

# **City of Blaine Strategic Plan**

**City Council and Staff Review**

**2012-2013**

# Vision Statement

*The City of Blaine is a safe, friendly and attractive community located on beautiful Drayton Harbor at the United States and Canadian border. Our coastal town has a vibrant tourism and recreation economy centered on its quaint historic downtown, nautical heritage and the harbor area.*

*Blaine is the third busiest border crossing between the U.S.A. and Canadian in the U.S.A. The community has a expanding commercial and service industry focused on the international trade and the movement of goods and services between the U.S. and Canada.*

*This charming coastal city is a positive, supportive and diverse community that strives to maintain its beautiful natural environment while building on its desire to foster quality education and cultural arts programs for all of its residents.*

*As a place to live, work and visit, Blaine offers the best of the Northwest.*

# Key Themes

*Friendly and Involved Community*

*Economically Viable and  
Sustainable*

*Attractive and Appealing  
Positive*

*Support the Cultural Arts and Recreation*

*Embrace Diversity*

*Protect Natural Environment*

# Mission Statement

*To achieve the City's vision, the Blaine City' Council, its advisory citizen boards, and the city's employees will provide visionary thinking and decisive and bold leadership in identifying and prioritizing the needs and securing the resources to address the opportunities and challenges facing the community.*

*The City will serve the citizens by creating effective channels of communication and will be accountable for following through and completing projects that benefit the City.*

# Core Values

Credibility  
Expeditious Action  
Public Service  
Reliability  
Fairness  
Respect  
Inclusive  
Industrious  
Resourceful  
Ethical  
Innovative  
Responsive  
Moral  
Supportive  
Fun

# Strengths

Natural Beauty  
Port of Bellingham Partnership  
Excellent Workforce  
Council Cooperation  
Poised to move forward  
School System  
I-5 Location  
Good Newspaper  
City Owned Electric Utility  
Historic Fishing Industry  
Peace Arch  
Involved Citizenry  
Semiahmoo Resort  
Border Patrol Partnership  
Drayton Harbor Shellfish Protection District  
Program  
Abundant land for development

# Weaknesses

- ✿ Pride in Property Ownership
- ✿ Divisive Minority
- ✿ Sewage Treatment Plant
- ✿ Lack of Financial Resources
- ✿ Image
- ✿ Limited Access to Shoreline
- ✿ Border Congestion
- ✿ Lack of Businesses
- ✿ High Debt In Sewer Fund

# Threats

- Long Term Water Availability
- Traffic Congestion at Border
- Lack of mid-priced accommodations in CBD
- Lack of Access to Shoreline
- Tax Base
- Image Problem
- Absentee land ownership of developed and undeveloped land
- Pollution Drayton Harbor
- Cost of Development
- Unwillingness of private sector investors to take risks in Blaine
- Mandates and Regulations



# Opportunities

- Downtown Boardwalk
- Increasing Tourism
- Retain and Enhance View Corridors
- Develop Anchor Attraction
- Improve Water Quality in Drayton Harbor
- Develop Cultural, Historic and Environmental Aspects of Community
- Implement the Vision of Northwest Necklace
- Provide Residential /Housing Choices for people looking to live in area.
- Develop a New Full Interchange at Exit 274
- Implement Downtown and Marine Drive (Cain's Wharf) Vision
- Improved signalization at SR543/Boblett Intersection
- Energy Efficiency Performance for City Facilities
- Formalize Electric Service Area With PSE

# Economic Development

**The City of Blaine is an important part of a larger economic region and as such will work cooperatively with other communities in the region to develop and promote a sustainable economy. For the City of Blaine, sustainability means living in a way that balances social, economic, environmental and institutional considerations to meet our needs and those of generations to come.**

- Develop strategic partnerships both within the community and in the region/state.
  - Establish a local economic development committee that is representative of the local business and economic sectors and give them doable and realistic tasks to work on.
  - Establish relationships with countywide and regional organizations that specialize in economic development programs.
  - Establish relationships with organizations, agencies, persons knowledgeable in establishing channels into lower mainland business development groups.
- Identify strategies that provide needed capital for small businesses to succeed.
  - Continue RED loan program
  - Identify county and regional opportunities for small businesses to secure funding.
  - Work with local banks to identify strategies to make capital available to start-up and expanding businesses.
- Identify local opportunities to add value to existing local/countywide.
- Identify goals and strategies that increase the livability of the community as a great place to work and raise a family.
- Make a priority plan to fill gaps in infrastructure that is required to attract new jobs and/or expand existing job opportunities.
- Develop an economic strategy that is founded on sustainable goals that balance the environment, economy and social programs.
- Focus economic strategy on job creation.

