

Study Group Proposal: Community Design

1. Identify Issues to be Addressed

1. Create public/private partnerships that incorporate livable, walkable, sustainable, mixed use development in the town center and along the waterfront
2. Promote development that is based on community supported design standards that maintains desirable scale and defines overarching community character (not all the same but in the same vernacular)
3. Identify a community place where people can gather, reside, lodge, play, dine, enjoy the arts, and shop (a hub for a series of these spaces that link/interconnect the community)
4. Recognize the variety of environs that make Anacortes unique and special

2. Identify Possible Concepts to Address Issues

Issues	Possible Concepts – Public Private Partnerships
<p>Issue 1 - Create public/private partnerships that incorporate livable, walkable, sustainable, mixed use development in the town center and along the waterfront</p>	<p><u>Concept 1.0</u> – Draft “development agreement” with interested parties (City, Port, Property Owners) and implement.</p> <p><u>Concept 1.1</u> – Create Master Plans (initially conceptual, then detailed, including phased or project timelines that implement “development agreements.” Address the following:</p> <ul style="list-style-type: none"> • High density residential • Destination hotel • Beach cottages • Neighborhood retail • Industrial flux space • Green space linkages, connectivity • Design standards • Flexible parking requirements • Flexible building height <p><u>Concept 1.2</u> – Promote mixed-use development that includes high-density, small lot residential; commercial retail; light manufacturing; public open space/trails/promenade/parklets; and, commercial/recreational boating businesses.</p> <ul style="list-style-type: none"> • Draw logical boundaries that include the central business district, old town, and the urban waterfront • Include areas presently zoned R3 and R4 • Study mixed-use options at proposed Willett Business Park <p><u>Concept 1.3</u> - Address and create public parking spaces/structures, by providing development incentives and/or through public financing.</p> <ul style="list-style-type: none"> • Public Parking should be located toward the perimeter of dense pedestrian/walkability areas • Study one way directional options in the CBD with angled parking allowing for increased parking to avoid garage costs and enhance pedestrian walk widths <p><u>Concept 1.4</u> - Create cohesiveness and connectivity between the central business district, old town, and the urban waterfront</p>

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	<ul style="list-style-type: none"> • Streetcar or Trolley loop – R Ave and Commercial • Pedestrian Bridge over R to waterfront at 11th • Close 11th Ave, creating a pedestrian promenade • Study options to reconnect Commercial to Q Ave at 12th St • Improve Tommy Thompson trail to entice pedestrian and bicycle traffic to proceed to 11th St promenade • Connect Guemes trail to Tommy Thompson Trail <p><u>Concept 1.5</u> - Incorporate “honey I shrunk the lot” concepts for higher density residential development</p> <ul style="list-style-type: none"> • Smaller houses, smaller lots equal smaller footprints, less consumption and wiser use of land, for example: allow 3,000 sf lots in the CBD for charming character homes per Design Guideline directives • Provide for a variety of residential housing choices <p><u>Concept 1.6</u> – Retail commercial need not be “big box,” they could be “small box”. Identify businesses which have a “small town” program, for example:</p> <ul style="list-style-type: none"> • Fedex/Kinkos, UPS, and major franchise retail business such as Target Express, and Fred Meyer Express
<p>Issue 2 – Create community design standards/guidelines</p>	<p>Possible Concepts for Community Design Standards/Guidelines</p>
	<p><u>Concept 2.0</u> – Develop design standards/guidelines that address proper scale, community character, and uniformity/cohesiveness. Address the following:</p> <ul style="list-style-type: none"> • Mixed use neighborhood-commercial and high-density residential • Light industrial, campus business park • Flexible building height standards • Landscaping • Parking • Signs • Public art <p><u>Concept 2.1</u> - Create a “design review board,” made up of local professionals (architects, landscape architects, builders, developers, real estate, engineers, planners, etc.) to:</p> <ul style="list-style-type: none"> • assure that development is harmonized with community design standards/guidelines • provide objective and timely review, evaluations, and decisions • allow for variances or deviations, where appropriate, when hardships occur and/or when in the community’s best interest <p><u>Concept 2.2</u> – Move away from solely utilizing “conditional use permits” as a means to “condition” development and building permits</p> <p><u>Concept 2.3</u> – Utilize “development agreements” to create a more predictable and business/developer friendly process while implementing</p>

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	<p>comprehensive plan policies and development standards</p> <ul style="list-style-type: none"> • Large scale, multi-use projects • Identify concessions, incentives, and phased development • Consider unique circumstances, liabilities and assets <p><u>Concept 2.4</u> – Address areas of special interest and enhanced possibilities</p> <ul style="list-style-type: none"> • S. Commercial Ave from the round-a-bout to 12th Street • March Point • Skyline Marina – target underutilized and abandoned areas <p><u>Concept 2.5</u> – Commercial Ave re-design and functional use</p> <ul style="list-style-type: none"> • Create a human scale, pedestrian-friendly “intimate” boulevard • Utilize soft landscaping (canopy trees) with a center medium • Incorporate Dan Burden walkable, livable design concepts to provide a sense of arrival to town • Consider alternative parking, sidewalk and street side use, and intersection crossing paths and vehicular use • Develop financing options • Develop a design concept, standards and master plan <p><u>Concept 2.6</u> – March Point Subarea Plan</p> <ul style="list-style-type: none"> • Create a community identity • Develop a preferred list of uses • Identify long-term prospects and development goals • Address unique shoreline environs • Communicate and coordinate with Samish Indian Nation regarding their landholdings (across from Frontier Ford) • Communicate and coordinate with Swinomish Indian Nation regarding their landholdings (golf course)
<p>Issue 3 – Civic community gathering place and uses</p>	<p>Possible Civic Community Gathering Place and Uses</p>
	<p><u>Concept 3.0</u> – Identify area and uses where the community and public can gather to work, shop, play, eat, reside, be entertained, view art, socialize, and have overnight lodging. Consider creating “specialty” districts within larger districts, for example:</p> <ul style="list-style-type: none"> • Central Business District – Arts & Entertainment District; Restaurant Row; etc. • Urban waterfront – Marina District; Shoreline District; etc. • Old Town - • Skyline Marina <p><u>Concept 3.1</u>- The civic community gathering place should could include a new City Hall, be pedestrian friendly, incorporate open space and public art, allow for seasonal entertainment/celebration and function as a walkable-livable environ.</p> <ul style="list-style-type: none"> • Study closing Commercial Ave through Old Town from 10th Street to 4th Street • Study one way streets from 10th to the waterfront on Commercial and alternating the numbered streets in direction

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	<ul style="list-style-type: none"> • Close 7th or 9th east of Commercial to Q or R streets for pedestrian use from old town to waterfront • Close 11th street make pedestrian with park like structures • Develop existing cinema site with park and arts and entertainment center.
Issue 4 – Identify Community Character and Market It	Possible Concepts for Community Character and Marketing Strategy
	<p><u>Concept 4.0</u> – Identify community character and develop key concepts from Duane E. Knapp “Destination BrandScience” by developing a:</p> <ul style="list-style-type: none"> • Brand • Destination • Promise • Strategy • Genuine • Culturalization <p><u>Concept 4.1</u> – Work with Chamber of Commerce, business and local government to develop a strategic economic plan and create a “motto,” “marketing theme,” “brand” or “tag,” – an economic development elevator speech for focused recruitment of desired businesses with a variety of and representing multi-sector economic interests, better utilize multi-media and websites</p> <p><u>Concept 4.2</u> – Promote strategically located and more descriptive signage within our own defined community character for way finding (we do have a fair amount of ferry travelers/vacationers arriving in Anacortes each year for the first time...imagine a sign at Safeway facing the intersection of 12th and Commercial indicating the CBD businesses, restaurants) with the history explained for various key areas of interest as an education tool for locals and visitors alike.</p> <p><u>Concept 4.3</u> – Create a “Brand” or marketing name for the Waterfront districts (example: Gastown in San Diego, Vancouver, BC; LoDo in Denver; Back Bay in Boston), etc.</p>

