



# CITY OF BLAINE

## CITY MANAGER'S OFFICE

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435 MARTIN STREET • BLAINE, WA • 98230

PHONE: (360) 332-8311 • FAX: (360) 543-9978 • WEBSITE: [www.cityofblaine.com](http://www.cityofblaine.com)

To: City Council  
From: Michael Jones, City Manager  
Date: March 2, 2020  
Re: **2020 Department Work Plans**

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### Summary

Each year departments present their work plans to the City Manager and City Council. These plans are not meant to illustrate the day-to-day activities of the department. They do however inform the City Manager and Council of the specific projects or special initiatives that departments aim to take on during that year.

At this Council Retreat, staff will present to Council their 2020 work plans. While some items on the work plans meet one (or more) of the priorities set by Council in 2019, other projects may be included due to their desirable effect on the department and/or community, or because they are statutorily required by state/federal law.

### Department Work Plans

1. City Manager
2. Information Technology
3. Community Development Services
4. Police Department
5. Finance
6. Public Works

### Definitions

There is a section on the 2020 work plans where the status of the project is included. One of six terms is chosen to represent the current state of the task listed. The definition of each term each is included below.

1. **Pending**  
Means scheduled with intent to complete, but not yet initiated.
2. **In Progress**  
Means actively working on it in some manner with the intent to complete and implement.
3. **Complete**  
Means finished and either set aside as done or implemented and running as an ongoing program.
4. **On Hold**  
Means intentionally placed on hold pending evaluation, budget increase, more information, or the completion of some other task/event.
5. **Deferred**  
Means intentionally postponed until a future year.
6. **Disposed**  
Means attempted but not completed and no longer being pursued. “

<i>Department initiatives</i> <i>Brief description of program or project</i>	<i>Priority</i> <i>Which, if any, priority area does this advance</i>	<i>Strategies</i> <i>Implementation method, generally</i>	<i>Status</i>	<i>Updates &amp; Modifications</i> <i>Note: Quarterly updates and milestones will be tracked here</i>
<b>City Manager/Administration</b>				
Medical Services Recruitment	Community Health		Complete	Purchase and Sale Agreement completed with Family Care Network.
Gateway Property Sales		1. Follow-up on existing PSA's 2. Subdivide property		Purchase and Sale Agreement completed with White-Leasure. Purchase and Sale Agreement completed for Family Care Network Coordinating with Surveyor on parcel creation.
Old City Hall Redevelopment	Downtown Revitalization		Disposed	No longer pursuing
665 Peace Portal Drive Sale	Downtown Revitalization Housing	1. Appraisal 2. Market and Sell	Pending	
Strategic Plan		1. Research 2. Coordinate with Council 3. Create draft(s)	In Progress	Kick off at 2020 Council Retreat
Update City Policy and Procedures		1. Review all of them 2. Rescind obsolete ones and update others	In Progress	Cleaning up a couple dozen policies. They should be adopted by the end of June.
Communication Plan	Communication	1. Review and Adjust Annually	Complete	2020 Budget includes ongoing contract w/ Shew Design.
Old City Hall Records Disposition	Fiscal Responsibility	1. Remove retainable records from Old City Hall 2. Coordinate removal of archival records from Old City Hall 3. Coordinate with SSC to do an on-site shred of remaining records	In Progress	Records that need to be retained or archived have been separated from the records that can be destroyed.
More Efficient Public Records Request Process	Communication	1. Update City website to make it easier to find records 2. Implement a new workflow form for Laserfiche 3. Re-Organize and update Laserfiche	Pending	The new website incorporates a better search function. Frequently requested information and records are easier to find. The new ISSDC is receiving training and certifications on Laserfiche and workflow forms processes. Laserfiche is slowly being updated to be more user friendly. Re-organization has not occurred.
Fill the Part-Time Office Specialist position		1. Hiring process is like any other employee	Pending	The recruitment/hiring process will start in early May.

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<b>IT Department</b>				
New Utility Billing software project	Green Practices, Communication and Transparency	1. Initial discovery of existing systems. 2. Software Deployment 3. Data migration 4. Testing 5. Go live	In Progress	
Document Management System expansion to automate paper work flow processes City wide.	Green Practices, Communication and Transparency	1. Training on workflow programming and deployment. 2. Departmental discovery on what paper processes could be digitally replaced and automated.	In Progress	
SCADA System Improvements	Green Practices, Community Health, Public Facilities and Utilities Maintenance	1. New hardware. 2. Improved reporting for monitor and planning.	In Progress	
Move to paperless agenda	Green Practices	1. Find best and most cost effective device. 2. User testing. 3. Training	In Progress	
Network consolidation	Green Practices	1. Replace older hardware with energy efficient systems. 2. Continue to replace physical assets with virtualization.	In Progress	
Security		1. Network and data security 2. ICS software security 3. ICS physical security 4. Personnel security	In Progress	

Department initiatives	Priority: RES #1768-19 Which, if any, priority area does this advance	Strategies	Status	Updates & Modifications  Note: Quarterly updates and milestones will be tracked here
Community Development Services (CDS) Department				
Land Use and Development Code Docket (BMC 17.04.030)				
1) Vacancy Ordinance Titles 8, 15, and 17	Downtown Revitalization	Type III - Legislative	Pending	
2) Code cities RCW 35A.63.110				
3) Binding Site Plans RCW 58.17.035				
4) Wharf District Design Guidelines Chapter 17.23 BMC	Downtown Revitalization			
5) Sign Code Updates Reed v. Gilbert				
6) Microcell Towers 5G Deployment	Community Health			
Comprehensive Plan Amendment Docket (BMC 16.04.050)				
1) CPA-1-16: Revise the Semiahmoo Resort Master Plan		Type III - Legislative	Pending	
2) CPA-1-18: Revise the Planned Commercial Zone				
3) CPA-2-18: Revise Land Use Designations for MF and COM uses				
4) CPA-3-18: Amend Appendix "A": Water System Comp Plan	Community Health			
5) Wharf District Master Plan Updates	Downtown Revitalization			
Park Capital Improvement Program				Park and Cemetery Board Recommendations -> Council Resolution -> Public Works Implementation
1) Martin Street Parklett Design and Permitting	Community Health			
2) Beachwalker Villa Access Trail Design and Permitting	Community Health			
3) Cain Creek Trail and Pedestrian Crossing Design and Permitting	Community Health			
Economic and Tourism Development				
1) Issue Welcome Center RFP to Contract Services	Facilities Maintenance	Issue RFP	In Progress	
2) Downtown Charter Bus Program	Downtown Revitalization	Coordinate with PW and the Police to dedicate Tour Bus parking downtown		
3) Downtown Visitors Map	Downtown Revitalization	Coordinate with Chamber to create downtown maps	Pending	
4) Downtown Beautification Pilot Project	Downtown Revitalization	Coordinate with PW to install planters and enhance the downtown streetscape (See Peace Portal CFP)	In Progress	
5) Downtown Mural Program	Downtown Revitalization	Contract with a mural artist to create three new murals in 2020.	Pending	
6) Workforce Supply Program	Community Health	Begin establishing a work force program that connects local students with local manufacturing job opportunities.		

7) BTAC Grant Awards	Fiscal Responsibility	Review and issue grants per RCW 67.28		
Land Use Permits Template Audit	Fiscal Responsibility	Updates to all Decision Templates	In Progress	
Development Permit Dashboard	Communication	1) Work with GIS consultant to translate iWorq data into ArcMap shapefiles; 2) Create a page showing the map on the City's website; 3) Update monthly.	Pending	
Paperless Permitting: SFRs, Accessory Structures	Communication	iWorQ Vendor and Building Official	In Progress	
Website Development: CDS and Tourism	Communication	Work with Shew Design and the Webmaster to create a functional; organized; and attractive site.	Pending	

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<i>Brief description of program or project</i>				
		Police Department		
Loaned Executive Management Assistance Program		Review suggestions, Implementation	In Progress	
Training Software		Purchase, Onboarding, Implementation	In Progress	
Staffing and Allocation Review		Methodology, Data Collection, Review of Data, Draft Report		
Police Annex				Partnering with Public Works
Professional Development: Supervisors		Identification of courses, Budget Review, Selection	In Progress	
Cost Analysis: Replacement of in-car laptops	Communication	Research, Budget considerations, System Identification		Partnering with IT
Canine Program		Research, Budget considerations		
Reserve Officer Program		Research, Budget considerations		
Neighborhood Watch Program	Community Health	Research, Budget considerations		

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		Finance Department		
Budget 101 Presentation	Communication	Present PowerPoint to City staff and Community groups	In Progress	Give presentation first quarter (Q1) 2020.
Purchase New Utility Billing Software		Select vendor and sign contract	Pending	Select vendor and sign contract first quarter (Q1) 2020.
Coordinate on and oversee fleet management and financing plan for PD, PW (General Fund and Enterprise), and General Govt.	Fiscal Responsibility	Work with departments to compile information	Pending	Develop policy and tracking systems.
Update Financial Policies	Fiscal Responsibility	Update as well as draft financial policies related to fund reserves	In Progress	Review and update City financial policies.
Budget Integration	Communication	Work with vendor to complete integration	In Progress	Complete integration. First published document will be a Budget in Brief.
B&O Tax Monitoring	Fiscal Responsibility	Monitor B&O tax revenue	In Progress	On a quarterly basis, finance staff will monitor revenue as it comes in as well as monitor compliance.