# Economic Development

**The City of Blaine is an important part of a larger economic region and as such will work cooperatively with other communities in the region to develop and promote a sustainable economy. For the City of Blaine, sustainability means living in a way that balances social, economic, environmental and institutional considerations to meet our needs and those of generations to come.**

- Continue to pursue the implementation of the recommendations made in the City's regulatory/fee study understanding that it is not the goal of the City to have either the lowest or highest fees for development. We support a fee structure that covers the cost of the services provide.
- Keep updated community profile information and a data bank that can be used by potential investors in their decision making process.
- Identify needed capital utility improvements to sustain development and expand services within the city limits.
  - Annual CIP update for transportation
  - Explore the possibility of a regional storm water facility to serve manufacturing zone
  - Assist local private sector land owners to have their properties "development ready"
  - Explore the possibility of a wetlands mitigation bank that could service the City and the manufacturing properties within the city.

# Economic Development

**The City of Blaine is an important part of a larger economic region and as such will work cooperatively with others in the region to develop and promote a sustainable economy. For the City of Blaine, sustainability means living in a way that balances social, economic, environmental and institutional considerations to meet our needs and those of generations to come.**

- Make an honest assessment of the strengths and weaknesses and develop a strategy that will make Blaine competitive in the local and regional economies including British Columbia.
- To the extent possible, target businesses and industry sectors that fit the community's strengths rather than taking anything that comes along.
- Finalize development standards and make them readily available to the development community
- Plan for community-wide access to state-of-art high speed network connectivity.
- Explore opportunities to extend fiber optic cable to parts of the City that have development potential
- Develop a targeted business analysis and develop a recruitment strategy based on the analysis

# **Economic Development -Tourism**

**Develop and market the City of Blaine as a vibrant, appealing, entertaining and interesting place to visit while maintaining the community's small town flavor and high quality of life.**

- **Aggressively implementation of the “Blaine Tourism Development Plan”**
  - Implement Directional and Highway Signing Program
    - Continue implementation of Direction Signing project
      - Install directional signs on H Street renovation
      - Directional signage on Semiahmoo Parkway for Semiahmoo amenities
      - Install International Welcome signs at the southbound gateways into the City
      - Add Wildlife viewing signs for I-5 exit 276
      - Move entry sign at Portal and Bell Road
    - Review the City's signing regulations and make recommendations to Council for amendments.

# **Economic Development -Tourism**

**Develop and market the City of Blaine as a vibrant, appealing, entertaining and interesting place to visit while maintaining the community's small town flavor and high quality of life.**

- Support the Semiahmoo Lighthouse Reconstruction Project
- Support the "Northwest Necklace" concept and the further development of a regional marketing plan for tourism that includes all of the communities in Whatcom County.
- Continue efforts to protect, preserve and enhance Peace Arch State Park.
- Continue support for the skateboard park and initiate planning of new park.
- Continue efforts to attract a mid-priced hotel
- Develop and regularly update relocation packet for people looking to move to Blaine
- Continue efforts to have Blaine established as a passenger rail stop and renovate historic train station.

## **Economic Development - Tourism**

**Develop and market the City of Blaine as a vibrant, appealing, entertaining and interesting place to visit while maintaining the community's small town flavor and high quality of life.**

- Continue refinement of the new website and continue to seek new ways for it to serve the community.
- Encourage businesses to participate in the MIS signs as space becomes available
- Have a maintenance program for the existing gateway signage.
- Include directional signage in City street renovation projects
- Repair and relocate the Blaine Gateway Sign at Bell Road and Peace Portal to a location closer to downtown amenities.

