



TAKING STOCK 2016

Regional and Local Perspectives on Local Plan Updates and
VISION 2040 Implementation



Puget Sound Regional Council

Final Report-Appendices

March 2017

Taking Stock 2016 Project Team

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Puget Sound Regional Council

Funding for this document provided in part by member jurisdictions, grants from U.S. Department of Transportation, Federal Transit Administration, Federal Highway Administration and Washington State Department of Transportation. PSRC fully complies with Title VI of the Civil Rights Act of 1964 and related statutes and regulations in all programs and activities. For more information, or to obtain a Title VI Complain Form, see <http://www.psrc.org/about/public/titlevi> or call 206-464-4819. Sign language, and communication material in alternative formats, can be arranged given sufficient notice by calling 206-464-7090. TDD\TTY: 206-464-5409.

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Appendix A: Working Group

The Taking Stock 2016 Working Group was made up of senior planning staff from twelve jurisdictions representing the counties and other regional geographies: metro, core, larger, and small cities. This group also represented jurisdictions whose plans had received both full certifications and conditional certifications. Table A1, below, lists the Working Group members.

Table A1: Working Group Members

	King	Pierce	Snohomish	Kitsap
County	King <i>Karen Wolf</i>	Pierce* <i>Dan Cardwell</i>	Snohomish <i>Barb Mock</i>	Kitsap <i>David Greetham</i> <i>Darren Gurnee</i>
Metro			Everett <i>Allan Giffen</i>	Bremerton <i>Allison Satter</i>
Core	Tukwila* <i>Jack Pace</i>	Puyallup <i>Katie Baker</i>		
Larger	Issaquah <i>Christen Leeson</i>		Monroe <i>David Osaki</i>	
Small	Covington* <i>Richard Hart</i>	Gig Harbor* <i>Jennifer Kester</i>		

**Plans conditionally certified*

The Working Group provided guidance to PSRC staff on the following:

- Strategies for engagement with PSRC boards and committees, counties and cities, and key stakeholders
- Identification of major themes and findings from research and engagement
- Final report for the Growth Management Policy Board

The group held four meetings during the course of the project on

- August 4, 2016
- September 9, 2016
- November 17, 2016
- January 11, 2017

Appendix B: Taking Stock Online Survey

Taking Stock 2016 included a two-part engagement process to gather feedback on the plan update and review processes: an online survey to local jurisdictions and workshops held in each of the counties. See Appendix C for more information on the workshops.

The Taking Stock 2016 Working Group assisted PSRC staff in developing the survey questions which cover the local plan update process, PSRC plan review process, resources to support the plan update and review processes, and areas for future work. The survey was available online and a link was emailed to each of the 86 jurisdictions in the region. The survey was open for response from early October through November 2016.

Forty-nine jurisdictions responded to the online survey: 16 in King County; 3 Kitsap County; 15 in Pierce County; and 11 in Snohomish County. Respondents included 4 counties, 4 Metropolitan Cities, 11 Core Cities, 13 Larger Cities, and 17 Small Cities. The full list of respondents is shown in table B1 below.

Table B1: Taking Stock 2016 Online Survey Respondents

<i>Jurisdiction</i>	<i>County</i>	<i>Regional Geography</i>	<i>Certification Status</i>
City of Enumclaw	King	Small City	Full
City of Burien	King	Core City	Full
City of Normandy Park	King	Small City	Full
City Federal Way	King	Core City	Full
City of Sammamish	King	Larger City	Full
City of Kent	King	Core City	Full
City of Renton	King	Core City	Full
City of Seattle	King	Metropolitan City	Full
City of Tukwila	King	Core City	Conditional
City of Auburn	King	Core City	Full
City of SeaTac	King	Core City	Full
King County	King		Full
City of Des Moines	King	Larger City	Full
City of Mercer Island	King	Larger City	Full
City of Covington	King	Small City	Conditional
City of Issaquah	King	Larger City	Full
City of Duvall	King	Small City	Conditional
City of Port Orchard	Kitsap	Small City	Full
City of Bainbridge Island	Kitsap	Larger City	Full
City of Bremerton	Kitsap	Metropolitan City	Full
Kitsap County	Kitsap		Full
Town of Steilacoom	Pierce	Small City	Full
City of Orting	Pierce	Small City	Conditional
City of Roy	Pierce	Small City	Full
Town of Darrington	Pierce	Small City	Full
City of Lakewood	Pierce	Core City	Conditional
City of Tacoma	Pierce	Metropolitan City	Full
City of Sumner	Pierce	Small City	Full
City of DuPont	Pierce	Small City	Full

Jurisdiction	County	Regional Geography	Certification Status
City of Bonney Lake	Pierce	Small City	Conditional
Pierce County	Pierce		Conditional
City of Gig Harbor	Pierce	Small City	Conditional
City of Fircrest	Pierce	Small City	Full
City of Puyallup	Pierce	Core City	Conditional
City of University Place	Pierce	Larger City	Full
City of Milton	Pierce/King	Small City	Conditional
City of Everett	Snohomish	Metropolitan City	Full
City of Arlington	Snohomish	Larger City	Conditional
City of Kenmore	Snohomish	Larger City	Full
City of Lynnwood	Snohomish	Core City	Full
City of Granite Falls	Snohomish	Small City	Conditional
City of Lake Stevens	Snohomish	Larger City	Full
City of Mountlake Terrace	Snohomish	Larger City	Full
City of Mill Creek	Snohomish	Larger City	Full
City of Marysville	Snohomish	Larger City	Full
City of Snohomish	Snohomish	Small City	Full
City of Bothell	Snohomish	Core City	Full
City of Edmonds	Snohomish	Larger City	Full
Snohomish County	Snohomish		Full

Survey Questions

1. What were the most significant policy changes or work items included in your plan update?
 - Planning for growth targets
 - Housing choice and affordability
 - Multimodal transportation options
 - Transportation planning and financing
 - Regional or local centers
 - Economic development
 - Environmental protection and sustainability
 - Climate change
 - Transit-supportive planning/Transit-oriented development
 - Equity and social justice
 - UGA and Urban-Rural growth (for counties only)
 - Other

2. Which policy areas or work items were technically challenging to address through your plan update?

- Planning for growth targets
- Housing choice and affordability
- Multimodal transportation options
- Transportation planning and financing
- Regional or local centers
- Economic development
- Environmental protection and sustainability
- Climate change
- Transit-supportive planning/Transit-oriented development
- Equity and social justice
- UGA and Urban-Rural growth (for counties only)
- Other

3. Which policy areas were politically controversial to address through your plan update?

- Planning for growth targets
- Housing choice and affordability
- Multimodal transportation options
- Transportation planning and financing
- Regional or local centers
- Economic development
- Environmental protection and sustainability
- Climate change
- Transit-supportive planning/Transit-oriented development
- Equity and social justice
- UGA and Urban-Rural growth (for counties only)
- Other

4. GROWTH. Please characterize the degree to which planning for growth targets was addressed in your plan update.

- Major new work item
- Minor to moderate plan amendments
- No change from prior plan
- Not addressed in plan

5. GROWTH. Which of the following describes the process of planning for growth targets in your plan update?

- Policy was politically challenging
- VISION 2040 provided substantive support and guidance
- Planning work was technically challenging
- Community strongly supported
- More support or assistance is needed to implement
- Other

6. CENTERS. Please characterize the degree to which planning for regional or local centers was addressed in your plan update.