<i>Department initiatives</i>	<i>Priority</i>	<i>Strategies</i>	<i>Status as of</i>	<i>Updates &amp; Modifications</i>
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<b>PUBLIC WORKS</b>				
Facility Assessment	Facilities Maintenance	Review ESCO report and recommendation, previous maintenance records and contracts.	Pending	This work was delayed due to numerous staffing changes. Most urgent element (RTU for Banner Bank Building) included in 2020 budget.
Police Station Annex		Space planning study for new evidence room, purchase/rent temporary evidence storage, begin design of new evidence storage, demolish old city hall, build new evidence building.	In Progress	Council review of alternatives on 2/24. Direction given to proceed with single floor facility. Next step to review with architect and purchase temporary evidence storage containers.
City Hall Demo	Downtown Revitalization	Clean out buildings of all contents. Hire asbestos consultant for report. Install temporary evidence storage and remove tower and antenna. Advertise for demolition.	In Progress	Asbestos/lead report completed. Next step to clear buildings of contents.
Cemetery Niche Wall	Fiscal Responsibility	Determine desired design. Send request for price to Roster for procurement and installation. Public Works crews to prepare site.	On Hold	Design determined, will need to be re-budgeted in 2020 as low bidder unable to sign contract in 2019.
Gateway Regional Storm Pond	Green Practices	Complete design and permitting. Advertise for construction. Contract amendment for construction management. Build in summer. Tie trail improvements to Park and from Boblett Court.	In Progress	LID formed. Work under contract but due to poor weather conditions will be completed in 2020.
Public Works Re-Organization		Complete recruitments and document roles and responsibilities for other departments	In Progress	Continued refinements. Numerous retirements in 2019 resulting in Visioning 12/12/19 has created new refinements.
East Blaine Special Assessment Strategy	Fiscal Responsibility	Determine costs and best strategy. Review with PW Advisory Committee and Finance Committee. Implement	In Progress	RH2 Engineering compiling report with various alternatives. Council study session in Q1 2020 will be scheduled.
Peace Portal Sidewalk Phase 1	Downtown Revitalization	Prioritize worst selections and inventory trees to be removed. Send notice to businesses that sidewalk cafes will need to be removed. Complete design, bid and build.	In Progress	Preliminary cost estimates based on one block (one side) too high with available budget. New scope to remove trees and replace with above-surface decorative planters for entire project determined.
Semiahmoo" Bike Path"	Facilities Maintenance	Coordinate with SRA on scope and timing. Design, bid and build	Pending	This project will be built in phases depending on available funding and design. New staff in PW will help make this possible in 2020.
Peace Portal Alley Construction	Downtown Revitalization	Design, bid, build. Coordinate with adjacent businesses to reduce construction impacts.	In Progress	Design complete. Coordinate with businesses along corridor. Requested scope of work from design consultant to assist during construction. Bid in Q1 for construction in Q2-3.

Department initiatives		Priority	Strategies		Status as of	Updates & Modifications
Brief description of program or project		Which, if any, priority area does this advance	Implementation method, generally		2/27/2020	Note: Quarterly updates and milestones will be tracked here
Dechlorization at LS 11		Facilities Maintenance	Design, bid, build. Project must be completed prior to reclaimed water season that starts in May.		In Progress	Design complete. Finalizing bidding documents with consultant. Anticipate bidding in Q1 with completion by May.
Lift Station 10 Repair and Instrumentation		Facilities Maintenance	Contract with engineer to determine replacement alternatives. Determine preferred alternative, priority and timing of various alternatives. Design, bid and build depending on scope.		In Progress	Emergency resolution passed by city council in 2019. Contracted with Wilson Engineering to develop replacement alternatives. Report received and evaluated. Based on the information in the report, budget and staffing constraints, decided to proceed with equipment replacements to create more reliability with existing location.
Well 5 Pumphouse Replacement		Facilities Maintenance	Design, bid and build.		In Progress	Well was rehabilitated in 2019. Design completed in Q1 of 2020 and is currently out to bid. Plan is to complete construction by the end of Q2 so that water will be available during the summer.
Well field pump rehabilitation		Facilities Maintenance	Develop bid documents, bid and build.		In Progress	Council awarded 2/25/20. Plan to complete by end of Q2 so water is available during summer season.
New roof top unit for Banner Bank Building		Facilities Maintenance	Select consultant, develop specifications, bid and construct.		Pending	Evaluated potential costs as part of 2020 budget. Provided architect with staff comments. Anticipate receiving bid-ready documents soon. Advertise and complete in Q1
Dais Replacement			Design, bid and build.		In Progress	Lease signed in 12/19. Materials received by PW in Working with electrician to "make ready" for contractor.
EV Charging Station		Downtown Revitalization	Evaluate alternatives, determine best approach, order and install. Select consultant, design, bid and build. This will need to be coordinated with the Gateway Pond project since conduit will be placed beneath the trail in sections.		In Progress	Design at 90%. Waiting on final plans from consultant. Anticipate bidding in early Q2 for construction in Q3.
Circuit 17 600 Amp Loop		Facilities Maintenance	Review damage with FEMA, start permitting process, contract with FEMA, design improvements, bid and build once permitted		In Progress	Contract with FEMA complete. Design funds in 2020 budget. Design funding for each in CIP.
FEMA Projects (December 2018 storm)		Facilities Maintenance	WSDOT undertaking preliminary design and estimate to be used for ROW acquisition. Continue to seek funding. Internal review with PW Advisory Committee, adopt by end of year or sooner		In Progress	Additional state allocation of \$1M in 2019. WSDOT doing 30% design. ROW money in limbo.
Peace Portal/Bell Road Grade Separation			Discuss with other jurisdictions a possible combined contract, update priority routes, adjust to available funding, advertise, bid and build.		In Progress	This is priority item to be completed but may slip into 2020 due to changes instaff.
Street Development Standards Re-Write		Communication			In Progress	Start on annual program. Began discussions with other jurisdictions and prioritize routes in Q1.
Pavement Preservation Program		Facilities Maintenance			Pending	Anticipate bidding in Q2.

Department initiatives		Priority	Strategies		Status as of	Updates & Modifications
Brief description of program or project		Which, if any, priority area does this advance	Implementation method, generally		2/27/2020	Note: Quarterly updates and milestones will be tracked here
Peace Portal/Bell Lane Improvements			Need to obligate funding, and add to 2020 budget for design		Pending	Waiting on adoption of state STIP to obligate funding.
Peace Portal Community Trail, Phase 3		Community Health	Need to obligate funding, and add to 2020 budget for design		Pending	Waiting on adoption of state STIP to obligate funding.
Compactor/Floor Drain for LPWRF Screening		Facilities Maintenance	Evaluate alternatives, determine desired design, bid and build.		In Progress	LPWRF staff are evaluating alternatives that will meet the desired result. Anticipate bidding in Q2 with construction in Q3.
Irrigation Screen Washdown Replacement		Facilities Maintenance	Evaluate alternatives, determine desired design, bid and build.		Pending	
Harvey Tank Coating Replacement		Facilities Maintenance	Determine scope and whether or not consultant is needed. Develop specifications, bid and complete the work.		Pending	Identified in Water System Plan as priority. Start of project is awaiting other priorities in water system. Work will need to occur in Q3.
Well field backup power		Facilities Maintenance	Determine requirements, purchase equipment and install.		Pending	Because of limited staffing and other priorities in the water system, this project will be performed in Q3.
Water Pipe Replacements		Facilities Maintenance	Evaluate priority locations, determine desired design, bid and build.		Pending	Start of annual program. Depending on remaining water system bids, funds may be utilized for design only in 2020.
Seismic retrofit of water tanks (annual)		Facilities Maintenance	Scope out nature of anticipated improvements, prioritize by most vulnerable locations, design, bid and construct improvements.		In Progress	Completed vulnerability assessment with Whatcom County Emergency Management. This is intended to be an annual program until all tanks are retrofitted.
Cain Creek Park and Trail		Community Health	Design and permit (CDS), bid and build.		In Progress	Under design. Plan to construct this summer.
Peace Portal Parklet Enhancements		Downtown Revitalization	Design and permit (CDS). Construction pending city council approval of design concept.		In Progress	Scope to be taken to city council prior to executing.
Boblett Re-Channelization		Community Health	Select design consultant, secure permits and right of way, bid and build.		In Progress	Under design. Right of way secured for all but one parcel. Anticipate submitting permits by end of Q2 for construction in 2021.
ADA Transition Plan		Community Health	Obligate funding, advertise for consultant, contract services.		Pending	Waiting on adoption of state STIP to obligate funding.
Sewer Main Pipe Replacement		Facilities Maintenance	Evaluate alternatives, determine desired design, bid and build.		In Progress	Start of annual program. Determined priority locations for replacement. Intent is to design in 2020 and build in 2021. If feasible, project will be bid for construction in early 2021.
E. Blaine Sewer Extension (Downstream)		Facilities Maintenance	Complete contractual paperwork with Department of Commerce, select design consultant, design, bid and build.		On Hold	Based on issues with sewer extension constructed in 2019 and loss of engineering staff, project is currently on hold.
Lincoln Park and Semiahmoo Tank Cleaning		Facilities Maintenance	Determine scope and whether or not consultant is needed. Develop specifications, bid and complete the work.		Deferred	Identified in Water System Plan as priority. Start of project is awaiting other priorities in the water system. Work will need to occur in Q3.
171 and 330 Zone storage utilization		Facilities Maintenance	Select consultant, scope design, complete design and construct.		Pending	Because of limited staffing and other priorities in the water system, this project may slip to 2021.

