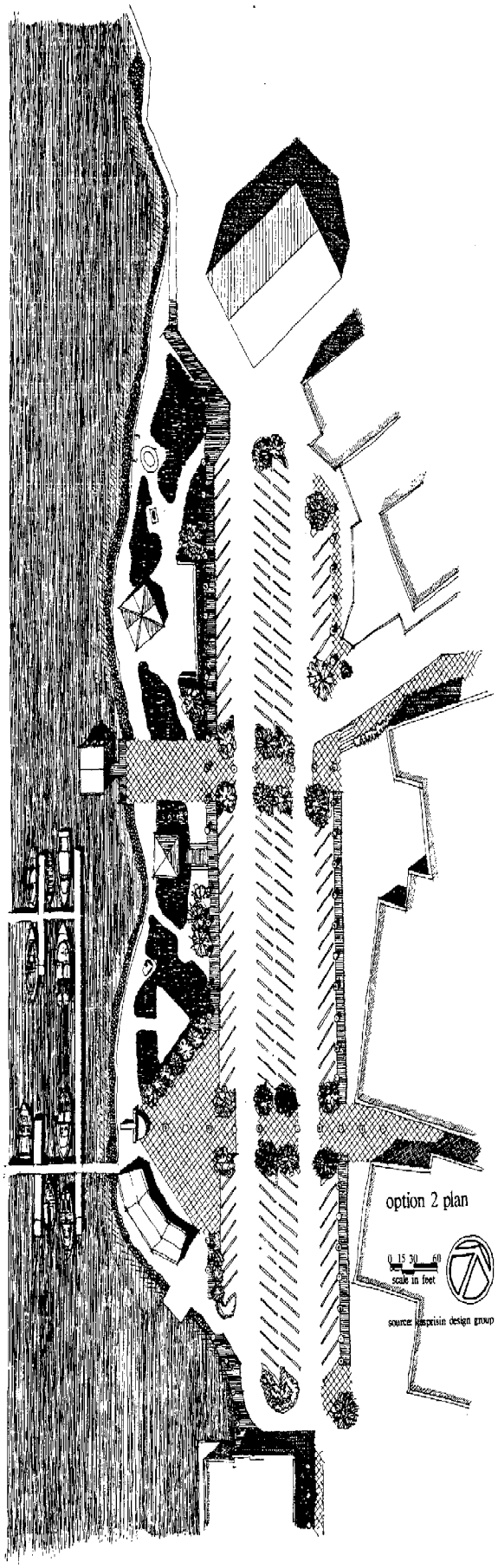
Option 1.a. A pedestrian pier out over the water's edge for viewing and fishing.

b. Expanded paved open space along the water's edge with safety railing.

c. Pedestrian lighting, continued from the parkway pedestrian crosswalks.




option 1 plan




option 2 plan

d. An earth berm for relaxing and gaining some elevation.

e. A pedestrian walkway along east edge of the park to improve pedestrian flow from the parking area, along the park to the park paved entrances.

f. Modified vegetation reduction of tall view obstructing trees, increasing flowering dwarfs.

Option 2 a. A pedestrian pier out over the water's edge with a covered shelter and smaller bridge linking the shelter to the uplands, for a more dramatic entry;

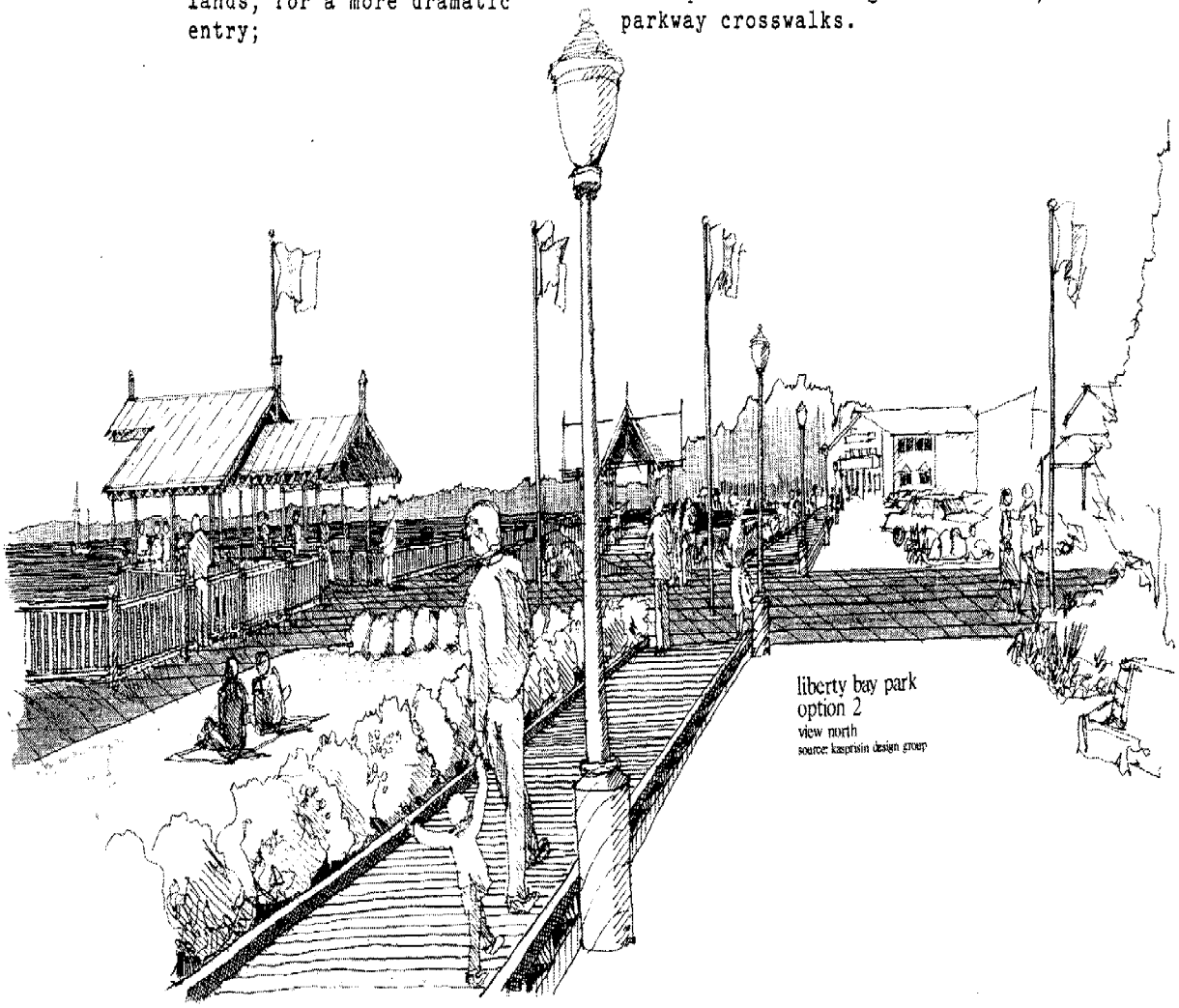
b. A small band stand and enlarged plaza for dances, exhibits, or open air market activities;

c. Pedestrian lighting fixtures;

d. A pedestrian boardwalk along the east edge of the park, similar to Option 1.

e. modified vegetation reduction of tall view obstructing trees, increasing flowering dwarfs.

The Liberty Bay Park Option 2 sketch illustrates the new shelter concept, the eastside wooden boardwalk along the parkway, new pedestrian light fixtures, and the parkway crosswalks.



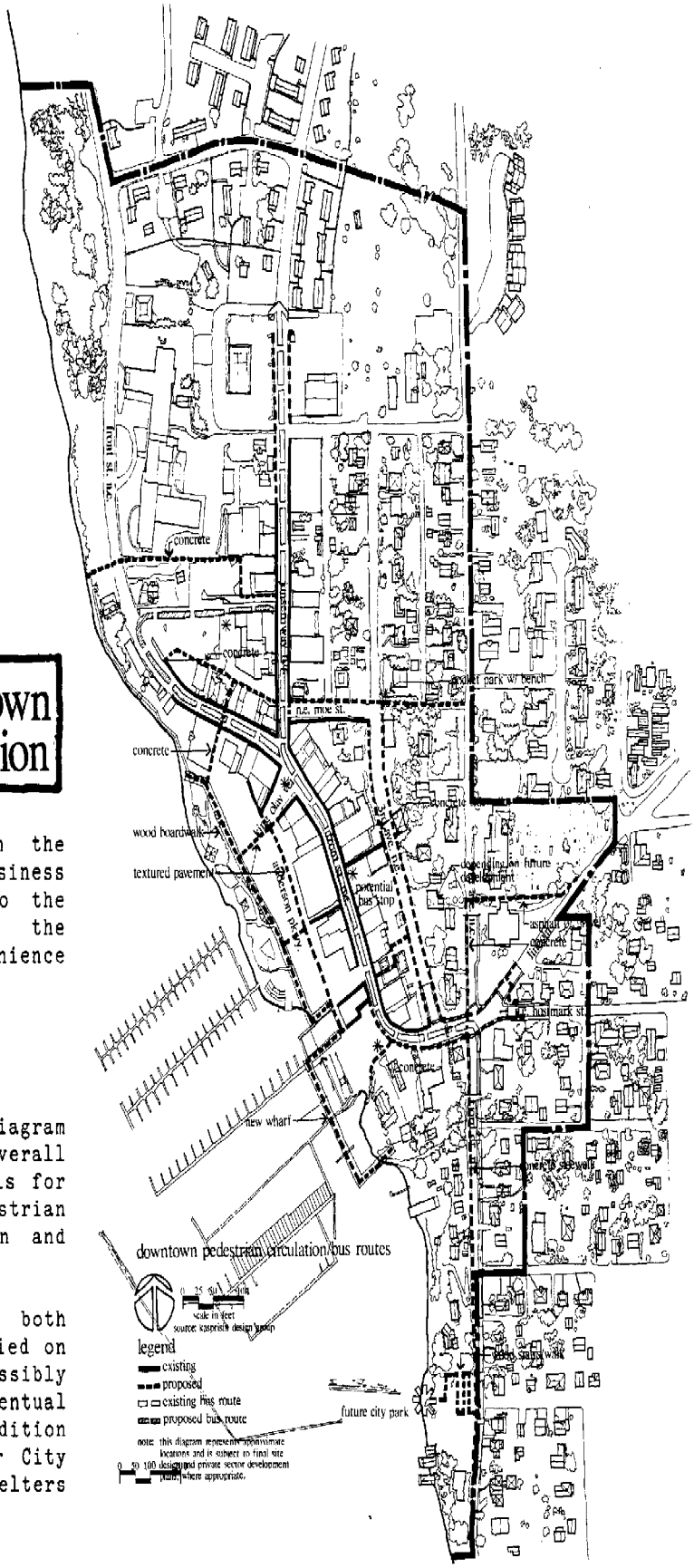
# Downtown Pedestrian Circulation

Improved pedestrian circulation from the areas adjacent to the downtown business district and through the district to the waterfront should strengthen the accessibility, flow and comfort-convenience level for both residents and visitors.

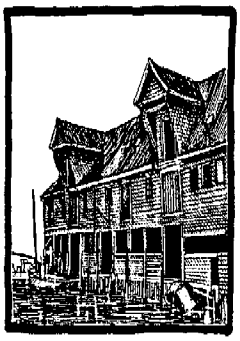
## the downtown pedestrian circulation diagram

The Downtown Pedestrian Circulation Diagram illustrates recommendations for an overall pedestrian network as well as materials for walkways. Also included are pedestrian lights, signs for safety, information and design consistency.

The Kitsap County transit bus routes, both existing and proposed are also identified on this diagram. At least two and possibly three bus stops are recommended for eventual implementation along Front Street in addition to the new King Olav parking lot near City Hall. Where space permits, bus shelters should be provided.



# 6. DOWNTOWN PARKING AND VEHICULAR CIRCULATION



# Background

The Poulsbo downtown waterfront business district is geophysically constrained by Liberty Bay to the west and a twenty to thirty foot high bluff to the east.

Surrounding stable residential areas prevent expansion for parking and alternative vehicular circulation routes. The Poulsbo core area is similar in many ways to the constricted waterfront communities of Port Orchard and Port Townsend where sites for settlements were chosen along the waterfront against high bluffs and limited level uplands. As uplands were needed, fill operations eventually expanded the downtown areas, most often to provide parking for established businesses. The original water's edge in downtown Poulsbo was in the vicinity of existing Front Street.

# Vehicular Circulation

## overall vehicular circulation

No 'miracle' problem-free vehicular circulation system exists for downtown Poulsbo. The options to the City, which are illustrated in this chapter for review, include the following:

1. Maintaining the existing two way flow, slowing traffic and increasing the comfort and convenience of the traveler through improved signage to parking areas;

2. Adopting a version of a one way system which, due to the non parallel street layout, will have irresolvable and troublesome turning movements and difficult intersections.

Without the aid of traffic modeling tools to test each possible option, the following diagrams only portray conceptual investigations of various ways to alter the existing system. In the event an option is selected by the City for further evaluation, that option should be computer modeled with existing and projected traffic volumes to ascertain turning movements, volume/capacity ratios for critical streets, intersection designs, and signalization.

# Options

## option 1a: two way slow down system

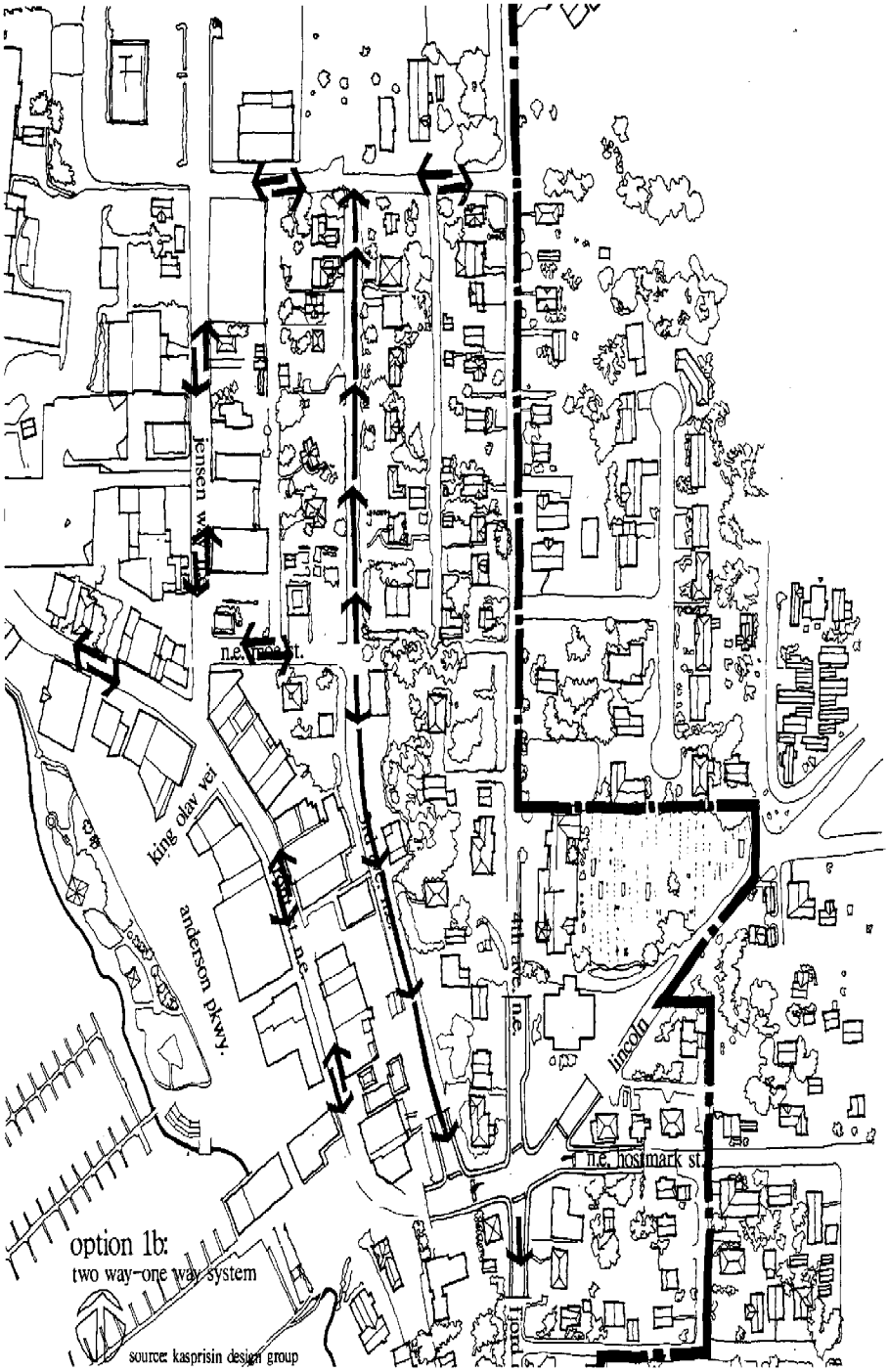
Traffic not destined for the immediate downtown area should be routed to an alternate route. Available options to achieve this include signage along Highway. The danger in this approach could be the loss of visitor traffic due to uncertainty and, the loss of local traffic which may have otherwise stopped to shop on impulse. Designations for the Downtown Waterfront Area along Highway are presently unclear and not adequately marked. If signage is placed on the highway, the specialty nature of the downtown waterfront area should be specifically labeled, i.e., "Poulsbo Scandinavian Center", or "Poulsbo Waterfront shopping District".

A gateway portal is also recommended for consideration on Hostmark Street at the Highway intersection. This concept could be applicable to all traffic circulation options. This would literally be a gateway high enough for passage of fire and emergency vehicles and designed to reflect the special character of the downtown waterfront area. Presently there is no clear indication of the existence of the downtown center and its entry.

## option 1b: two way-one way third ave. system

This modified two way circulation system is designed to allow slower two way circulation on Front Street while providing one way circulation on exit streets. Key features include:

1. One way south on Third Avenue from Moe Street to permit vehicles to exit after they have used Front Street;




2. One way north on Third Avenue from Moe Street as an exit route and to reduce incoming traffic on the residential portion of Third Avenue;

3. Two way traffic on Jensen Way and Iverson Street to accommodate traffic both in and out of the downtown waterfront area from Poulsbo Village;

4. Fjord Drive remains one way south from Hostmark Street to Sixth Avenue. This is deemed necessary to relieve pressure on the multiple obtuse configuration of the Fjord Drive, Hostmark - Fourth - Lincoln intersection.

Note: No change in traffic signalization should be accomplished without detailed traffic engineering analysis; and the Sunset Street corridor is completed.

# option 2a: one way third ave. north

At the request of some local business people, a one way scheme was explored with Third Avenue serving as the major entry into downtown from the south, i.e. Third Avenue would be one way to the north.

The following diagram illustrates Third Avenue one way north and Front Street as a one way south.

Conditions for success of this system would depend on the substantial improvement of parking along Third Avenue and the ease and comfort by which pedestrians can access Front Street from Third Avenue. This is discussed more in the Parking Section.

A draw back of the Third Avenue orientation as one way to the north is the loss of the downtown waterfront entry impact for visitors heading west on Hostmark Street. The initial impressions of downtown Poulsbo would be a brief waterfront view and then a view of the Third Avenue parking and rear-end and rooftop building views until traffic was routed to Front Street via NE Moe Street and Jensen Way, a complicated, confusing and unattractive for the most part route.