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3. Perform Evaluation of Concepts

Concepts – Public Private Partnerships	Evaluation
<p>Concept 1.1 – Create Master Plans (initially conceptual, then detailed, including phased or project timelines that implement “development agreements.” Address the following:</p> <ul style="list-style-type: none"> • High density residential • Destination hotel • Beach cottages • Neighborhood retail • Industrial flux space • Green space linkages, connectivity • Design standards • Flexible parking requirements • Flexible building height • Improving and altering street systems 	<p>Benefits</p> <ul style="list-style-type: none"> • Allows for diversity • Phased development timeline/schedule creates flexibility based on market conditions, and supply & demand • Implements big picture idea by creating action plan that assures community character is maintained and development is harmonized with comprehensive plan goals & policies • Promotes Private Developer attraction, engagement and interaction when the Vision can be realized in plan form. • Provides for a destination hotel <p>Risks</p> <ul style="list-style-type: none"> • Unable to find common ground • Master Plan may need to be revised based on changing future conditions • Initial steps start with the Public entity. Public sector fails to attract, engage and interact with potential Private entities <p>Comments</p>
<p>Concept 1.2 – Promote mixed-use development that includes high-density, small lot residential; commercial retail; light manufacturing; public open space/trails/ promenade/ parklets; and, commercial/recreational boating businesses.</p> <ul style="list-style-type: none"> • Draw logical boundaries that include the central business district, old town, and the urban waterfront • Include areas presently zoned R3 and R4 • Study opportunities at Skyline as a destination 	<p>Benefits</p> <ul style="list-style-type: none"> • Allows for diversity, mix of uses, variety • Minimizes hard impervious surface • Creates a vibrant, walkable-livable center • Increases attractiveness of Anacortes as a destination town with amenities to <p>Risks</p> <ul style="list-style-type: none"> • Maybe some opposition to upzoning, or neighborhood changes • Central business district business must buy-in <p>Comments</p>
<p>Concept 1.3 - Address and create public parking spaces/structures, by providing development incentives and/or through public financing.</p> <ul style="list-style-type: none"> • Public Parking should be located toward the perimeter of dense pedestrian/walkability areas • Anacortes’ current retail hub, 	<p>Benefits</p> <ul style="list-style-type: none"> • Reduces drive around time looking for parking space • Good for business • Creates favorable business environ • More angled parking (via one-way streets option) brings patrons closer to the store- fronts they are seeking to shop in and defers the need for parking

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<p>the CBD, could be converted to a series of one-way streets allowing for more angled parking and wider, friendlier pedestrian walkways that integrate park like amenities</p>	<p>garages.</p> <p>Risks</p> <ul style="list-style-type: none"> • Would parking structure be economically viable • Phasing of one-way streets and wider walks could cause minor disruption to everyday business for a period <p>Comments</p>
<p>Concept 1.4 - Create cohesiveness and connectivity between the central business district, old town, the urban waterfront and Skyline</p> <ul style="list-style-type: none"> • Streetcar or Trolley loop – R Ave and Commercial • Pedestrian Bridge over R to waterfront • Close 11th ave, creating a pedestrian promenade • Study options to reconnect Commercial to Q Ave at 12th St • Improve Tommy Thompson trail to entice pedestrian and bicycle traffic to proceed to 11th St promenade • Connect Guemes trail to Tommy Thompson Trail...and look to effectively tie Skyline into the Guemes trail • 	<p>Benefits</p> <ul style="list-style-type: none"> • Attractively, in an inviting way, move people from place to place • Attract folks to Anacortes as a destination with memorable experiences • Commercial to Q connection by improving 12th will require engaging Safeway to cooperate but long term, with the development of the waterfront, will be imperative to the success of ferry traffic and locals alike • Guemes trail offers the opportunity to promote access to downtown from ferry terminal • <p>Risks</p> <ul style="list-style-type: none"> • May need to close a public street to pedestrian traffic only • Safeway won't cooperate with 12th Street plan <p>Comments</p>
<p>Concept 1.5 - Incorporate “honey I shrunk the lot” concepts for higher density residential development</p> <ul style="list-style-type: none"> • Smaller houses, smaller lots equal smaller footprints, less consumption and wiser use of land • Provide for a variety of residential housing choices 	<p>Benefits</p> <ul style="list-style-type: none"> • Smaller building and development footprints • Maximize use of space • Increases opportunities for younger people to be able to afford home ownership • Increases the character of our town • Puts more eyes on the streets proven to reduce crime • Allows for more density in proximity to CBD <p>Risks</p> <ul style="list-style-type: none"> • Potential opposition to densification <p>Comments</p>
<p>Concept 1.6 – Retail commercial need not be “big box,” they could be “small box”. Identify businesses which have a</p>	<p>Benefits</p> <ul style="list-style-type: none"> • “Express” box retail more in-keeping with small town feel • Promotes more services to capture locals and provide for

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<p>“small town” program, for example:</p> <ul style="list-style-type: none"> Fedex/Kinkos, UPS, and major franchise retail business such as Target Express, and Fred Meyer Express 	<p>visitors</p> <ul style="list-style-type: none"> Increases competition between retailers that benefits the patrons Attract those seeking to move to Anacortes based on the diversity of retail alternatives <p>Risks</p> <ul style="list-style-type: none"> Is it economically viable Not offering a diversity of retail/services could inhibit future needs being met for the community <p>Comments</p>
<p>Concepts - Create community design standards/guidelines</p>	<p>Evaluation</p>
<p><u>Concept 2.0</u> – Develop design standards/guidelines that address proper scale, community character, and uniformity/cohesiveness. Address the following:</p> <ul style="list-style-type: none"> Mixed use neighborhood-commercial and high-density residential Light industrial, campus business park Flexible building height standards Landscaping Parking Signs Public art 	<p>Benefits</p> <ul style="list-style-type: none"> Create uniformity (within context to agreed upon alternatives), retain/protect community character Create certainty Builds/increases property and quality of life value community-wide <p>Risks</p> <ul style="list-style-type: none"> Could become repetitive Could become inflexible when hardship arises <p>Comments</p>
<p><u>Concept 2.1</u> - Create a “design review board,” made up of local professionals (architects, landscape architects, builders, developers, real estate, engineers, planners, etc.) to:</p> <ul style="list-style-type: none"> assure that development is harmonized with community design standards/guidelines provide objective and timely review, evaluations, and decisions allow for variances or deviations, where appropriate, when hardships occur and/or when in the community’s best interest 	<p>Benefits</p> <ul style="list-style-type: none"> Create uniformity, retain/protect community character Create certainty Professional, independent, objective review and action <p>Risks</p> <ul style="list-style-type: none"> Could become inflexible <p>Comments</p>
<p><u>Concept 2.2</u> – Move away from solely</p>	<p>Benefits</p>