Department Initiatives		Priority	Strategies		Status as of	Updates & Modifications
Brief description of program or project		Which, if any, priority area does this advance	Implementation method, generally		2/27/2020	Note: Quarterly updates and milestones will be tracked here
Skallman Park Expansion						
		Community Health	Design, bid and build.		Pending	Expansion of park is being deferred until completion of new pond so that old one can dry up. Parking enhancements completed in 2020.
						As-built of existing irrigation system being undertaken by consultant. Plan to construct with park improvements. Irrigation system to be reclaimed water.
			Design only		In Progress	Review as part of Water System Plan
Marine Park Irrigation Extension			Evaluation of pressure/pipe size in commercial/manufacturing zones		Pending	
Fire Flow Evaluation with Herschel		Community Health	Meet with individual staff, follow up on reorg and succession plan		Pending	
Individual Development Plans - Succession			Work out budget with consultant, implement Phase 1, develop budget for Phase 2 (2021)		In Progress	Implementing Phase 1 now
Implementation of SCADA Master Plan		Facilities Maintenance	Ongoing, concurrent with individual development plans		In Progress	Ongoing
Safety Training Plan			Meet independently with agencies, formulate agreements		In Progress	Scheduling meetings now
Mutual Aid Agreements (WSDOT, Whatcom)		Fiscal Responsibility	Research old agreements, work with city attorney to formulate		In Progress	Reviewed Comcast agreement with City Attorney
Franchise Agreements		Fiscal Responsibility				
			Evaluate state contract and other sources to find best price, research green alternatives and whether or not they fit in budget, provide Council with recommendations and purchase			
Fleet Replacement		Fiscal Responsibility	Develop schedule, determine priority, create inspection form, begin		In Progress	Gathering price information for review
Sewer Condition Assessment Program		Facilities Maintenance	Develop schedule, determine priority, create inspection form, begin		Pending	
Storm Condition Assessment Program		Facilities Maintenance	Develop schedule, determine priority, create inspection form, begin		Pending	



# CITY OF BLAINE

## CITY MANAGER'S OFFICE

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To: City Council  
From: Michael Jones, City Manager  
Date: March 2, 2020  
Re: Initiating a Strategic Planning Effort

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### Summary

The City Council has requested that I lead an effort to develop a strategic plan. At the City Council Retreat we will dedicate a small block of time to kick off the strategic planning effort. My goal is for us to discuss what a strategic plan is and how we would use our existing plans, priorities, and ongoing programs to inform, create, and ultimately implement a strategic plan. We have provided you some background to illustrate the breadth of existing strategy documents that the City has already adopted. You are not expected to read all of this before the retreat, but you may wish to skim the material to get a bit of context.

### Existing Plans

The following are Executive Summaries of the Plans that the City implements through long range planning; municipal code adoption and enforcement; development review; purchasing; capital planning and development; and maintenance and operations. The Comprehensive Plan is the primary document that articulates the City's strategy moving forward. The Comprehensive Plan incorporates some of the other City plans by reference, and certain plans are drafted to further the goals in the Comprehensive Plan and to align the City's actions with the Comprehensive Plan.

One document that is not a component of the City's Comprehensive Plan or an adopted utility or capital facility plan is the Strategic Economic Initiative (SEI). The SEI is a compilation of projects and programs that are gleaned from various other City plans, and combined with citizen survey responses and cost estimates. While it is not a regulatory document that guides the City's actions, it may be useful in informing the development of a strategic plan.

- ❖ The 2016 Comprehensive Plan
  - Vision Statement
  - The Elements
    - Population
    - Housing
    - Economic Development
    - Land Use
    - Transportation
    - Utilities;
    - Public Facilities

- Parks and Recreation
- Environment
- The Appendices
  - Capital Facilities
  - The Resort Semiahmoo Master Plan
  - The Wharf District Master Plan
- ❖ The 2019 Tourism Development and Marketing Plan
- ❖ The 2019 Shoreline Master Program
- ❖ The Non-Motorized Transportation Plan
- ❖ The East Blaine Infrastructure Plan
- ❖ Blaine Electric System Plan
- ❖ Water Comprehensive Plan

Where available, summaries have been copied from the subject Plan and accompanied by a web page link. Plans lacking executive summaries have been synopsized by the responsible department.

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## The 2016 Comprehensive Plan

[Executive summaries from each chapter follow.](#)

The purpose of the 2016 Comprehensive Plan is to consider specific planning goals that facilitate population and employment growth when developing land use policy and regulations.<sup>1</sup>

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<sup>1</sup> RCW 36.70A.210: The Washington State Growth Management Act

## Vision Statement

<https://www.ci.blaine.wa.us/DocumentCenter/View/12283/0-Vision-Statement-FINAL-5-18-16?bidId=>

The City of Blaine is a friendly, open-minded community where new residents and visitors are welcomed with open arms. Nestled between Seattle, Washington and Vancouver, British Columbia, Blaine is a picturesque seaside community with a bustling downtown, a strong industrial sector, and diverse neighborhoods. The City of Blaine was born in industry; prominent for its fishing fleets, canneries and mills. More than a century later, Blaine continues to be a leader in commerce with pioneering companies responding to the opportunities of an international market.

Downtown Blaine is a captivating destination to visit and call home where life is enriched by frequent festivals and a growing variety of shops, galleries and dining establishments. Blaine's Old-fashioned 4<sup>th</sup> of July celebration is one of many dynamic, diverse events that draw thousands of visitors into the City. Downtown residents awake to the breeze off the bay and smells of fresh baked goods from the street-side cafes. Visitors and locals alike enjoy spectacular sunsets over Drayton Harbor, fresh local seafood and lively evening entertainment.

Blaine has become known for producing nationally recognized products with an innovative manufacturing sector. Capitalizing on affordable electricity, strong communication utilities and abundant water supplies; business parks, advanced manufacturing and transportation related industry flourishes. Through forward-thinking marketing and a resilient eco-tourism industry, business in Blaine is thriving. With more than three million Canadians just over the line in the lower British Columbia mainland, Blaine has developed a stout business sector focused on supplying services to our neighbors to the north.

Blaine's exceptional parks and robust trail system enhance the quality of life for its residents while encouraging visitors to stay and explore. With a modern school campus, Blaine is a highly desirable place to raise a family. Whatcom Community College's satellite campus offers traditional classes by day and career development programs by night. A state-of-the-art medical complex offers specialty procedures, provides the larger community family practice amenities and supports the economy with high-paying jobs.

In West Blaine, Semiahmoo continues to prosper as a resort community anchored by the Inn at Semiahmoo; a destination resort, golf course, and country club. Enlivened by top-shelf restaurants, trendy pubs, and a connection to the downtown district by the historic passenger ferry MV Plover, the Semiahmoo Spit resort district is a well-regarded international destination.

East Blaine continues to be a hot spot of residential growth as municipal services are extended. Key pedestrian and bicycle linkages make for easy access to downtown from the quiet, forested hilltop neighborhoods.

Blaine has a diverse economy that capitalizes on its border location but is not dependent upon it. The Chamber of Commerce is strong and the government is helpful and efficient. With a welcoming community and a can-do attitude, Blaine is a wonderful place to live and a great place to do business.

