

DATE: November 18, 2016
TO: Angie Silva
FROM: Abe Farkas, Morgan Shook, Erik Rundell, and Zeph Schafer
SUBJECT: Central Kitsap Community Campus Redevelopment Land Use Assessment

1 Executive Summary

1.1 Purpose and Approach

The Land Use Assessment for the redevelopment of the Central Kitsap Community Campus (CKCC) is meant to provide an understanding of desired uses for the site, and market potential for those uses. Demand for different uses at any individual site starts at the regional level with employment growth. New jobs in the region attract new households. These new people need a place to work and live. In addition, the new people spend time and money in the local area creating a need for more goods and services. Cumulatively, the additional households and jobs create a need for a variety of uses (public and private) and spaces for those uses. The amount, location, and form of those uses within the region, and for an individual site, depend on a number of factors. These include different households characteristics and preferences, costs for land and transportation, and local amenities, among other factors.

This assessment considers the viability of both private and public uses on the CKCC site. Private uses include those uses typically developed and operated by the private sector for commercial purposes, such as apartments, offices, and retail centers. To assess the market potential of private uses, ECONorthwest analyzed regional trends driving demand for uses in Silverdale, as well as local real estate fundamentals, such as rents, vacancy rates, and development trends. This analysis was supplemented by a number of interviews with real estate professionals familiar with the area.

Public uses include those built and operated for public access and functions. Specifically, this assessment focused on indoor meeting space, event space, and outdoor open space. To determine the need for these two uses, ECONorthwest inventoried existing meeting spaces and open space in Silverdale. ECONorthwest also interviewed a variety of community stakeholders to determine their views on what uses are needed for Silverdale, and the opportunities related to the redevelopment of the CKCC.

The remainder of the memorandum is organized into two main sections: a private use assessment and a public use assessment. The following section summarizes the findings from the Land Use Assessment with the most implications for the redevelopment of the CKCC.

1.2 Summary of Findings

Overall, multifamily housing likely has the most demand and is the most viable in the short-term. Other private and public uses also have potential, but are not the likely driver of redevelopment, at least in the short-term. The area's demographic and economic trends and real

estate fundamentals both indicate multifamily housing as the primary use for a number of reasons:

- Silverdale’s population and employment opportunities are increasing and those in the prime renting age are the largest age group living in the area.
- Most of those who live in Silverdale commute out of Silverdale, indicating it is a desirable location in Kitsap County to live.
- Apartment rents are rising and vacancy rates are relatively low in Silverdale, which are positive signs there is demand for multifamily housing. In addition, as surveyed through individual interviews, a number of developers are starting feasibility assessments to construct multifamily housing projects in the Silverdale area.
- Despite these positive signs, no new multifamily housing has been built in the last seven years to meet the demand.
- Senior housing projects and those with affordable housing components are another type of multifamily housing option. The county’s growing senior population and need for affordable housing options are positive signs that future projects would have demand on the site.

Other private uses that could play a role in the redevelopment of the site, but not in the short-term, include medical office and general office uses. While both may have some potential, there is little demand for a sizable amount of new space in the short-term. Public meeting space and event space was mentioned a number of times in interviews as a current need in Silverdale, and there is a lack of low-cost meeting space in Silverdale, especially with the recent demolition of the Silverdale Community Center. However, a number of future options are in the pipeline, including a new library branch and development of the Central Kitsap school campus. By the time the CKCC is redeveloped, the current need for publicly available meeting space may be met. In addition, the financial challenges associated with operating and maintaining stand-alone public meeting spaces make it a use that may be difficult to include as part of the CKCC redevelopment strategy.

Outdoor open space is also a present need in Silverdale. The original vision for the CKCC included the central role of the Village Common. While there currently is a central lawn on the site, Silverdale is deficient in parks and open space based on Kitsap County’s adopted Level of Service standards. In addition, multiple stakeholders interviewed for this assessment mentioned the need for green space as well as attractive urban public gathering places in Silverdale. As a result, open space is an important public use to consider in the redevelopment of the site.

2 Private Use Assessment

The private use assessment describes the regional economic and real estate market trends that relate to demand for land uses in Silverdale. In addition to the data trends, ECONorthwest also talked to a number of real estate professionals to gather more on-the-ground perspectives of local market conditions.

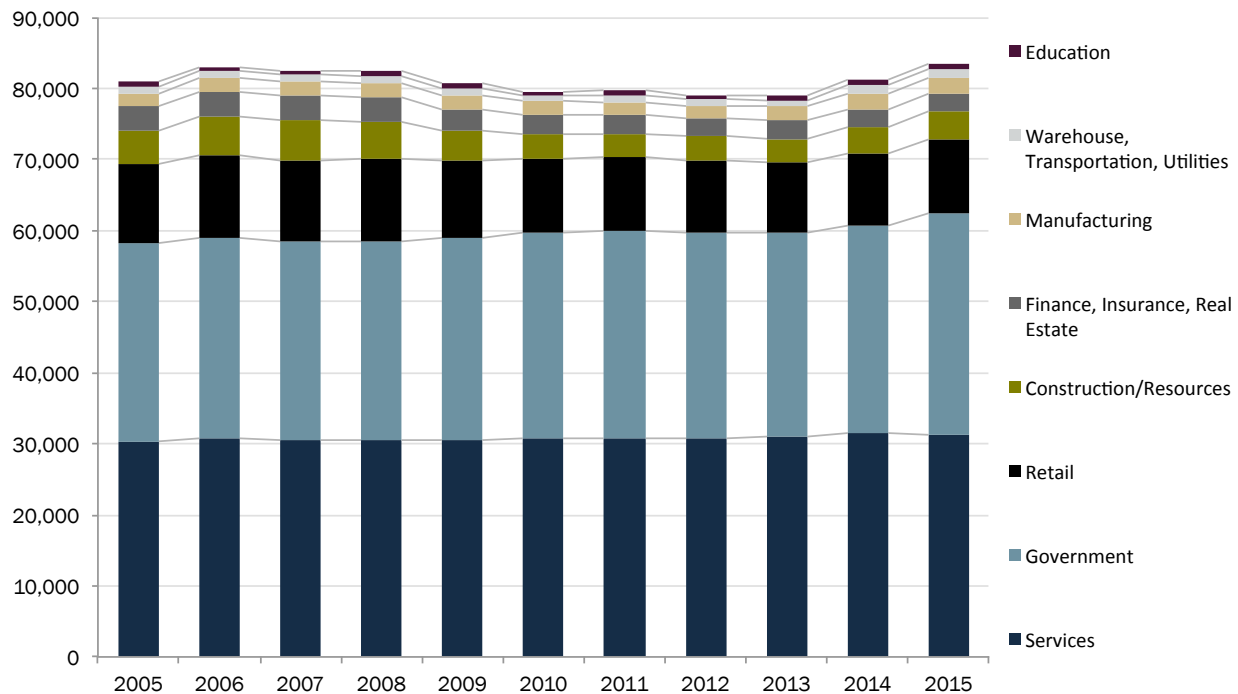
2.1 Regional Market Overview

The regional market overview describes key characteristics of economic and population trends that relate to demand for land uses in Silverdale. The analysis considers both Silverdale and Kitsap County, as demand for housing, retail spaces, institutional uses, offices, parks, and open space comes from the broader area as well as Silverdale.

Employment Trends

Regional employment drives the need for both commercial space and housing. As Exhibit 1 demonstrates, employment has increased in Kitsap County since 2013, and as of 2015 had surpassed the pre-recession high in 2006.

