Section B: Implementation

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SECTION B: IMPLEMENTATION

This section of the Subarea Plan is focused on the essential next steps to promote a quick and vigorous start to sustainable economic development in SKIA. The first part of this section contains a discussion of priority implementation measures, based on City staff, stakeholder and broad public input. The second part contains some brief case studies that illustrate the potential opportunities associated with green, eco-industrial development.

Implementation Measures

From the beginning and continuing throughout planning for SKIA, the City has recognized the importance of a successful implementation strategy. Through the planning process, staff review, public meetings and stakeholder discussions have focused on implementation feasibility. As part of this focus, a key joint meeting of the Technical Working Group (TWG) and Executive Committee (EC) focused on two key implementation questions.

See the Public Outreach discussion in Section A for a description of the Technical Working Group and the Executive Committee

1. What are the underlying contradictions that could keep this Plan from being successfully implemented?

2. What are the strategic directions that could be taken to ensure Plan success?

The tables on the following pages summarize the key themes and ideas that emerged from brainstorming sessions associated with the aforementioned questions.

Table B-1 identifies the five emergent themes that may impede the future success of SKIA. A list of specific impediments further explain the themes.

Table B-2 identifies six emergent themes that would support the achievement of a successful SKIA. Measures and strategies are specified for each theme to provide direction for Plan development and implementation.

It is the group's intent that these ideas form the basis for the next steps in the Subarea Plan implementation process, including the development of the SKIA zoning code, development standards, and development incentives.

Table B-1: Impediments to Success

THEME	IMPEDIMENT
COMPETING INTERESTS & UNCLEAR BENEFITS	• No coordinated leadership • Need clear partnership between public & private • Not enough money for infrastructure • Need good development incentives
GREEN INDUSTRIAL IS EXPENSIVE	• Cost of environment • mitigation/conservation expenses too high • Regulations required to achieve • sustainability are difficult • Perceptions that "green" is expensive and small businesses can't figure it out on their own
INFLEXIBLE TRADITIONAL ZONING	• Potential "incompatibility" with the airport • Development outside critical areas could have unmitigated impacts on environment
UNDEFINED MARKET STRATEGY	• Need to understand what the future of green tech is • Competing for a market that doesn't exist • Plan should not just seek to recruit, but also "keep and grow those who are here"
UNIDENTIFIED/ DISCONNECTED TRANSPORTATION ALTERNATIVES	• Perception of isolation—that SKIA is "far away" • Location, location, location—demonstrate that SKIA has some benefits of location

Table B-2: Strategic Directions for Success

THEME	HOW TO ACHIEVE SUCCESS
IMPLEMENTING	• Develop a communication plan and the benefits of SKIA • Beneficiaries are public – not only jurisdictions
DEVELOPING EFFECTIVE PARTNERSHIPS	• Government as a partner, not just as a regulator • Financial partnerships (public & private) • Define partner roles
CONNECTING	• Develop a map showing transportation options • Develop Gorst "Gateway" like transportation plan and get reliable connectivity to SKIA • Develop a transportation plan
INVITING BUSINESS CLIMATE	• Mitigation friendly zoning • Flexible progressive zoning
DEVELOPING MARKET STRATEGY	• Branding of area as innovative, eco-friendly industrial • Develop marketing strategy - Local strengths (shipyard) - Define market weaknesses - Specific targets • Define market - Who - Why different • Economic benefit of airport (updated)
DEMONSTRATING BENEFIT OF SKIA PLAN	• Case studies showing green vs. traditional build • Green expense – show supporting information about developing green • Model Project, cost-benefit • Education (platform?)

Five-Year Implementation Strategies

Based on input from the TWG, EC and interested members of the public, this section of the Subarea Plan identifies key initial steps to effectively and proactively achieve the SKIA vision for the SKIA Subarea.

As described below, implementation strategies are focused on a solid start in the next five years and include a recommendation that the City review performance and adapt the preferred implementation approach accordingly at the end of the five-year period. This approach will keep the City's strategic outlook refreshed and flexible.

The text below identifies six key strategies. The first strategy recommends creation of an inter-agency steering committee to oversee the remaining future implementation activities. The remaining five strategies should all be viewed as having equal priority, with the success of one strategy dependent upon the success of the other four. The achievement of the future SKIA desired development intensity and character will require the City to make strategic and tactical decisions that are in alignment with each other. Therefore, the implementation strategies should be read together, as one integrated approach.

Shared Vision, Shared Direction

See goals ED1 and ED2 and their supporting strategies for measures to support a collaborative multi-faceted economic development approach.

1. Create a Steering Committee of existing agencies and interest groups focused on establishing SKIA as a successful industrial center.