## The Population Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12283/0-Vision-Statement-FINAL-5-18-16?bidId=>

The Population Element is all about people. The element looks at existing conditions like who is living in Blaine, where they are living, the types of housing they live in and other demographic information. Based on population trends, the element details growth predictions for the City and facilities needed to serve the population.

Over the next twenty years, Blaine expects to see an eighty five percent increase in the number of residents within its City limits. This equates to about an additional 4,414 moving to Blaine, and a total population of about 9,500 by 2036.

Over the past two decades Blaine has experienced rapid growth. From 1990 to 2000 Blaine saw a fifty percent increase in the number of residents. Growth continued from 2000 to 2010 with a twenty-five percent increase in population over the decade.

There are several factors related to the experienced and expected increase in population. A major factor is the development of Semiahmoo, which features not only single and multi-family development but also a hotel and spa, golf course, and Country Club. The creation of luxury amenities and homes resulted in an increase of older affluent residents, some international, who can afford the higher living costs within the resort area.

In addition, more Canadian businesses expanded into Blaine due to the 1989 Free Trade Agreement, which helped eliminate trade barriers between the United States and Canada, and the 1991 Canadian Goods and Services Tax.

Blaine School District enrollment is projected to increase only one percent by 2019. This is in part due to the growing demographic of residents aged 55 and older, and seasonal and part time Canadian residents locating within Semiahmoo. This is reflected in the increase of the median age of Blaine residents. In 2000 the median age was 38.6 years old. In 2010 the median age had increased to 44.3 years of age.

The total number of housing units within Blaine city limit has increased thirty five percent from 2000 to 2010. Due to the increase in residents and housing units, the average household size in Blaine decreased from 2.48 in 2000 to 2.32 in 2010. This pattern is expected to continue. Due to further development of Semiahmoo, the City expects an increase in owner-occupied housing units.

In 2012 the median household income within Blaine was \$51,463. This is a forty percent increase from 2000 when the median income was \$36,900. This is comparable to Whatcom County whose median household income was \$51,639 in 2012, but below Washington State where the overall median income was \$59,374.

Several factors, including the development of Semiahmoo, decreased barriers in trade, and expected annexation of Blaine's Urban Growth Area (UGA), suggest a significant increase in the number of Blaine residents within the next twenty years. An increase in the number of international and older residents locating within City limits will affect the type of growth and services required to serve this population.

## The Housing Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12326/Housing-Element?bidId=>

The Housing Element of the Comprehensive Plan looks at existing housing stock, and uses projections of future needs to assess the number, type, and location of houses within Blaine over the next twenty years.

Blaine's Urban Growth Area (UGA) has been determined to be able to accommodate an additional 6,634 persons. With a predicted 4,414 additional persons locating within Blaine by 2036, Blaine is able to accommodate the predicted amount of growth. The UGA has been determined to accommodate approximately 2,301 new single family housing units, and 1,072 multifamily units.

During a 2013 study, it was found that 60 percent of Blaine's current housing stock is comprised of single family residences, with almost a third of those residences located within the Semiahmoo area.

Blaine can be separated into four distinct districts. The four districts are Central Blaine, East Blaine, West Blaine, and the Urban Growth Area (UGA).

Central Blaine is the largest subarea and has the most diverse and greatest number of residential units. This area contains a mixture of single-family and multi-family residences with variation in age and price of homes.

West Blaine was annexed into Blaine city limits in 1974 adding more than 800 acres. Semiahmoo is comprised of a luxury resort, County Park, and private single-family and multi-family residential developments. All homes are relatively new with the first phase of Semiahmoo built in 1985.

Annexed into the City in 1996, East Blaine is largely undeveloped but has 1,500 parcels approved for developed.

Blaine's UGA is currently comprised of 171 housing units, with approximately 400 residential lots approved for development. City water is available along the major roads within the UGA, but sewer is not available in most of this area.

The majority of Blaine's housing stock was built prior to 1959; however, no homes are on the National or State Registers of Historic Places. Structures more than 50 years old are eligible for listing.

As of 2013 the median household income in Blaine was estimated to be about \$51,463. The median value of a single-family residence in Blaine was estimated to be about \$286,200, which is slightly above what is considered to be an affordable housing unit.

Blaine currently has 106 housing units serving low income individuals and families, with 57 units designed for senior citizens or disabled. The community is also served by one nursing home with a 65 bed capacity.

Overall, data indicated that Blaine has enough land zoned for residential development to accommodate predicted residential growth within the City. However due to the aging "baby boomer" population, the increasing price of homes within Whatcom County may continue to impact housing affordability.

## The Economic Development Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12327/Economic-Development-Element?bidId=>

The Economic Development Element of the Comprehensive Plan looks at what types of businesses are in Blaine, where they are located, and the employees at those businesses. The element also looks at the infrastructure that is needed to support existing and predicted business activities in Blaine.

During settlement in the early-20<sup>th</sup> century, Blaine's economy was based primarily on the fishing, timber, and rail industries with some border related activities. Milling no longer plays a part in Blaine's economy and fishing related industries have decreased but still exist. However, the most significant shift in Blaine's economy is the number of businesses related to tourism, border trade and retail.

Due to the proximity of the border, many warehousing, trade, and manufacturing industries have located within Blaine. The influx of workers in Blaine has resulted in an increase in services to better serve the growing population and families moving to the community; specifically in the public sector.

In 2015 a direct mail survey was sent out to Blaine businesses. 156 employers responded, indicating employment of 1,889 persons. The majority of the businesses were related to border activities, the public sector, or accommodation and food services.

Of those employees, border related businesses employed approximately 569 persons (30%), the public sector employed 704 persons (37%), and accommodation and food services employed 271 persons (14%).

The single largest employment sector within Blaine is the public sector. This includes federal, city, and school district employees. Accommodation and food services is also a significant source of employment. This is in part due to the creation of the Resort Semiahmoo. In 2016 the resort employed 215 persons.

A large part of Blaine's economy is based on Canadian relations, whether it is related to business, property investment or retail sales and tourism activities. This is in part due to the Vancouver metro area's population of approximately 2.8 million persons. However, the continually changing American and Canadian policies regarding imports, exports, and duties creates excessive risk in solely focusing on international business relations.

The City is therefore looking to promote diversification of business activities. A land use capacity analysis conducted by Whatcom County reported, based off land available, that Blaine is capable of accommodating 2,687 new jobs.

Blaine is well prepared to support future growth based on existing public facilities. The City is accessible by I-5, and has a well-developed road network system within industrially zoned areas, which allow for shipping, warehousing and manufacturing industries.

In addition, the City of Blaine is an electrical utility provider, and has created a robust and reliable system at a moderate cost compared to other providers. Lastly, the new water reclamation facility has excess capacity for growth and is capable of transforming reclaimed water into usable product for many industrial businesses.

## The Land Use Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12328/Land-Use-Element?bidId=>

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The Land Use Element looks at how land is currently being used in Blaine, and evaluates the need for new development based on the predicted number of new residents and businesses locating within the City limits over the next 20 years.

The City of Blaine may be small, but is diverse in use. The City is accessible by Interstate-5, two state highways, and a public harbor. In addition, the public can access Blaine through two border crossings. Blaine is home to numerous parks including city, county, and state facilities. Blaine features a large school complex serving the Blaine and the Birch Bay area.

Blaine can be separated into four distinct districts. The four districts are Central Blaine, East Blaine, West Blaine, and the Urban Growth Area (UGA).

Central Blaine is the original founding location of Blaine, and is comprised of a diverse array of land uses. Within this area you can find homes and businesses constructed around the turn of the 20<sup>th</sup> century. Central Blaine has been infilled by new residences, a regional school complex, public facilities such as City Hall, and other commercial and retail developments.

West Blaine, containing Semiahmoo, is a resort community featuring The Resort Semiahmoo which is a luxury hotel facility, private golf course, and country club. West Blaine is also home to a mix of single and multi-family housing. The few undeveloped tracts of land in West Blaine are planned for more single-family and multi-family development, and possibly more recreation amenities.

East Blaine is comprised of 1,182 acres and was incorporated into the city in 1996. This area is characterized by low density single family residences and remains largely undeveloped. There are approximately 500 additional platted parcels yet to be developed. Two large development proposals have been approved by City Council, which would result in 1,350 residential units.

A Land Use Capacity Analysis was conducted to assess the adequacy of Blaine's UGA to accommodate projected growth over the next 20 years. In the analysis it was predicated that Blaine's UGA would need to accommodate the addition of 4,414 people and 2,097 new jobs by 2036.

After looking at the potential developable area in Blaine's UGA, the survey concluded approximately 397.6 acres would be appropriate for residential development. There is also approximately 97.3 acres that could serve commercial and industrial development.