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<p>utilizing “conditional use permits” as a means to “condition” development and building permits</p>	<ul style="list-style-type: none"> • De-politicize • Create predictable, up-front requirements • Become less reliant on land use approvals with “conditions” <p>Risks</p> <ul style="list-style-type: none"> • If Master Plan is not developed then new opportunities that relate to an existing development may be impacted negatively in the view of the City’s interest to impose further conditions on a Developer (but that is why we want the conditions to be provided upfront in the first place). <p>Comments</p>
<p><u>Concept 2.3</u> – Utilize “development agreements” to create a more predictable and business/developer friendly process while implementing comprehensive plan policies and development standards</p> <ul style="list-style-type: none"> • Large scale, multi-use projects • Identify concessions, incentives, and phased development • Consider unique circumstances, liabilities and assets 	<p>Benefits</p> <ul style="list-style-type: none"> • Create predictable, up-front requirements <p>Risks</p> <ul style="list-style-type: none"> • Unable to reach agreements <p>Comments</p>
<p><u>Concept 2.4</u> – Address areas of special interest and enhanced possibilities</p> <ul style="list-style-type: none"> • Commercial Ave from the round-a-bout to 12th street • March Point • Skyline 	<p>Benefits</p> <ul style="list-style-type: none"> • Analyze constraints, opportunities and propose actions <p>Risks</p> <ul style="list-style-type: none"> • Deferring could lead to delayed actions, or leaving ideas on the shelves <p>Comments</p>
<p><u>Concept 2.5</u> – Commercial Ave re-design and functional use</p> <ul style="list-style-type: none"> • Create a human scale, pedestrian-friendly “intimate” boulevard • Utilize soft landscaping (canopy trees) with a center medium • Incorporate Dan Burden walkable, livable design concepts to provide a sense of arrival to town • Consider alternative parking, sidewalk and street side use, and intersection cross paths and 	<p>Benefits</p> <ul style="list-style-type: none"> • Creates “favorable impression” to the gateway of Anacortes • Creates walkable, livable character • Slows down island traffic • Builds the framework to attract future businesses and benefits existing businesses <p>Risks</p> <ul style="list-style-type: none"> • Commercial Ave businesses may become opposed to change, must buy-in • Lack of funding <p>Comments</p>

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<p>vehicular use</p> <ul style="list-style-type: none"> • Develop financing options • Develop a design concept, standards and master plan 	
<p>Concept 2.6 – March Point Subarea Plan</p> <ul style="list-style-type: none"> • Create a community identity • Develop a preferred list of uses • Identify long-term prospects and development goals • Address unique shoreline environs • Communicate and coordinate with Samish Indian Nation regarding their landholdings (across from Frontier Ford) • Communicate and coordinate with Swinomish Indian Nation regarding their landholdings (golf course) 	<p>Benefits</p> <ul style="list-style-type: none"> • Allow for interested parties to participate, identify common goals, and proceed with effective implementation <p>Risks</p> <ul style="list-style-type: none"> • Requires commitment and resources <p>Comments</p>
<p>Concepts - Civic community gathering place and uses</p>	<p style="text-align: center;">Evaluation</p>
<p>Concept 3.0 – Identify area and uses where the community and public can gather to work, shop, play, eat, reside, be entertained, view art, socialize, and have overnight lodging.</p> <ul style="list-style-type: none"> • Central Business District • Urban waterfront • Old Town 	<p>Benefits</p> <ul style="list-style-type: none"> • Allows resources to be committed to identified area • Creates “Home Town” pride • Promotes community gathering and an opportunity for involvement in a variety of events <p>Risks</p> <ul style="list-style-type: none"> • Obtaining funds to implement vision <p>Comments</p>
<p>Concept 3.1- The civic community gathering place could include a new City Hall, be pedestrian friendly, incorporate open space and public art, and function as a walkable-livable environ.</p> <ul style="list-style-type: none"> • Close commercial through old town from 10th to 4th • Close 7th or 9th east of Commercial to Q or R streets for pedestrian use from old town to waterfront • Close 11th street make pedestrian with park like 	<p>Benefits</p> <ul style="list-style-type: none"> • Build/retrofit (new) city hall, identify optimum location and surround it with supportive services/buildings in a functional design • Create LEED city hall with up-to-date utilities, offices, conference rooms, and services • Create walkable, livable community • Art allows for public display of local talent as well as the creation of iconic spaces for memorable experiences for locals and visitors alike <p>Risks</p> <ul style="list-style-type: none"> • Possible opposition to closing public streets • Possible opposition to relocation of existing buildings (i.e.

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<p>structures</p> <ul style="list-style-type: none"> • Develop existing cinema site with park and arts and entertainment center • Develop lots where How It Works is located into entertainment center and small outside gathering space/park 	<p>Anacortes Housing Authority)</p> <ul style="list-style-type: none"> • Obtaining funds to implement vision • Obtaining support and funding for existing cinema site retrofit <p>Comments</p>
<p>Concepts - Identify Community Character and Market It</p>	<p>Evaluation</p>
<p><u>Concept 4.0</u> – Become a Destination town that provides for its local population all the while servicing visitors with distinctive and memorable experiences through the quality of our community as a competitive edge against other towns</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Increased quality of life for local residents • Memorable experiences for outside visitors • Strengthened and Increased tax base for economic sustainability <p>Risks</p> <ul style="list-style-type: none"> • Opposition to change • Requires resources upfront to commit to studies and designs to implement strategic development/re-development with long term goals in mind <p>Comments</p>
<p><u>Concept 4.1</u> – Work with Chamber of Commerce, business and local government to develop a strategic economic plan and create a “motto,” “marketing theme,” “brand” or “tag,” – an economic development elevator speech for focused recruitment of desired businesses with a variety of and representing multi-sector economic interests, better utilize multi-media and websites</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Creating a unified vision and strategy • Provides services to locals and visitors • Increases tourism traffic that builds a strong tax base • Increased tourism means increased retail sales opportunities for local businesses • Increased services meets the demand necessary to recruit attractive businesses • Housing in strategic locations will need to be identified to accommodate future businesses <p>Risks</p> <ul style="list-style-type: none"> • Obtaining unified buy-in <p>Comments</p>
<p><u>Concept 4.2</u> –Promote strategically located and more descriptive signage for way finding (we do have a fair amount of ferry travelers/vacationers arriving in Anacortes each year for the first time...imagine a sign at Safeway facing the intersection of 12th and Commercial indicating the CBD businesses,</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Promotes Anacortes as a friendly, historical community with much to offer and see • Increases way-finding and reduces frustration to newcomers • Provides an opportunity in static form for Anacortes to promote itself/set itself apart (in advertising)from other towns

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restaurants) with the history explained for various key areas of interest as an education tool for locals and visitors alike	<ul style="list-style-type: none">• Risks <ul style="list-style-type: none">• Comments
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4. Defining Preferred Plan Proposal

Preferred Plan for Issue 1 (Describe proposed preferred plan for Issue.)
Preferred Plan for Issue 2 (Describe proposed preferred plan for Issue.)
Preferred Plan Issue 3 (Describe proposed preferred plan for Issue.)

