



SHORELINE CITY COUNCIL STUDY SESSION

Tuesday, January 18, 2011
7:00 p.m.

Council Chamber · Shoreline City Hall
17500 Midvale Avenue N.

	<u>Page</u>	<u>Estimated Time</u>
1. CALL TO ORDER		7:00
2. FLAG SALUTE/ROLL CALL		
3. CITY MANAGER'S REPORT AND FUTURE AGENDAS		
4. COUNCIL REPORTS		
5. PUBLIC COMMENT		
<i>Members of the public may address the City Council on agenda items or any other topic for three minutes or less, depending on the number of people wishing to speak. The total public comment period will be no more than 30 minutes. If more than 15 people are signed up to speak, each speaker will be allocated 2 minutes. When representing the official position of a State registered non-profit organization or agency or a City-recognized organization, a speaker will be given 5 minutes and it will be recorded as the official position of that organization. Each organization shall have only one, five-minute presentation. Speakers are asked to sign up prior to the start of the Public Comment period. Individuals wishing to speak to agenda items will be called to speak first, generally in the order in which they have signed. If time remains, the Presiding Officer will call individuals wishing to speak to topics not listed on the agenda generally in the order in which they have signed. If time is available, the Presiding Officer may call for additional unsigned speakers.</i>		
6. STUDY ITEMS	-	
(a) <u>Transit Task Force Recommendations</u>	<u>1</u>	7:10
(b) <u>Council Direction on the Scope, Objectives, Format, and Schedule for the Comprehensive Plan Update</u>	<u>15</u>	7:40
7. ADJOURNMENT	-	10:00

The Council meeting is wheelchair accessible. Any person requiring a disability accommodation should contact the City Clerk's Office at 801-2231 in advance for more information. For TTY service, call 546-0457. For up-to-date information on future agendas, call 801-2236 or see the web page at www.shorelinewa.gov. Council meetings are shown on Comcast Cable Services Channel 21 and Verizon Cable Services Channel 37 on Tuesdays at 12 noon and 8 p.m., and Wednesday through Sunday at 6 a.m., 12 noon and 8 p.m. Online Council meetings can also be viewed on the City's Web site at <http://shorelinewa.gov>.

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CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE: Discussion Regarding Regional Task Force Recommendations
DEPARTMENT: City Manager's Office
PRESENTED BY: Scott MacColl, Intergovernmental Relations Manager

PROBLEM/ISSUE STATEMENT:

The Regional Transit Task Force (RTTF) has completed its work and provided its recommendations to the King County Executive and County Council. The next step is for Metro to take the recommendations and implement those concepts as part of Metro's Comprehensive Plan and Strategic Plan updates that are due in 2011. Staff is proposing that the Council authorize the Mayor to sign on behalf of the Council a letter of support for the recommendations to better ensure their implementation.

This is part of a broader strategy to build support with other cities to ensure implementation of the recommendations. This support is necessary as there are cities to the east and south that want to retain the existing method of allocating new transit hours. Kirkland and Issaquah have already submitted letters of support (copies are attached), with Seattle, Bellevue and Shoreline in the works.

The next step is for Metro to present their draft Comprehensive and Strategic Plans to the King County Regional Transit Committee (RTC) in late February. The letter of support will provide Shoreline's elected officials the ability to comment as a city in support, particularly if the Suburban Cities Association caucus of the RTC votes an opposing or less supportive position (as SCA RTC members are bound to vote as a bloc).

RECOMMENDATION

Staff recommends that Council approve the Mayor signing on Council's behalf the attached letter of support for the RTTF Recommendations.

Approved By: City Manager  City Attorney _____

INTRODUCTION

The Regional Transit Task Force (RTTF) has completed its work and provided its recommendations to the King County Executive and County Council. The next step is for Metro to take the recommendations and implement those concepts as part of Metro's Comprehensive Plan and Strategic Plan updates that are due in 2011. Staff is proposing that the Council authorize the Mayor to sign on behalf of the Council a letter of support for the recommendations to better ensure their implementation.

This is part of a broader strategy to build support with other cities to ensure implementation of the recommendations. This support is necessary as there are cities to the east and south that want to retain the existing method of allocating new transit hours. Kirkland and Issaquah have already submitted letters of support (copies are attached), with Seattle, Bellevue and Shoreline in the works.

The next step is for Metro to present their draft Comprehensive and Strategic Plans to the King County Regional Transit Committee (RTC) in late February. The letter of support will provide Shoreline's elected officials the ability to comment as a city in support, particularly if the Suburban Cities Association caucus of the RTC votes an opposing or less supportive position (as SCA RTC members are bound to vote as a bloc).

BACKGROUND

The RTTF was appointed by the King County Council in early 2010, with representatives of local governments, business, labor, and transit riders. Councilmember Eggen was appointed as one of two representatives from SeaShore, or the west subarea of the county. The RTTF was formed to address Metro's near term funding gap and to suggest strategies regarding the long term structural funding problem.

The goal of the task force was to develop and recommend a policy framework that considers the key system design factors for King County Metro Transit. The policy framework that was recommended by the task force to the Executive and council included the following elements:

- Concurrence with or proposed changes to the vision and mission of King County Metro;
- Criteria for systematically growing the transit system to achieve the vision;
- Criteria for systematically reducing the transit system should resources not be available to sustain the King County transit system;
- Strategies for increasing efficiency of the transit system; and
- State and federal legislative agenda strategies to achieve the vision.

The original intent was for the RTTF to complete their work in time to affect the 2011 budget. However, the King County Council extended the deadline into October to allow the RTTF to finish their work. The Executive has said that Metro will take the recommendations and develop proposed Guidelines, performance measures, and plans as part of Metro's Comprehensive Plan and Strategic Plans.

The next step is for Metro to present their draft Comprehensive and Strategic Plans to the King County Regional Transit Committee (RTC) in late February. The letter of support will provide Shoreline's elected officials the ability to comment as a city, particularly if the Suburban Cities Association caucus of the RTC votes an opposing or less supportive position.

RECOMMENDATION

Staff recommends that Council approve the Mayor signing on Council's behalf the attached letter of support for the RTTF Recommendations.

ATTACHMENTS

- A: Draft Shoreline RTTF Recommendation Support Letter
- B: Regional Transit Task Force Executive Summary
- C: Kirkland Support Letter
- D: Issaquah Support Letter

DRAFT DRAFT DRAFT DRAFT

January 7, 2011

The Honorable Dow Constantine
King County Executive
401 Fifth Avenue, #800
Seattle WA 98104

The Honorable Larry Gosset
Chair, King County Council
516 3rd Ave., Room 1200
Seattle WA 98104

RE: Regional Transit Task Force Recommendations

Dear Executive Constantine and Council Chair Ferguson,

On behalf of the Shoreline City Council, I wish to express our support for the Regional Transit Task Force (RTTF) Recommendations presented to the King County Council on November 8, 2010. We feel that these recommendations provide a fair and rational approach to allocating transit service now and into the future.

As you know, Councilmember Chris Eggen participated on the RTTF on behalf of the SeaShore Transportation Forum and Shoreline. The task force members met numerous times over the last six months, addressing many thorny political issues along the way. We thank the Task Force members for their work, and commend them for their thoughtful consideration of all the issues responding to the financial shortfall and the need to develop a reasonable and fair approach for reducing as well as growing the system.

In particular, we support emphasizing productivity and social equity when providing for service growth or reduction, and developing clear and transparent guidelines for making those decisions. We also believe that the identified principles provide a clear and rational approach to developing service guidelines. However, these recommendations are not mutually exclusive; they are a package and all must be utilized in order to provide the necessary framework for success.

We hope to provide additional input as those measures are considered by the Regional Transit Committee and the King County Council in 2011. Thank you for the opportunity to comment, and we look forward to working with you and Metro as these recommendations are developed into more detailed measures.

Sincerely,

Keith McGlashan, Mayor
On behalf of the Shoreline City Council

December 7, 2010



Eastside Transportation Partnership
c/o Mayor Don Gerend, chair
801 228th Ave SE
Sammamish, WA 98075

To advance and encourage the discussion at ETP, the City of Kirkland offers the following comments on the Metro Transit Task Force Report. Considering the report as a whole, the City of Kirkland is supportive of the Report conclusions.

