Town of Concrete Economic Development Commission
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Town of Concrete
Economic Development Commission

Agenda - Workshop

February 8, 2023- 6 p.m.

Economic Development Commission Members

Ger van den Engh

Karla Massingale

Dinah Kinney-Chair Pro-tem

Anne Bussiere-Chair

Wiley Moore

John Boggs

Sharon Riels

Town Council Liaison

Stephanie Semro

1. Call Meeting to Order
2. Pledge of Allegiance
3. Roll Call
4. Old Business
    i. Economic Development Plan Update Ideas
5. New Business
6. Other Business
7. Announcements - Next Workshop March 8 - 6pm
8. Adjournment

Summary

Updated Goals

Economic Development Commission recommended revision

Vision Statement for Town of Concrete Economic Development Plan

The Town of Concrete Economic Development Plan is based on the work of many citizens over the years with a vision to maintain a small town with a vital community. That vision has been detailed in the town's Comprehensive Plan and must be strengthened by a view to the past, present and future.

We envision Concrete and its surrounding areas to be a place where a "small town atmosphere" prevails; where our residents work together to ensure that Concrete retains and enhances the qualities of living in a small town, and where visitors feel welcome and enthusiastic about visiting. We will achieve this by:

- creating a clean, attractive downtown which highlights its historical character and which caters to the needs of residents and visitors;
- providing a variety of recreational opportunities;
- cooperating within our neighborhoods to achieve a well-groomed and maintained community appearance;
- encouraging visitors to use our community's businesses and services as a base to explore the area's scenic and historical sites; and
- assisting in the development of a diversified economic base.

Within this vision we see that goals can be channeled into four main areas:

Housing
Infrastructure
Business Support
Community

It is the work of the Economic Development Commission to view potential needs, projects, pathways, invitations and solutions and review them within the context of current and projected town goals. Many components of the town's vision are ongoing and some are yet-to-be discovered. This is a working document and participation should be from diverse sections of the greater community by input at workshops, meetings, surveys and presentations.

Reforming Goals that exist and put them into the four categories (some can be viewed in several categories):

HOUSING

- Increase housing diversity, multi-use while retaining livable neighborhoods
- Encourage new development as well as renovations
- Talk to other communities about housing development success/failures

INFRASTRUCTURE

- Preserve historic downtown buildings and other special historic spots
- Develop incentives to maintain, open historic buildings for commercial use
- Make sure airport fully maintained and fully utilized
- Uphold codes, ordinances, enforcements to buildings becoming derelict so they can be upgraded and used.
- Proactive with town government. Keep comprehensive plan updated.
- Inventory land parcels and buildings within town and UGB yearly.
- Pursue a mix of grant funding and town resources for projects
- Activate Planning Commission

BUSINESS

- Use existing town logo, brands and signage
- Make signage consistent with logo style
- Create better signage off highway
- Market/Promote Town attractions and values
- Recruit new business ventures/support existing ones
- Education and Training ... Work with school on helping get students prepared.
- Work with EDASC on business support education and funding.
- Create partnerships to support existing businesses ... Important to use all resources available such as Chamber of Commerce and Economic Development Association of Skagit County (EDASC)
- Develop more charging stations
- Old Fire Hall uses
- Encourage events, markets, entertainments with food trucks
- Encourage overnight accommodations, both hotel and AirBnB types.

COMMUNITY

- Historical Areas preserved/listed throughout town as well as business core
- Encourage creativity, artistry, independence
- Enhance parks with features such as bandstand, meeting room, covered picnic shelters, etc. with grants. Follow, prioritize and fund the plan that is in place.
- Ensure parks are available to all ages in all neighborhoods
- Create and maintain walking trails and walkable neighborhoods
- Encourage neighborhoods working together to clean up/support those who can't. Offer incentives such as "Best Neighborhood"
- Encourage community events and facilitate use of streets, buildings, parks
- Improve accessibility and safety of waterfront areas

IDEAS FOR UPDATING EDC PLAN

Economic Development Commission
Economic Development Plan Update
Initial Ideas and Edits