5. Proposed Changes to Comprehensive Plan Language

Preferred Plan for Issue 1	
Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
•	•
Preferred Plan for Issue 2	
Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
•	•
Preferred Plan for Issue 3	
Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
•	•

Study Group Proposal: Infrastructure

1. Identify Issues to be Addressed

- Retain and grow our existing businesses and industries.
- Encourage development of new opportunities for job, wage and revenue growth.
- Strengthen local retail opportunities.

2. Identify Possible Concepts to Address Issues

Issues	Possible Concepts
<p>Issue 1- Plan and provide for needed community infrastructure</p>	<p>Umbrella Issue addressed in numerous Concepts found in Sustainability and Infrastructure Issue 2</p> <p>Concept 1.0 - Update key public/ private infrastructure services and utilities and governmental facilities</p> <ul style="list-style-type: none"> • Replace aging water and sewer lines • Upgrade sub-standard city streets • Review “concurrency” standards to assure public facilities and services for future development are available <p>Concept 1.01 - Upgrade all water and sewer pumps and have back up power source</p> <p>Concept 1.1 - Review “concurrency” standards to assure public facilities and services for future development are available</p> <p>Concept 1.2 - Provide diesel storage tanks for all facilities requiring generators</p>
<p>Issue 2- Develop 6-year capital facility plans with a 20-year horizon</p>	<p>Concept 2.0 – Develop and maintain or update the inventory of existing capital facilities, showing their conditions, locations, and capacities on an annual basis</p> <p>Concept 2.0.1 - Conduct a vulnerability assessment on critical utilities and bridges</p> <p>Concept 2.0.2 - Provide diesel storage tanks for all facilities requiring generators (in case gas transmission disrupted)</p> <p>Concept 2.1 – Forecast future needs for capital facilities</p> <p>Concept 2.2 – Create desired LOS, level-of-service standards or benchmarks</p> <p>Concept 2.3 - Develop financing strategies and plans that identify funding sources</p>

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	<p>Concept 2.4 - Assure that capital facilities/services/utilities are in harmony with the land use element</p> <p>Concept 2.4.1 - A capital facility planning process must be utilized to assure that - community goals are matched with city decision-making; 6-year capital facility projects are linked to long range plans; and, a prescribed process provides a management tool so that capital projects are prioritized and matched with funding options</p> <p>Concept 2.5 - Develop ‘concurrency’ standards to assure that public facilities and services necessary to support development is available or planned for</p> <p>Concept 2.6 - Consider utilizing “development impact fees” to lessen the financial costs to the taxpayer</p> <p>Concept 2.7 - Address deficient, or at least not optimal, existing City road networks and their long-term maintenance, municipal (City) hall/governance building facility needs and location, and communication infrastructure (fiber optic, cellular, and digital) so that the community can be wired and connected within and beyond its corporate area</p> <p>Concept 2.8 – New or renovated City Hall</p> <ol style="list-style-type: none"> a. Upgrade existing building to meet seismic requirements b. Sell building and move city government to another location (perhaps 12th and Commercial?) c. Demolish existing building and rebuild on same location.
<p>Issue 3 – Ensure broad access to affordable and reliable high-speed Internet service</p> <ul style="list-style-type: none"> • Necessary to compete in a fully networked and globalized world 	<p>Concept 3.0 - Include language in the Comprehensive Plan which describes high speed Internet infrastructure as a critical public utility</p> <p>Concept 3.1 – Conduct a fiber-optic infrastructure feasibility study and business model analysis</p> <p>Concept 3.1.1 - Author a Broadband Strategic Plan which describes in detail the technology and economic context and outlines the community’s options and intended plan to address its broadband needs</p> <p>Concept 3.2 – Build a Municipal Fiber-Optic Network</p> <p>Concept 3.2.0 – Public/Private Partnership models: City owned Fiber-Optic Asset, City provides wholesale fiber access to</p>

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	<p>private Internet Service Providers (ISPs) who sell Internet Service</p> <p>Concept 3.2.0.1 – Public/Private Partnership Option 1: City builds or grants ROW access for Wave/Other to construct a redundant fiber path to I-5 Internet Backbone locations</p> <p>Concept 3.2.0.2 – Public/Private Partnership Option 2: In addition to Option 1, City builds one or more Municipal Backbone Rings serving city departments and key institutions (Schools, Port, Hospital). City provides wholesale fiber access to private Internet Service Providers (ISPs) selling business services</p> <p>Concept 3.2.0.3 – Public/Private Partnership Option 3: In addition to 3.2.1 and 3.2.2, City does a phased-in fiber-optic network build throughout the community. City acts as ISP for City institutions, and provides wholesale fiber access to private Internet Service Providers (ISPs) selling business and residential services</p> <p>Concept 3.2.1 – City as full “Internet Service Provider” or ISP</p> <p>Concept 3.2.1.1 – Water utility model: City owns all aspects of infrastructure construction, Internet service delivery, billing, and customer support</p> <p>Concept 3.2.1.2 – Waste Management model: City owns infrastructure construction and outsources service delivery, billing, and customer support at negotiated rates to a 3rd party organization through RFP process</p>
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3. Perform Evaluation of Concepts

Plan for and Provide Needed Community Infrastructure	Evaluation
<p>Concept 1.0 – Update key public/ private infrastructure services and utilities and governmental facilities</p> <ul style="list-style-type: none"> • Replace aging water and sewer lines • Upgrade well used city streets to LOS 70. • Review “concurrency” standards to assure public facilities and services for future development are available 	<p>Benefits</p> <ul style="list-style-type: none"> • Important to identify infrastructure that exists and that which is needed to accommodate growth • Fiscal responsibility • Assure that development and growth does not outstrip the City’s ability to provide necessary services and utilities <p>Risks</p> <ul style="list-style-type: none"> • Inadequate services and utilities will result in

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	<p>substandard development and create a long-term financial burden on the City</p> <p>Benefits</p> <ul style="list-style-type: none"> • Reduce \ water and sewer line breakage • Protect piping from dangers posed by earthquake <p>Risks if we don't do this</p> <ul style="list-style-type: none"> • Disruption of normal service – expensive to fix • Potential fire hazard if waterlines ruptured <p>Comments</p>
<p>Concept 1.01 - LOS</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Make sure city streets are in good repair and good travel time through intersections. • Safer driving – not swerving to avoid chuck holes <p>Risks</p> <ul style="list-style-type: none"> • Expensive to bring to LOS B • Bad image for people visiting the city if do nothing <p>Comments</p>
<p>Concept 1.02 - Upgrade all water and sewer pumps and have back up power source</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Guarantee that water and sewer services operational and not down for repairs due to old pumps or power outages <p>Risks</p> <ul style="list-style-type: none"> • If not upgraded Providing services if pumps fail is cumbersome and expensive • Expensive to repair old equipment <p>Comments</p>
<p>Concept 1.1 - Review “concurrency” standards to assure public facilities and services for future development are available</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Important for future developments and building <p>Risks</p> <ul style="list-style-type: none"> • Unnecessarily delay or discourage future development/expansion
<p>Concept 1.2 - Provide diesel storage tanks for all facilities requiring generators</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Alternative power source if natural gas transmission disrupted • Uninterrupted service of critical utilities ie water for fighting fires <p>Risks</p> <ul style="list-style-type: none"> • Expensive to install tanks <p>Comments</p>