# Economic Development - Tourism

**Develop and market the City of Blaine as a vibrant, appealing, entertaining and interesting place to visit while maintaining the community's small town flavor and high quality of life.**

- Identify and help develop an anchor tourist attraction
- Capitalize on our unique location and opportunities to cooperate with other communities as part of a regional tourism attraction.
  - Advertise annually in the Bellingham Whatcom Tourism Guide
  - Support Bellingham Whatcom County Tourism Bureau
  - Develop a tourism or community guide for Blaine, Point Roberts and Birch Bay
- Approve and implement the Cain's Wharf master plan.
  - Install interpretive signs at Blaine Harbor and Marine Park
  - Design and install gateway and directional signs along Marine Drive.
- Support community initiative to develop a Local (Maritime) Museum
- Preserve local historical artifacts in some location for future museum.



# Interlocal Cooperation

**Foster collaborative working relationships among local, state, federal and international stakeholders/partners in community and economic development areas**

- **Actively participate with the following key groups:**

- Port of Bellingham
- Whatcom Council of Governments
- Partnership for a Sustainable Economy
- Small Cities Caucus
- Blaine Chamber of Commerce
- Whatcom County
- Tribal Governments
- Whatcom PUD
- State Departments of Ecology, Health, WSDOT
- Homeland Security
- Birch Bay Community and the Chamber of Commerce
- Birch Bay Water & Sewer District
- Blaine School District
- North Whatcom Fire and Rescue
- Bonneville Power Administration
- Whatcom Transit Authority
- U.S. General Services Administration
- State and Federal legislators
- Whatcom Economic Development Corp.

# Interlocal Cooperation

**Foster collaborative working relationships among local, state, federal and international stakeholders/partners in community and economic development areas**

- **Actively participate with the following key groups:**

- Drayton Harbor Shell Fish Protection District
- Library System
- Senior Center
- Boys & Girls Club
- WSDOT
- WTA
- Northwest Economic Development Council
- International Mobility and Trade Committee
- Puget Sound Energy

# Public Works

**Progressively maintain the installed capital assets for the City of Blaine.**

- Update the electric general utility plans
- Update equipment replacement plan.
- Facility maintenance plan for all City facilities (City hall, senior center, library, cemetery etc.)
  - Inventory the condition of all buildings and identify maintenance priorities
  - Identify preventive maintenance plans for each building
  - Develop a facility maintenance and management plan for the new City Hall.
- Explore securing energy efficiency performance grant funding that will help to evaluate, design and implement improvements to facilities.
- Identify life-cycle costs for utilities and integrate into rate analysis and capital improvement planning.
- Encourage staff training to promote a safe and efficient work place.
  - Continue Public Works Safety Committee
  - Re-instate City wide safety committee and plan monthly safety training for all departments.
- Modernize utility instrumentation to improve security and efficiency of data collection.

# Public Works - Transportation

**Improve transportation systems ( private & public) connecting Blaine with neighboring communities in the U.S. and British Columbia**

- Complete the following high priority capital projects:
  - Bell/Portal Road Intersection
  - Finalize environmental review and pursue design and construction funding for I-5 interchange modifications recommended in the Access Point Report
  - Form a residential street levy committee for the next round of street projects
- Continue active involvement with WTA.
  - Request WTA to continue to monitor the demand for service between Birch Bay and Blaine.
- Actively participate in IMTC cross border transportation planning.
- Develop and implement Blaine's trail/bike path program including the Millennium Trail.
- Upgrade sidewalks to current ADA standards.
- Actively pursue a passenger train stop in Blaine.
- Continue to implement the Non-Motorized Transportation Plan
- Develop a complete streets ordinance and ensure that bicycle, pedestrian and mass transit users are fully accommodated.
- Work with the Port to complete the western section of Marine Drive.