Submitter Name:	Item:	Actions:	Additional Notes:
Ger van den Engh	The Town:	-Preserve & Improve Historic Main Street -Clean-up & Restore Buildings, Condemn Substandard Structures, Demand Repair of Broken Windows	Strengthen, Weaponize, and Enforce Local Codes.
	Tourist Information Kiosk & Services on the Village Green:	-Maps, Bookings, Trial Info, Back Country Permits -Double Function as the Climbing Wall Office -Provide Info on History and Local Tribes, Pre-Colonization History	
	Climbing Wall:	-Paint in Bright Calder/Dubuffet-like Patterns and Colors to Symbolize Break with Industrial Past -Climbers Should be on the South Side, Visible from SR20 -Don't allow Trucks to Park on SR20 Side of Silos	Visible from SR20
	Promote Yoga, Dance, Music and Martial Art Classes:		
	Dog Park:		
	Plant Native Trees in the Town with Identification Chart:		Like the UW Campus
	Services:	-Emphasize that the Town offers a Complete Package of Services (food, entertainment, sports training, groceries, excellent medical center, law enforcement, emergency services, airport, high-quality education, and social services)	
	Summer Activities:	-Offer mid-week open air movie on bear square. -Food Trucks -Mid-week Farmers Market	
	Access to Immediate Surroundings:	-Signed Local Park Hikes -Trails for Day Hikes (2-4 hours) -Hike to Lake Shannon and onto Burpee Hill -Bicycle Trails/Connection to the Sedro-Woolley Rail Road Trail -Trail to PSE Dam and Museum -River Access from Town by Foot for fishing, eagle watching, canoe launch.	

Economic Development Commission
Economic Development Plan Update
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		-Trail to Elk Observation Point (work with Skagit Land Trust?)	
	Connect to Back Country:	-Trail past the Dam North to Connect to PNW Trail -Shuttle to Sauk Mtn -Shuttle Service to Rainy Pass & Cascade Pass -Shuttle to the PSE Dams -Shuttle to the Cascade Institute -Drop off at Camp Sites	
	Promote Local Agritourism:	-Farm Camping -Cabin Rental -Local Products (mid-week farmers market)	
	Promote Ecotourism:	-Provide Information About the Ecology and Geology of the Wider Area Where to Observe North West Geology and Natural History -Provide Maps as information	
	Promote Town as a Center for Climate Action:	-Solar Cells on the Village Green -Wind Turbines (somewhere) -Water Power -Water Power Heated Hot Tub Pool -Dams in Concrete provide xx Families with Electrical Power -Our Trees Absorb xx Tons of Carbon out of the Air so that Seattle can Breath.	
	Promote Local Tribes:		
			Additional Notes: #1 Few visit a place to spend their money. They go to a place to partake in activities that are not available at home (the City). Concrete's attraction is its awesome surroundings. Best place to explore Washington State's ecosystems and geology.

Economic Development Commission
Economic Development Plan Update
Initial Ideas and Edits

			#2 Local business do business when people are waiting for a shuttle service. Bus stop should be in business district (Bear Square, not at Post Office). Shuttle should be well-advertised reliable but infrequent. #3 The old Concrete was an ecological disaster. Demonstrate that we have learned from the past and aim to lead in environmental action.
Submitter Name:	**Item:**	**Actions:**	**Additional Notes:**
Anne Bussiere	State Route 20 Advertising Sign	- Replace panels with something more impactful and attractive to visitors - Update wording to something simpler such as "Discover the History – Uptown Concrete, "Shopping, Dining, Restrooms - Add art or photography to fill space - Add arrows to direct next left or next right	
	Celebrate Arts	- Focus on providing venues for music, arts, crafts, and live performances. - Music in the parks, arts and crafts festivals, live theatre - Partner with Chamber for promotion and organization. - Construct a covered state in parks with access to electricity - Encourage use of existing structures for artist cooperatives or sales and indoor venues spaces.	
	Community Education	Educate community: - On importance of shopping local - Supporting local businesses	

Economic Development Commission
Economic Development Plan Update
Initial Ideas and Edits

	Business Assistance	- Assist new and existing businesses with building details, permit processes, licensing, etc - Offer helpful information	
Submitter Name:	**Item:**	- **Actions:**	**Additional Notes:**
Dinah Kinney	Zoning, Land Use, Real Estate Concepts	- Create or improve processes to address derelict and vacant buildings	
	Improve Infrastructure	- Obtain Federal Grants for Improvements	
	Support Schools	- Assist school so students graduate with life skills and confidence - Support school's efforts in working with Skagit Valley College - Support schools in teaching interview process and proper interview etiquette.	