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Develop 6-year Capital Facilities Plan with 20-year Horizon	Evaluation
<p>Concept 2.0 – Develop and maintain or update the inventory of existing capital facilities, showing their conditions, locations, and capacities on an annual basis</p> <p>Concept 2.0.1 - Conduct a vulnerability assessment on critical utilities and bridges</p> <p>Concept 2.0.2 - Provide diesel storage tanks for all facilities requiring generators (in case gas transmission disrupted)</p> <p>Concept 2.1 – Forecast future needs for capital facilities</p> <p>Concept 2.2 – Create desired LOS, level-of-service standards or benchmarks</p> <p>Concept 2.3 - Develop financing strategies and plans that identify funding sources</p> <p>Concept 2.4 - Assure that capital facilities/services/utilities are in harmony with the land use element</p> <p>Concept 2.5 - Utilize “development impact fees” to lessen the financial costs to the taxpayer</p> <p>Concept 2.6 - Address deficient, or at least not optimal, existing City road networks and their long-term maintenance, municipal (City) hall/governance building facility needs and location, and communication infrastructure (fiber optic, cellular, and digital) so that the community can be wired and connected within and beyond its corporate area</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Focused attention on community goals, needs, and financial capability. It encourages decision makers and the public to connect future plans and the actions needed to achieve them. • Building public consensus for projects and improves community awareness. The process elevates public awareness of the needs and financial resources of the community. • Improved inter/ intra governmental cooperation. A CFP enhances coordination between departments and agencies thereby reducing conflicts and overlapping projects. • Assistance in ensuring financial stability. Capital projects are prioritized and scheduled to fit within expected funding levels, thereby limiting the need for dramatic tax increases or unanticipated bond issues in any one year <p>Risks</p> <ul style="list-style-type: none"> • Disconnected, unorganized, instable and financial uncertainty <p>Comments: for development impact fees reference see: City of Mt. Vernon http://www.mountvernonwa.gov/DocumentCenter/View/895</p>
<p>Concept 2.7 – New or renovated City Hall</p> <ol style="list-style-type: none"> a. Upgrade existing building to meet seismic requirements b. Sell building and move city government to another location (perhaps 12th and Commercial?) c. Demolish existing building and rebuild on same location. 	<p>Benefits</p> <ul style="list-style-type: none"> • <p>Risks</p> <ul style="list-style-type: none"> • <p>Comments</p>
	Benefits

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	<ul style="list-style-type: none"> • Risks • Comments
Ensure broad access to affordable and reliable high-speed Internet service	Evaluation – see attached Fiber-Optic/Broadband Strategic Plan PowerPoint presentation for more detailed Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
Concept 3.0 - Include language in the Comprehensive Plan which describes high speed Internet infrastructure as a critical public utility	Risks/Benefits analysis for all Fiber-Optic Concepts is provided in attached PowerPoint Presentation: “Broadband Strategic Plan Options 20141019”
<p>Concept 3.1 – Conduct a fiber-optic infrastructure feasibility study and business model analysis</p> <p>Concept 3.1.1 - Author a Broadband Strategic Plan which describes in detail the technology and economic context and outlines the community’s options and intended plan to address its broadband needs</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Understand Anacortes’ current economic-technology context and how it could be positively or negatively impacted by investment in a municipal fiber optic network • A Broadband Strategic plan will help aid in economic development planning across the board <p>Risks</p> <ul style="list-style-type: none"> • Business model analysis is inherently about creating forward looking economic models and therefore could get things wrong <p>Comments</p>
Concept 3.2 – Build a Municipal Fiber-Optic Network	<p>Benefits</p> <ul style="list-style-type: none"> • Highly correlated with GDP growth advantage over non-fiber cities • Technology focused economic development • Attract new businesses and retain existing • Telecommunications costs cycle back through the local economy • Diverse connections to Internet backbone • Full control on municipal, school district, and anchor institutions’ telecommunications costs • Flexibility to modify strategy as economic conditions change <p>Risks</p> <ul style="list-style-type: none"> • Some level of capital investment • <p>Comments</p>
Concept 3.2.0 – Public/Private Partnership models: City owned Fiber-Optic Asset, City provides wholesale fiber access to private Internet Service Providers (ISPs) who sell Internet Service	
Concept 3.2.0.1 – Public/Private Partnership	Benefits – in addition to all of the above

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<p>Option 1: City builds or grants ROW access for Wave/Other to construct a redundant fiber path to I-5 Internet Backbone locations</p>	<ul style="list-style-type: none"> • Near-zero CAPEX option • Diverse connections to the Internet Backbone • Decent fiber coverage of commercial core <p>Risks</p> <ul style="list-style-type: none"> • Low flexibility option – city, businesses, residents still beholden to private ISPs for all services • No guarantees private ISPs will extend fiber builds beyond what is already here • Private ISP’s price gauging on new fiber builds • Tactical step indicating lack of long-term strategy <p>Comments</p>
<p>Concept 3.2.0.2 – Public/Private Partnership Option 2: In addition to Option 1, City builds one or more Municipal Backbone Rings serving city departments and key institutions (Schools, Port, Hospital). City provides wholesale fiber access to private Internet Service Providers (ISPs) selling business services</p>	<p>Benefits – in addition to all of the above</p> <ul style="list-style-type: none"> • Medium CAPEX option • City owned asset promotes business confidence and adds wholesale revenue stream • Proven business model (Mt. Vernon, Santa Monica, CA, dozens of others) • Pre-build conduit in advance of waterfront development <p>Risks</p> <ul style="list-style-type: none"> • Does not include residential buildout and support for work-from-anywhere entrepreneurs • Internet service fees are still paid to non-local corporations <p>Comments</p>
<p>Concept 3.2.0.3 – Public/Private Partnership Option 3: In addition to 3.2.1 and 3.2.2, City does a phased-in fiber-optic network build throughout the community. City acts as ISP for City institutions, and provides wholesale fiber access to private Internet Service Providers (ISPs) selling business and residential services</p>	<p>Benefits – in addition to the above</p> <ul style="list-style-type: none"> • Fiber-based high speed service extended to residences <p>Risks</p> <ul style="list-style-type: none"> • Higher CAPEX option, with many dependencies on private ISPs willingness to take on highly competitive residential market • Incumbent ISPs may lower their rates on existing service undercutting Fiber network • Internet service fees still paid to non-local corporations <p>Comments</p>
<p>Concept 3.2.1 – City as full “Internet Service Provider” or ISP</p>	
<p>Concept 3.2.1.1 – Water utility model: City owns all aspects of infrastructure construction, Internet service delivery, billing, and customer support</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Massive price/performance improvement • Future flexibility to change strategy • Proven model – Chattanooga, TN, Wilson, NC, numerous others (Longmont, CO and Sandy, OR on the horizon)

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	<ul style="list-style-type: none"> • City as ISP is allowed under state law • Keep roughly \$1-\$2 million annually spent on telecommunications costs from leaving the local economy <p>Risks</p> <ul style="list-style-type: none"> • Large capital investment • Need to expand city staff to support ISP service and operations • Successfully marketing to subscribers vs. competition from Comcast, Frontier, etc. • Potential for frivolous lawsuits from incumbents <p>Comments</p>
<p>Concept 3.2.1.2 – Waste Management model: City owns infrastructure construction and outsources service delivery, billing, and customer support at negotiated rates to a 3rd party organization through RFP process</p>	<p>Benefits – in addition to the above</p> <ul style="list-style-type: none"> • Very little expansion of city staff • Innovative business model – could expand elsewhere and bring outside revenue in <p>Risks</p> <ul style="list-style-type: none"> • Unproven business model • “Internet Service” contractor fails to meet obligations or service level agreements <p>Comments</p>