Based on this discovery, the survey concluded that Blaine's existing UGA area is currently capable of accommodating an additional 6,634 persons, and serving the creation of 2,542 jobs.

Both these figures exceed the projected residential and job growth within Blaine's UGA in the next 20 years.

While Blaine's UGA is capable of serving the predicted number of new residents and jobs, development over the next 20 years will be encouraged within the City Limits. This is to help provide services closer to existing residences and businesses, take advantage of the existing public facilities, and reduce urban sprawl.

## The Transportation Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12329/Transportation-Element?bidId=>

The Transportation Element of the Comprehensive Plan looks at existing transportation infrastructure, the effectiveness of that infrastructure, and new transportation improvements based on growth predictions.

Washington State Growth GMA requires transportation systems and land use plans to be coordinated. For example, most commercial uses generate more traffic than residential uses, and some land development patterns essentially mandate the use of a motor vehicle. What this means is when a new development is created, whether it is industrial, commercial, or residential, the developer is required to account for the extra traffic the project will generate.

This results in most new roads, sidewalks, and trails being constructed by private developers in order to make room for new employees or residents resulting from their project. The concept of having adequate transportation facilities in place at the same time as a new development is called concurrency. Concurrency ensures new developments do not result in traffic jams and overcrowding of roadways, without a financial plan to resolve the issue in the short term. However, not all transportation system expansions and improvements are provided or funded by new development. Some are developed by the City or in partnership with development projects.

There are six different types of roadway systems in Blaine. There are interstates, arterials, major, minor and local collector streets, as well as local access streets. Volume and rate of traffic decreases as one moves down in the classification from interstate to local access street.

Blaine consists of about 36 miles of public streets. About 44-percent of Blaine's street system consists of local access streets. Major collector streets comprise about 33-percent of Blaine's road system.

Other transportation systems include rail, transit, sidewalks and trails. The Peace Portal Community Trail provides residents accessibility to downtown, and multimodal trails exist along portions of Semiahmoo Parkway, Drayton Harbor Road, and Peace Portal Drive.

Blaine is served by two WTA bus routes, which run Monday through Saturday. Drayton Harbor includes two marinas. BNSF Railways owns a rail corridor that runs north/south through central Blaine which is shared with Amtrak passenger trains.

The GMA also requires cities to adopt levels of service (LOS) for their arterial streets. LOS is a system which ranks roadways on an "A" to "F" scale, based on the volume and speed of traffic during the busiest time of day. A LOS "A" ranked roadway would be a street with free flowing traffic and almost no delays. A LOS "F" roadway would be a street with extreme congestion and significant delays.

The City of Blaine has adopted a LOS "D" for locally owned streets. WSDOT has adopted the same rating for state owned facilities within the city. LOS "D" allows moderate levels of congestion and delay during the hour of peak demand, commonly referred to as the PM peak hour.

## The Utilities Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12330/Utilities-Element?bidId=>

The Utilities Element of the Comprehensive Plan looks at existing infrastructure and proposed locations and facilities upgrades based on growth projections and community needs.

The City of Blaine Electrical Division provides electrical service to the City of Blaine and several adjacent areas, while Puget Sound Energy (PSE) provides service to portions of Blaine and the unincorporated UGA. The remaining utilities are privately provided.

The City of Blaine Electric Utility consists of four distribution circuits owned by the City that are connected to two substations owned and maintained by PSE. The City purchases all of its power from the Bonneville Power Administration (BPA).

The City has about 72 miles of overhead and underground distribution lines.

The City's power sales contract with BPA expires September 30, 2028. The contract limits the City's ability to serve new large loads over 10 average MW in size or 87,600 MWh per year at BPA's preferred rates. This is more than sufficient to serve Blaine under normal conditions.

However, BPA uses tiered rates. With tiered rates, the cost for power above a certain threshold is priced higher than the preferred power the City purchases from BPA. This has caused the City to consider establishing higher rates for new large customers or those customers that have significant expansion.

Total electric energy sales are projected to grow from about 73,417 Megawatt hours in 2013 to about 98,066 Megawatt hours in 2036.

Peak electrical demand is forecasted to increase from an actual value in December 2014 of 13.9 MW to about 18.4 MW in 2036.

The projected peak load was allocated to the four Blaine feeders. The principal implications of the projected feeder loadings are that few major system modifications for the purpose of serving load under normal conditions will be required over the forecast horizon.

The most significant issue will be related to reliability in the event of a Blaine substation outage, where Circuit 11 will be required to serve as much of the Circuit 15, 16 and 17 loads as possible.

The City of Blaine remains dedicated to continue the conservation program to various consumer sectors, especially those with the biggest potential for savings relating to cost. To further broaden the program, Blaine has used the "performance payments" granted by BPA to add further dollars to the conservation program.

Other private utilities within the City limits include PSE provided electrical service, Cascade Natural Gas, garbage collection by Waste Management Inc., and telephone, cable, and internet services provided for by Frontier Communication.

## The Public Facilities Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12331/Public-Facilities-Element?bidId=>

The Public Facilities Element looks at existing public facilities and public services, and projects future needs based on population growth projections.

As of 2015, the City of Blaine employed 56.1 FTE staff. This equates to about 11.7 FTEs per 1,000 people within Blaine city limits. It is projected that in 2036, Blaine's population will be about 9,591 persons. If the City wishes to maintain the current ratio of FTE staff to number of citizens, approximately 112 FTEs total will be employed by 2036.

Blaine's government is comprised of many different departments including: The City Manager, Finance, Community Development Services, Administrative Services, Public Works, and Public Safety.

City staff currently occupies the third and fourth floor of the City Hall building at 435 Martin Street. The first and second floors are presently leased. Leased space could be used for expansion. A 10 year bond debt is being paid in part by the rental income generated by the lower floors.

Public Works currently occupies a site off Yew Avenue, which includes an 8,262 square foot office building, and a separate 9,000 square foot vehicle storage building. These spaces are sufficient for current workload, and with increased efficiency should provide adequate space for additional vehicles and maintenance equipment.

Public Safety occupies a 5,000 square foot police station, and uses an additional 8,000 square feet of space in other facilities for evidence storage, fitness space, and vehicle storage. The current police station is large enough to serve the immediate needs of Public Safety. However, consolidating all administrative and training spaces into a single location should be pursued.

Fire protection is provided for by North Whatcom Fire and Rescue District, and the District is responsible for facilities and services to serve the City and UGA in the future.

The Blaine Public Library operates under an interlocal agreement with the WCLS to provide resources and employees, while the City provides the facility. The library is the third highest volume branch in Whatcom County. Narrow aisles, deficient ADA accommodations, storage areas, and meeting spaces have been identified as issues to be addressed in the next 20 years.

Blaine's Community/Senior Center has identified the need for additional rooms for events and classes, including additional space for the Boys and Girls Club. Air-conditioning, kitchen facilities, and meeting rooms are identified for improvement.

Blaine School District has a 38-acre school complex in Blaine, which features a primary through high school education. The complex also has a stadium with a lighted, all-weather track and football field. Blaine School District also owns and operates an elementary school in Point Roberts and a 60-acre recreational complex off Pipeline Road. The District is currently engaged in a significant expansion of classroom facilities in the Primary and High Schools.

## The Park and Recreation Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12332/Park-and-Recreation-Element?bidId=>

The Park and Recreation element of the Comprehensive Plan looks at existing facilities within the City limits, and goals for the future.

The City of Blaine currently owns approximately 47 acres of land and 6.7 miles of high standard trails that serve as the City's park & recreation system.

Primary City parks include Marine Park, Lincoln Park, Montfort Park, Salishan Park, Kilmer Park, and Brickyard Park. The City park system is enhanced by several other organizations, including Peace Arch State Park, Semiahmoo County Park, the Blaine School District complex and the 59 acre athletic complex within the Pipeline UGA.

The total amount of public park land that can be accessed within the City limits or UGA is 189 acres.

There are also several private recreational facilities located inside the City as well, including Blaine Harbor, Semiahmoo Marina, the Semiahmoo Resort area and Semiahmoo Golf course.

When classifying the park system that serves the City of Blaine, existing parks were designated as one of the following: Regional Parks, Community Parks, Neighborhood Parks, Parklets, or Specialty Parks.

Regional Parks are about 10 acres in size and can serve the entire City and visitors. Community Parks are around 3 acres and are located in centralized areas for easy accessibility. Neighborhood parks primarily serve to citizens around them, and provide active park equipment and benches, at a minimum. Parklets are smaller facilities intended to supplement the park system and preserve views with a focus on passive recreation. Specialty Parks provide a unique recreational niche. Due to their specific nature specialty parks are intended to serve the entire city. These parks may also double as a community, neighborhood or view corridor parklet.