The recommendation that has generated the most interest among ETP members is Recommendation 3. Recommendation 3 states that productivity, social equity and geographic value should be the priorities that guide service allocation. We support this approach. The use of a productivity metric to support land use, economic development and sustainability -- both environmental and fiscal-- are particularly important. Kirkland has adopted similar principles to guide our transportation policy making. How the guidelines are implemented is vital to their success. We recognize that the details of implementation are therefore critical to many of the communities in the ETP. Like those communities, we will be very attentive to how the details affect our city. We look forward to reviewing the work and interacting with the Regional Transit Committee as they begin to translate policy guidance into a service allocation strategy.

In addition, we believe that tax equity should be one of the factors that determine how service is allocated. Including tax equity as a component of the geographic value measure plus the other measures described on pages 24 through 26 of the report provides a reasonable basis for service allocation decisions. We support the recommendations of the Task Force as a better multidimensional allocation strategy than use of the 40/40/20 formula.

As the ETP considers its legislative agenda, the City of Kirkland recommends inclusion of Task Force Recommendation 6, seeking the legislature's aid in developing a sustainable funding source for Metro. We expect, as stated in the report, that a legislative approach may take several sessions before an acceptable, long-term, sustainable mechanism is developed. It is important to start the legislative conversations now to address the issue and to set the parameters for a solution.

The City of Kirkland appreciates the Task Force's difficult charge to restructure transit service and acknowledges the diligent work done to date. We look forward to productive discussions of the recommendations at upcoming ETP meetings.

Sincerely,

Kirkland City Council

A handwritten signature in black ink that reads "Joan McBride". The signature is fluid and cursive, with the first name "Joan" written in a larger, more prominent script than the last name "McBride".

By Joan McBride, Mayor

December 20, 2010

The Honorable Dow Constantine
King County Executive
401 Fifth Avenue, #800
CNK-EX-0800
Seattle, WA 98104



PO Box 1307, Issaquah, WA 98027

Ava Frisinger, Mayor
(425) 837-3020 / FAX (425) 837-3029
mayor@ci.issaquah.wa.us

The Honorable Bob Ferguson
Chair, King County Council
516 Third Avenue, Rm. 1200
Seattle, WA 98104

RE: Letter of Support for the King County Regional Transit Task Force Recommendations

Dear Executive Constantine and Chair Ferguson:

The City of Issaquah would like to provide their unqualified support for the final report and recommendations of the Regional Transit Task Force (RTTF). We would also like to thank the RTTF for the significant amount of work that went into creating the recommendations as provided in the report. Implementing the policy framework that was developed will be a benefit for all those who use and depend on Transit in King County and will result in an integrated regional transit system for now and into the future.

We would like to highlight recommendations 3 and 5 which we believe are significant. We fully support the approach outlined in recommendation 3 and the emphasis on productivity, social equity and geographic value as the foundation for all future service allocation decisions. This is particularly important to be able to optimize efficiency of transit service for people with destinations to their employment, activity and residential centers, those in most need of transit, and to create a system that has a fair distribution of service throughout the county.

Lastly, Recommendation 5 puts emphasis on various principles to be applied to the development of the service guidelines that include transparency, clarity and measurability; use of the system design factors; flexibility to address dynamic financial conditions; integration with the regional transportation system; and development of performance thresholds as the basis for decision-making on network changes.

We would like to extend our appreciation to the hard work of the RTTF to complete this report. We look forward to continued discussions on the guidelines that are to be developed. Thank you for the opportunity for us to provide you our comments.

Sincerely,

A handwritten signature in cursive script that reads "Ava Frisinger".

Ava Frisinger
Mayor

A handwritten signature in cursive script that reads "John Traeger".

John Traeger
Council President

cc: Eastside Transportation Partnership C/O Don Gerend, Chair
Sally Marks, King County Department of Transportation
Bob Brock, Director of Public Works Engineering
Gary Costa, Transportation Manager
Day File

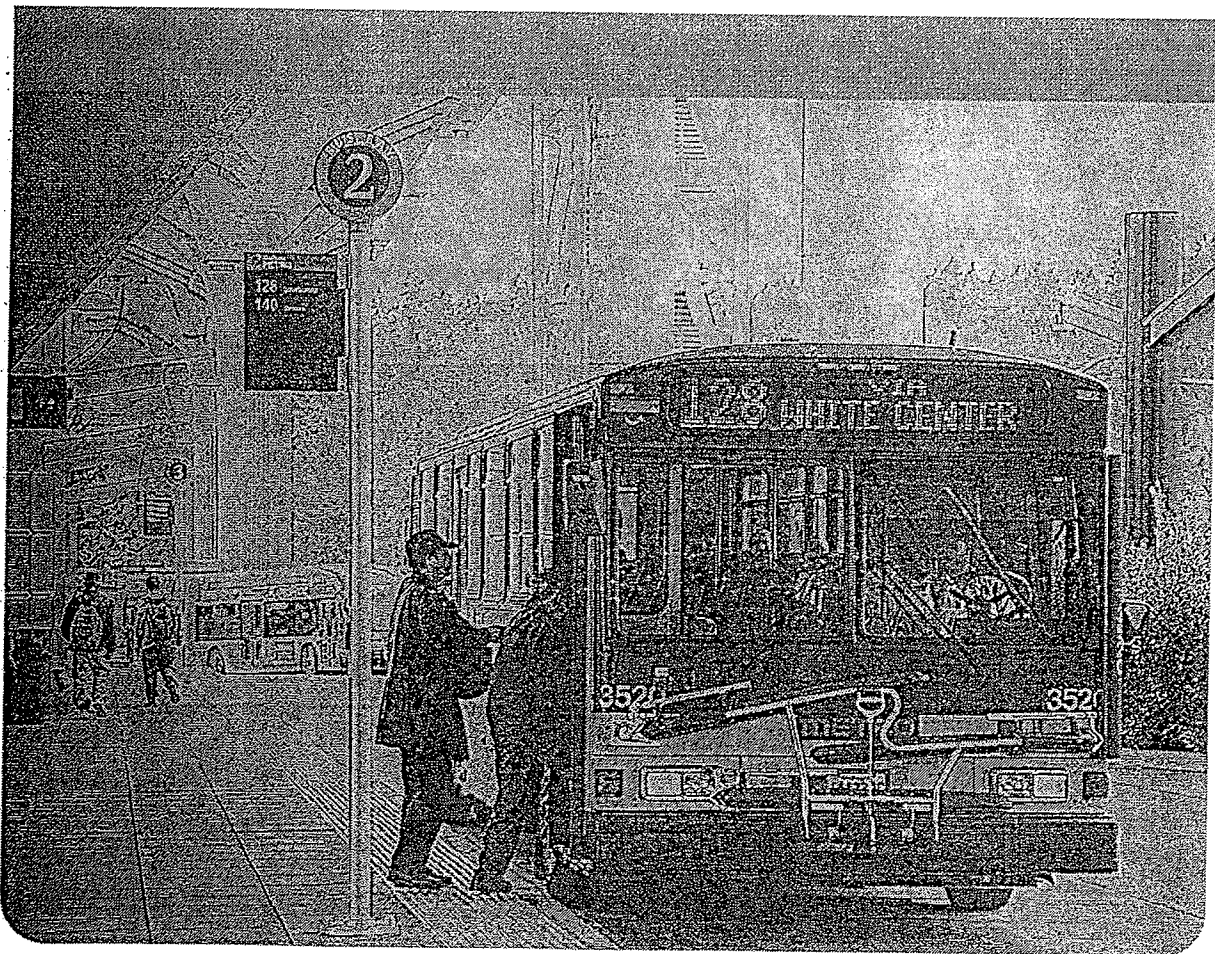


King County

KING COUNTY REGIONAL TRANSIT TASK FORCE

Executive Summary of Final Report

October 2010





King County

FOR INFORMATION, CONTACT:

Victor Obeso, Manager, Service Development

Metro Transit Division

Department of Transportation

KSC-TR-0422

201 S. Jackson Street, Seattle, WA 98104-3856

(206) 263-3109

www.kingcounty.gov/TransitTaskForce

10142-RTTF2010/dot/comm/sd/jp

Alternative Formats Available

206-263-5277 TTY Relay: 711



Executive Summary

Background

Task Force Charge and Process

The King County Council and Executive formed the Regional Transit Task Force in February 2010 to consider a policy framework for the potential future growth and, if necessary, contraction of King County's transit system. The County Council asked the task force to consider six transit system design factors, to which the task force added a seventh: environmental sustainability (see box).