- Major new work item
- Minor to moderate plan amendments
- Little or no change from prior plan
- Not addressed in plan

7. CENTERS. Which of the following describes the process of planning for regional or local centers in your plan update?

- Policy was politically challenging
- VISION 2040 provided substantive support and guidance
- Planning work was technically challenging
- Community strongly supported
- More support or assistance is needed to implement
- Other

8. TRANSPORTATION. Please characterize the degree to which transportation, including identifying demand, needed improvements, and financing for multiple modes of travel, was addressed in your plan update.

- Major new work item
- Minor to moderate plan amendments
- Little or no change from prior plan
- Not addressed in plan

9. TRANSPORTATION. Which of the following describes the process of planning for future transportation needs, including identifying future needs, improvements, and financing for multiple travel modes, in your plan update?

- Policy was politically challenging
- VISION 2040 provided substantive support and guidance
- Planning work was technically challenging
- Community strongly supported
- More support or assistance is needed to implement
- Other

10. CLIMATE CHANGE. Please characterize the degree to which climate change was addressed in your plan update.

- Major new work item
- Minor to moderate plan amendments
- Little or no change from prior plan
- Not addressed in plan

11. CLIMATE CHANGE. Which of the following describes the process of planning for climate change in your plan update?

- Policy was politically challenging
- VISION 2040 provided substantive support and guidance
- Planning work was technically challenging
- Community strongly supported
- More support or assistance is needed to implement
- Other

12. HOUSING. Please characterize the degree to which housing choice and affordability was addressed in your plan update?

- Major new work item
- Minor to moderate plan amendments
- Little or no change from prior plan
- Not addressed in plan

13. HOUSING. Which of the following describes the process of planning for housing choice and affordability in your plan update?

- Policy was politically challenging
- VISION 2040 provided substantive support and guidance
- Planning work was technically challenging
- Community strongly supported
- More support or assistance is needed to implement
- Other

14. PSRC plan review materials, including the Plan Review Manual and guidance papers, contributed to the quality and completeness of your plan update.

- Scale of 1 (Disagree) to 5 (Agree)

15. PSRC comments on the draft plan provided useful guidance in finalizing your plan update for adoption.

- Scale of 1 (Disagree) to 5 (Agree)

16. The PSRC certification report, including recommendations for additional work to more fully address VISION 2040, provided valuable guidance for future planning and implementation.

- Scale of 1 (Disagree) to 5 (Agree)

17. Action by the PSRC Policy and Executive boards on certification of your comprehensive plan update was based on a complete and fair consideration of the content of the plan compared with state and regional policies.

- Scale of 1 (Disagree) to 5 (Agree)

18. Current certification status of your jurisdiction's plan?

- Fully certified
- Conditionally certified
- Plan adopted, no PSRC action yet
- Plan update not yet adopted

19. Which of the following, if any, were valuable toward enhancing the quality and completeness of your plan update?

- Plan Review Manual
- Clarity of comments, recommendations, and certification report
- Guidance papers and technical assistance
- Timely communications
- Outreach to member jurisdictions
- Board processes
- None of the above
- Other

20. Which of the following aspects of the plan review process, if any, needs improvement?

- Plan Review Manual
- Clarity of comments, recommendations, and certification report
- Guidance papers and technical assistance
- Timely communications
- Outreach to member jurisdictions
- Board processes
- None of the above
- Other

21. Which policy areas do you anticipate addressing further within the next 5 years through additional plan amendments and/or implementation strategies?

- Planning for growth targets
- Housing choice and affordability
- Multimodal transportation options
- Transportation planning and financing
- Regional or local centers
- Economic development
- Environmental protection and sustainability
- Climate change
- Transit-supportive planning/Transit-oriented development
- Equity and social justice
- UGA and Urban-Rural growth (for counties only)
- Other

Additional Survey Results - Graphs

The figures on the following pages summarize survey results that are not included in the body of the report. Regional geography detail is provided in discussion text.

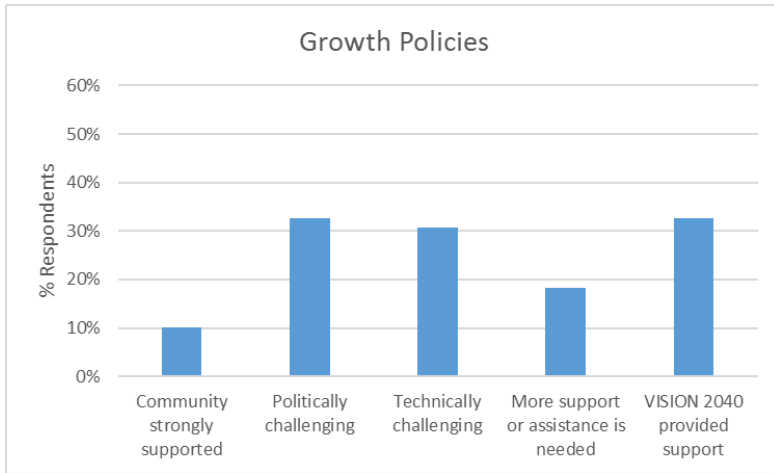


Fig. B1. Provisions in plan updates that accommodated 20-year growth targets presented technical and political challenges for some jurisdictions. VISION 2040 provided support for this work, while community support was reported as generally low. Growth policies were more often reported to be politically challenging in larger and core cities, and technically challenging in small cities.

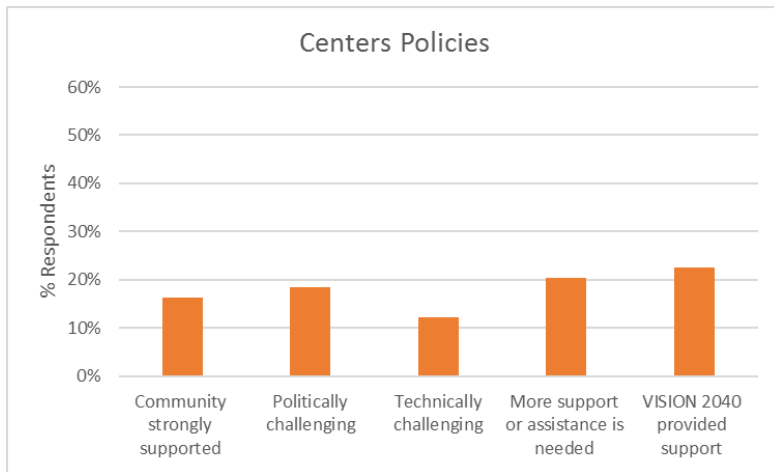


Fig. B2. Over ¾ of respondents reported that centers policies were not significantly amended in the update. Core and Metro reported VISION 2040 provided support but centers policies generally were not politically or technically challenging. However, larger cities were more likely to report centers policies were politically challenging.