Features of this system include the following:

1. One way on Third Avenue northbound from Hostmark Street to NE Moe Street;

2. One way west on NE Moe Street to Jensen Way;

3. One way south on Jensen Way to Front Street;

4. One way south on Front Street from Jensen Way to Third Avenue;

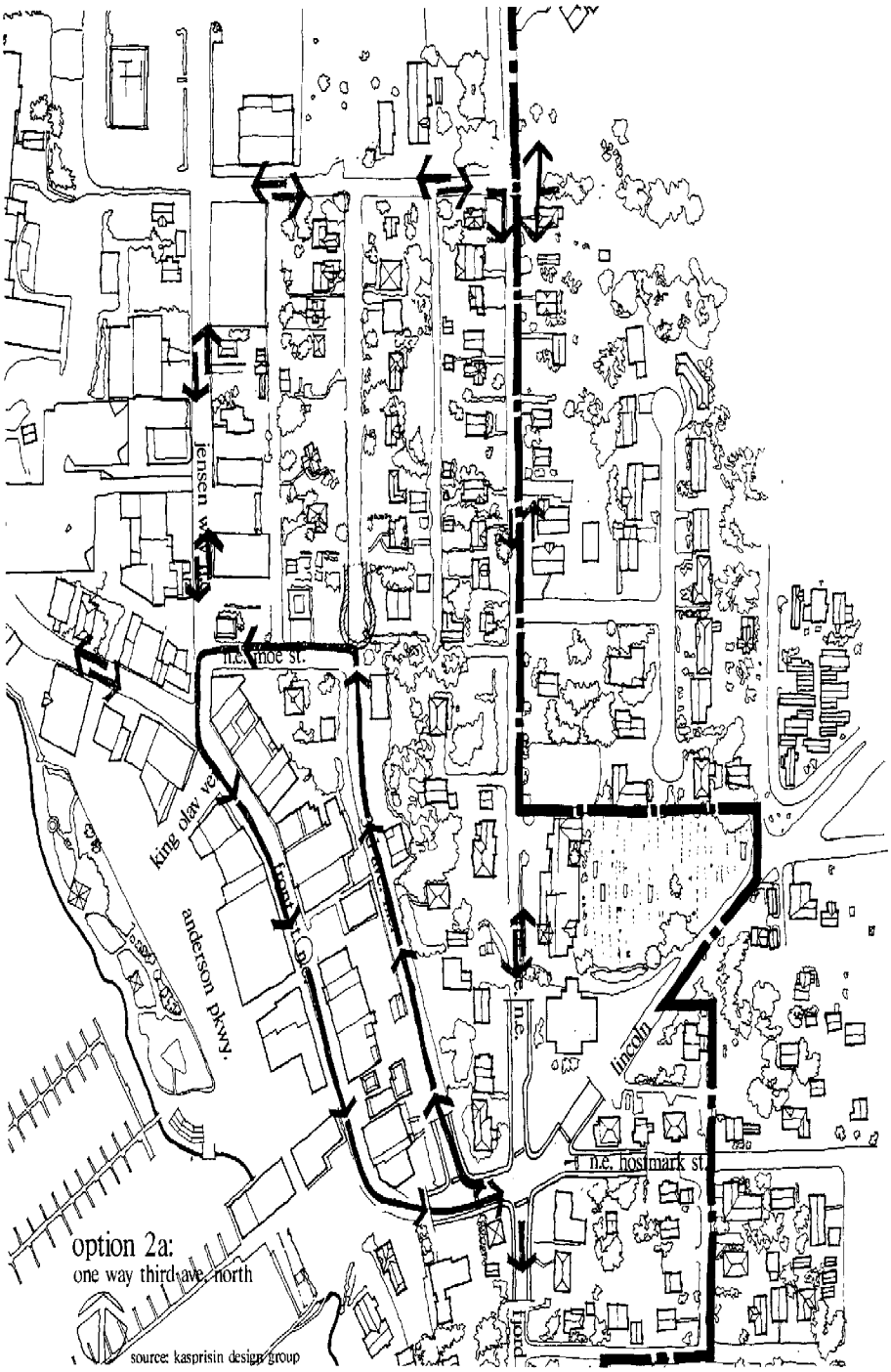
5. Front Street north of Jensen Way would remain two way;

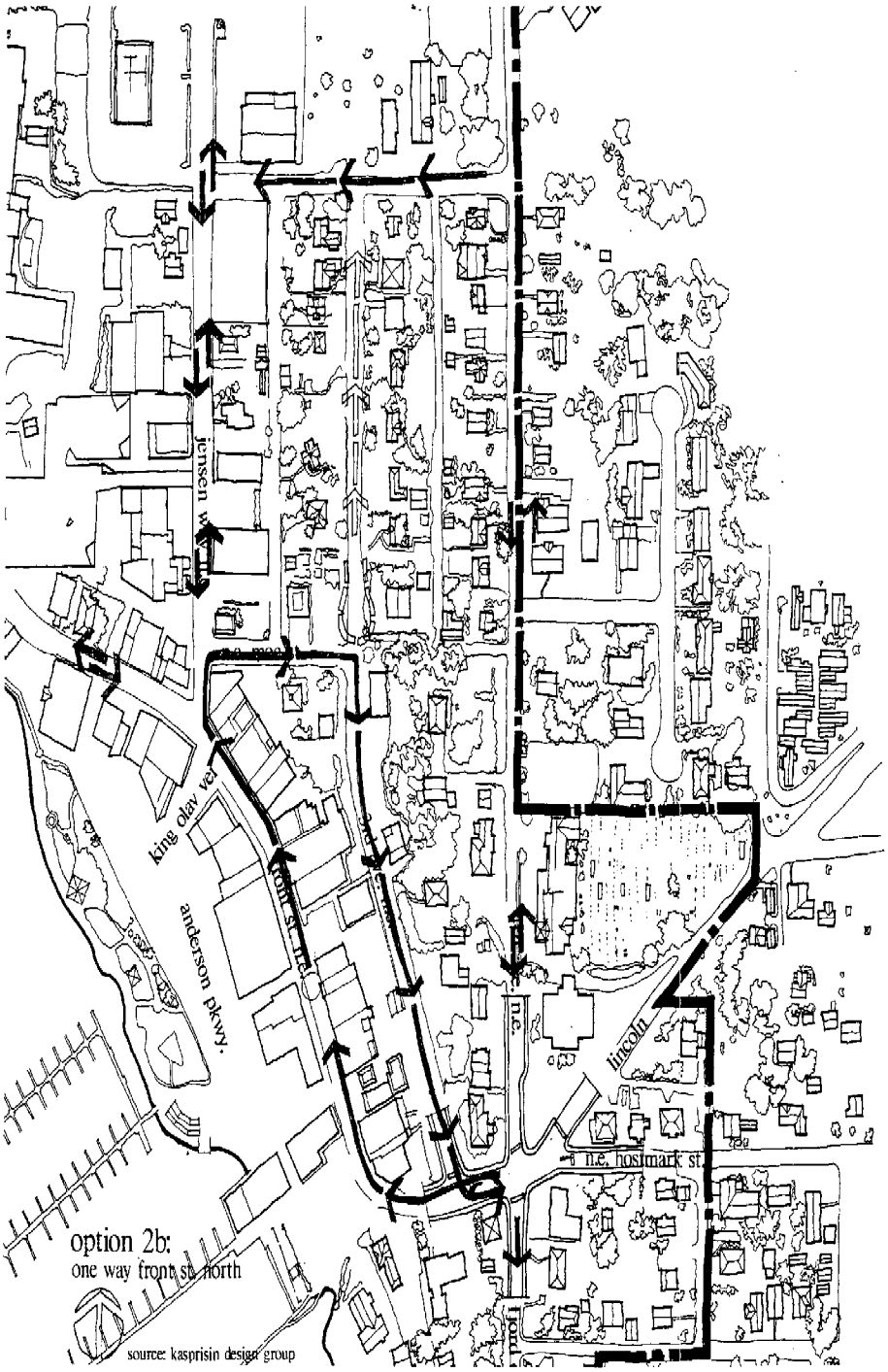
6. Jensen Way north of NE Moe Street would remain two way to Iverson Street;

7. Iverson Street would be two way;

8. The Fourth Avenue-Iverson Street intersection would be physically blocked, except to emergency vehicles for any going north or east from Iverson or Fourth Ave. This would provide a closed residential neighborhood traffic circulation pattern on Fourth Avenue between Iverson and Hostmark.

9. Third Avenue at NE Moe Street would be either terminated in a cul-de-sac or restricted to local traffic only to prevent through north bound traffic to leak along Third Avenue to Iverson Street. Traffic bound for Poulsbo Village to the north is required to travel north to the Sunset Drive corridor along Jensen Way into or out of the downtown.


jensen
n.e. moe st.
king olav ve
anderson pkwy.
n.e.
lincoln
n.e. hostmark st.
option 2a:
one way third ave. north
source: kasprisin design group


jensen w
king olav ver
anderson pkwy.
lincoln
n.e. hostmark st.
option 2b:
one way front st. north
source: kasprisin design group

# option 2b: one way front st. north

A one way north system along Front Street presents the best one way entry impact to visitors travelling west along Hostmark Street.

This system also presents means to reduce leakage from the downtown waterfront business district to Poulsbo Village.

Features include:

1. One way north along Front Street with a stop sign at mid-block;
2. One way south along Third Avenue south of NE Moe Street;
3. One way east on NE Moe Street;
4. Two way on Jensen Way from Anderson Parkway to the north;
5. Two way along Front Street north of Jensen Way;
6. Third Avenue north of NE Moe Street should be either terminated with a cul-de-sac and remain two way; or, one way north.

Traffic flow bound for Poulsbo Village to the north is required to travel north to the Sunset Drive corridor along Jensen Way out of the downtown.

# preferred circulation options

The Preferred Circulation Options are Option 1 B: Two Way One System with Third Avenue one way south from NE Moe Street to Hostmark Street, and Option 2 B: One Way Front Street North.

Rationale for Option 1 B include:

1. To maintain and increase consumer awareness of the Front Street corridor, flow is recommended in both directions. Access of the potential consumer, upon entering the district, should be as direct and appealing as possible from both the north and the south.
2. Third Avenue provides a more efficient exit street and a parking street. Once traffic has `experienced' Front Street, the Third Avenue exit will provide the choice of an efficient exit parking, or return to Front Street.
3. Third Avenue one way north of Moe Street will prevent traffic from Poulsbo Village from using that residential street as an entrance to the business district. It also could be terminated at the NE Moe Street intersection to achieve the same results.
4. Jensen Way could provide a vital link to Poulsbo Village and Downtown as a two way street if traffic volumes are restricted from the north-south residential streets.

Rationale For Option 2B (One Way Front Street North)

1. Traffic turning movements along Front Street would be reduced at the entrances Anderson Parkway;
2. Front Street would be one of the first entry experiences for the majority of visitors;
3. With a partial or complete close off of Third Avenue north at Moe Street, the Front Street - Third Avenue loop could be a smoother flow than the existing conditions;
4. Third Avenue south of Moe Street could be designed to accommodate more parking within the right-of-way;

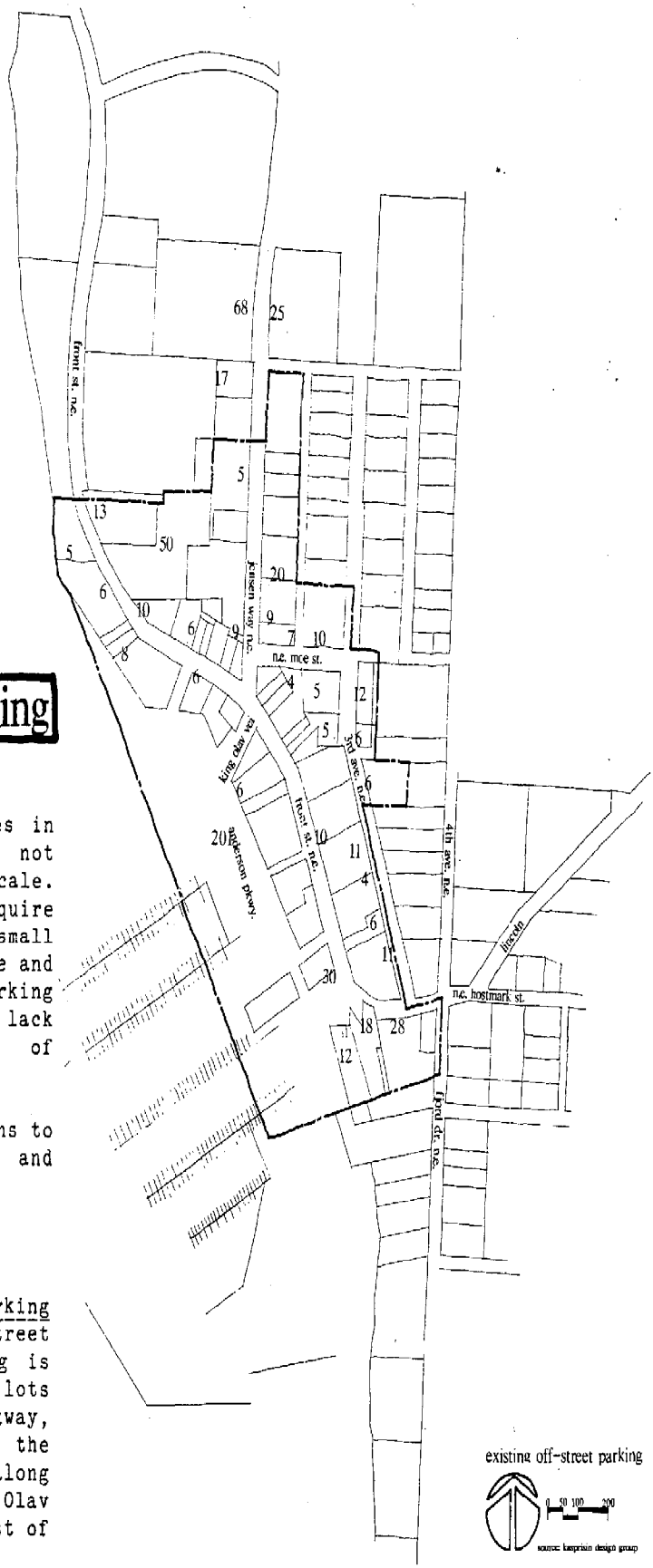
# Parking

Parking for commercial business purposes in downtown Poulsbo is limited and not expandable on a substantial scale. Therefore, parking improvements will require improved on-street modifications and small private off street lots wherever feasible and cost effective. Large scale public parking structures were not evaluated due to the lack of available land and the costs of construction.

This section will illustrate modifications to the overall downtown parking scheme and Anderson Parkway.

## overall downtown parking

The following Existing Off-Street Parking Diagram locates the quantity of off-street parking in the downtown area. Parking is distributed throughout the area on small lots with two exceptions: one, Anderson Parkway, a public surface parking lot located in the west central portion of the downtown along the waterfront; and, second, is King Olav surface parking lot located north and east of the City Hall complex.



# net parking spaces assessment

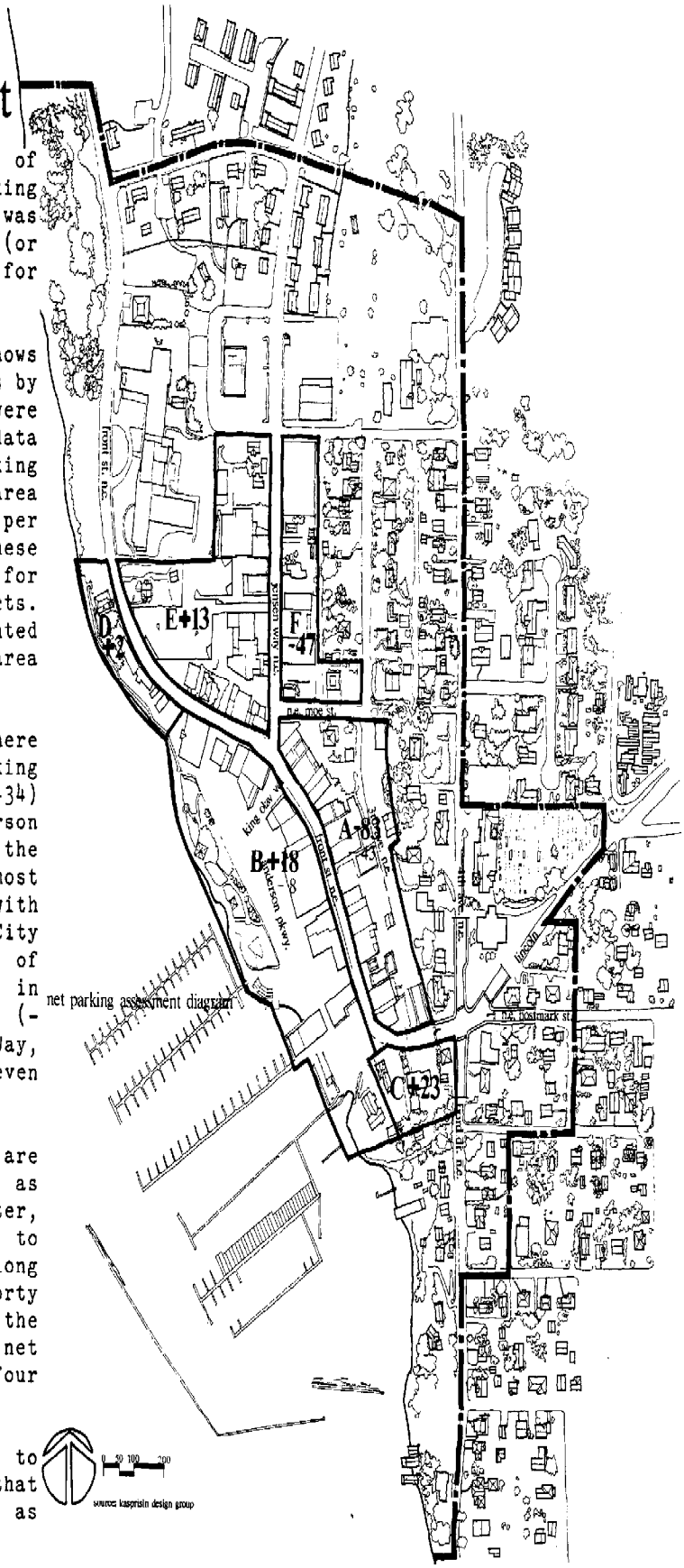
Based upon a preliminary field survey of existing building uses and available parking spaces, a Net Parking Spaces Assessment was developed showing the net available (or deficient) spaces by area in the downtown for office and retail uses.

The parking spaces assessment diagram shows the location of excess or deficient spaces by subdistrict. The standards which were applied to commercial square footage data included a parking index of 3.5 parking spaces per 1,000sf Gross Leasable Floor Area (GLA) of retail commercial and 2.2 spaces per 1,000sf GLA for office commercial. These standards are lower than required for shopping centers and suburban districts. They apply to compact, pedestrian oriented areas similar to the downtown waterfront area of Poulsbo.

Without considering employee parking, there is a net surplus over the standard parking quantity for the entire study area of (+34) thirty-four parking spaces. The Anderson Parkway area, subdistrict B on the accompanying diagram, has the most significant excess with eighteen spaces with a plus of twenty three (+23); and, the City Hall area subdistrict E with a plus of thirteen (+13). Deficiencies occur in subdistrict A with a minus eighty-three (-83), and the area east of Jensen Way, subdistrict F, with a minus forty-seven spaces (-47).

If the proposed pedestrian improvements are incorporated into Anderson Parkway, as recommended later in this chapter, subdistrict B will later change from +18 to +8 excess spaces. Parking improvements along Third Avenue should add approximately forty (40) spaces to subdistrict A, reducing the deficiency to -43 from -83. The total net for the downtown would be a minus fifty-four (-54) spaces, a gain of thirty spaces.

Obviously, Anderson Parkway is designed to serve the entire district, so that subdistricts A and B should be considered as one district in reality.



net parking assessment diagram

Employee parking is estimated from between 130 and 215 spaces within the downtown based on an estimate of 1.5 to 2.5 spaces required for the 86 establishments. Using 2 spaces per establishment as a reference, or 2x86=172, and applying those spaces to downtown Poulsbo's net deficiency -84 without further improvements, the realistic deficiency for downtown is -256 spaces. With improvements on Third Avenue, the realistic deficiency is -226 spaces. This deficiency is compounded by the influx of visitor oriented vehicular traffic, both in automobiles, motor homes, tour buses and automobiles with boat trailers

The estimated actual 1985 retail sales for the City of Poulsbo was 12 million dollars. Of that amount, 25.5% of sales are occurring in the downtown area, a total of $3,060,000. Of the 3 million dollars in professional/business services in Poulsbo in 1985, 19% of that occurred in the downtown, or $570,000.

Comparing the total downtown sales of $3,630,000 for 1985 with the 650 parking spaces available, per 300 business days per year, each space can be valued at twenty-two dollars per day or $6,600 per year in sales.

## Recommendations

1. Employee parking should be located to periphery of the downtown area, either along Third Avenue, to King Olav parking lot or another as yet undetermined area; A potential site for a major new parking lot could be created adjacent to the Sunset Street corridor in the Poulsbo project area.

2. The City and business community should seek out and purchase an employee peripheral parking lot in the near future.

3. Third Avenue should be striped for angle parking if it becomes one-way;

4. Improved private parking areas should be developed along Third Avenue; these include on street diagonal (if Third Avenue is one way), and paved off-street private lots where existing vacant or underutilized lots exist now;

5. The parking lot at the Harbor Master's office should be reorganized and integrated with a new development on the Yacht Club site to improve and expand parking in the southern edge of downtown;

## parking capacity assessment, by block

| Block | RQD Office | Actual Office (Off-Street) | RQD Retail | Actual Retail (Off-Street) | Total RQD | Actual Total | On Street | + - Required |
|---|---|---|---|---|---|---|---|---|
| A | 73 | 59 | 154 | 21 | 227 | 80 | 64 | -83 |
| B | 39 | 21 | 174 | 0 | 234 | 21 | 231 | +18 |
| C | 8 | 18 | 7 | 20 | 15 | 38 | 0 | +23 |
| D | 2 | 2 | 9 | 11 | 11 | 13 | 0 | + 2 |
| E | 49 | 23 | 63 | 82 | 112 | 105 | 20 | +13 |
| F | 69 | 67 | 94 | 9 | 163 | 76 | 40 | -47 |

6. The local business community could operate a privately run shuttle service for business owners and employees between establishments and peripheral parking areas;

7. A day camper parking facility should be considered for location at the periphery of the downtown area, preferably within a 1,320 foot radius (5 minute walk); this is a day-only lot for recreational vehicles so that visitors using these vehicles do not further congest retail office parking spaces. This could be combined with the employee lot.

8. Public and semi-public off street parking facilities could be utilized for employee parking at times which would not conflict with the primary use activities.

9. Peripheral employee parking should be strictly enforced at critical visitor overload periods, at least on Saturdays during the season and other prime visitor days.

10. All parking lots should be required to include landscaping and signing.

# anderson parkway options

Two options were investigated for the realignment of Anderson Parkway. Neither option substantially improves upon the existing condition.

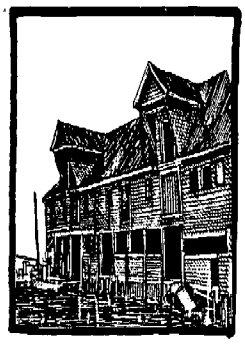
Option 1:

This scheme uses the existing parking layout. Vehicular traffic in the alley between Viking House and Captain K's would be blocked and made into an important pedestrian connection to improvements to the south. Changes in ground texture as well as landscaping marks two pedestrian walks across the parking lot. These walkways are located at existing pedestrian routes to Front Street. To further the connection between Front Street and the Park existing landscaping has been modified by an eight foot wide boardwalk along the Park's edge. This boardwalk could extend to the courseway and would be protected and illuminated by bollards and light standards. The northernmost pedestrian walkway is located as shown to accommodate existing parking. It is terminated by an overlook that extends out over Liberty Bay. The water edge is especially improved in this scheme with a rail, lighting, pavers and seating. A boardwalk and textured sidewalk along the east edge with lighting are proposed to encourage shops to start facing the water while allowing service access. A total of 174 spaces are provided; a 13% reduction in existing parking.

Option 2:

This scheme changes the existing parkway layout by establishing a one-way vehicular loop system with angle parking along the Park. Vehicular traffic in the alley would be eliminated. Park landscaping would be "opened" to connect visually with improvements to the east such as the pedestrian walks and boardwalks and sidewalks at the west face of the Front Street buildings. A total of 162 spaces are provided; a 19% reduction in existing parking. However, one way loop traffic is accommodated which might be more compatible with other City traffic patterns.

# 7. YACHT CLUB SITE



## Background

The Yacht Club facility and site at the end of Hostmark Street will become available in 1990 when the lease with the City of Poulsbo expires.

The waterfront site is the most valuable downtown piece of developable land. It's one third acre forms the southern terminus for the retail business core, is immediately accessible upon entering the downtown, and commands an uninterrupted view of the marina and Liberty Bay. Based on the shortage of available land within the downtown, this site is extremely important as a downtown catalyst site.

The alternatives motivations for development of this site fall into two broad categories:

1. Within the public domain, seek to develop a visitor/consumer attractive development which is water dependent and/or water related and which will remain in the public domain; or,

2. Sell, trade or lease the public property to the private sector for private-for-profit commercial development, preferably water dependent and/or water related.

Both motivations may prove to be economically beneficial to the downtown business community.

Suggested uses for investigation for each category include:

1. Public Uses

A. Port of Poulsbo Harbor Master office and Parking;

B. Marine Science Center;

C. Public Waterfront Park/Festival Area;

D. Expand public boat launch and fuel dock facility;

E. Public conference center, civic center with space for privately managed quality restaurant and small shops;

F. A small high quality aquarium, museum with a hatchery, egg boxes and urban habitat enhancement program.

2. Private Uses

A. Hotel complex with a minimum of forty (40) rooms, a quality restaurant and small specialty shops;

B. A boat service repair facility with a small restaurant;

C. A shopping plaza into a major attraction.

Urban waterfront, uplands and tidelands are becoming less abundant. The assumptions for the following recommendations in this chapter are based on a Stated Federal and State Coastal Management policy of promoting public access to the urban waterfront for water development and/or water related uses.