Key Transit System Design Factors

1. Land use
2. Social equity and environmental justice
3. Financial sustainability
4. Geographic equity
5. Economic development
6. Productivity and efficiency
7. Environmental sustainability

The 28 task force members were selected to represent a broad diversity of interests and perspectives. Three *ex officio* members represented King County Metro Transit, Sound Transit and the Washington State Legislature. An Executive Committee (County Executive and three County Council members) ensured that the task force carried out its approved work plan. Metro's Manager of Service Development served as the project manager. An Interbranch Working Group supported the Executive Committee and task force's work. Cedar River Group was hired to facilitate the process. The task force created two subgroups of task force members to delve into performance measures and cost control/efficiencies.

The task force met from March through October 2010. The task force used a consensus-based decision-making approach, defining consensus as "all members can support or live with the task force recommendations." The task force agreed that if consensus was not unanimous, the differences of opinion would be included with the final recommendations. Task force meetings were open to the public. The task force set aside time in each meeting for public comment and reviewed comments submitted on its website.

The County Council and Executive created the task force as a result of several factors. A severe recession that struck the Puget Sound region and the nation in late 2008 has changed the road ahead for Metro. The precipitous decline in economic activity led to a dramatic fall in sales tax receipts. Since 62 percent of Metro's operating revenue comes from sales taxes, the drop in receipts has had a big impact. At the same time, Metro's ridership has grown significantly, and public expectations remain high. Also in 2008, the Puget Sound Regional Council (PSRC) developed the *Vision 2040* and *Transportation 2040* plans for long-term growth and mobility of the region. These plans project a 42 percent increase in King County's population and a 57 percent increase in jobs from 2000 to 2040,

with most of this growth occurring in the county's 12 largest cities. The plans call for an aggressive strategy to expand transit services to support that growth.

In developing the 2010-2011 biennium budget, Metro and King County were able to avoid large reductions in transit service by making difficult choices and trade-offs, along with some temporary, one-time fixes. However, based on the County's revenue forecast through 2015, dramatic transit service reductions will be needed beginning in 2012.

Metro and Regional Overview

In early meetings, the task force learned about Metro's work and budget, the regional transit system, and regional employment and population forecasts.

Metro Services. King County Metro Transit is the biggest public transportation agency in

Themes from Task Force Discussions

- **Regional Perspective:** Strike a balance among the best interest of the region as a whole, the needs of Metro riders, and the interests and needs of local communities.
- **Transparency:** Decision-making must be clear, consistent, and based on criteria and objectives that are clear to the public.
- **Efficiency:** Metro and King County must achieve greater efficiencies in transit operations, plans for new service, and in administration of the system.
- **Balanced Approach:** To avoid reductions in transit services and to meet future demand will require a combination of expense reductions, efficiencies and securing new revenues.
- **Performance Based:** Use tools, decision processes, and reporting that allow all interested parties to evaluate performance.

Washington state and one of the 10 largest bus systems in the nation. In 2009 Metro carried approximately 112 million riders (boardings) on 220 fixed routes connecting multiple centers throughout the county. Dial-a-Ride (DART) service operates on a route with some fixed time points, but deviates to pick up or drop off passengers. Metro serves 130 park-and-ride facilities with more than 25,000 parking stalls. Use has been at 74 percent since 2002. Metro operates one RapidRide bus rapid transit (BRT) line, with five more planned to start service between 2011 and 2013 with frequent, all-day service in busy transit corridors. Metro operates a 1.3-mile transit tunnel in downtown Seattle that is served by buses and Sound Transit's Link light rail. Metro also serves 13 transit centers and operates service out of seven transit bases. Metro has approximately 69 lane-miles of overhead two-way wire for electric trolleybuses, which serve almost one-fifth of Metro ridership. Metro's fleet is operated by nearly 2,700 full- and part-time drivers. Service for riders with

disabilities or special needs includes: accessible service on fixed routes; contracted American with Disabilities Act (ADA) paratransit van service (Access); vans operated by local nonprofits (Community Access Transportation – CAT); and taxi scrip. Metro's vanpools serve 6,100 people on an average weekday in more than 1,000 vans. Metro supports the regional Ridematch program for vanpools and carpools. Metro's services to employers include commute trip reduction (CTR), pass sales, and a Custom Bus Program.

Partnership Agreements. Metro has created agreements with local businesses and jurisdictions to help support increased levels of transit service. In return for various partner actions, such as payments to support operating costs, investments to enhance transit speed and reliability, or enhancements to passenger facilities, Metro provides increased levels of service.

Customer Satisfaction. Overall rider satisfaction has remained relatively strong in the past decade, with 93 percent of riders "very" or "somewhat" satisfied (slightly lower in the south county planning area).

Integrated Regional Transit System. Seven other transit agencies serve riders in the central Puget Sound region: Community Transit (Snohomish County), Pierce Transit, Sound Transit (King, Snohomish and Pierce county urban areas), Washington State Ferries, City of Seattle (monorail and South Lake Union Streetcar), Everett Transit, and Kitsap Transit. Metro works closely with these agencies on planning, operations, fare coordination, joint facility construction, and major project implementation. Metro operates some Sound Transit Regional Express bus service, Link light rail, and Seattle's South Lake Union Streetcar.

Metro's Budget. Metro's 2010-2011 biennial operating budget includes \$968 million in revenues and \$1.2 billion in expenses. Most of the operating revenue (62 percent) is from a local options sales and use tax. The sales tax rate, 0.9 percent, is the maximum currently available to local transit agencies. Another 26 percent of Metro's revenue comes from fares. The largest operating expense category (65 percent) is for the personnel who provide Metro's services and programs. Nine percent of operating expenses are for King County government overhead charges and services from other County departments. Metro's capital program for 2009-2015 totals \$1.28 billion, of which 59 percent is for fleet replacement.

Challenge Facing Metro. Metro took action in the 2008-2009 mid-biennial budget process to cut the capital program by more than \$65 million, freeze hiring, reduce 19 full-time and 7 limited-term positions, and raise transit and paratransit fares. (Metro had eliminated 27 full time and term-limited staff positions in 2007, and approved the first of four fare increases between 2008 and 2011.) With the 2010-2011 biennial budget, Metro's plan included increasing fares, eliminating 70 staff positions, cutting bus service by 75,000 hours, deferring bus service expansion, reducing operating reserves for four years, using fleet replacement reserves, and implementing schedule efficiencies estimated to save 125,000 hours. Between 2009 and 2015, Metro projects a revenue shortfall of \$1.176 billion. Without other actions, this would mean cutting 400,000 hours of existing service by 2013, and another 200,000 hours by 2015.

National, Regional and State Trends. Transit agencies across the nation face similar funding crises and have had to make tough choices. In our region, Intercity Transit (Olympia), Community Transit, Pierce Transit and Sound Transit all are making program adjustments or service cuts. Two (Intercity and Pierce) have sought or will seek voter approval of sales tax increases. The Joint Transportation Committee of the legislature is studying the state's role in public transportation, with a final report due in mid-December 2010.

Recommendations

Recommendation 1: Metro should create and adopt a new set of performance measures by service type, and report at least annually on the agency's performance on these measures. The performance measures should incorporate reporting on the key system design factors, and should include comparisons with Metro's peer transit agencies.

Performance measures will help the public, Metro managers and King County decision makers understand if the transit system is meeting operational and policy objectives. As an evaluation tool, performance measures will help Metro understand how it might improve transit system performance, and establish a strong rationale for difficult policy choices. Regular reporting on the performance measures will aid in transparency. The frequency of reporting should be identified when the measures are adopted, but should be at least annually. (There may be different reporting frequencies for some of the performance measures.)

The task force subgroup on performance measures worked with Metro staff to develop an initial example of metrics for overall system performance and easy-to-understand reporting. The task force recommends that Metro continue developing performance measures using this model. The task force suggests that Metro develop performance measures for all of Metro's operations (e.g., customer service, vehicle maintenance, etc.). The task force supports Metro's suggestion to include recommendations for the performance measurement system in Metro's Comprehensive and Strategic Plans to be submitted to the County Council by February 2011.

Recommendation 2: King County and Metro management must control all of the agency's operating expenses to provide a cost structure that is sustainable over time. Cost-control strategies should include continued implementation of the 2009 performance audit findings, exploration of alternative service delivery models, and potential reduction of overhead and internal service charges.

The task force believes that Metro's financial model, with current revenue sources and Metro's expense structure, is not sustainable over the long-term. The task force recommends effort in three areas:

- Continue to follow up on the 2009 King County Performance Audit recommendations to further reduce costs, create efficiencies and implement savings strategies. Provide regular updates on progress and the expected timetable for implementation.
- Explore opportunities for alternative service products and service delivery models (e.g., carpools, vanpools, DART, taxi scrip, CAT and Access paratransit), including contracting out for some underperforming fixed-route services. Any contracting out should be consistent with broad labor harmony principles.
- King County should clearly explain how and why overhead and internal service charges are allocated to Metro and County departments, and continue to explore ways to reduce overall overhead and internal service charges.