January 11, 2023

Economic Development Council
Town of Concrete,
Washington 98237

Council,

Please accept this document as a draft of fact finding and further suggestions for the Economic Development of the Mears Field Airport, Town of Concrete. The airport is likely the largest single contiguous land within the Town of Concrete that presently contributes significantly to the economics of the town. With continued attention the economics could add greater benefits both in revenue, job creation, and town efficiencies. A PowerPoint presentation is also attached to be used as a starting point for any public presentation. Please find attached a fact sheet that may answer many questions.

The following are suggested Town of Concrete action Items that can be measured and demonstrate improvements in the Mears Field economics of Concrete.

1. Initiate/complete a new Binding site Plan of the airport property to include utilities easements and delineate any recent lot-line changes. The easements will be key to eventual water and sewer engineering study.
2. Complete (with public input) the current contracted Airport Layout Plan.
    a. This needs to be done soon to eliminate the need to shorten the 07/25-- 2602' runway surface prior to the slurry seal slated for Spring of 2023.
    b. Define FAA Part 77 requirements both north and south of the runway. This will define recommended use of land and avigation restrictions associated with land use.
3. Conduct a survey of current land leaseholders to understand the reluctance of building a hangar/aviation-use on a Mears field leased lot.
    a. Understand the perceived notion that a hangar requires water and sewer.
    b. Understand any other less obvious impediments to building.
4. The town improve access to the hangars and lots that don't lie on Airport Way. Presently, the vehicle assess/roadway makes utilization of lots difficult for commercial deliveries or even access to the interior lots.
5. Refit the pilot lounge for enhanced value to provide increased revenue.
    a. Reexamine the present rental agreements with any present lounge user. The 2023 town budget would indicate low rental revneue of the lounge is planned for 2023. The budget (see attached) would indicate the weekly church service rental is about $4 per week.
    b. Explore other revenue or community use purposes for the lounge.
6. Manage the fuel concession in concert with aviation experienced persons for a better return. After 3 years of losing operation the fuel concession in 2022 has turned into a break-even business. Properly managed the fuel concession has promise of being a profitable operation.
7. Provide better security by installing automated gates and improved fencing.
8. Assist with the visual appearance of the airport by maintaining hangar number two. Presently, installation of door trim, removal of an old water feature and occasional lawn trimming would improve the airport's general appearance.
9. Join with Airplane Owners and Pilots Organization (AOPA) professional aviation group to better manage the airport and educate the town's students.
10. Although item 10 is out of scope for this EDC study the town should assemble a study group to consider selling hangar #2 for its highest and best use. Consideration should be given to selling other town property (old fire station, vacant lots, and present town shop) could accumulate enough capital to build a modern town shop on the sewer plant property.

This document should well describe the airport gem that needs polishing to provide economically pathways for the Town of Concrete to prosper and utilize the asset it possesses. The EDC should join in promoting the airport and realize the need and its importance to the Town of Concrete.

Wiley

CURRENT EDC PLAN

Town of Concrete

Economic Development Plan

Strategic Plan Task Force/Participants

The Economic Development Plan for the Town of Concrete process is guided by a task force of representatives from private sector businesses, education institutions, nonprofit organizations, and government entities. The Economic Development Task Force (EDTF) was assembled at the beginning of the process and provided not only the bulk of the information that follows, but leadership and insight that has been invaluable to this project. The following individuals participated on the Economic Development Task Force.

Jason Miller – Mayor, Town of Concrete
Eric Archuletta – Facilitator, Imagine Concrete Foundation, Vice President
Em and Walt Beals – Owners, 5b's Bakery
Lynette Gentry – Columbia Bank Branch Manager in Concrete
Athena Hornsby – Artist and Owner, Northwest Garden Bling
Doug Ide – Real Estate Agent, Valleys West Realty
Claus Joens – Teacher, Concrete School District
Ginger Kyritsis – Councilmember, Town of Concrete
Phillip Moran – Columbia Bank Branch Manager in Concrete (retired)
Brooke Pederson – Director, Upper Skagit Library
Cheryl Werda – Chamber of Commerce

The goals, strategies, and actions recommended by the EDTF within this plan reflect consensus achieved through discussions and deliberations, as well as information drawn from visits to communities engaged in economic revitalization; the results of two Community Visioning Workshops (2009 and 2011), and an Economic Development workshop (2013) held by Imagine Concrete Foundation. The Town values the participation of its many volunteers and the results of two years of work put into the creation of this plan.