## Recommendations

Two options as shown in the Design Guideline section portray design potentials of the site and waterfront areas, including a new wharf referred to as Hostmark Landing.

1. Yacht Club site should remain in the public domain, under City jurisdiction;

2. Any future use(s) should be water dependent as priority one, or water related as priority two. Any use should provide public access;

3. The City should coordinate efforts with the existing Marine Science Center of Poulsbo to relocate the center to downtown Yacht Club site;

4. The Marine Science Center could be accommodated on the site by a variety of site development options, ranging in size from a 2,400sf two story complex to a 6,000 to 10,000sf two story complex. Those options are described in the following Design Guidelines section.

5. The Port of Poulsbo offices, including the Harbor Master's office, could be incorporated into the Marine Science Center development;

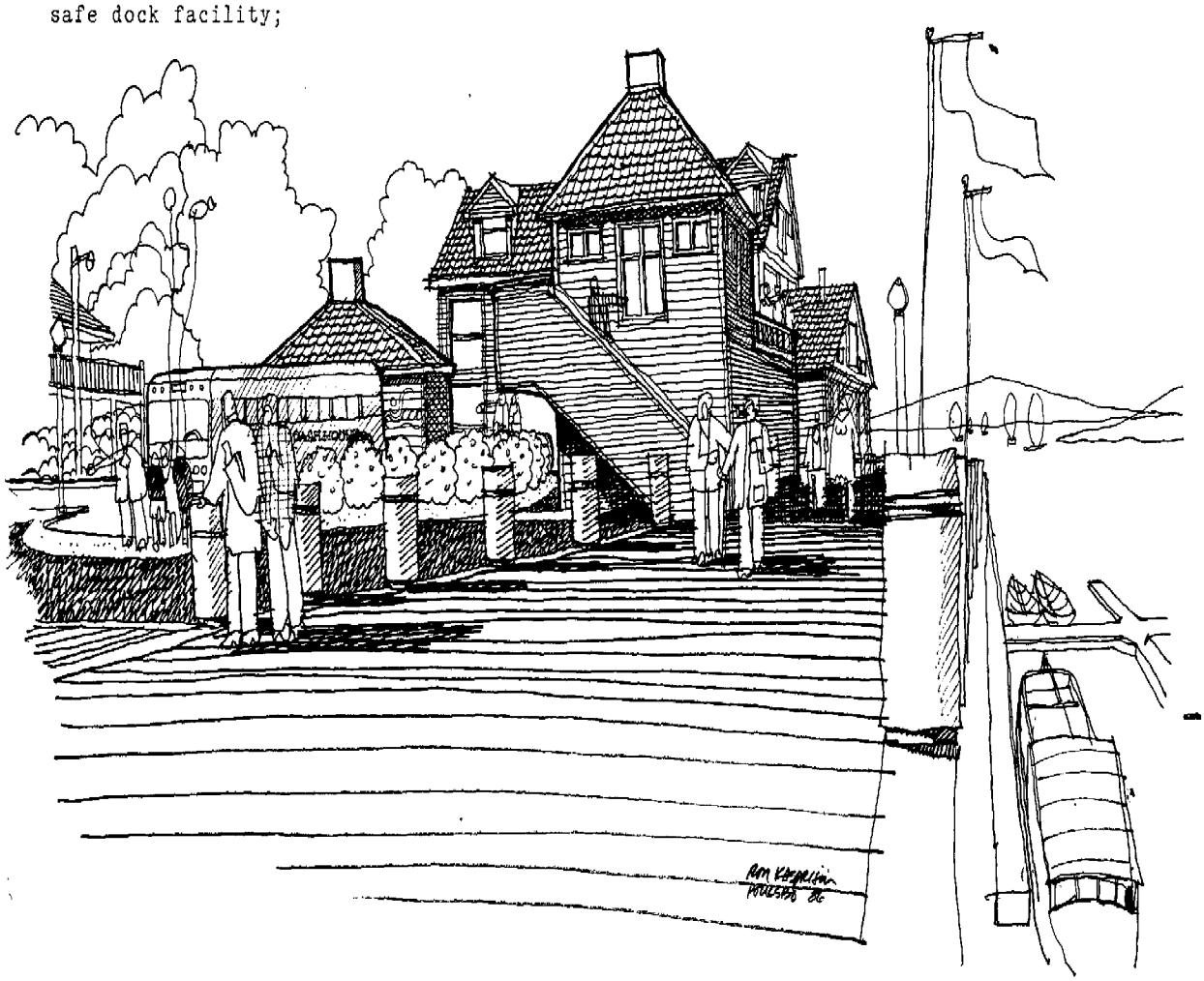
6. A fuel dock facility is a viable option as a part of port related activities on the site and further studies should be undertaken to engineer the storage tanks and fuel lines. The preferred option would be to bury the fuel lines at the eastern limits of the site with distribution at an easily accessible, safe dock facility;

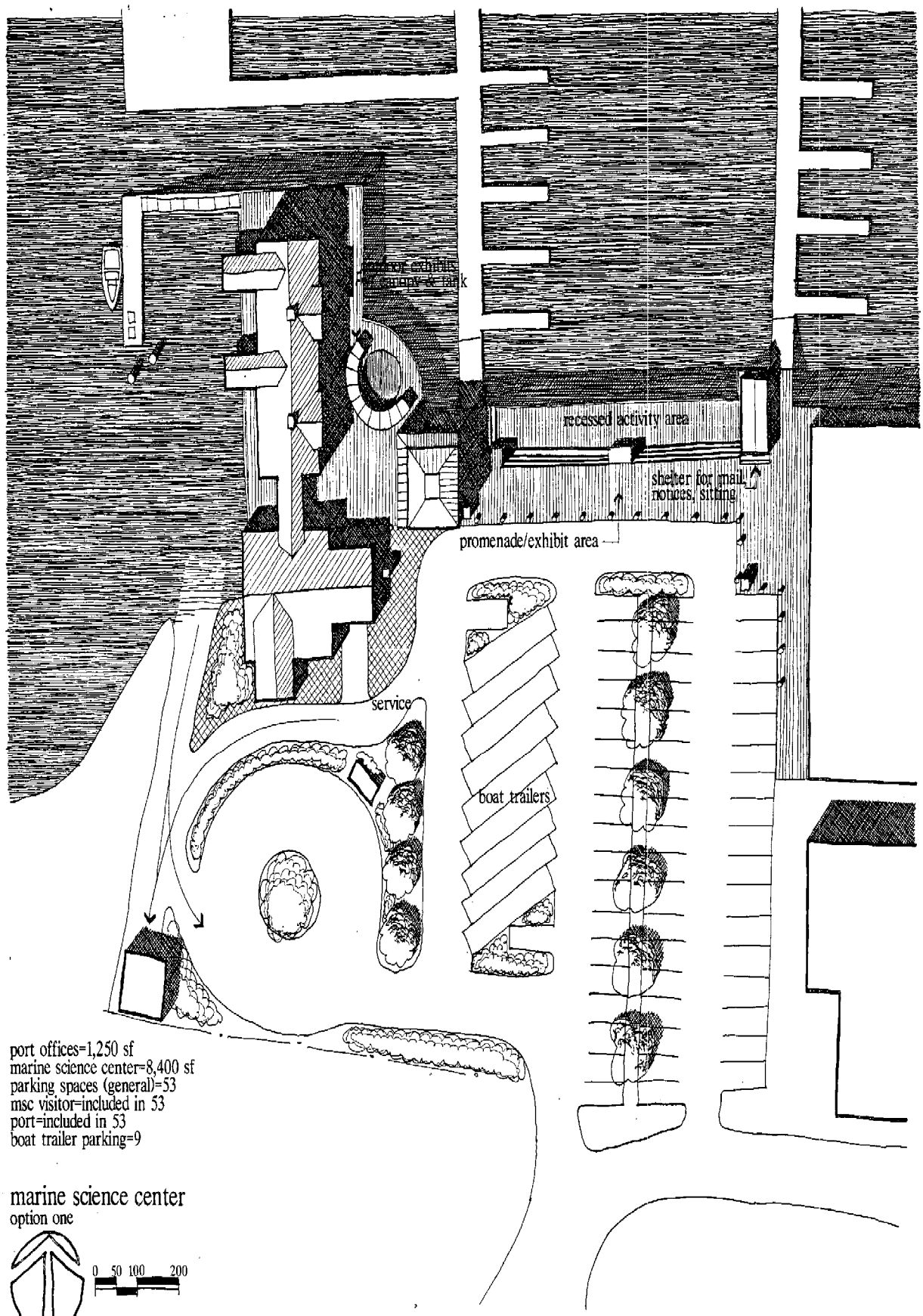
7. Limited maritime museum display space should be considered as a complementary use of the site.

8. Views of upland residential neighbors should be protected from substantial obstruction due to any new facilities at the site;

9. School and tour bus turn around, drop-off and pick-up facilities could be provided on site in most schemes; bus storage should occur outside of the downtown waterfront business area;

10. The public boat launch facility could be retained in the downtown area by relocating the facility to the southern edge of the Yacht Club site.






port offices=1,250 sf
marine science center=8,400 sf
parking spaces (general)=53
msc visitor=included in 53
port=included in 53
boat trailer parking=9

marine science center
option one

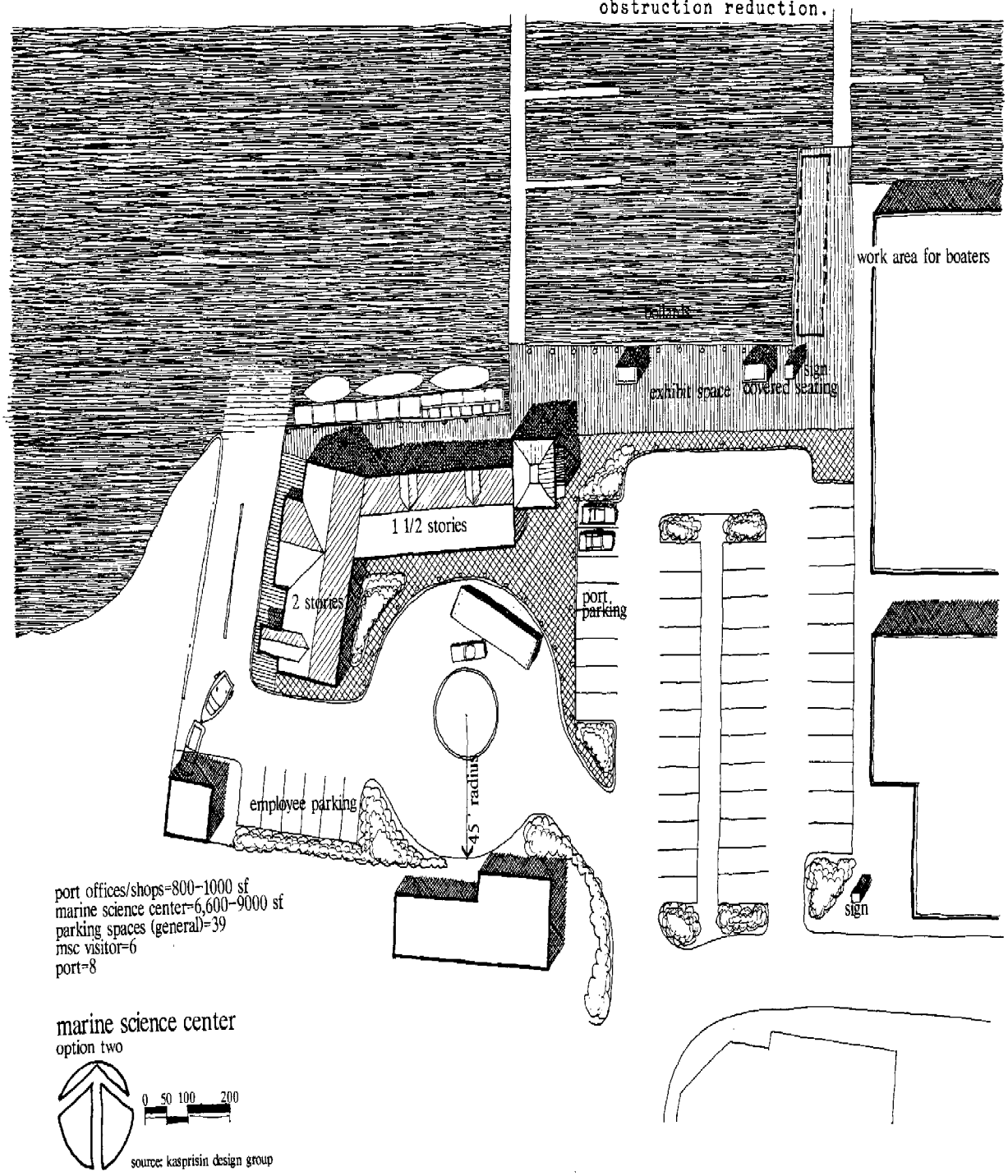
0 50 100 200

source: kasprisin design group

# Design Guidelines

1. Architecture - In all options, the architectural character should be compatible with the Scandanavian components identified in Chapter 3, Downtown Aesthetics. The building(s) should be two story maximum in height and reflect the design materials, scale, and detail of the Marine Science Center Concept Sketch - View South.

2. Site Orientation - Location of the building on the Yacht Club site should be oriented toward the water, with the bulk of the two story section perpendicular to uplands for view obstruction reduction.

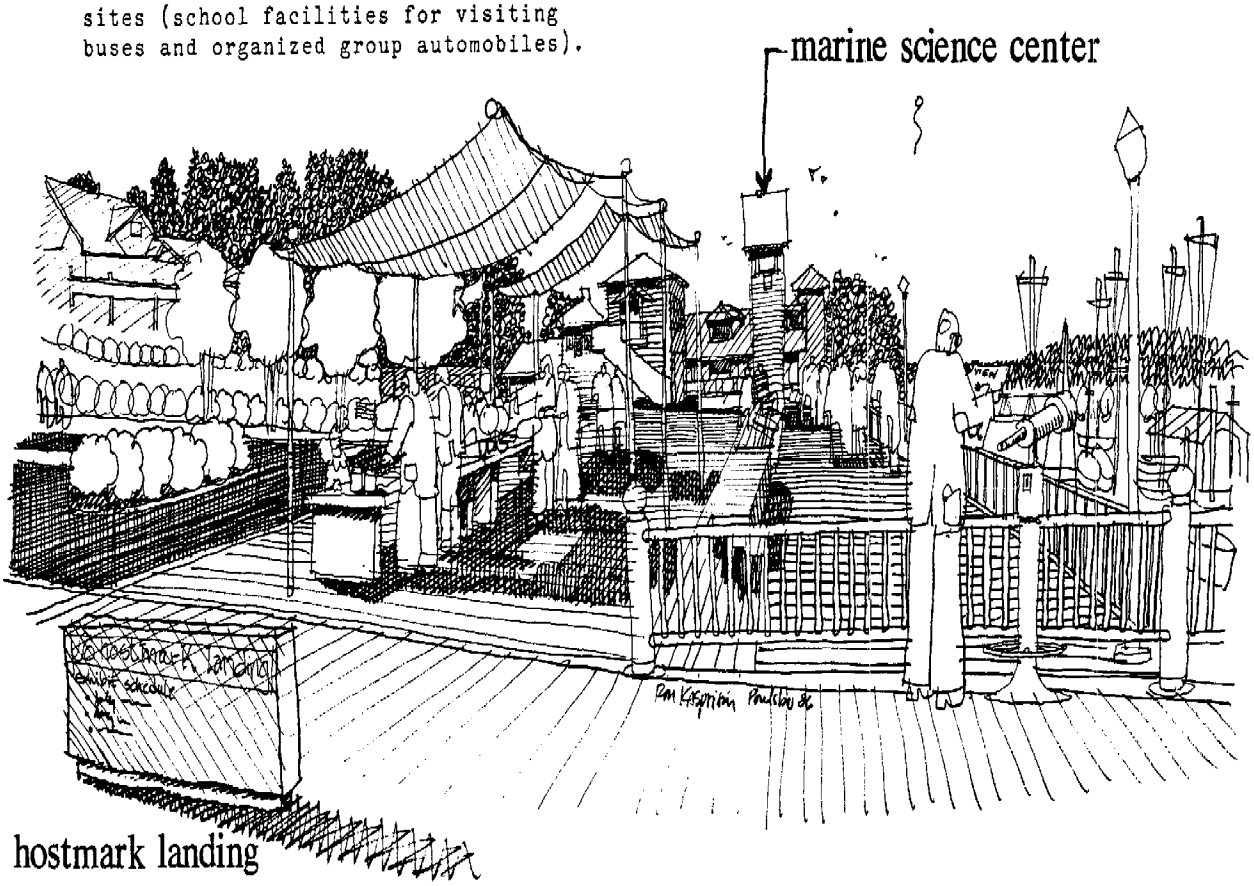


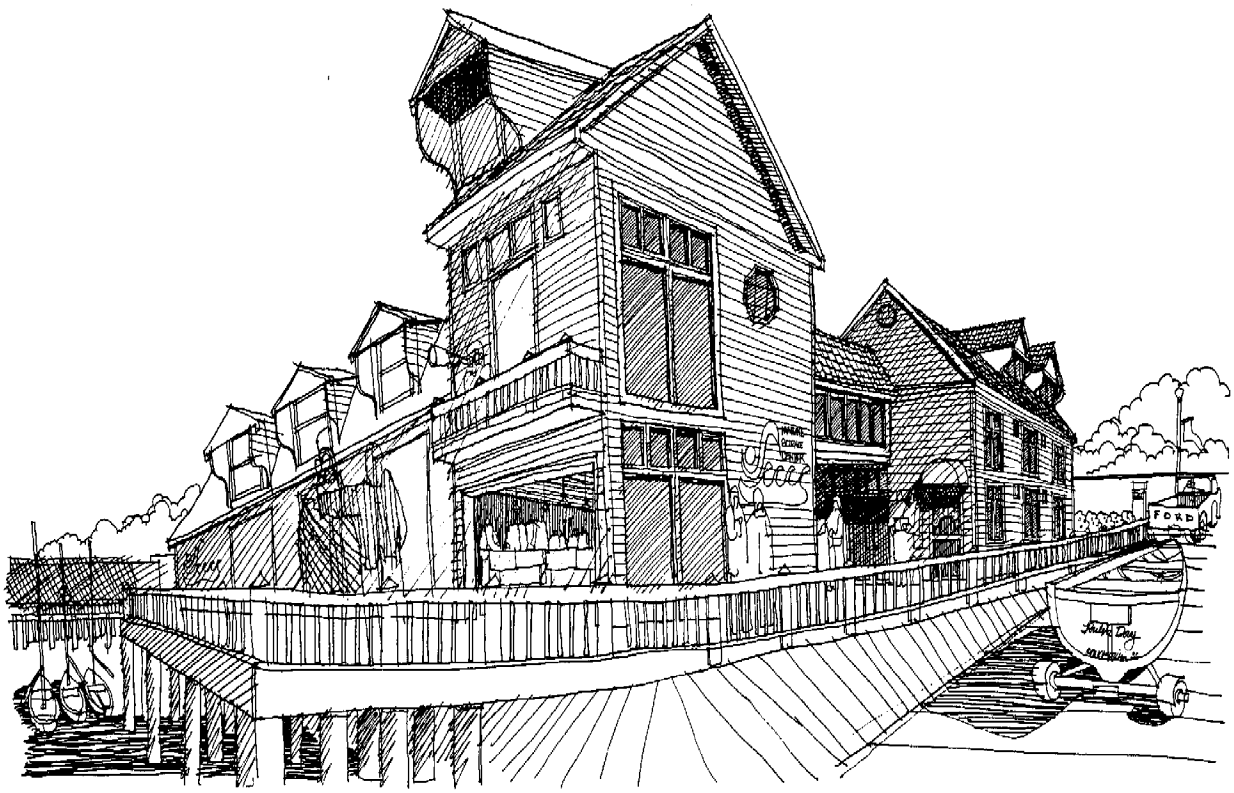
3. Site Expansion - A new wharf is depicted on option 2 to examine the expansion potentials of the site; the wharf could be a pier and deck structure or a combination pier and fill structure, using dredge material from the immediate area; the wharf would be utilized as classroom/exhibit areas for the center, access to center boats, a public waterfront access park and marina viewing area and a work area for marina boaters.

4. Vehicular circulation - No vehicular storage is recommended on the immediate site. Access to the site for service, drop-off and pick-up is accommodated on site with vehicle storage at other sites (school facilities for visiting buses and organized group automobiles).

5. Automobile parking for drop visitors is incorporated into a reorganized and expanded public-port parking area north of the Yacht Club site; the present parking area accommodates forty parking spaces for the Port of Poulsbo. The options presented here accommodate from fifty(50) to seventy(70) parking spaces, including visitor parking for the center and the Port of Poulsbo.

6. Amenities for visitor safety and enjoyment could include wooden bollards along the wharf, landscaping, marine oriented artifacts, benches, educational and directional signs, benches and trash receptacles.