Recommendation 3: The policy guidance for making service reduction and service growth decisions should be based on the following priorities:

- 1) **Emphasize productivity due to its linkage to economic development, land use, financial sustainability, and environmental sustainability**
- 2) **Ensure social equity**
- 3) **Provide geographic value throughout the county.**

Task force members concluded that one overarching statement of policy direction and one approach to implementation of that policy should guide all service allocation decisions. They recommend that the policy statements they have crafted and the recommended use of guidelines and performance measures should provide the foundation for all future service allocation decisions, including service reductions, service growth, service restoration, and the ongoing maintenance of transit services in response to changes in system demand or route performance. The approach represents a fundamental change in the way transit service allocation decisions are made by King County (see box on p. 5).

The task force concluded that one of the transit design factors, productivity and efficiency, has a strong correlation to several of the other factors—land use, economic development and financial sustainability and environmental sustainability. As a result, the task force is recommending a new policy framework to make service allocation decisions. The intent is to optimize efficiency of transit services, deliver people to employment, activity and residential centers, meet the needs of those that are most dependent on transit, and create a system that is a fair distribution of service throughout the county.

Recommended Policy Direction Would Replace Existing Policy Guidance for Service Growth and Reduction

The current policy for transit service growth and reduction is based on three King County subareas (east, west and south) and was established in Metro's 2002-2007 Six-Year Transit Development Plan.

For service growth, every 200,000 hours of new transit service is to be allocated with 40 percent to the east subarea, 40 percent to the south, and 20 percent to the west. This is called the 40/40/20 policy.

Any systemwide service reductions are to take place in proportion to each subarea's share of the total service investment. Based on the current hours of service in each subarea, 62 percent of the reduction would have to come from the west subarea, 21 percent from the south and 17 percent from the east. This is commonly called the 60/20/20 policy.

Recommendation 4: Create clear and transparent guidelines to be used for making service allocation decisions, based upon the recommended policy direction.

Task force members concluded that a new approach to decision-making is needed. Members felt strongly that stakeholders need to understand the basis for service allocation decisions, and how those decisions will be evaluated and adjusted over time. It is essential to this new policy direction to develop and adopt service guidelines, along with the performance measures recommended above.

Service guidelines establish the objective metrics for making service allocation decisions. Guidelines will help the public, Metro and King County decision makers determine the appropriate level and type of service for different corridors and destinations, and for employment and population densities throughout the county. The task force supports Metro's proposal to incorporate newly developed guidelines into Metro's Comprehensive and Strategic Plans to be submitted to the County Council in February 2011.

Recommendation 5: Use the following principles to provide direction for the development of service guidelines.

The task force did not develop recommended guidelines. They did, however, create a set of principle statements that should be used to shape the creation of the guidelines. The following principles should apply to all guidelines:

- Transparency, clarity and measurability
- Use of the system design factors
- Flexibility to address dynamic financial conditions
- Integration with the regional transportation system
- Development of performance thresholds as the basis for decision-making on network changes (e.g., load factor on bus routes, see p. 28).

Metro staff created conceptual scenarios and example guidelines for service reduction using the draft policy guidance. The approach involved three steps: (1) eliminating the least productive routes; (2) assessing the impact of step 1 and adjusting based on social equity, system connectivity, and geographic coverage; and (3) identifying opportunities for efficiencies. In a similar exercise for service growth, the task force identified two types of future growth: (a) response to ridership demand (to address over-crowded bus routes), and (b) support for regional growth (to connect identified population, employment and activity centers).

Recommendation 6: King County, Metro, and a broad coalition of community and business interests should pursue state legislation to create additional revenue sources that would provide a long-term, more sustainable base of revenue support for transit services. To build support for that work, it is essential that King County adopt and implement the task force recommendations, including use of the service guidelines and performance measures, and continue efforts to reduce Metro's operating costs.

The task force concluded that long-term, sustainable revenues for transit service are needed, given the dramatic fluctuations in Metro's primary source of revenue (sales tax), the size of likely service reductions over the next five years, transit's importance to economic recovery, and the need for transit to support the expected growth in population and employment. The task force identified three characteristics for a successful long-term revenue strategy: diversity of revenue sources, sufficient size of revenue source to address long-term needs, and flexibility to include a statewide and/or a local revenue source.

King County and Metro should create a coalition of partners to begin immediately to inform state legislative leaders about the breadth of the potential service reductions facing the Metro system, the task force recommendations, and the actions Metro and King County are taking to address the anticipated revenue shortfall. It may take several legislative sessions to secure support for a long-term, sustainable funding initiative.

Recommendation 7: Metro staff should use the task force recommendations and discussions as the framework for revising Metro's current mission statement, and creating a vision statement (as one does not now exist). Both draft statements should be included in the draft Comprehensive and Strategic Plans scheduled to be submitted to the County Council in February 2011.

Conclusion

The task force has created consensus recommendations that reflect a new policy direction for allocation decisions for transit service reduction and future service growth. The task force also has recommended a method for decision-making that will result in greater clarity, transparency and perceived fairness in decisions allocating Metro transit services.

CITY COUNCIL AGENDA ITEM
CITY OF SHORELINE, WASHINGTON

AGENDA TITLE:	Council direction on Scope, Objectives, Format and Schedule for Comprehensive Plan Update
DEPARTMENT:	Planning and Development Services
PRESENTED BY:	Joseph W. Tovar, FAICP, Director Steven Cohn, Senior Planner

PROBLEM/ISSUE STATEMENT:

At the January 18 meeting, the City Council will hear presentations from City staff to provide background information to help facilitate the Council's discussion of the scope, objectives, format and schedule for the updating of the City's Comprehensive Plan. In addition to Planning Department Staff, there will also be brief overviews from Public Works, Parks, and Economic Development staff members.

At the conclusion of the meeting, the Council may provide additional direction to the staff regarding information to be researched or materials to be prepared for the March 5, 2011 City Council retreat on this same subject.

FINANCIAL IMPACT:

The Comprehensive Plan Update is a major component of the City's adopted Long Range Planning Work Program. Currently, it is expected that the scope of work for the Comprehensive Plan Update will be undertaken primarily by existing PADS staff, with contributions from other city staff.

There are no funds in the 2011 budget for consultant services in support of this effort. Depending upon the emerging scope of the work and schedule, staff may raise a funding request for consultant services for environmental services during preparation of the 2012 or 2013 budget discussions.

RECOMMENDATION

Staff recommends that the Council review this memo and attachments, hear staff background briefings at the January 18 meeting, then discuss and provide direction regarding the agenda and further materials for its March 5 retreat on the Comp Plan Update.

Approved By: City Manager  City Attorney _____

DISCUSSION

At the January 3, 2011 meeting, the Council began a preliminary discussion of this issue. From that discussion, a series of questions emerged that will help structure the Council's discussion at the January 18 meeting. These include:

1. In addition to Land Use, what other city policy objectives should be addressed?
2. How do we make sure that the updated plan elements are consistent with and implement our Vision Statement and Framework Goals?
3. How and when can we have the Planning Commission provide input to the Council about these scoping issues?
4. What should the Plan's time horizon be? 20 years? 35 years? 50 years?
5. How do we reference or otherwise incorporate the major policy components of our functional master plans (e.g., Transportation, Surface Water, and Parks) into the Comprehensive Plan?
6. Rather than adopt a target page limit, should Council give direction via plan-writing principles to guide the re-write, such as brevity, lack of redundancy and possibly greater reliance on graphics rather than exclusively text?

To assist the Council with the discussion on January 18, the Comp Plan Update Retreat tentatively set for March 5, and your joint meeting with the Planning Commission in April, the staff is preparing binders to house the relevant materials. These will include:

- 2029 Vision Statement and Framework Goals that Council adopted in 2009
- Comprehensive Housing Strategy Executive Summary
- Environmental Sustainability Strategy Executive Summary
- Economic Development Strategic Plan
- Examples of Comprehensive Plans for other cities
- Surface Water Master Plan Executive Summary
- Parks, Recreation, and Open Space Master Plan Executive Summary
- Transportation Master Plan (TMP) Executive Summary

We hope to deliver these binders to the Council during the week of January 10, but in the meantime, we have attached some background information regarding the TMP as Attachment A to this report.

RECOMMENDATION

Staff recommends that the Council review this memo and attachments, hear staff background briefings at the January 18 meeting, then discuss and provide direction regarding the agenda and further materials for its March 5 retreat on the Comp Plan Update.