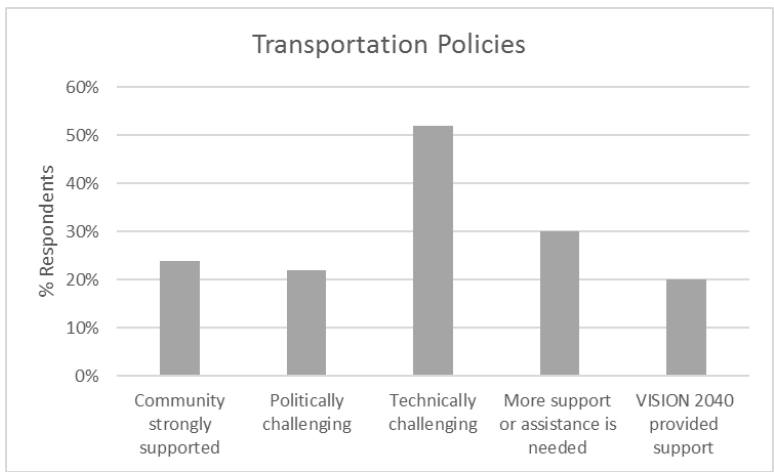


Fig. B3. Transportation policies were reported as being technically challenging across all regional geographies. Larger and Small cities more often reported a need for addition technical assistance.

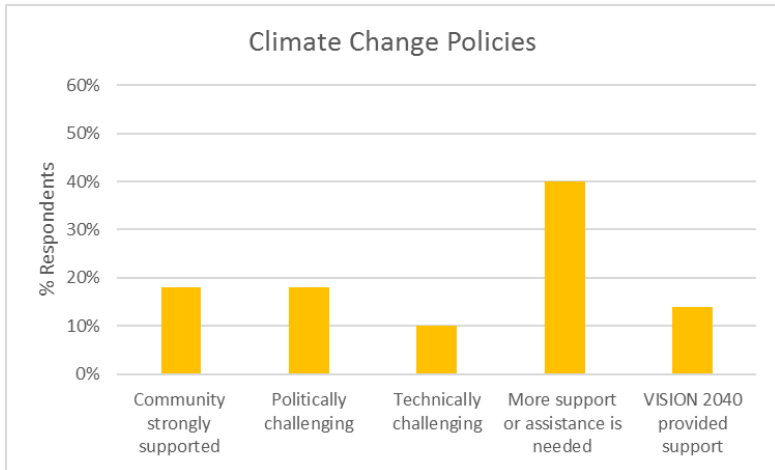


Fig. B4. Local jurisdictions reported a need for more assistance in implementing policies dealing with climate change.

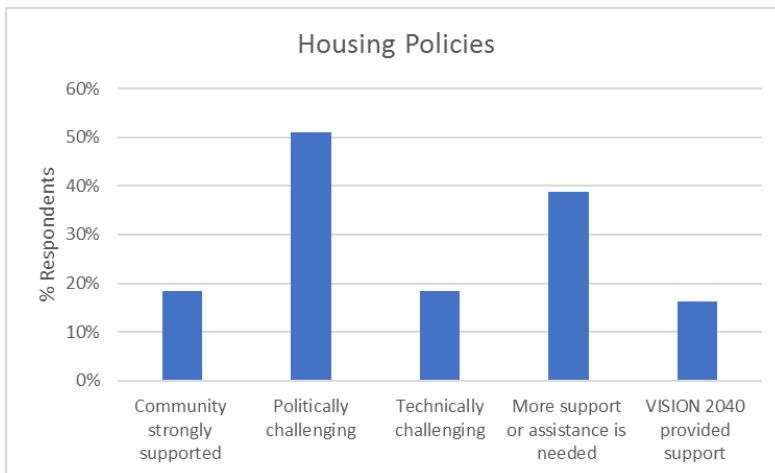
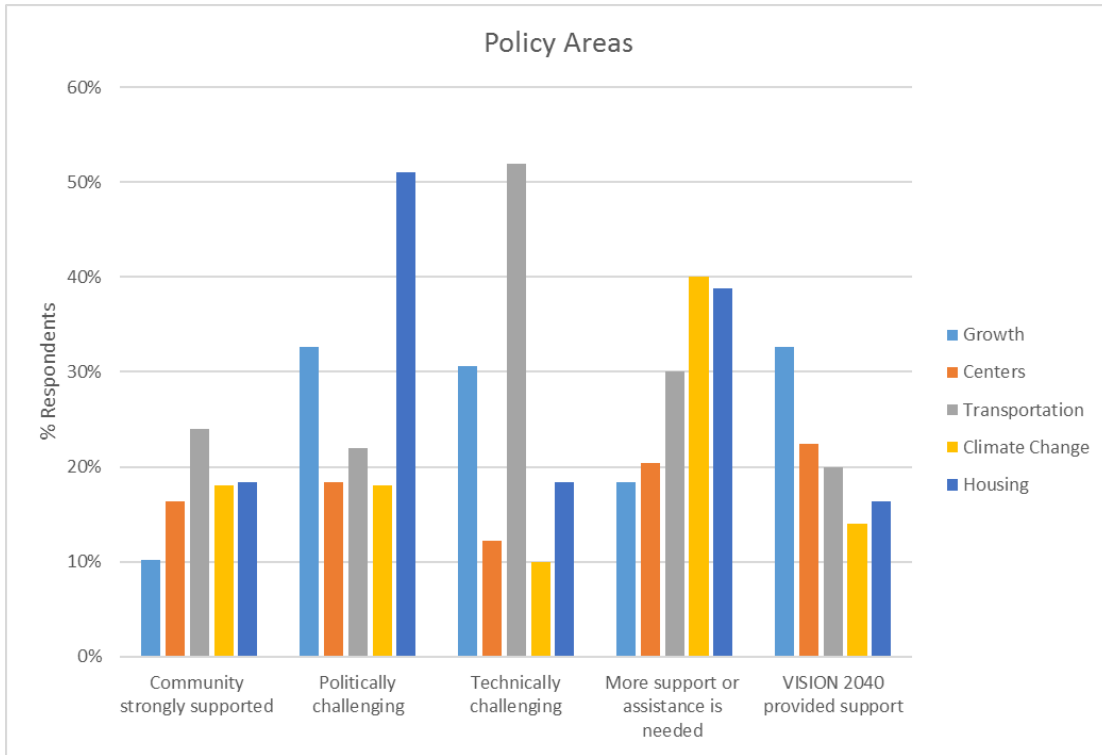


Fig. B5. Housing policies were seen as most politically challenging. More support and resources would also help further affordable housing locally.

Fig. B6



The chart in Fig. B6 shows a compilation of the data in Figures B1 – B5, with side by side comparisons of the share of respondents addressing each of the policy topics listed in the survey questions.