4. Defining Preferred Plan Proposal

<p>Preferred Plan for Issue 1 (Describe proposed preferred plan for Issue.)</p>
<p>Preferred Plan for Issue 2 (Describe proposed preferred plan for Issue.)</p>
<p>Preferred Plan Issue 3 (Describe proposed preferred plan for Issue.)</p>

5. Proposed Changes to Comprehensive Plan Language

Preferred Plan for Issue 1	
Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
•	•
Preferred Plan for Issue 2	
Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
•	•
Preferred Plan for Issue 3	

Study Group Proposal: Infrastructure

Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
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Study Group Proposal: Sustainability

1. Identify Issues to be Addressed

1. Anacortes is an island community with a built and natural carrying capacity with limitations that are imposed by its isolation and geography
2. Protect critical community resources and the local economy from the impacts of climate change
3. Mitigating and/or protecting against natural hazards – tsunamis, sea-level rise, earthquake, storm surge flooding, high winds
4. Mitigating and/or protecting the local economy against regional, national, or global economic downturns, or energy price shocks
5. Critical Human Capital: Attracting, developing, and keeping creative and talented people in Anacortes

2. Identify Possible Concepts to Address Issues

Issues	Possible Concepts – Island Geography
<p>Issue 1 – Island Geography: Anacortes is an island community with a built and natural carrying capacity with limitations that are imposed by its isolation and geography</p>	<p>Concept 1.0 – Promote a diversity of businesses that are not reliant on one sector of the economy</p> <p>Concept 1.1 – Maintain urban growth boundaries, encourage infill and high-density development within existing City Limits</p> <p>Concept 1.2 – Preserve and protect Fidalgo Island’s forestlands and agricultural spaces</p> <p>Concept 1.3 – The historic downtown, working marine and recreational waterfront, the community forest, Skyline and Washington Park, March Point, medical campus are each unique and that in their collective ways enhances Anacortes image and makes community special</p> <ul style="list-style-type: none"> • Protect the community forest lands and Washington Park from any future development • Protect and enhance all marine habitats • Reduce hard armoring along shoreline, • Use hard armoring only if not doing so will cause damage to people’s lives or health • Protect and promote local marine businesses and industry
<p>Issue 2 – Climate Change: Protect critical community resources and the local economy from the impacts of climate change</p> <ul style="list-style-type: none"> • Climate change will likely lead to increased winter rainfall, summer droughts, continued ocean acidification, steadily warming waters, sea-level rise, stressed forests or native 	<p>Carbon reduction, low-impact, and energy efficiency concepts</p> <p>Concept 2.0.0 – Municipal Carbon Tax with dividend payout – Revenue neutral model</p> <ul style="list-style-type: none"> • Investigate options for revenue neutral Carbon Tax partnerships with Swinomish, Skagit County, etc. <p>Concept 2.0.1 – Collect data on current municipal carbon consumption, set (aggressive) targets for percentage reduction in 5, 10, 20 years</p> <ul style="list-style-type: none"> • Partner with Swinomish, Skagit County, etc. on reduction targets. Create some friendly competition to meet/exceed targets. <p>Concept 2.0.2 – Educate and market “sustainability” as a preferred</p>

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<p>vegetation, and new hosts of pests and diseases. All of which will have damaging effect on the global and local economy.</p> <ul style="list-style-type: none"> Fidalgo Island and its environs (shorelines, beaches, low-lying terrain, waterfront and marine facilities and services, and forest) will be vulnerable to climate change and its associated impacts 	<p>way of life</p> <p>Concept 2.0.3 – Promote and incentivize low-cost energy efficiency and energy savings steps for all households and businesses</p> <p>Concept 2.0.4 – Encourage high energy efficiency practices for all new construction; permitting process incentives for green building</p> <p>Concept 2.0.5 – Educational programs on energy efficiency and waste reduction</p> <p>Concept 2.0.6 - Require dark skies model for outside lighting to reduce energy and light pollution</p> <p>Concept 2.0.7 – LEED building and development standards, low impact development (LID)</p> <p>Green Energy Production Concepts</p> <p>Concept 2.1.0 – Promote the use of rooftop and other solar PV installations; Solar panel covered parking around Cap Sante</p> <p>Concept 2.1.1 – Solar Roadways “proof of concept” parking lot</p> <p>Concept 2.1.2 – Municipal composting program for organic wastes</p> <p>Concept 2.1.3 – Conduct a study to determine optimal locations for wind-power generation. Incentivize deployment.</p> <p>Green Transportation Concepts</p> <p>Concept 2.2.0 – Invest in and expand non-motorized (run, walk, and bike) paths with connectors</p> <p>Concept 2.2.1 – Invest in and expand public transit</p> <p>Concept 2.2.2 – Incentivize electric vehicle use by providing charging stations around town</p> <p>Concept 2.2.3– Provide kiosks around town for bike/scooter rentals</p> <p>Concept 2.2.4 – Incentivize reduced energy consumption and reduced motorized vehicle trips</p> <p>Green Food Concepts</p> <p>Concept 2.3.0 – Provide space for community gardens, encourage backyard gardens, “buy locally” grown produce and agricultural products</p> <p>Concept 2.3.1 – Sustainable agricultural specialties and value added products; Educational programs on gardening, permaculture, and food preservation and storage (canning).</p>
<p>Issue 3 - Mitigating and/or protecting against natural hazards – tsunamis, sea-level rise, earthquake, storm surge flooding, high winds</p>	<p>Concept 3.0 –maintain a thorough GIS database inventory of city infrastructure</p> <p>Concept 3.1 – Partner with Skagit County to protect and shore up existing dikes along Padilla Bay, Skagit Bay, and the Swinomish Channel; Protect Anacortes’ road access to the mainland; Protect the incalculable value of Skagit Valley farmland</p> <p>Concept 3.2 – Change city regulations to account for sea level rise by 2100 using best available science as guideline</p> <p>Concept 3.3 – Move electric and other utilities underground</p> <p>Concept 3.3.1 – Pre-position underground utility conduit during construction</p>