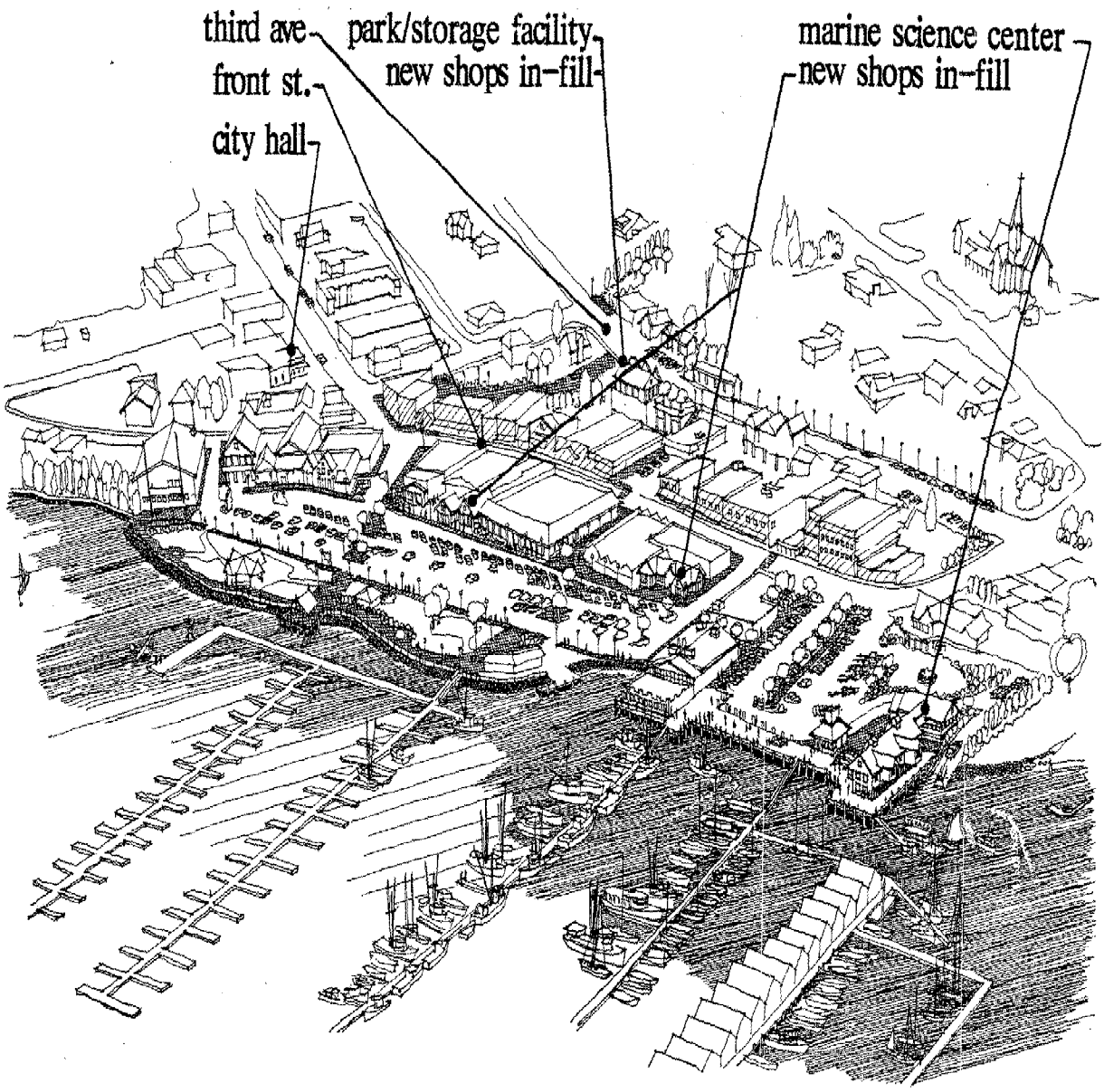

marine science center

• view east and north

# 8. IMPLEMENTATION

**im'ple-ment-** to...finish...a tool...instrument, etc., essential to the performance or execution of something.

# overview of recommendations



The City of Poulsbo and the private sector business community desire to strengthen the economic status of the downtown waterfront area through physical and re-use improvements to buildings and exterior spaces.

In order to attain or finish an objective as the one above, the community must agree on, adopt, and set in motion a number of definitive actions and tools. This chapter highlights reasonable and plausible means to put in place the ideas and concepts presented in this document.

Before describing implementations steps, it's advantageous to outline the overall implementation process. Effective implementation is based on all of the following

I. A clear statement of purpose and priority.

II. A design solution(s) or direction to a perceived set of issues.

III. An acknowledgement of timeframe; i.e., a realization that all actions occur in a time sequence and can influence or be influenced by the way other actions occur in time.

IV. The realization that implementation, more often than not, has multiple starting points and catalyst rather than single sources; and, has multiple initiators, facilitators or sponsors, rather than one.

V. Financial resources, whether cash, contributed services, property and/or improvements, or information which can be leveraged into financial resources.

VI. An organization(s) which has as its primary objective the implementation of one or more of the design solution(s) and has the authority to act on those design solutions.

VII. The capability to follow an agreed upon course of action through to completion; i.e., to manage.

VIII. A determination to improve the quality of life for all users of the project area as well as the strength in the economic and physical functions and appearance.

# the participants in the poulsbo objective

LOCAL

1. The City of Poulsbo - The City of Poulsbo has a Mayor-Council form of government with a full time technical staff composed of Engineering, Public Works, Planning, Fire and Police, Parks and Financial Administration.

2. The Mayor's Advisory Committee for downtown revitalization - an informal committee on downtown development which has been meeting once per month to discuss and review issues.

3. The City of Poulsbo Chamber of Commerce - an organization established for the City-wide promotion of the business community as a whole in relationship to local and area-wide markets.

4. The Downtown Merchants Association - a group organized to specifically promote the downtown area.

5. Poulsbo Retail Merchants Association - a group organized to promote the retail establishments City-wide.

COUNTY/MULTI-COUNTY

1. KITSAP COUNTY

2. The Kitsap County Transit System - a county wide public transit system

3. Education Service District 114 - a special service district which contributes to the support and maintenance of the Marine Science Center, represented by a Board of Directors from fifteen School

districts and assisted by a Steering Committee from North Kitsap and Bainbridge Island.

The School districts participants for ESD 114 include:

| | |
|---|---|
| Cape Flattery | (Clallam County) |
| Crescent | (Clallam County) |
| Port Angeles | (Clallam County) |
| Quileute Valley | (Clallam County) |
| Sequim | (Clallam County) |
| Brinnon | (Jefferson County) |
| Chimacum | (Jefferson County) |
| Port Townsend | (Jefferson County) |
| Queets-Clearwater | (Jefferson County) |
| Quilcene | (Jefferson County) |
| Bremerton | (Kitsap County) |
| Central Kitsap | (Kitsap County) |
| North Kitsap | (Kitsap County) |
| South Kitsap | (Kitsap County) |
| North Mason | (Mason County |

PORT DISTRICT

1. Port of Poulsbo - a port district under the direction of three port commissioners and managed by a Port manager from the Harbor Master's office in downtown Poulsbo. The port operates a marina, upland visitor facilities in and around the downtown.

STATE OF WASHINGTON

1. Department of Ecology - responsible for the Coastal Zone Management Program, jurisdiction of which covers the entire Poulsbo downtown waterfront.

2. Department of Natural Resources - responsible for tideland activities and navigable waterways.

3. Other departments which will play a role in implementation include the Department of Transportation, the Department of Community Development, Department of Commerce and Economic Development, Department of Fisheries Department of Game

PRIVATE LANDOWNERS

1. Land and/or building owners

2. Tenants

# Recommendations

Recommendations for implementation:

I. STRATEGY

The City, the Port of Poulsbo and the business community should coordinate resources to package the financial and organizational resources necessary to achieve a selected number of projects identified in this document.

II. Sources of Funds

Sources of Funds are identified for each major project and will include combinations of private, public and non-profit sources. Essentially, two sources of public funds exist for the City of Poulsbo:

1. Local Sources: Local sources can be used to pay for a project directly or to finance municipal bonds which finance the project.

   Direct funding is available from sales tax revenue for capital improvements. The City prioritizes the projects and budgets accordingly. This process can be slow, piecemeal but is usually safe and fiscally conservative.

   The City of Poulsbo has a general obligation bond net available non-voted debt limit of $853,309; and, a total non-voted and voted debt limit of $3,524,514. Selected, high priority, high community-wide interest projects could be funded from these sources.

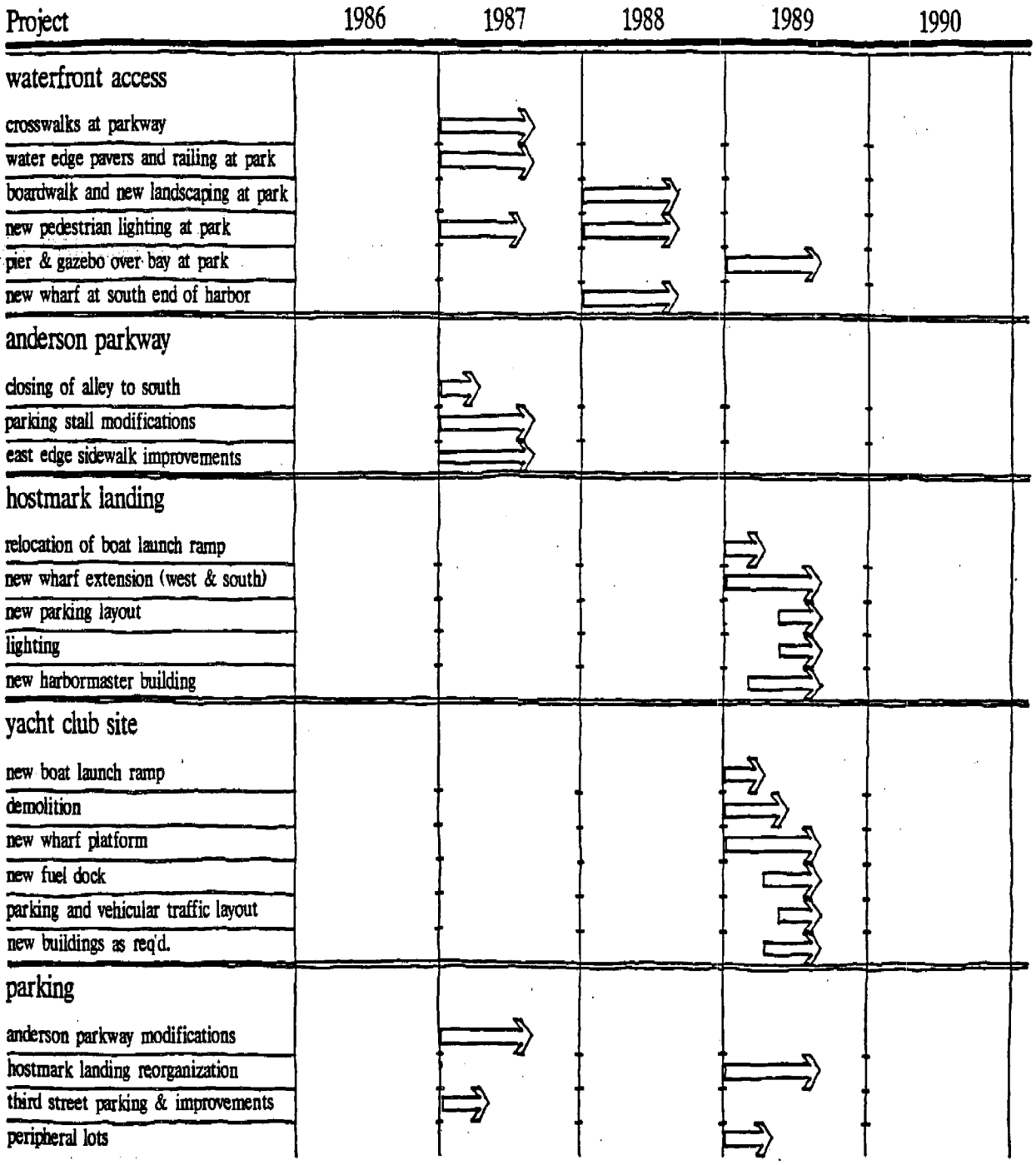
   Local Improvement Districts can be used to supply the local share or match for projects funded from external sources such as state grants. An LID is a special asessment area within which the improvements are located. A referrendum is required approving the formation of the district by the residents in the affected area.

2. Outside Sources of Funds: State federal program funds and grants have traditionally been the most acceptable sources for many projects. Capital improvement grants from the state should be used on projects which have area-wide benefits.

Other outside sources include private foundations, and private investors within the private sector.

# Recommended Projects and Financial Plan

## POULSBO IMPROVEMENTS SCHEDULE




source: kasprisin design group

The proposed tax reform package presently being prepared by the Reagan Administration, and the Gramm-Rudman law will both affect the amount of State and federal monies available for cities and towns. While the prognosis is not encouraging, the State of Washington has undertaken an aggressive effort to assist distressed and Coastal communities. While Poulsbo does not meet the criteria for a distressed community, it can still benefit by some State programs for design and marketing the urban waterfront.

Existing Relevant Programs

Economic Development Administration, Public Works Assistance Program: (EDA)

Many communities within an economic development district are eligible to participate in the Economic Development Administration Public Works Assistance Programs and other EDA funding. Most of these programs direct funding towards:

A. Making land suitable for industrial or commercial use, or providing utilities, access, and site preparation.

B. Building facilities and providing equipment for job training programs.

C. Improving public facilities at airports and harbors.

D. Providing a very poor community with a basic infrastructure that is a prerequisite to initiating or stimulating economic development.

E. Renovating inner city buildings for special development purposes.

F. Building or improving publicly-owned recreational facilities to build up the area's tourism.

G. Improving the appearance of efficiency public facilities in run-down, congested areas.

These types of projects are evaluated by the amount and quality of the benefits that can be expected from the federal investment. In many cases, Economic Development Administration funds can be used as a mechanism for improving the vitality and competitiveness of the business district. However, it must be noted that a commercial or waterfront project may have a lower degree of priority for funding than an industrial project. The Economic Development Administration program may be used to construct streets, sewers, water lines, and other necessary public facilities directed towards improving economic development opportunities. The program has financed downtown and waterfront improvement programs in other communities around the state and the nation.

Bureau of Outdoor Recreation: (IAC/BOR)

The Bureau of Outdoor Recreation, Department of the Interior, now referred to as Heritage Conservation and Recreation Services (HCRS) is an available resource for various elements of the proposed program for parks, pedestrian amenities, and other such items on a 50/50 matching basis. The availability of funds should be pursued with the State of Washington, as in most cases the State of Washington Interagency Committee for Outdoor Recreation manages and disburses the funds. The City is required to have an improved parks and recreation plan on file with the State Interagency Committee for Outdoor Recreation. This document should be submitted to IAC along with any application for substantiation of project intent. Recent projects funded by the Interagency Committee for Outdoor Recreation include waterfront improvements, riverfront parks and walkways, swimming pools, bike paths, play fields, trail systems, and other general parks and recreation improvements. Recent guidelines for eligibility include projects which are family oriented, participatory, active yet not athletic and waterfront access oriented.

Small Business Administration 7A Loan Guarantee Program:

The Small Business Administration's 7A Loan Guarantee Program can provide assistance to small businesses in obtaining financing in capital, fixed asset acquisition (including equipment, land, and buildings), and leasehold improvements. Working capital includes acquisition of inventory, financing receivables, and reducing trade debt. The SBA 7A Program guarantees up to 90% of a loan made by a commercial lending institution. The business must contribute some equity, the amount varying with the project and lender's requirements.

For-profit businesses, particularly those who are unable to obtain conventional financing, can receive this loan guarantee assistance. A small business, for this purpose, is defined as a retail, service, and construction business whose sales do not exceed $2,000,000; a wholesale industry whose sales do not exceed $9.15 million; or a manufacturing industry whose employees do not exceed 250 people.

The program allows real estate loans up to 25 years and working capital loans of up to 7 years. The rate for an SBA 7A guaranteed loan may not exceed the prime rate by more than 2.7%. Loans may be for either a fixed or variable rate. Collateral may include personal assets; mortgages on commercial land, buildings, or equipment; or assignment of receivables. There is a minimum loan amount which applies to this program and this should be verified with the state communities' development financing assistance program. The SBA has been under pressure from the Reagan Administration for a phase-out and SBA staff have at times been uncertain as to the status of approved programs.

Small Business Administration 503 Loan Program:

The SBA 503 Loan Program is a fixed asset financing mechanism which offers small businesses fixed interest loans at below market rates. The purpose of the program is to stimulate local investment, and to create new or save existing jobs. Loan proceeds can be used for building construction or acquisition and rehabilitation, leasehold improvements and machinery and equipment. Not more than 50% of the total project cost can be financed by the SBA, the maximum being $500,000. The business must provide a minimum of 10% equity contribution, and a private financing source, usually a conventional lender, provides the remaining funds.

The program is available to small businesses planning an expansion or relocation. The SBA size criteria for small business in this instance is broad: Any business qualifies whose net worth is less than $6,000,000 and whose profits after taxes are under $2,000,000 for the previous two years. Businesses with a three-year track record are desirable, but not mandatory. There are no limitations on the personal net worth of the business owners. The 503 Program is limited to owners/users; developers do not qualify for loans under this program.

The 503 Program is one which involves the SBA and a private lending source. The private lending source generally is a bank, although seller financing is an option. The rate charged on the private loan is set by by private lender and may be fixed, variable, or floating. The term is set by the lender, subject to a ten-year minimum.

The SBA loan is subordinated to the private loan and is offered at an interest rate of .625% over the U.S. Treasury bond rate. The rate fluctuates with the market and is set once a month for loans that are closed in that month. When a loan is closed, the rate is fixed and remains constant over the life of the loan. The loan's term is tied to the life of the asset and is either 15,20,or 25 years.

Internal Revenue Service:

The Internal Revenue Service is identified as

a resource in preparing funding strategies available for downtown programs because of specific portions of IRS laws that provide investment incentives. Specifically, investment tax credits (ITC's) help stimulate the investment decisions regarding rehabilitation of commercial and rental property structures. While many ITC's have been recommended for termination under the new tax reform program, the historic tax credit most likely may survive.

A 10% investment tax credit is provided for rehabilitation expenditures for all types of businesses and productive buildings. Eligible buildings, include factories, warehouses, hotels. and retail and wholesale stores. Only the rehabilitation expenditures, not the acquisition costs, are eligible and, if more than 25% of exterior walls are replaced, the expenditures will not qualify. In addition, the building must have been in use for at least 20 years after the last rehabilitation was completed. The credit is available for qualified expenditure incurred after October 31, 1978.

In addition, the Act amends the Internal Revenue Code to make it clear that expenditures with respect to which the five-year amortization is elected under Section 191 (Rehabilitation of Certified Historic Structures) will be recaptured in accordance with the provisions applicable to Section 1250 property (real property), rather than provisions applicable to Section 1245 property (personal property). This means that only depreciation in excess of straight-line depreciation is recaptured. The Act, however, makes such excess depreciation a tax reference item. Further, the Act makes it clear that long-term leases of historic structures may claim the five-year amortization, if they incur rehabilitation expenses and comply with various technical aspects of the historic structure definition. These elements of investment tax credits and Revenue Act provisions present available resources and positive cash-flow benefits to business persons involved in rehabilitation or improvements of existing structures. These elements of the Revenue Code deserve attention and research by business people in the community and their particular accountants and auditors.

Parking and Business Improvement Areas (PBIA)

In order to aid economic development and to facilitate business cooperation, Washington State law (RCW 35.87A) authorizes all counties and all incorporated cities and towns to establish Parking and Business Improvement Areas for the following purposes:

a. The acquisition, construction, or maintenance of parking facilities for the benefit of the area.

b. The decoration of any public place in the area.

c. Promotion of public events which are to take place in public places in the area.

d. Furnishing of music in any public place in the area.

e. Providing professional management, planning, and promotion for the area, including the management and promotion of retail trade activities in the area.

In order to assist in the cost of achieving these purposes, cities are authorized to levy special assessments on all businesses within the area specifically benefited by the parking and business improvement assessment. The City, in accordance with the special provisions of the statute authority, may issue and sell revenue bonds for some of the costs involved in the parking and business improvement area.

To initiate such a process in the establishment of an area, a petition must contain the following:

1. A description of the boundaries of the proposed area;

2. The proposed uses and projects to which proposed special assessments and revenues shall be put; and the total estimated cost thereof;

3. The estimated rate of levy of special assessments with a proposed breakdown by class of business and the assessment classification to be used.

The initiating petition shall also contain the signatures of persons who operate businesses in the proposed area which will pay 50% of the proposed special assessments.

The City, after receiving a validation initiation petition or after passage of initiation resolution, shall adopt a resolution of intention to establish such an area. The resolution shall state the time and place of hearings to be held by legislative authority to consider establishment of an area. It shall state all the information contained in the initiation petition or initiating resolution regarding boundaries, projects and uses, and estimated rates of assessment.

In establishing the special assessments, the law has been amended to clarify alternatives available to the program. The legislative authority establishing such assessments may make a reasonable classification of businesses, giving consideration to various factors such as business and occupation taxes imposed, square footage of the businesses, number of employees, gross sales, or other reasonable factors relating to the benefit received, including the degree of benefit received from parking.

The bill also elaborated on the purposes served by the previous amendments and refined, without limiting the scope of, permissible purposes to be served by the business improvement area assessment district. Specifically, it added for clarification that assessments could aid general economic development and facilitate merchant and business cooperation which assists trade through "providing professional management, planning, and promotion of the area, including the management and promotion of retail trade activities in the area".

The legislative authority of each city shall have sole discretion as to how the revenue derived from the special assessment is to be used within the scope of that purpose. However, the legislative authority can also appoint existing advisory boards or commissions to make recommendations as to issues, or the legislative authority, such as the City of Poulsbo, could create a new advisory board or commission for such purposes.

Local Improvements districts:

Local Improvement Districts are widely used in the State of Washington to provide for public improvements, particularly streets, sewers, and water programs. A local improvement district is formed and assessments are applied to the property owners for the cost of the improvements, based on the amount of benefits they receive from the improvements. Often these improvements are done on a footage basis; i.e., the amount of property frontage in the case of the street improvement, or the direct cost of the water lines or sewer lines that serve the project on a pro rata basis.

In complex situations, often several assessment roles are developed based on a formula that attempts to determine a particular property's benefit from the public improvement. One example is the construction of parking lots, the cost of those lots, and the distance of the parking lots from

individual property and the nature of the property being served.

Chapter 35.43 in the Revised Code of Washington establishes authority for local improvements districts and the requirements for initiating the above proceedings. Authority generally includes the construction, reconstruction, repair, or renewed landscaping relative to the following:

1. Alley, avenues, boulevards, lanes, park drives, parkways, public streets, their grading, regrading, planking, replanking, paving, repaving,macadamazing, remacadamazing, graveling, regraveling, piling, repiling, capping, recapping, or other improvements; if the management and control of park drives, parkways, and boulevards is vested in a board of park commissioners, the plans and specifications for the improvement must be approved by the park commissioners before their adoption;

2. Auxiliary water systems;

3. Auditoriums, field houses, gymnasiums swimming pools, or other recreation or playground facilities or structures;

4. Bridges, culverts, and trestles and approaches thereto;

5. Bulkheads and retaining walls;

6. Dikes and embankments;

7. Drains, sewers, and sewer appurtenances which as to trunk sewers shall include as nearly as possible all the territory which can be drained through the trunk sewer and subsewers connected thereto;

8. Escalators or moving sidewalks, together with the expense of operation and maintenance;

9. Parks and playgrounds;

10. Sidewalks, curbing, and crosswalks;

11. Street lighting systems, together with the expense of furnishing electrical energy, maintenance and operation;

12. Underground utilities, transmission lines;

13. Watermains, hydrants, and appurtenances which as to trunk water mains shall include as nearly as possible all the territory in the zone or district to which water may be distributed from the trunk line mains through lateral service and distribution mains and services;

14. Fences, culverts, siphons, or coverings or any other feasible safeguards along, in place of, or over open canals or ditches to protect the public from hazards thereof;

15. Road beds, trackage, signalization, storage facilities for rolling stock, overhead and underground wiring, and any other stationary equipment reasonably necessary for the operation of electrified public streetcar lines.