Exhibit 1. Kitsap County Employment by Sector, 2005-2015



Source: Employment Security Department

Growth in Government sector employment is a key driver in the county's growth. Government sector jobs grew by over 3,000 jobs over the 10-year period at an annual rate a little over one percent. The average annual growth in total jobs has been more modest at 0.3 percent from 2005 to 2015. The Finance, Insurance, and Real Estate; Retail; and Construction sectors all lost

employment over the 10-year period, but represent a small number of total jobs. Manufacturing and Warehousing, Transportation, and Utilities grew the fastest. Both averaged over two percent annual growth rates.

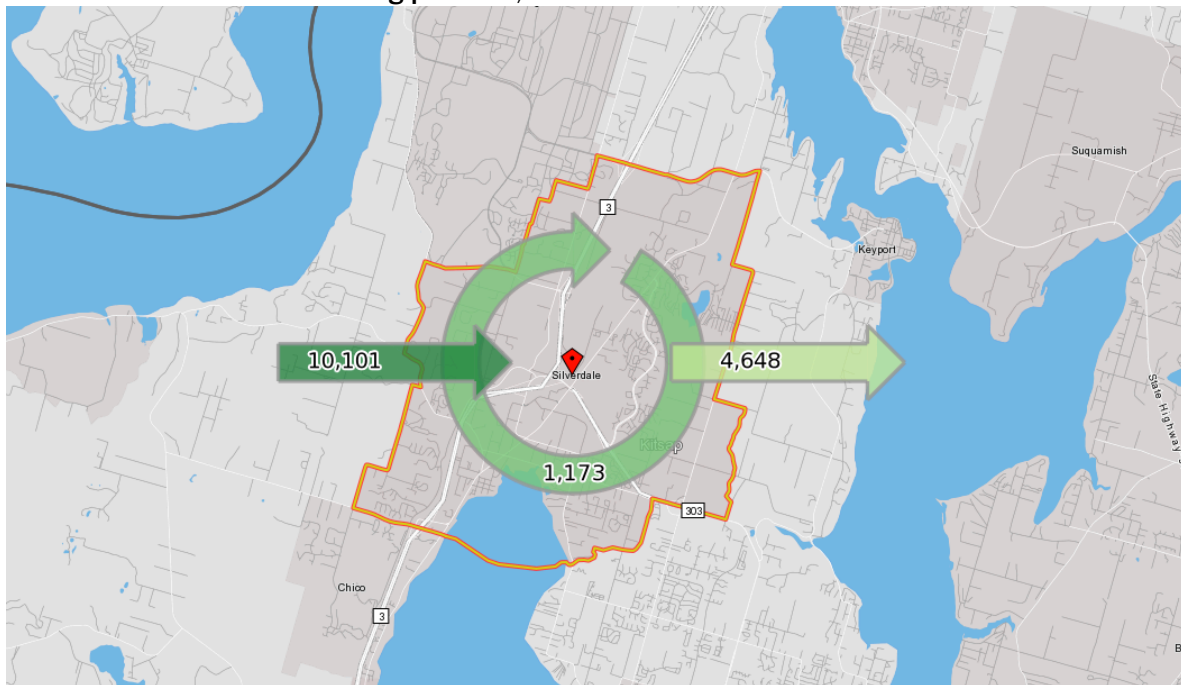
The service sector employs the most people in the county, followed closely by the government sector. The Naval Base Kitsap is a major employer with 26,896 people (12,825 active duty military and 14,071 civilian employees).

In Silverdale there were about 12,230 jobs in 2014. The largest share (20%) was in the Retail Trade sector, while 19% and 17% were in Health Care and Education, respectively. Health Care sector employment in Silverdale is likely to increase with the planned expansion of Harrison Medical Center. The hospital plans to add 256 beds and move staff from their facility in Bremerton. This expansion will likely increase demand for additional medical office space in and around the hospital.¹

Commuting Patterns

Exhibit 2 shows the commuting patterns for Silverdale. In 2014, 10,101 people commuted to Silverdale from elsewhere for work, while 4,648 of its residents lived in Silverdale, but worked elsewhere. 1,173 residents lived and worked in Silverdale.

Exhibit 2. Silverdale commuting patterns, 2014



Source: US Census Bureau, On the Map, 2014

¹ Staff Report to Hearing Examiner, Kitsap County, Project: Harrison Hospital – Development Agreement, http://www.kitsapgov.com/dcd/lu_env/he/reports/cy2016/he-sr-16-02286.pdf#search=harrison%20hospital%20staff%20report.

The majority (60 percent) of Silverdale residents work in Kitsap County. However, most people who live in Silverdale commute out of the area, indicating it is a desirable location in Kitsap County to live. They commute to a variety of local cities. Most employees (62 percent) who work in Silverdale live in Kitsap County, but only 10 percent live in Silverdale. Exhibit 3 shows the breakdown by area and county.

Exhibit 3. Commuting Locations for Silverdale Residents and Workers, 2014

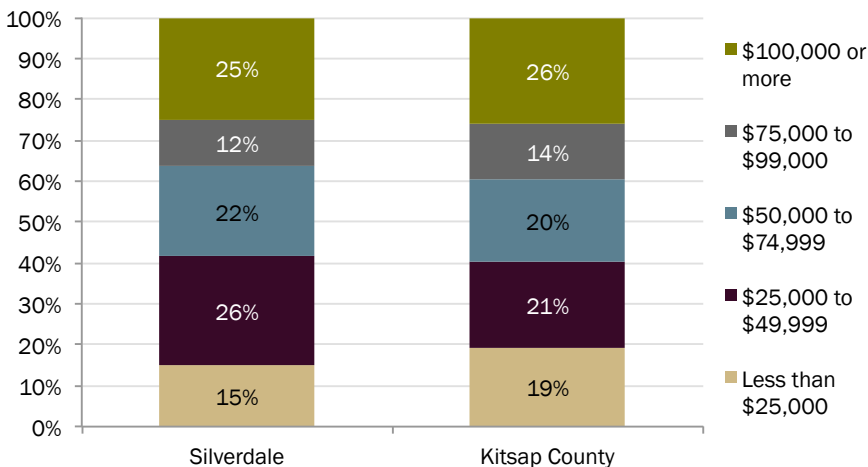
	Where Residents Work	Where Workers Live
By Area		
Silverdale	20.1%	10.4%
Bremerton	13.8%	10.0%
Seattle	13.6%	2.9%
Poulsbo	6.9%	2.2%
Other Cities	45.7%	74.6%
By County		
Kitsap	59.9%	61.9%
King	24.9%	10.1%
Other Counties	15.3%	28.0%

Source: US Census Bureau, On the Map, 2014

Household Income

For both Silverdale and Kitsap County, median household income decreased between 2000 and 2014 after adjusting for inflation. In Silverdale, the median went from over \$66,000 to just over \$64,000. The largest share of households in Silverdale earn between \$25,000 and \$49,999. In the county, the largest share of households earn over \$100,000.