In an analysis of 21 City owned park facilities, each facility was analyzed for activity equipment, development status, sidewalk accessibility, and sustainable elements.

Of those 21 facilities seven have an active feature, 13 are fully developed, 14 are accessible by sidewalk, and eight feature sustainability elements that seek to preserve natural or cultural resources.

Of the 6.7 miles of trails, 94 percent of those trails are paved. The other six percent are crush gravel and located in Marine Park.

The main goal of the element is to ensure at least 10 acres of park land is available for every 1,000 citizens. This standard is currently being met by all the public facilities Blaine citizens are able to access. Expansion of facilities is warranted in the planning period if population increases as expected.

## The Environment Element

<https://www.ci.blaine.wa.us/DocumentCenter/View/12335/Environment-Element?bidId=>

The Environment Element identifies existing natural environmental systems in Blaine, regulations regarding those systems, and ways to further protect those systems.

One of these systems is surface water. Surface water includes streams, flood plains, bays and wetlands. Shoreline areas in Blaine are located on the shores of Drayton Harbor, Semiahmoo Bay, and Dakota Creek in the Drayton Harbor Watershed.

Drayton Harbor is a protected bay, sheltered by Semiahmoo Spit from the Georgia Straits. Drayton Harbor has historically been a productive commercial, tribal, and recreational shellfish harvesting area until the closure of the bay in 1999 due to fecal bacteria pollution. Today, WSDH upgraded 575 acres of the bay to Conditionally Approved commercial harvesting area, but seasonal closure from November through January continues.

The City of Blaine updated their SMP, and development regulations in 2016 to provide additional protection to “shorelines of the state.” In addition, the City of Blaine has adopted the most recent version of the Stormwater Management Manual for Western Washington.

Wetland protection is addressed through Blaine’s CAO, and are classified according to WSDOE most recent wetland rating system based on function and value. Buffers for these wetlands are dependent on the level of function and value.

Another type of environmental system is groundwater. Included in this are aquifer recharge areas.

The City completed the BGMPFHR in 1992, which details location of aquifer recharge areas and land use controls to protect these areas. Five aquifers were identified, composed of either sand or sand and gravel, and were found to be capable of providing groundwater for municipal, agricultural, industrial, or single family uses. The study recommends developing a wellhead protection program for the Boundary Upland area, which is the main recharge area for shallow aquifers.

Geologically hazardous areas are another environmental system in Blaine. Geologically hazardous areas include active and potential landslide areas, erosion hazard areas, and seismic hazard areas and tsunami hazard areas. Active and potential landslide areas are located along shorelines in Blaine, and most common surrounding Semiahmoo Spit and Dakota Creek. Seismic hazard areas are primarily on Marine Drive.

Fish, wildlife, and habitat are another environmental system addressed in the element. Blaine is comprised mainly of forested areas and estuarine habitats. Forested areas provided habitat for animals like beavers, foxes and black tailed deer. Estuarine habitats like intertidal mudflats and eelgrass beds are home to seals, great blue herons and even porpoises.

WDFW PHS in the city limits and bays include harbor seal, bald eagle, chum, surf smelt, cutthroat, coho, chinook, bull trout, steelhead, Pacific Sand Lance, hard shell clam, Dungeness crab, Pacific Herring, shorebird and waterfowl concentrations, biodiversity areas and corridor, and surface waters.

The main goal of the environment element is to protect critical areas.

## The Capital Facilities Plan

<https://www.ci.blaine.wa.us/DocumentCenter/View/12303/FINAL-Appendix-A-Capital-Facilities?bidId=>

As noted in Chapter 1, Population, the population within the Blaine Urban Growth Area (UGA) is projected to increase by 85% to 9,591 by the year 2036, an increase of 4,414 persons. The Blaine UGA is significantly smaller than it was in 2006. The intent of this Appendix is to assess and plan for the various public capital facilities that are needed to support the projected population increase within the current UGA boundaries.

The Capital Facilities Plan is a required element of the City's Comprehensive Plan intended to achieve the goal of ensuring that public facilities are adequate to support projected development. The GMA requires that the Capital Facilities Plan addresses the following (RCW 36.70A.070(3):

- a) An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities;*
- b) a forecast of the future needs for such capital facilities;*
- c) the proposed locations and capacities of expanded or new capital facilities;*
- d) at least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes; and*
- e) a requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan within the capital facilities plan element are coordinated and consistent.*

The definition of "Capital Facility" varies from jurisdiction to jurisdiction. The State of Washington specifies which services and facilities must be planned and provided by cities, but does not provide clear direction to differentiate capital facilities from annual operating expenses. According to City policy, a "Capital Facility" is a piece of land, structure, improvement, piece of equipment or other major asset which has a useful life of three years or greater. Capital facilities include: general government offices, police and fire stations, schools, roads, water and sewer systems, and parks and recreational facilities. A capital facility has a cost exceeding \$5,000.00.

The State of Washington requires that the Capital Facilities Plan addresses water systems, sanitary sewer systems, storm water facilities, reclaimed water facilities, schools, parks and recreational facilities, and police and fire protection facilities (Washington Administrative Code [WAC] 365-196-415(2)(ii)).

This Appendix contains a general overview of City revenues and expenditures and discussions of each of the above-noted public capital facilities, including a description of existing capital facilities, a forecast of future needs and levels of service (LOS), proposed capital improvement projects, and a discussion of the six-year financing plan.

## The Resort Semiahmoo Master Plan (2014)

No Executive Summary: see synopsis below

The RSMP provides an overall framework for land use development; landscaping; traffic and transportation; utilities; public facilities and services; and implementation for Semiahmoo uplands and Spit. The RSMP acknowledges that the Semiahmoo area is a “town within a town”, whose purpose to serve as a planned resort community is complemented by the development of tourism and recreation opportunities. The Plan includes design and bulk and dimensional standards; and a transportation study with proposed mitigation for the anticipated 200 + additional homes that may be constructed over the six-year planning horizon.

## The Wharf District Master Plan (2007)

[https://www.ci.blaine.wa.us/DocumentCenter/View/13724/Wharf-District-Mstr-Pln-BlaineCompPlanAppendix\\_C?bidId=](https://www.ci.blaine.wa.us/DocumentCenter/View/13724/Wharf-District-Mstr-Pln-BlaineCompPlanAppendix_C?bidId=)

The Blaine Wharf District Master Plan is the City’s and Port’s coordinated strategy for the future of the waterfront. It establishes public policy and development standards for all new public and private development in the Wharf District that will create a lively mixed use district for living, working, and playing. This plan, in conjunction with development regulations set forth in the City of Blaine’s Land Use Code, BMC 17.23, and Design Standards, BMC 17.121 for the Wharf District, will guide development in the Wharf District as it becomes a destination and gateway to and from downtown. It envisions a mixed use district attuned to the intrinsic qualities of its water setting that compliments the Central Business (CB)-Market District.

The Wharf District Master Plan focuses on individual policies, projects and regulations to realize the Wharf District’s potential as an attractive setting for maritime industry, civic redevelopment, and water-oriented recreation. Taken together, the total impact of these efforts will be much more than the sum of the individual actions themselves. They will create a waterfront that:

- Is an active, diversified destination attraction and focus for the City.
- Features a variety of integrated recreational, commercial, marine, industrial, and residential activities.
- Is well connected with other districts in downtown Blaine.
- Is easily accessible by pedestrians, boaters, vehicles, bicycles, and visitors.
- Offers a wide variety of physical settings, landscaped parks, and pedestrian attractions that are connected by a continuous two mile loop of trails, walkways and promenades along the waterfront’s edge.
- Is based on environmentally sound shoreline management with improved water quality and more ecologically productive shoreline.

## The 2019 Tourism Development and Marketing Plan

<https://www.ci.blaine.wa.us/DocumentCenter/View/450/Blaine-Tourism-Marketing--Development-Plan?bidId=>

This report is the culmination of an approximately year-long contract between the City of Blaine and BounceBox SPC to update the City's Tourism Marketing and Development Plan. The Plan was adopted in 2001, and is the implementing document for the tourism policies and goals in the Economic Development Element of the City's Comprehensive Plan. The Comprehensive Plan recognizes that tourism is a major contributor to the local economy, and applicable policies include encouraging the development and expansion of tourism businesses; supporting land owners and realtors in their efforts to provide information about Blaine tourism; and identifying downtown and the Spit as prime locations for tourism-related activities.