Attachments

- A Background Information regarding the Transportation Master Plan
- B Information from the January 3, 2011 Staff Report on this issue
- C The materials attached to the January 3, 2011 Staff Report

Attachment A - BACKGROUND INFORMATION RE THE TRANSPORTATION MASTER PLAN

For almost two years, staff has been working on the update to the City's Transportation Master Plan (TMP). While this project is being led by Public Works, the effort has been closely coordinated with Planning and Development Services, as the topics of Land Use and Transportation are highly interrelated.

One of the most significant outputs of the updated TMP will be identification of transportation improvement projects needed to offset the impacts of growth. The City has contracted with DKS Associates to develop a traffic model that will identify the locations where traffic improvements are needed in the future. The solutions identified to mitigate growth-related traffic impacts will be used to develop the City's impact fee program. Staff will develop cost estimates for each project, which will then be utilized in the creation of impact fee costs for new development.

In order to create this model, staff needed to provide the consultant with some land use assumptions about the amount of growth the City anticipates the time frame for growth and the locations of new development. Initially, the City evaluated the future transportation impacts of three land use scenarios – an Aurora-focused scenario, a Transit Oriented Development (TOD) scenario and a Dispersed scenario. Each scenario was based upon the City's assigned growth targets for 2030 of 5,000 new households and 5,000 new jobs. Staff is aware that it is unknown when this level of growth will occur – it may take less than twenty years or it may take longer than twenty years. Current levels of development and traffic growth have been very low over the past few years. Additionally, the scenarios include the two light rail station locations identified in the Sound Transit 2 (ST2) package along Interstate 5 at NE 145th St and NE 185th St. Parking for 500 vehicles was assumed at each station. Each scenario identified growth in different areas of the City, with some commonalities. For example, each scenario assumed job and housing growth along the Aurora Corridor to varying degrees and different levels of dispersed growth throughout the City.

The traffic model was developed using the Puget Sound Regional Council (PSRC) Travel Demand Forecast Model, which incorporates the four counties of the Puget Sound Region – King, Snohomish, Pierce and Kitsap. Using the PSRC model as a base allows the City to analyze projected traffic growth in Shoreline on a microscopic scale while still incorporating the anticipated growth in the region that may impact Shoreline.

The future traffic impacts of the three scenarios were shown by the traffic model to be similar throughout the City. In response to these results and planning efforts currently underway, staff created a "TOD Enhanced" scenario that will be used to identify future traffic impacts. This scenario assumes growth concentrations around transit hubs such as the light rail stations along I-5, the Shoreline Park and Ride, the Aurora Corridor, North City, the intersection of Bothell Way and NE 145th St and the Ballinger neighborhood, with additional increased concentrations of jobs and housing units in the Town Center. Aurora Village is identified as another location for new jobs and the area around 15th Avenue NE and NE 145th is identified as another location for new housing units. Approximately ¼ of the City's household growth is dispersed evenly throughout the City in accordance with existing densities.

Once adopted, it is anticipated that the City will revisit the impact fee ordinance to update it on a regular basis (every 5-10 years), depending upon the speed of development and growth, completion of transportation projects or changing needs. At the time the impact fee is updated, the traffic model will also be revised to add new commercial and residential developments and the most recent traffic counts. If they have changed, the adopted future land uses for the City will be updated in the model, as well as any predictions for growth. Additional growth related traffic improvement projects may be identified and the impact fee will be adjusted accordingly. This process will allow the City to continue planning for transportation improvements in conjunction with on-going land use planning efforts, such as subarea planning and comprehensive plan updates.

What a Comprehensive Plan can and must be

The Council's discussion of the Comp Plan Update should begin with a summary of what the law requires and allows our Plan to be. The City plans under the requirements of the Growth Management Act GMA, which defines a comprehensive plan at RCW 36.70A.030(4) as follows:

"Comprehensive land use plan," "comprehensive plan," or "plan" means a generalized coordinated land use policy statement of the governing body of a county or city that is adopted pursuant to this chapter.

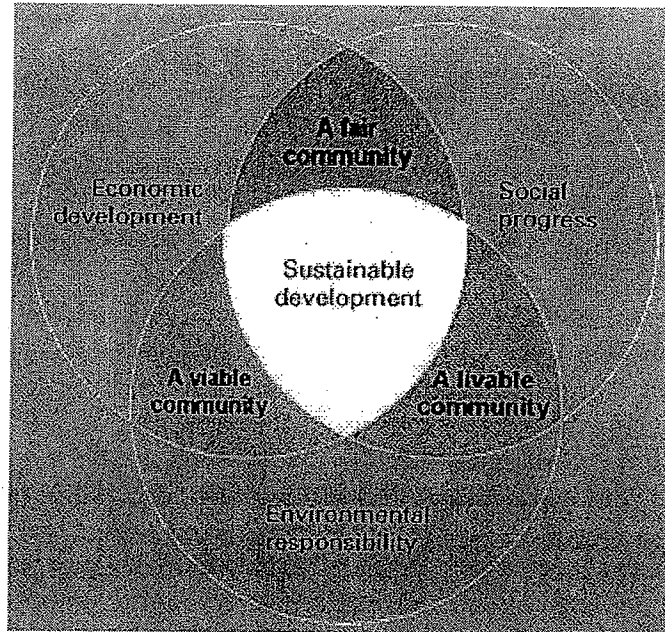
Other provisions of the GMA place our comprehensive plan within the context of state goals and requirements and a framework of regional and county policies. It also creates a number of specific requirements about what must be in our comprehensive plan, how we must and may amend it (for example, with subarea plans) and ways in which to implement it (development regulations, capital budgets, local tax policies, programs, etc.). Several of these requirements and relationships are summarized graphically in Attachment A.

While the City's plan must meet the minimum requirements of the GMA, a plan may have a broader scope than simply how land is used. For example, the City's Vision Statement adopted in 2008 describes a preferred future that includes not just a desired pattern of land uses and buildings, but a range and quality of services, and a variety of demographic, housing, environmental and economic characteristics. Such a broader focus would require coordination with other City departments, programs and initiatives. For example, the City Council's adopted Goals identify other city priorities that possibly could be incorporated into policy statements in the Comprehensive Plan.

Are we limited to the 20 year horizon?

While most city comprehensive plans focus on the 20 year horizon to correspond to the job and population allocations from the county, the GMA does not prohibit a city comprehensive plan from looking beyond that horizon. The Vision 2040 multi-county planning policies look out 30 years into the future and many of the City's major capital investments, such as the Interurban Trail, City Hall and Aurora Boulevard improvements, year horizon, have a life cycle of sixty or more years. Moreover, the City's Sustainability Strategy acknowledges the need for a multi-generational outlook when speaking of ecological systems and environmental health. This longer-term time frame, with a broadening of the sustainability concept to the economic and social realms, is acknowledged in the draft Shoreline Town Center Plan.

The City of Shoreline has long been committed to the realization of the three E's of sustainability – environmental quality, economic vitality and social equity. Town Center is a place people want to be in Shoreline in 2030 and is positioned to grow gracefully and sustainably for decades.



Limitations on Staff Resources and Planning Commission Agenda Time

This Comprehensive Plan update will differ significantly from the previous update completed in 2005. At that time, the State funded a large portion of the costs of the update. There are no state funds to speak of for 2011, nor are there funds in the PADS budget for consulting services, therefore costs of this effort will be borne entirely by the city. Depending on the project scope, there likely will be a need for an environmental impact statement, or EIS supplement, to be prepared in 2012. For that reason, we may raise a funding request as part of the 2012 budget process.

A related limitation for Council to bear in mind is the amount of agenda time that the Planning Commission will need to dedicate to this multi-year effort. We hope and expect several high-profile and agenda-intensive Planning Commission tasks to wrap up in the first quarter of 2011 (i.e., the Town Center Plan and zoning, zoning for the Southeast Neighborhoods Subarea, tree regulations, and plan and zoning amendments for the Aldercrest site.) When the Council reviews proposed comp plan docket requests, or generates its own requests for staff and Planning Commission tasks, it will be important to keep the Comp Plan priority and schedule in mind.

Major Format Questions to discuss

A major consideration in the Plan Update is the fact that we now have a City-wide Vision Statement and Framework Goals adopted by Council in 2009. Since virtually all of the existing 300+ page Comprehensive Plan was adopted years before the adoption of the Vision Statement/Framework Goal (and years before the Sustainability Strategy, Comprehensive Housing Strategy, and Economic Development Strategy), it raises a fundamental question. Can the Vision be achieved by updating the Comprehensive Plan chapter by chapter, tracking proposed edits through a "revision-format

~~strikethrough~~ and underlined document? Or will it be more effective and efficient to simply start over, using the Vision/Framework Goals as our broad outline?