Exhibit 4. Silverdale and Kitsap County Household Income, 2014



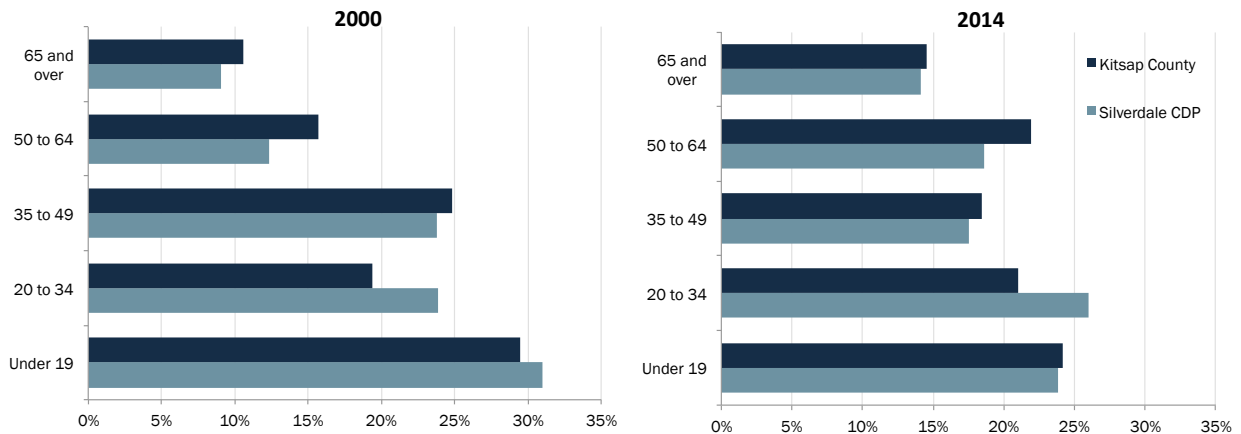
Source: U.S. Census Bureau, American Community Survey

Demographic Trends

This section looks at the demographic trends that influence demand for different land uses including age, household size, and overall population growth. Exhibit 5 displays the age

distribution for Silverdale and Kitsap County. Silverdale’s population is younger compared to Kitsap County, but both Silverdale and Kitsap County have an aging population. The median age in Silverdale and Kitsap County rose from 31.5 and 35.6, respectively, to 35.2 and 39.3 in 2014. In Silverdale, the 50-to-64 age group grew the most in that period, closely followed by those 20 to 34 years of age, and then those 65 and over. Those under 19 and ages 35 to 49 actually decreased slightly. While the median age did increase, those 20 to 34 years of age, the most likely to rent, increased by over 8,300 and composed over 20 percent of the population in the county in 2014.

Exhibit 5. Age Distribution



Source: U.S. Census Bureau, American Community Survey

Exhibit 6 shows the increase in the number of households and the average household size for Silverdale and the county. Silverdale realized an increasing share of household growth in the county; over 20 percent of new households in Kitsap County located in Silverdale from 2000 to 2014. Both Silverdale and Kitsap County saw a decrease in average household size from 2000 to 2014. Silverdale’s average household size fell from 2.64 in 2000, which was a little higher than the county average, to 2.44 in 2014, which is below the county average.

Exhibit 6. Silverdale and Kitsap County Households, 2000-2014

		2000	2010	2014	Change 2000-2014
Silverdale CDP	Total Households	5,858	7,645	8,291	2,433
	Avg HH Size	2.64	2.42	2.44	
Kitsap County	Total Households	86,416	95,758	97,993	11,577
	Avg. HH Size	2.60	2.53	2.51	

Source: U.S. Census Bureau, American Community Survey

Overall, Silverdale’s population has increased by over 4,500 people since 2000, an average annual growth rate of 1.8 percent. For comparison, all other incorporated places in Kitsap County grew at an average annual growth rate of 1.3 percent. All incorporated areas throughout the state grew at an average annual growth rate of 2.0 percent per year. Silverdale’s

population grew much faster compared to Kitsap County, which grew less than one percent a year from 2000 to 2014.

Exhibit 7. Silverdale and Kitsap County Total Population, 2000-2014

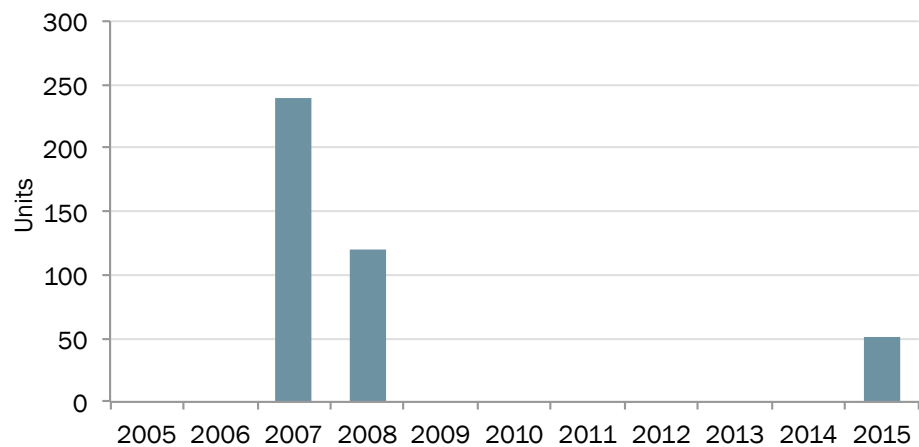
	2000	2010	2014	Change 2000-2014	Avg. Annual Growth Rate
Silverdale	15,816	18,837	20,364	4,548	1.8%
Kitsap County	231,969	247,336	253,614	21,645	0.6%

Source: U.S. Census Bureau, American Community Survey Real Estate Market Trends

Multifamily Residential

Despite a growing population since 2008, Silverdale has realized no new apartment construction. According to permit data from the Kitsap County Department of Community Development, no apartments were built in Silverdale from 2008 to 2015. Two projects with a total of 360 units were constructed in the last ten years, all in 2007 and 2008. One project, Vintage at Silverdale, was a 240-unit senior housing development. The other project, Silverdale Ridge Apartments, included 120-units of stacked-flat apartments with surface parking. In addition to these two already-constructed projects, two other developments were permitted in 2015. They included Bucklin Court with 29 multifamily units and Daybreak Development with between 13 and 30 multifamily units.

Exhibit 8. Silverdale Multifamily Building Permits (Units), 2005-2015

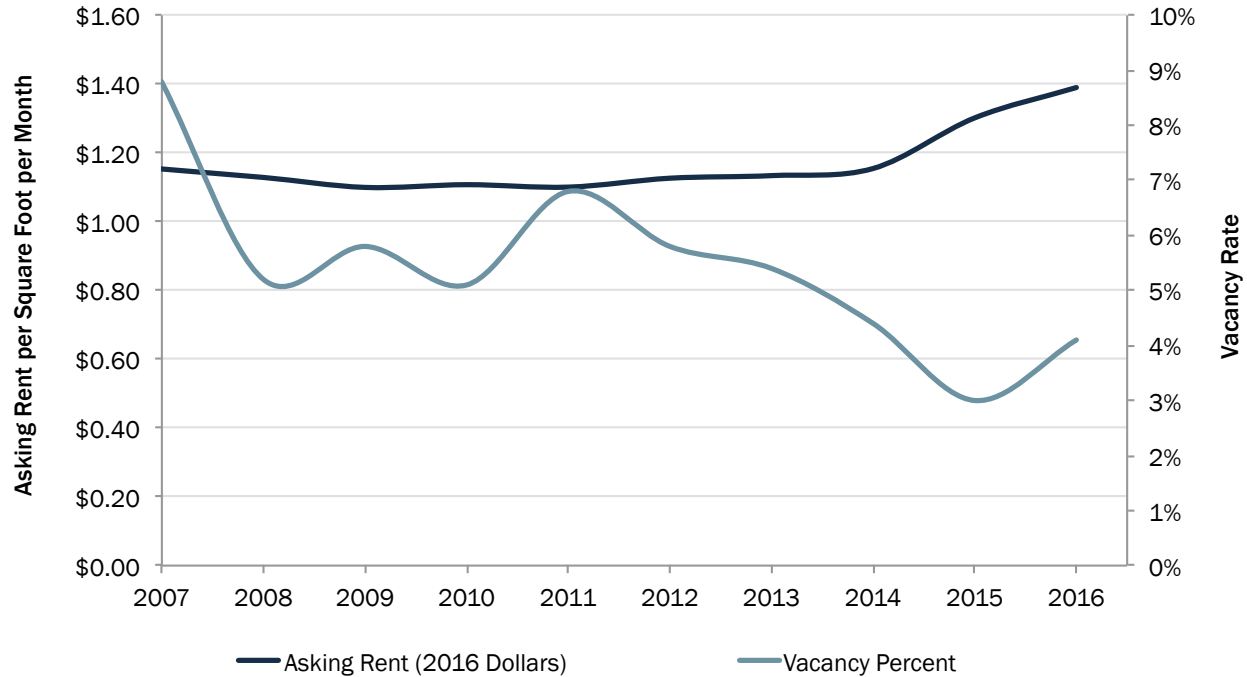


Source: Kitsap County Department of Community Development

Despite the lack of recent construction in Silverdale, rents are rising and vacancy rates are relatively low, which are positive signs that there is demand for multifamily housing in Silverdale.