Economic Development Strategy

- Strengthen existing connections between town government and the greater Concrete community.
- Workforce education and training: Establish education and training opportunities with EDASC, Skagit Valley College, Whatcom Community College, and Western Washington University.
- Infrastructure development, such as high-speed fiber, water, sewer, zoning, etc.
- Diversification of economy, such as small business development, cottage industry, e-commerce, entrepreneur development opportunities.

Intended Outcomes of Economic Development

- Job creation
- Job retention
- Tax base creation
- Increase in property values
- Retention of wealth
- Reduction of poverty
- Reduction of homelessness
- Economic stability and resiliency
- Economic self-sufficiency

Identifiable Strengths and Weaknesses

- Marketable strengths that can be capitalized upon.
  - Location
  - Recreation opportunities
  - Spring water source
  - Local history
  - Size and population

- Development opportunities:
  - Urban Growth Area - Annexation.
  - Airport zoning/development for light industry.

- Issues having a negative impact on the community's or area's economic development future.
  - Distance to I-5 corridor (strength and weakness).
  - Workforce education/skills.
  - Addiction issues.
  - Mental health issues.
  - Health care issues.
  - Cost to upgrade aging buildings in Town Center.
  - Lack of affordable housing

Measuring Success

The Economic Development Task Force recommends publicizing all successes under the umbrella of economic development via various information media, Town Council, and Chamber of Commerce meetings. The EDTF also recommends tracking income, population, visitor traffic, new business start-ups, events, and other factors that reflect the goals within the economic development plan. Statistics do not change overnight, and Town efforts are only one piece of the puzzle. However, measuring results and key benchmarks is important to future planning efforts.

Key Acronyms

CID	Community Improvement District
DAHP	Department of Archaeology and Historic Preservation
EDASC	Economic Development Alliance of Skagit County
EDTF	Economic Development Task Force
WTA	Washington Tourism Alliance

Goal 1: New Web site for Town of Concrete (www.townofconcrete.com)			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Replace obsolete Town of Concrete Web site. Create informative Web site with complete usability, including bill-paying, links to related sites (e.g. Chamber of Commerce), all information about Concrete and its government, events, amenities, etc. **COMPLETED**	Town	1-3 yrs.	1. Identify an example of what we want our Web site to look like. Reach out to that municipality and find out who they worked with. 2. Find entity to build or create Web site. 3. Identify costs and how to pay for it. 4. Create site in stages; add functionality after primary functions are up and running.

Goal 2: Create brand for Town of Concrete			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Establish brand for Town of Concrete. (Who we are/what we have to offer. Promotes opportunities.)	Town and Chamber	2 yrs.	~~1. Hold branding workshop.~~ **Completed**
Perform a brand and marketing audit.	Town and Chamber	2-3 yrs.	1. Understand the existing conditions (strengths, weaknesses, opportunities, and threats).
Recruit successful Concrete businesses and develop them as brand ambassadors.	Town, Chamber, local businesses	2-3 yrs.	1. Educate them on Town's position and vision. 2. Target businesses across multiple industries and develop testimonials to publish on Concrete's Web site. 3. Identify joint activities that can be promoted via the media.
Educate regional leaders and industry partners on Concrete's cultural stance and messaging.	Town and Chamber	2-4 yrs.	1. Keep stance and messaging statements consistent.
Facilitate collaboration among partners to pool external expertise and resources.	Town/Chamber /EDASC	3-5 yrs.	1. Host workshops, roundtables, and mixers with developers, businesses, and neighboring communities.
Evaluate ongoing targeted mass communication programs.	Town and Chamber	5-7 yrs.	1. Identify strengths, weaknesses, opportunities, and threats.

Goal 3: Use area strengths in marketing			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Effectively market the economic development strengths of Concrete by promoting the quality of life of the greater Concrete area.	Town/Chamber/ EDASC/ Healthcare professionals	2-5 yrs.	1. Reach out to, and collaborate with, local communities.
Use general and targeted promotional methods in collaboration with other potential economic development partners.	Town/Chamber/ EDASC	2-5 yrs.	