## The 2019 Shoreline Master Program

[No Executive Summary; see synopsis below](#)

In 1972, Washington State voters approved the Shoreline Management Act<sup>2</sup> by public referendum. The Act established the following three broad policy goals: 1) Protection of shoreline natural resources; 2) promotion of public access and enjoyment; and 3) the encouragement of water-dependent uses. The City of Blaine implements these State mandates through its Shoreline Master Program, which establishes design and bulk and dimensional standards for developments proposed within 200 feet of the ordinary high water mark (OHWM) of regulated marine; riverine; or lacustrine environments. The Plan establishes the legal, factual, and procedural requirements for shoreline permits, including substantial developments; conditional uses; and variances.

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<sup>2</sup> Title 90.58 of the Revised Code of Washington (RCW).

## The Non-Motorized Transportation Plan (2009)

<https://www.ci.blaine.wa.us/DocumentCenter/View/3221/Non-Motorized-Transportation-Plan-2-9-09?bidId=>

The Blaine Non-Motorized Transportation & Open Space Plan provides for the development of trail and bikeways systems and the preservation of open space throughout the community over the next twenty years. The plan builds on related provisions contained in the city's 2004 Parks and Recreation Plan. The 2004 plan recognized increasing public demand for trails and open space, identified a number of specific trail and open space objectives, and called for the creation of a citizen committee to begin developing a comprehensive plan for trails and open space. This plan largely reflects the work of that committee.

Included in this plan are goals and objectives, a summary of existing facilities in 2008, a discussion of the need for trails and open space, a summary of key issues and opportunities, general recommendations, a list of short-term, mid-term and long-term priority projects, potential funding sources, implementation strategies, and specific actions to be taken in order to establish the trail and bikeway systems and open space areas envisioned by the plan.

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## City of Blaine East Blaine Infrastructure Plan (2009)

<https://www.ci.blaine.wa.us/DocumentCenter/View/3220/E-Blaine-Infrastr-Plan---final?bidId=>

The East Blaine Subarea was annexed into the City in 1996. However, little development has progressed in the Subarea since annexation. This plan has been prepared to facilitate coordinated development and to provide a written guide for the phasing of public streets, water, wastewater, stormwater, and electrical infrastructure necessary for responsible development. The key principles that are expected to guide the development of infrastructure in East Blaine are as follows:

1. **Concentrate on developing the central utility corridor as the initial step:** Requiring the development of Mott's Hill Parkway utility corridor will facilitate the critical first development in the area.
2. **Phase improvements to spread costs over time:** Improvements should be phased where possible so as to not overburden and prevent early development.
3. **Focus early developer funding efforts:** The early developers in the Subarea should be primarily responsible for initial improvement of Mott's Hill Parkway and central core utilities. This follows the fundamental axiom that roads facilitate development.
4. **Focus later developer funding efforts:** The later developers in the Subarea should be responsible for improving the streets that link H Street and Canada View Drive with the Mott's Hill Parkway core.
5. **Use of Local Improvement Districts:** Underdeveloped areas may be improved by developer-initiated Local Improvement Districts (LIDs) in order to move forward with plan elements.
6. **Use of developer reimbursement (latecomer) agreements:** Increased capacity constructed by developers to provide for this plan will be eligible for latecomer agreements. The City may also elect in some instances to provide a credit in the amount of these improvements toward impact fees associated with the same utility which would otherwise be owed by a developer.
7. **Application to future development applications:** The plan will be used to guide the review of future development applications to make sure individual developers understand and coordinate development with the overall Subarea plan and that costs are appropriately borne by development.

## Electric Utility Comprehensive Plan

D. Hittle & Associates, Inc. (DHA) was retained by the City of Blaine (City), Washington to provide an update of the City's Electric Utility Comprehensive Plan. Since 1995 many things have changed and this update reflects current conditions, expectations and plans at the City of Blaine Electric Utility.

Reliable and affordable electricity is important to health, safety and a high quality of life. Providing electricity requires a significant capital investment. Since electric utility investments are made principally from funds and rates collected from the Electric Utility customers, the economic sustainability of the investments and their renewals and replacements are critical to the goal of comprehensive planning. Comprehensive planning requires consistent planning assumptions between different City and County organizations.

Under the State of Washington comprehensive planning process, the State Office of Financial Management provides uniform population estimates to the various counties. In Whatcom County, the County used a consulting firm (Berk) to allocate population and employment forecasts by various cities and urban growth areas. The Berk High forecast of population and employment was chosen as the base case for this Comprehensive Plan update. The Berk medium growth forecast was chosen as a scenario to examine the impact of growth on the Electric Utility. The base case population and employment forecast results in significantly less electrical growth than was shown in the 1995 Comprehensive Plan, due to much more modest growth in population. This means that the electrical growth is less and that the "over loading" of major electrical primary voltage feeders or circuits is less than was projected in 1995.

Part of the reduction in forecasted load is due to a reduction in the size of the City of Blaine Urban Growth Area, which has been reduced by the County. Another part is due to the City appropriately focusing the bulk of its conservation funds on programs in areas where it does the most social good, such as residential customers, small business and government agencies that are mostly funded by local tax dollars and changes in energy efficiency of major appliances and new building codes. Most of the reduced load growth is due to lower population and employment numbers, however, there is still a healthy amount of growth. Total electric energy sales are projected to grow from about 73,417 Megawatt hours in 2013 to about 98,066 Megawatt hours in 2036 under the Berk High forecast and base case assumptions. Again, growth in customers (population/housing & industries) is historically lower than projected in the 1995 Electric Utility Comprehensive Plan and in the 2006 City-wide Comprehensive Plan Amendment.

Peak electrical demand is forecasted to increase from an actual value in December 2014 of 13.9 MW to about 17.1 MW in 2036 based on the Berk medium population and employment projections. The peak demand is forecasted to increase to 18.4 MW in 2036 based on the Berk High population and employment projection. The energy and peak forecast under this Comprehensive Plan Update were compared to a recent 2015 Bonneville Power Administration (BPA) load forecast that was made by different methods and based on a pure time series basis. Considering the differences in approach the two forecasts show roughly similar results.

The projected peak load was allocated to the four Blaine feeders based on historic loads, areas served and zoning associated with customer classes. The principal implications of the projected feeder loadings are that few major system modifications for the purpose of serving load under normal conditions will be required over the forecast horizon, outside of shifting some load from Circuit 16 onto Circuits 15 and 17. The most significant issue will be related to reliability in the

event of a Blaine substation outage, where Circuit 11 will be required to serve as much of the Circuit 15, 16 and 17 loads as possible. This will require either some contingency planning or discussions with BPA and Puget Sound Energy (PSE) on increasing emergency capacity available in the event of a PSE Blaine Substation outage.

This does not mean that there are no problems with the Blaine Electric System requiring specific capital projects. There is Electric System equipment that has deteriorated and is in need of replacement or refurbishing and there are specific projects for reliability reasons or related to modest customer growth. The specifics are addressed in the Capital Budget Section 4 of this Update. The Capital Plan and Budget are divided into two areas. The first is expenditures between 2016 and 2021. The second is more general in nature between 2022 and 2036. In total, between 2016 and 2021, we have estimated necessary capital expenditures to be \$1,284,100 with an addition \$643,100 in construction equipment for a total of \$1,981,200, averaging \$319,000 per year.

Generally for a sustainable electric system, we would expect that expenditures on the distribution system should average on the order of about \$330,000 (in 2016 dollars) per year in capital expenditures. Some years should be higher, some lower. We have minimized 2016 to 2021 expenditures in consultation with key staff.

As part of the Comprehensive Plan, a projection of the Electric Utility's future revenue requirements was developed to evaluate the ability of the Electric Utility to fund the estimated capital improvement expenditures on a sustainable basis (Section 5 Financial Plan). The sources of funds that the Electric Utility would typically use to pay capital expenditures are annual revenues, contributions in aid of construction from customers, draws upon the Capital Reserve Fund and new borrowings. Based on the forecast using County provided (Berk) population and employment and the resulting electric sales forecast and peak demand forecast we have provided a hypothetical revenue stream that matches a capital expenditure stream and future operations costs.

Although electric rates could be adjusted in a number of different ways (e.g. every year, every three years, or more heavily to specific customer classes, etc.), on average revenues are forecasted to need to increase 2.6% per year between 2017 and 2036 to achieve the necessary revenue amount associated with the capital expenditure plans. Average revenues are not specific rates. It is important to acknowledge that the 2.6% annual revenue increase is mostly driven by the assumed increases in BPA costs and assumed inflationary impacts on other operating costs of the Electric Utility.

The financial plan presented in this report indicates that if the Electric Utility were to fund the proposed capital expenditures either with revenues or with a combination of revenues and new debt, average electric revenues would need to be increased over time on average at a level slightly above the assumed rate of general inflation. This is a reasonable level of increase in electric revenues for publicly-owned electric utilities in the Pacific Northwest.