Since 2014, multifamily rents rose sharply as vacancies decreased to less than two percent in 2015. Currently, the average rent for all units is \$1.39 per square foot per month, or an average of \$1,267 per unit. More recently constructed buildings, including those represented in Exhibit 8, achieve higher rents of up to about \$1.65 per square foot or more. The average vacancy rate for apartments is 4.1 percent, which is an increase from the previous years.

Exhibit 9. Silverdale Multifamily Asking Rent (2016\$) & Vacancy Rate, 2007-2016



Source: CoStar

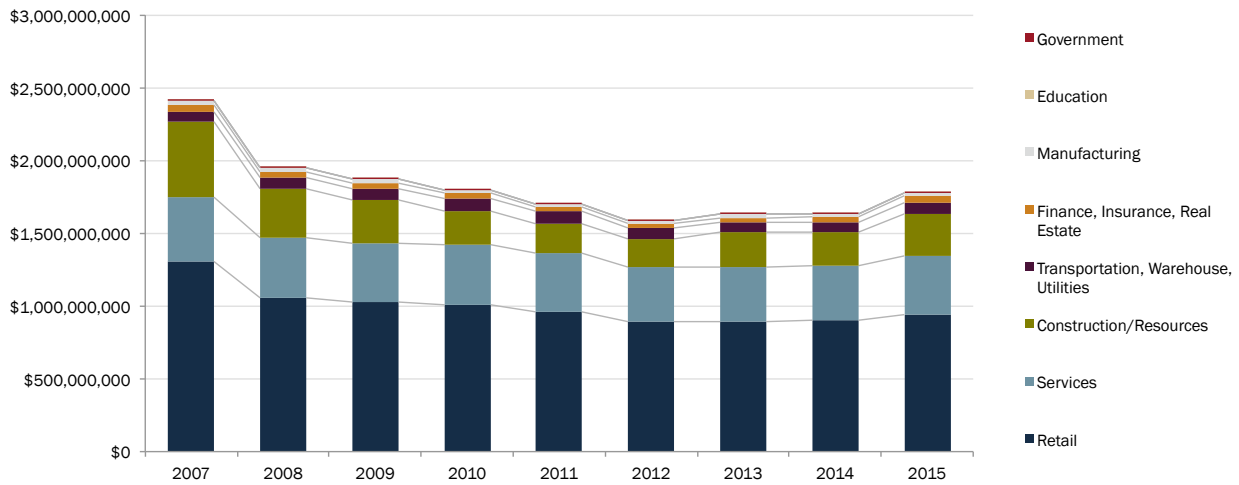
At this time, there are two multifamily developments permitted in Silverdale. Discussions with local development professionals indicate at least one new 100-unit apartment project is under consideration in the vicinity of the CKCC.

In addition to market rate apartments, other multifamily product types, such as senior housing or projects with affordable housing components, are also viable options. These product types would not be competing for the same market as market rate projects. Several developers and stakeholders noted their perception that senior housing may fit well in the Silverdale market.

Retail

Silverdale is a regional retail center and has over 3,400,825 square feet of existing retail space in 2016. However, adjusted for inflation, retail sales in unincorporated Kitsap County have declined substantially since before the recession in 2007. Retail and construction spending are the two sectors that account for most of the decrease. Retail spending has been growing since 2012, but at less than \$1 billion it is still considerably lower than in 2007. Exhibit 10 shows the trends for taxable retail sales in unincorporated Kitsap County, which includes Silverdale.

Exhibit 10. Unincorporated Kitsap County Taxable Retail Sales by Sector (2016\$)



Source: Washington Department of Revenue

Only a small amount of Silverdale’s total retail space inventory has been built in the last ten years. However, a large amount of permitted retail space occurred recently in 2015 with the development of the Trails at Silverdale shopping center and a 43,748 square foot addition to the Kitsap Mall.

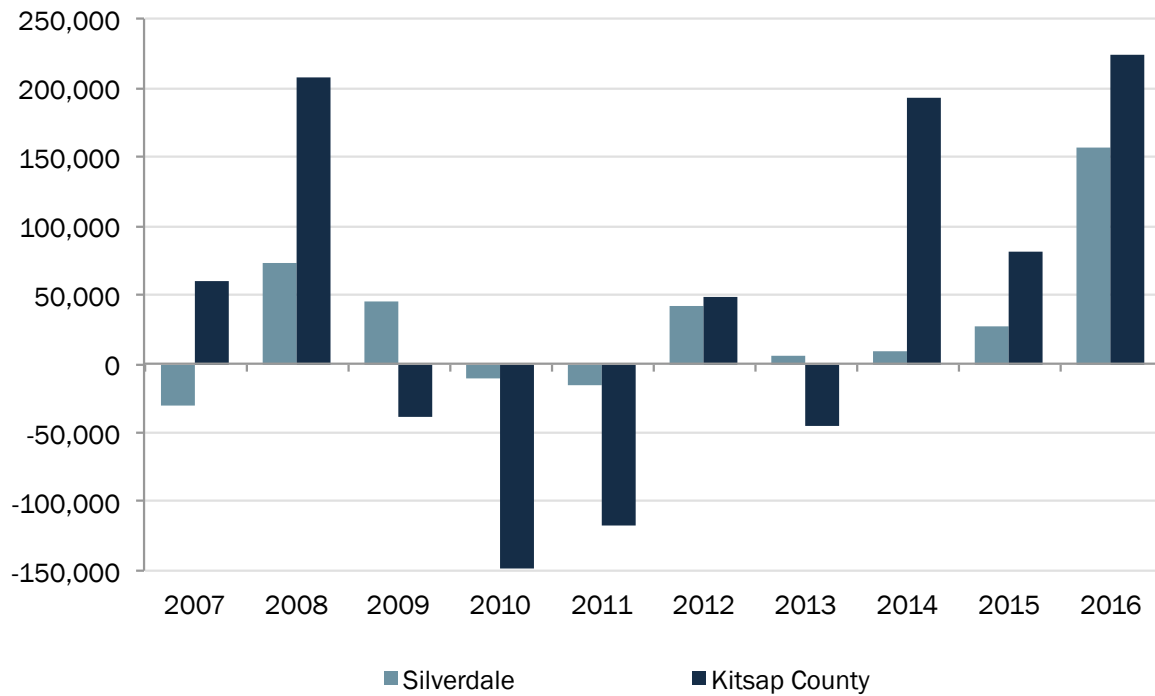
Exhibit 11. Silverdale Retail Building Permits (Total Square Feet), 2005-2015



Source: Kitsap County Department of Community Development

Since 2013, net absorption of retail space (square feet leased minus square feet vacated) in Silverdale has been growing. The net amount of retail space leased grew rapidly in 2016, surpassing 150,000 square feet, which may be due to the leasing of newly built space at the Trails at Silverdale. The county overall saw more variability with sizable amount of retail space being vacated after the recession and more space being leased in the last three years as the economy has recovered.