# Public Works – Water & Electric

**Progressively maintain the installed capital assets for the City of Blaine.**

- Water System
  - Finalize and Implement Water System Plan
    - Construct well 5.1 and further develop well 8.1.
    - Develop sustainable supply of chlorine for water treatment/disinfection
    - Improvement to SCADA, telemetry communication and control of wells and watershed infrastructure.
- Electric System
  - Construct Loomis Trail service loop for more reliability and ease of maintenance.
  - Explore opportunities for savings through energy efficiency including the use of LED technology in the street lighting system.
  - Continue to look for opportunities to extend and upgrade electric service for industrial and commercial uses in the City.
  - Plan for the extension of electric utilities to urban growth areas that might be annexed into the City.
- Wastewater
  - Implement General Sewer Plan
  - Continue program to identify sources of I&I and make repairs
  - Continue to explore uses for reclaimed water generated by the new WRF.

# Public Involvement

**Explore and implement a variety of ways to involve the community in the public decision making process.**

- Hold bi-annual neighborhood meetings to report on the year's accomplishments and receive fresh input on needs and priorities.
- Meet monthly with Blaine Chamber of Commerce and participate in their programs.
- Visit Senior Citizens Center to make an annual presentation on City projects, plans and issues; and receive input.
- Continue sponsorship of Youth in Government Day.
- Put meeting information and critical issues on website and Facebook page.
- Use "ad hoc" committee structure to capitalize on citizens with specific skills and interest to assist the City in "out of the box" problem solving and planning.
- Explore additional social-media opportunities.
- Develop programs to be presented to clubs and organizations

# Community Appearance

**Foster pride in the physical appearance of our community through responsible property ownership and a strong commitment to making our community a healthy, safe and attractive place to live.**

- Develop a City commitment to make the community's appearance look excellent with the understanding that this is more than just a "feel good" goal. It affects decisions made by potential residents and business. It is good business and we should buy into this 100%.
- Continue sponsoring the "Annual Clean-up Day".
  - Expand with more volunteers and advertising.
  - Encourage more community improvement projects
- Develop an inventory of property sites that are in violation of nuisance code and systematically begin an enforcement effort.
- Compile a list of community projects that can be accomplished by volunteer groups.
- Develop a "streetscape plan" for the City and begin implementation
- Encourage owners in the central business district to fix up their buildings and adopt the turn of century theme.
  - Encourage the use of the RED loan program to help businesses and building owners fix up their buildings.
  - Explore ways to provide incentives for businesses to improve the appearance of their property.
- Continue the "Yard of the Week" program
- Replace selected trees in CBD
- Keep City buildings and property clean and well maintained
- Develop a "community appearance" check list
- Develop plan to stop pollution in the City

# Community Appearance

**Foster pride in the physical appearance of our community through responsible property ownership and a strong commitment to making our community a healthy, safe and attractive place to live.**

- Provide opportunities for public donations for features, art etc.
- Continue the flower baskets in the CDB.
- Explore the possibility of working with local artists and high school students to develop murals.
- Consider establishing 1% arts program
- Develop a street furniture replacement plan and fund annual increments to implement the plan
- Develop bicycle parking throughout the CBD and identify key locations outside the CBD.



# Financial Management

## **Provide excellent stewardship of the City's financial resources**

Develop capital improvements programs that allow the City to realistically forecast infrastructure/revenue needs and develop funding plans including aggressive seeking of state and federal grants and low interest loans.

Provide the City Council and City management staff with useful and timely financial information

Work cooperatively with collective bargaining units

Stay abreast of technology and its prudent use to increase the effectiveness and efficiency of City government

Establish a five year forecasting model to analyze revenue and expenditure trends.

Develop rate models for utilities that are equitable and realistically address needed capital improvements and inflation.

Coordinate all public works project with City investments/ cash flow plan.

Achieve clean audits

Continue to explore ways to eliminate unnecessary expense and waste of natural resources

# Financial Management

## **Provide excellent stewardship of the City's financial resources**

- Provide the City Manager, City Council and Department with useful information and analysis of financial data so as to help better decision making.
- Provide presentations to help the citizens to understanding the finances of their City.
- With the City Manager, continue to find ways to make the budgeting processing more useful to the Council and Department Heads.
- Assist the City Council in setting realistic financial policies to help guide the management of the City's financial resources.
- Develop an investment programs that protects the City's money while optimizing it return.