As identified during the planning process, one of the obstacles to success of SKIA in the past has been the lack of an aligned and coordinated approach among the many different stakeholders. Creation of a Steering Committee is intended to create a forum for bringing these interests together and to provide leadership for future development of SKIA. The Steering Committee could build from the partnerships that have begun with the TWG and EC. As a first step, the Steering Committee should create a charter that clearly establishes roles, common goals and benefits of development of SKIA as a successful industrial center. Over the next five years, it is intended that the Steering Committee will oversee the remaining implementation activities outlined below.

Shared Vision, Shared Direction

See goals ED1, ED2, and ED3 and their supporting strategies for communication and outreach measures.

2. Develop a comprehensive outreach and communication strategy to promote SKIA.

Discussion by the TWG and EC clearly identified the need for a comprehensive approach to communication as it relates to SKIA. As recommended by the TWG and EC, the communication plan should clearly establish the multiple benefits associated with future development in SKIA and ensure that all communication contains a clear and consistent message as to these benefits. Other elements of the

Shared Vision, Shared Direction

See goals ED1, ED2. ED3 and their supporting strategies for marketing and outreach efforts.

communication plan identified through the planning process include:

- Use of a SKIA web portal to conduct outreach;
- Outreach to the Washington State legislative delegation;
- Collaboration with partner agencies to achieve Subarea Plan goals, including the Washington State Department of Transportation, Washington State Department of Commerce and others;
- Expanded outreach to the business community, including business owners, organizations and associations; and
- Identification and communication of costs and benefits of sustainability measures in industrial development.

3. Develop a specific marketing plan to promote SKIA.

As recommended by the TWG and EC, a SKIA marketing plan should provide a focused balance on traditional industrial development and the expanding clean tech sector. As identified during the planning process, some elements of a marketing plan could include:

- Research, identify, and implement strategies for targeted industrial sectors;
- Focused outreach and incentives for small businesses;
- Incentives to encourage a range of new development;
- Development of a SKIA brand;
- Support for businesses seeking to meet sustainability goals;
- Exploration of the opportunities provided by the SKIA Foreign Trade Zone; and
- Development initiatives to monitor and celebrate successful sustainable businesses.

The marketing plan would be implemented in conjunction with the comprehensive communication plan, described previously.

Shared Vision, Shared Direction

See goals LU1 and LU3 for goals and supporting strategies for measures to support an efficient, streamlined development review process.

4. Monitor and implement planning and regulatory review improvements.

Sections C and D of the Subarea Plan contain new development regulations, standards and guidelines intended to provide a streamlined review process and to promote sustainable industrial development. Over the next few years, the Steering Committee should monitor the success of these regulations in achieving their purpose and recommend adjustments as needed.

Shared Vision, Shared Direction

See goals T2, GG4, U3, and CF2 and supporting strategies related to infrastructure provision and funding.

5. Obtain funding for key infrastructure improvements.

Throughout the planning process, the TWG, EC, and interested stakeholders all agreed that one of the key constraints to future development in SKIA is the lack of infrastructure and high cost associated with provision of future rights-of-way, water and sewer improvements. As described in Section E of this Subarea Plan, an essential element of securing success in for SKIA will be to identify, evaluate and lead efforts to secure funding for infrastructure development.

6. Assess progress and adjust plan for the next five-year period.

Although the Vision, Goals and Strategies in Section A of the Subarea Plan are based on a 20-year planning horizon, the approach to implementation is focused on the next five years. It is intended that in 2017, the City will review performance and update implementation activities as needed with a new five-year set of action strategies. This will keep the City's strategic approach to SKIA current as it responds to future growth and changes. It is recommended that this process be repeated every five years.

Case Studies

In order to illustrate the potential opportunities associated with sustainable and eco-industrial development, the following example case studies demonstrate how other national and international locations have planned for and implemented sustainable industrial development plans.

San Diego, California[1]

To cultivate and strengthen a Cleantech cluster in San Diego, the City of San Diego is:

- Working with government, academia and industry partners to eliminate challenges and enhance opportunities for growth in the emerging clean technology sector.
- Providing clean technology companies with targeted assistance such as site selection services, expedited permit processing, business incentives and access to capital.
- Offering a comprehensive incentive package to all new industries but focuses recruitment and marketing efforts on clean-tech cluster development.
- Taking advantage of proximity to transportation hubs, the border, and availability of natural resources for alternative fuels and compatibility with existing industries such as biotech, software, aerospace and defense, paired with the Mayor's commitment to the effort, which have established the clean tech sector as the highest growing of any sector in San Diego.