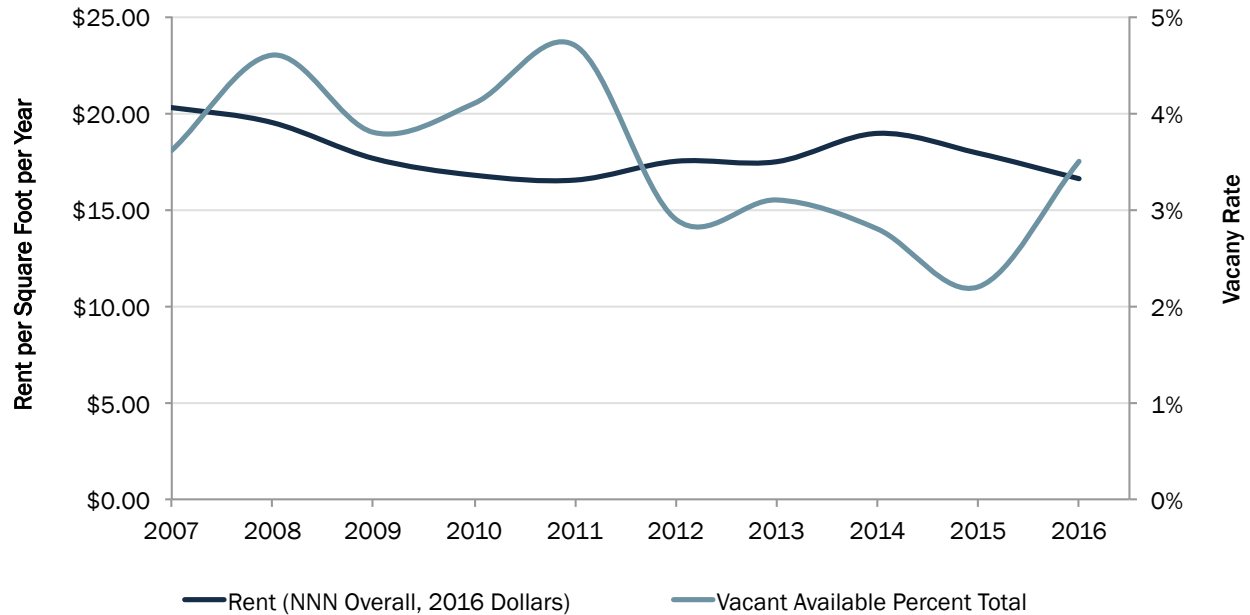
Exhibit 12. Retail Net Absorption Total Square Feet, 2007-2016



Source: CoStar
Note: Data shown for 2016 is year-to-date.

Adjusted for inflation, retail rents declined from \$20.32 per square foot per year in 2008, to \$16.60 per square foot per year in 2016. Rent figures are triple-net rents, which include costs such as maintenance, insurance, and taxes in addition to the base rent. Vacancy rates have remained low since 2007 with a current rate of four 3.8 percent.

Exhibit 13. Silverdale Retail Triple Net Rent (2016\$) and Vacancy Rate, 2007-2016



Source: CoStar
 Note: Data shown for 2016 is year-to-date.

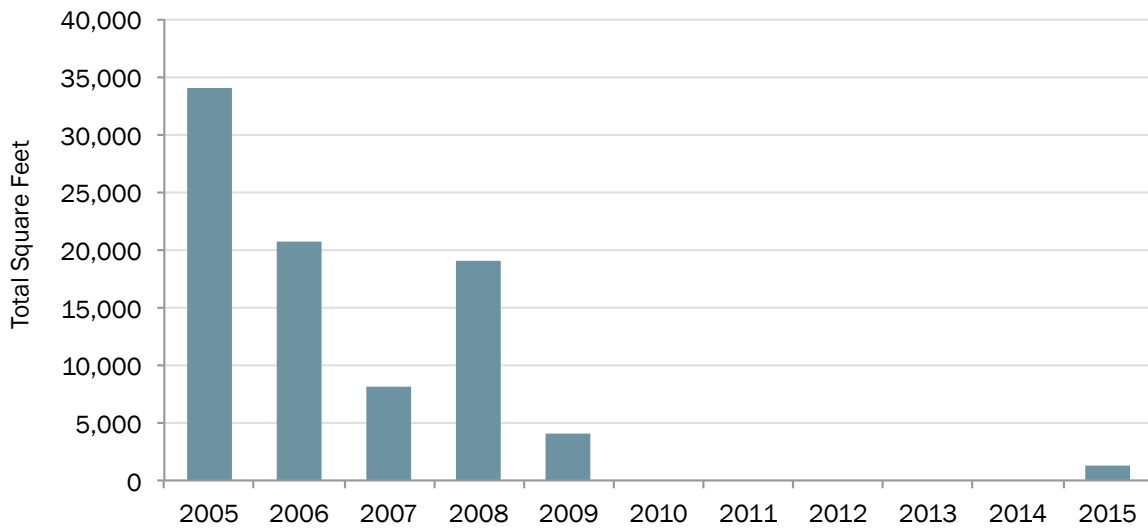
It should be noted that the retail market is going through a significant change. The growth of the e-commerce industry is providing additional competition for traditional retailers. To cut costs and focus on the most productive locations, retailers may reduce their “brick and mortar” footprint by downsizing or closing stores all together. For example, in August 2016 Macy’s announced the closure of 100 stores nationwide, due in part to the growth of e-commerce.²

Office

In the last 10 years, a total of 87,000 square feet of office space was permitted in Silverdale. Almost all of the office space permitted in Silverdale occurred from 2005 to 2009. Since 2009, just one permit for 1,200 square feet of space was issued in 2015. A recently completed project includes Cavalon Place, a pair of three-story, approximately 50,000 square feet professional office buildings with doctor offices, a title company, and other similar tenants. Based on interviews, this space took several years to be fully leased, though.

² Rachel Abrams and Sapna Maheshwari, *The New York Times*, August 11, 2016, “Macy’s to Close 100 Stores as E-Rivals and Discounting Hit Legacy Retailers.” < http://www.nytimes.com/2016/08/12/business/macys-q2-earnings-store-closings.html?_r=0>

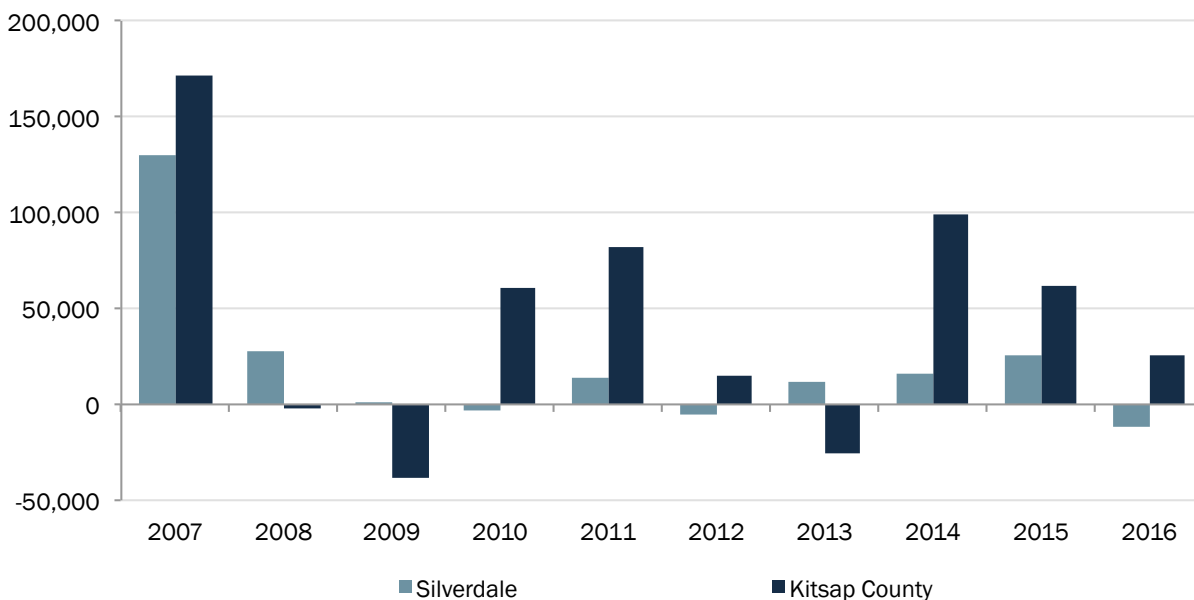
Exhibit 14. Silverdale Office Building Permits (Total Square Feet), 2005-2015