## **Parks and Recreation**

**Provide and preserve open space and shoreline access and expand the recreation services for citizens of all ages and interests.**

- Continue support for the Blaine Boys & Girls Club because they provide active recreational activities to younger Blaine citizens that are not provided by City recreational programs.
- Continue support for the Blaine Community/Senior Program because they provide support for the needs of older Blaine citizens.
  - Develop and implement an “Aging Well Plan” for the Blaine Community
  - Develop a plan that addresses concepts of “Communities for a lifetime”
  - Integrate sustainability concepts when planning communities for all ages.
- Continue implementation of the City’s program to plan, acquire and develop parks and recreational facilities
  - Encourage the involvement of citizens of all ages in the planning process for parks, open space and recreational facilities.
  - Continue support for the Parks and Cemetery Board in their important work by providing them with resources to implement their goals.
- Support the adopted City Parks and Recreation Plan goals
  - Establish a clear, legal basis for the designation and management of all lands within the City that are identified for parks and recreation purposes
  - Work with other agencies in providing and enhancing parks and recreation facilities
  - Increase community awareness, support and participation in the parks and recreation programs

# Parks and Recreation

**Provide and preserve open space and shoreline access and expand the recreation services for citizens of all ages and interests.**

- Support the adopted City Parks and Recreation Plan goals
  - Establish a clear, legal basis for the designation and management of all lands within the City that are identified for parks and recreation purposes
  - Work with other agencies in providing and enhancing parks and recreation facilities
  - Increase community awareness, support and participation in the parks and recreation programs
  - Improve existing parks to better meet the diversity of local and regional recreational needs
  - Identify and develop appropriate recreational areas in Blaine to draw tourists to the City
  - Upgrade existing neighborhood parks in a manner that is responsive to adjacent neighborhoods
  - Develop additional neighborhood parks with a distribution sufficient to serve all residential neighborhoods in Blaine
  - Acquire and maintain the best possible visual and physical access to shorelines in the City of Blaine.
  - Provide ample recreational opportunities that are compatible with the shoreline environment
  - Increase public access to and enjoyment of the physical aesthetic qualities of shorelines
  - Install or improve recreational facilities designed with adequate size to serve intended user groups without generating conflict between activities
  - Design parks and recreational facilities in compliance with the current Americans with Disabilities Act (ADA).

# Parks and Recreation

Provide and preserve open space and shoreline access and expand the recreation services for citizens of all ages and interests.

- Support the adopted ***City Parks and Recreation Plan*** goals
  - Develop a comprehensive open space and trails plan and implementation program that protects the natural environment and significant cultural resources; provide passive recreation opportunities; is integrated with the non-motorized component of the transportation element; and is designed to link neighborhoods with parks, open spaces, schools, shoreline access areas, commercial centers and employment center.
  - Preserve and enhance bird habitat in and along the marine waters and create high quality bird watching facilities and trail system that can be used by a wide range of bird watcher
  - Conserve and protect the shell fish and fish resources in the local marine waters.
- Support the adopted goals of the ***Blaine Non-Motorized Transportation Plan***
  - Develop an integrated system of high-quality trails and bikeways that service both recreational and non-motorized transportation needs in Blaine. Priority trail development should be given to connecting existing urban trails that serve the residents and businesses of Blaine
  - Maintain and preserve sufficient areas of open space throughout the City in the form of parks, trails and greenways; shorelines, wetlands and other sensitive habitat areas; buffer and reserve areas associated with land development and other public quasi-public open space
  - Encourage public use and enjoyment of trails, bikeways, greenways and open space within the City
  - Ensure that sufficient local resources, including staff support and funding are provided to implement the recommendations and action items in the plan over the next five to twenty years.

# Environment / Shorelines

**Enhance the physical access to the marine shoreline and preserve critical marine view-sheds as a component of the City's recreation and community development strategy**

- Construct boardwalk along Marine Drive.
- Work with the Port of Bellingham to identify areas for public use and access to the shoreline
- Work with Port of Bellingham to expand and develop the public pier at the end of Marine Drive
- Develop public access and view corridors in Marine Park, Monfort Park and other potential public sites.
- Facilitate public access as development occurs along shorelines
- Work with the Port of Bellingham and Burlington Northern RR to enhance the disturbed wetland for public access and wildlife preservation.
- Develop bridge between CBD and Port Property at boat launch
- Work with private developers to plan and construct public access route along the full perimeter of the Spit.