Fig. B7

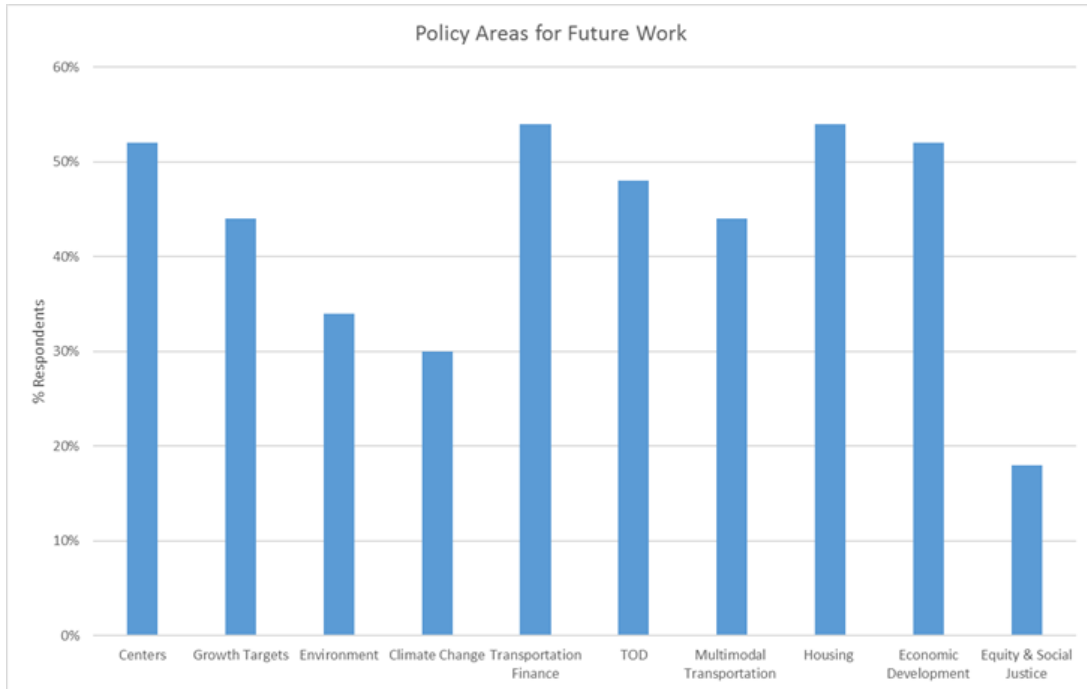


Fig. B7 summarizes responses on upcoming policy priorities locally. Among the policy areas that local governments anticipated concentrating on over the next 5 years: centers, transportation plans and financing, housing, and economic development. Other policy areas included capital facilities and design regulations to support new adopted policies and plans.

Additional Survey Results - Comments

The following pages contain all of the responses to open-ended questions in the Taking Stock 2016 Online Survey.

Responses are grouped according to the survey question. Names of specific jurisdictions have been removed.

Planning for Growth – Additional Comments

The city has consistently worked toward defining growth targets with its local growth centers strategy, buildable lands coordination, and subarea planning. The comp plan update was an extension of these efforts.

Buildable Lands and Growth Targets were also useful.

The plan update built on the foundation of growth planning that was established in previous versions of the plan. The update incorporated shifts in emphasis, directing more growth to places well-served by transit and less to places with a high risk of residential displacement.

The city is mostly built out, so growth is not a big issue.

Adopted Targets not an issue - fear we were being required to take more "target" in the Urban Core was an issue.

Confusing and unfair, the growth targets for [the county] were adopted as minimums, but PSRC is treating the targets as maximums for Small Cities only.

These are silly choices. How about routine or non-eventful?

Planning for Centers – Additional Comments

The "center" is our downtown area. Some policy changes were made but they were not difficult or challenging.

The city has developed a local growth center strategy implemented through subarea planning. Regional centers have not been identified in the city.

The public was generally supportive of the changes regarding growth planning, described in the response to # 7 above, with some registering concerns about certain aspects of that approach.

Council supported the MIC and existing policies.

Local Center remained as is.

We reduced our local (Neighborhood) centers to have more focus on Regional and District Centers. This was well supported.

Policy and land use changes were supported by local subarea planning efforts.

Vision 2040 is not helpful for non-regional centers. [The county's] CPP's are vague. There is very little reason for a small town to have a local center, except to score additional points for transportation grants.

Town felt population was not large enough to address.

[This city] is a small, isolated city - no regional centers.

Focus was on local Town Center was politically challenging.

No significant issues arose regarding urban centers.

Planning for Transportation – Additional Comments

Addressed gap between existing and anticipated update to Transportation Master Plan.

Developing a multi-modal LOS was technically challenging. Other aspects of Transportation Element were greatly facilitated by City's work on modal plans since last Comp Plan update. Those plans provided coherent direction and detailed information to reflect in the Comp Plan.

Technical but not challenging.

Given our limited tax base, outside grant funding/other financing is critical to implementing TIP.

Planning for Climate Change – Additional Comments

Minor amendments with little controversy.

Not extensively discussed.

Process was generally well supported politically.

Minor amendments to transportation policies to meet the minimum requirements. Not a lot of political support.

No substantive discussion / change.

Planning for Housing – Additional Comments

I would not say the community strongly supported policy, however they acknowledged the need and made amendments within the plan to address these needs.

Data from [the health department] was very useful.

County work helped substantially.

Made significant changes to housing policy regarding downtown development by increasing housing options and increasing height and density allowed in [a key subarea of the city].

While we added data documenting the need for affordable housing, there is not a lot of political support. Thought is that our city has our share of low income households. City does not have staff resources to focus on the development of affordable housing.

Policies for senior living/housing was adopted as well as some Economic Development policies for upper mid income housing.

Housing policies addressing housing choice and affordability were adopted after the 2015 plan update (in 2016).

Additional General Comments on Issues Addressed in Comp Plan Updates

General

Please notify the Town by phone and email, or possibly with a personal visit the next time the community supportive grants are available. They did not take advantage of the \$10,000 available and stated they were never made aware that the grant existed.

PSRC is long on policy and short on practical implementation ideas.

There's too much of a reliance on centralization and regulation which does not always work, and, lately, seems to be creating friction with municipalities.

[The city] and PSRC are not synchronized. As I write this, perhaps there should be a different set of regional policies for older, mature metropolitan suburbs. A good case-in-point is a recent cottage housing project. [The city] spent considerable effort to develop a cottage housing ordinance. A development team brought forward a very good cottage housing concept, but in the end, because of the county's underlying sewer policies (sewer is provided by [the county]), cottage housing for large parts of the City will not likely occur.

[The city] was not pleased to receive a conditional certification from PSRC. City has limited resources to spend on regional planning, yet an extensive amount of work was performed to meet compliance standards. In the end, the City was told a "do over" was required for certain PSRC related topics. I have a high level of frustration in this area since your requirements are taking away limited resources that could have been directed towards this community's established priorities.

Updating a 10-year plan required funding. Our city has very limited resources and DOC provided 17k. The City was fortunate to received and EPA grant to help with environment and sustainability that informed land use zoning and policy. Transportation funding came midway through the process so our CP lacked completion of PSRC 2040 work/policy work.

Policy Topics

We added a Park & Recreational Element.

Place-making; Economic development influence on overall policy considerations.

A significant new emphasis in [the city's] plan is on "race and social equity." One of the 4 core values in the City's original Plan was "social equity." In the updated Plan, that value was redefined to explicitly address race. The Introduction to most Plan Elements includes a statistic that highlights a current racial disparity in [the city]. Many new policies have been added throughout all of the Plan's Elements to identify ways in which the City will work to address racial and economic disparities.

With this plan update, the major policy topics which were considered were: 1) [a proposed] Manufacturing Industrial Center (MIC); 2) transportation funding, prioritization, and multi-modal transportation options; and 3) climate change and sustainability.

The Plan combined Housing & Human Services into a single element, which caused some technical difficulties. The City had adopted "in principle" several new policies prior to the Plan update, which were then integrated into the Plan. These included Safe & Complete Streets policies and Access to Healthy Foods.

Economic Development was the primary major policy change.

We revised vision for one neighborhood center.