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	<p>Concept 3.4 – Educate and disseminate information on emergency preparedness; Utilize multi-media, hold community meetings, and have CERT trained first responders; Anacortes Youtube channel – post educational videos, etc</p> <p>Concept 3.5 – Limit development or require adaptive design standards in areas prone to natural hazard events</p> <p>Concept 3.6 – Adopt strategies and identify projects that will better position the community for post-disaster funding</p> <p>Concept 3.7 – Identify “critical” community facilities, infrastructure, and resources and prepare disaster recovery, and other resilience/mitigation plans:</p> <ul style="list-style-type: none"> • Verify Anacortes’ fresh water supply and wastewater disposal have protections or backup path in case of damage due to earthquake, flood, tsunami, sea level rise, or industrial accident • Power Grid and Internet connectivity – ensure redundant paths (Hwy 20, Rainbow bridge in LaConner, etc.), and ensure they are earthquake, flood, tsunami proof • Backup plans for Washington State and Skagit County ferry terminals and Island residents’ access to the mainland • Build fiber optic network so emergency responders can communicate • Provide emergency response facilities to house and feed emergency responders (food preparation & distribution, lodging, and standalone power source) • Work with cellular and 911 services to provide early warning
<p>Issue 4 – Economic Resilience: Protecting the local economy against regional, national, or global economic downturns, or energy price shocks</p>	<p>Concept 4.0 – Invest in and promote a unique Agri-Marine-Tech economic hub</p> <p>Concept 4.1 – Launch and market a “sustainable business incubator” to nurture new business</p> <p>Concept 4.2 – Makerspace w/tool and tech library</p> <p>Concept 4.3 - Support and expand existing educational/research partnerships (WSU Ag extension, Rosario Beach and Shannon Point marine laboratories), SVC Marine Tech</p> <p>Concept 4.4 – Lobby UW, WWU, SVC, or other universities to create/expand branch campuses</p> <p>Concept 4.5 – Buy Local campaign. Keep Anacortes’ spending in Anacortes</p> <p>Concept 4.6 – Consider developing a local or regional currency</p>
<p>Issue 5 - Critical Human Capital: Attracting, developing, and keeping creative and talented people in Anacortes</p>	<p>Concept 5.0 – Numerous concepts from above relating to economic development and education programs</p> <p>Concept 5.1 – Invest in a new high school, and other school renovations throughout the district</p>

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3. Perform Evaluation of Concepts

Concepts – Island Geography	Evaluation
<p>Concept 1.0 – Promote a diversity of businesses that are not reliant on one sector of the economy</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Economic diversity protects against downturns in specific economic sectors • Wide variety of local goods and services strengthens the local economy and keeps spending close to home <p>Risks</p> <ul style="list-style-type: none"> • None <p>Comments</p>
<p>Concept 1.1 – Maintain urban growth boundaries, encourage infill and high-density development within existing City Limits</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Ensure adequate space for a diversity of agricultural, commercial, industrial, and recreational activities <p>Risks</p> <ul style="list-style-type: none"> • Already high cost of land could be exacerbated <p>Comments</p>
<p>Concept 1.2 – Preserve and protect Fidalgo Island’s forestlands and agricultural spaces</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Preserves and enhances the area’s natural beauty and many quality-of-life factors for humans and wildlife alike <p>Risks</p> <ul style="list-style-type: none"> • None <p>Comments</p>
<p>Carbon reduction and energy efficiency concepts</p>	<p>Evaluation</p>
<p>Concept 2.0.0 – Municipal Carbon Tax with dividend payout – Revenue neutral model</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Reduce carbon footprint w/consumer behavior modification • Revenue neutral carbon tax correlated with increased economic growth (BC Canada) <p>Risks</p> <ul style="list-style-type: none"> • Does the City have legal authority? • May create political controversy <p>Comments</p>
<p>Concept 2.0.1 – Collect data on current municipal carbon consumption, set (aggressive) targets for percentage reduction in 5, 10, 20 years</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Establish baseline consumption data <p>Risks</p> <ul style="list-style-type: none"> • Data collection and storage costs; cost of future data tracking <p>Comments</p>
<p>Concept 2.0.2 – Educate and market “sustainability” as a</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Low cost program, opportunity to get the entire

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preferred way of life	<p>community involved in something that matters</p> <p>Risks</p> <ul style="list-style-type: none"> Incremental step; may not drive significant behavior change <p>Comments</p>
Concept 2.0.3 – Promote and incentivize low-cost energy efficiency and energy savings steps for all households and businesses	<p>Benefits</p> <ul style="list-style-type: none"> Efficiency steps like weatherproofing, adding insulation, changing to LED lightbulbs, etc., deliver the greatest energy/carbon savings for the dollar Community wide program with incentives to spend “energy-savings” dollars locally would benefit local businesses <p>Risks</p> <ul style="list-style-type: none"> None <p>Comments</p>
Concept 2.0.4 – Encourage high energy efficiency practices for all new construction; permitting process incentives for green building	<p>Benefits</p> <ul style="list-style-type: none"> Improves energy efficiency in new construction <p>Risks</p> <ul style="list-style-type: none"> None <p>Comments</p>
Concept 2.0.5 – Educational programs on energy efficiency and waste reduction	<p>Benefits</p> <ul style="list-style-type: none"> Low-cost program, get the kids involved <p>Risks</p> <ul style="list-style-type: none"> Developing the program and hiring educators comes with cost <p>Comments</p>
Concept 2.0.6 - Require dark skies model for outside lighting to reduce energy and light pollution	<p>Benefits</p> <ul style="list-style-type: none"> Reduces energy use by city and consumers alike Preserves and enhances the area’s natural beauty and many quality-of-life factors for humans and wildlife alike <p>Risks</p> <ul style="list-style-type: none"> May create perception of unsafe areas at night <p>Comments</p>
Concepts - Green Energy Production	Evaluation
Concept 2.1.0 – Promote the use of rooftop and other solar PV installations	<p>Benefits</p> <ul style="list-style-type: none"> Reduced fossil-fuel based energy consumption Localized energy production <p>Risks</p> <ul style="list-style-type: none"> Solar PV should not take precedence over energy efficiency measures <p>Comments</p>
Concept 2.1.1 – Solar panel covered parking around Cap Sante; Solar Roadways “proof of concept” parking lot	<p>Benefits</p> <ul style="list-style-type: none"> Marketable project – create some press/buzz <p>Risks</p> <ul style="list-style-type: none"> Relatively high capital cost

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	Comments
<p>Concept 2.1.2 – Municipal composting program for organic wastes and energy capture</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Reduce waste going to landfill • Local energy production source • Local revenue source through selling compost <p>Risks</p> <ul style="list-style-type: none"> • May come with high capital cost or increased cost for consumer trash collection <p>Comments</p>
<p>Concept 2.1.3 – Conduct studies to determine optimal locations for wind, geothermal, or other green power generation. Incentivize deployment.</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Holistic green-energy portfolio <p>Risks</p> <ul style="list-style-type: none"> • None <p>Comments</p>
Concepts - Green Transportation	Evaluation
<p>Concept 2.2.0 – Invest in and expand non-motorized (run, walk, and bike) paths with connectors</p> <p>Use Anacortes Bike and Walk Plan with future updates and amenities</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Reduce carbon footprint while improving community health • Preserves and enhances the area’s natural beauty and many quality-of-life factors for humans and wildlife alike • Creates a marketable ‘quality-of-life’ environment • Improve community resilience to impacts of high fossil-fuel costs • Less money spent on gas means more money for other economic activities • Reduces traffic, parking, and congestion • Allows disabled and elderly to get around <p>Risks</p> <ul style="list-style-type: none"> • Capital cost for construction <p>Comments</p>
<p>Concept 2.2.1 – Invest in and expand public transit</p>	<p>Benefits</p> <ul style="list-style-type: none"> • All of the above in 2.2.0 <p>Risks</p> <ul style="list-style-type: none"> • Relatively high capital cost • Needs high ridership to be successful <p>Comments</p>
<p>Concept 2.2.2 – Incentivize electric vehicle use by providing EV charging stations around town.</p>	<p>Benefits</p> <ul style="list-style-type: none"> • All of the above in 2.2.0 • Reduced noise, exhaust pollution, and oil on the roads <p>Risks</p> <ul style="list-style-type: none"> • None <p>Comments</p>
<p>Concept 2.2.3– Provide kiosks around town for bike/scooter rentals</p>	<p>Benefits</p> <ul style="list-style-type: none"> • All of the above in 2.2.0 • Burns calories!