Source: Kitsap County Department of Community Development

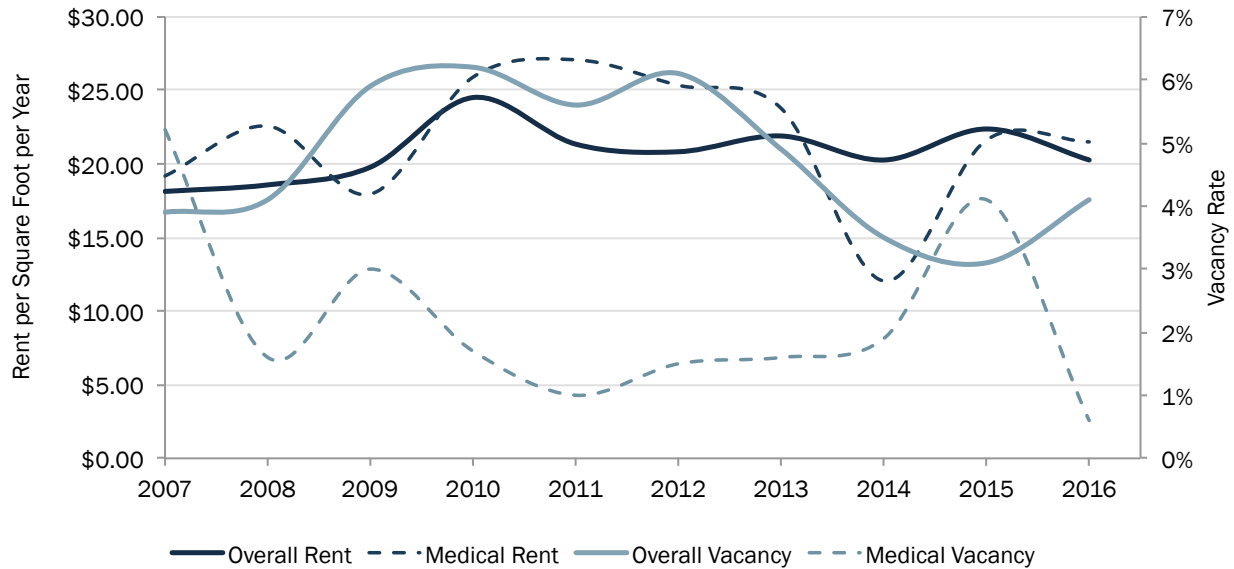
Similar to retail uses, the absorption of office space in Silverdale has been modest with only a small amount of space leased and vacated annually. Current rents for office and medical office space is about \$20.00 per square foot per year. As with apartments, more recently constructed office space is achieving higher rents of about \$30.00 per square foot, though. On an inflation-adjusted basis, office rents have stayed relatively steady and only increased by about \$2.00 per square foot since 2007. Vacancy rates for general office and medical office have been relatively low for the past 10 years, staying below seven percent. Medical office space has maintained vacancy rates below four percent for most of the last 10 years.

Exhibit 15. Office Net Absorption (Total Square Feet), 2007-2016



Source: CoStar

Exhibit 16. Silverdale Office Gross Rent (2016\$) and Vacancy Rate, 2007-2016



Source: CoStar

Overall, the low amount of office development activity and lack of rent growth despite low vacancy rates indicates a relatively slow and steadily growing market for office space. The expansion of the Harrison Medical Center may provide additional opportunities for medical office uses in the future for the area. Based on interviews with local real estate professionals, the timing of the expansion and relocation of facilities from the Bremerton location are still uncertain.

Public sector office space may be a potential tenant, too. ECONorthwest talked to the Kitsap County Human Services Department, which currently occupies about 800 square feet on the Poplar's property. They indicated the current site is a good location for them and they would like to continue to be located on the site as part of any redevelopment plans. They mentioned they would even consider moving more staff to Silverdale if the rent were reasonable. Human Services currently rents space at the Givens Community Center for \$8.16 per square foot.

2.2 Developer and Real Estate Interview Summaries

To supplement the market data, ECONorthwest spoke with four different commercial real estate developers and brokers about the real estate market in Silverdale and opportunities at the CKCC site specifically. This section summarizes interviewees' comments related to the real estate market and highlights common themes heard during interviews.

There is likely demand for multifamily rental housing in Silverdale. All developers noted the demand for multifamily housing and that it was the primary unmet need in Silverdale. Some noted that there might be an opportunity for mixed-used development that provided multifamily housing in addition to a small amount of ground level activities, which would align

with the desire that stakeholders expressed for public space. Any new project would likely need to realize average rents from \$1.60 per square foot to \$2.00 per square foot to be viable, depending on the parking configuration. In addition, a number of interviewees mentioned an opportunity for senior housing and affordable housing if certain tax incentives were in place.

Condominiums are unlikely to be an option anytime in the near future. When asked about a preference between apartments and condos, developers expressed unanimous confidence in apartments. Condominiums are a challenge due to the difficulty in attaining financing for such projects. In addition, Washington State liability laws for condominium construction make those projects more risky and expensive, which are unlikely to offset sales prices in Silverdale.

There may be opportunities for office uses in Silverdale, particularly medical office uses, but not in the immediate future. When asked about non-housing uses, such as office or other commercial uses, developer comments were mixed. A few interviewees specifically mentioned medical office as a potential opportunity, especially given the proximity to Harrison Medical Center. Another mentioned that vacancies for medical office spaces were currently high in Silverdale. It was also noted that there might be demand for newer, higher-quality office space, which is currently lacking in Silverdale. However, the two most recent office buildings built in Silverdale took several years to be fully leased. Under these market conditions, a future office building would likely have to have a large share pre-lease before beginning construction.

Parking is a challenge for redevelopment in developed areas. Interviewees noted the challenge of providing enough parking. Most interviewees thought the area's rents could support the construction of ground-level parking (including using the slope of the site to make one level below ground), potentially in combination with surface parking. Rents are not likely high enough to support structured or underground parking for individual projects on their own.

Beside the outright sale of property, there may be opportunities to ground lease property as part of the redevelopment of the CKCC site. While the interviewees said a sale and purchase of the property was the most desirable and familiar process for private uses in Kitsap County, a ground lease was something they would consider, depending on the agreement and the ability to finance the project.