Goal 4: Promote the business identity of the town			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Promote the Town as a place for business and industry (Town is more than residential and education).	Town/Chamber	2-5 yrs.	
Educate regional ED partners (EDASC) to determine how Town of Concrete's plan fits with the regional plan.	Town/Chamber	2-5 yrs.	
Collaborate with regional partners (EDASC) through a comprehensive Memorandum of Understanding to market the Town for economic development.	Town/EDASC	2-5 yrs.	
Develop a marketing plan to promote the Town, including print, radio, video clips, social media, etc.	Town/Chamber	2-5 yrs.	Completed - Branding and Marketing Plan

Goal 5: Use historic area, landmarks, parks, and recreation facilities as economic development drivers			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Examine alternative uses for existing venues; e.g., theaters, parks, Bear Square, and other locations for activities.	Town/Chamber/ artist community	2-5 yrs.	
Explore opportunities for arts and crafts, and other cultural events and venues.	Town/Chamber/ artist community	3-10 yrs.	
Promote the Town Center District as a regional performing arts venue and cultural asset.	Town/Chamber/ artist community	3-10 yrs.	
Conduct a feasibility study to determine the types of performing arts, civic uses, and/or mixed uses that are most likely to succeed in Concrete.	Town/Chamber/ artist community	3-10 yrs.	
Invest in, support, and promote cultural and heritage events and "social infrastructure" such as Cascade Days, Ghost Walk, Fly-In.	Town/Chamber/ artist community	3-10 yrs.	

Goal 6: Identify education and training needs			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
The institutions of higher education and training in the Concrete area will meet the skill-level needs of the businesses and industries in the community.	Town/EDASC/ Educational Institutions	2-10+ yrs.	1. Outreach to EDASC, educational institutions, and businesses and industries.
The local workforce will have the basic education, life skills, and technical skills to meet the future demands of the Concrete workforce.	Town/EDASC/ Educational Institutions	2-10+ yrs.	1. Outreach to EDASC, educational institutions, and businesses and industries.
Concrete Chamber of Commerce will work with members and small businesses to grow and train workforces, and support entrepreneur development.	Town/Chamber/ EDASC	2-5 yrs.	

Goal 7: Identify key parcels that can readily be converted to shovel-ready sites			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Compile inventory of land and ownership of properties that are zoned and ready for detailed master site planning.	Town	2-10 yrs.	1. Identify site uses; e.g., industrial, agricultural, etc.
Meet with landowners/developers of parcels to determine action needed to develop shovel-ready sites.	Town	2-10 yrs.	
Create land development regulations that incentivize increased density/mixed-use development on remaining vacant land, while leaving open options for open space uses, such as pocket parks, edible forests, etc.	Town	2-10 yrs.	

Goal 8: Promote available buildings			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
~~Develop a database of key buildings for economic development opportunities.~~	~~Town/ Real Estate Agents~~	~~2-10 yrs.~~	~~1. Develop a portfolio to include list of what each building needs to function within code.~~ **Completed**
Develop plan to market building assets.	Town/ Real Estate Agents	2-10 yrs.	

Goal 9: Develop broadband to key development sites to encourage business growth and expansion			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Inventory current broadband capacity.	Town	1-2 yrs.	~~1. Send inquiries to or call all current high-speed Internet providers who are doing business in Town of Concrete.~~ See *Note 1
Meet with providers to discuss expansion and explore methods of increasing speeds and redundancy.	Town	3-5 yrs.	
Demand that the Town has competitive broadband speeds and redundancies.	Town	3-7 yrs.	

* Note 1: Working with EDASC and Port of Skagit on this topic. See CEDC End of Year Report 2017 for details.