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	<p>Risks</p> <ul style="list-style-type: none"> • Some capital cost <p>Comments</p>
<p>Concept 2.2.4 – Incentivize reduced energy consumption and reduced motorized vehicle trips</p> <p>Example: Georgetown University energy conservation grant</p>	<p>Benefits</p> <ul style="list-style-type: none"> • All of the above in 2.2.0 <p>Risks</p> <ul style="list-style-type: none"> • None <p>Comments</p>
Green Food Concepts	Evaluation
<p>Concept 2.3.0 – Provide space for community gardens, encourage backyard gardens, “buy locally” grown produce and agricultural products</p>	<p>Benefits</p> <ul style="list-style-type: none"> • All of the above in 2.2.0 • Allows for control over use of pesticides and herbicides • Locally grown produce reduces transportation costs and carbon footprint <p>Risks</p> <ul style="list-style-type: none"> • Some neighbors won’t like it <p>Comments</p>
<p>Concept 2.3.1 – Educational programs on gardening, permaculture, and food preservation and storage</p>	<p>Benefits</p> <ul style="list-style-type: none"> • All of the above in 2.2.0 • Promotes good gardens and preservation practices <p>Risks</p> <ul style="list-style-type: none"> • Cost to develop programs and hire educators <p>Risks of not doing this: failure to educate the citizenry leads to the community’s inability to</p> <p>Comments</p>
<p>Concept 2.3.2 Promote - information technology and communications, bio-medical and health care services, sustainable agricultural specialties, and value-added products, eco-friendly tourism, LEED building and development standards, low impact development (LID), and the marina and waterfront area as a “green certificate” community</p>	<p>Benefits</p> <ul style="list-style-type: none"> • All of the above in 2.2.0 <p>Risks</p> <ul style="list-style-type: none"> • None <p>Comments</p>
Natural Hazards and Disasters Concepts	Evaluation
<p>Concept 3.0 – Invest in and maintain a thorough GIS database inventory of city infrastructure</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Simplify logistics and planning for infrastructure construction and maintenance projects <p>Risks</p> <ul style="list-style-type: none"> • Increased IT cost to build and accurately maintain <p>Comments</p>
<p>Concept 3.1 – Partner with Skagit</p>	<p>Benefits</p>

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<p>County to protect and shore up existing dikes along Padilla Bay, Skagit Bay, and the Swinomish Channel</p>	<ul style="list-style-type: none"> • Mitigation against sea level rise and storm surge • Prevent loss of property or shoreline in future <p>Risks</p> <ul style="list-style-type: none"> • Capital/construction cost • <p>Comments</p>
<p>Concept 3.2 – Change city regulations to account for sea level rise by 2100 using best available science as guideline</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Improve service availability metrics • Improve community aesthetics • Take advantage of construction opportunity to add fiber-optic conduit <p>Risks</p> <ul style="list-style-type: none"> • Capital/construction costs <p>Comments</p>
<p>Concept 3.3 – Move electric and other utilities underground and pre-position utility conduit (electrical, water, sewer, fiber-optic, etc.) during construction events</p>	<p>Benefits</p> <ul style="list-style-type: none"> • All of the above in 3.2 • Improved safety <p>Risks</p> <ul style="list-style-type: none"> • Capital/construction costs <p>Comments</p>
<p>Concept 3.4 – Educate and disseminate information on emergency preparedness; Utilize multi-media, hold community meetings, and have CERT trained first responders; Anacortes Youtube channel – post educational videos, etc</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Improve community emergency preparedness • Educational and experience building opportunities for community youth <p>Risks</p> <p>Comments</p>
<p>Concept 3.5 – Limit development or require adaptive design standards in areas prone to natural hazard events</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Reduces the number or likelihood of at-risk properties due to natural hazard events <p>Risks</p> <ul style="list-style-type: none"> • Increases cost to develop in vulnerable areas • May prohibit development in vulnerable areas <p>Comments</p>
<p>Concept 3.6 – Adopt strategies and identify projects that will better position the community for post-disaster funding</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Post-disaster funding more available to communities that have disaster strategies <p>Risks</p> <ul style="list-style-type: none"> • <p>Comments</p>
<p>Concept 3.7 – Identify “critical” community facilities, infrastructure, and resources and prepare disaster recovery, and other resilience/mitigation plans:</p>	<p>Benefits</p> <ul style="list-style-type: none"> • Helps City departments to prioritize resource allocation and spending decisions <p>Risks</p> <ul style="list-style-type: none"> • None <p>Comments</p>

Study Group Proposal: Sustainability

Concepts – Resilient Local Economy	Evaluation
Concept 4.0 – Invest in and promote a unique Agri-Marine-Tech economic hub	Benefits <ul style="list-style-type: none"> • Drive economic diversity and growth • Marketable quality-of-life enhancement • Attract, develop, and keep local business and human capital Risks <ul style="list-style-type: none"> • Capital cost to build Comments
Concept 4.1 – Launch and market a “sustainable business incubator” to nurture new business	Benefits <ul style="list-style-type: none"> • All of the above in 4.0 Risks <ul style="list-style-type: none"> • Capital cost to build, unless community funded Comments
Concept 4.2 – Makerspace w/tool and tech library	Benefits <ul style="list-style-type: none"> • All of the above in 4.0 Risks <ul style="list-style-type: none"> • Capital cost to build Comments
Concept 4.3 - Support and expand existing educational/research partnerships	Benefits <ul style="list-style-type: none"> • All of the above in 4.0 • Attract younger population Risks <ul style="list-style-type: none"> • Competing with other Cities for opportunities Comments
Concept 4.4 – Lobby UW, WWU, SVC, or other universities to create/expand branch campuses	Benefits <ul style="list-style-type: none"> • All of the above in 4.0 • Attract younger population Risks <ul style="list-style-type: none"> • Competing with other Cities for opportunities Comments
Concept 4.5 – Buy Local campaign. Keep Anacortes’ spending in Anacortes	Benefits <ul style="list-style-type: none"> • All of the above in 4.0 Risks <ul style="list-style-type: none"> • None Comments
Critical Human Capital	Evaluation
Concept 5.0 – Numerous concepts from above relating to economic development and education programs	Benefits <ul style="list-style-type: none"> • All of the above in 4.0 Risks <ul style="list-style-type: none"> • None Comments
Concept 5.1 – Invest in a new high school, and other school	Benefits <ul style="list-style-type: none"> • All of the above in 4.0

Study Group Proposal: Sustainability

renovations throughout the district	Risks <ul style="list-style-type: none"> • High capital cost; bond may fail Comments
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4. Defining Preferred Plan Proposal

Preferred Plan for Issue 1 (Describe proposed preferred plan for Issue.)
Preferred Plan for Issue 2 (Describe proposed preferred plan for Issue.)
Preferred Plan Issue 3 (Describe proposed preferred plan for Issue.)

5. Proposed Changes to Comprehensive Plan Language

Preferred Plan for Issue 1	
Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
•	•
Preferred Plan for Issue 2	
Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
•	•
Preferred Plan for Issue 3	
Potential Conflict in Current Comp Plan Language	Proposed Comp Plan Language
•	•