Food policy (supporting system of local production, distribution) was a major new topic within the plan update.

Growth and Land Use

Our plan states that our growth targets are "conditional" based upon the amount of growth capacity in greenfield sites that exists in other jurisdictions' plans. While we have the land use capacity, the regional real estate market will determine where growth occurs more than targets stated in any regional or local plan. As long as it is easier and cheaper for developers to build housing in greenfield sites as compared to redevelopment of already developed sites in urban areas other than Seattle, that is where the development will go first.

City is unhappy with the current proposed population forecast of 95,000 by the year 2040. A review of historic of housing and population trends within this community does not support such numbers. [The city's] projected growth rate is between 0.5 percent and 0.75 percent, and not the 2.0 percent level as suggested by PSRC. If [the city's] numbers are this far off, it is a fair assumption that other population forecasts are also inaccurate, which logically calls into question VISION 2040.

[The city] used it 2006 growth targets as a guide and not a hard line so we were surprised when cites began to receive conditional certification. While we balanced our housing targets to be consistent with vested projects, available land, zoning, and housing stock diversity we were not able to adjust job estimates. [The city] takes a unique approach and looks at all parcels and estimates the maximum that could happen on a parcel (gross vs net approach). This approach has the side consequence of possibly over projecting the number of future jobs.

Infrastructure

While [the city] is in an urban environment, it lacks sufficient infrastructure. Simple things like curb, gutter, sidewalk, street lights, street trees, new or upgraded sewer and water lines have been either deficient or often non-existent. For the past 20 years and for many years to come, [the city's] emphasis will continue to be in these areas, in addition to downtown subarea planning (for economic reasons) and housing revitalization. However, PSRC's emphasis seems to getting ready for future growth by increasing density, and wanting compact urban spaces, etc.

Additional analysis related to Multimodal Level of Service (LOS) standards, concurrency provisions, and transportation needs of special populations was pushed to CTP update efforts.

Centers

The ongoing discussion about whether JBLM is a regional center is getting old. Conversations have been going on for quite some time. This should be an easy topic. However, my observations are that other metropolitan areas (particularly those centered in and around Seattle), have not been encouraging because there is this apprehension that such a designation could impact their future transportation funding allocations. Military installations within the Puget Sound area are fundamental economic engines to this region and should be a part of any regional transportation planning process. PSRC is currently in the regional centers planning update process. PSRC is encouraged to support JBLM as a regional center.

Urban Unincorporated Areas

Through the 2015 Comp Plan update, policies clarified the urban growth areas affiliated with cities/towns are potential annexation areas. Additional policies encourage annexation of unincorporated urban areas by neighboring cities and towns and direct the County to work with cities and towns in establishing joint planning agreements to facilitate the transition. Policies also identify unincorporated urban "islands" between cities as the highest priority for annexation. For

unincorporated urban areas not affiliated with a city or town, the policies direct the County to explore the economic viability of incorporation. Policies establishing the criteria for UGA expansion have been amended to require a demonstration of a countywide need or that there is a “no net gain” of housing or employment capacity. The Rural Reserve 5 land use designation has been relabeled to Rural 5 to eliminate an expectation that the area may be re-designated to “urban” in the future. The County also conducted additional LAMIRD evaluation of designated rural commercial properties and amended the land use designation map to be consistent with the evaluation findings and public comment.

Environment

The [city] appreciates the push from PSRC to address Climate Change and any support (common message, group support) to address this topic will greatly help in implementing Comp Plan policies.

Valuable Aspects of PSRC Engagement and Review – Additional Comments

Additional outreach to the community.

Aspects of PSRC Engagement and Review Process that Could be Improved – Additional Comments

The checklist that had to be submitted with the Plan was very burdensome and over long.

While the PSRC outreach and staff review comments were helpful, the regional growth strategy being organized by regional geographies, and the unrealistic population growth expectations for [the city] remain our main concerns.

Recognition by the Board(s) of the PSRC certified countywide planning policies.

PSRC review REQUIRES IMPROVEMENTS. The City received comments on the draft plan and delayed adoption to address those comments from PSRC. It was not until after final adoption of the plan that we received comments regarding certification and the need for a conditional one. The second round of PSRC comments did not align with the comments received on the draft plan. Consistency, timely comments and clear understanding of the city's growth issues is needed from PSRC staff in order to be effective in the future.

Comments that acknowledge unique aspects of a city rather than painting with a broad brush.

PSRC Plan Review and Certification Process – Additional Comments

Comments provided prior to adoption were especially helpful.

The Town's plan was certified in a timely manner.

The process went well. The only concern was the time it took to fill out the submittal checklist--it required a lot of work at the end of the process and it didn't seem necessary.

It seems that PSRC's focus is on urban centers and the I-5 corridor. Very little of PSRC's policies and requirements has any practical application or meaning to this small, isolated city located on the outer edge of the urban area.

The plan review process worked well, it is the policy issues mentioned in question 23 that are [the city's] main concerns.

PSRC and Commerce staff were very helpful in answering questions and clarifying requirements during the process.

We disagree with our conditional certification based on PSRC growth projections that changed halfway through our update process.

Receiving a draft certification report 6 months after adoption of the Plan that identified ""issues"" not addressed in the previous PSRC draft staff comments is problematic. Amending the Comp Plan to respond to new issues, opens the County up to additional political pressure and appeals to the GMHB, in addition to budget implications.

The PSRC Plan Review Report & Certification Recommendation provides a general statement that reads, "...further addresses consistency between the planning of the unincorporated urban area and VISION 2040 and the Regional Growth Strategy..." This report does not identify the specific Vision 2040 policy(ies) which the County's plan is not consistent with.

If these specific policies are provided in the report, it would allow the reader to make their own determination. As an example, [the county] received ""conditional"" certification because it needs to continue to ""...work to affiliate areas of the unincorporated urban area and support annexation and incorporation."" The related Vision 2040 policy states, ""Affiliate all urban unincorporated lands, appropriate for annexation with an adjacent city or identify those that may be feasible for incorporation...""(MPP-DP-18). This policy statement does not include any time frame for affiliation. PSRC inserted a time frame for "affiliation" that is absent in the adopted Vision policy.

PSRC Board recommendations and actions are based on subjective conclusions. As such, the Boards should value input/response from the jurisdiction's elected officials and staff.

PSRC Board(s) did not acknowledge the unique policies/framework adopted through the Countywide Planning Policies (CPPs). This policy document had previously been "certified" by the PSRC Executive Board. As "certified", the PSRC Executive Board has deemed the policies are consistent with Vision 2040. The Board(s) penalized the County with a "conditional" certification for adopting policy(ies) consistent with the CPPs. It would be beneficial for PSRC staff to educate PSRC Board(s) about the CPPs, and the unique policies associated with each county.

The PSRC by-laws are lacking details on when and how a local jurisdiction can appeal an Executive Board "conditional certification" action.

While, PSRC has historically taken action to approve "conditional certification", it is not clear what level of consistency is necessary to receive a "full certification" vs. "conditional certification." A list of the significant policy statements should be identified before the plan review/certification process begins.