A related concern has to do with the existing length and detail of the plan. At a recent meeting, the length of the existing Plan (over 300 pages) was identified as a limitation on its accessibility and usefulness. Does the Council wish to "build down" the number of policies or overall amount of text? Should the update place a greater reliance on detailed maps, diagrams and photographs, as opposed to numbered policies and narrative text? As noted above, the GMA describes a Comprehensive Plan as a "generalized" policy document. Should we make city-wide policies very broad and general and focus detailed text/policy only in our subarea plans like Town Center/Aldercrest/potential future light rail stations? If 300 pages is too long, how long is not too long?

Major Council Policy Objectives

Apart from the adopted Council Goals can the Council identify other major long-term city objectives at this point for inclusion in the Comprehensive Plan? For example, should the City identify diversification and strengthening of its tax base as a major policy objective? Should Shoreline try to encourage growth at a higher rate than the current 2030 targets suggest? Rather than choose between the SR 99/I-5 corridors for regional high capacity transit, should the City promote the development of both corridors for such regional improvements? Should Shoreline identify station area planning as a high priority? What kind of public involvement and engagement strategies should the City incorporate in updating the Comprehensive Plan and implementing it?

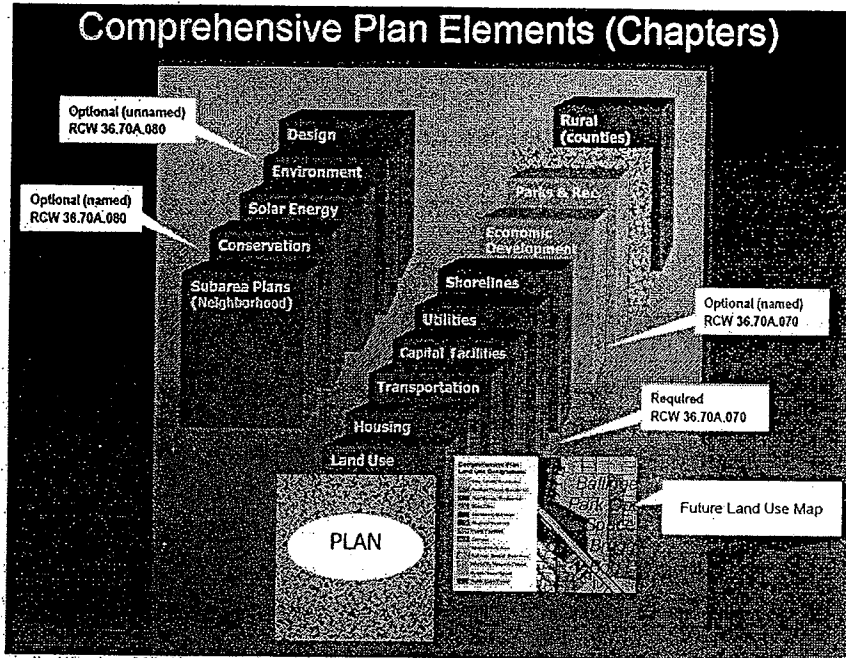
This not an exhaustive list. These questions are offered simply to get the Council thinking about the kinds of directions/objectives they may wish to set forth at the outset of the Comprehensive Plan Update process.

What happens after the meeting of January 18?

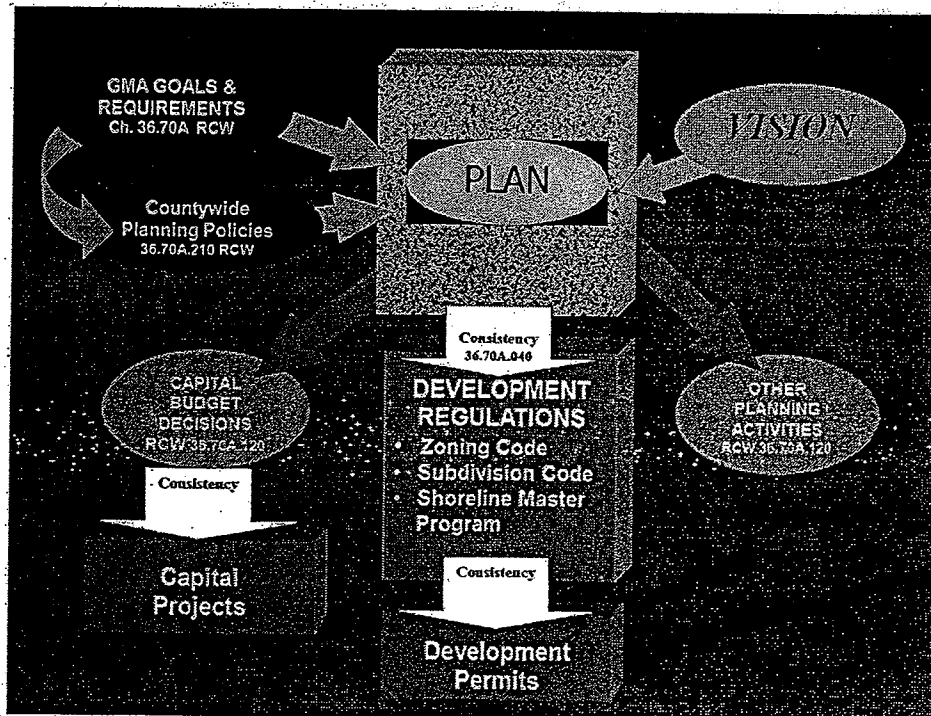
The staff proposes that the output of the Council's discussions be summarized and made available for the public's review and comment. The Planning Commission could then conduct its own review in late February, hear public comment, and forward any comments it wished to offer for Council's consideration. Depending on the timing and items on the Council's annual retreat agenda, it may be possible at that time for the Council to hear a summary of the Commission/Public comment on the draft scope and objectives for the Comprehensive Plan update.

ATTACHMENT C – ATTACHMENTS FROM THE JANUARY 3, 2011 COUNCIL STAFF REPORT

Required and Optional Comprehensive Plan Elements (Chapters)



Framework of State Law, Regional Plans, Comp Plans, and Regulations



Shoreline City Council - 2010-2011 Goals and Workplan

Goal 1: Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods and businesses

- Adopt the Southeast Area Neighborhoods Subarea Plan
- Adopt updated tree regulations, including citywide goals for urban forest canopy
- Complete draft Urban Design, Capital Facilities and Transportation elements of the Comprehensive Plan
- Adopt the Town Center Subarea Plan
- Make the permit process clear, timely and predictable through Subarea Plans, Planned Actions and other appropriate planning tools

Goal 2: Provide safe, efficient and effective infrastructure to support our land use, transportation and surface water plans

- Update the Transportation Master Plan, including citywide trail, bicycle, and transit elements
- Update the Surface Water Master Plan and priority basin plans
- Work with Sound Transit, neighboring cities, regional agencies and Shoreline neighborhoods to implement the Sound Transit plan to bring light rail through Shoreline

Goal 3: Expand Economic Development opportunities in Shoreline

- Develop a "Transit-oriented Development" plan for the Aurora Park and Ride Lot at N. 192nd Street
- Work with the Shoreline Community College to establish a continuing small business development and assistance program
- Explore economic development opportunities for any surplus property at the Fircrest campus with the State of Washington
- Actively recruit both large and small businesses to Shoreline

Goal 4: Construct the Aurora Improvements from 165th to 205th Streets

- Complete construction of Aurora from N. 165th to N. 185th Streets
- Complete design, acquisition and bid for Aurora from N. 185th to N. 192nd Streets
- Secure funding for the last section of Aurora

Goal 5: Provide enhanced opportunities for effective citizen communication and community engagement

- Implement and evaluate new communication tools such as Council meeting "e-comment," and social media such as Facebook and Youtube
- Host community forums on key topics of interest
- Enhance communication and partnerships with the Shoreline Community College, School District, utilities and other local public agencies
- Support community, civic and volunteer organizations in efforts to expand capacity.