2.3 Private Use Conclusions

Based on the market trends and interviews with local professionals, multifamily housing has the most potential to be included as part of the initial phase of redevelopment on the Campus. The population of the area is increasing and those in the prime renting age are the largest age group living in Silverdale. ECONorthwest has not conducted a feasibility analysis of any of these uses. Their feasibility and profitability relative to each other will be assessed as part of the scenario evaluation in Task 4. The uses with the greatest potential in the short-run are as follows:

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- **Market rate apartments** are the primary use with the most potential in the current market.
 - **Senior Housing.** Given the growing senior population and success of recent senior apartment developments, senior housing are another residential use to consider.
 - **Affordable or workforce housing** may be an option as well. Washington State’s multifamily tax exemption is not available in unincorporated areas. As a result, these projects would likely require the use of Low-Income Housing Tax Credits to be viable.

Other longer-term uses that are likely not viable in the short-term, but should be considered for later phases of development include:

- **Medical Offices.** There is future potential, but the current market for medical office is influx given uncertainty around the expansion of the Harrison Medical Center in Silverdale.
- **General Offices.** However, before moving forward with construction, the County would likely require working with a broker to get a substantial amount of space pre-leased.

Retail uses could also be included on the ground level of a residential or office building as a mixed-use development option. The CKCC site is at a visible location with lots of passing traffic. There may be an opportunity to fill retail spaces with tenants looking to relocate from their existing locations in Silverdale. In addition, the YMCA brings a lot of people to the site on a daily basis, which also makes it attractive for retailers. Retail spending is not growing sizably in Kitsap County, and with the recent development of the Trails at Silverdale, there is likely not a need for any sizable new retail space. However, the location may offer a superior location compared to other available sites.

3 Public Use Assessment

The public use assessment evaluates the need for public meeting spaces and outdoor open space in Silverdale. As Silverdale and the broader Central Kitsap area grow, there are increasing needs for different types of public space, including space for community groups, space for larger gatherings and events, space for outdoor recreation, and even less formal opportunities for gathering. To understand the types of spaces currently available in Silverdale, the assessment first inventoried available meeting spaces and community parks in Silverdale. Similar to the private use assessment, ECONorthwest also talked to a number of local stakeholders to gain a better understanding of public use needs in Silverdale and how they could be met through the redevelopment of the CKCC site.

Public Meeting Space

Kitsap County has a targeted level of service standard (LOS) for community centers of 200 square feet per 1,000 people.³ The County recently demolished the Silverdale Community Center, which provided low cost, or at times free, public meeting space. The Community Center had three separate meeting spaces totaling 4,380 square feet, including a 170-seat community theater. The Central Stage Theater of County Kitsap (CSTOCK) used the theater for rehearsal and performance space, but now uses a local school. Currently, Silverdale has a number of sites for meeting spaces: the Lisa Stirrett Glass Art Studio, Central Kitsap School District properties within Silverdale, including the Jenne-Wright Administration building, Best Western Plus Silverdale Beach Hotel, Monica's Waterfront Bakery and Café, and the Oxford Suites hotel.

Though there are options for groups seeking meeting space, many require fees for use of their space, and they may not be available at all times. For example, the public schools require a small rental fee (see prices below) and prioritize school district uses and so are not available when school is in session or during other times when the district plans to use the buildings. Additionally, it is unclear whether or not these meeting spaces offer storage space for groups that meet there, as did the old Silverdale Community Center.

In addition to the existing spaces, there are a few potential projects in the fundraising phase or under construction that would provide additional publicly available meeting space when complete. New Life Church is renovating the cinema north of the CKCC site into a training and worship center that will have an auditorium that can hold up to 750 people, as well as conference rooms that can accommodate a maximum of 100 people. Kitsap County is arranging a parking agreement with the New Life Church for use of parking on the CKCC. As part of this draft agreement, New Life would provide meeting space in the center at a reduced rate for public meeting space.

³ Kitsap County, Capital Facilities Plan for Kitsap County 2016 Comprehensive Plan Update, April 2016, http://www.kitsapgov.com/dcd/pc/Materials/2016/5-5/Kitsap%20County%20Final%20CFP%202016_0427_wAppx.pdf

The Kitsap Regional Library is also in the fundraising stages for the development of a new branch in Silverdale. Concept plans currently include a smaller meeting space and a larger meeting space with a catering kitchen that would be available to the public at a low cost. Lastly, the Central Kitsap School District is also planning a replacement of the Central Kitsap High School and Middle School as part of a bond measure that was approved in 2016. The schools will share large athletic and performing arts facilities with CStock, and have the potential to offer public meeting spaces. Exhibit 17 shows the existing and potential future meeting spaces in Silverdale, their maximum capacities, and estimated costs for using the spaces.

Exhibit 17. Silverdale Current Meeting Spaces Inventory

Meeting Space	Space	Capacity	Cost
Existing Spaces			
Lisa Stirrett Glass Art Studio	Art Studio (3,000 sq. ft.)	75-100	Full: \$325/hr Half: \$100/hr
Best Western Plus Silverdale Beach Hotel	Ballroom	200-250	Full: \$1,500 2/3: \$1,000 1/3: \$500
	Medium-sized rooms	30-75	Both: \$300 Each: \$150
	Small rooms	14-25	Each: \$100
Monica's Waterfront Bakery & Café	Banquet/Restaurant	30	Space free, must order food from restaurant and make reservation for 8+
Oxford Suites	Ballroom	85-120	Full: \$600 Half: \$300
	Boardroom	14	\$50/hr or; \$250 for day
Jenne-Wright Administration Center	Conference Room	40-50	\$17/hour
	Gym	75-100	\$26/hour
Ridgetop Middle School	Classrooms	25 - 30	\$9/hr
	Cafeteria	100 - 200	\$19/hr
Emerald Heights Elementary School	Classrooms	25 - 30	\$9/hr
	Cafeteria	100 - 200	\$19/hr
Silver Ridge Elementary School	Classrooms	25 - 30	\$9/hr
	Cafeteria	100 - 200	\$19/hr
Silverdale Boy Scout Hall	Meeting Hall	NA	\$60/half day; \$120/full day
Planned Spaces			
New Life Training Center	Conference Room	100	Reduced rate for public uses
	Auditorium	750	
New Central Kitsap High and Middle Schools	TBD	TBD	TBD
Kitsap Regional Library-Silverdale (concept plan)	Small Meeting Room	20	
	Large Meeting Room and Catering Kitchen	120-150	Low cost

Source: VisitKitsap.com and ECONorthwest Interviews.

Note: CKSD facility rentals, including Jenne-Wright, Ridgetop, Emerald Heights, Silver Ridge, cost double the price per hour for for-profit organizations i.e. business rentals. Also, CKSD rentals may charge a one-time \$35 custodial fee for certain rentals.

Public Open Space

Kitsap County has a targeted a level of service standard (LOS) for community parks of 4.65 acres per 1,000 population (Kitsap County Capital Facilities Plan). As Exhibit 18 shows, Silverdale currently has 71.4 acres of community park space. In addition to the community parks, the CKCC has a grass field available for recreational use. Given Silverdale’s 2014 population of 20,364 and the county’s LOS, it would require 94.7 acres of community parks to meet the countywide LOS, which is well above the current 71.4 acres.

In addition to parks provided by the Kitsap County Parks Department, local schools, the Port of Silverdale, and other County departments (Public Works, Community Development) provide additional multi-purpose open spaces, including athletic facilities and fields, the Clear Creek Trail, a pier, boat launch, and kids park.