As stated above, the PSRC Certification Report did not align with the comments received during the 60-day review period. It appears to [the city] that the Certification Report failed to recognize City adopted Growth Targets that are consistent with the PSRC Certified CPPs and focused instead on a non-required table in the Transportation Element that shows the City's traffic model pipeline data. Furthermore, we strongly believe that PSRC Staff did not allow the City to specifically speak to our response letter during the discussion at the Executive Board and PSRC staff did not summarize the facts and statements provided by the City and signed by the Mayor, in detail to the Executive Board. Therefore, the City's response was not fairly considered. Because the conditional certification issues were identified after the 60-day review period and final ordinance adoption, it gave the City no chance to rectify or work with PSRC staff. It felt like a bait and switch. The process has created significant frustration towards PSRC from [the city's] elected and administration. PSRC staff, Boards and Administration have lost trust and respect throughout this process.

General Additional Comments

The city will cooperate and do what is necessary to stay in compliance, but with a very small staff and limited budget it will continue to place a significant burden on this community's resources.

PSRC does not take small towns seriously. There is no vision for how small towns will fit into the future growth of the region. It is assumed that they should be miniature cities, with growth centers and transit-oriented development. This is supposed to be achieved while not taking "too much" growth away from the larger cities, which is a contradiction. People move to small towns to get away from high-rise, high intensity residential development. PSRC needs to acknowledge this fact and actively support it as an alternative life choice. GMA requires different types of housing, all PSRC seems to envision is high rise multi-family.

The discussions that occurred through the plan certification process before the Board(s) highlights the inequity of the Regional Growth Strategy (RGS). Smaller cities/towns are expected to stay small, with limited economic benefit...larger cities are expected to grow. With this growth...comes increased revenue. What is missing? Revenue sharing.

The Board discussions also highlight inconsistencies between Vision 2040 and the Growth Management Act (GMA). GMA requires areas within designated urban growth areas (UGAs) to permit urban level densities. Board actions through the certification discussion indicate some ""urban areas"" aren't supposed to grow...become more dense. These areas are to stay more suburban...or ""de-densify", counter to GMA. An urban growth area should be treated in the same manner no matter the jurisdiction.

PSRC has to hold all jurisdictions to the same standard through the review process. As an example, PSRC raised annexation as a significant issue for [the county's] certification, it was not raised to the same degree for cities. Why not? The County can't force a city to annex...it has to be a partnership.

PSRC is inconsistent in how it views/weights Vision 2040 text vs/with policy.

While PSRC acknowledges significant policy progress occurred through our Comp Plan update...it wasn't enough. How much is enough? Comp Plans are not stagnant documents...they are reviewed through time...and evolve through time. Jurisdictions push back if it appears "outsiders" are influencing local decisions. It is more meaningful for local jurisdictions to take smaller steps.

In the case of some smaller jurisdictions, the steps identified to reach "full certification" is just a "paper exercise." The actions don't meaningfully advance Vision at the local level.

In conclusion, the timing of significant comments and the disregard for the prior PSRC Certification of the County-wide Planning Policies and adoption of Appendix II-B of VISION 2040 that identifies (bullet 5): "PSRC's review and certification of plans will be based on the actions and measures already taken or proposed to be put in place to bend the trend, and not just on an assessment of the targets alone. Jurisdictions whose growth targets are higher or lower than what would be expected from a straight-line application of the Regional Growth Strategy, should show the actions and measures that are being undertaken, or it expects to take, to bend the trend."

Appendix C: Taking Stock Workshops

Taking Stock 2016 included a two-part engagement process to gather feedback on the plan update and review processes: an online survey to local jurisdictions and workshops held in each of the counties. See Appendix B for more information on the online survey.

Senior planning staff from each of the 86 jurisdictions in the region were invited to attend one of the workshops to provide feedback on:

- Areas where local plans advanced the goals and policies in VISION 2040
- Issues that were difficult to address in the plan update
- Tools and resources needed to implement regional and local plans
- Feedback on the PSRC plan review and certification process
- Lessons learned for an anticipated update to VISION 2040

Each workshop started with a presentation providing an overview of VISION 2040 and the plan review process. Attendees then split into breakout groups focused on six policy areas central to VISION 2040: development patterns, housing, transportation, environment, public services, and economic development. The group then reconvened to discuss the plan review process.

Taking Stock 2016 Workshops

Pierce County	Pierce County Annex, Tacoma	October 13, 2016, 10:00 am – noon
Snohomish County	Wall Street Building, Everett	October 17, 2016, 2:00 –4:00 pm
King County	Bellevue City Hall, Bellevue	October 24, 2016, 1:00 –3:00 pm
King County	Tukwila Community Center, Tukwila	October 31, 2016, 1:00 – 3:00 pm
Kitsap County	Poulsbo City Hall, Poulsbo	November 10, 2016, 10:00 – 11:30 am

Taking Stock 2016 Workshop Participants

A total of 63 participants representing 41 jurisdictions and organizations attended the five Taking Stock workshops.

Pierce County Workshop: 25 Participants; 16 Jurisdictions/Organizations Represented

<i>Name</i>	<i>Jurisdiction</i>
Angelie Stahlnecker	City of Fircrest
Dave Bugher	City of Lakewood
Courtney Casady	City of Lakewood
David Swindale	City of University Place
Doug Fortner	Town of Steilacoom
Kevin Stender	City of Edgewood
Katie Baker	City of Puyallup
Rachael Brown	City of Puyallup
Amy Pow	Tacoma Pierce County Health Department
Teri Blair	Pierce County
Jeff Wilson	City DuPont
Lihuang Wung	City of Tacoma
Lindsey Sehmel	City of Gig Harbor
Jennifer Kester	City of Gig Harbor
Jeffrey Mann	Pierce County
Mike Kruger	Pierce County
Chris Larson	City of Fife
Debbie Dearinger	City of Roy
Shawn Phelps	Pierce County
Roger Wagoner	City of Orting
Jessica Gwilt	Pierce County
Diane Marcus Jones	Pierce County
Jason Sullivan	Bonney Lake
Anne Fritzel	WA Department of Commerce
Ike Nwanko	WA Department of Commerce

Snohomish County Workshop: 14 Participants; 8 Jurisdictions/Organizations Represented

<i>Name</i>	<i>Jurisdiction</i>
Eric Goodman	Community Transit
Dave Koenig	City of Marysville
Barb Mock	Snohomish County
Glenn Coil	Economic Alliance of Snohomish County
Allan Giffen	City of Everett
Stacie Pratschner	City of Lake Stevens
Todd Hall	City of Lynwood
Jay Larson	Snohomish County
David Statheim	City of Everett
Ikuno Masterson	Snohomish County
Terri Strandberg	Snohomish County
Stephen Toy	Snohomish County
Paul Johnson	WA Department of Commerce
Steve Thomsen	Snohomish County

King County Workshops: 12 Participants; 10 Jurisdictions/Organizations Represented

<i>Name</i>	<i>Jurisdiction</i>
Nicholas Matz	City of Bellevue
David Goodman	City of Sammamish
Richard Hart	City of Covington
Valerie Smith	WA Department of Commerce
Hayley Bonsteel	City of Kent
Charlene Anderson	City of Kent
Amy Shumann	Public Health Seattle – King County
Jack Pace	City of Tukwila
Tom Hauger	City of Seattle
Barbara Kincaid	BHC Consultants obo Black Diamond
Doug McIntyre	City of Sammamish
Gina Estep	City of North Bend

Kitsap County Workshops: 12 Participants; 9 Jurisdictions/Organization Represented

<i>Name</i>	<i>Jurisdiction</i>
Garrett Jackson	City of Bremerton
Karla Boughton	City of Poulsbo
Nick Bond	City of Port Orchard
Gary Christensen, Jennifer Sutton	City of Bainbridge Island
Louisa Garbo, David Greetham, Jeff Rowe	Kitsap County
Ed Coviello	Kitsap Transit
Yolanda Fong	Kitsap Health Department
Lynn Wall, Kimberly Peacher	Naval Base Kitsap



Participants in the Taking Stock 2016 workshop held at the City of Everett on October 17, 2016.