Goal 10: Maintain proactive town government			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Continue to actively promote responsible growth.	Town	Ongoing	
Continue to seek, support, and fund infrastructure needs for economic growth.	Town	Ongoing	
Periodically review the Comprehensive Plan and make changes that support economic development growth strategies.	Town	5-10 yrs. or as needed	1. Develop a review timetable.
Inform development community of regulatory changes that affect business development; e.g., building codes, sign ordinances, etc.	Town	Ongoing	

Goal 11: Create innovative partnerships to support existing businesses and new businesses			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Work with EDASC to establish a partnership to support existing and new businesses in the town.	Town	1-2 yrs.	
Work with businesses to create, attract, and retain target businesses.	Town/ Chamber	1-5 yrs.	
Develop a comprehensive database to include surveys of existing businesses, visitations, quarterly meetings, etc.	Town/ Chamber	1-5 yrs.	
Explore options for public/private partnerships.	Town/Chamber/ EDASC/ Port of Skagit	3-10 yrs.	1. Further identify potential partners; e.g., school district, Imagine Concrete, Upper Skagit Library, state, federal, etc.
Increase the awareness of local, state, regional, and federal resources to assist with retention, attraction, and growth of value-added businesses.	Town/ Skagit County/ EDASC/WTA	3-10 yrs.	
Schedule meetings with commercial real estate brokers and conduct area tours.	Town/real estate brokers	1-5 yrs.	
Work with local, regional, state, and federal partners to promote workforce readiness, education, and training.	Town/EDASC/ Educational Institutions	2-10 yrs.	
Create partnerships with healthcare providers to assist with identifying growth needs.	Town/healthcare providers	1-10 yrs.	

Goal 12: Evaluate current town economic development toolkit			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Establish Economic Development Office for Town of Concrete, with an Economic Dev. Coordinator position.	Town	2-10 yrs.	1. Seek funding for creating the office and the position.
Create a Concrete Economic Development Commission (a.k.a., Economic Development Task Force).	Town	2-10 yrs.	1. Establish commission.
Create a Community Improvement District (CID).	Town	2-5 yrs.	1. Identify CID, agenda/action items, and committee or commission.
Develop and adopt guidelines for awarding incentives to existing and new businesses, landlords/ladies, and property owners.	Town/ Chamber	2-5 yrs.	*Note: Incentives do not necessarily have to be monetary.*
Conduct economic and fiscal impact analysis on land use and zoning changes.	Town/ EDASC/ Skagit County	3-10 yrs.	

Goal 13: Create a regulatory environment that embraces collaboration and cooperation			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Identify and revise regulations that inhibit business growth.	Town	2-5 yrs.	1. Conduct interviews with local business owners, asking them to identify any such regulations.
Explore business-friendly land development policies that encourage business attraction and retention.	Town	2-5 yrs.	1. Conduct interviews with land developers, asking them to identify any such policies.
Explore land development policies that incentivize more efficient development, including infill and mixed-use concepts.	Town/ Town Planner	2-10 yrs.	
Formalize and promote the Town's streamlined development process.	Town	3-10 yrs.	

Goal 14: Historic preservation			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Maintain and preserve historic integrity of historic areas within town limits, such as Concrete Town Center.	Town/ Property Owners/ DAHP/Federal	1-5 yrs.	
Review and revise town codes regarding historic buildings.	Town/DAHP	1-5 yrs.	
Develop guidelines for preservation of historic structures.	Town/DAHP/ Federal	1-5 yrs.	
Develop incentives for property owners who engage in historic preservation.	Town/ Property Owners DAHP/Federal	3-5 yrs.	

Goal 15: Growth and annexation actions			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Develop a strategic annexation plan to guide the future growth of Concrete.	Town	2-10 yrs.	
Determine the most appropriate areas for growth and development based on existing infrastructure, economic development, and natural systems.	Town/ Skagit County	2-10 yrs.	
Work cooperatively with Skagit County to control new growth and development in areas near town limits.	Town/ Skagit County	2-15 yrs.	
Develop a map to visually identify areas and direction for growth and development to the year 2030.	Town/ Skagit County	2-10 yrs.	
Annexation feasibility study.	Town/ Skagit County	3-5 yrs.	1. Conduct survey of property owners in Urban Growth Area to determine how receptive they are to the idea of annexation.

Goal 16: Foster Sister City relationships			
ACTIONS	**PARTNERSHIPS**	**TIMEFRAME**	**INITIAL STEPS**
Strengthen existing relationships with cities and towns undergoing similar processes.	Town	2-10 yrs.	
Form regional, national, and international Sister City relationships with cities and towns undergoing similar processes.	Town	2-10 yrs.	