Section 35.43.070 specifies action on petition or resolution for such an ordinance

to establish an LID. A local improvement may be ordered only by an ordinance of the City or town Council, pursuant to either resolution or petition therefore. The ordinance must receive the affirmative vote of at least the majority of the members of the Council. Charters of cities of the first class may prescribe further limitations. Cities and towns other than of the first class may prescribe further limitations. In this case, the ordinance must receive the affirmative vote of at least two-thirds of the members of the Council if, prior to its passage, written objections to its enactments are filed with the City Clerk by or on behalf of the owners of the majority of the linear frontage of the improvement and of the area within limits of the proposed improvement district.

State Department of Commerce and Economic Development, Community Economic Revitalization Board (CERB)

The Community Economic Revitalization Board is an independent commission established by the State of Washington legislature and served by the staff of the Department of Commerce and Economic Development. It provides low interest loans through municipalities for public improvements necessary to stimulate private investment and job creation. Established by the legislature in 1982 as the successor to the Economic Assistance Authority, the Board is able to respond fairly rapidly in providing low interest loans relating to specific project actions.

Guidelines for evaluating proposed projects include a number of short-term and long-term jobs, related public and private investment; economic conditions and unemployment in the community; project feasibility; ability of applicant to repay loan; and value to local economically disadvantaged groups. The City is the official applicant.

New State Programs

The following two programs have been approved by the 1985 State legislature.

1. Community Revitalization Team (CRT)

2. Development Loan Fund (Private Sector Assistance)

   Both Programs have similar eligibility requirements which include:

   - provide assistance to distressed communities and counties;

   - a distressed county is one which has an unemployment rate of 20% in excess of the state's average for the three previous years;

   - a distressed area within a county (or city) which 1) is composed of contiguous census tracts; 2) has a minimum population of 5,000; 3) has 70% of its families and unrelated individual households below 80% of the county's median income; 4) has an unemployment rate at 40% higher than the county's.

All of these four requirements must be met for eligibility. Presently, Poulsbo does not qualify for these programs.

STATE OF WASHINGTON DEVELOPMENT LOAN FUND (LDF) Department of Community Development

TYPE OF FINANCING:

Provides capital for businesses in distressed areas which will create new jobs, particularly for lower income persons. DLF provides funding for the difference between the total project cost and the level of private financing and equity available to the project.

PRIORITY PROJECTS:

a. Manufacturing or other industrial production
b. Agricultural development or food processing
c. Aquaculture development or seafood processing
d. Development of improved utilization of natural resources
e. Tourism facilities
f. Transportation or freight facilities
g. Retail or service enterprises which will expand the community's economic base rather than primarily redistribute existent customer base
h. Other activities which represent new technology or a type of economic enterprise that is needed to diversify the economic base of an area

FUNDS AVAILABLE:

Loan up to $350,000
Must leverage at least $2 of private capital for every public loan dollar
The loan amount is determined by the "gap" and competitive factors

USE OF FUNDS:

Funds can be lent for the acquisition, engineering, improvement, rehabilitation, construction, operation or maintenance of any property, real or personal, that is used or is suitable for use by an economic enterprise. Working capital term loans are eligible costs.

DLF funds are meant to finance that portion of a project which cannot be financed through other sources but which is the last ap needed to be filled before the overall investment can occur.

RATE OF INTEREST:

Determined by the need of the project and by the competitive factors
Typically, DLF rates will be 6 - 9 percent annum
Deferral of principal may be negotiated, as appropriate
Rate could be stepped up toward market rate over time

FOR MORE INFORMATION CONTACT:

Department of Community Development
9th and Columbia Building
Mail Stop: GH-51
Olympia, Washington 98504-4151
(206) 586-8976 or 1-800-562-5677
Attention: Joan Machlis, Manager
Development Loan Fund

Aquatic Land Enhancement Account (ALEA), DNR

The Aquatic Land Enhancement Account (ALEA) was established by the 1984 legislature. Funds are derived from the lease of state-owned aquatic lands managed by the Department of Natural Resources (DNR).

> "After appropriation, these funds shall be used solely for aquatic lands enhancement projects; for the purchase, improvement, or protection of aquatic lands for public purposes; for providing and improving access to such lands; and for volunteer cooperative fish and game projects...(RWC 79.24.580)"

Soon after the legislation became effective, DNR met with the Departments of Fisheries, Game, Parks and the Interagency Committee for Outdoor Recreation (IAC) to discuss allocation of available funds. It was agreed that Natural Resources would seek appropriation of 70% of funds and administer those funds for public access and environmental improvement and enhancement projects. Fisheries and Game would seek respective appropriations totaling 30% of the funds for volunteer cooperative fish and game projects.

volunteer cooperative fish and game projects.

This report describes how DNR, working with IAC, has administered ALEA to date.

Allocation of Funds

DNR established a target distribution of its appropriation between two major categories: public access/recreation (80%); and environmental protection, improvement, and enhancement (20%). The public access/recreation funds would be further divided between local agencies (60%) and state agencies (40%). The 1985 legislature authorized expenditure of the requested $2,100,190. (See Figure 1).

Program Objectives

Program objectives and operating guidelines developed for ALEA are contained in Section II, and address the following elements:

- Distributing funds as grants to state and local agencies through an open, competitive evaluation process.
- Using ALEA funds to satisfy funding needs not met by existing programs.
- Favoring public access projects which emphasize simple pedestrian access as contrasted to large scale, intensive developments.
- Seeking state-wide distribution of projects.
- Requiring local projects to provide a minimum share of project cost.
- Encouraging interpretive programs to explain benefits provided by state-owned aquatic lands.

Program Administration

DNR coordinates ALEA administration with IAC. selection process. Section Vnt (see Section III) divides responsibilities between DNR and IAC.

- The application process is dovetailed with the existing IAC schedule. Section IV is the application manual for locally sponsored projects.
- DNR establishes policy, project selection criteria, and manages the selection process. Section V contains the project selection criteria.
- IAC assists in project selection and issues and administers project development contracts. Section VI is a sample ALEA contract.
- Local projects are solicited annually, state projects biennially to coordinate with the legislative budgeting process.
- Project selection is done through an objective rating system, based on recommendations of a committee composed of the League of Women Voters, Washington Environmental Council, Department of Ecology, DNR, IAC, and two local parks and recreation agencies.

Summary

Interest in the program has been high. Demand is expected to increase as the program becomes better known. Nineteen state and local projects have been funded to date. These amount to $971,147 and their locations are shown in Figure 2. Sixty-one other projects ($3,043,127) were submitted but not approved for lack of funds (projects are listed in Section VIII).

FEDERAL GOVERNMENT

1. Internal Revenue Service - Investment Tax Credit Program for historic and/or older buildings.

2. US Army Corp of Engineers

3. US Department of Commerce

4. US Fish and Wildlife Service

Main Street Program

The Main Street is coordinated by the State of Washington and provides seed monies to retain a development coordinator to assist in economic, design and promotion activities. This program has been funding communities 5,000 people or more in population

Based on the previous discussions regarding funding resources, the following chart recommends the application of those resources to given projects. While the City of Poulsbo may be technically eligible for listed programs, it's level of economic difficulties may not be severe enough to compete for available monies. Of the programs listed the Bureau of Outdoor Recreation funds (IAC), EDA, and SBA offer the most potential for Poulsbo.

note: numbers indicate priority with (1) the highest and (5) the lowest

| Key Projects | FEDERAL | | | | | | | STATE | | | | LOCAL | | | PRIVATE | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | EDA | SBA-7A | SBA 503 | IRS-ITC | IAC/BOR | DNR AQUATIC | CERB | ED 114 | PBLA | LID | DIRECT $ | INVESTORS | REVOLVING LOAN | INDIVIDUAL $ | FOUNDATIONS | PORT |
| **waterfront access** | | | | | | | | | | | | | | | | |
| parkway crosswalks | 1 | | | | | | 4 | | 1 | 2 | 3 | | | | | |
| water edge pavers/railings | 3 | | | | 1 | | | | 1 | 2 | 3 | | | | | 3 |
| park boardwalk/landscaping | 4 | | | | 1 | | | | 1 | 2 | 3 | | | | | |
| park pedestrian lighting | 1 | | | | 1 | | | | 1 | 2 | 3 | | | | | |
| pier & gazebo | 2 | | | | 1 | | | | | 3 | 4 | | | | | 2 |
| new wharf at south end | 1 | | | | 1 | | | | 2 | 4 | 5 | | | | | 1 |
| **anderson parkway** | | | | | | | | | | | | | | | | |
| close alley to south | | | | | | | | | 2 | 3 | 1 | | | | | |
| parking stall modifications | | | | | | | | | 1 | 2 | 1 | | | | | |
| east edge parkway boardwalk | | | | | 3 | | | | 1 | 1 | 2 | | | | | |
| **hostmark landing** | | | | | | | | | | | | | | | | |
| relocate boat launch ramp | 2 | | | | 1 | 1 | | | 3 | 4 | 5 | | | | | 1 |
| new wharf extension | 3 | | | | | | | | | 5 | 5 | | | | | 1 |
| new parking layout | | | | | | | | | 1 | 2 | 1 | | | | | 2 |
| pedestrian lighting | 1 | | | | 1 | | | | 1 | 2 | 3 | | | | | 3 |
| **yacht club site** | | | | | | | | | | | | | | | | |
| new boat launch ramp | 2 | | | | 1 | 1 | | | 3 | 4 | 5 | | | | | 1 |
| new wharf | 2 | | | | 1 | 2 | | | | 5 | 5 | | | | | 1 |
| new buildings | 1 | | | | 1 | | 1 | | | | 1 | | | | 1 | 1 |
| **parking** | | | | | | | | | | | | | | | | |
| third street | | | | | | | | | 1 | 3 | 2 | | | | | |
| peripheral lots | | | | | | | | | 1 | 2 | 3 | | | | | |
| **scandanavian theme** | | | | | | | | | | | | | | | | |
| rehabilitate existing buildings | | | | | | | | | | | | 1 | 1 | 2 | | |
| new buildings | | | | | | | | | | | | 1 | | 1 | | 1 |

source: kasprisin design group

# Port of Call Package

In 1983, The Kasprisin Design Group prepared a Downtown Revitalization Program for the City of Port Orchard, Washington. As a part of the implementation section, and with the objective to promote new and adventuresome marketing ideas for Puget Sound ports, the PORT OF CALL PACKAGE was researched and recommended for action.

The 'package' is of such merit that it bears repeating here with the hopes that interested groups in Poulsbo may pursue and organize such a venture. The underlying objective is to promote each Puget Sound port community by promoting key ones as a group, as one visitor destination for a specialized adventure.

## Puget Sound Port of Call Cruise

The potential is significant for an in-sound commercial cruise ship package which would make scheduled visits to a number of Puget Sound waterfront communities.

This section describes the basic concepts and strategy regarding the nature and packaging requirements of such a cruise tour.

### Objective

Develop a regularly scheduled cruise ship "bed and breakfast" tour package utilizing a select number of Puget Sound waterfront communities as a new economic and cultural function for those communities.

### Concept

1. Establish a Puget Sound route for a cruise ship(s) which permits a minimum of one day/one night visits to approximately five ports of call;

2. Cooperating "bed and breakfast" establishments within each port will provide accommodations for the vessel's passengers;

3. Time will be allotted for day time excursions within each community, providing the opportunity for shopping, dining and entertainment;

4. Cultural and local festival activities will be coordinated with the cruise ship schedules to provide a number of the following:

   - Country Western Music Festival
   - Fathoms of Fun Festival
   - Local drama group's performance(s) relative to the local history (short) three-act play depicting humorous aspects of 1890 Sidney-Port Orchard life styles).
   - Functions sponsored by local merchants and chamber of commerce.
   - Other attractive activities.

### Interested Cruise Ships

- Virginia V Steamer Foundation
  Fishermen's Terminal
  Vessel Length: 125 feet
  Capacity: 325
  (206) 624-9119

- Harbor Tours
  Pier 56
  Goodtime I
  - Vessel Length: 87 feet
  - Capacity: (460) 350 comfortably
  Goodtime II
  - Capacity: (496) 350 comfortably
  Goodtime III
  - Capacity: (400) 150 comfortably
  (206) 623-1445

- Grayline Tour Wholesaler
  Charter, Seattle
  Vessel Dimensions: 65 feet long, 25 feet wide, 10 feet draw
  Maximum capacity: 250 theater style
  Capable of serving dinners on board, and coordination with on-shore activities
  (206) 343-2013

These groups were interviewed based on the fact that the vessels do not have on-board sleeping accommodations.

Potential Route

- Leave Seattle Friday evening
- Cruise Puget Sound with possible stops at:
  - Blake Island (salmon bake)
  - Gig Harbor
- Dock at Port Orchard on Friday evening
- Utilize Port Orchard's "bed and breakfast" facilities overnight
- Leave Port Orchard for Poulsbo Saturday afternoon
- Cruise Sinclair Inlet and the Naval Shipyard facilities; Dyes Inlet
- Dock at Poulsbo Saturday evening, staying overnight at the Fjord House and Manor Farm Inn "bed and breakfast" waterfront park on Sunday morning.
- Leave Poulsbo Sunday afternoon
- Cruise Puget Sound Inlets, cruise by Kingston and Hansville
- Dock at Port Gamble Sunday evening, stay overnight in the old residences, tour the building complex and enjoy a catered dinner; Monday morning would include a tour of the mill, now one of the most advanced computer-laser operated facilities in the country yet housed in a National Historic Trust structure.
- Leave Port Gamble Monday afternoon
- Cruise Admiralty Inlet, passing by Marrowstone Island, Fort Flagler State Park, Lower Hadlock and Fort Worden State Park.
- Dock at Port Townsend on Monday evening
- Enjoy Port Townsend entertainment and dining establishments, stay overnight at the James House and the Quimper Inn; tour Port Townsend's historic district Tuesday.
- Leave Port Townsend Tuesday afternoon
- Cruise the Strait of Juan De Fuca along Whidbey Island north through Deception Pass and through Saratoga Passage to Coupeville.
- Leave Coupeville Wednesday afternoon and arrive back in Seattle on Wednesday evening. End of tour.

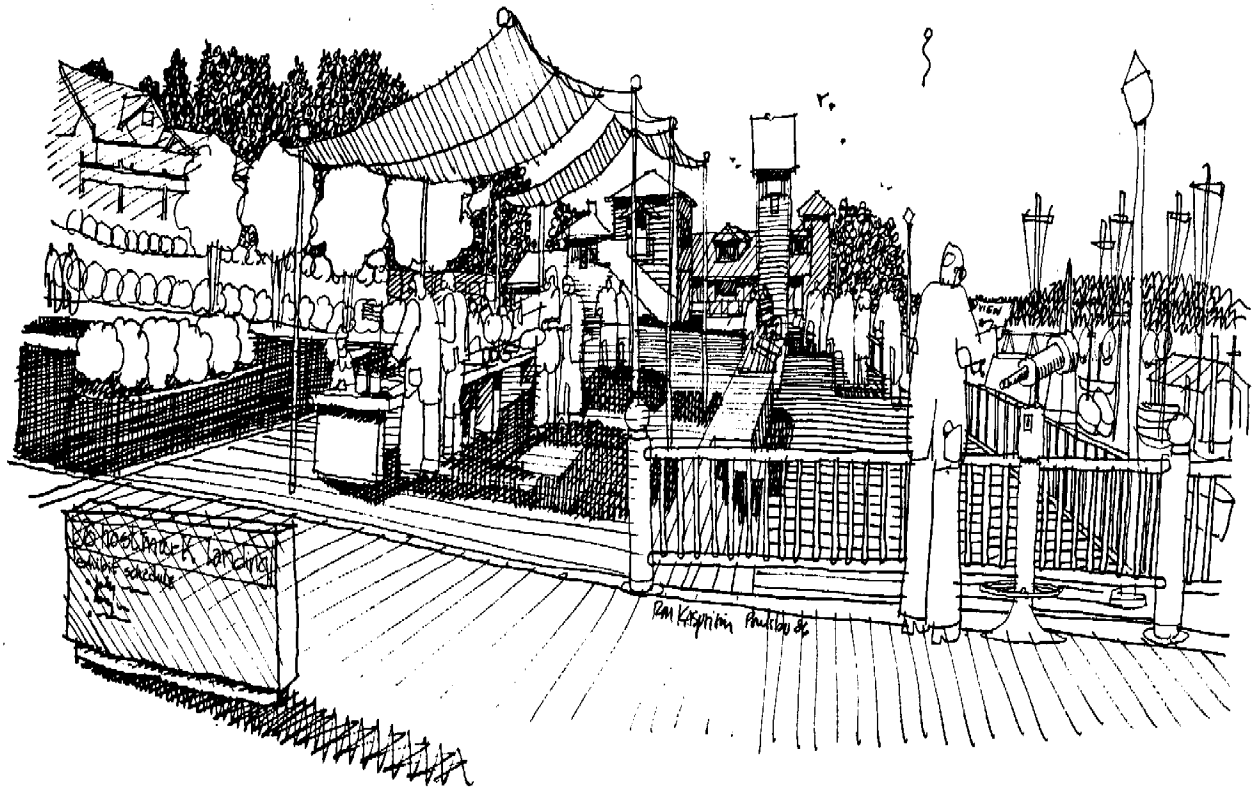
Although this cruise is hypothetical, it does describe the potential of the many and diversified Puget Sound communities. Port Gamble, owned by Pope and Talbort, Inc., is presently studying the town for additional use as a conference and visitor center. Coupeville is presently improving their waterfront resulting from the same available waterfront resources and economic needs as Poulsbo. The beneficial coordination between Port Orchard and these Puget Sound ports-of-call.

The Next Step...:

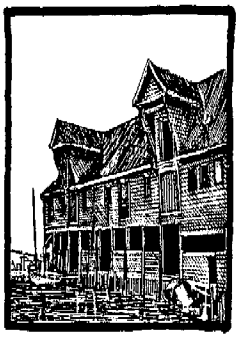
1. Establish contact with each community through the Downtown Association
2. Form a Puget Sound Port-of-Call Visitors Committee or Association to deal specifically with this project and to contact the Seattle and Tacoma Chamber of Commerce and Convention Bureaus.
3. Develop the "bed and breakfast" facility(s) in Poulsbo.
4. With the Puget Sound Association in place, with a list of on-shore sleeping facilities and visitor activities outlined and described, as a group contact the cruise ship companies requesting consideration, costs and potential schedules.

5. Contact selected travel agencies from the communities involved and develop a practice chartered test run, developing a list of improvements en route each community could make regarding image, activities and facilities; and have travel agencies develop the package, prices and marketing.

6. Schedule and coordinate on-shore festivals and activities to coincide with the cruise.



# 8.a. appendix
## economic analysis and survey



## I INTRODUCTION

The following is the marketing portion of a two part study to develop basic information and strategies which will assist in the economic and physical development of the Poulsbo downtown waterfront area. The specific objectives of the marketing portion of the study were:

1. To inventory current market and physical conditions in the downtown waterfront area.

2. To assess and describe the City of Poulsbo's and the downtown waterfront area's place in the regional economy; especially regarding retail sales competition, retail sales growth, and retail market size.

3. To make recommendations for the future economic growth of the downtown waterfront area.

## II MANAGEMENT SUMMARY

Study findings revealed that the population of North Kitsap County is expected to increase an average of 4% annually between the years 1990 and 2000. The population of Poulsbo is expected to grow and average of 1.3% annually during the same period.

The Federal governement continues to be a major Kitsap County employer, with 17,360 civilian employees. Employment increased by 5,780 jobs between 1972 and 1982, with the largest area of growth occuring in eating and drinking establishments.

Retail sales growth, after adjustment for inflation, averaged 11.9% annually between 1980-and 1985. A net growth of 59.8% for the period. Given the present trend sales can be expected to increase to approximately $ 73 million by 1990 an additional 51.9% increase.

Retail sales in the downtown waterfront area are estimated at $ 11 million or 17.7% of city-wide sales. The City's market share is estimated at 81.8%.

Major findings in the community retail survey were:

51% of the respondents felt prices in the downtown waterfront area were either somewhat expensive or expensive

63% of the respondents drive by a shopping center or market daily on their way to and from work.

56% of the respondents indicated the desire for a food store in the downtown waterfront area.

34% of the respondents felt the downtown waterfront area needed more restaurants.

39% of the respondents cited the need for a shoe store

34% of the respondents cited the need for a men's clothing store.

Six recommendations were given for future economic growth and development. The specific recommendations were:

1. That a Downtown Development Council be established for the purpose of promoting and advertising the City of Poulsbo and that the Council be a joint venture between downtown merchants and city government.

2. The the Downtown Development Council seek to bring more professional services to the area for the purpose of increasing the number of visitors to the downtown.

3. That the Downtown Development Council increase the number of retail shops in the downtown area and in so doing further diversify the present retail mix. Several suggestions for diversification are provided.

4. That merchants in the downtown waterfront area review their existing pricing and procurement practices for the purpose of becoming more competitive with other Kitsap County regions.

5. That the Downtown Development Council implement a series of winter and fall promotional activities targeted at local residents.

6. That the City of Poulsbo examine possible private sector uses for the old Yacht Club site, which will serve as additional attractions to the downtown waterfront area.

## III LIMITATIONS OF THE STUDY

This study is concerned with general retail market characteristics relative to the the Poulsbo downtown waterfront area. It neither examines the market potential of any specific business nor provides complete economic baseline data about the City of Poulsbo. Its recommendations are general and intended to serve as the foundation for future planning. It contains no recommendations for specific investment.

# IV METHODOLOGY

## A. SECONDARY DATA COLLECTION

1. Secondary data collection was utilized to describe the competitive market area relative to the retail characteristics of the Poulsbo Downtown Waterfront District. Secondary data was used to:

   a. Define the trade area.

   b. Estimate the local market size relative to the Effective Buying Income (EBI) within the defined trade area.

   c. Determine retail sales history of the City of Poulsbo.

   d. Determine the historical growth rate of retail sales in the City of Poulsbo.

   g. Obtain a demographic and socio-economic profile of the City of Poulsbo.

2. Secondary data sources utilized were:

   a. "Survey of Buying Power", Sales and Marketing Management, July 1985.

   b. County Business Patterns, U.S. Bureau the Census, 1984.

   c. "Economic Development Program", Economic Development Council of Kitsap County, June 1985.

   d. Association of County Officials

   f. Puget Sound Council of Governments

   g. Washington State Bureau of Tourism

   h. Washington State Office of Financial Management.

   i. City of Poulsbo, Planning Department

## B. PRIMARY DATA COLLECTION

1. Primary data collection consisted of three specific activities; a telephone survey of local residents, a survey of downtown merchants and a physical inventory of retail establishments.

   a. Telephone Survey

      A telephone survey was made of prefixes 779, 697, and 598. The final return was four hundred, completed, useable questionnaires, providing a confidence interval of 95 percent. The analysis consisted of descriptive statistics such as frequency counts of each response and averages of the responses. Further analysis was carried carried out with cross tabulations.

   b. Merchants Survey

      A survey of local merchants was conducted for the purpose of estimating retail sales within the study area and to obtain information regarding rental costs and square footage. Forty-four percent of the merchants responded to the survey.

   c. Physical Inventory.