Goal 6: Develop a "healthy city" strategy

- Adopt updated Parks, Recreation, and Cultural Services Plan
- Work with a citizen advisory committee of community stakeholders to develop a Healthy City Plan
- Develop a scope of work, including identifying stakeholders, cost and timeline, for a Youth Services Master Plan

Goal 7: Acquire Seattle Public Utilities water system in Shoreline

- Develop feasibility analysis and financial plan
- Negotiate acquisition
- Develop transition and implementation plan and schedule

Planning — December 2010

There's Hope for the General Plan *by Robert Paternoster, FAICP*

General plans have gotten a bad name as a failed planning tool — and often for good reason. Let's face it: We have been preparing general plans (or comprehensive plans) for well over a century with little to show for our labors, particularly when we're talking about the plans that languish on the shelves of older cities. I believe, however, that there's a way to make the general plan work, and that is by making it a tool for management as well as for planning.

My first experience with the general plan was in the 1960s as a young planner on the staff of Ed Bacon's Philadelphia Planning Commission. The city had just released its new comprehensive plan, a document that had taken a decade to prepare. But it wasn't long before it became clear that the plan had major shortcomings. For one thing, it was a long-range, 20-year, end-state plan, based upon the premise that its recommendations would stand up as a blueprint for city development. It did not anticipate the constant revision and updating that would be needed — but was never done. The second problem — typical of all master plans of that era — was that the document focused almost exclusively on the physical city, while ignoring Philadelphia's massive social and economic problems.

Moving to the West Coast in 1978, I found myself working in cities with a city manager form of government — a dramatic shift from the strong mayors I knew in the East. I was pleasantly surprised to find that city managers actually welcomed the advice of planners, and some viewed the general plan as a tool for better management. That was true both in Sunnyvale (part of Silicon Valley), where I served as community development director and helped to refine a sophisticated planning and management system (PAMS), and in Ontario (in Southern California), where planning director Jerry Blum teamed up with his city manager to produce a dynamic, online general plan and business strategy.

What both of these cities have in common is that they began with a long-range vision based on an extensive public outreach effort. The vision was translated into long-range goals and plans (including the traditional land-use plan), which were prepared by or in cooperation with the senior staff of the operating departments and adopted by the city council as the community's long-range general plan.

The success of these cities is part of the reason that I believe that there is hope for the general plan — so long as it is used as a central management tool as well as a primary planning tool. But success requires collaboration between the city manager (or mayor) and the planning director, and must involve the senior staff of all the operating departments. Success also requires reaching out to residents and businesses.

Most important, the focus of this effort must be on a continuous planning process, one that allows for change through the middle-range strategic planning and programming process. That's how we can transform the general plan into a powerful new tool for planning and management.



2029 Vision Statement

Imagine for a moment that it is the year 2029 and you are in the City of Shoreline. This vision statement describes what you will see.

Shoreline in 2029 is a thriving, friendly city where people of all ages, cultures, and economic backgrounds love to live, work, play and, most of all, call home. Whether you are a first-time visitor or long-term resident, you enjoy spending time here.

There always seems to be plenty to do in Shoreline -- going to a concert in a park, exploring a Puget Sound beach or dense forest, walking or biking miles of trails and sidewalks throughout the city, shopping at local businesses or the farmer's market, meeting friends for a movie and meal, attending a street festival, or simply enjoying time with your family in one of the city's many unique neighborhoods.

People are first drawn here by the city's beautiful natural setting and abundant trees; affordable, diverse and attractive housing; award-winning schools; safe, walkable neighborhoods; plentiful parks and recreation opportunities; the value placed on arts, culture, and history; convenient shopping, as well as proximity to Seattle and all that the Puget Sound region has to offer.

The city's real strengths lie in the diversity, talents and character of its people. Shoreline is culturally and economically diverse, and draws on that variety as a source of social and economic strength. The city works hard to ensure that there are opportunities to live, work and play in Shoreline for people from all backgrounds.

Shoreline is a regional and national leader for living sustainably. Everywhere you look there are examples of sustainable, low impact, climate-friendly practices come to life -- cutting edge energy-efficient homes and businesses, vegetated roofs, rain gardens, bioswales along neighborhood streets, green buildings, solar-powered utilities, rainwater harvesting systems, and local food production to name only a few. Shoreline is also deeply committed to caring for its seashore, protecting and restoring its streams to bring back the salmon, and to making sure its children can enjoy the wonder of nature in their own neighborhoods.

A City of Neighborhoods

Shoreline is a city of neighborhoods, each with its own character and sense of place. Residents take pride in their neighborhoods, working together to retain and improve their distinct identities while embracing connections to the city as a whole. Shoreline's neighborhoods are attractive, friendly, safe places to live where residents of all ages, cultural backgrounds and incomes can enjoy a high quality of life and sense of community. The city offers a wide diversity of housing types and choices, meeting the needs of everyone from newcomers to long-term residents.

Newer development has accommodated changing times and both blends well with established neighborhood character and sets new standards for sustainable building, energy efficiency and environmental sensitivity. Residents can leave their car at home and walk or

ride a bicycle safely and easily around their neighborhood or around the whole city on an extensive network of sidewalks and trails.

No matter where you live in Shoreline there's no shortage of convenient destinations and cultural activities. Schools, parks, libraries, restaurants, local shops and services, transit stops, and indoor and outdoor community gathering places are all easily accessible, attractive and well maintained. Getting around Shoreline and living in one of the city's many unique, thriving neighborhoods is easy, interesting and satisfying on all levels.

Neighborhood Centers

The city has several vibrant neighborhood "main streets" that feature a diverse array of shops, restaurants and services. Many of the neighborhood businesses have their roots in Shoreline, established with the help of a local business incubator, a long-term collaboration between the Shoreline Community College, the Shoreline Chamber of Commerce and the city.

Many different housing choices are seamlessly integrated within and around these commercial districts, providing a strong local customer base. Gathering places – like parks, plazas, cafes and wine bars - provide opportunities for neighbors to meet, mingle and swap the latest news of the day.

Neighborhood main streets also serve as transportation hubs, whether you are a cyclist, pedestrian or bus rider. Since many residents still work outside Shoreline, public transportation provides a quick connection to downtown, the University of Washington, light rail and other regional destinations. You'll also find safe, well-maintained bicycle routes that connect all of the main streets to each other and to the Aurora core area, as well as convenient and reliable local bus service throughout the day and throughout the city. If you live nearby, sidewalks connect these hubs of activity to the surrounding neighborhood, bringing a car-free lifestyle within reach for many.

The Signature Boulevard

Aurora Avenue is Shoreline's grand boulevard. It is a thriving corridor, with a variety of shops, businesses, eateries and entertainment, and includes clusters of some mid-rise buildings, well-designed and planned to transition to adjacent residential neighborhoods gracefully. Shoreline is recognized as a business-friendly city. Most services are available within the city, and there are many small businesses along Aurora, as well as larger employers that attract workers from throughout the region. Here and elsewhere, many Shoreline residents are able to find family-wage jobs within the City.

Housing in many of the mixed-use buildings along the boulevard is occupied by singles, couples, families, and seniors. Structures have been designed in ways that transition both visually and physically to reinforce the character of adjacent residential neighborhoods. The improvements put in place in the early decades of the 21st century have made Aurora an attractive and energetic district that serves both local residents and people from nearby Seattle, as well as other communities in King and Snohomish counties. As a major transportation corridor, there is frequent regional rapid transit throughout the day and evening. Sidewalks provide easy access for walking to transit stops, businesses, and connections to adjacent neighborhoods.

Aurora has become a green boulevard, with mature trees and landscaping, public plazas, and green spaces. These spaces serve as gathering places for neighborhood and citywide events throughout the year. It has state-of-the-art stormwater treatment and other sustainable features along its entire length.

As you walk down Aurora you experience a colorful mix of bustling hubs – with well designed buildings, shops and offices – big and small – inviting restaurants, and people enjoying their balconies and patios. The boulevard is anchored by the vibrant Town Center, which is focused between 175th and 185th Street. This district is characterized by compact, mixed-use, pedestrian-friendly development highlighted by the Shoreline City Hall, the Shoreline Historical Museum, Shorewood High School, and other civic facilities. The interurban park provides open space, recreational opportunities, and serves as the city's living room for major festivals and celebrations.

A Healthy Community

Shoreline residents, city government and leaders care deeply about a healthy community. The city's commitment to community health and welfare is reflected in the rich network of programs and organizations that provide human services throughout the city to address the needs of all its residents.

Shoreline is a safe and progressive place to live. It is known region wide for the effectiveness of its police force and for programs that encourage troubled people to pursue positive activities and provide alternative treatment for non-violent and nonhabitual offenders.

In Shoreline it is believed that the best decisions are informed by the perspectives and talents of its residents. Community involvement in planning and opportunities for input are vital to shaping the future, particularly at the neighborhood scale, and its decision making processes reflect that belief. At the same time, elected leaders and city staff strive for efficiency, transparency and consistency to ensure an effective and responsive city government.