Summary of Workshop Feedback

The following is an overview of the feedback received during the five Taking Stock 2016 workshops. The workshops focused feedback into two categories: policy and process. The policy discussion focused on six policy areas central to VISION 2040: development patterns, housing, transportation, environment, public services, and economic development. The topical segments of the workshops used as a starting point a short list of observations drawn from the PSRC certification review. Workshop participants generally confirmed these observations, which are shown in bold below.

Development Patterns

Successes	Challenges
GROWTH	
<ul style="list-style-type: none"> • UGA boundaries were largely stable, supported in plans and CPPs by adopted criteria and data analysis of land need • Counties took steps to shift growth from rural to urban areas • Local plans, in particular cities, provided sufficient capacity for anticipated housing and employment growth • Planned growth throughout the region, as reflected in countywide growth targets and in local comprehensive plans, generally reflects the Regional Growth Strategy 	<ul style="list-style-type: none"> • Vested development rights, especially in rural areas, continue to hamper efforts to shift future growth to urban areas • Capacity for growth, while sufficient, is tight in some jurisdictions, with little room for growth beyond this 20-year planning period. Meanwhile, capacity in other areas, such as a number of Small Cities and Urban Unincorporated areas, is well in excess of adopted targets. • Disconnect between local goals, vision for growth, and market trends and RGS, with some cities and unincorporated areas growing much faster and some cities growing slower than called for in the RGS. • RGS and growth targets should be more flexible and current to allow for planning that is more responsive to shifting or surging market demand and other emerging needs, such as transient military populations • Guidance lacking and unclear around data and forecast numbers and how to translate to land use needs • VISION 2040 provides a lot of guidance on the amount and locations for growth, but less about placemaking

Successes	Challenges
CENTERS AND TOD	
<ul style="list-style-type: none"> • A number of cities adopted mode split goals and growth targets for designated Regional Growth Centers, as called for in VISION 2040 • Many local plans focus growth in regional and local centers, consistent with guidance in VISION 2040 • A number of centers have attracted growth and investment • Transit-oriented development was a new and more prominent feature of a number of plans, especially around existing and planned light rail stations, emphasizing transit-supportive land uses and multimodal access improvements • Planning for transit-oriented development (TOD) along key transit corridors, including existing and future light rail, commuter rail, and BRT 	<ul style="list-style-type: none"> • Not all plans made clear that capital investments would be prioritized to centers, as called for in VISION 2040 • There is room for improvement on transit-supportive densities and uses within walking distance of transit • Some gaps in support for and implementation of GTC Strategy • A number of regional and local centers have not yet attracted new development at a scale envisioned locally or in VISION 2040
UGAS AND ANNEXATION	
<ul style="list-style-type: none"> • County plans and countywide procedures and criteria developed in coordination with cities helped to maintain relatively stable urban growth area (UGA) boundaries • Counties report playing more active role in working with cities toward affiliation of all appropriate urban unincorporated areas and on annexation and/or potential incorporation 	<ul style="list-style-type: none"> • Counties have struggled to achieve full affiliation of urban unincorporated areas for future annexation or incorporation • Counties face barriers to achieving annexation of urban unincorporated areas, citing lack of interest by cities, revenue issues, and insufficient tools to achieve annexation under state law
OTHER	
<ul style="list-style-type: none"> • VISION 2040 and the RGS provided a framework that helped prioritize local resources, such as capital facilities investments 	

Housing

Successes	Challenges
COMMUNITY SUPPORT	
<ul style="list-style-type: none"> Local elected leaders had a high level of interest in housing/affordability issues 	<ul style="list-style-type: none"> Community concern over perceptions of density and subsidized housing
NEEDS ASSESSMENT	
<ul style="list-style-type: none"> Plans included data-rich housing needs assessments that helped to inform policies Updated housing needs assessment using common data allowed for greater interjurisdictional coordination, facilitated by subregional coalitions and agency staffing (ARCH, AHA, public health, non-profits) 	<ul style="list-style-type: none"> Future housing needs (# units, types, affordability levels) not always clearly specified in plans Lack of clarity in how many local plans addressed both local housing needs vs. share of regional or countywide need
HOUSING SUPPLY AND DIVERSITY	
<ul style="list-style-type: none"> Local plans provide sufficient capacity for overall countywide housing demand, as reflected in growth targets Plans support a diversity of housing types – senior housing, multifamily, innovative infill 	<ul style="list-style-type: none"> While policies have been adopted to diversify housing stocks, housing supply remains predominantly SF detached in many areas
AFFORDABLE HOUSING TOOLS	
<ul style="list-style-type: none"> New tools have been adopted to encourage housing affordability, e.g., multifamily tax exemption, incentive and inclusionary zoning, streamlined regulations 	<ul style="list-style-type: none"> Specification of housing tools TBD in future work to develop local housing strategies In the aggregate, housing subsidies fall far short of needs There is a need for multijurisdictional financing tools, e.g., a regional / subregional levy Local efforts to encourage/fund housing are piecemeal; there is a need for leveraged multijurisdictional efforts, such as ARCH, in other parts of the region Guidance on affordable housing tools should be tailored to larger vs. smaller cities
OTHER	
	<ul style="list-style-type: none"> Market demand for single family homes is high, but plans generally accommodate growth in multifamily housing While mobile home parks are acknowledged as a key form of existing affordability, there are issues around condition, public safety, and preservation of these units Difficult to preserve existing affordable housing, or respond to renters displaced when units upgraded and rents raised

Transportation

Successes	Challenges
COORDINATION	
<ul style="list-style-type: none"> Greater collaboration among cities, counties, and transit agencies 	<ul style="list-style-type: none"> Traffic and capacity impacts from neighboring jurisdictions have not adequately been addressed
Transit Oriented Development	
<ul style="list-style-type: none"> Plans evidenced a greater integration of land use and transit planning Designated centers and station areas were priority locations for transportation improvements 	<ul style="list-style-type: none"> Displacement of affordable housing from transit served areas creates challenges for transit agencies to serve transit-dependent populations and maintain ridership on some routes First and last mile connections to transit and non-motorized facilities Underserved areas persist, lacking good access to transit and non-motorized infrastructure
NON-MOTORIZED	
<ul style="list-style-type: none"> Plans showed a greater focus on non-motorized transportation, including a focus on active transportation and links to health, partnerships with health departments Safe Routes to School and Complete Streets were also concepts advanced by a number of plans 	<ul style="list-style-type: none"> Bicycle and pedestrian improvements not always clearly indicated in 20-year project lists and financing plan
FINANCING	
<ul style="list-style-type: none"> Strong examples of multi-year transportation financing strategies 	<ul style="list-style-type: none"> Uneven degree of completeness of multi-year financing strategies in local plans Analysis in plans showed significant gaps between costs of needed improvements and anticipated revenues over the 20-year planning period Staff resources and expertise needed to bundle grants and funding for individual projects PSRC policies and funding processes prioritize urban areas, overlook needs related to rural roads and transit that serve smaller communities Insufficient funding for system maintenance as well as capacity projects