# Environment

**Preserving environmental quality and encouraging economic development are not mutually exclusive goals. They are interdependent and for Blaine to prosper and sustain its quality of life, we must integrate environmental preservation as a high priority in all we do.**

- Develop and adopt a “sustainability policy” which guides decision making for environmental, economic and social issues.
- Conserve and protect the shellfish and fish resources in the marine waters of Blaine.
- Continue the partnership with the Drayton Harbor Shellfish Protection District and the Port of Bellingham in addressing the fecal coliform issues in Drayton Harbor. With partial reopening of harbor, roles being redefined.
- Preserve and enhance bird habitat in and along the marine waters of Blaine and create high quality bird watching facilities and trail system that can be used by a wide range of bird watchers.
- Integrate in the comprehensive plan updated guidelines for the protection of the watershed and air quality
- Protect vistas and view sheds that are so important to Blaine’s environment and quality of life by protecting and developing street-end parks.
- Continue participation in watershed planning process
- Develop a program to recognize property owners for their outstanding maintenance of landscaping .
- Update critical areas regulations

# Environment

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- Integrate in the comprehensive plan updated guidelines for the protection of watershed and air quality.
- Protect vistas and view sheds that are important to Blaine's environment and quality of life.
  - Protect street ends to allow for parks and view areas
- Update critical areas regulations



# Public Safety

**Protect the people and property in our community while promoting safety and sense of well being**

- Ensure an adequate and safe response to critical incidents and emergencies
  - Staffing
    - Provide staffing to insure at least 75% of the time 2 officers are available with 100% being the optimum goal.
    - Within the ability of the City's budget, provide compensation to recruit and retain quality personnel.
    - Maintain police reserve and Auxiliary Communication Services team.
  - Equipment
    - Maintain industry standard tools and equipment and utilize sustainable technologies as a force multiplier
    - Provide and maintain a vehicle fleet
    - Plan sustainability in the purchase of equipment
  - Training
    - Meet or exceed standards for initial and in-service training
  - Facilities
    - Maintain current facilities and bring the annex up to minimum public safety service stands
    - Commission needs analysis and initial design for a new police facility

# Public Safety

**Protect the people and property in our community while promoting safety and sense of well being**

- Guiding Principles for Department Operations
  - Comply with local, state, national and industry mandates will provide a level of service that is sustainable
  - Educate public on current public safety issues and needs
  - Use Intelligent Police to direct resources
  - Eliminate or mothball unfunded programs, services and function
- Determine Optimum Level of Service
  - Determine level of service based on if they are mandated or optional
- Determine Methods to Deliver Optimum Services
  - Use available programs and services with partner agencies
  - Maintain accountability and compliance with professional standards
  - Participate in professional organizations to ID and maintain best practices
  - Provide services at lowest effective cost of delivery
  - Continue partnership with North Whatcom Fire and Rescue Service to provide best service to emergency medical calls and reports of fire
  - Maintain emergency operations plan and an ability to appropriately respond to large scale emergencies

# Public Safety

**Work in partnership with our community and area criminal justice agencies to protect life and property, solve neighborhood problems and enhance the general quality of life in our City.**

- Continue partnership with North Whatcom Fire and Rescue Service to provide a high level of service on fire and emergency medical calls.
  - Maintain emergency operations plan and an ability to appropriately respond to large scale emergencies
  - Maintain policy of routing an officer to fire and aid calls to stabilize the scene and provide assistance until fire and rescue personnel arrive.
  - Maintain liaison with the Whatcom County Department of Emergency Management. Review and update the City's plan on an annual basis. Conduct emergency operations drill utilizing incident command system

# Leadership

- Develop ongoing programs to understanding the community's needs and hopes for the future.
  - Meet with community groups and neighborhoods on a regular basis and hear the concerns and needs.
  - Conduct formal and informal surveys focusing on City government performance
  - Hold focus groups on various issues
  - Understand and involve the unofficial leadership in the Community
  - Provide ongoing opportunities for citizen input
  - Develop and use social media
- Learn to work as an effective problem solving group
  - Pay special attention the characteristics of group dynamics
  - Develop a plan on how decisions will be reached as a group
  - Develop specific understanding of how problems will be approached and do not go out on you own on issues that reflect on the entire council.
- Make financial issues and budget a primary focus
- Working with staff try to find ways to prevent problems not just solve them
- Create an environment that allows for innovation and change
- Make an effort to participate in community events and activities
- Support the staff
  - Don't pass the buck
  - Hold the City Manager responsible for hiring competent staff and creating an environment that encourages openness, cooperation and creativity in approach their work.