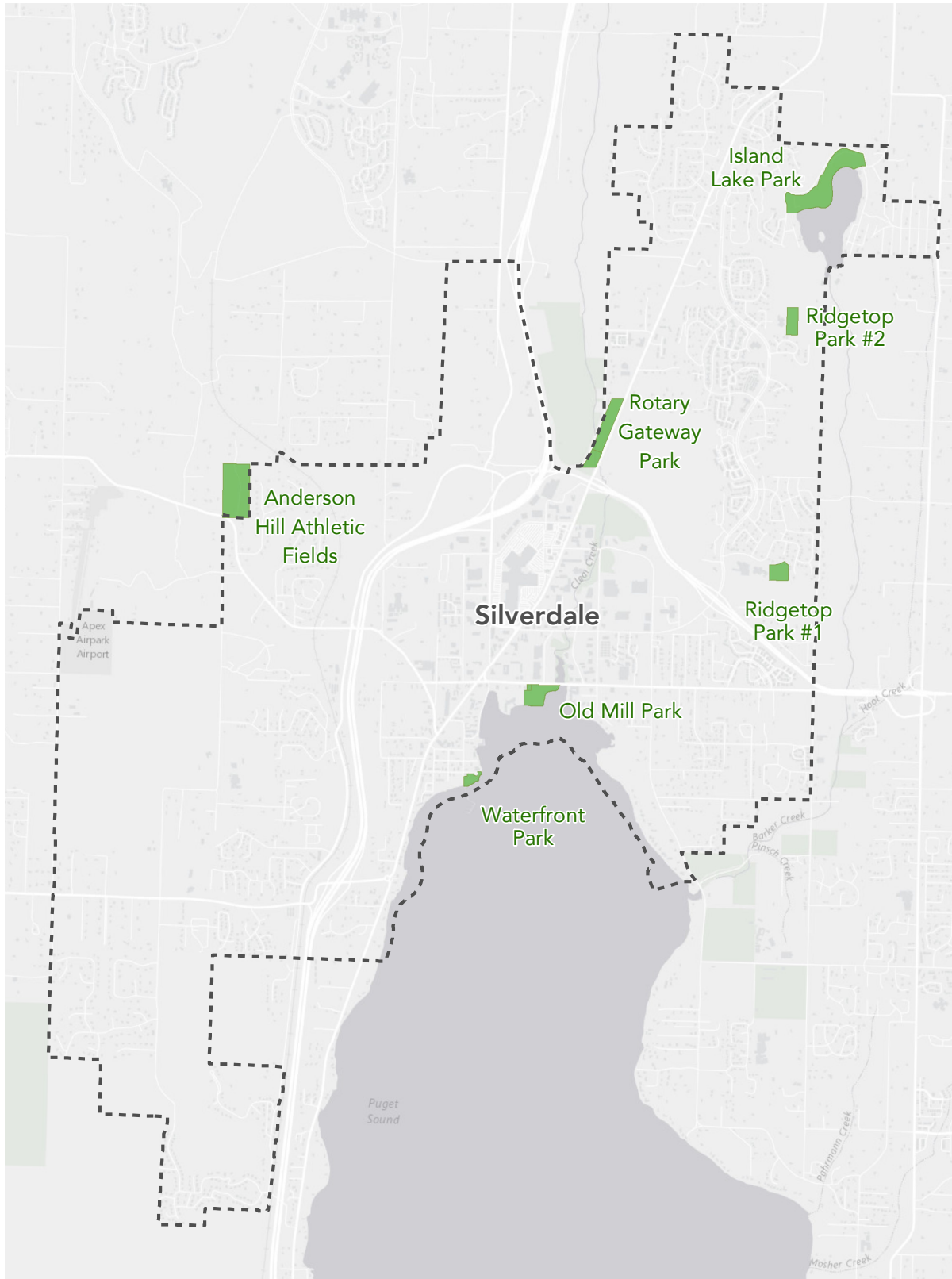
Exhibit 18. Silverdale Current Community Parks Inventory

Park Name	Acres
Island Lake County Park	23.0
Anderson Hill Athletic Fields	18.5
Silverdale Rotary Gateway Park	12.0
Old Mill Park	6.6
Ridgetop Park #1	5.0
Ridgetop Park #2	4.0
Silverdale Waterfront Park	2.3
Total Acres	71.4

Source: Kitsap County Parks Department

Note: Table counts only Kitsap County Parks facilities.

Exhibit 19. Silverdale Park Inventory Map



Source: Kitsap County

3.1 Stakeholder Interview Summary

To gain a better understanding of the needs and desires for public uses in Silverdale, ECONorthwest conducted interviews with eight community stakeholders, including nonprofit directors and Central Kitsap Community Council members. This section summarizes stakeholders' input regarding the needs and opportunities for the redevelopment of the CKCC, and highlights common themes from the interviews.

Silverdale doesn't have enough sense of place. Stakeholders expressed a concern that Silverdale lacked a sense of place and hoped that the CKCC's redevelopment would address that deficiency. Many interviewees cited the following features as challenges for Silverdale:

- Large, street-side parking lots that separate storefronts from the street.
- Lack of public gathering spaces and a lack of green space or other aesthetically attractive places.

Stakeholders hope that the CK Campus will provide a gathering place that is attractive to all community members, from school-age kids and teenagers to families and seniors. Desired uses included green space (lawn events tend to draw lots of community members) or a multipurpose outdoor plaza.

The CKCC should take advantage of Silverdale's natural beauty. The CKCC campus has a view of the Dyes Inlet, a strength because of its ability to attract visitors, but it may also restrict the height of buildings if the view is to be preserved.

With the demolition of the Silverdale Community Center there is a lack of meeting space. Stakeholders expressed a desire for places where community organizations can gather, especially low-cost or free spaces that vary in capacity. Silverdale hosts many small organizations that need inexpensive places to hold meetings. Silverdale's central location makes it a convenient place to hold meetings for organizations. An ideal meeting space would include large rooms that fit 200-300 people with a commercial kitchen attached, and smaller spaces that accommodate 10-50 people. While the VisitKitsap General & Sport Venue Search offers some standardization for finding and reserving spaces, stakeholders expressed a desire for a coordinator to create an established, user-friendly procedure for reserving meeting spaces.

Parking poses a challenge. The need for parking was the most frequently mentioned challenge to any development project. Many stakeholders mentioned the competition for parking with the Haselwood Family YMCA, which consumes parking during peak hours (9-11 a.m. and 5-7 p.m. Monday through Saturday). A parking structure was a common solution, although one stakeholder hesitated to recommend it because it may feel out of place in Silverdale. Other interviewees commented that Silverdale already has sufficient parking, and providing enough parking for a new development is simply a matter of coordination between lots.

A variety of uses are viewed as desirable for the CKCC site. Interviewees mentioned a number of uses they would like to see on the site as part of the redevelopment. Commonly listed uses included residential uses, small retail spaces like coffee shops or cafes, and services for seniors.

3.2 Public Use Conclusions

Based on the inventory of public spaces (meeting and outdoor) and the interviews with community stakeholders, there is currently a desire for more low-cost, publicly available meeting space and need for outdoor green spaces based Level of Service targets. Existing meeting spaces in Silverdale are limited and better accommodate large events and conferences as opposed to meetings for small community organizations. However, the potential for a number of publicly available meeting space options to become available in the future makes the importance of including public meeting spaces as part of the CKCC redevelopment less certain. Opportunities to include meeting space as part of redevelopment should still be considered, but only if it is a good fit where the use and operational financing can be secured. For example, a public meeting space as part of future County office space on the site may be a way to make efficient use of the space to meet multiple needs.

The need for more green space and community gathering space is clear, and opportunities for open space should be considered as part of the CKCC redevelopment. The original vision for the Campus included development oriented around a village common open space. Through the interviews, it was also consistently stated that open space is important component of the CKCC. In addition, Silverdale currently lacks parks and open space, and the CKCC redevelopment is an opportunity to address that deficit.