## Comprehensive Water System Plan

This Comprehensive Water System Plan Update for the City of Blaine (City) brings together information regarding the existing water system and future projections into an organized document. This document will be used for the planning and prioritization of improvements within the City's water service area. This plan has been prepared in accordance with the requirements of the Washington Administrative Code (WAC) 246-290-100, as revised pursuant to the 2003 "Municipal Water Law", the April 1997 Washington Department of Health (DOH) Water System Planning Handbook, and the June 2009 DOH Water System Design Manual, and in the context of the 2016 Whatcom County Coordinated Water System Plan (CWSP).

The City's water system (DOH System ID No. 07300U) is a public system dedicated to providing water to residential and commercial customers both within the City's boundaries and within unincorporated areas of Whatcom County. The City's water system has operated since the 1920s and encompasses a combination of rural and urban areas. Historically, customers have been full-time, part-time summer and commercial in nature. The City's retail water service area includes approximately 8,700 acres.

### Existing System

The City's water sources include twelve production wells and two additional City-owned wells that were drilled in 1991. The production wells supply water to five storage reservoirs, then from the reservoirs to the service area through the network of transmission and distribution mains. As of December 2018, there were 2,846 connections or 8,758 equivalent residential units (ERUs). Within the water system there also are four active booster pump stations and interties with two adjacent purveyors: Birch Bay Water and Sewer District and Bell Bay Jackson Water Association.

The current water service area is generally from the U.S./Canada border on the north to the resort community of Birch Bay along the south and west of Interstate 5 (see Figure 1.2). Land use within the service area is shown on Figure 2.1.

Annual water usage (as Average Day Demand or ADD, in million gallons per day, mgd) from 2009 to 2018 is shown in Table 1. An equivalent residential unit (ERU) represents the amount of water consumed by a typical city single-family residence. The average water usage for a single-family residence was determined to be 180 gallons per day for the City's system. The ratio of Maximum Day Demand (MDD) to ADD is 2.2. The ratio of peak hour demand (PHD) to MDD is approximately 1.3.

TABLE 1

## Historical Water Use - Average Day Demand

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1.64	1.48	1.40	1.41	1.37	1.44	1.64	1.65	1.58	1.57

(millions of gallons per day)

FUTURE WATER DEMAND AND WATER CONSERVATION

Future water demands for the District were estimated by forecasting growth in customer classes. Water demands were calculated by estimating the number of future connections then multiplying that number by the water demand per ERU. Water demands were calculated for each customer type then combined for a total system demand. Residential population was forecast to increase at a rate of 2.72% for single-family residences, 2.72% for multi-family residences, and 2.72% for senior/disabled. The historical and projected annual distribution system leakage is 7.5% of the annual volume of water supply.

The projected total ADD and MDD are as indicated in Table 2 (without conservation impacts) and Table 3 (with conservation).

TABLE 2

## Forecast Water Demands, without Conservation

	2019	2020	2021	2022	2023	2024
ADD	1.79	1.84	1.88	1.93	1.98	2.03
MDD	3.68	3.78	3.88	3.98	4.08	4.19
PHD	3,342	3,426	3,512	3,600	3,691	3,784

	2025	2026	2027	2028	2033	2038
ADD	2.09	2.14	2.20	2.26	2.57	2.87
MDD	4.30	4.41	4.52	4.64	5.28	5.90
PHD	3,880	3,978	4,079	4,183	4,742	5,280

(MDD and ADD in million gallons per day, PHD in gallons per minute)

TABLE 3

## Forecast Water Demands, with Conservation

	2019	2020	2021	2022	2023	2024
ADD	1.72	1.72	1.77	1.81	1.86	1.90
MDD	3.52	3.55	3.64	3.73	3.82	3.92
PHD	3,195	3,202	3,280	3,360	3,442	3,526

	2025	2026	2027	2028	2033	2038
ADD	1.95	2.00	2.05	2.10	2.38	2.64
MDD	4.01	4.11	4.22	4.32	4.89	5.44
PHD	3,612	3,700	3,790	3,883	4,385	4,863

(MDD and ADD in million gallons per day, PHD in gallons per minute)

The City has had a conservation program in place since 1991, with efforts significantly increasing in 1998. The Water Use Efficiency (WUE) Program has been prepared and updated as part of this water system plan update in accordance with the Municipal Water Law and DOH rules (WAC 246-290-800). The WUE Program identifies goals and measures for enhanced water conservation. The goals of the current conservation program at the City are:

- Reduce peak season demand by 1% each year for 2019
- Reduce Add/ERU from 180 gpd as forecast to 165 by 2020 and maintain at 165 through 2028
- Maintain distribution system leakage at or below 7.5 percent

#### System Analysis and capital improvement program

The City's system-wide demand for MDD will be met under current source capacity through 2028, if growth and water use is as forecast. Adequate water rights, with all sources in service, are available to meet forecast MDD through 2038. Additional wells and/or well capacity is recommended for near-term reliability and long-term needs.

The current water rights for the City are shown in Tables 4.5 and 4.6. The City currently has water rights to an instantaneous withdrawal of 5,300 gpm. The City has several water rights applications on file, dating back to 1991.

The City performs all water quality monitoring of the water supply, storage and distribution system. Currently the City operates a gas chlorine disinfection system to chlorinate the source water.

The City operates five storage reservoirs located throughout the water service area. Four of the reservoirs are standpipes and one is a buried concrete tank with exposed dome roof. The condition and configuration of the existing reservoirs was reviewed, and some deficiencies were noted. Capital projects to address these deficiencies have been developed.

The City has updated its telemetry system, allowing remote monitoring by the operators. Reservoirs are filled from automated well and booster pump operations and booster pumps operate automatically to maintain appropriate pressure in closed pressure zones.

The City's distribution system is made of five pressure zones extending from the western portion of the Semiahmoo Spit area to the eastern boundary of the City's service area. A sixth zone is proposed to serve development in the northeast corner of the City.

The major transmission of water from the City's well field to the core distribution system is via two transmission mains – a 16-inch in Pipeline Road and a parallel 12-inch in Sweet Road. An additional transmission main is the City's 14-inch pipeline that travels under Drayton Harbor to the Semiahmoo Spit. The major transmission mains are within the 171 pressure zone, therefore the City has four booster pump stations that provide service to customers located in higher pressure zones.

The City has established certain standards for extension of water mains within the water service area. The standard forms and requirements can be found in the City's Development Guidelines and Public Works Standards document. These standards are updated periodically. The portion of the City's design standards and construction specifications related to the water system are contained in Appendix M.

By reference, the Development Guidelines and Public Works Standards, in its entirety, is incorporated in this plan. Current copies of the Development Guidelines and Public Works Standards are available for review at the City's Public Works office or on-line on the City's web page.

The storage facilities and transmission and distribution system were analyzed to determine their ability to provide for existing and forecast water demand, while providing appropriate service pressure to all customers.

The City's existing model was created by an unknown party and passed along to the City upon a change in engineering consultants. The model was revised to include missing components of the piping network and refined to reflect a more current distribution of demand. The model analyzed the current and forecast demands for MDD, PHD and MDD with fire flow for the years 2018 through 2028 (every other year) and for 2033 and 2038. The fire flow criteria within the City limits for new development is 1,000 gpm with a minimum system pressure of 20 psi.

The analysis revealed deficiencies in the source capacity, water treatment, storage, telemetry, and the distribution system. A 10-year capital improvement plan was developed to address these deficiencies (see Table 4 for summary). Those system deficiencies are summarized in Section 3.4 and proposed improvements are discussed in Section 3.5 and Chapter 8.

## OPERATION AND MAINTENANCE

The City of Blaine's water system consists of a fully metered distribution system, 12 production wells, one water treatment system, five storage reservoirs, and four booster pump stations. The water system operates automatically. The Operations Supervisor and staff monitor system operations, investigate unusual operating conditions, collect source production data, monitor booster pump stations and reservoirs, complete distribution system maintenance, test water quality, respond to customer calls regarding water quality, quantity, and leaks, respond to alarms from telemetry, participate in annual training, and conduct conservation program activities.

The City has a preventative maintenance program, equipment and supplies for operating and maintaining the water system, a comprehensive monitoring plan, emergency response plan, safety procedures, cross-connection control program, customer complaint response program, and record keeping and reporting per WAC 246-290-480 regulations. These programs are discussed in detail within Chapter 6.

### Financial Plan

The City has operated its water system since it was first constructed in the 1920s. The City is responsible for managing its own financing, investment and accounting functions for the water system as well as other departments. The City finances improvements through the use of developer financing, combination financing by the City and developers, revenue bonds, and grant/loan funds.

The City should continue to update the water rate model each year with new projects and activities in order to confidently determine growth and revenue forecasts that adequately support the revenue requirements of the City. Water rates should also be reviewed annually to determine if a rate increase will need to be assessed to account for the revenue needs.