Successes	Challenges
LOS AND CONCURRENCY	
<ul style="list-style-type: none"> • New analytic and planning tools used to define multimodal concurrency • Level of service standards helped to identify gaps in networks and services, provided basis for investment priorities 	<ul style="list-style-type: none"> • Multimodal LOS standards and concurrency management remained challenging for many jurisdictions
OTHER	
<ul style="list-style-type: none"> • PSRC models provided helpful data on current and future transportation demand 	<ul style="list-style-type: none"> • Freight poses unique challenges and funding needs, especially for jurisdictions with or adjacent to ports and concentrations of warehousing and related industrial uses • Ferry service has a strong influence on land use, housing, and jobs in Kitsap County, and should be prioritized regionally
Environment	
Successes	Challenges
LID	
<ul style="list-style-type: none"> • Low Impact Development (LID) successfully integrated in many plans 	<ul style="list-style-type: none"> • Planning and funding for stream and shoreline restoration, including hydrological function • LID costly to implement, leading to resistance from developers and residents
OPEN SPACE AND TREES	
<ul style="list-style-type: none"> • Tree retention, urban canopy protection and enhancement • A number of plans emphasized steps to complete open space networks, including trails and environmentally sensitive areas 	<ul style="list-style-type: none"> • Coordination of critical areas and open space planning with adjacent jurisdictions
CLIMATE CHANGE	
<ul style="list-style-type: none"> • Climate change mitigation – strategies for carbon and greenhouse gas reductions - regional policies and guidance helped to support local incorporation of this topic in plan updates, including policies related to municipal facilities and operations • Climate change adaptation was an emerging topic addressed in a number of plans 	<ul style="list-style-type: none"> • Climate change is politically controversial – need for more information/education for communities and elected officials • Limited resources and tools for implementation of climate resilience policies • Gap between climate change policy objectives and resources (limited) available to smaller or lower-income communities • On the topic of climate change, lack of clear connection between local actions (limited) and having a regional impact (big picture)
OTHER	
	<ul style="list-style-type: none"> • Coordinating federal and state requirements a challenge for local jurisdictions • Environmental policies silo'd, need to better integrate with economic development, health, land use, etc.

Public Services

Successes	Challenges
COORDINATION	
<ul style="list-style-type: none"> • Coordination among various local government departments 	
SEWERS	
<ul style="list-style-type: none"> • Plans addressed regional policy on need to provide new and existing urban development with sanitary sewers 	<ul style="list-style-type: none"> • Financial challenges to provide sewer service, particularly in smaller jurisdictions surrounded by rural areas
CAPITAL IMPROVEMENTS	
<ul style="list-style-type: none"> • Plans defined Level of Service (LOS) for public services as means to identify gaps and prioritize capital improvements 	<ul style="list-style-type: none"> • Small cities struggle with long term costs of maintenance – stormwater, small parks, open space tracts, local streets – and are looking at alternative models, such as private ownership
OTHER	
<ul style="list-style-type: none"> • Generally strong policies on water and energy conservation and facility siting 	<ul style="list-style-type: none"> • Finding sites for new schools in the UGA remains challenging due to cost of land and existing portfolio of district properties in the rural area

Economic Development

Successes	Challenges
ECONOMIC DEVELOPMENT ELEMENT	
<ul style="list-style-type: none"> • Economic development incorporated in all plans • Economic development elements were generally strong and tailored to the local context and vision • Integration with place-making tools for land use and capital facilities • Generally, greater political support to develop long-range economic plans and policies • Good use of limited staff resources to devote to economic development policies, incorporated in existing plan element if not resources for separate chapter 	<ul style="list-style-type: none"> • Less focus and priority on optional elements, like economic development
COLLABORATION	
<ul style="list-style-type: none"> • Plan updates an opportunity for collaboration with other agencies and major employers 	
STRATEGIES	
<ul style="list-style-type: none"> • Focus on economic stability 	<ul style="list-style-type: none"> • Limited economic incentive tools are available at the local level
OTHER	
<ul style="list-style-type: none"> • Tie-in with Regional Economic Strategy, which is higher level and focused on industry clusters • Not all communities have benefited equally from regional prosperity gains • Difficult to shift jobs-housing balance when the majority of jobs are located in Seattle and King County and affordable housing is located in suburban communities • Determinants of health related to economy not addressed in plans 	

Process

Successes	Challenges
TECHNICAL ASSISTANCE	
<ul style="list-style-type: none"> • VISION 2040 and Plan Review Manual widely used in local plan updates • Guidance materials were helpful to local updates, particularly on new policy topics • PSRC data support – forecasting, census, and other technical products • Proactive approach on early outreach to local governments sent message that PSRC was a partner in the process 	<ul style="list-style-type: none"> • Some data and guidance papers were not available until late in the update process
CERTIFICATION REVIEW	
<ul style="list-style-type: none"> • 74 plans certified in compressed timeline, ahead of regional competition for transportation funds • Recommendations in certification reports provided support for ongoing planning and implementation 	<ul style="list-style-type: none"> • Compressed time frame for regional review • Reporting tool hard to use, and many jurisdictions did not submit a complete reporting tool • Lack of coordination between Commerce and PSRC – need to clarify GMA vs. PSRC requirements, role of the agencies, SEPA • Some cities do not feel like partners in the process – need more “carrot”, less “stick” • Inconsistent comments on draft and adopted versions of plans, in particular new issues that arose only in the certification report • Lack of clarity in the draft review letters and certification reports regarding what were requirements versus recommendations • It is not clear how criteria to certify plans relate or align with criteria for awarding project funding from PSRC • Lack of clear timeline for comments and certification, need more precise procedure with associated dates • Conditional certifications don’t take into account local costs, especially for modeling and analysis • Local follow through on “recommendation for further work” in certification reports hampered by need to address through contract staffing – due to limited resources, this is focused on major updates, not annual

Successes	Challenges
OTHER	
<ul style="list-style-type: none"> • PSRC staff were very responsive and easy to work with 	<ul style="list-style-type: none"> • Timing of countywide targets, buildable lands reports, and plan updates did not align (due to recession and legislative change)

Resources Needed

While “Resources Needed” was not a discussion topic, a number of the comments fall into this category. Participants expressed a need for additional guidance and technical assistance in new and emerging policy areas such as non-motorized transportation and climate change. Additional resources are also needed to help meet federal and state environmental requirements.

Local jurisdiction staff expressed the need for assistance with the following:

- Financial / cost-benefit analysis for different travel modes, especially non-motorized transportation
- More hands-on assistance with transportation modeling and analysis
- Analysis on effects of annexation on the transportation system performance and financing
- More guidance and assistance on how to set multimodal level of service and employ in concurrency management
- Guidance and data to increase efficiencies, such as by reducing redundancy in utilities and public services
- Guidance on planning for natural hazards
- Urban forestry management plan technical assistance
- Environmental mapping, including filling in gaps in existing data
- Tools to address climate change at the local level
- Tools that meet the unique planning needs of counties