# Leadership

- Make financial issues and budget a primary focus
- Working with staff try to find ways to prevent problems not just solve them
- Create an environment that allows for innovation and change
- Focus on the future not the past
- Make developing a vision a key job for the Council
- Annually evaluate how the Council is doing

# Sustainability

**To meet the needs of citizens in ways that do not compromise and limit future generations ability to meet their own needs.**

- Economic Sustainability
  - Provide “Fertile Soil” that will attract new businesses to Blaine and will encourage the growth and health of existing businesses
    - Institute a periodic study of regulatory practices and structure that assures a business friendly environment and emphasizes customer service and timely responses.
    - Periodically study tax and fees structures around the County to assure that they cover the cost of providing various services without the community subsidizing business and industry but also one that does not place an inordinate burden on business and industry subsidizing the residential community.
    - Work with developers to are interested in providing affordable housing to attract a suitable labor force.
    - Encourage and support programs that provide high quality learning opportunities for students equipping them for the workplace.
    - Plan and develop transportation and utility infrastructure that has the ability to service economic opportunities.
    - Develop a planning and permitting system that is responsive and user friendly while encouraging business and industry to support strategies that preserve and enhance the natural and social environment.
    - Support the development of private and public programs that create the image and message that Blaine values the principles of sustainability and is a great place to do business, work and live.

# Sustainability

To meet the needs of citizens in ways that do not compromise and limit future generations ability to meet their own needs.

- **Social Sustainability**

- Social sustainability goes beyond hard infrastructure even though that is important. It includes those elements that contribute to the community's well-being. These include health, education, social services, recreation and cultural resources and the voluntary organizations and social relationship that define the community.
  - The City is committed to building a strong social environment:
    - Support programs that address hunger for the poor and elderly like the Blaine Food Bank, Senior congregate meal and meals on wheels programs and programs that support the homeless in the community.
    - Work with developers, businesses and government organizations that help address affordable housing.
    - Support programs and initiatives that provide education to the younger citizens and to adults looking to develop job skills.
    - Work to attract business and industry to the community to create jobs
  - Preserve the diversity of Blaine's cultural and historical heritage.
  - Promote citizen participation and involvement
  - Preserve the "small town" atmosphere
  - Assure that costs and benefits of growth are equitably shared across the whole community.

# Sustainability

To meet the needs of citizens in ways that do not compromise and limit future generations ability to meet their own needs.

- **Environmental Sustainability**

- Sustainable communities of predominately focus on the natural and physical environment because of concerns about climate change, population growth, pollution etc. Consequently, typical goals tend to support the development of policies and programs intended to achieve an ideal “static state” of the environment. However, sustainable communities are not static. They need to be adaptive because they are ever-changing. Therefore, the emphasis should be the preservation of a diverse bio-system that is viable, resilient and dynamic in it ability to change.

- Continue to promote water conservation programs through educational efforts to change water consumption practices. This can be accomplished through programs in the school district in cooperation with the Birch Bay Water & Sewer District.
- Promote engineering practices for water conservation including low-flow plumbing fixtures, low-flush toilets, low flow shower heads. etc.
- Promote the use of reclaimed water in ways in which the City has already enacted and is a leader.
- Continue to improve programs that promote the efficient use and conservation of electricity.
- Continue the commitment to recycling and the purchase of recycled and recyclable goods.
- Continue programs to plant trees
- Commit to Green Building concepts in the City’s construction of facilities as it did with the new Water Reclamation facility.
- Adopt purchasing guidelines and maintenance programs the consider fuel efficiency, low pollution vehicles and equipment.