      The physical inventory consisted of a count of all retail establishments in the city. Establishments were classified by SIC code and location within or outside the study area.

3. DATA ANALYSIS

   A detailed and complete statisical analysis is provided in the Technical Report.

TABLE V-1

POPULATION CHANGE - KITSAP COUNTY
COMPARED TO KING, SNOHOMISH AND PIERCE COUNTIES
AND THE STATE OF WASHINGTON

| | KITSAP COUNTY | KING COUNTY | SNOHOMISH COUNTY | PIERCE COUNTY | WASHINGTON STATE |
|---|---|---|---|---|---|
| POPULATION | | | | | |
| 1970 | 101,732 | 1,159,375 | 265,236 | 412,344 | 3,413,250 |
| 1975 | 116,090 | 1,148,000 | 268,000 | 413,500 | 3,493,990 |
| 1980 | 147,152 | 1,269,749 | 357,720 | 485,667 | 4,132,204 |
| 1984 (EST) | 162,500 | 1,326,600 | 366,700 | 514,600 | 4,328,100 |
| % POPULATION CHANGE | | | | | |
| 1970-75 | 14.1% | -1.0% | 1.0% | 0.3% | 2.4% |
| 1975-80 | 26.8% | 10.6% | 33.5% | 17.5% | 18.3% |
| 1980-84 | 10.4% | 4.5% | 2.5% | 6.0% | 4.7% |
| 1970-84 | 59.7% | 14.4% | 38.3% | 24.8% | 26.8% |
| AVERAGE POPULATION CHANGE PER YEAR | | | | | |
| 1970-75 | 2.8% | -0.2% | 0.2% | 0.1% | 0.5% |
| 1975-80 | 5.4% | 2.1% | 6.7% | 3.5% | 3.7% |
| 1980-84 | 2.6% | 1.1% | 0.6% | 1.5% | 1.2% |
| 1970-84 | 4.3% | 1.0% | 2.7% | 1.8% | 1.9% |

Sources: Office of Management (OFM), 1984 Population Trends for Washington State, Olympia, n, 1984; OFM, selected unpublished revised population tables, 1984.

TABLE V-2

SELECTED DEMOGRAPHIC CHARACTERISTICS OF POPULATION
IN KITSAP, KING, SNOHOMISH & PIERCE COUNTIES - 1970 & 1980

| | KITSAP COUNTY | | KING COUNTY | | SNOHOMISH COUNTY | | PIERCE COUNTY | |
|---|---|---|---|---|---|---|---|---|
| | 1970 | 1980 | 1970 | 1980 | 1970 | 1980 | 1970 | 1980 |
| TOTAL POPULATION | 101,732 | 147,152 | 1,159,375 | 1,269,749 | 265,236 | 337,720 | 412,344 | 413,500 |
| RACE DISTRIBUTION (a) | | | | | | | | |
| WHITE (percent) | 96.0% | 92.8% | 93.0% | 88.9% | 98.3% | 95.5% | 93.0% | 88.1% |
| OTHER (percent) | 4.0% | 7.2% | 7.0% | 11.1% | 1.7% | 4.5% | 7.0% | 11.9% |
| SEX & AGE DISTRIBUTION | | | | | | | | |
| MALE/FEMALE RATIO | 1.052 | 1.055 | 0.956 | 0.972 | 0.992 | 0.989 | 1.097 | 1.017 |
| MALE | | | | | | | | |
| UNDER 16 (percent) | 28.6% | 25.1% | 30.7% | 21.9% | 35.2% | 26.7% | 28.6% | 25.1% |
| 16-19 | 7.8% | 7.4% | 7.0% | 7.2% | 6.8% | 7.0% | 10.2% | 8.5% |
| 20-44 | 34.0% | 42.1% | 34.3% | 43.3% | 33.4% | 41.0% | 37.3% | 41.2% |
| 45-64 | 21.1% | 17.2% | 20.7% | 19.4% | 18.1% | 17.8% | 17.2% | 17.5% |
| 65 & OVER | 8.5% | 8.2% | 7.2% | 8.2% | 6.5% | 7.4% | 6.7% | 7.6% |
| FEMALE | | | | | | | | |
| UNDER 16 (percent) | 28.7% | 25.4% | 28.1% | 20.4% | 33.2% | 25.2% | 30.7% | 24.2% |
| 16-19 | 7.8% | 6.3% | 6.9% | 6.7% | 6.9% | 7.0% | 7.6% | 7.5% |
| 20-44 | 34.0% | 38.2% | 34.2% | 41.2% | 33.8% | 39.9% | 32.9% | 38.6% |
| 45-64 | 21.1% | 18.5% | 20.5% | 19.5% | 17.7% | 17.9% | 19.4% | 18.6% |
| 65 & OVER | 8.5% | 11.6% | 10.3% | 12.2% | 8.3% | 10.0% | 10.0% | 11.2% |

Notes:

(a) Differences between the 1970 and 1980 census counts by race seriously affect the comparability of some race groups with the result that the substantial rise in the proportion of county population within the 'other' category over the ten year period is due in large measure to census reporting.

(b) Among the categories included, Asian and Pacific represent 3.1%, American Indian, Aleut and Eskimo represent 1.5%, and Black represents 1.9% of the total population.

Source: Census of Population, General Population Characteristics, Washington, U.S. Bureau of the Census, 1970 and 1980.

## Population Projections

Population projections for Kitsap County as developed by the Puget Sound Council of Governments are summarized below.

TABLE V-3

POPULATION FORECAST

| | 1980 | 1990 | Avg Annual % Incr | 2000 | Avg. Annual % Incr. |
|---|---|---|---|---|---|
| NORTH* | 16,675 | 24,123 | 4.5% | 29,000 | 2.0% |
| Poulsbo | 3,453 | 4,850 | 4.0% | 5,500 | 1.3% |
| CENTRAL* | 41,007 | 57,593 | 4.0% | 69,100 | 2.0% |
| Bremerton | 36,208 | 40,750 | 1.3% | 42,000 | 0.3% |
| SOUTH* | 32,709 | 46,049 | 4.1% | 54,000 | 1.7% |
| Pt. Orchard | 4,786 | 5,850 | 2.2% | 6,500 | 2.0% |
| BAINBRIDGE* | 10,118 | 13,127 | 3.0% | 14,900 | 1.3% |
| Winslow | 2,196 | 2,650 | 2.1% | 3,000 | 1.3% |
| TOTALS | 147,152 | 194,992 | 3.3% | 224,000 | 5.4% |

*Unincorporated
Source: Puget Sound Council of Governments, May 1982.

## Demographic Characteristics of the Population

Selected demographic characteristics of the population, taken from 1970 and 1980 U.S. Census data, are set forth on the following page. This tabulation supplies parallel data for Kitsap, King, Pierce and Snohomish Counties.

# V PRESENTATION OF FINDINGS

The following pages briefly discuss the demographic and economic characteristics of the City of Poulsbo and Kitsap County. The purpose of this review is to delineate external factors which may impact future developmental activities within the City of Poulsbo.

## A. POPULATION AND EMPLOYMENT

### 1. Population

The City of Poulsbo is located in Kitsap County. The estimated population of Kitsap County in 1985 was 165,000 persons. The estimated 1985 population of Poulsbo was 3,700. As shown at Table V-1, rapid population growth occurred in the County between 1975 and 1980 and has slowed since that time. Nevertheless, the County's growth rate remains above the growth levels of other counties in the region. Table V-2 provides a profile of Kitsap County population characteristics as compared to other counties in the region.

Poulsbo, which is located in North Kitsap County, is expected to experience an average annual population growth of 4 percent between 1980 and 1990 compared to an estimated county-wide growth of 3.3 percent during the same period. Growth in the City of Poulsbo is expected to slow to an average of 1.3 percent annually betwween 1990 and 2000. County-wide growth during the same period is expected to average 5.4% annually. Table V-3 provides poulation forecasts for the City and County from 1980 to the year 2000.

### 2. Employment

Kitsap County employment has historically been dominated by government employment at the Federal level. This pattern reflects the impact of the military installations located in the County. These installations are the Puget Sound Naval Shipyard at Bremerton, Subase Bangor, the Keyport Naval complex and the Navy hospital at Bremerton.

Due, in large part to the high level of Federal employment, Kitsap County has not experienced the severe unemployment which impacted others during recent years. Although the rate of employment growth has fallen below levels in previous years employment opportunities have continued to improve. In 1982 the naval facilties located in the County provided employment for 17,360 civilians. Although the Federal government's share of non-agricultural employment has declined slightly since 1975, the presence of the naval facilities has attracted many private firms to the area. These firms are concentrated in the manufacturing and service sectors.

Private manufacturing operations in Kitsap County include lumber and wood products, printing and publishing, transportation equipment and sporting goods. Although these industries provided 3.7 percent of the non-agricultural employment in 1981 with total wages of 33.4 million.

Approximately 1,510 construction jobs were lost between 1978 and 1982 due to high interest rates and the slowing of overall economic growth. This situation can be expected to improve during the next several years should interest rates remain at the present low levels and the increased demand in recent months for residential and commerical properties continue to rise.

Between 1972 and 1982 the services experienced an absolute growth of 5,780 jobs in Kitsap in Kitsap County. Approximately 50 percent of this increase was in the business services, while about 25 percent was in the health services. Business service growth centered around staffing and support of the Trident Submarine Base.

Wholesale and retail employment also increased between 1972 and 1982. The largest area of growth was in eating and drinking establishments.

TABLE V-4

EMPLOYMENT AND UNEMPLOYMENT
KITSAP COUNTY COMPARED TO SEATTLE/EVERETT SMSA,
AND PIERCE COUNTY AND THE STATE OF WASHINGTON
(IN THOUSANDS)

| | KITSAP COUNTY | | | | SEATTLE/EVERETT SMSA | | | | PIERCE COUNTY | | | | STATE OF WASHINGTON | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | 1975-83 | | | | 1975-83 | | | | 1975-83 | | | | 1975-83 | |
| | 1975 | 1983 | % CHANGE | SEPT 1984 | 1975 | 1983 | % CHANGE | SEPT 1984 | 1975 | 1983 | % CHANGE | SEPT 1984 | 1975 | 1983 | % CHANGE | SEPT 1984 |
| POPULATION | 116.1 | 161.1 | 38.8% | | 1,416.0 | 1,676.7 | 18.4% | | 413.5 | 507.0 | 22.6% | | 3,940.0 | 4,285.1 | 8.8% | |
| CIVILIAN LABOR FORCE | 42.2 | 64.4 | 52.6% | 65.6 | 657.1 | 900.9 | 37.1% | 914.9 | 152.4 | 191.7 | 25.8% | 194.2 | 1,547.4 | 2,062.0 | 33.3% | 2,071.0 |
| EMPLOYMENT | 38.5 | 59.3 | 54.0% | 61.3 | 595.7 | 813.0 | 36.5% | 848.9 | 136.4 | 168.3 | 23.4% | 176.4 | 1,400.4 | 1,832.0 | 30.8% | 1,897.9 |
| UNEMPLOYMENT | 3.7 | 5.1 | 37.8% | 4.3 | 61.4 | 87.9 | 43.2% | 66.0 | 16.0 | 23.4 | 46.2% | 17.8 | 147.0 | 230.0 | 56.5% | 173.1 |
| PERCENT OF LABOR FORCE | 8.7 | 7.9 | | 6.6 | 9.3 | 9.8 | | 7.2 | 10.5 | 12.2 | | 9.2 | 9.5 | 11.2 | | 8.4 |
| TOTAL COVERED EMPLOYMENT(a) | 33.6 | 48.4 | 44.0% | - | 568.9 | 751.3 | 32.1% | - | 116.1 | 140.0 | 20.6% | - | 1,218.8 | 1,592.9 | 30.7% | - |
| PRIVATE EMPLOYMENT | 13.7 | 24.7 | 80.3% | - | 463.5 | 643.1 | 38.7% | - | 86.7 | 109.1 | 25.8% | - | 945.2 | 1,297.2 | 37.2% | - |
| PERCENT OF TOTAL | 40.8 | 51.0 | | - | 81.5 | 85.6 | | - | 74.7 | 77.9 | | - | 77.6 | 81.4 | | - |
| PUBLIC EMPLOYMENT | 19.8 | 23.7 | 19.7% | - | 105.4 | 108.2 | 2.7% | - | 29.4 | 30.9 | 5.1% | - | 273.6 | 295.7 | 8.1% | - |
| PERCENT OF TOTAL | 58.9 | 49.0 | | - | 18.5 | 14.4 | | - | 25.3 | 22.1 | | - | 22.5 | 18.6 | | - |
| FED CIVILIAN EMPLOYMENT | 14.3 | 18.0 | 25.9% | - | 16.4 | 17.3 | 5.5% | - | NA | 9.9 | | - | 60.8 | 69.0 | 13.5% | - |
| PERCENT OF TOTAL | 42.6 | 37.2 | | - | 2.9 | 2.3 | | - | NA | 7.1 | | - | 5.0 | 4.3 | | - |

Note:
(a) Information on covered employment reflects annual average values for 1975 and third quarter for 1983.

Source: Washington State Department of Employment Security.

TABLE V-5

RESIDENT CIVILIAN LABOR FORCE AND EMPLOYMENT IN THE BREMERTON MSA (KITSAP COUNTY
ANNUAL AVERAGE 1972, 1978-1982, AND PERCENT CHANGE 1972-1982, AND 1981-1982

| | 1972 | 1978 | 1979 | 1980 | 1981 | 1982 | Percent Change 1972-1982 | Percent Change 1981-1982 |
|---|---|---|---|---|---|---|---|---|
| Resident Civilian Labor Force | 37,590 | 54,260 | 57,800 | 58,500 | 59,300 | 61,300 | +63.1 | + 3.4 |
| Employment | 34,460 | 50,830 | 54,280 | 54,920 | 54,800 | 56,000 | +62.5 | + 2.2 |
| Unemployment | 3,130 | 3,430 | 3,520 | 3,580 | 4,500 | 5,300 | +69.3 | +17.8 |
| Percent of Labor Force | 8.3 | 6.3 | 6.1 | 6.1 | 7.6 | 8.6 | --- | --- |

NONAGRICULTURAL WAGE AND SALARY EMPLOYMENT PLACE OF WORK, ANNUAL AVERAGE
1972, 1978-1982, AND PERCENT CHANGE 1972-1982 AND 1981-1982

| | 1972 | 1978 | 1979 | 1980 | 1981 | 1982 | Percent Change 1972 1982 | Percent Change 1981 1982 |
|---|---|---|---|---|---|---|---|---|
| TOTAL 1/ | 28,880 | 42,250 | 44,640 | 46,040 | 46,630 | 47,470 | +64.0 | + 1.6 |
| TOTAL MANUFACTURING | 912 | 1,630 | 1,720 | 1,800 | 1,850 | 1,770 | +94.5 | - 4.3 |
| Durable Goods | 620 | 1,290 | 1,350 | 1,400 | 1,430 | 1,340 | +116.1 | - 6.3 |
| Stone, Clay & Glass Products | 60 | 120 | 120 | 130 | 100 | 110 | +83.3 | -10.0 |
| Other Durable Goods 2/ | 560 | 1,170 | 1,230 | 1,270 | 1,330 | 1,230 | +119.6 | - 7.5 |
| Nondurable Goods | 290 | 340 | 370 | 400 | 420 | 430 | +48.3 | + 2.4 |
| Food & Kindred Products | 80 | 50 | 60 | 60 | 50 | 50 | -37.5 | 0 |
| Other Nondurable Goods 3/ | 210 | 290 | 310 | 340 | 370 | 380 | +81.0 | + 2.7 |
| MINING AND MISCELLANEOUS | 150 | 210 | 220 | 240 | 250 | 280 | +86.7 | +12.0 |
| CONSTRUCTION | 960 | 2,840 | 2,700 | 2,240 | 1,670 | 1,330 | +38.5 | -20.4 |
| TRANSPORTATION & PUBLIC UTILITIES | 940 | 1,220 | 1,270 | 1,280 | 1,300 | 1,290 | +37.2 | - 0.8 |
| WHOLESALE & RETAIL TRADE | 4,890 | 7,350 | 7,930 | 7,910 | 8,270 | 8,390 | +71.6 | + 1.5 |
| FINANCE, INSURANCE & REAL ESTATE | 780 | 1,590 | 1,760 | 1,720 | 1,680 | 1,670 | +114.1 | - 0.6 |
| SERVICES INDUSTRIES | 3,270 | 6,080 | 7,010 | 8,020 | 8,710 | 9,050 | +176.8 | + 3.9 |
| GOVERNMENT | 16,980 | 21,330 | 22,030 | 22,830 | 22,900 | 23,590 | +38.9 | + 3.0 |
| Federal | 12,060 | 15,440 | 15,960 | 16,500 | 16,650 | 17,360 | +43.9 | + 4.3 |
| State and Local | 4,920 | 5,890 | 6,070 | 6,330 | 6,250 | 6,230 | +26.6 | - 0.3 |

1/ Data cover full-time and part-time employees who worked during or received pay for the payroll period which includes the 12th of the month. Excludes self-employed, unpaid family workers, domestic workers and members of armed services.

2/ Includes lumber & wood products, furniture & fixtures, fabricated metal products, transportation equipment and miscellaneous manufacturing industries.

3/ Includes apparel & other textile products, printing & publishing, rubber & miscellaneious plastic products.
SOURCE: Washington State Department of Employment Securities.

TABLE V-6

PER CAPITA INCOME CHANGE - KITSAP COUNTY
COMPARED TO KING, SNOHOMISH, AND PIERCE COUNTIES,
WASHINGTON STATE AND THE U.S.

| PER CAPITA PERSONAL INCOME | KITSAP COUNTY | KING COUNTY | SNOHOMISH COUNTY | PIERCE COUNTY | WASHINGTON STATE | UNITED STATES |
|---|---|---|---|---|---|---|
| 1972 | $4,278 | $5,124 | $3,987 | $4,273 | $4,545 | $4,493 |
| 1975 | 6,026 | 7,243 | 5,437 | 5,639 | 6,213 | 5,842 |
| 1977 | 7,539 | 8,799 | 6,609 | 6,763 | 7,603 | 6,984 |
| 1982 | 11,654 | 11,050 | 10,247 | 10,244 | 11,748 | 11,100 |
| % INCOME GROWTH PER ANNUM | | | | | | |
| 1972-75 | 13.6% | 13.8% | 12.1% | 10.7% | 12.2% | 10.0% |
| 1975-77 | 12.6% | 10.7% | 10.8% | 10.0% | 11.2% | 9.8% |
| 1977-82 | 10.9% | 5.1% | 11.0% | 10.3% | 10.9% | 11.8% |
| AREA INCOME AS % OF U.S. AVERAGE | | | | | | |
| 1972 | 95.2% | 114.0% | 88.7% | 95.1% | 101.2% | 100.0% |
| 1975 | 103.1% | 124.0% | 93.1% | 96.5% | 106.4% | 100.0% |
| 1977 | 107.9% | 126.0% | 94.6% | 96.8% | 108.9% | 100.0% |
| 1982 | 105.0% | 99.5% | 92.3% | 92.3% | 105.8% | 100.0% |

Sources: U.S. Department of Commerce, Bureau of Economic Analysis, Local Area Personal Income, 1978, 1982.

TABLE V-7

PLACE OF WORK FOR KITSAP COUNTY
RESIDENTS - 1980

| | NUMBER | PERCENT |
|---|---|---|
| RESIDENT EMPLOYED LABOR FORCE | | |
| ********** | | |
| LIVING IN KITSAP COUNTY | 62,060 | 100.0% |
| WORKED IN KITSAP COUNTY | 45,540 | 73.4% |
| NOT REPORTED | 8,007 | 12.9% |
| WORKED OUTSIDE KITSAP COUNTY | 8,513 | 13.7% |
| NON-KITSAP COUNTY PLACE OF WORK DISTRIBUTION: | | |
| WASHINGTON STATE | 7,132 | 83.8% |
| KING COUNTY | 5,344 | 62.8% |
| SEATTLE | 4,499 | 52.7% |
| SNOHOMISH COUNTY | 175 | 2.1% |
| PIERCE COUNTY | 1,126 | 13.2% |
| MASON COUNTY | 204 | 2.4% |
| UNKNOWN | 283 | 3.3% |
| CALIFORNIA STATE | 193 | 2.3% |
| ELSEWHERE | 1,188 | 13.9% |
| TOTAL WORKED OUTSIDE KITSAP COUNTY | 8,513 | 100.0% |
| WORKPLACE OF EMPLOYED LABOR FORCE | | |
| ********** | | |
| WORKED IN KITSAP COUNTY | 50,805 | 100.0% |
| LIVING IN KITSAP COUNTY | 45,540 | 89.6% |
| LIVING OUTSIDE KITSAP COUNTY | 5,265 | 10.4% |
| NON-KITSAP COUNTY RESIDENTIAL LOCATION DISTRIBUTION: | | |
| WASHINGTON STATE | 4,999 | 94.9% |
| KING COUNTY | 830 | 15.8% |
| SEATTLE | 408 | 7.8% |
| SNOHOMISH COUNTY | 232 | 4.4% |
| PIERCE COUNTY | 2,244 | 42.6% |
| MASON COUNTY | 1,379 | 26.2% |
| CALIFORNIA STATE | 164 | 3.1% |
| ELSEWHERE | 102 | 1.9% |
| TOTAL LIVING OUTSIDE KITSAP COUNTY | 5,265 | 100.0% |

Source: U.S. Department of Commerce, Bureau of the Census, Journey to Work: Metropolitan Commuting Flows, 1980 Census of Population, April 1984.

## B. INCOME

Given at Table V-6 is the per capita income for Kitsap, King, Snohomish and Pierce Counties, the State of Washington and the United States for the years 1972, 1975 and 1977. This comparison, which was compiled by the Economic Development Council of Kitsap County, indicates that in 1982 income in Kitsap County were higher than local, state and national averages. Generally there was av average increase of about 12% annually for all of the areas shown, with the exception of King County between 1977 and 1982. During the period 1975-1977 Kitsap County growth exceeded the State, while between 1977 and 1982 its growth approximated the State's.