Shoreline continues to be known for its outstanding schools, parks and youth services. While children are the bridge to the future, the city also values the many seniors who are a bridge to its shared history, and redevelopment has been designed to preserve our historic sites and character. As the population ages and changes over time, the City continues to expand and improve senior services, housing choices, community gardens, and other amenities that make Shoreline such a desirable place to live.

Whether for a 5-year-old learning from volunteer naturalists about tides and sea stars at Richmond Beach or a 75-year-old learning yoga at the popular Senior Center, Shoreline is a place where people of all ages feel the city is somehow made for them. And, maybe most importantly, the people of Shoreline are committed to making the city even better for the next generation.

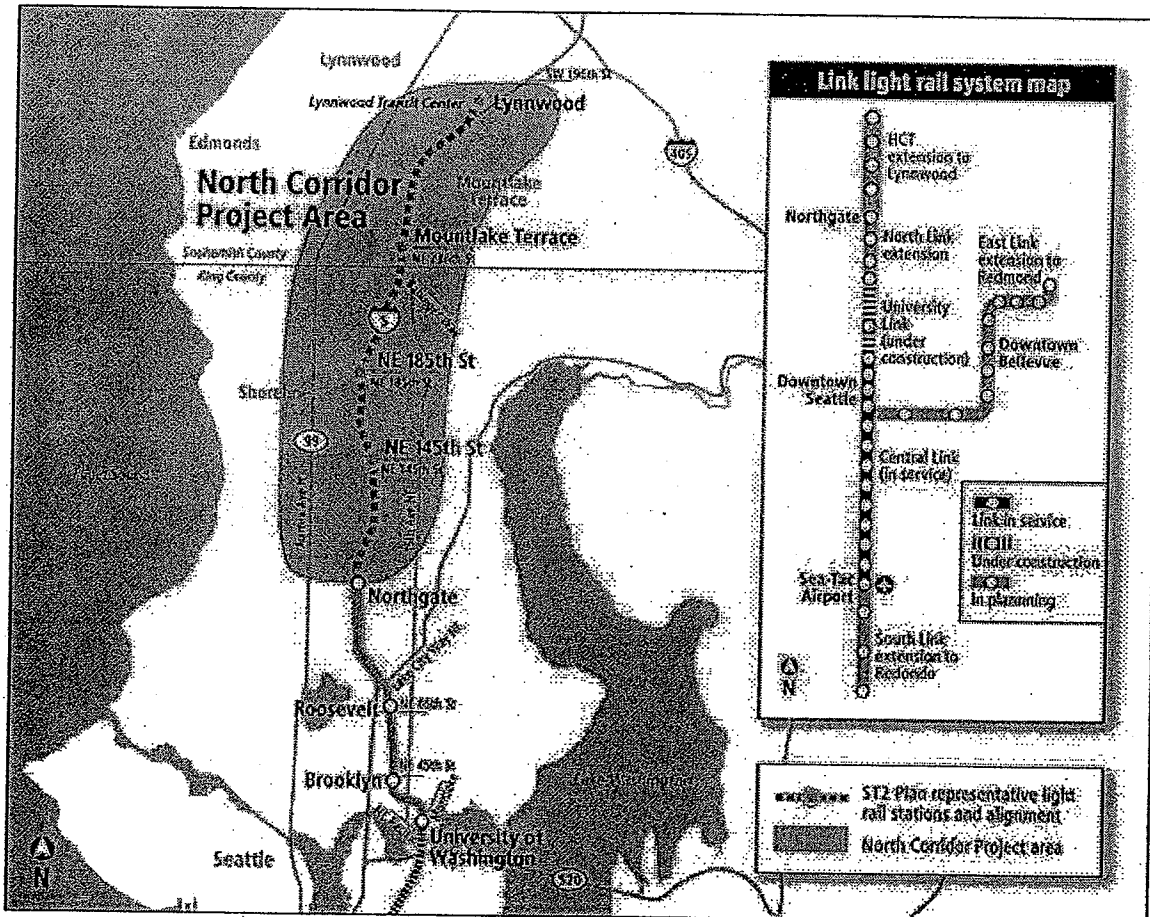
Framework Goals

The original framework goals for the city were developed through a series of more than 300 activities held in 1996-1998. They were updated through another series of community visioning meetings and open houses in 2008-2009. These Framework Goals provide the overall policy foundation for the Comprehensive Plan and support the City Council's vision. When implemented, the Framework Goals are intended to preserve the best qualities of Shoreline's neighborhoods today and protect the City's future. To achieve balance in the City's development the Framework Goals must be viewed as a whole and not one pursued to the exclusion of others.

Shoreline is committed to being a sustainable city in all respects.

- FG 1:** Continue to support exceptional schools and opportunities for lifelong learning.
- FG 2:** Provide high quality public services, utilities, and infrastructure that accommodate anticipated levels of growth, protect public health and safety, and enhance the quality of life.
- FG 3:** Support the provision of human services to meet community needs.
- FG 4:** Provide a variety of gathering places, parks, and recreational opportunities for all ages and expand them to be consistent with population changes.
- FG 5:** Encourage an emphasis on arts, culture and history throughout the community.
- FG 6:** Make decisions that value Shoreline's social, economic, and cultural diversity.
- FG 7:** Conserve and protect our environment and natural resources, and encourage restoration, environmental education and stewardship.
- FG 8:** Apply innovative and environmentally sensitive development practices.
- FG 9:** Promote quality building, functionality, and walkability through good design and development that is compatible with the surrounding area.
- FG 10:** Respect neighborhood character and engage the community in decisions that affect them.
- FG 11:** Make timely and transparent decisions that respect community input.
- FG 12:** Support diverse and affordable housing choices that provide for Shoreline's population growth, including options accessible for the aging and/or developmentally disabled.
- FG 13:** Encourage a variety of transportation options that provide better connectivity within Shoreline and throughout the region.
- FG 14:** Designate specific areas for high density development, especially along major transportation corridors.
- FG 15:** Create a business friendly environment that supports small and local businesses, attracts large businesses to serve the community and expand our jobs and tax base, and encourages innovation and creative partnerships.
- FG 16:** Encourage local neighborhood retail and services distributed throughout the city.
- FG 17:** Strengthen partnerships with schools, non-governmental organizations, volunteers, public agencies and the business community.
- FG 18:** Encourage Master Planning at Fircrest School that protects residents and encourages energy and design innovation for sustainable future development.

North Corridor Transit Project



Extending mass transit from Northgate to Lynnwood

Sound Transit is preparing to extend mass transit from Northgate to Lynnwood, which voters approved as part of the Sound Transit 2 Plan in 2008, along with funding to continue planning future service all the way to Everett. The North Corridor Transit Project will connect to and build on the Link light rail line that opened for service between downtown Seattle and Sea-Tac Airport in 2009. Construction is currently underway on a light rail extension to the University of Washington scheduled to open in 2016, followed by service to Northgate targeted in 2021. Voter-approved additions over the next few years will bring 36 new miles of service to the north, south and east, creating a 55-mile light rail system serving the region.

The North Corridor Transit Project relies on receiving federal assistance to complete the project. In order to qualify for federal grants, Sound Transit must complete an Alternatives Analysis (AA). This requires examination of reasonable alternatives to meet the needs of the corridor and will help Sound Transit identify a preferred transit mode and route. The Sound Transit 2 Plan assumed a fully elevated light rail line from Northgate Station to the Lynnwood Transit Center with four new stations north of Northgate as shown on the map

but Sound Transit is now examining a broader range of alternatives in conformance with federal requirements.

Federal funding is key to keeping this project affordable, and is especially important as Sound Transit responds to impacts of the current economic recession that have reduced projected revenues by about 25 percent through 2023 and have created schedule risks for this project.

Project benefits

- 8-9 miles of new mass transit service
- Northgate to Lynnwood with several new transit stations
- Frequent, reliable service between south Snohomish County and the University of Washington, downtown Seattle and other regional destinations
- Increased mobility, access and transportation capacity for residents and workers
- Targeted to open for service to public in 2023

Preliminary Schedule

Alternatives Analysis, Conceptual Engineering & EIS Scoping: mid 2010 to 2011

Draft EIS & Advanced Conceptual Engineering: late 2011 to 2012

Preliminary Engineering & Final EIS: mid 2012 to 2014

Final Design: 2015 to 2017

Construction & Testing: 2018 to mid 2022

Target Start of Service: 2023