CleanTech San Diego Logo

[1] Sources: http://www.sandiego.gov/economic-development/business-assistance/index.shtml ; http://www.cleantechsandiego.org/

Silver Bay, Minnesota

Silver Bay, Minnesota[2]

Located about 60 miles northeast of Duluth Minnesota, plans for this new eco-industrial park include a biomass heat and power facility, a greenhouse that could grow food for distribution within the city, and a fish farm that would make use of fish waste to grow algae for biodiesel fuel. The park will be subdivided geographically into industrial and business clusters in order to align commercial and industrial facilities to:

- Optimize resource productivity
- Recover energy and material byproducts
- Power facilities with an integrated renewable energy system
- Integrate conservation design and green building features
- Move toward zero waste and emissions
- Create synergies and economic benefits that will incent business growth
- Serve as a model for sustainable industrial development and tourist attraction

A keystone of the park will be the development and integration of a renewable, cyclical, self-sustaining, energy production system (electricity and heating). Project sponsors see this as a competitive advantage, with businesses attracted to the park based on the benefit of predictable renewable sustainable energy costs. In addition, the need for fossil fuel consumption will be eliminated, which ultimately results in reductions in greenhouse gas emissions and reductions in waste.

Groundbreaking was in October 2011. Council member Carlene Perfetto anticipated the effects an eco-industrial park could have on Silver Bay. "This is a start of bringing educated people from Silver Bay back home."

Silver Bay Eco-Industrial Business Park
Mission Statement

To network businesses to work with each other and the Silver Bay Community in order to create and diversify living wage employment, by improving resource productivity, eliminating pollution and expanding markets through renewable sustainable energy development

[2] Sources: http://www.silverbay.com/Eco-Industrial%20Business%20Park%20Presentation.pdf; http://www.silverbay.com/MPCA%20Grant%20Project%20Summary.pdf;

Kalundborg, Denmark[3]

Kalundborg, Denmark's eco-industrial development captures 'industrial symbiosis' based on the collaboration between five primary independent industrial enterprises for mutual economic and environmental benefit. It is based on a series of bilateral commercial agreements on three different kinds of projects: recycling water, exchanging energy at different levels, and recycling waste products. The Aeneas Power Plant, for example, produces a waste stream of steam and heated water. This water warms the tanks of a fish farm, while the steam is used by the municipality for heating and by Novo Nordisk, a pharmaceutical company, who then pipes organic sludge waste to farms to use as fertilizer. Cooperation between businesses was voluntary, but conducted in close collaboration with regulatory authorities. By 1998, the Symbiosis agreements have amounted to some $160 million in savings. This level of cost savings and improved environmental performance becomes a competitive advantage for participating companies. It is interesting to note that the success of this development is based on the people that worked together to make it happen, less than the technological innovation they harnessed.

Kalundborg, Denmark

Conclusions

Each of these case studies represents a different approach to green industrial development. In San Diego, the City and its partners are collaborating to position the region as a global leader in cleantech development. In Silver Bay, a new eco-industrial park is in its infancy, while the Kalundborg development is a mature development with demonstrated success in providing economic and environmental benefits to the community. These varied experiences, however, share some commonalities that may provide some helpful tips in implementation of SKIA. Some key features are described below.

Collaboration breeds success. Both San Diego and Kalundborg emphasize that their success is, in large part, based on the willingness of people to work together toward a common goal. The public and private sectors have joined forces to achieve the shared goals of economic development and environmental preservation. The CleanTech San Diego website notes that the area is renowned for its culture of collaboration and collegiality, making it a natural setting for a clean tech "collaboratory" and attributing much of its success to a strong partnership between local colleges/universities and the private sector. Similarly, Kalundborg representatives describe that much of their

[3] Source: The National Center for Eco-Industrial Development

success is based primarily on the willingness of people to work together and less on technological innovation.

Time and patience are needed. The eco-industrial development in Kalundborg is widely cited as a successful eco-industrial park, but this success was not immediate. Rather, development is often described as a spontaneous but slow evolution. The web of materials and energy exchanges has developed over the last 20 years. Originally, the motivation behind most of the exchanges was to reduce costs. Gradually, the managers and area residents realized they were generating environmental benefits as well, through their transactions. In contrast, the proposed eco-industrial development in Silver Bay has not experienced significant development levels, potentially due to the recent economic downturn. However, if Kalundborg is any example, patience and attention to connections between businesses will be key to future success in Silver Bay and SKIA.

Green industrial development is compatible with small urban settings. While the San Diego region is a large urban center, both Kalundborg and Silver Bay are small urban areas compared to Bremerton. In the case of Kalundborg, the relatively small size of the urban area has not been a deterrent to success. Similarly, Silver Bay has generated strong private and public sector support in launching the new business park.