## C. PLACE OF WORK

Table V-7 provides information regarding consumer flows as reported in the 1980 census. As shown, the Kitsap County employed labor force is larger than the Kitsap County employment. An estimated 27% of Kitsap County's employed persons worked outside the the County. Another 13% failed to report their place of work. It is presumed that these persons have jobs involving extensive travel or work in multiple locations. This data suggests that the County exists as a "bedroom community", for a large percentage of its residents.

## D. TOURISTS AND VISITORS

Travel expenditures in Kitsap County, in 1985, are estimated at $ 31 million an increase of 2% over 1984. These monies generatged 920 jobs and an estimated $ 310,000 in local tax receipts. Of the $ 31 million in tourism expenditures only 8.5% of the total was in the miscellaneous category, the classification reflecting retail sales. Another 26.5 percent was expended in the area of food services. This data suggests that the retail stores in the City of Poulsbo are not highly impacted by tourism. It is important to note however that the State defines tourists as those persons traveling more than 50 miles and staying a minimum of 24 hours or overnight. This definition does not include the day visitors to Poulsbo who shop attend the festivals and engage in similar activities.

Poulsbo's close proximity to the Seatttle/Everett PMSA places it within easy commuting distance of 1,675,000 persons, 38.9% of the State's total population. Although no statisitical data is available regarding the many visitors who come to Poulsbo on weekends and for festive occassions, it is presumed that the majority of these persons are from within

the Seattle/Everett PMSA. The immediacy of this large population base and the quaint attractiveness of Poulsbo and the downtown waterfront area have combined to establish Poulsbo as a desination point for numerous one day visitors.

## E. RETAIL CHARACTERISTICS

### 1. BUSINESS INVENTORY

The physcial inventory identified a total of 179 business outlets in the City of Poulsbo. Of this number, 39 provide personal and business services, 2 are motels, 8 are private clubs, 8 are financial institutions, 1 is a State owned liquor store, 24 provide professional and business services and 1 is a theater. The remaining 96 outlets are privately owned, retail merchandise stores. Of the 86 outlets in the downtown waterfront area, 45 are privately owned retail merchandise stores.

Chart V-1 illustrates the retail and service distribution city-wide and in the downtown waterfont area by major store group.

### 2. RETAIL SALES

Taxable retail sales in the City of Poulsbo demonstrated as 70 percent growth between 1980 and 1985. Reported sales and the percentage of growth by year are given below.

| Year | Sales | % Increase |
|---|---|---|
| 1980 | $ 36,679,785 | |
| 1981 | $ 35,740,340 | -2.5% |
| 1982 | $ 49,458,584 | 38.3% |
| 1983 | $ 55,973,576 | 13.1% |
| 1984 | $ 62,493,729 | 10.4% |
| 1985 | $ 62,449,209 | -7.0% |

Source: Washington State Department of Revenue

The slight decline between 1980 and 1981 is believed to be due to the general economic slump which struck the area during that period. The amazing 38.3% increae between 1981 and 1982 is due to the State food tax which was levied during that period.

A more accurate picture of sales growth during the period 1980-1985 is given at Chart V-2. Sales growth, after adjustment for inflation, averaged 11.9 percent annually or 59.8 percent for the five year period. Sales rose steadily from 1981 to 1984 and experienced a slight decline in 1985. Given the present trend sales can be expeted to increase another 51.5 percent over the next five year period to a high of approximately $ 73 million. This projection does not take into account significant changes in the economic enviomment.

Given at Chart V-2 are estimated retail sales by store group. The category other, which reflects sales in the areas of personal and business services, constitutes the larget area of retail sales at 25.8 percent. Food and automotive are the second and third categories making up 23 and 19.3 percent respectively. These three classifications constitute 68.1 percent of the total retail market in the City of Poulsbo. Of the 31.9 percent Eating and Drinking comprises 11.3 percent, General Merchandise 9.3 percent and Drugs 5.7 percent.

Given below is a comparision of the percent of sales by store group and the percent of retail outlets by store group.

| Store Group | % Sales | %Retail Outlets | Average Sales (000) |
|---|---|---|---|
| Food | 23.0 | 4.2 | $ 2,686 |
| Eat/Drink | 11.3 | 11.2 | $ 441 |
| Furniture | 4.9 | 5.6 | $ 382 |
| Automotive | 19.3 | 8.4 | $ 1,507 |
| General Mdse | 9.3 | 41.2 | $ 97 |
| Drugs | 5.7 | 2.1 | $ 1,167 |
| Services | 25.8 | 27.3 | $ 413 |

Retail sales in the Downtown Waterfront District are estimated to be in excess of $ 11 million, exclusive of personal and business services and furniture and fixtures and food. These categories were not estimated due to insufficent data. Percent sales by store group and the percent of retail outlets int he downtown waterfront area are given below.

| Store Group | %Sales | %Retail Outlets | Average Sales (000) |
|---|---|---|---|
| Eat/Drink | 13.8 | 15.2 | $ 218 |
| Automotive | 31.6 | 6.5 | $ 1,167 |
| Drugs | 9.9 | 4.3 | $ 550 |
| General Mdse | 44.7 | 60.9 | $ 177 |

# CITY OF POULSBO/RETAIL & SERVICE DISTRIBUTION

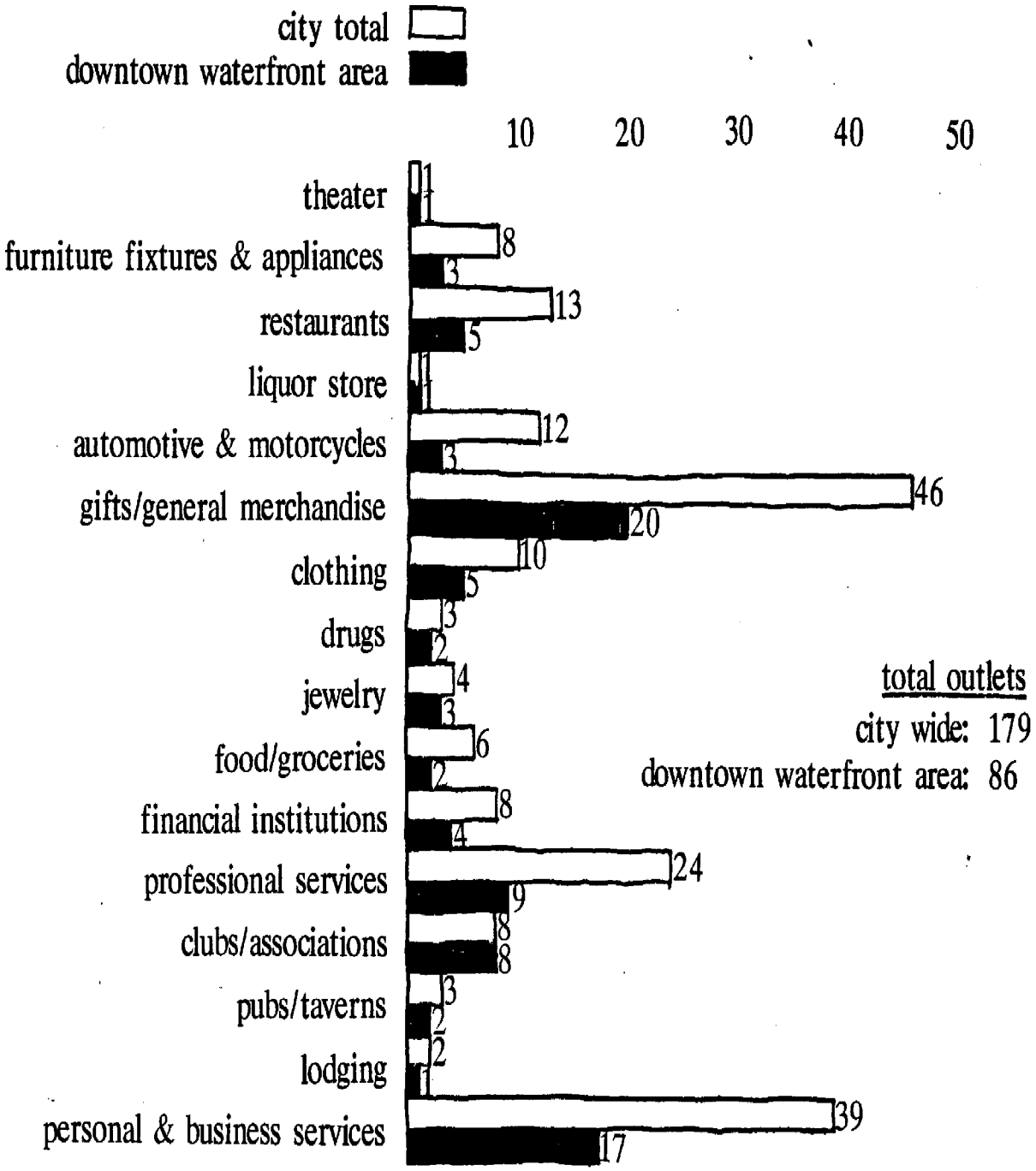
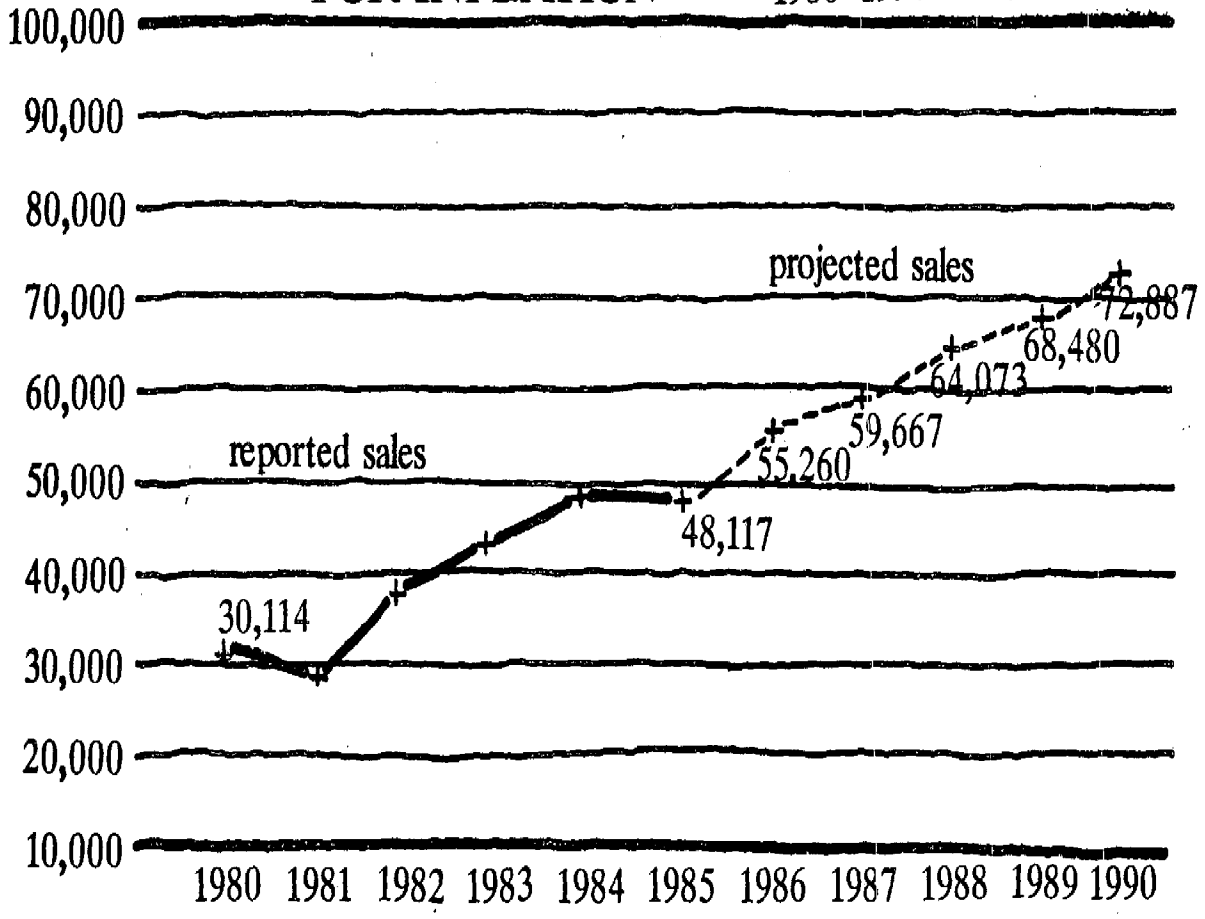



CHART V-1

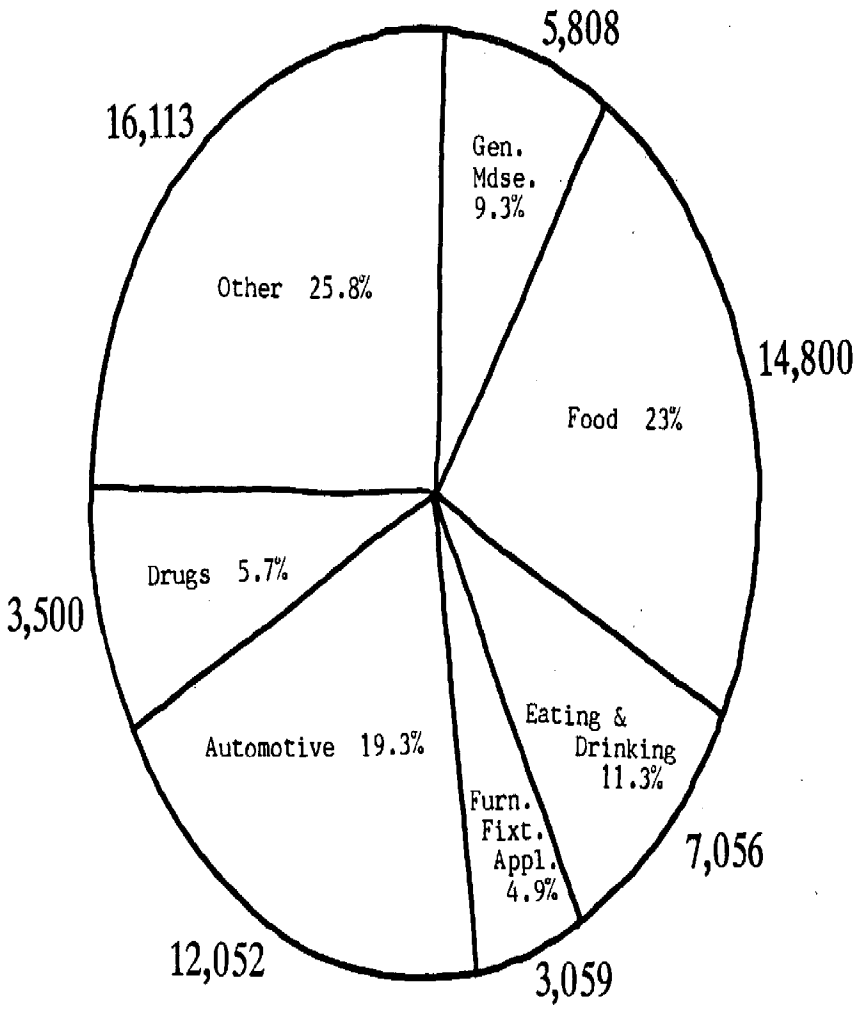
# CITY OF POULSBO/RETAIL SALES ADJUSTED FOR INFLATION 1980-1990 (000)




Source: State Dept. of Revenue
Stonebridge & Co.
Kasprisin Design Group

CHART V-2

# CITY OF POULSBO/ESTIMATED RETAIL SALES BY STORE GROUP 1985 (000)




total sales: 62,448

Source: Stonebridge & Company

CHART V-3

Comparison between sales city-wide and estimated sales for the downtown waterfront area indicates that eating and drinking establishments have lower sales in the downtown waterfront area. The difference is believed to be attributable, in large part, to the presence of several high volume, fast food outlets, in other sections of the city. Automotive sales are also somewhat less in the downtown area.

An estimated sixty-one percent of the retailers in the downtown area are in the general merchandise category. Sales in this area are estimated at $4,962,868, approximately, 85 percent 85 percent of city-wide general merchandise sales. Estimated average income per outlet is $177,000 compared to an estimated $97,000 for general merchandise outlets city-wide. Higher general merchandise sales in the downtown waterfront area are believed attributable, in large part, to the summer influx of tourists and visitors. The presence of gift shops, clothing stores, restaurants and specialty food attractions, combine to provide a retail mix oriented toward visitors.

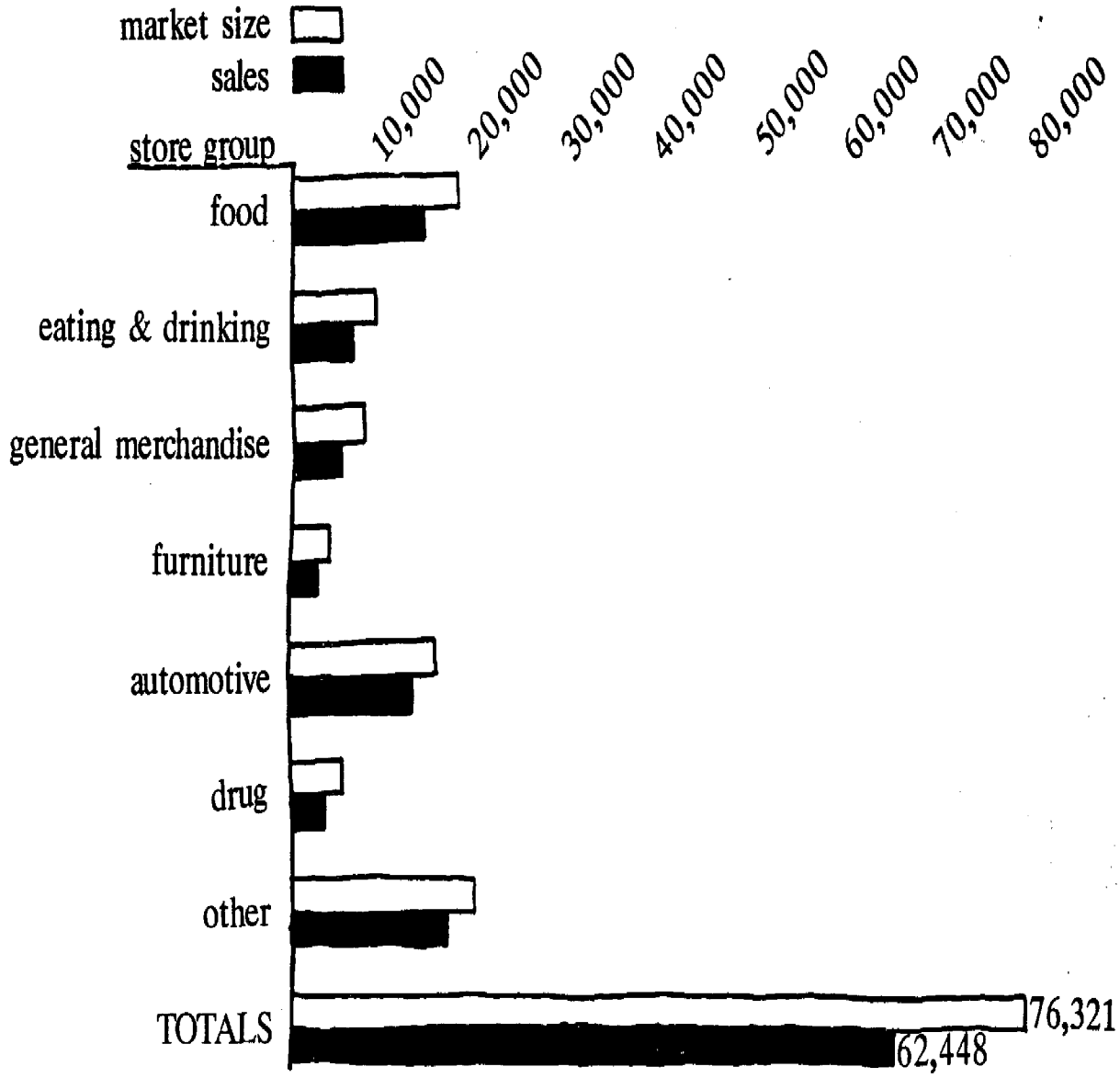
Estimated average annual income per square foot, by store group, is given below.

| Store Group | Average Annual Income Per Square Foot (000) |
|---|---|
| Eat/Drink | $ 347.27 |
| Automotive | $ 291.67 |
| Drugs | $ 220.00 |
| General Mdse | $ 299.24 |

3. MARKET SIZE

Given at Chart V-4 is the estimated market size, by store group for the City of Poulsbo. Market size is estimated at $ 76,321 million, based on 1984 income, sales and population data. Actual sales were $62,448 million or 81.8% of the estimated market. Retail sales in the downtown waterfront area are estimated at 11,053 million The downtown waterfront market potential is estimated to be $ 13,508 million. Market share in the downtown water front area constitutes 17.7% of city-wide sales.

# CITY OF POULSBO/ESTIMATED SALES AS PERCENTAGE OF ESTIMATED MARKET SIZE BY STORE GROUP (000) 1984*




Sales=81.8% of Total Estimated Market

*Multiple Factor Index Method

Calculations: Stonebridge & Company

CHART V-4

## F. THE COMMUNITY RETAIL SURVEY

A total of 400 households were included in the survey. Twenty-seven percent of the respondents were residents of the City of Poulsbo. The other 73% represented some twenty-eight communities in North Kitsap County. The average age of the respondents was 40-41 years. A majority were married with an average of 1.9 working persons per household. One adult either attended or graduated from a community college, while the second was a high school graduate. The average household income ranged between $25,000 and $30,000 annually.

Respondents indicated they visited the downtown waterfront area an average of 2-3 times weekly. Of the thirty shopping and business classifications suggested as reasons for visiting the downtown, six emerged as the principal reasons people usually or often visit the downtown. These classifications are:

| Classification | Usually or Often Visit Downtown |
|---|---|
| Post Office | .49 |
| Banking | .34 |
| City Park | .34 |
| Stationery Store | .28 |
| Restaurant | .25 |
| Drug Store | .24 |

Questions regarding consumer shopping patterns profiled a highly mobile shopper who buys different goods and services at different locations in Kitsap County and Seattle. This mobile shopping pattern is felt to be attributable, in large part, to resident commuting patterns to and from work. Sixty-three percent of the respondents stated they passed a market or shopping center to and from work daily.

The primary shopping areas outside of the downtown waterfront area are Silverdale, Market Place, Bremerton, the markets immediately around Poulsbo and the City of Seattle. Sales are also lost to the military installations in the area, due to the retired and active duty personnel in the region.

Seventy-three percent of the respondents felt shopping in the downtown waterfront area was either very good, good or satisfactory. Similar ratings were given the quality of goods and services provided and 91% indicated they felt the Scandanavian theme was either very atttractive or attractive. However, 52% indicated that prices in were either somewhat expensive or expensive.

When asked what they felt was needed in the downtown waterfront area, 51% cited the need for more food stores, 45% indicated more restaurants, 34% men's clothing stores and 28% more delicatessen and bakery type outlets.

Parking was the major concern of 4% of the residents. Other needs cited were for a youth activity center, additional bus service, more seating in the waterfront area and a tourist information booth.

The detailed results of the survey are given at the following pages.

POULSBO DOWNTOWN WATERFRONT DISTRICT RETAIL MARKET SURVEY

JUNE 1986

1. DO YOU LIVE

| IN THE CITY | OUTSIDE THE CITY |
|---|---|
| 0.27 | 0.73 |

2. WHAT IS THE NAME OF YOUR NEIGHBORHOOD OR COMMUNITY

Twenty-eight communities were identfied in the survey. Residents stated they came to Poulsbo's downtoown waterfront area to visit or shop. The communities identified are listed at end of this summary.

3. IN THE PAST WEEK HOW MANY TIMES HAVE YOU VISITED THE DOWNTOWN.

| 1-2 | 3-4 | 5-6 | MORE THAN 6 | NOT AT ALL |
|---|---|---|---|---|
| 0.23 | 0.26 | 0.05 | 0.11 | 0.29 |

4. IN THE PAST MONTH HOW MANY TIMES HAVE YOU VISITED THE DOWNTOWN

| 1-4 | 5-8 | 9-12 | MORE THAN 12 | NOT AT ALL |
|---|---|---|---|---|
| 0.39 | 0.25 | 0.10 | 0.14 | 0.12 |

5. I'M NOW GOING TO READ A LIST OF GOODS AND SERVICES AVAILABLE IN DOWNTOWN POULSBO PLEASE INDICATE ITEMS YOU PURCHASE BY RESPONDING. USUALLY. OFTEN ON OCCASSION. SELDOM OR NOT AT ALL.

| | USUALLY | OFTEN | ON OCCASSION | SELDOM | NOT AT ALL |
|---|---|---|---|---|---|
| 5. BEAUTY/BARBER SHOPS | 0.05 | 0.02 | 0.19 | 0.02 | 0.72 |
| 7. WOMEN'S CLOTHING | 0.03 | 0.01 | 0.22 | 0.20 | 0.48 |
| 8. CHILDREN'S CLOTHING | 0.01 | 0.03 | 0.20 | 0.24 | 0.64 |
| 9. MEN'S CLOTHING | 0.00 | 0.03 | 0.20 | 0.18 | 0.59 |
| 10. SHOES | 0.02 | 0.03 | 0.33 | 0.20 | 0.42 |
| 11. STATIONERY. GREETING. CARDS. ETC. | 0.12 | 0.16 | 0.33 | 0.10 | 0.29 |
| 12. RESTAURANT | 0.14 | 0.11 | 0.30 | 0.14 | 0.31 |
| 13. MARINE SUPPLIES/SHIP'S CHANDLER | 0.02 | 0.03 | 0.09 | 0.11 | 0.72 |
| 14. ACCOUNTING AND TAX SERVICES | 0.05 | 0.04 | 0.14 | 0.11 | 0.65 |
| 15. DRUG STORE ITEMS | 0.16 | 0.09 | 0.27 | 0.08 | 0.41 |
| 16. LEGAL SERVICES | 0.05 | 0.03 | 0.12 | 0.09 | 0.71 |
| 17. THEATER. ENTERTAINMENT | 0.03 | 0.04 | 0.15 | 0.19 | 0.59 |
| 18. TRAVEL SERVICES | 0.02 | 0.05 | 0.21 | 0.12 | 0.60 |
| 19. BANKING. FINANCIAL SERVICES | 0.19 | 0.15 | 0.23 | 0.07 | 0.37 |
| 20. LIQUOR STORE | 0.02 | 0.07 | 0.30 | 0.05 | 0.50 |
| 21. BOOKSTORE | 0.09 | 0.10 | 0.24 | 0.11 | 0.45 |
| 22. JEWELRY/SILVERSMITH | 0.02 | 0.05 | 0.23 | 0.13 | 0.56 |
| 23. BAKERY AND DELICATESSEN ITEMS | 0.02 | 0.14 | 0.23 | 0.13 | 0.56 |
| 24. HOME APPLIANCES | 0.02 | 0.07 | 0.24 | 0.08 | 0.62 |
| | 0.00 | 0.01 | 0.12 | 0.10 | 0.77 |

| | USUALLY | OFTEN | ON OCCASSION | SELDOM | NOT AT ALL |
|---|---|---|---|---|---|
| 25. FURNITURE AND FIXTURES | 0.00 | 0.01 | 0.12 | 0.10 | 0.77 |
| 26. TOYS | 0.01 | 0.00 | 0.14 | 0.11 | 0.74 |
| 27. BOAT REPAIR | 0.00 | 0.02 | 0.02 | 0.01 | 0.92 |

NOW I'M GOING TO READ A LIST OF PUBLC AND COMMMUNITY SERVICES AVAILABLE IN THE DOWNTOWN. PLEASE INDICATE THE PUBLIC AND COMMUNITY SERVICES YOU USE BY RESPONDING, USUALLY, OFTEN, ON OCCASSION, SLDOM, OR NOT AT ALL.

| | USUALLY | OFTEN | ON OCCASSION | SELDOM | NOT AT ALL |
|---|---|---|---|---|---|
| 28. CITY PARK | 0.11 | 0.23 | 0.32 | 0.12 | 0.22 |
| 29. CITY HALL | 0.00 | 0.05 | 0.20 | 0.24 | 0.51 |
| 30. PORT/MARINA | 0.04 | 0.04 | 0.21 | 0.17 | 0.54 |
| 31. SENIOR CITIZEN'S CENTER | 0.03 | 0.03 | 0.05 | 0.10 | 0.79 |
| 32. POST OFFICE | 0.27 | 0.22 | 0.25 | 0.09 | 0.12 |
| 33. PRIVATE CLUB | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 34. OTHER (PLEASE SPECIFY) | | | | | |
| ANDERSON'S | 0.02 | | | | |
| CHURCH | 0.01 | | | | |
| JAYCEE'S | 0.01 | | | | |

35. WHEREDO YOU GET YOUR INFORMATION REGARDING SALES AND OTHER ACTIVITIES IN THE DOWNTOWN WATERFRONT AREA.

| KITSAP HERALD | BREMERTON SUN | DIRECT MAILINGS | BAINBRIDGE REVIEW | WORD OF MOUTH |
|---|---|---|---|---|
| 0.20 | 0.31 | 0.12 | 0.02 | 0.15 |

36. IN YOUR OPINION WHAT PERCENTAGE OF YOUR SHOPPING DOLLAR DO YOU SPEND IN THE DOWNTOWN WATEFRONTAREA.

| 1-20% | 21-40% | 41-60% | 61-80% | 81-100% |
|---|---|---|---|---|
| 0.77 | 0.16 | 0.03 | 0.03 | 0.01 |

37. IN WHAT AREAS OTHER THAN THE DOWNTOWN DO YOU SHOP FOR

| | GROCERIES | FURNITURE AND FIXTURES | CONVENIENCE GOODS | DINING | MEDICAL & DENTAL SERVICES | OTHER PROFESSIONAL SERVICES |
|---|---|---|---|---|---|---|
| POULSBO | 0.04 | 0.04 | 0.04 | 0.06 | 0.09 | 0.03 |
| MARKET PLACE | 0.16 | | 0.01 | | | |
| ALBERTSON'S | 0.01 | | | | | |
| BREMERTON | 0.03 | 0.09 | 0.03 | 0.09 | 0.03 | 0.03 |
| SILVERDALE | 0.09 | 0.12 | 0.11 | 0.06 | 0.10 | 0.12 |
| KEYPORT | 0.01 | | | 0.01 | | |
| MILITARY BASE | 0.03 | | 0.02 | | 0.05 | 0.02 |
| WINSLOW | 0.01 | | | 0.01 | 0.02 | |
| SEATTLE | | 0.08 | 0.01 | 0.06 | 0.01 | |
| TACOMA | | 0.01 | 0.00 | 0.01 | | |
| PLAZA 305 | | | 0.01 | | 0.01 | |
| CLEAR CREEK | | | 0.01 | | | |

| | GIFTS | CLOTHING | ENTERTAINMENT | OTHER GOODS AND SERVICES |
|---|---|---|---|---|
| POULSBO/OTHER THAN DOWNTOWN | 0.10 | 0.02 | 0.02 | 0.06 |
| BREMERTON | 0.04 | 0.05 | 0.11 | 0.07 |
| SILVERDALE | 0.14 | 0.10 | 0.08 | 0.08 |
| WINSLOW | 0.01 | 0.01 | | 0.01 |
| SEATTLE | 0.04 | 0.03 | 0.09 | 0.02 |
| TACOMA | | | 0.02 | |

38. WHEN YOU HAVE VISITORS FROM OUT OF TOWN WHERE DO YOU TAKE THEM.

| POULSBO/WATERFRONT | SEATTLE | BREMERTON | WINSLOW | SILVERDALE | PORT ORCHARD |
|---|---|---|---|---|---|
| 0.68 | 0.05 | 0.08 | 0.02 | 0.03 | 0.01 |

| BANGOR | PORT GAMBLE |
|---|---|
| 0.01 | 0.02 |

39. IN YOUR OPINION, IS SHOPPING IN THE WATERFRONT AREA

| VERY GOOD | GOOD | SATISFACTORY | POOR | VERY POOR |
|---|---|---|---|---|
| 0.07 | 0.33 | 0.34 | 0.19 | 0.03 |

40. DO YOU CONSIDER THE QUALITY OF GOODS AND SERVICES YOU RECEIVE IN THE DOWNTOWN WATERFRONT AREA TO BE

| VERY GOOD | GOOD | SATISFACTORY | POOR | VERY POOR |
|---|---|---|---|---|
| 0.23 | 0.40 | 0.30 | 0.02 | 0.05 |

41. DO YOU CONSIDER PRICES IN THE DOWNTOWN WATERFRONT AREA TO BE

| COMPETITIVE | SOMEWHAT COMPETITIVE | NOT VERY EXPENSIVE | SOMEWHAT EXPENSIVE | EXPENSIVE |
|---|---|---|---|---|
| 0.21 | 0.22 | 0.05 | 0.31 | 0.21 |

42. DO YOU CONSIDER THE QUALITY OF SERVICE PROVIDED BY THE SHOPKEEPERS IN THE DOWNTOWN WATER FRONT AREA TO BE

| VERY GOOD | GOOD | SATISFACTORY | POOR | VERY POOR |
|---|---|---|---|---|
| 0.24 | 0.40 | 0.20 | 0.05 | 0.08 |

43. DO YOU CONSIDER THE DOWNTOWN WATERFRONT AREA'S SCANDANAVIAN THEME TO BE

| VERY UNATTRACTIVE | ATTRACTIVE | SOMEWHAT ATTRACTIVE | UNATTRACTIVE | VERY UNATTRACTIVE |
|---|---|---|---|---|
| 0.51 | 0.40 | 0.20 | 0.05 | 0.08 |

NEXT I'D TO GET YOUR OPINION ON WHAT YOU FEEL IS NEEDED IN THE DOWNTOWN WATERFRONT AREA TO MAKE ATTRACTIVE TO SHOPPERS. PLEASE INDICATE IF YOUR FEEL THERE SHOULD BE MORE, LESS, THE SAME, NOT NEEDED, OR DON'T KNOW.

| | MORE | LESS | THE SAME | NOT NEEDED | DON'T KNOW | N |
|---|---|---|---|---|---|---|
| FOOD STORES | 0.56 | 0.04 | 0.11 | 0.17 | 0.12 | |
| WOMEN'S CLOTHING | 0.23 | 0.05 | 0.39 | 0.15 | 0.18 | |
| MEN'S CLOTHING | 0.34 | 0.02 | 0.27 | 0.16 | 0.22 | |
| CHILDREN'S CLOTHING | 0.24 | 0.04 | 0.35 | 0.13 | 0.24 | |
| SHOE STORE | 0.39 | 0.02 | 0.31 | 0.12 | 0.15 | |
| RESTAURANT | 0.45 | 0.05 | 0.28 | 0.08 | 0.12 | |
| BOOK STORE | 0.21 | 0.01 | 0.50 | 0.13 | 0.15 | |
| BAKERY AND DELICATESSEN | 0.20 | 0.03 | 0.52 | 0.15 | 0.10 | |

WHAT PROFESSIONAL, COMMUNITY, AND OTHER TYPES OF SERVICES DO YOU FEEL ARE NEEDED IN THE DOWNTOWN WATERFRONT AREA.

| | PROFESSIONAL SERVICES | COMMUNITY SERVICES | OTHER SERVICES |
|---|---|---|---|
| LAW SERVICES | 0.01 | | |
| MEDICAL SERVICES | 0.01 | | |
| ADDITIONAL BUS SERVICE | | 0.03 | |
| TOURIST INFORMATION CENTER | | 0.01 | |
| MARINE SCIENCE CENTER | | 0.01 | |
| SKATING RINK | | 0.01 | |
| MORE PARKING | | 0.04 | |
| YOUTH ACTIVITIES CENTER | | 0.02 | |
| MORE WATERFRONT SEATING | | 0.01 | |
| CLEANER STREETS | | 0.01 | |
| MORE SCANDANAVIAN FOOD | | | |
| HOT TUBS | | 0.01 | 0.01 |
| A PLACE FOR CHILDREN | | | 0.02 |
| PARKING | | | 0.03 |
| ENTERTAINMENT | | | 0.01 |
| FOOD STORES | | | 0.01 |
| BOWLING ALLEY | | | 0.02 |
| DANCING | | | 0.01 |

THE FOLLOWING QUESTIONS ARE DESIGNED TO ASSIST US IN CLASSIFYING ANSWERS. PLEASE ANSWER ALL THE QUESTIONS AND BE ASSURED THAT THIS INFORMATION WILL BE HELD IN STRICT CONFIDENCE.

45. DO YOU WORK

| IN THE CITY OF POULSBO | OUTSIDE THE CITY OF POULSBO | DON'T WORK |
|---|---|---|
| 0.27 | 0.63 | 0.10 |

46. DO YOU DRIVE PAST A SHOPPING CENTER ON YOUR WAY TO AND FROM WORK.

| YES | NO |
|---|---|
| 0.37 | 0.63 |

47. IF YOUR ANSWER TO THE ABOVE QUESTION WAS YES, PLEASE TELL ME TH NAME OF THE MARKET OR SHOPPING CENTER YOU PASS.

| ALBERTSON'S | MARKET PLACE | SILVERDALE | POULSBO VILLAGE | WINSLOW |
|---|---|---|---|---|
| 0.04 | 72 | 0.01 | 0.11 | 0.02 |

| SAFEWAY |
|---|
| 0.01 |

48. WHICH OF THE FOLLOWING CATEGORIES BEST DESCRIBES YOUR AGE.

| UNDER 20 | 21-30 | 31-40 | 41-50 | 51-60 | OVER 60 |
|---|---|---|---|---|---|
| 0.11 | 0.23 | 0.28 | 0.11 | 0.10 | 0.16 |

49. WHAT IS YOUR MARITAL STATUS.

| MARRIED | DIVORCED | SINGLE | WIDOW(ER) | OTHER |
|---|---|---|---|---|
| 0.60 | 0.09 | 0.22 | 0.09 | 0.00 |

50. PLEASE INDICATE THE OCCUPATIONS THE PEOPLE IN YOUR HOME BOTH EMPLOYED AND UNEMPLOYED

| OCCUPATION | FIRST MEMBER | SECOND MEMBER | THIRD MEMER |
|---|---|---|---|
| PROFESSIONAL | 0.28 | 0.08 | |
| MANAGER/ADMINISTRATOR | 0.20 | 0.03 | |
| SALES | 0.08 | 0.05 | 0.01 |
| CLERICAL | | | 0.01 |
| SKILLED-SEMI-SKILLED | 0.16 | 0.06 | 0.02 |
| LABORER | 0.03 | 0.03 | |
| MILITARY | 0.01 | | |
| RETIRED | 0.15 | 0.02 | |
| HOMEMAKER | 0.01 | 0.24 | |
| SELF-EMPLOYED | 0.04 | 0.05 | 0.02 |

51. PLEASE INDICATE THE EDUCATIONAL LEVELS COMPLETED BY THE ADULT MEMBERS OF YOUR HOUSEHOLD.

| | NOT A HIGH SCHOOL GRADUATE | HIGH SCHOOL GRADUATE | JUNIOR COLLEGE GRADUATE | 4 YEAR COLLEGE GRADUATE | GRADUATE WORK | |
|---|---|---|---|---|---|---|
| FIRST MEMBER | 0.04 | 0.23 | 0.27 | 0.26 | 0.07 | |
| SECOND MEMBER | 0.00 | 0.29 | 0.18 | 0.15 | 0.04 | 0.00 |
| THIRD MEMBER | 0.03 | 0.02 | 0.02 | 0.00 | 0.01 | |

52. WHICCH OF THE FOLLOWING BROAD CATEGORIES MOST ACCURATELY DESCRIBES TOTAL HOUSEHOLD INCOME.

| 0-9,999 | 10,000-19,999 | 20,000-29,999 | 30,000-39,999 | 40,000-49,999 | 50,000 OR MORE |
|---|---|---|---|---|---|
| 0.14 | 0.20 | 0.14 | 0.22 | 0.16 | 0.14 |

53. ONE FINAL QUESTION. WHAT TIME OF DAY DO YOU NORMALLY SHOP.

| 9-12 A.M. | 1-3 P.M. | 4-6 P.M. | AFTER 6 P.M. |
|---|---|---|---|
| 0.20 | 0.22 | 0.35 | 0.02 |

THANK YOU FOR YOUR COOPERATION. THE RESULTS OF THE SURVEY WILL BE PUBLISHED SHORTLY.

COMMUNITIES RESPONDING TO S URVEY IN POULSBO AREA

1. EDGEWATER
2. SCANDIA
3. VIKING HEIGHTS
4. GALA PINES
5. BANGOR
6. SILVERDALE
7. BELLE VISTA
8. CLEAR CREEK
9. FOLKER
10. SUQUAMISH
11. INDIAN HILLS
12. VIKING CREST
13. FIN HILL
14. LIBERTY BAY
15. PIONEER HILLS
16. KINGSTON
17. INDIANOLA
18. BREIDABLIK
19. GERMAN HILL
20. SANDY HOOK
21. KEYPORT
22. BIG VALLEY
23. LINCOLN HILL
24. PORT GAMBLE
25. SURF REST
26. LEMOLO
27. LOFALL
28. HESCARAY

# V RECOMMENDATIONS

## A. DISCUSSION

The data strongly suggests that the Poulsbo's downtown waterfront area does not enjoy a signficant percentage of the local retail market. Although estimated retail sales in the downtown area are estimated at 17.7% of total city sales, the automotive and drugs categories, constitute less than 12 percent of the number of retail merchandise outlets comprise almost 41% of total downtown sales. The higher sales per general merchandise outlet in the downtown area as compared to the City as a whole, is believed to the result primarily of the one day visitors the area enjoys each spring and summer. The shopping patterns of the North Kitsap County residents interviewed during the study, tend to support the observation that the downtown is not a principal shopping center for local residents. The data collected in the survey suggests a highly mobile, consumer, who conducts a great deal of his shopping along the traffic corridors leading to and from his place of work. The fact that the downtown area is not in proximity to any of these primary traffic corridors serves to hinder the areas ability to compete effectively for the local retail market.

The data also suggests that local residents tend to view the downtown waterfront area of Poulsbo in much the same way as residents in other areas of the Seattle/Everett PMSA, as a visiting area. This observation is supported by the large percentage of respondents in the survey who indicated they liked to dine downtown and take out of town visitors sightseeing. However, when queried as to where they purchased convenience and other consumer items, the majority of the respondents cited Silverdale, Bremerton and other places as their primary shopping areas.

No evidence was found of any systematic advertising and public relations program, either in the downtown waterfront area or in City government. It is assumed, therefore that the downtown waterfront area has attained its present level of popularity without extensive promotional activities.

## B. RECOMMENDATIONS

1. That a Downtown Development Council be established for the purpose of promoting and advertising the the City of Poulsbo in general and the downtown waterfront area specifically as a desireable tourist and visitor destination. It is envisioned that the Development Council would constitute a joint-venture between the City of Poulsbo and the existing Merchant's Associaton. Staffing would be the responsibility of the City, with advertising funds being provided by the merchants.

2. That the Downtown Development Council vigorously seek to bring more professional services to the downtown waterfront area. The data indicates that areas such as Silverdale and Bremerton as well as having a large retail community also have extensive medical, dental and other professional services and these services serve as a major attraction to the to the area. Only 17 professional services are presently located in the downtown area. It is felt that an increase in services of this type will stimulate a commensurate increase in retail sales.

3. That the Downtown Development Council seek to increase the number of retail shops in the downtown area and in so doing further diversify the present retail mix. The small number of retail merchandise outlets in the downtown area tends to limit choice and decrease shopping desirability. The data suggests that a market exists for several types of retail outlets. The combined results of the market demand analysis and the community survey suggest a potential market for speciality food outlets, a small grocery store and a men's clothing outlet. Further examination of these potentials is recommended.

4. That merchants in the downtown waterfront area review their existing pricing and procurement for the purpose of becoming more competitve with other Kitsap County regions. Fifty-one percent of the survey respondents stated prices in the downtown waterfront area were either somewhat expensive or expensive. The fact that a majority of the survey participants responded in this manner suggests there are real disparities between prices in the downtown waterfront area and in other regions of the County. Efforts should be made to bring prices more in line in other areas if increased shopping on the part of local residents is desired.

5. That the Downtown Development Council implement a series of winter and fall promotional activities targeted toward local residents. The data indicates that the three main sources of information about retail activities in the downtown are the Kitsap Herald, the Bremerton Sun and direct mailings. Special sales and festivals for local residents during the off seasons can be promoted via these publication channels. Targeting local residents for special activities will serve to raise their awareness of the downtown as a unique and desirable shopping area and in so doing assist in increasing sales during the slow period.

6. That the City of Poulsbo examine possible private sector uses for the old Yacht Club site which will serve as an additional attraction to the downtown waterfront area and in so doing stimulate increased retail activities. The site, which is discussed in the design portion of this study, occupies a strategic portion of land immediately adjacent to the downtown area. Development of the site as into a combined restaurant, retail, office complex or similar usage could provide the downtown area a strong "magnet" both for local residents and visitors. Utilization in such a manner would also assist in diversifying the retail mix by providing additional retail footage. Additional office space in the downtown area could be used to increase the number of professional and business services. A restaurant, perhaps with its own moorage, could serve as a major attraction for the whole region. It is strongly recommended that the developmental potential of this site be thoroughly examined and the possibility of a possible public/private venture be investigated.

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